To the Reader

SCIENTOLOGY® applied religious philosophy contains pastoral counseling procedures intended to assist an individual to gain greater knowledge of self. The mission of the Church of Scientology is a simple one: to help the individual achieve greater self-confidence and personal integrity, thereby enabling him to really trust and respect himself and his fellow man. The attainment of the benefits and goals of Scientology philosophy requires each individual's dedicated participation, as only through his own efforts can he achieve these.

This book is part of the religious literature and works of the Scientology Founder, L. Ron Hubbard. It is presented to the reader as part of the record of his personal research into life, and the application of same by others, and should be construed only as a written report of such research and not as a statement of claims made by the Church or the Founder.

Scientology philosophy and its forerunner, DIANETICS® spiritual healing technology, as practiced by the Church, address only the "thetan" (spirit). Although the Church, as are all churches, is free to engage in spiritual healing, it does not, as its primary goal is increased *spiritual awareness* for all. For this reason, the Church does not wish to accept individuals who desire treatment of physical or mental illness but prefers to refer these to qualified specialists of other organizations who deal in these matters.

The HUBBARD® Electrometer is a religious artifact used in the Church confessional. It in itself does nothing, and is used by ministers only, to assist parishioners in locating areas of spiritual distress or travail.

IMPORTANT NOTE

In reading this material, be very certain you never go past a word you do not fully understand.

The only reason a person gives up a study or becomes confused or unable to learn is because he or she has gone past a word that was not understood.

The confusion or inability to grasp or learn comes after a word that the person did not have defined and understood.

Have you ever had the experience of coming to the end of a page and realizing you didn't know what you had read? Well, somewhere earlier on that page you went past a word that you had no definition for or an incorrect definition for.

Here's an example. "It was found that when the crepuscule arrived the children were quieter and when it was not present, they were much livelier." You see what happens. You think you don't understand the whole idea, but the inability to understand came entirely from the one word you could not define, *crepuscule,* which means twilight or darkness.

It may not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion.

This datum about not going past an undefined word is the most important fact in the whole subject of study. Every subject you have taken up and abandoned had its words which you failed to get defined.

Therefore, in reading this material be very, very certain you never go past a word you do not fully understand. If the material becomes confusing or you can't seem to grasp it, there will be a word just earlier that you have not understood. Don't go any further, but go back to BEFORE you got into trouble, find the misunderstood word and get it defined.

We have administrative tech.

And it is all published and there for use.

And further, when it is known and used,

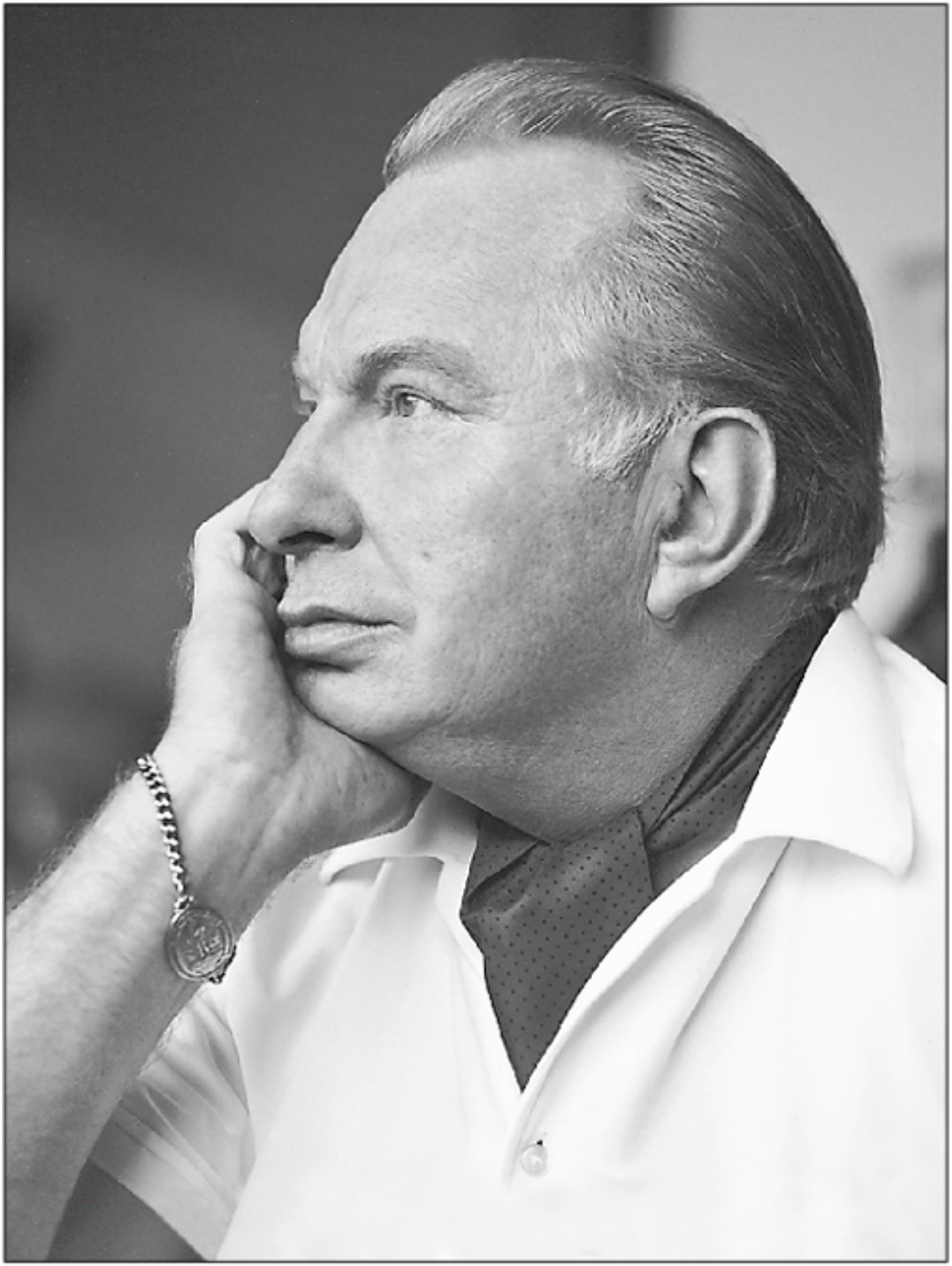
proven times without number now,

production and prosperity occur AND show up

as statistics which INDICATE that production

and prosperity are occurring.

L. Ron Hubbard
HCO PL 20 Sept. 76



INTRODUCTION

When, after twenty years of organizational experience, L. Ron Hubbard developed what he called *The Management Series,* top administrators around the world found in their hands an extraordinarily powerful tool: the ultimate reference for executive success. Since then, in many countries and on all continents, these administrators have conclusively proven that this revolutionary technology provides the means to establish, operate and expand any activity or group — and guarantee its total success.

The Management Series consists of three volumes, which together contain eleven managerial subjects that LRH isolated and then codified, each as a complete subject series—434 policy letters in all. To understand this accomplishment, one must realize that each series contains key principles of organization never before known to man, let alone codified. And that together they represent unprecedented administrative breakthroughs that form the only precise technology anyone anywhere can use to recognize and handle organizational problems and situations.

This new CD-ROM contains all three volumes of the *Management Series* in addition to *OEC Volume 0, The Basic Staff Hat,* providing a landmark collection of policies for the success of any staff member or executive. The special Search and Find features provide the facility to locate any issue you need on any subject covered in these volumes. And the combined Subject Index, Alphabetical List and Chronological List cross-reference all volumes on this CD-ROM. The result — instant access to LRH's administrative policy.

The policies contained herein hold the very laws and principles governing organization — third dynamic technology, which mirrors exactly the precision of auditing technology, providing standard handlings for any organizational situation. The most powerful and needed management technology man has ever known, these materials, correctly applied, mean expansion and planetary clearing. Thus, an executive with a full knowledge of the policies in this CD-ROM has the tools to organize, establish and operate any organization and take it to the stars.

–The Editors

Management Series

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ABOUT THE AUTHOR

ABOUT THE AUTHOR

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Nov. 1965	SEVEN–DIVISION ORGANIZING BOARD
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1969	NINE–DIVISION ORGANIZING BOARD
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SCIENTOLOGY CHURCHES, MISSIONS AND CENTERS

The Organization Executive Course

Basic Staff Hat
Volume 0

L. Ron Hubbard
Founder of Dianetics and Scientology

INTRODUCTION

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 SEPTEMBER 1969

REMIMEO
ITEM 1 OEC
CHECKSHEET

THE ORG EXEC COURSE INTRODUCTION

This course contains the basic laws of organization.

Primarily intended for Scientology organization executives, its policy letters are slanted toward a Scientology org (short for organization). However, it covers any organization and contains fundamentals vital to any successful or profitable activity.

This course also applies to the individual. Any individual has his 7 (or 9) divisions and his 21 (or 27) departments. Where one or more of these is missing in his conduct of life he will be to that degree an unsuccessful individual.

No matter how organized, any company, society or political entity will be as unsuccessful as it has these functions missing.

Thus this is not just the Scientology idea of how an org should run — most of it is vital basic discovery.

Man did not really know the principles of organization any more than he knew what made his mind work before *Dianetics* was published.

A very small amount of the material on this course has crept into general use, just as a very few of the principles of Dianetics and Scientology are now an "Everybody knows———." Survival is now conceded as the basic principle of existence. Universities now know man can change IQ and personality. As time goes on, more and more of the technology "leaks" into general knowledge. But it takes a long time for all mankind to know a whole tech in this fashion.

To date the Scientology discoveries in organization are known to a very few. But some of the more general principles are already creeping into business practice.

Not long ago, for instance, a close friend of the president of the US was given the policy letter about "Don't reward a down statistic." A few days later the president used it in his new relief program policy.

Of course there are hundreds of other "PLs" that *haven't* been shown to the friend of the president. It takes years for new ideas to "leak" into public consciousness. It

took five years for the medical professors in universities to begin to teach that aberration could come from the "birth engram." In eighteen years only a handful of medical doctors accepted that mental image pictures caused aberration. In nineteen years only a few medical doctors could also audit.

Therefore, if one were fully conversant with the full subject and all its principles he would appear to be a magician, a miracle worker.

If anyone knew the Org Exec Course fully and could practice it, he could completely reverse any downtrending company or country. Indeed, here and there at this writing men have done so.

It could be argued or pleaded that this huge body of data should be made into texts capable of general application by businesses and countries. The one effort to republish these policies in other terms so badly altered the material that it became a hopeless bog even though attempted by a very successful businessman. He himself was applying the originals direct to his company and it soaringly became rich. Then he decided to rewrite it all, greatly altered and edited, for his employees, and his business went on a toboggan slide. His correct action would have been to send his employees to take the same course he took — this very Org Exec Course. And let them adapt what they now knew to fit their own posts and activities. Instead, he cut them off from source and what *he* wrote for them was only as much as *he* had gotten out of the course from his own viewpoint.

At least there are Scientology orgs around which are successful living models of these policies and org form.

The only real trouble these orgs ever have is not a failure to apply policy but a failure of the whole staff to know policy.

Wherever a portion of a Scientology org is in confusion, you will find that the staff members in that portion have not done the Org Exec Course. They may know a few policies. But outside that, anyone can come along and say "this is the policy" or "what you're doing is against policy," and being ignorant of policy, they develop the idea of some vast unknown area and go downhill.

The name Org *Exec* Course is probably a misnomer. Certainly the executives of the org should know it well. But the staff member who doesn't know it is at effect. If he *knew* his OEC data he would be able to defend himself and get his own "show on the road" in his portion of the org.

ANY FAILURE OF THESE BASICS AND POLICIES IS IGNORANCE OF THEM.

When you know them all, not just a few, it makes a whole intelligible picture.

It is rather exciting to be able to cut through the superstition of yesterday's organizations and deal in basic down-to-earth fundamentals.

When you understand all the policies on this course, you will understand organization itself, no matter to what you apply it. You will also be able to recognize misorganization when you see it.

And I assure you that in a misorganized society the individual loses out.

Even dictatorships come about only because the citizen doesn't know basic organization. Thus authoritarian rule exists only to the degree that its subjects are ignorant of the fundamentals of organization.

Those fundamentals, even if specialized to fit a Scientology organization, exist in this, the Org Exec Course.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 AUGUST 1971
ISSUE I

REMIMEO

BASIC HAT PACK

The Basic Staff Hat is OEC Volume No. 0.

Every staff member needs one of these.

When every staff member of one org bought one, the stats promptly went up through the roof.

It tells how an org operates and gives the basic information necessary to a staff member to operate properly as one.

The whole set should be owned by execs. And the divisional book as well as Vol 0 by members of any one division.

An heroic job of compilation and publishing was done by the staff involved. It took years of work. And they did a beautiful job of making these big books.

They contain all the policy ever issued sorted by divisions, fully indexed.

Just the Basic Staff Hat in every staff member's hands and available for reference made the first org boom.

So what will the whole set do?

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 SEPTEMBER 1969R
REVISED 17 JUNE 1985

REMIMEO
ORG EXEC COURSE

HOW TO STUDY THIS COURSE

Each checksheet of the Org Exec Course should be studied one time through.

That is a completion of the course.

All Scientology rules of study and student conduct, as given in the Student Hat, apply.

A checksheet may be added to per HCO PL 21 July 81 I, WHAT IS A CHECKSHEET, but only for a new student or one who has discontinued as incomplete and is resuming the course after a long absence.

All new LRH policy letters are added to the checksheet for the appropriate volume(s) as they are issued, or as indicated in newly issued checksheets after the date of this policy letter.

Beware of going past misunderstood words. Use a dictionary liberally.

If the student bogs or is slow he should be sent to Qual.

Beware of other students "explaining things" in the policy letters or of Course Supervisors who say, "That isn't used now." The data is the data and it *is* in the policy letters.

In particular, beware of memorizing things without understanding them. What is true for you is true. The data here is for you and to help make a better world.

Good luck.

L. RON HUBBARD
FOUNDER

KEEPING SCIENTOLOGY WORKING

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 FEBRUARY 1965

REMIMEO
STHIL STUDENTS
ASSOC/ORG SEC HAT
HCO SEC HAT
CASE SUP HAT
DS OF P HAT
DS OF T HAT
STAFF MEMBER HAT
MISSIONS

KEEPING SCIENTOLOGY WORKING SERIES 1

Note: Neglect of this PL has caused great hardship on staffs, has cost countless millions and made it necessary in 1970 to engage in an all-out international effort to restore basic Scientology over the world. Within 5 years after the issue of this PL, with me off the lines, violation had almost destroyed orgs. "Quickie grades" entered in and denied gain to tens of thousands of cases. Therefore actions which neglect or violate this policy letter are HIGH CRIMES resulting in Comm Evs on ADMINISTRATORS and EXECUTIVES. It is not "entirely a tech matter" as its neglect destroys orgs and caused a 2-year slump. IT IS THE BUSINESS OF EVERY STAFF MEMBER to enforce it.

SPECIAL MESSAGE

THE FOLLOWING POLICY LETTER MEANS WHAT IT SAYS.

IT WAS TRUE IN 1965 WHEN I WROTE IT. IT WAS TRUE IN 1970 WHEN I HAD IT REISSUED. I AM REISSUING IT NOW, IN 1980, TO AVOID AGAIN SLIPPING BACK INTO A PERIOD OF OMITTED AND QUICKIED FUNDAMENTAL GRADE CHART ACTIONS ON CASES, THEREBY DENYING GAINS AND THREATENING THE VIABILITY OF SCIENTOLOGY AND OF ORGS. SCIENTOLOGY WILL KEEP WORKING ONLY AS LONG AS *YOU* DO YOUR PART TO KEEP IT WORKING BY APPLYING THIS POLICY LETTER.

WHAT I SAY IN THESE PAGES HAS ALWAYS BEEN TRUE, IT HOLDS TRUE TODAY, IT WILL STILL HOLD TRUE IN THE YEAR 2000 AND IT WILL CONTINUE TO HOLD TRUE FROM THERE ON OUT.

NO MATTER WHERE YOU ARE IN SCIENTOLOGY, ON STAFF OR NOT, THIS POLICY LETTER HAS SOMETHING TO DO WITH YOU.

ALL LEVELS

KEEPING SCIENTOLOGY WORKING

HCO Sec or Communicator hat check
on all personnel and all new personnel as taken on.

We have some time since passed the point of achieving uniformly workable technology.

The only thing now is getting the technology applied.

If you can't get the technology applied then you can't deliver what's promised. It's as simple as that. If you can get the technology applied you *can* deliver what's promised.

The only thing you can be upbraided for by students or pcs is "no results." Trouble spots occur only where there are "no results." Attacks from governments or monopolies occur only where there are "no results" or "bad results."

Therefore the road before Scientology is clear and its ultimate success is assured ***if*** the technology is applied.

So it is the task of the Assoc or Org Sec, the HCO Sec, the Case Supervisor, the D of P, the D of T and all staff members to get the correct technology applied.

Getting the correct technology applied consists of:

One: **Having the correct technology.**

Two: **Knowing the technology.**

Three: **Knowing it is correct.**

Four: **Teaching correctly the correct technology.**

Five: **Applying the technology.**

Six: **Seeing that the technology is correctly applied.**

Seven: **Hammering out of existence incorrect technology.**

Eight: **Knocking out incorrect applications.**

Nine: **Closing the door on any possibility of incorrect technology.**

Ten: **Closing the door on incorrect application.**

One above has been done.

Two has been achieved by many.

Three is achieved by the individual applying the correct technology in a proper manner and observing that it works that way.

Four is being done daily successfully in most parts of the world.

Five is consistently accomplished daily.

Six is achieved by Instructors and Supervisors consistently.

Seven is done by a few but is a weak point.

Eight is not worked on hard enough.

Nine is impeded by the "reasonable" attitude of the not-quite-bright.

Ten is seldom done with enough ferocity.

Seven, Eight, Nine and Ten are the only places Scientology can bog down in any area.

The reasons for this are not hard to find. (a) A weak certainty that it works in Three above can lead to weakness in Seven, Eight, Nine and Ten. (b) Further, the not-too-bright have a bad point on the button Self-Importance. (c) The lower the IQ, the more the individual is shut off from the fruits of observation. (d) The service facs of people make them defend themselves against anything they confront, good or bad, and seek to make it wrong. (e) The bank seeks to knock out the good and perpetuate the bad.

Thus, we as Scientologists and as an organization must be very alert to Seven, Eight, Nine and Ten.

In all the years I have been engaged in research I have kept my comm lines wide open for research data. I once had the idea that a group could evolve truth. A third of a century has thoroughly disabused me of that idea. Willing as I was to accept suggestions and data, only a handful of suggestions (less than twenty) had long-run value and *none* were major or basic; and when I did accept major or basic suggestions and used them, we went astray and I repented and eventually had to "eat crow."

On the other hand there have been thousands and thousands of suggestions and writings which if accepted and acted upon would have resulted in the complete destruction of all our work as well as the sanity of pcs. So I know what a group of people will do and how insane they will go in accepting unworkable "technology." By actual record the percentages are about twenty to 100,000 that a group of human beings will dream up bad technology to destroy good technology. As we could have gotten along without suggestions, then, we had better steel ourselves to continue to do so now that we have made it. This point will of course be attacked as "unpopular," "egotistical" and "undemocratic." It very well may be. But it is also a survival point. And I don't see that popular measures, self-abnegation and democracy have done anything for man but push him further into the mud. Currently, popularity endorses degraded novels, self-abnegation has filled the Southeast Asian jungles with stone idols and corpses, and democracy has given us inflation and income tax.

Our technology has not been discovered by a group. True, if the group had not supported me in many ways I could not have discovered it either. But it remains that if in its formative stages it was not discovered by a group, then group efforts, one can safely assume, will not add to it or successfully alter it in the future. I can only say this now that it is done. There remains, of course, group tabulation or coordination of what has been done, which will be valuable — only so long as it does not seek to alter basic principles and successful applications.

The contributions that were worthwhile in this period of forming the technology were help in the form of friendship, of defense, of organization, of dissemination, of application, of advices on results and of finance. These were great contributions and were and are appreciated. Many thousands contributed in this way and made us what we are. Discovery contribution was not however part of the broad picture.

We will not speculate here on why this was so or how I came to rise above the bank. We are dealing only in facts and the above is a fact — the group left to its own

devices would not have evolved Scientology but with wild dramatizations of the bank called "new ideas" would have wiped it out. Supporting this is the fact that man has never before evolved workable mental technology and emphasizing it is the vicious technology he *did* evolve — psychiatry, psychology, surgery, shock treatment, whips, duress, punishment, etc., ad infinitum.

So realize that we have climbed out of the mud by whatever good luck and good sense, and *refuse* to sink back into it again. See that Seven, Eight, Nine and Ten above are ruthlessly followed and we will never be stopped. Relax them, get reasonable about it and we will perish.

So far, while keeping myself in complete communication with all suggestions, I have not failed on Seven, Eight, Nine and Ten in areas I could supervise closely. But it's not good enough for just myself and a few others to work at this.

Whenever this control as per Seven, Eight, Nine and Ten has been relaxed, the whole organizational area has failed. Witness Elizabeth, NJ; Wichita; the early organizations and groups. They crashed only because I no longer did Seven, Eight, Nine and Ten. Then, when they were all messed up, you saw the obvious "reasons" for failure. But ahead of that they ceased to deliver and *that* involved them in other reasons.

The common denominator of a group is the reactive bank. Thetans without banks have different responses. They only have their banks in common. They agree then only on bank principles. Person to person the bank is identical. So constructive ideas are *individual* and seldom get broad agreement in a human group. An individual must rise *above* an avid craving for agreement from a humanoid group to get anything decent done. The bank-agreement has been what has made Earth a Hell — and if you were looking for Hell and found Earth, it would certainly serve. War, famine, agony and disease has been the lot of man. Right now the great governments of Earth have developed the means of frying every man, woman and child on the planet. That is bank. That is the result of Collective Thought Agreement. The decent, pleasant things on this planet come from *individual* actions and ideas that have somehow gotten by the Group Idea. For that matter look how we ourselves are attacked by "public opinion" media. Yet there is no more ethical group on this planet than ourselves.

Thus each one of us can rise above the domination of the bank and then, as a group of freed beings, achieve freedom and reason. It is only the aberrated group, the mob, that is destructive.

When you don't do Seven, Eight, Nine and Ten actively, you are working for the bank-dominated mob. For it will surely, surely (a) introduce incorrect technology and swear by it, (b) apply technology as incorrectly as possible, (c) open the door to any destructive idea and (d) encourage incorrect application.

It's the bank that says the group is all and the individual nothing. It's the bank that says we must fail.

So just don't play that game. Do Seven, Eight, Nine and Ten and you will knock out of your road all the future thorns.

Here's an actual example in which a senior executive had to interfere because of a pc spin: A Case Supervisor told Instructor A to have Auditor B run Process X on Preclear C. Auditor B afterwards told Instructor A that "It didn't work." Instructor A was weak on Three above and didn't really believe in Seven, Eight, Nine and Ten. So Instructor A told the Case Supervisor "Process X didn't work on Preclear C." Now *this* strikes directly at each of One to Six above in Preclear C, Auditor B, Instructor A *and* the Case Supervisor. It opens the door to the introduction of "new technology" and to failure.

What happened here? Instructor A didn't jump down Auditor B's throat, that's all that happened. This is what he *should* have done: Grabbed the auditor's report and looked it over. When a higher executive on this case did so, she found what the Case Supervisor and the rest missed: that Process X *increased* Preclear C's TA to 25 TA divisions for the session but that near session end, Auditor B Qed-and-Aed with a cognition and abandoned Process X while it still gave high TA and went off running one of Auditor B's own manufacture which nearly spun Preclear C. Auditor B's IQ on examination turned out to be about 75. Instructor A was found to have huge ideas of how you must never invalidate anyone, even a lunatic. The Case Supervisor was found to be "too busy with admin to have any time for actual cases."

All right, there's an all too typical example. The *Instructor* should have done Seven, Eight, Nine and Ten. This would have begun this way. Auditor B: "That Process X didn't work." Instructor A: "What exactly did *you* do wrong?" Instant attack. "Where's your auditor's report for the session? Good. Look here, you were getting a lot of TA when you stopped Process X. What did you do?" Then the pc wouldn't have come close to a spin and all four of these would have retained their certainty.

In a year, I had four instances in *one* small group where the correct process recommended was reported not to have worked. But on review found that each one had: (a) increased the TA, (b) had been abandoned and (c) had been falsely reported as unworkable. Also, despite this abuse, in each of these four cases the recommended, correct process cracked the case, yet they were reported as *not having worked!*

Similar examples exist in instruction and these are all the more deadly as every time instruction in correct technology is flubbed, then the resulting error, uncorrected in the auditor, is perpetuated on every pc that auditor audits thereafter. So Seven, Eight, Nine and Ten are even more important in a course than in supervision of cases.

Here's an example: A rave recommendation is given a graduating student "because he gets more TA on pcs than any other student on the course!" Figures of 435 TA divisions a session are reported. "Of course his Model Session is poor but it's just a knack he has" is also included in the recommendation. A careful review is undertaken because *nobody* at Levels 0 to IV is going to get that much TA on pcs. It is found that this student was never taught to read an E-Meter TA dial! And no Instructor observed his handling of a meter and it was not discovered that he "overcompensated" nervously, swinging the TA 2 or 3 divisions beyond where it needed to go to place the needle at "set." So everyone was about to throw away standard processes and Model Session because this one student "got such remarkable TA." They only read the reports and listened to the brags and never *looked* at this student. The pcs in actual fact were making slightly less than average

gain, impeded by a rough Model Session and misworded processes. Thus, what was making the pcs win (actual Scientology) was hidden under a lot of departures and errors.

I recall one student who was squirreling on an Academy course and running a lot of offbeat whole track on other students after course hours. The Academy students were in a state of electrification on all these new experiences and weren't quickly brought under control, and the student himself never was given the works on Seven, Eight, Nine and Ten so they stuck. Subsequently, this student prevented another squirrel from being straightened out and his wife died of cancer resulting from physical abuse. A hard, tough Instructor at that moment could have salvaged two squirrels and saved the life of a girl. But no, students had a right to do whatever they pleased.

Squirreling (going off into weird practices or altering Scientology) only comes about from noncomprehension. Usually the noncomprehension is not of Scientology but some earlier contact with an offbeat humanoid practice which in its turn was not understood.

When people can't get results from *what they think* is standard practice, they can be counted upon to squirrel to some degree. The most trouble in the past two years came from orgs where an executive in each *could not* assimilate straight Scientology. Under instruction in Scientology they were unable to define terms or demonstrate examples of principles. And the orgs where they were got into plenty of trouble. And worse, it could not be straightened out easily because neither one of these people could or would duplicate instructions. Hence, a debacle resulted in two places, directly traced to failures of instruction earlier. So proper instruction is vital. The D of T and his Instructors and all Scientology Instructors must be merciless in getting Four, Seven, Eight, Nine and Ten into effective action. That one student, dumb and impossible though he may seem and of no use to anyone, may yet someday be the cause of untold upset because nobody was interested enough to make *sure* Scientology got home to him.

With what we know now, there is no student we enroll who cannot be properly trained. As an Instructor, one should be very alert to slow progress and should turn the sluggards inside out personally. No *system* will do it, only you or me with our sleeves rolled up can crack the back of bad studenting and we can only do it on an individual student, never on a whole class only. He's slow = something is awful wrong. Take *fast* action to correct it. Don't wait until next week. By then he's got other messes stuck to him. If you can't graduate them with their good sense appealed to and wisdom shining, graduate them in such a state of shock they'll have nightmares if they contemplate squirreling. Then experience will gradually bring about Three in them and they'll *know* better than to chase butterflies when they should be auditing.

When somebody enrolls, consider he or she has joined up for the duration of the universe — never permit an "open-minded" approach. If they're going to quit let them quit fast. If they enrolled, they're aboard, and if they're aboard, they're here on the same terms as the rest of us — win or die in the attempt. Never let them be half-minded about being Scientologists. The finest organizations in history have been tough, dedicated organizations. Not one namby-pamby bunch of pantywaist

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dilettantes have ever made anything. It's a tough universe. The social veneer makes it seem mild. But only the tigers survive — and even *they* have a hard time. We'll survive because we are tough and are dedicated. When we *do* instruct somebody properly he becomes more and more tiger. When we instruct half-mindedly and are afraid to offend, scared to enforce, we don't make students into good Scientologists and that lets everybody down. When Mrs. Pattycake comes to us to be taught, turn that wandering doubt in her eye into a fixed, dedicated glare and she'll win and we'll all win. Humor her and we all die a little. The proper instruction attitude is, "You're here so you're a Scientologist. Now we're going to make you into an expert auditor no matter what happens. We'd rather have you dead than incapable."

Fit that into the economics of the situation and lack of adequate time and you see the cross we have to bear.

But we won't have to bear it forever. The bigger we get the more economics and time we will have to do our job. And the only things which can prevent us from getting that big fast are areas in from One to Ten. Keep those in mind and we'll be able to grow. Fast. And as we grow, our shackles will be less and less. Failing to keep One to Ten will make *us* grow less.

So the ogre which might eat us up is not the government or the High Priests. It's our possible failure to retain and practice our technology.

An Instructor or Supervisor or Executive *must* challenge with ferocity instances of "unworkability." They must uncover what *did* happen, what *was* run and what *was* done or not done.

If you have One and Two, you can only acquire Three for all by making sure of all the rest.

We're not playing some minor game in Scientology. It isn't cute or something to do for lack of something better.

The whole agonized future of this planet, every man, woman and child on it, and your own destiny for the next endless trillions of years depend on what you do here and now with and in Scientology.

This is a deadly serious activity. And if we miss getting out of the trap now, we may never again have another chance.

Remember, this is our first chance to do so in all the endless trillions of years of the past. Don't muff it now because it seems unpleasant or unsocial to do Seven, Eight, Nine and Ten.

Do them and we'll win.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 JUNE 1970RB
ISSUE I
REVISED 25 OCTOBER 1983

REMIMEO
APPLIES TO ALL SHs
AND ACADEMIES
HGCs
MISSIONS

URGENT AND IMPORTANT

KEEPING SCIENTOLOGY WORKING SERIES 5

TECHNICAL DEGRADES

(This PL and HCO PL 7 Feb. 65 must be made part of every study pack as the first items and must be listed on checksheets.)

Any checksheet in use or in stock which carries on it any degrading statement must be destroyed and issued without qualifying statements.

Example: Level 0 to IV checksheets SH carry "A. Background Material — This section is included as an historical background but has much interest and value to the student. Most of the processes are no longer used, having been replaced by more modern technology. The student is only required to read this material and ensure he leaves no misunderstood." This heading covers such vital things as TRs, Op Pro by Dup! The statement is a falsehood.

These checksheets were not approved by myself; all the material of the Academy and SH courses IS in use.

Such actions as this gave us "quickie grades," ARC broke the field and downgraded the Academy and SH courses.

A condition of TREASON or cancellation of certificates or dismissal and a full investigation of the background of any person found guilty will be activated in the case of anyone committing the following HIGH CRIMES:

1. Abbreviating an official course in Dianetics and Scientology so as to lose the full theory, processes and effectiveness of the subjects.

2. Adding comments to checksheets or instructions labeling any material "background" or "not used now" or "old" or any similar action which will result in the student not knowing, using and applying the data in which he is being trained.

3. Employing after 1 Sept. 1970 any checksheet for any course not authorized by myself or the Authority, Verification and Correction Unit International (AVC Int).

   (Hat checksheets may be authorized locally per HCO PL 30 Sept. 70 I, CHECKSHEET FORMAT.)

4. Failing to strike from any checksheet remaining in use meanwhile any such comments as "historical," "background," "not used," "old," etc., or VERBALLY STATING IT TO STUDENTS.

5. Permitting a pc to attest to more than one grade at a time on the pc's own determinism without hint or evaluation.

6. Running only one process for a lower grade between 0 to IV, where the grade EP has not been attained.

7. Failing to use all processes for a level where the EP has not been attained.

8. Boasting as to speed of delivery in a session, such as "I put in Grade Zero in 3 minutes." Etc.

9. Shortening time of application of auditing for financial or labor-saving considerations.

10. Acting in any way calculated to lose the technology of Dianetics and Scientology to use or impede its use or shorten its materials or its application.

REASON: The effort to get students through courses and get pcs processed in orgs was considered best handled by reducing materials or deleting processes from grades. The pressure exerted to speed up student completions and auditing completions was mistakenly answered by just not delivering.

The correct way to speed up a student's progress is by using two-way comm and applying the study materials to students.

The best way to really handle pcs is to ensure they make each level fully before going on to the next and repairing them when they do not.

The puzzle of the decline of the entire Scientology network in the late 60s is entirely answered by the actions taken to shorten time in study and in processing by deleting materials and actions.

Reinstituting full use and delivery of Dianetics and Scientology is the answer to any recovery.

The product of an org is well-taught students and thoroughly audited pcs. When the product vanishes, so does the org. The orgs must survive for the sake of this planet.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 FEBRUARY 1965

REMIMEO
ALL HATS
BPI

KEEPING SCIENTOLOGY WORKING SERIES 4

SAFEGUARDING TECHNOLOGY

For some years we have had a word "squirreling." It means altering Scientology, offbeat practices. It is a bad thing. I have found a way to explain why.

Scientology is a *workable system.* This does not mean it is the best possible system or a perfect system. Remember and use that definition. Scientology is a *workable system.*

In fifty thousand years of history on this planet alone, man never evolved a workable system. It is doubtful if, in foreseeable history, he will ever evolve another.

Man is caught in a huge and complex labyrinth. To get out of it requires that he follow the closely taped path of Scientology.

Scientology will take him out of the labyrinth. But only if he follows the exact markings in the tunnels.

It has taken me a third of a century in this lifetime to tape this route out.

It has been proven that efforts by man to find different routes came to nothing. It is also a clear fact that the route called Scientology *does* lead out of the labyrinth. Therefore it is a workable system, a route that can be traveled.

What would you think of a guide who, because his party said it was dark and the road rough and who said another tunnel looked better, abandoned the route he knew would lead out and led his party to a lost nowhere in the dark. You'd think he was a pretty wishy-washy guide.

What would you think of a Supervisor who let a student depart from procedure the Supervisor knew worked? You'd think he was a pretty wishy-washy Supervisor.

What would happen in a labyrinth if the guide let some girl stop in a pretty canyon and left her there forever to contemplate the rocks? You'd think he was a pretty heartless guide. You'd expect him to say at least, "Miss, those rocks may be pretty, but the road out doesn't go that way."

All right, how about an auditor who abandons the procedure which will make his preclear eventually Clear just because the preclear had a cognition?

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People have following the route mixed up with "the right to have their own ideas." Anyone is certainly entitled to have opinions and ideas and cognitions — so long as these do not bar the route out for self and others.

Scientology is a workable system. It white-tapes the road out of the labyrinth. If there were no white tapes marking the right tunnels, man would just go on wandering around and around the way he has for eons, darting off on wrong roads, going in circles, ending up in the sticky dark, alone.

Scientology, exactly and correctly followed, takes the person up and out of the mess.

So when you see somebody having a ball getting everyone to take peyote because it restimulates prenatals, know he is pulling people off the route. Realize he is squirreling. He isn't following the route.

Scientology is a new thing — it *is* a road out. There has not been one. Not all the salesmanship in the world can make a bad route a proper route. And an awful lot of bad routes are being sold. Their end product is further slavery, more darkness, more misery.

Scientology is the only workable system man has. It has already taken people toward higher IQ, better lives and all that. No other system has. So realize that it has no competitor.

Scientology is a workable system. It has the route taped. The search is done. Now the route only needs to be walked.

So put the feet of students and preclears on that route. Don't let them off of it no matter how fascinating the side roads seem to them. And move them on up and out.

Squirreling is today destructive of a workable system.

Don't let your party down. By whatever means, keep them on the route. And they'll be free. If you don't, they won't.

L. RON HUBBARD
FOUNDER

Keeping Admin Working

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 MARCH 1965
ISSUE II

REMIMEO

POLICY: SOURCE OF

According to *Webster's New World Dictionary:*

POLICY: Political wisdom or cunning; diplomacy; prudence; artfulness. Wise, expedient or crafty conduct or management. *Any governing principle, plan or course of action.*

The last definition is the one we use.

According to the *World Book Encyclopedia Dictionary,* the one we most use (published by Field Enterprises Educational Corporation, Merchandise Mart Plaza, Chicago 54, Illinois, USA):

POLICY: A plan of action; way of management. Practical wisdom; prudence. Political skill or shrewdness. *Obsolete*—the conduct of public affairs; government.

The sense in which *we* use policy is the rules and administrative formulas by which we agree on action and conduct our affairs.

A "policy letter" is one which contains one or more policies and their explanation and application.

It is issued by the Hubbard Communications Office, is written by L. Ron Hubbard or written (more rarely) for him, has the agreement of the International Board and is basic organizational law in organizations.

A "policy letter" is not Scientology org policy unless written or authorized by L. Ron Hubbard and passed as a resolution or covered by blanket resolution of the International Board and issued or published by an HCO. It is not policy if any of those steps are missing.

The International Board is composed of three board members: the Chairman, Secretary and Treasurer. It is the controlling board of Scientology.*

The Chairman, Hubbard Communications Office and HCO Secretaries and staffs compose Division 1 of the International Board and all orgs.

*See three-division organizing board from 1965 in the Appendix.

The Secretary and all Organization Secretaries (US and Saint Hill) or Association Secretaries (Commonwealth and South Africa) and their staffs compose Division 2 of the International Board and all orgs.

The Treasurer, Assistant Treasurers, all accounting executives, and assistants for Materiel and their staffs compose Division 3 of the International Board and all orgs.

Policy for all divisions and orgs is made as above.

There are no other boards or board members, individual board members, officers or secretaries with the power of issuing policy. Boards issue resolutions. Individual board members or officers can issue directives, general orders and orders. These expire if not reissued as policy.

Other officers issue administrative directives in place of policy letters but these may only forward policy.

Secretarial Executive Director orders apply mainly to personnel or local conditions, expire in one year if not stated to expire earlier, may only last one year in any event.

Policy letters apply broadly to all orgs and Scientologists without exception.

Almost all policy has been developed by actual experience.

The only way policy can be changed is by writing up a policy letter in full and sending it to L. Ron Hubbard for approval or disapproval.

Policies cover hats, duties, lines, procedures, rules, laws and all other aspects of Scientology activity except technology.

Technology is covered in HCO Bulletins.

HCO Bulletins are written by or (more rarely) for L. Ron Hubbard and are issued by HCO and HCO Secretaries. They do not require sanction by the International Board.

No one else may issue or authorize an HCO Bulletin.

HCO Bulletins are recommended technical data. Certificates are awarded on the data contained in them and violation of it can therefore cause a suspension of the certificate. This is the main power of the HCO Bulletin.

An HCO Bulletin becomes policy only if mentioned in a policy letter.

A book may become policy if made so by a policy letter.

HCO Policy Letters are printed or (more commonly) mimeographed in green ink on white paper. This color combination may not be used for any other releases in Scientology. Reprinted policy letters sometimes appear in magazines in black ink on white paper but they are not the original.

HCO Bulletins are printed or mimeographed in red ink on white paper. This color combination may not be used for any other purpose in Scientology. Reprinted HCO Bulletins sometimes appear in magazines in black ink on white paper but they are not the original.

Committees of Evidence are called for in any violation of the publishing or counterfeiting of an HCO Policy Letter or an HCO Bulletin or their color combinations or signatures.

The only other official paper from L. Ron Hubbard and HCO is the HCO Executive Letter, usually a direct executive order or a request for a report or data or news or merely information. It is not policy but should be answered if an answer is requested. It is blue ink on green paper.

Using the color combination for any other purpose or counterfeiting one calls for a Committee of Evidence.

Sec EDs and HCO Executive Letters are basically LRH comm lines but are used by International Board Officers also if authorized.

The other divisions (2 and 3) have other means of comm, with other color flashes.

If it is not in an HCO Policy Letter it is not policy.

HCO Policy Letters do not expire until cancelled or changed by later HCO Policy Letters.

No officer or Scientology personnel may set aside policy even when requesting revision.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 MARCH 1965
ISSUE III

GEN. NON-REMIMEO

DIVISIONS 1, 2, 3

THE STRUCTURE OF ORGANIZATION
WHAT IS POLICY?

The only reason anyone fights good policy is they're too stupid or too inexperienced in an org to understand it. Unable to grasp it, they are too lazy to work at trying. They miss words, don't see reasons, imagine situations are otherwise and in general can't grasp it. So they try not to use it or dream up their own. People with bad study histories can't grasp policy. For policy also follows the rules of study.

Therefore never put a person with bad study history on a key executive post. They can't grasp policy as they can't study it either.

Only personnel with quick study histories, fast passages through courses, can be counted on to put in an org or department pattern and keep it wheeling. The others are too involved in their own troubles and too imperceptive to be of any use in making an org boom.

Such people do however sometimes have a use even when not straightened up. They do well in pioneer areas where they have to do it all off the cuff and where their very inability to accept anything causes them also to refuse defeats and discouragements. Their inability to grasp a situation is often of benefit when bravery is required. This does not however excuse efforts to make them more capable and as they grow older and more experienced, they will also become brave and quick and *will* follow policy.

Following policy is a matter of grasping situations and knowing policy well enough to apply the right policy to the right situation. Where no policy covers, an experienced, quick person can easily extend the idea of general policy to cover it, knowing it isn't covered.

The dull person has never even grasped basic general policy and so confronted with usual or unusual situations alike, can't find any policy to cover anything and so acts in any old way.

On the other hand, policy, to fit and be of benefit, must be itself born out of great insight *and* familiarity with the facts. Government policy is usually written by clerks

who have never heard a shot fired in anger. Therefore almost all current government policy is completely silly. Nobody can apply it as it fits nothing and just gets everyone in trouble. Therefore a quick person with good judgment in the field and in the real situation can get through only by following his own policies and insights. This is easily mistaken for a dull person acting against policy that is good.

But even dull policies provide wide agreement as a basis for work coordination and so something happens on a larger scale. Individual policy-making on every post is the definition of chaos. Thus even bad policy is usually more workable than individual policy and can make stronger orgs.

Brilliant policy based on experience of course can cause orgs to zoom.

We conclude then that where we see a person constantly off-policy in an area that has worked well when *on*-policy, that we must act.

Where we have a *large* organizational scope we must have workable policy that is followed. For just lacking policy, good or bad, and lacking its being followed, we stay small by definition.

NO POLICY EXISTING MAKES SMALL, NONEXPANDING DEPARTMENTS OR ORGS.

POLICY, GOOD OR BAD, EXISTING BUT NOT FOLLOWED MAKES CHAOTIC DEPARTMENTS OR ORGS AND CAUSES SHRINKAGE.

GOOD POLICY BASED ON ACTUAL SITUATIONS EXPERIENCED, FOLLOWED WELL, MAKES AN EXPANDING DEPARTMENT, ORG OR CIVILIZATION.

The smaller the org unit or department the less policy is needed. Reversely, the less policy is used the smaller will become the org unit or department.

One can always safely assume, when policy is available, that nonexpansion is the direct result of the policy remaining unknown or not followed. The steps to take are therefore:

Expansion formula:

1. PROVIDE GOOD POLICY.

2. MAKE IT EASILY KNOWABLE.

3. BE STRENUOUS IN MAKING SURE IT IS FOLLOWED.

This is the most broad possible formula for expansion.

Profitable expansion of a unit, department, org, company, empire or civilization depends utterly on the above formula being applied.

If it is well applied, literally thousands of other impeding factors drop into unimportance.

This applies to anything, even a person, but the bigger the number of individuals involved the more rigorously it has to be followed.

The bigger the size of the activity concerned (the more people involved in it) the more damage can result from failures to follow policy.

Thus orgs or companies which halt expansion mysteriously only need to have more policy, or to make policy more easily available or to be more vigorous in requiring it to be followed.

Policy is a *guiding* thing. It is composed of ideas to make a game, procedures to be followed in eventualities and deterrents to departures.

The basic policy of an activity must be the defining and recommending of a successful and desirable basic purpose.

Take a navy, to get a more distant comparison. If a navy has the basic purpose of defending a nation and its citizens and expanding their scope, and if the policy is the guiding principle behind all other policies and if these in turn are developed from experience and made known and followed, then oddly enough even new inventions or new philosophies of state could not prevent that navy from doing its job and expanding the nation. The US Navy might very well have won the war with Japan in its six weeks if those who headed it in Washington had not been mere political puppets subject to every Congressional and Presidential whim. The textbooks were very clear about what the navy should do. But King, Nimitz and Short, the admirals involved, had been chosen by whim, favoritism and capacity for liquor, not by raw statistics of "good navy activity." They had been trained at an academy where the basic principles of "good navy" and raw statistics on personnel had not been used to choose an academy head or instructors. So King, Nimitz and Short, as admirals, *listened to current political rumors or whims* (being only confirmed in political not naval policy) and so let Pearl Harbor happen. How? Their own naval textbooks said, "During times of negotiation with an unfriendly state, the position of the fleet should be at sea, whereabouts unknown." That is line one of the navy textbook on tactics and strategy. Where was it? In Pearl Harbor during many days of hostile negotiation between Roosevelt and the Japanese — the most dangerous naval rival. Where were King and Nimitz? At a cocktail party with the politicians. Where was Short? Giving his all ashore, having given his men full weekend liberty and having ordered all ammunition stowed below for a coming admiral's inspection. So Pearl Harbor could happen. But did the humans learn? No. True, Short, acting on his Washington orders notwithstanding, was removed and eventually court-martialed. But King and Nimitz took over the whole navy for more than four heartbreaking years of "promote by political whim," "what policy?" and defeat in battle after battle until aircraft turned the tide of war and the army and an atom bomb finally finished it. Now the navy is really no more. A few subs. A few patrol ships. The rest in mothballs. People think the navy is small now because of new weapons. No, it is small because it (a) didn't clearly express its basic purpose, (b) didn't educate its

people well in the policy it did have, (c) let political opinion shift it about, (d) chose its officers by rumor, cabal and *social* presence and (e) forgot its texts when the emergency loomed. Result, long war, now no navy worth anything — officers palling with men, ships in the boneyard. Could the navy have done its job in 1941? Yes. Had its original policies regarding officer training and selection been followed ruthlessly despite all politics over the years, King, Nimitz and Short would not have been in charge or would have acted by policy had they been. The fleet would have been at sea during negotiations and the strike on Pearl Harbor would have been a Jap bust. The fleet would have been there to knock out the Jap in his own home ports. The war might have ended with Japan in the first six weeks. The point is not whether it is good or bad to have a navy. The point is that here is an actual organization and an actual occurrence.

Therefore one can learn that:

An individual, species, organism, organization, to succeed, survive and expand in influence must have a formulated BASIC PURPOSE.

To keep beings from growing, the reactive bank is almost entirely made up of false and booby-trapped purposes. Thus we can see that, by its having been impeded so thoroughly in past ages, the idea of having a personal or organizational or group basic purpose is an extremely valuable one.

Without one expressed or unexpressed, a being or an organization or group without one doesn't grow but shrinks and becomes weak — in this universe nothing can remain long in an unchanging state. Given a potentially successful basic purpose that is acceptable to the being, organization or group, one can then formulate POLICY.

POLICY is a rule or procedure or a guidance which permits the BASIC PURPOSE to succeed.

The basic purpose runs through time. When it is impeded, distracted from, not complied with, thwarted or stopped, a state of failure of the basic purpose occurs in greater or lesser degree. Sometimes challenges to it cause it to strengthen but only when the challenges are consistently overcome.

A being, organism, organization, group or species or race *learns* in forwarding its basic purpose or meeting challenges to its basic purpose certain *lessons*. Certain procedures or courses of action, rules or laws were conceived at times of stress and some of them were successful. Those that were not successful or helped the opposition were *bad*. Those that were successful forwarded of course the basic purpose and were *good*.

The successful ideas or procedures that assisted the basic purpose were then dignified by the status of proper ideas, acts, procedure or *policy*.

Those that were unsuccessful in assisting the basic purpose became *bad policy*.

Ideas or procedures that distracted from or balked the basic purpose were called *offenses*.

Things, groups, other-determinisms that challenged or sought to stop or refused to comply with the basic purpose became *enemies* or opposition.

Therefore *policy* is derived from successful experience in forwarding the basic purpose, overcoming opposition or enemies, ending distractions and letting the basic purpose flow and expand.

Policy laid down which is thought up independent of experience in similar situations is either the result of great foresight and is successful or it is simply stupidity, in that it seeks to handle situations which will never exist or if they do, won't be important.

Policy based solely on bad rumors, unverified, which may or may not reflect actual existing conditions or which is laid down at the insistence of some self-interested person or minority without taking the rest of the group into account is very destructive policy simply because it does not match the conditions which actually exist and so, *in itself,* may impede or distract from the basic purpose. An example of this is legislation by legislators who, otherwise uninformed, act because of pressure groups, minority riots or simply sensational press that seeks not legislation but simply to feed the appetite of a disaster-hungry public.

If bad policy or laws or actions based on rumor rather than raw facts become too frequent and general, then the basic purpose of a being, organization or group becomes itself distracted, smothered and forgotten and the result is shrinkage, loss of power, death and oblivion. Although it is often too late when bad policies or pressure-group laws have been the order of the day to slash them all from the books and exhume the basic purpose, the action of sweeping away unreal, unapplicable and impeding laws and policies which were based originally on rumor and bad sources can have the effect of rejuvenation on a being, a group or an organization which has begun to die. Periodic sweep-outs of antiquated and didactic laws (rather than general concepts and subpurposes) *must* be undertaken by a being, organization, group or race or species. However, such an action must be carefully done, selecting only those laws or rules which came into being because of pressure groups or infrequent enemies or which were derived from no experience. And before throwing any policy away, one must carefully examine its history to see if it is still restraining an enemy or forwarding some subpurpose. For throwing away a *lot* of lessons could also collapse the forward thrust of the basic purpose which has "gotten this far for *some* reason."

SUBPURPOSES are the purposes of the various sections or parts of the being, organism, group, race or species which forward the basic purpose. They must amplify, qualify and/or describe the action or procedure of the part of the whole in a brief and crisp way so as to hold them in function in their support of the basic purpose. They could also be called, the PURPOSE OF A PART OF THE WHOLE, or as we use them, the purpose of a post, unit, department or an org with a special function. When one hears of the PURPOSE of his hat or section, unit, department,

org or division, he is observing the SUBPURPOSE of a part of the whole organism which is vital to the action of forwarding the BASIC PURPOSE of the movement. Indeed he may never know what the BASIC PURPOSE really is and only know the SUBPURPOSE of his own hat, section, unit or department. However, by studying the various SUBPURPOSES of several hats or sections, he could probably figure out the SUBPURPOSE of the department and by studying the various SUBPURPOSES of the departments of an org, he could probably guess at the BASIC PURPOSE of the whole being or organization or movement. If study of SUBPURPOSES either fails to locate any or ends in being unable to relate them into any large PURPOSE, one is of course studying a disorganized movement.

One can change a SUBPURPOSE (cautiously indeed) or add parts with new SUBPURPOSES, and leave a movement (a) unaffected, (b) increased in scope or (c) decreased in size and influence.

One can, up to a point, add policies on and on, limited only by the ability to get them known and leave an organization or movement (a) unaffected, (b) increased in readiness to meet emergencies or (c) crippled. The wisdom of the policy and whether or not it was a successful solution to some actually possible confusion or crisis determines whether or not it should be added or deleted. Foresight plays a large role in formulating a SUBPURPOSE or a policy. These two are never wholly the product of chance or experience; indeed they may be 80 percent wise foresight and 20 percent experience and still be good usable SUBPURPOSES or policies. Twentieth-century science sought to discount wisdom entirely and beings and organizations were educated or developed with no SUBPURPOSES whatever and all policies were developed either by clerks, teachers or legislators inexperienced in any part of life or were taken from past experience only, with no refinement of any wisdom. The failures of governments and systems and races in the first half of the twentieth century were wholesale and the wars frequent and senseless.

Personal, state, or organizational or social chaos results from adding parts with no well-defined SUBPURPOSES, enforcing policies based on rumor or taken from the data of mere theoreticians in their ivory towers, an irresponsible press or legislators in their self-interested heads and smoke-filled rooms. A study of how the pressure groups, clerks, theoreticians and irresponsible press and duly elected but completely unselected and uneducated legislators destroyed individualism, states, businesses, civilizations and races would be only a study of how not to organize and survive, how to ignore, abandon or discredit all basic purposes, subpurposes and successful policies. The scene was one of indescribable chaos that filled one with protest and dismay. If there was a wrong way to do things it became the order of the day and youth went into a complete apathy, purposeless and drifting, and the world began to die a little each day, the mental hospitals became flooded, life ceased to be any fun at all. Things are not always like this and indeed don't have to be.

Mismanagement or misgovernment of self, an organization, group or state would then consist of failing to forward the BASIC PURPOSE, not grasping and specifying SUBPURPOSES, and not experiencing and formulating policies to strengthen successful ideas or actions that forward the basic and subpurposes and impede ideas or actions that retard them, and not recognizing actual enemies or oppositions or

planning and carrying out successful campaigns to handle them. Failing in any of these actions the individual, group, organization, state, civilization, race or species will falter, fail and die.

Recognizing the basic purpose, supplementing it with subpurposes for the parts of the whole, and learning and enforcing the policies which bring success, spotting actual enemies or oppositions and planning and carrying out campaigns to overcome them, removing distractions, rewarding the forwarding of basic purpose and subpurpose and penalizing actions which retard, an individual, group, organization, civilization, race or species survives, gets better, lives on higher and higher planes.

The game of life has the formula of having and forwarding a basic purpose and supplemental subpurposes.

This is done by the Formula of Policy which consists of:

1. Conceiving, recognizing, testing and codifying successful ideas, actions and procedures that forward the basic purpose and retard its opposition;

2. Making these policies known and in greater or lesser degree understood; and

3. Getting these policies followed.

If in (3) policy is to be followed, there must be discipline, but even more important, there must be ways of choosing personnel other than by sloppy rumor or social presence.

Personnel can *only* be chosen on raw statistics supported by ample data containing figures. If the raw data is good, then one assumes that basic purpose is being forwarded as it is meeting with success. The raw data already has a curve in it as it is tabulated against the success of basic policy. So the person whose raw data is good *must* have been forwarding basic purpose, therefore must be either a screaming genius at originating ideas that forward the basic purpose or a wizard at knowing, applying and following policy. Either way he or she is worth all the diamonds of Kimberley.

Such a person will inevitably rise in the organization or group if raw data alone is observed in selecting and promoting personnel.

If the person is a screaming genius at originating policy and has not made enough errors to reduce his successful raw data, and has stayed on-policy otherwise so as not to reduce the effectiveness of those around him, he will eventually rise to a level which makes policy and the whole organization will benefit. Similarly a person who grasps and follows policy very well and forwards the basic purpose well and who is very capable will sooner or later rise to a position of trust that safeguards against sweeping changes that will retard or crash the group or organization and so is vital at higher levels.

Out of these two general types of being one gets the leadership levels of a movement. But they will never arrive at all if those in charge ever use anything but statistics in judging them since their very success will cause enough cabal to influence high levels against them if these high levels ever use fragmentary rumors or opinions in handling personnel.

RAW DATA means assembled but otherwise unevaluated data. It is "uncooked" and "unflavored" and "untouched by human hands." It, in short, is uncontaminated or unchanged data. It is native and natural and unspoiled. And the only data that answers those qualifications is statistical data. "How many or how few and how much or how little in what time." That is the *only* data that a senior official in a group, organization or state ever *dare* use in selecting and promoting personnel.

The "state" of the person, the "result of his tests," "the examination figure," are all *useless* to a senior official deciding upon who to promote or pass over. His decision will be wrong in exact proportion that he permits opinion to enter and raw data to drop out.

Introducing opinion into personnel selection is a study of "how crazy can one get." How much liquor a man can hold, how acceptable socially is his wife, his breath, his taste in ties are all completely disrelated data. For how does anyone know at the top really what the environment is now like at the bottom? Maybe that lovely music room–board room requires a pink necktie, a purring wife and endless capacity for drink, but is that the organization's environment? It is not! Maybe the organization's environment demands an allergy to liquor, a complete tart for a wife, overwhelming breath and neon ties. And maybe tomorrow's board level will too! The world changes, it does not become softer. Only some people do.

The psychiatric or school test alike are written and administered by people in ivory towers who again have no contact with the organization's real environment. Statistical as they may try to be, such tests are utterly worthless. They are not on-the-job statistics. They are classroom or laboratory statistics. They are definitely cooked data. And when used for personnel and promotion they cook a lot of careers. And by putting eggheads on post, they cook a lot of parts of an org if not the whole thing. They have some small value in determining someone's quickness or slowness, but the conditions are too unreal and the necessity level of real environmental emergency is missing. It's like a plane crash synthesized in bed. No jolt. So, poor (but not the worst of) cooked data.

Maybe the working environment demands a dumb guy who is too slow to panic at awesome futures! Yet bright enough to see what policy applies. When men with small experience in it can qualify to run the world, they can only then administer tests to advise who should run it.

Only statistics that represent action and accomplishment are fair tests of ability and who deserves promotion or the gate.

Therefore the only organization that is a sound organization is one WHOSE EVERY ACTIVITY can be tabulated by statistics.

If you wish to reorganize you must do so with an eye toward "Can this post (dept or division) be statisticized?" Any body of people such as "the typing pool" or "the instructors" must be broken down to individuals one way or another. One has three things then that must be tabulatable: (a) the individual, (b) the part and (c) the whole. Each of these must be so organized as to be capable of being seen through accomplishment or lack of it. Only this is fair organization. All other types are unfair, will not select out leaders or good workers and subject these to the enturbulence of the lazy or those with other philosophies to fry.

If you have any other type, people are promoted or fired by rumor, backbiting or common brag, and either type have only liability. In using them one destroys empires and every great civilization that is dead died because opinion and rumor were the key causes of personnel changes.

It is unfair to every decent staff member to have an org that cannot be tabulated by relative income, work or traffic.

The common way of the dead-and-dying past was to put some fellow in charge and then shoot him or reward him if things went wrong or well and neglect the rest. This works unless a society only protects the man at the bottom and routinely weakens the man at the top. When that happens, the system is useless. Only by chance do things go well. So chance is added to rumor as the means of promotion or the gate. No wonder the Asiatic, a member of our oldest civilizations, says "Fate!" and explains it all. He had too many rulers who ruled by rumor or chance or didn't rule at all. And so the power died. Only when you can find out who did which or why can you be just. And only when an organization can be fully viewed top to bottom through raw data of how much or how little can individual show be rewarded and individual nuisance be weeded out.

REALITY

Reality in policy, in orders, in advice, depends upon either great insight or great experience. Combining both gives great success.

But no matter how great the insight may be, viewing the actual condition is a vital step to resolving it. Remote solutions not based on experience or close inspection are usually unreal.

Therefore no orders should ever be issued without data and experience and insight. Data comes from tabulation of actions and amounts in organizations. Experience comes from working in similar or parallel situations. Insight comes from the ability to observe coupled with the courage to see and the wit to realize without any thought of personal importance.

Therefore, the soundest leadership comes from the most extended experience and intimate knowledge of that or parallel circumstances. Leadership without this will lack judgment.

Remote leadership is best when it itself is involved close to its hand with the same problems. Therefore remote leadership must have under it similar organizational problems and traffic at home that exist at the remote point. Then understanding is quick and solutions are real.

For one organization to command another, they must be similar.

Management–labor problems evolve from the communications formula "cause-distance-effect with intention at cause, attention at effect, and duplication." A boardroom is not a machine shop. The machinists seek to duplicate the board or refuse to. If they fail to they always refuse to. Thus only a working org of similar pattern can command a working org.

The commanded org will always seek to follow the pattern of the commanding org and duplicate what it thinks the commanding org consists of. A great tension exists at all points of nonduplication. This tension stems from the effort to duplicate. If foiled, trouble or breakage will occur at that point. Where the subordinate org is unable to duplicate what it thinks exists at the senior org then it suffers an ARC break of greater or smaller magnitude. Patterns, officer authority, comm lines, all must be similar. Size is not important in this. Org pattern is. If the subordinate org has any hope of ever attaining the size, and if the purposes, pattern and policies are the same, that is enough. ARC will remain high, execution will be good and expansion is assured, providing of course that the basic purpose is good in the first place.

EXPANSION

All that is needed to expand an org or its business, given a good basic purpose and an area to expand into, is the knowledge of the expansion formula:

DIRECT A CHANNEL TOWARD ATTAINMENT, PUT SOMETHING ON IT, REMOVE DISTRACTIONS, BARRIERS, NONCOMPLIANCE AND OPPOSITION.

The basic formula of *Living* (not Life) is:

HAVING AND FOLLOWING A BASIC PURPOSE.

Thus expansion is an increase in living. To increase living and raise tone and heighten activity, one need only apply the expansion formula to living. Clean away the barriers, noncompliance and distractions from the basic purpose and reduce opposition, and the individual or group or org will seem more alive and indeed will be more alive.

All an executive has to do to expand a part or the whole of an org is to divine the basic purpose, divine or issue the subpurposes, point out an area to expand into and then remove the distractions from, barriers to and noncompliance with the basic purpose and subpurposes, and put something on the channels that augments existing impulses and expansion will begin. It will be successful to the degree that the basic purpose is good, the subpurposes real and the policies are taken from real experience and interpreted by persons facing similar current problems.

By the process, thereafter, of just removing barriers, distractions and noncompliance, expansion can be accelerated to a point where it overwhelms all hostile efforts to contain it and the result is extremely gratifying in terms of expansion at velocity. It seems completely magical. For life instantly appears.

One must remember to *channel* a basic purpose. A channel has two boundaries, one on either side of it. These must exist in an org. They consist of discipline of those who would distract or stray or wander or who help the opposition or suppress the basic purpose or subpurposes or who cannot seem to learn or comply with policies or orders. Discipline must only be aimed at the above and, where it is random or doesn't serve to channel, then it itself is a distraction or a barrier and will breed noncompliance. But when entirely absent, the force is let to wander and expansion does not occur. Discipline must be precise, known, uniformly applied and inevitable when the rules are broken. Those who do their job welcome it as it helps keep others from preventing them from working or acting or complying or getting their own jobs done.

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HCO POLICY LETTER OF 4 DECEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 9

EXPANSION
THEORY OF POLICY

It is not very hard to grasp the basic principle underlying all policy letters and organization.

It is an empirical (observed and proven by observation) fact that nothing remains exactly the same forever. This condition is foreign to this universe. Things grow or they lessen. They cannot apparently maintain the same equilibrium or stability.

Thus things either expand or they contract. They do not remain level in this universe. Further, when something seeks to remain level and unchanged it contracts.

Thus we have three actions and only three. First is expansion, second is the effort to remain level or unchanged and third is contraction or lessening.

As nothing in this universe can remain exactly the same, then the second action (level) above will become the third action (lessen) if undisturbed or not acted on by an outside force. Thus actions two and three above (level and lessen) are similar in potential and both will lessen.

This leaves expansion as the only positive action which tends to guarantee survival.

The point of assumption in all policy letters is that we intend to survive and intend so on all dynamics.

To survive, then, one must expand as the only safe condition of operation.

If one remains level, one tends to contract. If one contracts, one's chances of survival diminish.

Therefore there is only one chance left and that, for an organization, is expansion.

PRODUCT

To expand, any company needs a demanded product and will and skill to produce and deliver it. It can be a service or an item.

If a company has a demanded product and will and skill to produce and deliver it, it must organize to expand. If it does, it will survive. If it organizes to stay level or seeks to grow smaller, it will perish.

This is easily observed in nations. Whenever one seeks to remain the same or to lessen itself, it usually perishes. It need not seek only to expand its borders. It can also expand its influence and service. Indeed, the effort to expand borders in a nation without increasing a demand for its influence and products is a primary cause of war. If a nation expanded the demand for its influence and products, it would expand without war. When a nation seeks to merely expand by force of arms and does not expand the demand for its products, one gets a dark age or at least a social catastrophe.

Rome, early on, was in great demand for its social technology and manufacturing skill and only a cruel streak in her made her wage war to expand. Britain for instance was ready to welcome Roman baskets and pottery and art and had been demanding them for nearly a century when Caesar's vicious ambitions actually wrecked the smooth progress of Rome by enforced expansion by arms in excess of the demand for Roman products. This was one Roman product nobody wanted — Caesar and his legions.

Psychiatry's product of further insanity was not in demand by the people but by the state which sought to crush people or at least hold them down. So psychiatry expanded by government regulation, not by popular demand, and so at this writing stands in danger of complete extinction, for its influence depends utterly on "expanding" into the legislatures and government treasuries and no expansion whatever of any demand from the public and no product except slaughter.

The Roman Catholic Church once had a healing product, by actual treatment and by relics and miracles and was in great demand by the public and eventually even the barbarians. But she began to fight progress in science and knowledge and her product turned into exported ignorance backed by autos-da-fé (burning heretics) and thus ceased to expand and today is rapidly shrinking.

Buddhism, earlier than that, expanded continuously as it never sought new extension of territory other than that of learning. Buddhism failed in India alone because its monks became licentious, ceased to deliver true teachings and were swept up, most likely, in India alone, by the Muslim conquest of that unhappy country sometime around the seventh century.

Britain of the twentieth century actively sought to contract her empire and did so to the tune of internal economic catastrophe.

SINGLE PRINCIPLE

Thus it should be obvious that contraction leads to death and expansion to life, providing that one maintains a demand for itself and the will and skill to produce and deliver a product.

If, as ours is, the product is very beneficial and if we continue to produce and deliver, the demand is assured. In this we are fortunate. And we are also fortunate

that, try as they will, no squirrel is ever able to duplicate our product since one variation (that of changed brand) leads to others and they promptly have neither product nor demand — that observation is itself empirical. No squirrel has lasted more than two or three years in the past sixteen years. And there have been many. That they squirrel shows enough bad faith to drive away the public the moment the public hears of the original.

Thus providing we maintain the will and skill to produce and deliver we can expand and proper expansion that will continue is possible.

All our policy then is built on EXPANSION.

It assumes we wish to survive.

And it stresses the production and delivery of a straight, nonsquirrel product.

It is calculated to ensure a continued and widening demand by ensuring that product remains good and beneficial.

The technology itself is complete but it expands also by experience of administration of it and simplifying its presentation.

But to alter the basics of the technology will stop expansion because it is what we are producing, not what we are building.

We are building a better universe. It has not been a good universe to live in so far but it can be.

Our punitive force is our ethics system and it exists to ensure the quality of the product and to prevent the blunting of demand for the product.

INTERPRETATION OF POLICY

The organization then has all its policy rigged to expand.

It takes many things to ensure expansion.

Thus when you are interpreting policy, it should be interpreted only against EXPANSION as the single factor governing it.

This can serve to clarify questions about policy. The correct interpretation always leads to expansion, not holding a level or contraction.

For example, policy bars the entrance of the healing field. This is solely because there is too much trouble with the occupiers of that field and only outright war (with no demand) could solve them. This seems to be a brake on expansion. It is only a brake on expanding by war in the absence of demand. Therefore the right way to expand is to gradually build up general public demand, let experience by the public see that we heal and when the demand is there and howling for us, reinterpret the policy or abolish it as a brake to expansion. As one can only expand by external demand for the product, if one seeks to expand in the absence of a specific demand

for the product, one has war and war doesn't lead to expansion any more than burning heretics and other brutalities expanded the Catholic movement.

So one interprets policy against *proper expansion* that is proper.

CORRECT EXPANSION

Expansion which when expanded can hold its territory without effort is proper and correct expansion.

Hitler (like Caesar) did not "consolidate his conquered territory." It was not possible to do so, not because he did not have troops but because he didn't have a real demand for German technology and social philosophy before conquering. Thus Hitler lost his war and fascist Germany died. It is almost impossible to consolidate territory where one was not invited in in the first place and force had to be used in order to expand.

One can remove a real suppressive by force to ensure demand will then build, providing he does not seek to force the product on the suppressive and all those around the suppressive.

The suppressive, as an individual, can be removed by force because he is an antidemand factor using falsehood and lies to prevent demand from occurring. But one, in removing the suppressive, has to be sure one's own product and delivery are still correct and straight and in no way suppressive of anything but suppressives.

Further one must leave at least a crack in the door and never close it with a crash on anyone because a demand still may develop there.

The only way to start a full scale revolution is totally and thoroughly slam the door. One must always leave a crack open. The suppressive can recant and apologize. The pauper can by certain actions no matter how improbable secure service. Etc.

In short, use force only to shut down false antidemand factors. Yet leave the door at least a crack open in case demand without duress develops. Never finally shut off a possible demand.

You can stimulate demand. You can create it. But you may only comfortably and properly expand into demand.

Removal of a suppressive only brings a potential appearance of demand from the area he dominated. That potential, by some means, the best of which are good dissemination and service examples, must become demand before one can truly occupy territory.

Thus areas taken purely by force of arms can never be held by force of arms in the absence of demand for product and thus demand by the area for occupation and consolidation.

As we have a product that frees in an ultimate sense and de-aberrates, there is of course an end to the game. But it is so far ahead, embracing a whole universe, that it requires minimal consideration.

Expansion requires area to expand into. And we are in no danger of running out of that.

If we were dependent as nations often think they are on boundary expansion on one planet, or into one planet's populations as companies think they are, we would have brakes on expansion due to territorial or population limitations alone. But we are not likely to encounter such barriers for a period of time so long we can consider our expansion potential as infinite — and are the only organization that honestly can so consider. We are not conquering land in the government sense anyway.

OVEREXPANSION

All factors, then, in policy are rigged for expansion.

And this brings about a possibility one can be asked about, that of *over*expansion.

One can "overexpand" by acquiring too much territory too fast without knowing how to handle it. One can conquer new territory as fast as one wants IF he knows how to handle the situation.

There are several ways one can "overexpand." They all boil down to overextended administration lines in a *single* administrative unit.

In this, one must know the principle on which the org board was originally conceived. It is that of Thetan–Mind–Body–Product.

If there is a thetan, a mind (organization potential, not a harmful mass) can be set up — a mind which will organize a body which will produce a product.

If any one of these elements (Thetan–Mind–Body–Product) are missing, then an organization will fail.

Man is so aberrated all mental actions seem to him to be reactive mind actions. But there has to be in organizations a data and problem-solution coordination unit in order to set up a body. (A thetan can do this without a lot of mass, having his memory and perception and intelligence.) We have then an Advisory Council to coordinate acquired data, recognize and resolve problems. Above it, there has to be a thetan somewhat detached from it. This may be a higher mind (Ad Council) operating as a director to the lower Ad Council.

The mind must operate to form a body. This body is the MEST (matter, energy, space and time) and staff of the organization.

This body must produce a product. This in the HGC for instance is resolved cases.

Any smaller part of the whole organization is also a Thetan–Mind–Body–Product. Often the executive is both thetan and mind but as soon as traffic gets too heavy, he must form a separate mind such as an administrative committee or a personal staff to compose the mind. In such a smaller unit than the whole org, there is yet a body (the staff and MEST of the unit). And there *must* be a specific product. The product sometimes is absent and sometimes incorrectly assigned but if so the unit won't function.

Overexpansion occurs only when one tries to handle the larger volume with the same Thetan–Mind–Body–Product numbers one had before.

This tells you why single practitioners can't expand their practices without overwork.

It also tells you why some executives are upset at the idea of expansion as they (lacking organizational insight) see it solely as overwork. They don't see that when you expand volume and traffic you must expand the organization.

There is a wrong way and a right way to expand an organization.

The wrong way is to add staff and facilities endlessly (like governments tend to do) without adding to the organization itself.

If you had huge affluences occurring steadily, you would soon go into collapse if you did not expand also *by organizational units* or branches.

In taking over a new field or area of operation, for instance, one errs when he adds that traffic to the basic organization's traffic.

In the presence of huge escalating affluences, one must analyze what is causing them and reinforce them. BUT one must also see what new KIND of traffic is being added.

If one finds a new KIND of traffic, then one sets up a suborganization unit to handle it which is complete in itself.

If we are now getting "businessmen" in quantity, we set up, under the control of the original organization:

1. a thetan to supervise it,
2. a mind to coordinate it,
3. a body to handle it, and
4. a new product called "released/cleared businessmen."

If we then were to find the new unit (struggling to form itself into seven divisions on its own by now) gets a lot of demand and statistics on an Org Exec Course, it must cease to gratuitously coach it and set up its "Business Academy" teaching the Org Exec Course as Dept 10, appointing a thetan, mind, body and achieving a product "trained businessmen" and see that units to support it occur in other divisions and an ethics unit to prevent blunting of demand and re-aberration.

This can even go backwards. One sets up in Dissem a unit called "Business Course Project Promotion Section" and stimulates the demand and then when it is there puts in its Department 10.

Soon all seven divisions have extra units to care for this new action, each unit with a Thetan–Mind–Body–Product. The products are different but they all add up to "trained businessmen," whether they are creating demand, financing or servicing.

So *over*expansion is only underorganization in the main.

One can of course "overexpand" by attempted servicing in the absence of demand causing thus losses in finance. In such a case only concentrate on creating *new* demand, not on servicing old demands. This by the way is the most common error in organizations of ours. They shrink because they are not creating *new* demand and concentrate only on creating demand in those already demanding (which is lazy-easy).

New demand is expensive to develop. Thus you often see finance units frowning on "new demand" expenses and cutting down magazines in number of issue, not buying new mail lists, etc.

To start a new suborganization, one sets up on the basis of potential demand, sets up ethics to prevent demand-blunting or bad internal service or performance, works on increasing the demand, introduces service, sets up external ethics to prevent blunted demand, increases the demand by dissemination to *new* and *old* areas of demand, increases service, ensures product, increases the organization (not just staff), increases demand in new and old areas, stiffens up ethics, improves service facilities, etc., etc.

It's continuous expansion of volume, continuous expansion of organization, continuous expansion of demand. Where one lags behind the others one gets trouble.

It is almost impossible to run a nonexpanding organization with ease. One gets into financial crises, staff troubles and overwork. Decay has set in. And fighting it is sure to overwork an executive. The easiest course is to expand. Then one has the help.

Summary: In understanding policy one must understand its key and that is expansion.

Only a Scientology organization has an unlimited horizon. But any organization must expand to survive.

The only ways you can "overexpand" are to fail to expand with new demand and keep pace with it evenly with organizational expansion as well as numbers.

It is easier to expand than to "remain level."

Organizations and units which do not expand cannot stay level and so contract.

Org executives and personnel are overworked only when they cannot afford to expand and thus cannot get the help they need to do the work, quite in addition to there being more problems made by contraction than by expansion.

Scientology organizations are designed for expansion.

Expansion requires an expansion of all factors involved and when something expands out of pace with the rest which is not expanding at the same rate, trouble is caused.

Uniform expansion of demand, ethics and service into new fields and areas as well as old areas of operation are needful to trouble-free activities.

Each member and unit of an organization has a product which, if different, contributes to the whole product of an organization.

The ultimate product of Scientology is a universe that is decent and happy to live in, not degenerated and made miserable by suppressives as it has been. This is accomplished by the de-aberration of individuals and the prevention of blunted demand and re-aberration by suppressives and this is the method of expansion.

If in these early days of Scientology we have any troubles, they occurred by an earlier imbalance of expansion.

Demand was created without handling suppressives, which unequal expansion gave us a backlog of unhandled ethics in the society. All we need do is catch up our backlog in those organizational functions which were not expanded when they should have been and all will go smoothly.

Any time you do not expand uniformly with all functions you get an appearance of overexpansion by some functions. The best answer is not to cancel the expanded functions which overreached but to catch them up by expanding the ones one neglected in support. You will have trouble wherever you cut back an expansion as that is contraction. The answer, within reason, is to advance all else to catch up to the expanded portion while still, more calmly, expanding it.

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HCO POLICY LETTER OF 9 NOVEMBER 1968

REMIMEO

IMPORTANT

STANDARD ADMIN

This is the first policy letter on STANDARD ADMINISTRATION.

STANDARD TECH came in with a crash just by teaching the most basic of basics as the most important actions. Cases which hadn't moved for years, when handled by Case Supervisors and auditors who skipped all the airy-fairy nonsense and just did the usual ordinary basic actions, suddenly flew.

There is also Standard Training Procedure. This again is the ordinary, down-to-earth basic actions. A class that hadn't moved at all suddenly took off and all graduated when the USUAL was done.

Thus we find the flaw in all our actions to be the failure to separate out the truly basic important actions and instead engaging upon trivial complexities.

It is a characteristic of a thetan that the least complex actions are the most powerful. When his confront lessens he tries to do things by vias that add complexities and he then fails and becomes weak.

So, just as we blasted our way to 100 percent results with STANDARD TECH, so we can thunder straight through to victory using STANDARD ADMIN.

DEFINITIONS

STANDARD means "a definite level or degree of quality that is proper and adequate for a specific purpose." (*Webster's Third New International Dictionary Unabridged,* standard 3b, page 2223.)

ADMINISTRATION means "the principles, practices and rationalized techniques employed in achieving the objectives or aims of an organization." (*Webster's Third New International Dictionary Unabridged,* administration 5a, page 28.) We commonly call this "admin" as a shortening of it and to designate the work of doing it.

ORGANIZATION means "a group of people that has a more or less constant membership, a body of officers, a purpose, and usually a set of regulations." (*Webster's Third New International Dictionary Unabridged,* organization 2b, page 1590.)

BASICS means "(basic-s) something that is basic: FUNDAMENTAL."

BASE means "the bottom of something considered as its support."

FUNDAMENTAL means "serving as an original or generating source: being the one from which others are derived."

DERIVED means "formed or developed out of something else," which is to say something formed or made from a basic.

Thus if we have the BASIC or base or starting point, and know it well, then from it we can develop more complex actions.

We had to have the fundamental or basic laws of organization in order to develop the full structure of organization.

Administration becomes STANDARD when we have the most important points or laws or actions and when we always use these and use them in just the same way.

For example, some people look at a factory as a big complex structure, they consider it very complicated or hard to understand or are in awe of it. Or get confused trying to study it. Well, the moment they know that the *basic* action of the place is to make silk cloth, they have a fundamental on which to understand what is going on. When we then know that raw fiber goes in one side, gets processed and comes out the other as satin, we can begin to sketch in what its flow lines must be. At last we have that, we can assume somebody runs it and that people work there, and taken all in one piece it's an organization.

To RUN the factory we would have to know the most important duties of every person in the place, the functions of the machines and the lines of flow. And to run it SUCCESSFULLY, we would have to know where its raw fiber came from and its cost and who would buy it and its price and how much the various expenses were to keep it going and to make it make more than it spent, and we'd have its economics and accounting.

These would be the BASICS of the place: who did what, what the lines were, where the raw materials came from and where the finished product went, and keeping the cost and expense in ratio, how to stimulate more demand for satin and how to get raw materials in quantity at a reasonable price.

While some might be upset at making a similarity between a factory and an organization in general, all organizations have the same basic problems and similar solutions.

An army delivers blows to the enemy and gets recruits, materiel and pay from the government.

It has a supposed product too, since few armies exist after losing too often in a war.

THE BEST ORGANIZATION

The best organization is one which has a thetan over it, methods of working out its problems, basic actions and a good desirable product. It adapts itself to its environment or surroundings or conditions of operation so as to expand to greater or lesser degree.

Such an organization must have a clear-cut purpose and fill a definite need in order to survive.

Its services must be more valuable than what it costs to produce or furnish those services.

It must, to remain healthy, obtain more potential than it spends. For "potential" can be ready money or power or even strength.

Where an organization violates these very fundamental things, it sickens and will eventually perish.

For example, a government of a country can violate one or more of the above simple ideas and eventually cease to exist. Some governments are really dead for a very long time before the fact is discovered.

Such is the persistence and power of a once strong organization that it can continue for a very long while, feeding inward on itself. It gradually contracts and eventually becomes a memory only.

Thus when you see an organization begin to contract, if it is to be salvaged, it must be stripped back to basics quickly, its form simplified, its purpose clarified and the important services it can render greatly intensified and the cost of rendering them greatly reduced. This formula intelligently applied even to a dead government could revive it.

Lest we go too quickly, in the single sentence above and the earlier basics mentioned we have the whole "secret" of either reviving an old or founding a new organization.

If you know the purpose and how to make a desirable service known and know how to handle its *fundamentals* expertly, you can found, increase or revive any organization.

Putting together or handling an organization requires very certain, positive knowledge of

a. The basics of organization,

b. The purpose of the organization,

c. The basic actions necessary in the organization,

d. The potentials of the area in which the organization exists,

e. The needs and desires of the area or people the organization serves,

f. The economics on which the organization will operate.

Handling or serving in an organization successfully, one has to KNOW the actions and activities of the organization and its area so well that one does not have *to think about it*. One just *does* it or one indicates or works with *what* or who does it.

You don't think "clutch, gear shift, accelerator, steering wheel" when you drive a car. You should, to drive it successfully, know where these things are and what they do so well that you simply *drive a car*.

But learning to drive a car, you learn each of these things and its function and then learn them so well that it seems like *instinct* to use them. It isn't instinct. It's knowing them so well you don't fumble.

An organization is like that. Working in it or being one of those who run a part of it or the whole of it, one has to know the parts and actions and (a) to (f) above so well one knows them so *fast* that one just does them.

So, in STANDARD ADMIN we are acquiring

a. A knowledge of basics,

b. The basics that exist in and around a specific organization,

c. The ability to handle those basics with such speed and certainty that it seems instinct.

And when we have this, the organization will go, go, go with an ease and lack of effort that is astonishing.

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HCO POLICY LETTER OF 29 MAY 1961
ISSUE I

CENOCON

KEEPING SCIENTOLOGY WORKING SERIES 3

QUALITY AND ADMIN IN CENTRAL ORGS

The function of the administrative personnel in a Central Organization is to make technical quality possible and get it delivered to Scientologists and the public.

Administration is no unimportant function. On the contrary, I had to work in Scientology a long time before I found out that in the absence of good administration, technical quality is impossible. At first I counted on high-caliber businessmen to do it. Then I found, after 1954, that they didn't have a clue and that their use had led us on a bad course. So we had to develop and learn administration and we are winning on it.

An administrative personnel is there to keep the lines moving and the function of his post operating.

Administrative personnel get Scientology to the public, keep the public happy and the organization solvent.

Administrative personnel are there to keep administration out of technical hands and let technical work.

Administration gets the public in and out, keeps communication going, gets the data to tech and keeps the org from going broke.

Administration is, however, owed something by technical. If administration gets people in for service, it is only right that that service, when rendered by technical, be the highest possible quality.

For if administration in all departments is not backed up by quality technical achievements, then administration is betrayed.

If one keeps, as in Accounts, collecting money for service rendered by technical, then Accounts has a right to demand that it was good service or else the accountant, in collecting, betrays.

Therefore, administration may at any time, just as technical may demand good admin, demand of technical that it produce and hold its own.

As of this moment there is no excuse of any kind for any technical failure in any Central Org.

The moment we got all the tools, it showed up that technical often had not understood any of the tools it already had. A clear-cut, simple routine as it now exists makes auditing and training a problem in black and white. Either it is done or it isn't.

If results are not forthcoming for any person as of now, then somebody is goofing. And it won't be any small goof.

It is working out that goofs are of this magnitude:

Auditor does not know anything about reading a meter but has been kidding us one and all that he or she knew;

Auditor has not the vaguest on how to handle rudiments;

Auditor couldn't security check Khrushchev and find a crime;

Auditor has no clue about assessment;

Auditor just doesn't even report to session.

That would be the sort of thing it would take to keep Scientology from working on every case. The errors are *gross,* never slight, if a case doesn't move.

All right. Admin personnel do their job. Therefore they have a right to expect tech will do its job.

The whole source of low units is tech failure. Bad tech makes it almost impossible to get pcs or students in. Therefore admin has a right to raise hell over bad tech. A graph drops. ARC breaks gleam clear to anyone. Admin, working at a less interesting job, has the right to scream loud enough to be heard on Arcturus. Because *that* took a fantastic, large technical goof to achieve.

None can now say all is changing in tech. The only thing that's changing is the communication and information to get tech to do its job.

Low units, lack of enough personnel, lack of new executive personnel, all trace to tech failure in the past.

Now is the time to make good. We *can* release people *easily*. Why not do it? We can clear people. Why not do it?

A high executive in a Central Org who had had a tech department that was failing, failing, failing owned up the other day to "having all the data but being too busy to study it." He meant, obviously, he was too busy to do his job. And a Joburg Security Check found out why.

All staff members, tech and admin, of a Central Org, each one or all together, have a right to demand that every tech person knows his business and does the job.

All staff personnel, in a meeting or by petition, have a right to demand certain personnel be sent to Saint Hill to be trained.

All staff personnel have a right to demand that any or all staff personnel be given a *Joburg* Security Check, WW Sec Form 3, by somebody who knows how to give one.

All staff personnel have a right to demand practical and functional releasing and clearing (1) of staff, (2) of executives and (3) of the public who buy our service.

If we're going to put a new world here, we better get going on the project. It isn't as if we could fool people forever.

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HCO POLICY LETTER OF 20 SEPTEMBER 1969

REMIMEO

STABILITY

It can be said of companies, societies and governments that:

THE BEST GUARANTEE OF STABILITY IS ADMINISTRATIVE SKILL.

In areas where the abilities which add up to administrative skill are missing, the organization or country can expect to fail or be overthrown.

Even such small things as file keeping, accounts records, personnel placement, add up to better longevity.

The integrity of personnel is a large factor in administration, and a lack of skills with which to detect and handle false reports and lack of compliance or failed performance of duty can all by itself destroy management and the group.

No matter what the intention of those at the top, no matter how bright or honest they may be, if their administrative lines are clumsy or in any way false, if they are not backed up by skillful, well-taught administrators, they can be nullified. The plans and orders put "on the lines" seldom if ever arrive at the level of the worker in the shop or the man in the street.

The torrents of laws and directives passed by legislators or even boards of directors are ninety percent of them made necessary by earlier failures in getting earlier laws or directives enforced.

Bad administration, lack of know-how, lack of trained clerks and executives, can defeat utterly any plan or program no matter how urgent or beneficial.

The continuance of an organization and its leaders can be said to be entirely dependent upon the skill, training and integrity of those who handle the administrative lines, details and contacts of the group.

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HCO POLICY LETTER OF 4 OCTOBER 1969

REMIMEO
BPI

ORGANIZATIONAL ENTURBULENCE

THE ENTURBULENCE (COMMOTION AND UPSET) IN AN ORGANIZATION IS DIRECTLY PROPORTIONAL TO THE IGNORANCE OR ABSENCE OF POLICY AND PURPOSE.

We can see this easily in processing. Processing is a skilled technical activity having precise steps and actions. When an auditor is ignorant of these he gets into a horrible mess and the pc likewise. When a Case Supervisor is having trouble it will be in direct proportion to his own and his auditors' ignorance of correct and exact tech.

The answer is to get tech known and exactly used. When this is done, the trouble, upset and commotion reduces to zero.

In Dianetics and Scientology our tech is very exact and when correctly applied produces exact, predictable results. So getting our tech known and used by auditors cures any upset or commotion in auditing or a group of auditors.

Going a lot lower, let us consider a group that has no tech or inadequate tech. If it engages in treatment there will be upset because of lack of adequate tech. This could be said to be the case of psychoanalysis where 33 percent of the patients commit suicide in the first three months according to a 1950 survey of their own.

Then going into the nether regions, take a group with destructive tech such as the psychiatrist. He not only has trouble in his own field but can smash a whole society and has done it to several societies already (Germany, Czarist Russia, Poland, etc.).

A country whose population does not know what constitution it does have is an "organization" of ignorant individuals. It will have riot and civil commotion.

In the US currently only 4 percent recognized the First Amendment to the Constitution which guarantees freedom of speech, the press and religion. Ignorance of the law, compounded by a willful neglect of the Constitution by government officials, is the basic reason for the riot, civil commotion and disintegration of the US.

So the same law holds as per the first paragraph above.

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We in Scientology have very basic and strong organizational policy and structure.

Where a mission or org is in any way upset or is not giving good service, the individuals do not know or are aware of and are not using policy.

The answer is that it is dangerous and destructive for staffs and Scientologists not to know org pattern and policy. The result will be upsets and decline.

On the other hand, sound knowledge and use of Scientology policy and structure results in a strong org, excellent service and longevity.

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HCO POLICY LETTER OF 11 APRIL 1970
ISSUE I

REMIMEO

THIRD DYNAMIC TECH

The material contained in HCO BULLETINS applies to the FIRST DYNAMIC — self, the individual.

The data, material and procedures contained in POLICY LETTERS apply to the THIRD DYNAMIC — the dynamic of groups.

In applying HCOBs as in auditing a preclear, you see that following a certain procedure results in the remedy of a certain personal situation.

In applying HCO Policy Letters, you see that by following or continuing certain third dynamic procedures you remedy, handle or continue certain situations which relate to groups.

In both cases, SURVIVAL is the keynote of the end result.

HCOB auditing tech increases the survival of the individual as an individual.

HCO PL third dynamic tech increases the survival of the group.

Man has always had a certain amount of know-how in both individual and group matters of survival but he has never had any high level of result.

It is easy to see auditing improve the individual when it is exactly and expertly applied.

Similarly one can see third dynamic tech improve the group and its survival potential.

Just as there is "squirrel" auditing (alter-ised and unworkable) so there can be "squirrel" third dynamic tech.

An executive who has no familiarity with HCO PLs can make an awful lot of mistakes.

It is an easy pretense that first dynamic tech existed. But no one got any better when man knew no more than the mumbo jumbo he had before 1950. Since then real results occur. But they only occur when the actual tech of Dianetics and Scientology is correctly applied.

The same situation existed in the field of the third dynamic. The pretense was that "business" tech was successful, to name one. But 17 out of 19 businesses fail every year and the whole of the business world is under threat from the ideology of communism. Strikes, legislation, banking and other catastrophes daily remain unhandled by "business tech." So there's only pretense that "business tech" applies to groups successfully. It is at best a dying technology.

The failure is that previous third dynamic tech did not seek out and learn the basic laws on which it must have existed.

You have seen the first dynamic tech of auditing develop over the decades to a highly precise and very workable body of knowledge. The current search began in about 1931. By 1970 it was in full practice over the world.

The need of organizations to serve the first dynamic tech beginning in 1949 forced further and further into view the absence of third dynamic tech and its vital need.

With much hard experience the data now contained in HCO Policy Letters was won. In 1965 I began an active search for the basic laws of the third dynamic. What has been found since then has been recorded on tapes or published in HCO PLs.

If auditing took 38 years to bring to a highly polished state, then the 20 years of experience, of which only 5 were devoted to an active effort to locate the basic laws, can be seen to be an incomplete study.

But incomplete or not, the data and drills contained in HCO Policy Letters are a great advance over what man had.

For instance, in 1950–51, using the crude organizational tech man then had, the first board of directors of Dianetics Foundations failed utterly. Any and all off-on-the-wrong-foot moves which became later woes to us were laid in at that time by some of the finest legal, accounting and PR experts one could retain.

Twenty years later our organizations, traveling on our developed third dynamic tech (and even now poorly known by staffs), have enabled us to survive in the teeth of old vested interests and not only that, to expand as well.

This is due to the practical know-how we have dredged up and used and which you find in HCO Policy Letters.

Naturally, we have not had time to develop third dynamic drills for every situation. We have not had time even to train all our staffs.

But the basic knowledge is there, recorded on tape and in HCO PLs, and when known, understood and used it gives us survival, expansion and prosperity. When it isn't known or understood or used, only then do we sag.

If a study of our third dynamic tech is approached from the viewpoint that it is for use and when known, understood and used that it will deliver an expected result, then one has a proper framework for the study of it.

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If one thinks it is a series of orders, or just some random ideas, then one will not have the use of it.

The short span of men's lives inhibits the full development of any one subject in one lifetime. Thus there is a lot of room for further expansion of our third dynamic tech. But the basic laws can be found in it and many exact drills are contained in it and it has great value in any zone of application.

What we now know and use of our third dynamic tech is all that has forwarded our survival so far.

Thus its wider understanding and use in our own organizations is the key to prosperity and expansion.

An "old experienced Scientology executive" (who has a lot of this know-how) can go into a collapsing org and boom it. The data he is using is all in these policy letters. He knows it is there for use and he uses it in action.

The elements he uses are in HCO Policy Letters.

The data encompasses third dynamic tech. It is applied very much like one applies the first dynamic tech to the individual.

In its present state of development, like early auditing material, third dynamic tech is used to think with, and only the bright mind will achieve its full potential in action.

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HCO POLICY LETTER OF 25 JANUARY 1971

REMIMEO

ORG SERIES 22

SQUIRREL ADMIN

When a squirrel is given a circular wheel he will run in it 'round and 'round and 'round. He gets nowhere.

When persons in an organization do not know organizing or their org board or hats, they go 'round and 'round and 'round and get nowhere.

There is no valuable production. There is no money.

When you have an organization that has no valuable production you know that the people there go 'round and 'round and 'round and get nowhere.

They are squirrel administrators.

STANDARD ADMIN

There are right ways to handle a group. This is the single fact which most often escapes people attempting to handle groups.

Also, for every correct solution there can be an infinity of wrong solutions.

The right way is a narrow trail but strong. The wrong ways are broad but all lead into a bog.

You could "fix" a radio by hitting it with a sledgehammer, putting a hand grenade in it or throwing it out of a 155th-story window. The number of wrong ways you could "fix" it would be infinite.

Or you could find out what was wrong with it and replace the part or properly correct it.

The difference between the wrong way and the right way is that the radio, wrongly "solved," doesn't work. The radio correctly solved works.

So the test of the wrong way or the right way is whether or not the radio then worked.

This is the basic test of *all* administrative solutions. DID THEY WORK?

When experienced persons, working from basic theory, have evolved a technique for handling a situation which routinely now handles that situation, we have now a STANDARD ADMINISTRATIVE ACTION.

When that situation appears, we apply *that* solution and the matter gets handled.

The test is, did the solution work?

Solutions that work and are therefore routinely used to handle the situation to which they apply are then called STANDARD ADMIN.

A multitude of these correct solutions are used in STANDARD ORGANIZING. The org board, the hats, comm lines, comm centers, comm baskets, despatch forms, routing forms, inspection actions, promotion actions, central filing, customer or visitor handling, selling, collecting income, paying bills, inventorying, doing finance reports, handling raw materials, training persons to handle and properly change materials, correcting or improving staff competence, correcting organizational form, inspecting, reviewing and handling failed products, handling contacting and converting the publics, establishing and using field distributors and salesmen, providing public services, maintaining contact with the original and basic technology, handling rivals and opposition, and running the organization in general *all* have standard actions.

Now, glancing over the above rough list, you see we have hit the high spots of a 21-department, 7-division org bd.*

Each *is* a standard solution to continuing and recurring problems.

Each contains numerous standard solutions to the recurring problems associated with them.

Underneath all this is basic theory and around it is survival and potential success.

USE OF STANDARD ACTIONS

The difference between a successfully viable organization with cheerful and cared for staff and a limping scene is standard and squirrel administration.

If standard admin is successful then why is it sometimes not used?

First the data has to exist, be available and known.

Next the data has to be used.

At first glance this may seem so clear-cut that it cannot go wrong. But one must look a bit further.

One is dealing with a variable called man. One is working in a world full of noise and conflict.

*See the 1971 organizing board in the Appendix.

Certain personalities do not want the group or the organization to succeed (see HCOB 28 Nov. 70, C/S Series 22, PSYCHOSIS). This problem has been so great amongst men that every historical culture — each one an organization — has died. About 10 to 20 percent of mankind, at a broad guess, fit into this category.

In this universe it is easier to destroy than to construct. Yet the survival of life forms depends on construction.

To overcome this, man has developed technology and the cooperative effort known as organization.

The forces of the physical universe can be channeled and used only with technology.

The forces inherent in life forms can succeed only when channeled and aligned with one another.

Therefore to succeed a group must have the technology it uses available and known to it. And then use it.

From this, one obtains the agreement and alignment necessary to generate the group action and production which brings about success.

NONCONFRONT

When a group member has the data, the bar to his using it would be his own disagreement with the group succeeding or, more frequently, his inability to confront things.

EXAMPLE: Two group members are quarreling. A third group member seeks to handle it. Even though he knows the technique (third party law), his own inability to confront people makes him fail to use the correct solution and he backs off.

In backing off he thinks of some nonconfront, nonstandard "solution" such as firing them.

He has become a squirrel administrator.

EXAMPLE: The plant machinery is in bad shape. It is deteriorating to such an extent that it soon will cease to run. The mechanics plead for money to repair. The plant manager unfortunately cannot confront machinery — he not only "doesn't know about it" but it frightens him. He does not financially plan its full repair on a gradient back to an ideal scene. He simply dreams up the vague hope a new type will be invented. He does nothing. The machinery now costs more to run than it produces. The plant fails. The plant manager was a squirrel administrator.

So we have various causes of failure:

1. A secret desire to destroy,
2. The nonexistence of technology,
3. Nonavailability of the technology,

4. Ignorance of the technology even when available,

5. Failure to apply the technology even when available and known because the being cannot or does not confront the people or the portions of the physical universe concerned.

The existence of any of these things brings a group toward squirrel administration.

Natural cataclysms or political or social catastrophes or upheavals are the other two points which can bring about a failure, but even these can be planned for and to some degree handled. The future possibility of these must also be confronted in order to be circumvented.

Any successful organization will be fought by the society's fancied rulers or enemies. This is something which should be taken in stride. The ability to confront these discloses that standard administrative actions exist for these two.

DRILLS

Thus an administrator or staff member, even when the group's tech is available and known, must be able to confront and handle the confusions which can occur and which invite a turn-away and a squirrel solution.

Even this situation of the inabilities to confront and handle can be solved by third dynamic (group) drills and drills on the sixth dynamic (physical universe).

The drills would be practices in achieving general awareness and confronting and handling the noise and confusions which make one oblivious of or which drive one off and away from taking standard actions.

COMPETENCE

Competence is increased in the individual and the group by successes.

Successes come from anticipating the situation and handling it.

Standard admin is the key to competence and successes in an organization.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 JUNE 1971

REMIMEO

STANDARD ADMIN

To approach the subject of STANDARD ADMINISTRATION realistically, one first must recognize that a right way to do things can exist.

Let us take an example like starting a car. There *is* a right way to do this. You see if it has gasoline, you see that it's out of gear and that the brake is on. You turn on the ignition key and make the starter make contact. You feed it some gas and it starts. Now if one varied the sequence or did something else the car wouldn't start. Then one pushes it or finds a hill. It still doesn't start so a mechanic is sent for. The bulk of the time, the mechanic finds no gas or failure to turn on the ignition.

There are an infinity of ways *not* to start a car.

There is only one way to start a car.

So it is with any standard procedure.

There *is* a way to do something right. The right ways to do things are called TECHNICAL PROCEDURES or TECH when it comes to auditing or scientific or mechanical processes.

There is a TECH of ADMIN. This would be the right ways to do administrative actions or organize something.

Administration is the subject of how to organize or establish or correct the spaces, terminals, flows, line duties, equipment, materiel, and so forth of a production group so as to establish optimum volume, quality and viability.

Activities, organizations, companies, governments and even man's civilization depend upon having the TECH of ADMIN and the knowledge and APPLICATION of it.

This general subject is known as ADMINISTRATION or ADMIN for short.

There *are* correct ways to do things in ADMIN. For each correct procedure there can be an infinity of incorrect actions.

To be a good executive or staff member one has to know the right way something is done and to be able to apply and get done what he knows and be able to correct outnesses so they go back to the correct procedures.

Because of the great number of separate actions that go to make up a large activity, the subject looks complex unless one learns to look at one procedure at a time and fit it into other procedures.

The subject of admin only appears difficult because those involved in it SELDOM LEARN THE CORRECT PROCEDURES. Instead they do other odd things that, taken as a whole, give a thoroughly confused scene.

The test of any body of procedures is whether or not they will, when done, result in a smooth-running organization which produces final valuable products in volume that have acceptable quality and maintain the organization's survival.

Our admin passes this test. When used exactly by the book and applied and corrected back to the book they will produce high volume, quality and viability.

This has been tested over and over. By the book = prosperity. Offbeat use or ignorance or nonapplication = collapse.

By just getting "on-policy" (knowing and using the procedures with no departures) an org has leaped from long-enduring poverty to high success. Then run by those ignorant of policy, it has in turn collapsed to the degree it went "off-policy."

A continent has boomed when "on-policy," has decayed when it went "off-policy."

This fact has been seen over and over and over again. "On-policy" (knowing and applying our procedures) has been the common denominator of each boom. "Off-policy" (not knowing, not applying our procedures) has been the common denominator of every org or continental area collapse.

There are enormous numbers of witnesses to this and it is backed up by mountains of statistics.

STANDARD ADMIN means the usual "on-policy" procedure applied.

"Squirrel admin" means the departure or alteration of Standard Admin. The use of the word "squirrel" is long-standing because squirrels in their little cages go 'round and 'round and get nowhere and they are also, a bad pun, "nutty," meaning a bit crazy.

The source of STANDARD ADMIN is an HCO Policy Letter.

The main source of "squirrel admin" is simply ignorance of PL procedure or the neglect of reading and applying it — as simple as that.

So if an org's staff, ignorant or neglectful of policy and failing to apply it, is creating a mad scene daily, just realize they are trying to start a car by welding the trunk shut or polishing the tires!

The answer is invariably and always, find the policy, apply it and force out the "off-policy" actions, and coolness and prosperity will reign.

So this is a simple subject. Complicated only by the inability of people to confront and do the actions called for by policy.

Following policy is better all around as it is an area of agreement.

New procedures can be developed, tested, piloted, used. BUT until they become policy they can drive an area mad.

So there is a right way to do it. And that is the way it should be done. And so doing it "on-policy" will result in prosperity.

If one is not able to accept this fact, then one will not be able to run an activity prosperously.

So STANDARD ADMIN is rather simple after all.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1971

REMIMEO

THE USUAL

(Originally written by LRH for the *Apollo* OODs of 31 July 71. Issued as an HCO PL on 6 Oct. 80.)

When in doubt do the usual, the routine, the standard.

If your hat says recruit, recruit. Don't do tool purchasing.

WHEN A POST DOES NOT DO ITS USUAL ACTIONS THESE BACKLOG AND APPEAR AS TRAFFIC AND DEMANDS.

The post goes into desperation and tries to cope and, failing to do what it was supposed to do in the first place, just goes more desperate.

A post will run wrong so long as it does not do the usual. And it will go wronger and wronger.

Like auditing a pc. Every shortcut, every unusual solution, just makes the pc worse. You can't go on with unusual solutions forever. The pc will collapse.

So it is with a post.

Do what the post is supposed to do in the first place. Cope part of the time, yes. But somehow get in the usual action.

If you don't you will feel desperate, 9,000 feet up and in a hurricane.

EVERY personnel line has gotten in this state.

Failing to recruit and do the usual has backlogged HASes over the world to a point of total desperation. Yet I see no Personnel Procurement Officers single-hatted on post in orgs. I see no new campaign for recruits. I see no hammer to get standard forms signed.

Thus by not doing the basic usual actions, each HAS is going mad trying to answer people who are demanding personnel. Then the HAS musical-chairs the place, destroys the org form.

WHY? Because the usual action of PPOs on post and records and lines and personnel promo were not done.

Not doing the usual resulted in desperate solutions.

This is the way any post goes when it backlogs. It backlogs for lack of the usual. Then it goes into total desperation.

The way to get out of the mess is each day do a couple hours of the usual regardless of traffic and demands.

And surprise! One will dig out of it and get on top of it.

One has to know three facts:

1. The usual solution already exists. One has to find out or work out what it is.
2. Unusual actions will backlog one and if continued will drown one.
3. One can dig himself out if he spends some time each day getting the usual lined up and in.

One's full hat usually contains the usual. A starter is to get the full hat and know it.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 AUGUST 1971

REMIMEO

ON–POLICY

(Originally written by LRH for the *Apollo* OODs of 18 Aug. 71.
Issued as an HCO PL on 3 Sept. 80.)

Policy *works*. Just like tech. If you apply policy, it works and things go well. When you don't, like a case "audited" on out-tech, things go wrong.

Policy came from years and years and years of experience. It's the know-how of handling orgs and groups.

When it isn't used things aren't handled.

An org will get off the launching pad when every person in it has studied and knows Vol 0 OEC.

That begins it.

It doesn't matter how long one has been around or how much policy he has read. Until he has studied Vol 0 OEC as a specific Basic Staff Hat action, he will now and then go off-policy.

Make a group!

That takes agreement.

Get on-policy.

That will build the agreement necessary.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE I

REMIMEO
EXECS
ALL STAFF
ALL STAFF HATS

ADMIN KNOW-HOW SERIES 50

KEEPING ADMIN WORKING

Refs:

HCO PL	7 Feb. 65	KSW Series 1 KEEPING SCIENTOLOGY WORKING
HCO PL	24 Sept. 70RA Rev. 3.7.77	ISSUES — TYPES OF

In 1965 I wrote the policy letter KEEPING SCIENTOLOGY WORKING. It appears as the first item of nearly every Dianetics and Scientology course checksheet. And with good reason. Unswerving and relentless application of that one issue by every Scientologist is our only certain means of keeping the technology pure and the future hope of mankind alive.

It may not be generally understood, however, that the principles given in that policy letter do not apply only to what is commonly referred to as "tech" — the first dynamic technology given in HCO Bulletins. You see, when "tech" goes out, the pc suffers. When "admin" goes out, the org declines.

Therefore, to keep Scientology working, *all* of Scientology, one must insist on standard tech *and* admin. The principles of unvarying adherence to precise technology, constant alertness to tech alter-is and insistence that every Scientologist abide by these rules apply *just* as severely to the third dynamic technology of standard administration — POLICY.

POLICY

POLICY embraces the basic duties of a staff member, the precision technology of management in all its aspects and at every echelon, and standard ethics and justice procedures. Policy is found in HCO PLs, Flag Orders, Central Bureaux Orders, LRH EDs, taped lectures and other duly authorized and on-source administrative issues.

Just as with our technology of handling the individual, our policies for the establishment and expansion of effective organizations are based on fundamental laws of life derived through exhaustive research and experience. Every policy we have has been put to the acid test — "Does it work?" — and passed. Neither tech nor policy admit interpretation, alteration or "new ideas" generated by the bank. Bright, constructive application of exact principles, yes. Embellishment and know-best, never.

To you, the individual executive or staff member, "Keeping Admin Working" means making sure that you have all the policy relating to your post and to your hat as a staff member. It means insisting that your org's Qual Division maintains a complete library of policy for use by staff and that it is not unmocked or hidden away or rendered unusable. It means knowing the policies of one's job, through standard hatting and training. It means insisting that standard staff courses exist complete with WHAT IS A COURSE? policy in down to the last comma, whose graduates go livid at the idea of anyone alter-ising standard policy. It means demanding that Qual provides a tough, standard Cramming Section that detects deviation from policy at the first pause of a stat and handles the hell out of it right now — including finding out how the scene was allowed to go awry in the first place and correcting THAT, too. It means total dedication on the part of every last Scientologist to putting in standard admin, straight by the book. It means holding an utterly unreasonable line on KEEPING standard admin IN.

OUT–ADMIN

While our overall record of success is stellar in the extreme, the history of our organizations is dotted here and there with stat crashes brought about by out-admin. These range in scope from the collapse of one staff member's post up to the near collapse of the whole international Scientology network in the 60s when squirrel "execs" at Worldwide were "managing" on their own know-best and over scores of misunderstoods on basic policy. That scene was salvaged by getting the admin squirrels off the lines, their orders cancelled and the simple on-policy usual done: org boards set straight and made known, hat checksheets and packs compiled, studied up and used by all staff, a schedule posted and adhered to, etc. Very simple, really. It just had to be DONE.

The fact is that every organizational failure or decline in our history can be traced to standard admin going OUT. Likewise, every boom or recovery can be traced to policy being put IN. It is a one-for-one.

EXAMPLES

It was once found that a senior exec (long since discovered and removed) was attempting to run a major org from his upper-management post on a day-to-day basis even though it was several echelons below him and despite numerous vividly clear policies forbidding such an activity. But this person "knew best." And he managed (not accidentally) to crash the org's delivery and leave a major mess for other, on-policy execs to come in and bail out on an emergency basis.

This same Mr. Know Best was also found to have worked his way onto the comm lines of some staff doing a vital project to revive a faltering org. He was covertly feeding them his own instructions (which were completely contrary to policy and the approved steps of the project) and getting them to forward his "successful actions" instead of policy. The result was a failed project which had to be redone from scratch. Had those executing the project adhered to policy instead of forwarding someone's know-best and alter-is, their project could have ended in success instead of a crash.

NAVIGATE
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SOURCE

People's failure to recognize what standard policy is can sometimes get in your road. As an example, an executive once went into an org and established a standard, by-the-book (OEC Volume 4) Dept 10 with Dir Tech Services, HGC Admin, Tech Pages, Tech Receptionists, etc. The stats, of course, boomed. But after that, people kept referring to this exec's actions as though they were something new and strange and referred to the project instead of the OEC Volume! From this, one can conclude that you have to put in policy with an ax and call it such and take no nonsense concerning it. For even when people see the fruits of the application of policy materialize, they have to be told again that that was POLICY and IS IN THEIR OEC VOLUMES.

The way to do this is to get in a competent Qual that hats the staff on HCO PLs, from basic staff status checksheets all the way up to FEBC, and crams them when they flub. Unless Qual is strong and functioning and pounds home green-on-white as *the* tried and true way to go about something, the staff are open to some suppressive moving in and leading them off into squirreldom.

We work, in our organizations, in the face of a bank that says that the group is all and the individual nothing. This you know. Know too that that same bank is constructed to make very sure that no one ever succeeds in forming anything resembling an *effective* group with true survival goals or purposes. So we face quite a challenge. But in standard admin policy we have a potent weapon with which to meet this challenge: a codified system of organization which, where it has been applied purely, has resulted in the most powerful and effective organizations this planet and sector have ever known. Required are only the courage, determination and confront to master and use this weapon.

I count on you — the individual Scientologist — to take up the challenge, to put standard Scientology administrative policy to work, and to WIN. You can, you know. And the victory will be not only for you but for Scientology and for all mankind.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE II

REMIMEO
ALL ORGS
ALL MISSIONS
ALL EXECS
ALL STAFF

ADMIN KNOW-HOW SERIES 51

ADMIN DEGRADES

Refs:

HCO PL	17 June 70RB I	KSW Series 5
	Rev. 25.10.83	TECHNICAL DEGRADES
HCO PL	7 Feb. 65	KSW Series 1
		KEEPING SCIENTOLOGY WORKING

How does standard "green-on-white" policy get lost? Just as with the "red-on-white" tech of auditing or training, it can potentially be obscured or made to seem unimportant by the actions of an ill-intentioned individual.

Someone considers that the best way to get a new staff member quickly onto post is to shorten his hat checksheet or label key hat materials as "old." The new staff member fails, dragging a whole unit or department down with him in a maelstrom of dev-t.

In a hurry to get something accomplished, someone skimps on the usual, on-policy procedures and routings and soon his improvised (squirreled) "handling," tolerated by others, becomes "the way it's always done around here." And crash goes that area.

Seeking to get his own stats up at any cost (and ignoring the effects of his actions on the org as a whole), an "expert" manages to obscure standard, on-policy lines and routings and implements his own "successful actions," then torpedoes any attempt to get policy in. The result — the org falls far short of what it could be producing if it were operating by the book.

Such actions are suppressive. They are HIGH CRIMES. And they carry the same penalties as the suppression of the technologies of Dianetics and Scientology auditing or training — a condition of TREASON or cancellation of certificates or dismissal and a full investigation of the person's background.

The following actions or omissions are classified as HIGH CRIMES:

1. Abbreviating an official course in standard Scientology administrative policy so as to lose the full theory, administrative procedures and effectiveness of the subject.

2. Adding comments to the Org Exec Course or other administrative checksheets or instructions, policies or directives labeling any material "background" or "not used now" or "old" or "it doesn't need to be followed *exactly*," or any similar action which will result in the student not knowing, using and applying the standard administrative data in which he is being trained.

3. Employing any checksheet for any administrative course not authorized by the Authority, Verification and Correction Unit International (AVC Int) or, in the case of hat checksheets, duly authorized per HCO PL 30 Sept. 70 I, CHECKSHEET FORMAT.

4. Failing to strike from any administrative or hat checksheet any such comments as "historical," "background," "not used," "old," etc., or VERBALLY STATING IT TO STUDENTS.

5. Failing to hat and apprentice a staff member on the full policy and actions of his post.

6. Discouraging or preventing a staff member, administrator or executive from training on the full Org Exec Course and Flag Executive Briefing Course.

7. Failing to insist upon precise and exact application of the Data Series policy letters in investigations and evaluations.

8. Running any organization on squirrel "policy" or third dynamic administrative or management procedures that are contrary to approved policy.

9. Using any squirrel administrative procedure in managing an organization while falsely labeling it Scientology policy.

10. Using Scientology policy but calling it something else or attributing it to some other source.

11. Acting in any way calculated to lose standard Scientology policy to use or impede its use or shorten its materials or its application.

Our policy is the result of years of hard-won experience. It works. It must be applied vigorously, intelligently and to the letter. Our own lives and happiness are at stake. This planet and universe are at stake. To carry off the task we need only keep and use these tools of standard admin.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE III

REMIMEO
ALL EXECS
EXEC SEC HATS
HCO
HAS HAT
DIR I&R HAT
MAA/ETH OFF HAT
ALL STAFF HATS
QUAL
CRAM OFF HAT
LRH COMM HAT
INCOMM

URGENT — IMPORTANT

ADMIN KNOW-HOW SERIES 52
COMPUTER SERIES 7

ADMIN HIGH CRIME

Refs:

HCO PL	8 Mar. 66	KSW Series 13 HIGH CRIME
HCO PL	19 Aug. 79RA Rev. 27.8.84	Word Clearing Series 47 HIGH–CRIME CHECKOUTS AND WORD CLEARING
HCO PL	10 July 86 I	AKH Series 50 KEEPING ADMIN WORKING
HCOB	22 Feb. 72RA Rev. 8.7.74	Word Clearing Series 32 WORD CLEARING METHOD 4

With this issue, checkouts on policy by all administrative personnel become mandatory.

It has long been policy that technical personnel study, word clear, and star-rate check out on any technical materials before they apply those materials on their jobs. Pro auditors and interns at any level study, word clear and check out on the processes they are to run in session. Supervisors and Word Clearers star-rate on the basic materials of study tech and Word Clearing before they are allowed to deliver Scientology courses. And as new materials are issued, the Qual Division sees to it that the tech delivery personnel to whom the materials apply get them checked out IMMEDIATELY. Such checkouts have come to be known as "high-crime checkouts," from the title of the policy letter which brought them into being: HCO PL 8 Mar. 66, HIGH CRIME. And it is through the use of such checkouts that tech application is safeguarded and kept in step with the latest technical discoveries and advances.

Tech people take great pride in keeping on top of their subjects in this way. Understandably so; for when they do, the results they achieve are consistent and

spectacular. Miracles are the order of the day. The public pour in for service. The organization thrives.

Where tech terminals don't KNOW and USE their materials, results are only anxiously hoped for. The public come in for service reluctantly, when they can be coaxed in at all. The organization dwindles.

HIGH–CRIME CHECKOUTS ON POLICY LETTERS

Just as there is STANDARD TECH, so is there STANDARD ADMIN.

The fact is that any organization can be seen to fail when standard administrative policy is not known and used by its people. And every successful organization will be found to be composed of people who DO know and DO apply the basic principles found in our policy letters.

Therefore the following is classified as a HIGH CRIME:

NEGLECTING, ADVISING AGAINST THE APPLICATION OF, FAILING TO ENFORCE OR TOLERATING THE OMISSION OF STANDARD WORD CLEARING AND STAR–RATE CHECKOUTS ON ALL NEW OR NEWLY REVISED HCO POLICY LETTERS, AS WELL AS THE KEY HCO PLs OF THE BASIC STAFF MEMBER HAT AND THE KEY POLICIES OF THE STAFF MEMBER'S SPECIFIC ASSIGNED POST, BY EVERY STAFF MEMBER. IN THE SEA ORGANIZATION THIS APPLIES TO LRH CBOs AND FLAG ORDERS AS WELL AS HCO POLICY LETTERS.

STAFF MEMBER RESPONSIBILITY

Once an exec or staff member has completed study of his hat by proper checksheet, he should report to the SSO in Qual to be word cleared Method 4 and star-rate checked out on the key policies of his staff member hat as well as those policies specifically relating to his post. And when any new policy is issued relating to his post (or which is an essential part of his hat as a staff member), he must get it word cleared, checked out and into application immediately.

Such checkouts can be done by Qual personnel or by another staff member on a twinned basis. They must be tough standard star-rate checkouts which consult the staff member's understanding and demand that he demonstrate his ability to apply the material.

Staff on technical posts are included under this policy, as they are responsible for their hats as staff members.

QUAL RESPONSIBILITY

The SSO must alert all staff of new or revised LRH policies received, must keep a log of policies checked out by each staff member (just as a log is kept for technical). He must ensure that this is done within a matter of days of receipt of the issue — NOT allowed to drag out so that a backlog accumulates. The SSO is responsible for

determining which policies are to be checked out by which staff, and logging them under the staff member's name in his checkout log. He should coordinate with the HCO Hatting Officer in making such determinations and in getting the checkouts done.

VIOLATIONS

The MAA or Ethics Officer, in investigating any post or area with down statistics must include an inspection of the Qual checkout log entries for the persons in the area being investigated. Where violations of this policy are found, the matter is reported to the HCO Area Secretary. The HCO Area Secretary must at once order a full and searching investigation into any persons who might have instigated it and report the matter with all particulars to the HCO Executive Secretary.

The HCO Exec Sec must then convene a Committee of Evidence with the persons accused as interested parties and must locate amongst them any suppressive or suppressives. When so located, they are duly declared as suppressive by HCO Ethics Order and dismissed.

If any Ethics Officer, Director of Inspections and Reports or HCO Area Secretary cannot obtain cooperation by superiors in carrying out this policy quickly, a report must be handed to the LRH Communicator directly, with a copy sent to the Inspector General Network via Flag.

The LRH Comm must act swiftly and effectively to handle the matter with proper justice action, reporting actions taken and results on LRH Communicator Network lines to LRH Comm International, with a copy to the Inspector General Network.

COMPUTER VERIFICATION

The International Network of Computer Organized Management (INCOMM) will be preparing a computerized system to verify that this policy is in force in every organization, and to call for HCO ethics action where it is found to be out.

With STANDARD ADMIN known and conscientiously in use on every post, the game is ours.

L. RON HUBBARD
FOUNDER

Scientology Organizations & Their Purpose

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 MAY 1961
ISSUE II

REMIMEO
ALL STAFF
TECH HATS
QUAL HATS

A Message to the Executive Secretaries and All Org Staff

KEEPING SCIENTOLOGY WORKING SERIES 2

QUALITY COUNTS

Clearing is now in the reach of every Scientologist.

Excellent auditor training is now in the reach of every Academy.

And these are the only things in the long run that will count.

When I see an organization staff panting after newspaper publicity or going mad on the subject of dissemination, and at the same time turning in to me bad results and poor student quality, I know somebody has their targets mixed up.

Quality is the *only* thing that counts. If quality in training and processing is not given first rank and constant priority by secretaries or Executive Secretaries, then all the administration in the world will not make the grade for any Central Org.

Deliver the goods. That's a crude way to put it. But if you want a new and better civilization you won't get it by advertising or worrying what people think of you. You will get it only by releasing and clearing people and sending them out into the society to get the show on the road in all branches of human activity including Scientology.

I know we have been a long time without clearing people. But we're clearing them now. What does it take to clear people? It takes highly skilled and tightly supervised auditing. It takes good technology. It takes good technical application.

If you'll forget about how easy it is to mob students all up in a class and actually confront each student as an individual, make sure he knows every essential step he has to know, make sure *all* his questions get answered, you'll have auditors that can audit.

Will you *please* put attention on raising technical skill in the HGC, releasing people, clearing people, and on the quality of training in the Academy to the end of getting every student capable of all the steps necessary to release people.

I have made the grade technically in the field of research. Now it's time to drop all the boo-boos and nonsense. All you have to do in an org is release and clear people and turn out auditors who can release people and keep in contact with the public and treat them well and you're over the top.

This morning I received a cable from an org. An urgent cable. Did it say, "How do you assess for a Prehav level" or something sensible? No, it didn't. It said, "Send us some biographical data for a newspaper article." I spit. That org is doing the lousiest job possible in Technical and is all worked up to get publicity. What's this? *Do* they think a society in this shape will approve Scientology into power? Hell no! And to hell with this society. We're making a new one. So let's skip the approval button from a lot of wogs and settle down to work to make new people and better people. *Then* maybe you'll have a society.

Right here and right now this policy is laid down in concrete with an atomic branding iron: THE FIRST AND PRIMARY GOAL OF AN ORGANIZATION IS DELIVERING THE FOREMOST TECHNICAL QUALITY THAT CAN BE DELIVERED IN ITS AREA.

All right. I've made my technical target bang in the bull's-eye. You can release and clear. You can train auditors well. Well, Christ! Let's do it, do it, do it!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 JANUARY 1983

REMIMEO

THE BUSINESS OF ORGS

Orgs are in the very new, for this universe, business of setting people free.

SPs will find all manner of reasons not to for this is what they, with their own crimes, fear.

Thus it follows that they cut dissem lines, corrupt tech, suppress and confuse orgs, persuade people to be inactive and resort to other shifts, all quite "reasonable" and "logical" as to why this must be the way it is; so be alert to this and go ahead and set people free.

It's done with org services well delivered on-policy with standard tech.

So just do it, man, do it!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JANUARY 1983

REMIMEO

THE REASON FOR ORGS

The *only* reason orgs exist is TO SELL AND DELIVER MATERIALS AND SERVICE TO THE PUBLIC AND GET IN PUBLIC TO SELL AND DELIVER TO. THE OBJECT IS TOTALLY FREED BEINGS!

The first and all subsequent organizations of the Church were founded for this purpose *only*.

It was manifestly impossible for one being to individually train and audit 2.5 billion people. Time alone would have prevented it.

Thus help was needed.

Every post in every org exists to keep the org there and accomplish this.

You see, we are not dealing with "just another self-help subject" or a "make people feel better."

This universe has been going downhill for just *one* reason — lack of tech to resolve the problems of the mind and beings.

Recent research has confirmed this: There is nothing whatever the matter with the universe itself. But suppressive persons and groups have specialized in caving people in. *And* they had no tech whatever to *undo* their vicious actions.

So what emerged was a universal population stuffed with lies and artificial disabilities who have been brought almost to the point of obliteration.

For the first time ever — and this is confirmed with careful historical research — the tech exists to reverse this chaos.

An org and every staff member is there to get it applied.

Where we are this instant in time is at the reverse point of the universe. *You* are the one who will make it happen.

And you will do it by selling and delivering materials and service to the public you get in and keeping the orgs there so they can and will do it.

You have the tech now, you have the policy. It is *you* who are applying it.

And by applying it, you have it in your power to reverse the dwindling spiral that has gone on without pause for more years than you can get into an Earth calculator.

For the first time ever you have this chance. And it is *you* who, just by knowing and using relentlessly the policy and tech, will make it happen.

I have never lied to you or conned you and what I tell you now is true. I would be falsifying if I told you other than the facts in this policy letter. So there it is! It may seem large and awesome but it is a fact. You are not engaged in anything superficial.

And that is the reason posts and orgs exist: to change the course of all things past and send the whole of existence back upward from its long plunge.

Oh, of course the unholy will beg you not to do it, will try to pervert policy and corrupt tech, will cause trouble and mock and lie and try to discourage or stop you. But that's the reason things went bad—and those were the creatures that did it. And no objective worth obtaining was ever achieved without some barriers arising or industrious dedication.

So: Make it happen!

The stars wait!

L. Ron Hubbard
FOUNDER

Basic Organization & the Organizing Board

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 SEPTEMBER 1970
ISSUE II

REMIMEO
EXEC DIR HAT
HES HAT
HAS HAT

ORG SERIES 1

BASIC ORGANIZATION

What is organization?

Most people have so many associated ideas with the word "organization" that they think of one as an identity or a being, not as a dynamic activity.

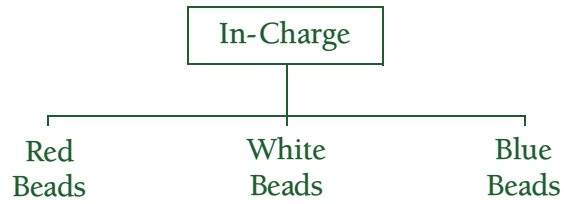
Let's see what one really is.

Let us take a pile of red, white and blue beads. Let's organize them.

Now let us draw the org board.

Let us dump them all on top of in-charge, all mixed up in a confusion.

Obviously in-charge must *route* them to dig himself out. So we get:



Thus we find out much of what an in-charge does. He routes. He separates into types or classes of thing or action.

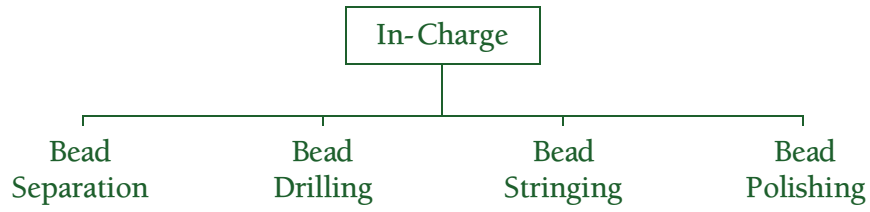
This so far is a motionless org.

We have to have products. Let's say its products are drilled beads, strung beads, boxed beads.

We would get:

Or we would get:

Or we would get:



It is not particularly important which pattern of org board we use so long as it handles the volume of beads.

If we only have one person in this "org," he would still have to have some idea of organization and a sort of org board.

If we have any volume to handle we have to add people. If we add them without an org board we will also add confusion. The organization without an org board will break down by overload and cross-flows and currents. These in conflict become confusion.

All a confusion is, is unpatterned flow. The particles collide, bounce off each other and stay IN the area. Thus there is no product as to have a *product* something must flow OUT.

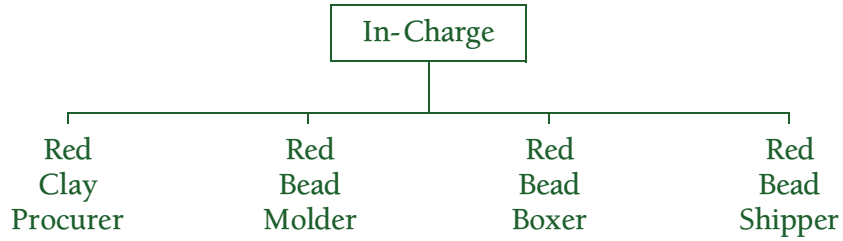
We can now note two things. We have some stable items. These are posts or locations. And we have flow items. These are things undergoing change.

So an org's positions change flowing particles.

Particles flow *in sequence*.

Things enter an org, get changed, flow out of an org.

An org with one type of item only (red beads) is less complex than one with several types of items.



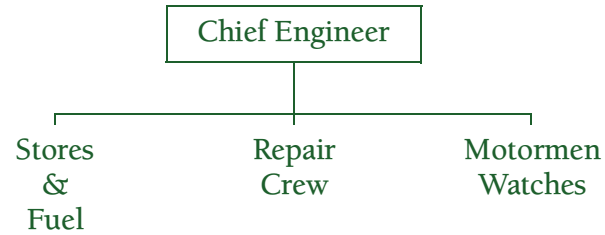
Any activity has a *sequence* of actions. It has to have stable points which do *not* flow in order to handle things which do flow.

It is not necessary to have a stable terminal do only one thing. But if so then it also has a correct sequence of actions.

All this is true of an engine room or a lawyer's office or any organization.

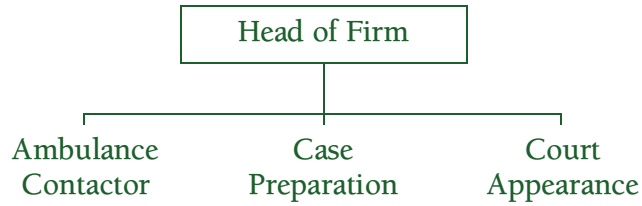
In an engine room fuel flows in and is changed to motion which flows out. Somebody runs the machines. Somebody repairs the machines. It may all be done by one person but as soon as volume goes up one has to plan out the actions, classify them and put them on an org board which the people there know and abide by or the place will not operate well.

This is done by dividing operation and repair into two actions, making two activities on the same org board.



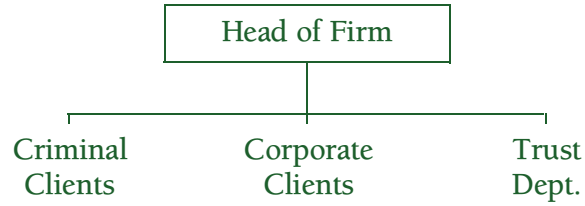
The Chief keeps the flows going and the terminals performing their actions.

In a lawyer's office we get different actions as a flow.

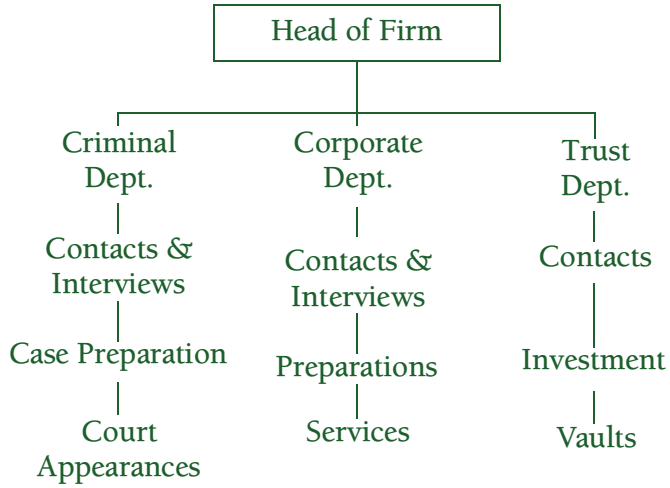


would be a flow pattern, possibly with a different person (with a different skill) on each point.

Or we could have a sort of motionless org board.



But if we did that we would have to put the motion in vertically so that flow would occur.



NAVIGATE
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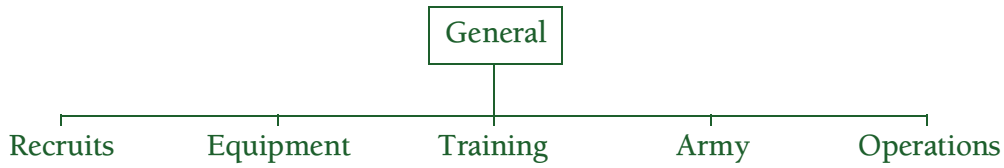
ORG BOARDS
INDEX

Org boards which only give terminals usually will not flow.

A typical army org board of yesteryear was:

When they got into a lot more men they had to have a *flow* board.



So one *organizes* by:

1. Surveying the types of particles.
2. Working out the changes desired for each to make a product.
3. Posting the terminals who will do the changing along the sequence of changes.

The board also must include a *recognition* of the types in (1) which *routes* the types to the *terminals* who *change* them and to a further *routing out* as *products*.

To be practical an org board must also provide for pulling in the materials, disposing of the product and being paid for the cycle of action and its supervision.

A company has various actions.

It is essentially a collection of small org boards combined to operate together as a large org board.

The basic principles you have to know to organize anything are contained in this policy letter.

To plan out *any* action one has to be able to visualize its sequence of flows and the changes that occur at each point. One has to be able to see where a particle (paper, body, money) comes in and where it leaves.

One has to be able to spot any point it will halt and mend that part of the flow or handle it.

A proper org board is a perpetual combination of flows which do not collide with one another and which do enter and do experience the desired change and which do leave as a product.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 MAY 1965R
ISSUE III
REVISED 29 AUGUST 1990

GEN. NON-REMIMEO
HANG NEAR NEW ORG BOARD
VARNISHED OVER OR RELETTERED

ORGANIZATION
THE DESIGN OF THE ORGANIZATION

As our org board and org pattern we have not only an org board but a "philosophical system," which gives us the levels of able and extra able beings and an analysis of one's own life as well.

If you look at the levels written above the departments you find the spans of *the* Bridge which are followed to Release, Clear and OT. You can easily see which ones are missing in one's own life and the lives of others. These are the upper end of the awareness scale.

When you look at the department names you can see what is missing in your own life.

You can also see where your post or your job breaks down for every job has all these "department names."

When you look at the division names you see what the Cycle of Production must be in this universe to be successful. By studying this you can see why other businesses fail. They lack one or another of these divisions.

Although the organization seems to have a great many departments, and would fit only a large group, it fits any org of any size.

The problem presented me in deriving this board was how to overcome continual org changes because of expansion and applying it to organizations of different sizes. This board goes from one person to thousands without change. Just fewer or more posts are occupied. That is the only change.

The staff ratio here is one administration person in the five nontechnical divisions to one technical person in the Technical and Qualifications Divisions (excepting only Staff Staff Auditors and field staff members who count as admin personnel). Staff is added *in rotation* amongst the nontechnical divisions every time a technical person is put in the Technical or Qualifications Divisions.

The board is entered from the left and proceeds to the right.

It is actually a spiral with 7 higher than and adjacent to 1.

The organization corrects itself through the Qualifications Division, under the authority of the 7th Division.

Organizations go in phases. The phases agree with the Cycle of Production.

There are two tendencies man has that this board resolves.

Man's systems are based on groups and masses of people.

Every person on *this* org board is "statisticized." That means the job he does is a statistic that can be verified. He is not lost in a group.

The tendency of filling up every box indicated on an organization chart (which man usually does) is checked by the formula that there must be only one admin staff member for every tech as above. Thus Divisions 4 and 5 are heavy with personnel containing five times as many as all the other divisions.

In expanding, each department acquires seven sections, every section then acquires seven subsections, every subsection acquires seven units.

At this time of issue we find Scientology itself just at the end of its Dissemination Cycle (Division 2) and just entering upon the Organization Cycle (Division 3). There will be a full and long Organization Cycle. This will eventually be followed by a Qualifications Cycle in which we adjust civilization. After that will come a Distribution Cycle in which we use Scientology elsewhere in the universe and then will come the Source Cycle again, finding us all on a higher plane.

This pattern will probably be in use for a very long time.

This board is one of the *very* few things in Scientology which is not completely new. It is taken from an ancient organization and which I have refined through considerable experience by adding Scientology and our levels to it. It is based on an extremely successful pattern.

This org pattern is designed not to make money or Scientologists as one might think. Its whole purpose is to make the "Ability to Better Conditions," which is the mission of Scientology.

THE LEVELS

Your main interest in this board is of course its levels.

There are over thirty-two levels to the left of the board, covering the average human states.

Our board shows how we move up onto the Bridge at Communications (Level 0), and then progress division by division to Level VII. One division equals one level left to right.

The abilities recovered in these levels are marked above the department names (Communication, Perception, Orientation, Understanding, etc.) and take us all the way to a new state at VII.

As he progresses along this line left to right, a level is given the person each time a division is passed.

At Level V we find we can move people from the lowest human states onto the Bridge before we ourselves exit at the top.

Thus we leave behind us a Bridge.

In 1950 when I said, "For God's Sake Build a Better Bridge," I had to do it on my own.

But here it is, not only a bridge but also an organization to carry the weight of the spanning, a very needful thing.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

[*Editor's Note:* See seven-division handwritten org board in the Appendix.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 MARCH 1969

REMIMEO

ORGANIZATION

It may be that in studying policies and org boards or trying to get something going, the basic of organization may be missing.

Organization is the subdivision of actions and duties into specialized functions.

One can organize a series of actions to be done by himself or herself. This would consist of seeing what has to be done, doing what one can do first and then the remainder as a feasible series of events, all to accomplish a final completion of a cycle of action which forwards one's assigned or postulated purposes.

A group is organized so as to permit flows and accomplish specialized actions which are completed in themselves and from which small actions or completions, the group purpose, assigned or specialized, is forwarded or accomplished.

There is a difference between directing and doing which some people have trouble separating apart. A person in charge of an activity is sometimes found deficient in organizational understanding and so tries to do all the actions himself. This if done to excess effectively can break up a group and render it useless since all members but one have no function, having been robbed by this one-man monopoly on action.

True, an active and competent person *can* do things better. But he can really never do more than he can do. Whereas a well-organized group, each with specialized functions, coordinated by the in-charge, can accomplish many times the work only one can do.

Because it is *organized* makes a group harder to defeat than the individual.

A competent individual who has been let down too often by groups tends to take it all on himself rather than whip the group into shape and get things organized.

The correct action when faced by urgent necessity arising from incompetence of a group or other causes is to:

1. handle it,

2. organize the group to handle such things and do their jobs.

One can get stuck on (1) and if he or she does, then will have trouble and overwork from there on out. Because he or she omits *also* doing (2).

The major failure of any group is to fail to organize.

Workers of the world may arise but if they are not quickly organized before or after the fact, they will promptly be put back down!

The major cause of not organizing is just not understanding what is meant by it.

For example, an executive is told he is in charge of seeing that the X project is done. He doesn't know much about it. He has two men who do know. The incorrect action is to try to do the X project himself or issue a lot of unreal orders about it. The correct action is to call up the man who does know, give him the other as an assistant and tell them to get on with it. Then, without interfering, the executive who received the order should get more knowledgeable about the X project so *he* can be sure it is done, while still letting the designated people get on with it.

This comprehension of organization is as simple as this — put somebody on the job and let him get on with it. On a project, make a survey of all the things there are to do, group types of actions into single posts, assign people to them, provide the comm lines, materiel and liaison and let the group get on with it.

Any post, no matter how junior, has to be organized.

Anyone in charge of people has to be able to organize functions and work.

Any executive has to know his target policies and be able to write them up, particularly the primary targets.

Failing that, one gets very little done and is badly overworked. And the rest of the group is wasted.

So, high or low, get a grip on this thing called organization. It's gruesomely simple.

Honest.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 APRIL 1959
ISSUE II

CENTRAL ORGS
MISSIONS

ORGANIZATION POSTS— TWO TYPES

(Originally written by LRH as Sec ED 190 London, 24 Apr. 59.
Issued as an HCO Policy Letter on 22 June 64.)

We have two types of posts in an organization:

1. Line posts
2. Fixed terminals

A line post has to do with organizational lines; seeing that the lines run smoothly; ironing out any ridges in the lines; keeping particles flowing smoothly from one post to another post. A line post is concerned with the flow of lines, not necessarily with the fixed-terminal posts at the end of the lines.

An example of this is a communicator. His job is mainly keeping communications flowing smoothly from one terminal to another. Any time there is a stop in the flow of communications, he straightens it out. Other examples of line posts are HCO Area Secretary, Central Files Promotion Liaison, Training Administrator, and Processing Administrator.

A fixed-terminal post stays in one spot, handles specific duties and receives communications, handles them, and sends them on their way.

L. RON HUBBARD
FOUNDER

L. RON HUBBARD
EXECUTIVE DIRECTIVE

LRH ED 49RA INT

9 DECEMBER 1969
REVISED 8 JANUARY 1991

EXEC SEC HATS

ORGANIZATION PROGRAM NO. 1

HCO ES for activation

Where an org is forming or where its stats are low or its performance poor or it is failing, it is URGENT that this LRH ED be put into *immediate effect*.

As the form of the org is the first thought and action of the HCO Exec Sec, he or she should activate this ED as it applies, promptly and positively.

LESS THAN FIVE STAFF

Where an org has less than five staff do the following, no matter whether it is forming or performing poorly or failing.

If the org has less than three persons in it, bring it up to three persons or it isn't an org.

Appoint this much org board:

HCO ES OES PES

The senior auditor of the three is the Org Exec Sec.

The one who can type or manage is the HCO ES. The one with the best public reach is the Public Exec Sec.

These three beings give you the first glance at the two to one admin/tech ratio. An org may have two or less admin personnel to every tech personnel (auditor or instructor). There must never be more than two admin to one tech.

No matter how many functions you see on a nine-division org board, each one of the above is responsible for all the major functions which appear in his org portion.

This org board goes down to as few as three staff members as above or as high as thousands.

In its most basic view, in such a tiny org the major duties are as follows:

HCO ES — Form of org, Reception, registration, procurement letters, Central Files, ethics, personnel, appearance of org and staff, any LRH Comm and Director of Special Affairs duties, communications, legal.

The functions that MUST be covered for the org's basic survival are form of the org, Reception, registration and Central Files. These are the income-getting actions of her org. Anyone who ever buys anything from the org, whether via the PES such as a book or small course, is INVOICED with the person's name and address very legible and correct on the invoice and a copy of this goes to Central Files and into a folder and into a file cabinet. To omit these actions prevents the org from having a record for the Registrar to use to contact and sign people up and the org will probably fail or go broke. This one admin action is the most neglected and the most destructive. Addresses for mailings come from CF folders and out of this Address will grow. These folders never decay unless the person dies or asks to be taken off the list. Everything relating to comm with this person and new invoices, etc., including phone notes, goes in his folder.

OES — The Org Executive Secretary — Org Exec Sec combines Accounts, Tech and Qual functions. Elementary banking and bill paying (with the Registrar and PES both able to invoice in, giving the money over to the OES with an invoice copy) is done by the OES. All auditing and major course supervision is done by the OES. The combination of duties may look all but impossible to combine but the strange part of it is, they do and I have done all three at once in a small unit. The trick is to arrange one's time. The major functions that *must* be done for the org to be successful are safeguarding funds by recording and banking and paying bills, auditing pcs, teaching students and correcting those cases that fail or students that are slow. If one of those functions is omitted, especially correction (Qual), then the org will falter and fail.

PES — The Public Executive Secretary — Public Exec Sec works to get NEW people. He does not work on people who have already bought something unless they are dissatisfied or ARC broken with service and muddying up his field at which time he severely gets the HCO ES to bring them in and smooth them out and the OES or a higher org (preferably) to handle them as a tough case. If the HCO ES fails to handle or the OES has out-tech, the PES can have a very hard time of it. By low-level public courses, lectures, Sunday services, invitations and contacts and book sales, the PES gets people into the org, drives them in, in a number of ways. When they are in and getting some service the HCO ES signs them up for higher-level, higher-priced auditing and training. The PES also runs Group Processing sessions and co-audits and schedules such activities. As soon

as possible he gets in a field staff member program using persons who have had service. Getting people to give their success stories is part of it.

THE PES GETS OUT A TWICE–MONTHLY NEWSLETTER TO HIS FSMs TELLING THEM WHAT IS BEING SUCCESSFUL AND WHAT IS NOT. HE COAXES MISSIONS TO SELECT TO HIS ORG AND GIVES THEM ADVICE, PARTICULARLY BASED ON WHAT OTHER MISSIONS ARE DOING WELL. HE KEEPS HIMSELF INFORMED OF WHAT IS SUCCEEDING AND KEEPS OTHERS ADVISED OF IT AND KEEPS THE PICTURE CURRENT WITH CONTINUAL REOBSERVATION. He also sells memberships as well as books, tapes, meters, insignia. Methods of getting new names and getting people into the org vary. One follows the formula of pushing what was successful and dropping what wasn't. However, all of the above functions are accomplished by the PES. He is also the PRO and seeks to establish PRO area control (meaning keeping the area handled so the org is well thought of) no matter how hard this is to do where there is an active enemy or a muddied-up field or a hostile press.

TECH BACKLOGS are the primary menace in an org. If it can't deliver auditing it will shortly find no pcs apply. Neither a Tech nor Qual backlog must ever exist and must be reduced.

An org is far better off selling courses, and when pcs tend toward backlog the org increases its tech staff on a long range and starts heavily pushing courses on a short-range basis as there is no real limit to the number of students one can handle. Students also disseminate better and an org that only audits pcs stays small and is more expensive to run.

ALL AUDITORS ACTIONS

Whenever an org has a Tech or Qual backlog it is usual to call an "all auditors" action.

Any admin personnel assist with scheduling and getting pcs in to the auditors without making pcs wait or wasting an auditor's time.

All tech-trained personnel in the org devote a certain number of hours in the day to delivering auditing for Tech or Qual and spend a certain amount of time on their regular posts until the backlog is gone.

Too many of these "all auditors" can cut an org to bits. They are only done so long as there is a backlog. If too frequent the HCO ES should get in volunteer (but paid) field auditors to help (which was always MSH's successful solution to tech backlogs). The HCO ES is personnel so if personnel stays short, particularly tech personnel, then the HCO ES is not taking adequate personnel action and doesn't have a program to get adequate or qualified staff auditors. Such programs are vital, their training and support costs money. The program "Steal the VIs and VIIIs from another org" is both dishonest and org wrecking

and recoils on one's org eventually. Intern programs for students help this problem and are to be found in recent policy letters.

The above describes a three-man functioning org. Yet it also describes all orgs. It is a circle. The HCO ES, *mind,* routes people to the org's *body,* the OES, who routes them to the PES as FSMs and the product of the basis of a field. From a field stimulated by processed, trained people, the PES routes new people to the HCO ES and around it goes.

If tech and org integrity and service are good, you get an expansion. More and knowledgeable people in the field stimulate more and more new people who then are routed to the HCO ES, etc. Around and around.

The cycle is only interrupted by inattentive or poor service resulting in ARC breaks in the field which if not handled end expansion. Even the attacks of competitors and the press have never stopped this circle. Only inattentive service or staff inattentive to functions or poor service halts it. AN ORG THAT BELIEVES ANYTHING ELSE IS DELUDING ITSELF. Thus organization and function is everything.

THE BIGGER ORG

No matter how many staff members an org may have, the above portions, functions and actions apply.

What occurs is that the HCO ES, the OES and PES begin to acquire assistants. These have post titles. The org board seems to have a larger form. But it is always the same org board, the same functions.

Let us say now we have an HCO ES, an OES and a PES. And we have two more staff members making five.

One of these is an auditor. One is a typist. As you must never exceed two to one of admin/tech ratio and if possible keep it below that (it's less the bigger the org so that a fifty-staff-member org has half its staff in tech and will go awry financially if it doesn't have half in tech) as regards these two additionals, the auditor goes to the OES for auditing and training help and the typist goes to the HCO ES to help write letters to people in CF.

Now let us say we have five nontech staff applicants show up. Obviously four will have to go into prestaff tech training but one can go to the PES temporarily.

Meanwhile the OES has some students graduating, so the HCO ES persuades some to intern which helps the OES.

And so it goes. The functions gradually build up. But they are always assistants to the HCO ES or the OES or the PES.

COMBINED HATS

You normally fill posts by overload noted. But you always bend toward Registration and Tech Service and Promotion.

In the HCO ES portion hats can combine like LRH Comm–HCO Area Sec–Ethics Officer.

In areas under pressure we try to keep the Director of Special Affairs "single-hatted" on its own line to the Office of Special Affairs. It is a catchall, front-line troops sort of hat.

As the LRH Comm is a split-off of the old HCO Area Sec hats, these two combine very easily as HCO Area Secs were LRH's first communicators.

Where there is an LRH Comm single-hatted the org would have to be a forty- or fifty-staff-member org.

An E/O is more important to single hat in a larger org, but if not single-hatted *must* be a specific duty of the HCO ES or the HCO Area Sec.

The OES as he struggles up the line for more tech staff finds Accounts something he can well shed and so, an Accounts personnel comes under his early tech allocations. This is not stated in previous policy. The OES assigns his better auditors to Qual actions, but he continues to do tech actions until the org is safely large. Early policy on VIIIs placed them in Qual. However, it assumes an org is there. An VIII in a tiny org would have to be the OES and the Case Supervisor and also audit and it would be quite a lot of more staff members later before he was now not the Case Supervisor.

Early on the OES splits apart training and processing as separate departments and then finally a Qual. Until he has the traffic for it *he* patches up the pcs other auditors flubbed. But if he is very clever in a small org, the OES shunts all the goofed-up, hard pcs up to a larger org right away and is satisfied to collect the FSM of it as such pcs stall his lines or may be beyond local skill. That's what larger orgs are for. The rougher pcs.

The PES with his share of staff concentrates on his small courses, book sales and magazine actions as the logical zones to fill and with greater success tries to get a single-hatted Director of Clearing to handle FSM actions and see them through.

SHRUNKEN ORGS

We have covered the tiny org but the whole thing applies to an org that has shrunk.

The only real reasons an org shrinks are because it:

a. Followed illegal or destructive orders from above.

b. Failed to do its job as an org as outlined in the earlier part of this paper — in other words was disorganized.

c. Failed to give good service and got its field muddied up with ARC breaks.

d. Didn't outflow (letters, magazines, had no PES functioning).

e. Didn't train or process its own staff.

f. Didn't look or act sufficiently professional in staff member appearance and conduct or in quarters.

g. Let huge backlogs occur without giving fast, good tech service.

h. Monitored its rate of sign-up against what a lazy OES was willing to get handled or would arrange to get handled.

i. Let its admin/tech ratio go kooky.

j. Was subjected to internal suppression which blew off good staff and lost its safe environment without anyone locating the SP.

k. Let itself be raided of auditors by the call of big money in missions.

l. Let staff procurement be turned into freeloading.

To resolve these or other troubles one has to:

A. Confront what it was.

B. Remedy it vigorously.

C. Get in the pattern and actions given in this ED NOW, NOW, NOW.

REORGANIZATION

To use this ED to reorganize an org or to increase its effectiveness, restudy the basic functions of the HCO ES, OES and PES as given here, consider that these three people are *the* working people of the org and need assistance. Don't consider them executives. Consider the HCO ES with her hands full of interview- registration-comm-ethics functions, consider the OES as having his hands full of pcs and students and doing accounts between case supervision and lecturing and consider the PES scrambling around the area selling new people the idea of coming in for service and running an FSM sales staff, organizing groups and placing and collecting for books in bookstores and you see them in the expected light, acting but needing help. If you see these as high-status orderers of destiny with uncalloused hands operating from mysterious forces with incomprehensible requirements, the org is up the chimney already. We at

the top of Scientology work and work hard. And the duties are as roughly outlined at the beginning of this ED. All the way to the top I still C/S case folders or keep tabs on the C/Sing for pcs around. I still drive students to complete. I intervene when your books show cash-bills reversed. I work in the other two Exec Sec sectors, actually work in them and do my own research-writing hats besides.

Right this moment, I am handling your org personally.

The first question I'm asking, "Have you got Ethics Program No. 1 basically done? Right away get the results packaged and sent off."

The second question, "Have you got a backlog in Tech or Qual? How many auditors anywhere in the org? Okay, get an All Auditors going now, today!"

The third, "What's the state of ARC breaks in your field? Okay PES, round them up and get them to the HCO ES and then into Qual to get their overts pulled. Overts? You heard me. Overts. Then put in their life ruds."

The fourth question, "Where's your ethnic survey, PES, on what people think staff should be dressed like? To look more professional. Get it done, and on HCO ES orders get the money squeezed out of the OES and buy some outfits for the Ethics Upstats and reliable contracted execs. And get this place cleaned and neated up."

The fifth question, "What's your outflow? That's not good enough. Get it organized — magazine, info packs, letters from Letter Reg. All hands onto any stuffing-mailing cycle."

The sixth question, "How neat and complete is your CF? Get any and all folders out of mothballs and get a project going on it as you can."

The seventh question, "What state is your Address in? Good. Work it over so it is the exact index of your CF as you can. Meanwhile use it."

The eighth question, "What's your tech/admin ratio? All right, get the trained auditors into Tech and Qual and off admin posts. Assign one to HCO ES and one to PES up to a two to one ratio and put the rest on full-time training. Get personnel staff member procurement going right away of people who will be Ethics Upstats. Okay, let's post it up, holding as many posts stable as we can but double, triple hatting them where we can't cover."

The ninth question, "How is Staff Training Program No. 1 going? All right, smooth those out. Soon as they're ready get this staff audited."

The tenth question, "What students do you have on courses that are slow or blowy? All right Registrar, here's HCOB 23 November 69. OES to star-rate it for

action on the Tech auditors and Registrar to sell each slow student a five-hour Student Rescue Intensive."

The eleventh question, "Have you got your staff broken-contracts list? Turn it over to the HCO ES's people for further action. Oh, you say some of the VIIIs you trained up were lured off by a higher org and missions? Well, we'll make do here and audit with what we've got and I'll pass the contract-breaker names to the Sea Org for their further attention, poor souls."

"You say what do you do with the bill collectors and the enemy and the half-complete project on surveying salesmen? Well, I'll tell you. You turn those over to the respective Exec Secs each comes under and the enemy to the Department of Special Affairs and get the show on the road. You'll never clear the planet sitting around here worrying. Remember the old maxim? When all else fails, do what Ron said."

Love,

Ron

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 AUGUST 1982
ISSUE I

REMIMEO

ORG SERIES 42

ORGANIZATIONAL BASICS

An organization consists of coordinated purposes, lines and terminals. That is *all* it consists of.

To be viable, it must have a fair and valuable exchange with an area outside its perimeter in a volume adequate to its needs.

To expand, it must strengthen its purposes and increase its lines and terminals and multiply its exchange above the rate of its consumption.

When you have understood this fully you will understand all groups, companies, societies, civilizations, countries and empires.

Such rise or fall in direct relationship to how well they meet or fail to meet the first three paragraphs above.

And when you fully grasp the basic definition of organization and are trying to build, make viable and expand one, you will be very hard on anyone who is discoordinating or blunting the purposes, damaging or omitting the lines and is disestablishing the terminals. You will understand exactly what that person is doing. He is seeking to make the organization less viable and trying to contract and destroy it. So know your enemies.

And when you see somebody trying hard to build your organization up by following the first three paragraphs, you will know he is your friend and help him all you can.

It is very well to clear off all confusions by doing the first three paragraphs in clay. Then you will have, if you master it, many things clarified. And you can not only understand what makes a slum a slum, a good society a good one, why one area is poor and another opulent, you will also have acquired the potential of creating or helping to create a far better life for all.

L. RON HUBBARD
FOUNDER

Basic Staff Actions & Duties

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 NOVEMBER 1970
ISSUE I

REMIMEO

ORG SERIES 12

THE THEORY OF SCIENTOLOGY ORGANIZATIONS

This "HCO Bulletin" 21 Sept. 58 explains how a Scientology organization differs from "the industrial ideal."

The industrial idea of organization is a cogwheel-type organization with each member of it totally fixed on post, doing only exact duties, with all cogwheels intending to mesh. The industrial idea does not differentiate between a *machine* and a human or live organization.

The product laws (Products 1, 2, 3 and 4 as given in this Org Series*) apply to both a live organization and a machine organization and any organization. Since a live and a machine organization hold these laws in common, the industrialist confuses the live organization and the machine organization.

HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT, also carries a mention of this difference between a live and a machine organization.

As the industrial idea has already been mentioned in this Org Series, and as this Org Series mainly applies to live (not machine) organizations, and as people tend to fall into a machine organization pattern (and also to use a live organization to *not* know their own specialty best) this earlier issue on live organization is published in full:

HUBBARD COMMUNICATIONS OFFICE
LONDON (ISSUED AT WASHINGTON)

HCO BULLETIN OF 21 SEPTEMBER 1958

FOR ALL STAFF
MEMBER HATS

THEORY OF SCIENTOLOGY ORGANIZATIONS

An organization is a number of terminals and communication lines united with a common purpose.

The actions of an organization can all be classified under the heading of particle motion and change. To analyze a post or a department or an organization, make a list

*See HCO PL 29 Oct. 70 I, THE ANALYSIS OF ORGANIZATION BY PRODUCT, on page 298 of this volume.

of each particle it handles (whether types of bodies, types of comm or any other item) and follow each item from the point it enters the post or department or organization to the point it exits. If a particle isn't handled *properly* and passed along *properly* there is a confusion or a dead end. To organize an organization requires more than theory. One has to inspect and list the particles and get their routes and desired changes of character en route. Then he has to see that terminals and comm lines exist to receive, change and forward the particle. All types of particles belong to somebody, are handled some way, come from somewhere and go somewhere. There are no confusions when lines, terminals and actions exist for each type of particle.

Judgment and decision are needed in every staff post. If the handling of items are just "petty details" then so is your fellow man a "petty detail."

There are no laborers in a Scientology organization. We are all managers of these particles.

Routes of handling are not orders to handle but directions to go. A route is not necessarily correct for all cases. It is only correct for most cases. Robots can't handle livingness. Robot organizations and robot civilizations fail. They only *seem* to work — like the commie empire *seems* to work until you find out everyone is starving to death in it. A *perfect* organization is not a machine but a pattern of agreements. A route is only the *agreed upon* procedure. It is not only occasionally broken, it now and then should be. The terminals involved make the agreement or the route doesn't work. A route along terminals that never agreed is no route but a labyrinth. People agree to postulates they can understand and appreciate. Hence, a route and handling begins with a particle, develops with a theory, comes to life with an agreement and continues to work because of judgment and decision.

The routing, the comm lines, the pattern of an organization do not do the work. The work is done by living beings using good sense and skill. The organizational pattern only makes their work easier and lessens confusion and overburden. Governments, armies, big research bureaus reduce themselves down to routes and titles. They don't work. They don't do work. They allow for no human equation. Therefore, slave societies (composed only of routes and unthinking terminals) are always beaten eventually by free peoples. There is a point where routes and exact procedures become unworkable, just as there is a point, facing a volume of work, that individuality and no teamwork becomes unworkable. An optimum organization is never severely either one. Total individualism and total mechanization alike are impossible. So if you or your department or your organization seem to be too heavily inclined to either one, *yell* don't talk. A bad organization will fire you and you can do something more profitable. A good organization will listen. BUT — always have a *better* idea than the one in use. Grumbling, refusing to work don't work. A better idea, talked over with the terminals on either side of you, put down in concise writing, submitted, will be put into action in a good organization. Of course, there's always a chance that the new proposed handling throws something out of gear elsewhere. If it does, you have the right to know about it.

An "organization" doesn't get the work done. As an orderly plan it helps its terminals get the work done. The staff as individuals do the work. An organization

can help or hinder getting the work done. If it helps, it's good. If it hinders, it should be examined thoroughly.

An organization can work wholly at "taking in its own laundry." All the work that gets done is the work generated inside the shop by unreal routes and weird changes of particles. This is a government circa mid-twentieth century. Its highest skill is murder which in its profundity it makes legal.

A totally democratic organization has a bad name in Dianetics and Scientology despite all this talk of agreement. It has been found by actual experiment (LA 1950) that groups of people called on to select a leader from among them by nomination and vote routinely select only those who would kill them. They select the talkers of big deeds and ignore the doers. They seem to select unerringly the men of average skill. That is never good enough in a leader and the people suffer from his lack of understanding. If you ever have occasion to elect a leader for your group, don't be "democratic" about it. Compare records as follows: Take the person who *is* a good auditor, not just says he is. Take the person who has a good, not necessarily the highest, profile and IQ. Take the person who can grant beingness to others. And look at the relative serenity and efficiency of any past command he may have had. And even then you're taking a chance. So always elect temporarily and reserve the right of recall. If his first action is to fire people, recall him at once and find another leader. If the organization promptly prospers, keep him and confirm the election by a second one. If the abundance of the organization sags in a month or so, recall and find another. Popularity is some criteria — but it can be created for an election only, as in the US. Select in an election or by selection as an executive the person who can get the work done. And once he's confirmed, obey him or keep him. He's rare. But beware these parliamentary procedure boys and girls who know all the legal and time wasting processes but who somehow never accomplish anything except chaos. A skilled, successful leader is worth a million impressive hayseeds. Democracies *hate* brains and skill. Don't get in that rut. In the US War between the States militia companies elected their officers with great lack of success in battle. They finally learned after tens of thousands of casualties that it was skill not popularity that counted. Why be a casualty — learn first. Democracy is only possible in a nation of Clears — and even they can make mistakes. When the majority rules, the minority suffers. The best are always a minority.

WHAT IS YOUR JOB?

Anything in an organization is your job if it lessens the confusion if you do it.

Your being exactly on post and using your exact comm lines lessens confusion. *But* failure to wear another hat that isn't yours now and then may cause more confusion than being exactly on post.

The question when you see you will have to handle something not yours is this: "Will it cause less confusion to handle it or to slam it back onto its proper lines?"

Example: A preclear wandering around looking for somebody to sell him a book. You see him. The book sales clerk isn't there. The books are. Now what's the answer? You'll create a little confusion if you hand him a book, take his money and give it to the book sales later. You'll create confusion for your own post and the organization if you go chasing around trying to find "book sales terminal." You'll create a feeling of unfriendliness if you don't help the preclear get his book. Answer it by deciding which is less confusing. You'll find out by experience that you can create confusion by handling another's particles *but* you will also discover that you can create confusion by not handling another's particles on occasion.

The only real error you can make in handling another's particles is to fail to tell him by verbal or written comm *exactly* what you did. You stole his hat for a moment. Well, always give it back.

Remember, in a Scientology organization every *Scientologist* on staff potentially wears not just his own but *every* hat in the organization. He has to know more jobs than his own. Particularly jobs adjacent to his post. He often has to do more jobs than his own because those jobs have to be done and he sees it. A non-Scientology member of an organization is only limited in what he can do in the organization by lack of know-how. But the limitation is applicable only to instruction and auditing. But a Scientologist: he may find himself wearing any hat in the place including mine. And others may now and then wear his hat.

A staff member gets the job done of (1) his own post, (2) his department and (3) the whole organization.

People who are *always* off-line and off-post aren't doing their own jobs. When we find somebody always off-post and in our hair, we know if we look at *his* post we'll find a rat's nest. So there are extremes here as well.

HOW TO HOLD YOUR JOB

Your hat is your hat. It is to be worn. Know it, understand it, do it. Make it real. If it isn't real, it is *your fault* since you are the one to take it up and get it clean with an executive. If he doesn't straighten it up so you can do it, it's still your fault if it's not done.

You hold a job in a Scientology organization by doing your job. There are no further politics involved — at least if I find out about it there aren't. So do your job and you've got a job. And that's the way it is.

But on post or off, we only fail when we do not help. The "public" only objects to us when we fail to help or when we fail to answer their questions. So we have two stable data on which we operate whether we're on post or not:

HELP PEOPLE!

ANSWER PEOPLE'S QUESTIONS EXACTLY!

When you don't you let everybody down.

NEATNESS OF QUARTERS

— THE PUBLIC KNOWS US BY OUR MEST —

A part of everyone's hats is keeping a good mock-up in people, offices, classrooms, quarters.

Keep your desk and your MEST neat and orderly. It helps.

And when you see things getting broken down or run down or dirty, fix them or clean them or if you can't, yell like hell on the right comm line.

THE DESPATCH SYSTEM

The despatch system is not there to plague you but to help you.

Except when you've got to have speed, *never* use an interoffice phone to another terminal. And never write a despatch and present it and *you* at some other point at the same time. That's "off-line" just as a phone is "off-line." A good use of the organization's lines reduces confusion. The other guy is busy, too. Why interrupt him or her unnecessarily with routine that should go on the lines? You'll usually get an answer in the same day or at least in 24 hours. The organization's comm lines are pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

A comm line can be jammed in several ways. Principal of these is *entheta.* Ask yourself before it goes on the lines—it's bad news but is it necessarily important? Another is *overburden.* Too much traffic jams a line. Too long a despatch doesn't get read. Another is *too little* data. That can jam a line but thoroughly. It takes more despatches to find out what goes. Another way is to bypass the line itself—this jams the terminal. The final way, in broad classes, to jam a comm line is to *put erroneous data* on it.

The last is a pet hate of Scientology people. Generally its form is "everybody knows." Example: "They say that George is doing a bad job," or "Nobody liked the last newsletter." The proper rejoinder is "Who is Everybody?" You'll find it was one person who had a name. When you have critical data omit the "everybody" generality. Say who. Say where. Otherwise, you'll form a bad datum for somebody. When our actions are said to be unpopular, the person or persons saying so have names.

IN SUMMARY

A post in a Scientology organization isn't a job. It's a trust and a crusade. We're free men and women—probably the last free men and women on Earth. Remember, we'll have to come back to Earth someday no matter what "happens" to us. If we don't do a good job *now,* we may never get another chance.

Yes, I'm sure that's the way it is.

So we have an organization, we have a field we must support, we have a *chance*.

That's more than we had last time night's curtain began to fall on freedom.

So we're using that chance.

An organization such as ours is our best chance to get the most done. So we're doing it!

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 MAY 1959
ISSUE II

CENOCON
MISSIONS
FIELD

CENTRAL ORGANIZATION EFFICIENCY

One could say with bitterness that the only place some Central Organizations show self-determinism is the HGC and then only on processes.

We are getting too big to refuse to make decisions locally. If we are going to bring self-determinism back to man, we'd sure as the devil better display it in ourselves and on our jobs.

Once the basic purpose of a post or department is known, only two things should then be necessary: (1) Self-determined and responsible continuous creation of department and post, and (2) holding the communication lines rigidly in place. No number of specific, detailed orders can remedy anything if these two are not in existence. Specific, microscopic orders on how the job is to be done are not only impossible but defeat the purposes of posts.

The unit depends utterly upon each department and post acting causatively. The more problems that aren't handled by the department or post receiving them, the more confusion develops.

It is my job to appoint or confirm people on posts, to map general strategy, to provide written ammunition and keep myself informed. If I am impeded in doing that job, we'll never make it. And floods of requests for decisions which are well within the power of Central Orgs to make defeat us in two ways—(1) it cuts my lines by jamming them and (2) denies us general leadership and materiel.

When I appoint or confirm a Scientologist on a post, I say, "There, he'll handle that area." I don't say, "Now I've got some more nursing to do."

If we are to bring self-determinism to man, we must be prepared to exhibit it ourselves.

Defining self-determinism as it applies to departments and posts is very easy—it is the willingness to decide and act in a causative manner toward the traffic and functions of that post. When we have a person on a post who is the total effect of that post, we have the post caving in on him and the tendency to pull the organization in with it. Only when the person on that post can assume positive and effective *cause* do we have gains in dissemination, units, ARC and MEST.

There are two ways of being a total effect—just to fixate and act not at all, just to disperse and throw everything off with resultant confusion to all.

We *must* come to orderly cause-point on every post. We must, we must, we must.

The full statement of function of every post is necessary or we have duplication of effort which we can't afford. But why beyond that do people demand decisions by others? Information they need. Traffic they need. A rigid comm system and exact lines they need, but decisions? How psycho can you get? Given information and the purpose anybody can make a decision. Unless he's batty.

Right here and now I declare us to have become of an age to grow up.

Here we must decide, are we to have a Mussolini empire where only Rome could decide? Or are we to have tightly run departments and posts, taking their own causativeness over their functions and traffic.

True, I'm pretty clever about things. And I'm handy to have around. But I rebel at making slaves. If I cannot teach you to stand on your own two feet on your post, I've surely failed. You've got to be willing to be hanged for mistakes and not tremble for fear of making them. Be right on a majority of decisions, and don't be wrong on any important ones. But if you are you'll only be hanged. How come your neck is so precious when mine isn't?

Yes, it's important what you decide. Yes, it's the survival of your area at stake if you're wrong. But why be timid about it? The whole place will wither and die where you are if you aren't causative. The man or girl on the post is the one who puts life in it.

We have attained now (1) our technical know-how; (2) our method of progress into the society—HAS Co-audit. And (3) our best form of organization (6 departments). And we can only be stopped now by failure to be causative, correct and decisive on our posts.

We're playing for blood. The stake is Earth. If we don't make it nobody will. We're the sole agency in existence today that can forestall the erasure of all civilization or bring a new better one. If we aren't willing to be hanged for our mistakes we'll surely fry for them.

So, let's get causative, each and every one.

L. RON HUBBARD
FOUNDER

SECRETARIAL TO THE EXECUTIVE DIRECTOR

HASI LONDON

NO. 215

14 May 1959

A STAFF POST

It will generally be found that those who do their work least well have the greatest number of complaints and cause the most trouble.

When a person is left in momentary charge by some accident of succession, he has no right to use his brief authority to upset the organization. The disease known as anoxemia has no part in our activities and I can be counted upon to stamp it out whenever discovered. I can always be counted upon to back up board members and especially excellent Scientologists.

Causing difficulty or upset is therefore, and for other reasons, a hostile act against the organization, myself and the staff and Scientology in general, and is a gesture toward suicide.

There is another maxim concerning this—a post is better left empty than to be filled by an incompetent.

A post in this organization is a trust. Its duty is to keep the peace, do the job and get the show on the road. If anyone cannot conceive of his post as a trust with this mission, he has no business here.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 APRIL 1960

STHIL

SECURITY OF EMPLOYMENT

(Originally issued as an HCO Bulletin,
same date, same title)

No staff member need have any fears for his job if the following conditions are factual:

1. Doing his work
2. On post at the proper hours
3. Observing Saint Hill regulations

People who do not do their work are the only ones ever dismissed. This is the stable datum on which I operate. People who do their work need very little supervision and have rights. People who don't do their work don't have rights as they need too much supervision from the rest of us, they slow us down. Therefore I usually can be counted upon to eventually sack people who consistently don't do their work. I can be counted upon to defend and retain in employ anyone who does his job. I pay no attention to rumors or gossip. If a person's department or area is running well, that person has my full support. The philosophy is too starkly simple to be believed by some people. But having run businesses, companies and groups of people now for a third of a century, I have found that other philosophies about work aren't effective. Thus I support the personnel who do their jobs and protect them from personnel who overburden us all. In fact, the world supports me only so long as I do my job and so I just pass the same idea along in governing staffs.

The term "on post" should have some attention. "On post" means activity in the area of one's job during the appointed hours. "Off post" means getting into other people's areas and hair. People who drift about into the areas of other people and waste the time of others are "off post." A person off post during the appointed hours is obviously not only not doing a job but causing others to carry his work and is making somebody else look bad as well.

Those who are part of Earth's people today are all part of an economic machine, whether we like it or not. No matter how we may dislike the fact, we live so long as our share of the machinery runs. Maybe it will all be different someday. Just now it isn't. Those of us who work, get along all right. Those who don't, don't.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 APRIL 1961

CENOCON

HOW TO DO A STAFF JOB

If you want a higher level of dissemination and a higher unit or salary, the way to obtain them is simple.

1. Do your own job.

2. Insist that the other staff member do his — but don't do it for him or her.

Example of error: HCO Sec is so busy being D of P or D of T, no hats or tech bulletins get checked. Result: randomity. Assoc Sec is so busy being Dir of Accounts, no executive supervision and assistance occurs. D of P does so much admin, no tech results happen. Etc., etc.

You can wear several hats. The point is, do *them,* not other hats.

Every time you do the other fellow's job for him or her, you cover up a camouflaged hole. People who are camouflaged holes make dev-t. The next thing you know you are protecting the ineffective, have a large number on staff and get no work done and get no unit.

Let the ineffective either sink or get audited. Don't protect them.

Do *your own* jobs.

Refuse to do the other fellows'.

Make ineffective staff members look like ineffectives by leaving the hole open, not hidden.

Don't hide bad work from executives. Your game is not to protect the goofballs but to get a show on the road.

So please do *your* own job and do it well.

Even if an executive asks you to do somebody else's job — don't. Say, instead, "Am I transferred?" If the answer is no, tell him to get lost. I'll back you up.

Do *your* own jobs. What are they?

And you'll see — you'll have wider dissemination and higher income.

Every hour you spend off post doing somebody else's job is an hour lost off your lines. They catch up with you. Only then could you become frantic, overworked, dispersed.

So *please*. Do your own job and let the other fellow reap the hurricane if he doesn't do his.

I do my own job. I have pretty exact hats. They are Research, Writing, Dissemination, Goals, Justice and higher level personnel. Every time a staff member goofs, it tends to roll on up and knock my hats sideways.

So please ***handle*** your own job. That way the world will prosper and so will we.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 APRIL 1963R
REVISED 29 AUGUST 1990

CENTRAL ORGS
TO ALL STAFF

DUTIES OF A STAFF MEMBER

(Reissued and slightly amended from HASI PL 7 Aug. 58)

ATTACH THIS BULLETIN TO THE INSIDE
FRONT COVER OF YOUR STAFF MEMBER HAT FOLDER.

1. Each staff member is responsible for seeing that organization policy is carried out. If you see another staff member at variance with organization policy, it is your duty to advise them direct — if that fails, advise the Ethics Officer.

2. Abide by the working hours of the organization — arrive on time, keep a set lunch hour. If you need to change your lunch hour, check with your department head for okay. A post not covered throws randomity into the organization.

3. Keep your own desk, equipment and quarters neat and orderly. See that papers are not scattered on your own desk and in your office.

4. If you see a door open with nobody on post, close or lock the door.

5. All staff members are responsible for seeing that their doors are locked in the evenings, lights turned off, recorders off, coolers off, cigarettes not left lighted. Leave your office clean and neat.

6. See that your supplies are adequate — order before you give out.

7. Make your daily pickups to and from the Comm Center, or see that this has been done by the Internal Comm Flow Officer.

8. If you change your residence or telephone number, report this information to the Personnel Control Officer, your department head and Reception.

9. Know well the organization board. Know the various posts and who covers them.

10. Abide by the purchase order system of the organization.

11. Be courteous and helpful to students and preclears on our premises, and anyone else who calls by. Refer people to the correct terminal. Take responsibility to see that they get to the right terminal, even if you have to walk them to the terminal's desk.

12. Abide by the policy of outside auditing (HCO PL 16 Oct. 62, AUDITING HOURS LIMITED).

13. Keep your attire as presentable as possible. A good presentation to the public creates a good impression upon them.

14. If you see something around the premises which needs repairing, report it to the Director of Records, Assets and Materiel.

15. Make your posts or post real to other staff members and the field.

16. Answer people's questions. Understand the question, answer it, make friends.

17. Attend staff meetings.

18. Keep your bulletins and policy letters in proper hat folders: technical bulletins in a gold or orange folder marked "Technical Bulletins," your own hat bulletins in your hat folder or folders (blue), and all other bulletins not technical and not your hat in your "Staff Member" hat folder (yellow).

19. Review your hat folders periodically. Refresh your memory regarding your duties. If they are not current, bring them up to date.

20. If you receive a despatch which does not concern your post, reroute it. Do not attempt to handle any and every despatch coming to you which is not your hat. (1) You are introducing randomity on your own post, and (2) you are handling something which another person should know and handle.

21. If you see another person off post, it is your duty to advise them direct. If this fails, advise their department head. Try to be helpful to them in this regard, not chop them. Help them get back on post.

22. If the organization board does not reflect the reality of your posts, report this to HCO.

23. If you occupy more than one post and you find that you do not have enough time to devote proper attention to another of your hats so that the job is lagging or not getting done, it is your duty to iron this out with your department head in order to remedy the situation. If it is found that one of your posts is being neglected due to lack of time available to cover it, the department head may take this up with the Director of Routing and Personnel in order to get that particular hat worn properly. If a person has too many hats, or if the workload has increased to the point that one of your hats is not being worn due to lack of time to devote to it, much randomity can occur within the organization itself and in the field. If you occupy posts in several departments, always consult the department head under which your post exists.

24. You are responsible for following the DESPATCH SYSTEM and the COLOR FLASH SYSTEM of the organization. (Ref: HCO PL 4 Jan. 66 III, SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS SYSTEM: DESPATCHES)

25. If you have questions concerning your duties on any post, check with your departmental head.

26. When you change posts, be sure to report to the Personnel Control Officer so that your file can be changed accordingly.

27. To the best of your ability, help your fellow staff members. Staff members are a team, not opponents. If you see a person not doing his job, or doing it poorly, give him a hand — give him some suggestions for him to look over — this works better than merely chopping him up. Maybe he really doesn't know any better. It is to *your advantage* to assist your fellow staff members. When you assist them to do a better job, it results in a larger paycheck for you. When you chop them in person or to their backs, you are cutting your own and the organization's throat. If you see how they could improve their job, tell *them,* not somebody over the back alley. Confront them. Help them.

28. Each staff member is responsible for the organization itself. For its physical appearance — its personnel — its performance. It cannot properly perform unless each staff member makes it do so.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 AUGUST 1964

CENTRAL ORGS
REMIMEO

GOOD WORKERS

It should be established as a matter of principle that the staff member who does a good job gets lots of processing, and a person who is not doing a good job is given minimal processing.

Don't be held down by people who do a bad job just to be processed.

It pins the whole advance of the org down to its lowest staff member's case.

An almost perfectly run organization will fail to get in income or give service if the reverse policy is used and if the whole effort to improve the org is concentrated on processing only erring staff members.

You can only go a certain distance in improving an org by processing staff members. Beyond that it deprives people of an incentive to do a good job.

People don't *have* to be aberrated. And the best job deserves the fastest road to OT.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 MARCH 1966
ISSUE I

REMIMEO
EXEC SECS HAT
HCO AREA SEC HAT
DIR I&R HAT
ALL HCO HATS
LRH COMM HAT

REWARDS AND PENALTIES HOW TO HANDLE PERSONNEL AND ETHICS MATTERS

The whole decay of Western government is explained in this seemingly obvious law:

WHEN YOU REWARD DOWN STATISTICS AND PENALIZE UP STATISTICS YOU GET DOWN STATISTICS.

If you reward nonproduction you get nonproduction.

When you penalize production you get nonproduction.

The welfare state can be defined as that state which rewards nonproduction at the expense of production. Let us not then be surprised that we all turn up at last slaves in a starved society.

Russia cannot even feed herself but depends on conquest to eke out an existence — and don't think they don't strip the conquered! They have to.

Oddly enough one of the best ways to detect a suppressive person is that he or she stamps on up statistics and condones or rewards down statistics. It makes an SP very happy for everyone to starve to death, for the good worker to be shattered and the bad worker patted on the back.

Draw your own conclusions as to whether or not Western governments (or welfare states) became at last suppressives. For they used the law used by suppressives: If you reward nonproduction you get nonproduction.

Although all this is very obvious to us, it seems to have been unknown, overlooked or ignored by twentieth-century governments.

In the conduct of our own affairs in all matters of rewards and penalties we pay sharp heed to the basic laws as above and use this policy:

We award production and up statistics and penalize nonproduction and down statistics. Always.

Also we do it *all* by statistics — not rumor or personality or who knows who. And we make sure everyone has a statistic of some sort.

We promote by statistic only.

We penalize down statistics only.

The whole of government as government was only a small bit of a real organization — it was an ethics function plus a tax function plus a disbursement function. This is about 3/100ths of an organization. A twentieth-century government was just these three functions gone mad. Yet they made the whole population wear the hat of government.

We must learn and profit from what they did wrong. And what they mainly did wrong was reward the down statistic and penalize the up statistic.

The hard worker-earner was heavily taxed and the money was used to support the indigent. This was *not* humanitarian. It was only given "humanitarian" reasons.

The robbed person was investigated exclusively, rarely the robber.

The head of government who got into the most debt became a hero.

War rulers were deified and peacetime rulers forgotten no matter how many wars they prevented.

Thus went ancient Greece, Rome, France, the British Empire and the US. *This* was the decline and fall of every great civilization on this planet: they eventually rewarded the down statistic and penalized the up statistic. That's *all* that caused their decline. They came at last into the hands of suppressives and had *no* technology to detect them or escape their inevitable disasters.

Thus, when you think of "processing Joe to make a good D of P out of him and get him over his mistakes," forget it. That rewards a down statistic. Instead, find an auditor with an up statistic, reward it with processing and make *him* the D of P.

Never promote a down statistic or demote an up statistic.

Never even hold a hearing on someone with an up statistic. Never accept an ethics chit on one — just stamp it "Sorry, Up Statistic" and send it back.

But someone with a steadily down statistic, investigate. Accept and convert any ethics chit to a hearing. Look for an early replacement.

Gruesomely, in my experience I have only seldom raised a chronically down statistic with orders or persuasion or new plans. I have only raised them with changes of personnel.

So don't even consider someone with a steadily down statistic as part of the team. Investigate, yes. Try, yes. But if it stays down, don't fool about. The person is drawing pay and position and privilege for not doing his job and that's too much reward even there.

Don't get reasonable about down statistics. They are down because they are down. If someone were on the post, they would be up. And act on that basis.

Any duress leveled by Ethics should be reserved for down statistics.

Even Section 5 investigates social areas of down statistic. Psychiatry's cures are zero. The negative statistic of more insane is all that is "up." So investigate and hang.

If we reverse the conduct of declining governments and businesses we will of course grow. And that makes for coffee and cakes, promotion, higher pay, better working quarters and tools for all those who earned them. And who else should have them?

If you do it any other way, everyone starves. We are peculiar in believing there is a virtue in prosperity.

You cannot give more to the indigent than the society produces. When the society, by penalizing production, at last produces very little and yet has to feed very many, revolutions, confusion, political unrest and dark ages ensue.

In a very prosperous society where production is amply rewarded, there is always more left over than is needed. I well recall in prosperous farm communities that charity was ample and people didn't die in the ditch. That only happens where production is already low and commodity or commerce already scarce (scarcity of *commercial* means of distribution is also a factor in depressions).

The cause of the Great Depression of the 1920s and 1930s in the US and England has never been pointed out by welfare "statesmen." The cause was income tax and government interference with companies and, all during the 1800s, a gradual rise of nationalism and size of governments and their budgets, and no commercial development to distribute goods to the common people, catering to royal governments or only a leisure class still being the focus of production.

Income tax so penalized management, making it unrewarded, and company law so hampered financing that it ceased to be really worthwhile to run companies and management quit. In Russia management went into politics in desperation. Kings were always decreeing the commoner couldn't have this or that (it put the commoner's statistic up!) and not until 1930 did anyone really begin to sell to the people with heavy advertising. It was Madison Avenue, radio, TV and Bing Crosby not the Gre-e-eat Roosevelt who got the US out of the depression. England, not permitting wide radio coverage, never has come out of it and her empire is dust. England still too firmly held the "aristocratic" tradition that the commoner mustn't possess to truly use her population as a market.

But the *reason* they let it go this way and the *reason* the Great Depression occurred and the *reason* for the decline of the West is this one simple truth:

If you reward nonproduction you get it.

It is *not* humanitarian to let a *whole* population go to pieces just because a few refuse to work. And some people just won't. And when work no longer has reward none will.

It is far more humane to have enough so everyone can eat.

So specialize in production and everybody wins. Reward it.

There is nothing really wrong with socialism helping the needy. Sometimes it is vital. But the reasons for that are more or less over. It is a temporary solution, easily overdone and like communism is simply old-fashioned today. If carried to extremes like drinking coffee or absinthe or even eating, it becomes quite uncomfortable and oppressive. And today socialism and communism have been carried far too far and now only oppress up statistics and reward down ones.

By the way, the natural law in this PL is the reason Scientology goes poorly when credit is extended by orgs and when auditors won't charge properly. With credit and no charge we are rewarding down statistics with attention and betterment as much as we reward up statistics in the society. A preclear who can work and produces as a member of society deserves of course priority. He naturally is the one who can pay. When we give the one who can't pay just as much attention, we are rewarding a down social statistic with Scientology and of course we don't expand because we don't expand the ability of the able. In proof, the most expensive thing you can do is process the insane and these have the lowest statistic in the society.

The more you help those in the society with low statistics the more tangled affairs will get. The orgs require fantastic attention to keep them there at all when we reward low society statistics with training and processing. The worker pays his way. He has a high statistic. So give him the best in training and processing — not competition with people who don't work and don't have any money.

Always give the best service to the person in society who does his job. By not extending credit you tend to guarantee the best service to those with the best statistics and so everyone wins again. None are *owed* processing or training. We are not an Earthwide amends project.

No good worker *owes* his work. That's slavery.

We don't *owe* because we do *better*. One would owe only if one did worse.

Not everyone realizes how socialism penalizes an up statistic. Take health taxes. If an average man adds up what he pays the government he will find *his* visits to medicos are *very* expensive. The one who benefits is only the chronically ill, whose way is paid by the healthy. So the chronically ill (down statistic) are rewarded with care paid for by penalties on the healthy (up statistic).

In income tax, the more a worker makes the more hours of his workweek are taxed away from him. Eventually he is no longer working for his reward. He is working for no pay. If he got up to 50 pounds a week the proportion of his pay (penalty) might go as high as half. Therefore people tend to refuse higher pay (up statistics), it has a penalty that is too great. On the other hand a totally indigent nonworking person is paid well just to loaf. The up statistic person cannot hire any small services to help his own prosperity as he is already paying it *via* the government to somebody who doesn't work.

Socialisms pay people *not* to grow crops no matter how many are starving. Get it?

So the law holds.

Charity is charity. It benefits the donor, giving him a sense of superiority and status. It is a liability to the receiver but he accepts it as he must and vows (if he has any pride) to cease being poor and get to work.

Charity cannot be enforced by law and arrest for then it is extortion and not charity.

And get no idea that I beat any drum for capitalism. That too is old-old-*old* hat.

Capitalism is the economics of living by nonproduction. It by exact definition is the economics of living off interest from loans. Which is an extreme of rewarding nonproduction.

Imperialism and colonialism are also bad as they exist by enslaving the population of less strong countries like Russia does, and that too is getting a reward for nonproduction like they did in Victorian England from all the colonies.

Parasitism is parasitism. Whether high or low it is unlovely.

All these isms are almost equally nutty and their inheritors, if not their originators, were all of a stamp — suppressive.

All I beat the drum for is that the working worker deserves a break and the working manager deserves his pay and the successful company deserves the fruits of its success.

Only when success is bought by enslavement or rewards are given to bums or thieves will you find me objecting.

This is a new look. It is an honest look.

Reward the up statistic and damn the down and we'll all make out.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 SEPTEMBER 1965

ISSUE VI

REMIMEO
ALL HATS

DIVISION 1

ETHICS

ETHICS PROTECTION

Ethics actions must parallel the purposes of Scientology and its organizations.

Ethics exists primarily to get technology in. Tech can't work unless ethics is already in. When tech goes out, Ethics can (and is expected to) get it in. For the purpose of Scientology amongst others is to apply Scientology. Therefore when tech is in, ethics actions tend to be dropped. Ethics continues its actions until tech is in and as soon as it is, backs off and only acts if tech goes out again.

The purpose of the org is to get the show on the road and keep it going. This means production. Every division is a production unit. It makes or does something that can have a *statistic* to see if it goes up or down. Example: a typist gets out 500 letters in one week. That's a statistic. If the next week the same typist gets out 600 letters that's an UP statistic. If the typist gets out 300 letters that's a DOWN statistic. Every post in an org can have a statistic. So does every portion of the org. The purpose is to keep production (statistics) up. This is the only thing that gives a good income for the staff member personally. When statistics go down or when things are so organized you can't get one for a post, the staff members' pay goes down as the org goes down in its overall production. The production of an organization is only the total of its individual staff members. When these have down statistics so does the org.

Ethics actions are often used to handle down individual statistics. A person who is not doing his job becomes an Ethics target.

Conversely, if a person *is* doing his job (and his statistic will show that) ethics is considered to be *in* and the person is *protected* by Ethics.

As an example of the proper application of ethics to the production of an org, let us say the Letter Registrar has a high statistic (gets out lots of effective mail). Somebody reports the Letter Registrar for rudeness, somebody else reports the Letter Registrar for irregular conduct with a student. Somebody else reports the Letter Registrar for leaving all the lights on. Proper Ethics Officer action = look up the general statistics of the Letter Registrar, and seeing that they average quite high, file the complaints with a yawn.

As the second example of ethics application to the production of an org, let us say a Course Supervisor has a low statistic (very few students moved out of his course, course number growing, hardly anyone graduating, a bad Academy statistic). Somebody reports this Course Supervisor for being late for work, somebody else reports him for no weekly Ad Comm report and bang! Ethics looks up the person, calls for an Ethics Hearing with trimmings.

We are not in the business of being good boys and girls. We're in the business of going free and getting the org production roaring. Nothing else is of any interest then to Ethics but (a) getting tech in, getting it run and getting it run right and (b) getting production up and the org roaring along.

Therefore if a staff member *is* getting production up by having his own statistic excellent, Ethics sure isn't interested. But if a staff member isn't producing, shown by his bad statistic for his post, Ethics is fascinated with his smallest misdemeanor.

In short, a staff member can get away with murder so long as his statistic is up and can't sneeze without a chop if it's down.

To do otherwise is to permit some suppressive person to simply ethics chit every producer in the org out of existence.

When people do start reporting a staff member with a high statistic what you investigate is the person who turned in the report.

In an ancient army a particularly brave deed was recognized by an award of the title of Kha-Khan. It was not a rank. The person remained what he was, BUT he was entitled to be forgiven the death penalty ten times in case in the future he did anything wrong. That was a Kha-Khan.

That's what producing, high-statistic staff members are — Kha-Khans. They can get away with murder without a blink from Ethics.

The average fair-to-poor statistic staff member of course gets just routine ethics with hearings or Courts for too many misdeeds. The low statistic fellow gets a Court if he sneezes.

Ethics *must* use all org discipline only in view of the production statistic of the staff member involved.

And Ethics must recognize a Kha-Khan when it sees one — and tear up the bad report chits on the person with a yawn.

To the staff member this means — if you do your job you are protected by Ethics. And if you aren't so protected and your statistic is high, cable me.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 SEPTEMBER 1967

REMIMEO
ORG EXEC COURSE

POST, HANDLING OF

Handling your post contains an element which is easily overlooked but without which you may have many troubles hard to trace.

IN ESSENCE YOU ARE WEARING *MY* ADMINISTRATIVE HAT FOR THAT POST.

You may wear the hat letter-perfect and yet have a miss. As it is *my* hat really, no matter how small the post is, it has to be worn as I would wear it. The air and attitude of how it's worn is important.

Many an HCO Sec in the old days successfully got out of a tough problem by asking "What would Ron do in this situation?" And did it and all worked out.

Therefore it is worthwhile to know how I would go about things.

I could detail for hours the admin indicators and admin technology I use. But you've got the bulk of it already in org policy letters.

There are only a few things I might add that would help.

One is that I work exclusively on the "greatest good for the greatest number of dynamics."

I believe that to command is to serve and only gives one the right to serve.

I have to be, above all things, effective and cannot fall short of being effective or explain ineffectiveness away.

I never compromise with a situation to be agreeable.

In handling something I figure out if I want to play that game or not and if I don't I won't. And if I don't I will do anything needful to disconnect from it and if I do I will do anything I can to win it.

There is at least one, however, that is wildly out in many executives. And that is how I handle other posts.

My entire concentration is to put the *person* on a given post that possibly can handle it and then let him or her get on with it.

The difference is this: others put a person on a post and then hammer and pound him with orders as to how to handle it. If the appointee gets in trouble, others give him streams of orders and directions.

I don't. If a person has been trusted with a post I also trust him to handle it.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

If he or she obviously can't, I find another person who possibly can.

I give a person on a post a lot of chances. I know posts are hard to handle. But if the statistic goes down and down and stays down, and no admin or tech advice has been of any avail, I don't hammer away with streams of orders. I just find another person.

This I know is a greater plus and minus than people easily tolerate. The plus is that I extend complete trust to an appointee. The minus is that if the stat is down and WON'T come up I find another person. There is no in-between streams of directions or nagging.

Also, after a time, I grant that people can change and give a removed person another chance. I don't consider they will be bad forever. When I handle a situation that is bad I handle it according to the greatest good for the majority of dynamics. *Then,* when it IS handled, I usually try to pick up individuals who have had to be shot in the handling. I don't forget them.

You will see me handle situations ruthlessly and bring it all off, and then you may not see that I try afterwards to patch up whoever had to be shot.

People also try to teach me that it is useless to try to salvage a gone dog, a low-stat failure who had his chance. I refuse to learn it. I still try.

As time goes on I even love my enemies but after I have rendered them powerless to stop us.

I put a person on a job and let him or her get on with it. I don't act unless it is obvious the roof is falling in. Then I find somebody else who possibly can hold it. And *also* I patch up the fellow I had to remove and someday give him another chance. Evidence of this is all around.

I *don't* try to force a job to be held by streams of detailed instructions once failure is apparent. From the moment I see it isn't being held to the moment I appoint somebody new I will myself act to hold the post in any way I can, no matter how distant it is. But my attention is really on finding a new person to appoint and when that's done I get off the line and let him get on with it.

It makes a far more forceful organization to handle things this way and a far happier one in the long run.

A person always knows, with me, if his job is secure. If his stat is up, it is. I'll not admonish or permit him to be pushed about.

This may seem to be a brutal way to go about things but remember this: We are a few and we have an enormous area to salvage that long ago went down for the third time. If we fail, it is improbable the job will ever again be done as, on evidence that the problem still exists, it has never before been solved in all the past long ages. So we can't really take chances. Not with the whole human race. So we do our jobs and see that our jobs are done. We have a trust which, if we fail it, condemns ourselves, our friends, our future to continued oblivion. So we mustn't fail. Or permit others to fail. And that is how and why we ARE getting the job done.

L. RON HUBBARD
FOUNDER

Staff Appearance & Org Image

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 AUGUST 1965
ISSUE II

REMIMEO

CLEANLINESS OF QUARTERS AND STAFF IMPROVE OUR IMAGE

There is no quicker way to depress income and public goodwill than to have dirty quarters and slovenly staff.

While we know it takes income to make a place look smart and to have elegant quarters, this is not the point of this policy letter.

Clean floors, walls, woodwork and service rooms require *very* little. Clean washrooms and proper paper towels and tissue are an ordinary requirement.

As the world goes more beatnik it is hard to keep up a standard of cleanliness and good order.

But it can be done.

And for the sake of income and goodwill it must be done.

The world has been educated by business to a tradition of clean quarters and smart service. We must at least equal that.

Staff should be uniformed in orgs that can afford it. A clean well-dressed staff inspires confidence and begets the payment of bills and more service.

The private Scientology practitioner fails mainly on his personal lack of professional address to his clients and his personal dress is sometimes pretty grim. This is what costs him his income.

An org, to get anywhere at all, has to look like a real org and its staff must look like professionals. Until they can be uniformed, they can be clean.

Similarly, until you can have really swanky quarters you can at least have clean quarters, walls, WCs and things picked up.

A *clean* set of quarters and a neat, professional-looking staff can increase your income by about 500 percent.

IMPROVE OUR IMAGE.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 MARCH 1972

REMIMEO

EXERCISE

(Originally written by LRH as *Apollo* OODs item of 3 Mar. 72.
Issued as an HCO PL and HCOB on 3 Nov. 80.)

Health of a body requires some exercise. When a body is not exercised it goes downhill, diet or no diet.

Exercise and correct diet keep a body going.

This applies especially to auditors, desk workers and students.

That's why you should be out there getting some air in your lungs and some limberness in the muscles for a short time each day.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 DECEMBER 1969R
ISSUE I
REVISED 16 SEPTEMBER 1988

REMIMEO
PES HAT
DIR PUBLIC RELATIONS

(IMPORTANT ORG BOARD CHANGE)

APPEARANCES IN PUBLIC DIVS

The appearance of the org and staff is transferred out of Department 1 which becomes the DEPARTMENT OF ROUTING AND PERSONNEL and may still be called RAP.

In accordance with HCO PL 5 June 83 VI, CLASS IV ORGS PUBLIC DIVISIONS ORGANIZING BOARD, APPEARANCES comes under the Department of Public Relations, Div 6C, Dept 18A, Org Appearances Section.

The Public Exec Sec therefore is directly responsible for the appearance of the org, its staff, its literature and publications so far as appearance and acceptability go.

Appearances never worked under Dept 1. "Image" is actually a PRO function and it is of vital interest to the Public Exec Sec as otherwise his promotion may be dulled or rendered null. Appearance can even cause him much trouble.

The IMAGE of an org and its staff and its literature and publications actually is a form of projection into the public.

The reason it is in Dept 18A is that this is the first department of the Field Control Division. Also it is something which has to be fitted into the values of the population where the org is located. They have definite ethnic ideas of what an org would look like, what a staff would dress like, what the literature should look like if any of these had a command position.

It is always easy when one has millions to spend to make a commanding image. The trick is to make it without its costing more than one can afford.

One has to make the money before one makes the full image.

There is much one can do — and has to do — at no financial cost or at a low price.

One can paint up a place with volunteer help for the cost of rented machines and materials.

Staff individual areas of responsibility ("cleaning stations") should be assigned via the HCO ES so that all areas of an org are covered. If one has a cleaning service this is still necessary as there is such a thing as litter. Newspapers, magazines, typewriters, machines — no cleaning service handles these. That is staff action because it's staff use.

Where one does not buy the staff its clothing one can still insist on clean hands, fingernails and cut hair, bathed bodies and brushed teeth, polished shoes and so on. It's poor advertising indeed when a staff member is dirty and unkempt.

When one has money and an ethnic survey has determined what the population thinks a professional looks like, one can buy the staff clothes that forward a highly professional image to create public respect and confidence. Remember in this survey as in all ethnic surveys, one does not copy professionals in the society as they *haven't* done a survey. One is interested in looking like what the public thinks a professional looks like. This is moderated of course by what the staff will then be proud to look like.

Reception and staff manners are part of appearances.

An auditor's bad breath or body odor can cost you quite a lot of gained ground. So this is part of it also.

A noisy atmosphere near auditing rooms or in Reception, radios playing, staff chattering can spoil an image.

Children flying about and babies' nappies hanging are about as far as you can get from a professional image. Do all right for the Congo maybe but even there I can't imagine a juju being taken very seriously in a hut so equipped.

The way to spoil an org image is of course to subdue or kill what successful Scientology orgs have always been noted for — a happy, friendly, busy atmosphere. So the use of heavy ethics to produce image compliance is murderous. Pride is the primary reason for good appearance.

So staff cooperation and enthusiasm for the project is worth thousands of conditions seeking to force them to work for an image. Modern schools are so backward they don't teach personal appearance, manners, cleanliness. And a lot of staff just don't know any better and have to be taught what they weren't taught in schools.

Fighting to obtain and improve a suitable image is inevitably quite a task. If the org had lots of money it could buy its image. But without lots of money the image has to be gradually built. Cleanliness and neatness are the primary building blocks to respect in most societies.

An org without money has to have an image to make money but an image costs money and the org hasn't any. That's a typical problem. "We should have a building like the new Life Insurance Skyscraper" leaves the problem unsolved. There is a gradient between. You can pay so much rent you just work for the landlord or the bank. Or the rent is so high you can't afford enough space to earn the rent. Problems like that crop up.

If the tech/admin ratio of 2 admin to 1 tech is kept and even brought toward 1 to 1, and if promotion is excellent and effective and tech service and org service is good, it is easy to lay aside enough to earn new quarters. So the image can be improved.

Similarly, literature quality is desirably very high. But its cost can rise to a point where it makes promotion too costly to be engaged upon. That has happened several times to orgs where they went overboard on too posh literature.

Quality of presentation of tape recordings — sound quality — definitely comes under Dept 18A now.

The org image is in the care of the PES. I trust he does well with it.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 JUNE 1969

REMIMEO
PRO COURSE
CHECKSHEET
DIV 6

THE ORG IMAGE

A poor org public image can cost an org nine-tenths of its income, thus greatly curtailing pay and facilities. It can lead to trouble with the area. It can reduce the expansion of Dianetics and Scientology to near zero.

When important people enter an org and find its premises messy, themselves and their requirements neglected, the org not only loses their fee, it also loses the important friends who would actively protect it.

If an org and its staff display a downstat image, public confidence in Dianetics and Scientology is shaken.

By showing a good org mock-up, we are living examples of what Dianetics and Scientology can do.

There are several zones which comprise the org image.

1. Premises, particularly the entrances and interview and service areas. These should be neat, not cluttered up with baggage, paper, tattered notices or unsightly things.

2. Public comm lines. Letters and mailings should be correctly addressed with the right name and not sent to several addresses for the same person. The appearance and tone of any mailings and communications should be good and not offend. "Friendly and agreeable responses" was the first order I ever gave to an org.

3. Staff. Appearance and attitude to the public.

4. Service delivery, assurances of.

5. Publicizing values of service.

6. Publications, appearance and suitability of distribution.

7. Alliances with suitable groups and leaders, with due regard to local "ethnic" values (publicly admired values).

8. Eradication of enemies on public lines with due regard to local ethnic values (publicly detested values).
9. Alignment of promotion with things publicly admired and against things publicly detested.
10. Advertising, effectiveness, suitability and lawfulness of.
11. Membership expansion.
12. Group expansion.
13. Expansion planning of facilities.

Contemporary "Public Relations Officer" duties in business firms are not as embracive as the above 13 points by considerable. These are loosely classified as follows (quoted from their texts).

"1. To keep management informed of public opinion, and of events and trends likely to affect its reputation.

"2. To advise management on the policies and actions it should adopt in order to gain and keep public goodwill; and on the likely effects, in terms of public opinion, of any policies and actions dictated by other factors.

"3. To apply public relations techniques to solve problems in which the company's reputation is at stake and to maintain a continuing, positive program of action to secure goodwill, presenting the company in all its aspects to all its audiences by every appropriate means of communication.

"The executive side of the public relations man's work includes the company's relations with the press, radio and television; the production of many kinds of printed matter, including company reports, house magazines, wall charts, brochures and even books; films and film strips; exhibitions; the design of company stationery; the way a firm receives its visitors; a watching brief on the way it answers its telephone calls, writes its letters, handles complaints; its policy on donations to charity and an infinite variety of items beyond."

We often hear that we should hire a public relations firm to do all these things. The catch is that these firms have a high personnel turnover and new men on the "accounts" have to be rebriefed continually.

We have in the past hired contemporary, professional PRO men AND THEY LAID THE FOUNDATION OF OUR DIFFICULT TIMES WITH PRO ACTIONS.

In Dianetics and Scientology we have gone up against a totalitarian conspiracy using "mental health" to control populations. This was not a normal PRO atmosphere as encountered by business firms. It began with war where the enemy controlled all news media and governments.

We had to be very, *very* good indeed *to live through it at all*. Our "public" does not understand this. They are accustomed to sleek, untroubled firms selling them "Wheaties, the Breakfast of Idiots" or "Go Slow gasoline" or "You too can be insane."

So in Dianetics and Scientology we have a job in PRO which far exceeds the usual company demands.

In ordinary PRO actions we have not done too badly in the past. For instance our people handling congresses make the US Democratic Party Convention PROs look like rank amateurs.

The enemy has used all available PRO and intelligence techniques to hold us back, and as the enemy also controlled many key government figures, this has been a very rough time.

That we are alive at all and expanding shows we have not done too badly. The enemy is definitely losing.

The reason for this is INTEGRITY. By and large our people are sincere.

WORD OF MOUTH is a public relations comm line *superior* to press, radio, television or Mr. Big. Radio, press and TV only seek to create "word of mouth." This term means what people say to one another.

By standing for what people think is good and opposing what people think is bad greatly speeds WORD OF MOUTH.

We will go as far as Dianetics and Scientology work in the hands of auditors and no farther.

The enemy, lacking integrity, word of mouth and workable tech, has not won despite total control of governments, press, radio, TV and all standard PRO media, plus financing in terms of billions.

Thus we see that there are three commodities above contemporary PRO concepts. These are:

A. INTEGRITY

B. WORD OF MOUTH

C. WORKABILITY AND USEFULNESS OF PRODUCT

All the PRO advices and direction will not prevail if the above three things are not an integral part of "the company" PRO planning.

How much a product COSTS has some bearing on whether or not it is used. But unstabilizing prices, we have learned (such as a small increase), is utterly deadly. And reducing prices does not actually increase sales in our experience. The exception is the granting of 50 percent scholarships and giving certain courses as field staff member prizes. And here it does seem that the STATUS value outweighs the monetary saving appeal. Therefore STATUS INCREASE is a vital part of the product.

However, whether Dianetics and Scientology have been at war or not, the first 13 points are what we would consider routine PRO actions which, if neglected, would result in heavy income losses.

A staff idling in reception, offhand handling of callers, wrong address or names misspelled drive off customers. Aside from simply blocking sign-ups, these points also REDUCE CUSTOMER STATUS.

As our organizations are built (due to tech concentration) on handling the individual, any PRO must be very alert to any point which would seem to the "customer" to diminish his status.

A PRO should himself look at the given points from the viewpoint of an important potential "customer." Would the org environment and handling attract or drive off an important person (let us say, the mayor) as a "customer"? If the answer is "yes" in any point, then the org is losing up to 90 percent of its income through these PRO omissions.

If a staff is poorly paid or the premises are poorly furnished, cluttered or dirty, then the error lies in either the first 13 or the above A, B, C points of PRO.

A PRO in advising actions to the EC (and he should have direct access to the Executive Council or management) should be very wary of killing off the org's vitality with too much militant control. The PRO also has the staff as a public. If one wants to clear sandwich-eating staff off reception, the best way is to start a campaign for a staff lounge, get it and *then* forbid staff to clutter up reception.

The PRO in accomplishing PRO points is of necessity a creature of ideas even in getting his routine PRO actions done.

The enemy we have had gets very high points on 1 to 13 (omitting 4, assurances of delivery; and 7 and 8, ethnic points). Dianetics and Scientology orgs get rather low points on 1 to 13 (excepting 4, 7 and 8 which they do well).

Dianetics and Scientology orgs do well on A, B and C. The enemy utterly collapses on these.

If Dianetics and Scientology orgs did well on *all* points (1 to 13 and A, B and C), the battle would be won in very little time.

If a PRO is not working to bring points 1 to 13 and A, B and C all into full operation in his area, he is not doing his job. If he *is* doing all these things, he is a very, very valuable PRO and should be given every possible assistance on his job.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 SEPTEMBER 1970

REMIMEO
ALL STAFF
PRO COURSE
CHECKSHEET
MISSIONS

FIRST POLICY

The first policy of a Scientology org, laid down on about 8 or 10 March 1950, is:

MAINTAIN FRIENDLY RELATIONS WITH THE ENVIRONMENT AND THE PUBLIC.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
WASHINGTON, DC

HCO BULLETIN OF 18 JUNE 1957

ALL STAFF
WASHINGTON
AND LONDON

PEOPLE'S QUESTIONS

A congress *M U S T*

An organization *M U S T*

Answer people's questions.

This is the primary public complaint — that Scientologists in the organization or out won't answer directly questions asked about this or that.

Understand it, answer it, make friends.

Best,

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 MAY 1971

REMIMEO

PR SERIES 9

MANNERS

The original procedure developed by man to oil the machinery of human relationships was "good manners."

Various other terms that describe this procedure are politeness, decorum, formality, etiquette, form, courtesy, refinement, polish, culture, civility, courtliness and respect.

Even the most primitive cultures had highly developed rituals of human relationship. In studying twenty-one different primitive races, which I did firsthand, I was continually impressed with the formalities which attended their interpersonal and intertribal and interracial relationships.

Throughout all races, "bad manners" are condemned.

Those with "bad manners" are REJECTED.

Thus the primary technology of public relations was "manners."

Therefore a public relations man or team that has not drilled and mastered the manners accepted as "good manners" by those being contacted will fail. Such a PR man or team may know all the senior PR tech and yet fail miserably on the sole basis of "exhibiting bad manners."

"Good manners" sum up to (a) granting importance to the other person and (b) using the two-way communication cycle (as in *Dianetics 55!*). Whatever motions or rituals are, these two factors are involved. Thus a PR violating them will find himself and his program rejected.

Arrogance and force may win dominion and control but will never win acceptance and respect.

For all his "mental technology" the psychiatrist or psychologist could never win applause or general goodwill because they are personally (a) arrogant beyond belief, (b) hold others in scathing contempt ("man is an animal," "people are all insane," etc.). Born from Bismarck's military attitude these subjects have borrowed as well the attitude which made the Nazis an object of worldwide condemnation. No matter how many people were maimed or killed, the Nazi would never have dominated the world any more than their "mental scientists" will ever win over humanity.

They just don't have "good manners"; i.e., they do not (a) consider or give others a feeling of importance and (b) they are total strangers to a comm cycle.

SUCCESSFUL PR

All successful PR, then, is built upon the bedrock of good manners as these are the first technology developed to ease human relations.

Good manners are much more widely known and respected than PR tech. Therefore NO PR tech will be successful if this element is omitted.

Brushing off "mere guards" as beneath one's notice while one goes after a contact with their boss can be fatal. Who talks to their boss? These "mere guards."

Making an appointment and not keeping it, issuing an invitation too late for it to be accepted, not offering food or a drink, not standing up when a lady or important man enters, treating one's subordinates like lackeys in public, raising one's voice harshly in public, interrupting what someone else is saying to "do something important," not saying thank you or good night — these are all "bad manners." People who do these or a thousand other discourtesies are mentally rejected by those with whom they come into contact.

As PR is basically acceptance then bad manners defeat it utterly.

A successful PR person has to have good manners.

This is not hard. One has to assess his attitude toward others and iron it out. Are they individually important? One has to have his two-way comm cycle perfect, so perfect it is so natural that it is never noticed.

Given those two things, a PR can now learn the bits of ritual that go to make up the procedure that is considered "good manners" in the group with which he is associating.

Then given PR tech correctly used, one has successful PR.

IMPORTANCE

You have no idea how important people are. There is a reversed ratio — those at the bottom have a self-importance *far* greater than those at the top who *are* important. A charlady's concept of her own importance is far greater than that of a successful general manager!

Ignore people at your peril.

Flattery is not very useful, is often suspect, as it does not come from a sincere belief and the falsity in it is detectable to all but a fool.

A person's importance is made evident to him by showing him respect, or just by assuring him he is visible and acceptable.

To see and acknowledge the existence of someone is a granting of their importance.

To know their name and their connections also establishes importance.

Asserting one's *own* importance is about as acceptable as a dead cat at a wedding.

People have value and are important. Big or small they are important.

If you know that, you are halfway home with good manners.

Thus PR can occur.

COMMUNICATION

The two-way comm cycle is more important than the content.

The content of the comm, the meaning to be put across to another or others is secondary to the fact of a two-way comm cycle.

Comm exists to be replied to or used.

Comm with the comm cycle being in first must exist before it carries any message.

Messages do not travel on no line.

Advertising is always violating this. Buy Beanos! Into the empty air. Other things must establish the line. And the line must be such as to obtain an answer, either by use or purchase or reply.

A funny example was a letter writer who without preamble or reason told people to buy a multi-thousand dollar package without even an explanation of its use or value. Response zero. No comm line. He was writing to a name but not really to anyone.

In social intercourse a comm cycle must be established before any acceptance of the speaker can occur. Then one might get across a message.

Good manners require a two-way comm cycle. This is even true of social letters and phone calls.

Out of this one gets "telling the hostess good night as one leaves."

One really has to understand the two-way comm cycle to have really good manners.

Without a two-way comm cycle, PR is pretty poor stuff.

PRIMITIVES

If an American Indian's ritual of conference was so exact and complex, if a thousand other primitive races had precise social conduct and forms of address, then it is not too much to ask modern man to have good manners as well.

But "good manners" are less apparent in our times than they once were. This comes about because the intermingling of so many races and customs have tended to destroy the ritual patterns once well established in the smaller units.

So one appears to behold a sloppy age of manners.

This is no excuse to have bad manners.

One can have excellent manners by just observing:

a. Importance of people

b. Two-way comm cycle

c. Local rituals observed as proper conduct

These are the first musts of a PR man or woman.

On that foundation can be built an acceptable PR presence that makes PR succeed.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 APRIL 1983R
REVISED 30 OCTOBER 2000

REMIMEO

EXECUTIVE SERIES 25
PR SERIES 41

GOODWILL

Refs:

HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	26 May 61 II	KSW Series 2 QUALITY COUNTS
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	2 Sept. 70	FIRST POLICY
HCO PL	17 June 69	THE ORG IMAGE
HCO PL	24 Aug. 65 II	CLEANLINESS OF QUARTERS AND STAFF, IMPROVE OUR IMAGE
HCO PL	11 Dec. 69R I Rev. 16.9.88	APPEARANCES IN PUBLIC DIVS

The amount of public demand for service and your future income are both largely dependent upon GOODWILL.

Goodwill is the reputation an organization has with its publics for integrity, good service, prompt bills paying, high quality delivery, friendliness, etc.

Excellent technical delivery is what generates a blaze of goodwill and PR that spreads by word of mouth like wildfire.

Events, open houses, tours, film or slide presentations — all such activities serve to generate public interest and goodwill.

Training and processing are commodities that are far, far more desirable than anything else this world has to offer. And when they are delivered with superlative technical application with the out-of-this-world gains that are possible, you would drum up so much public support that you would soon have an army of ardent supporters outside your door, no matter how much the psychs and press railed about us.

PR

Good technical delivery makes it possible to have good "PR" (public relations). By definition, PR is good works well publicized. When technical is creating miracles on a regular basis, it is simply a matter of making this broadly known. Your public will even do it for you on a "word-of-mouth" basis.

WORD OF MOUTH

Almost all Scientology prospects come from people who have had service who are urging other people to have service or read books on the subject. That is called WORD OF MOUTH. Word of mouth comes from having numerous people in the field who are happy and cheerful and satisfied with their service and who are active in the fields of Dianetics and Scientology. There is where the bulk of your income comes from.

Word of mouth is a superior form of advertising to newspaper, radio and TV ads. People tend to believe their friends. They are skeptical of advertising. "It worked for Joe, it will probably work for me" is what people think. And in Scientology they are correct.

When word of mouth and PR have been in neglect, it will be because the org has not worked on the basis of goodwill and has let its tech go out (and is therefore costing itself a mint). This applies to all organizations and missions all the way up to the FSO and includes other units and networks as well.

The "word," whether good or bad, spreads like wildfire. That's why you'll never see anything empty out quite as fast as an Academy that is run nonstandardly; or conversely, anything fill up as quickly as a tightly scheduled, smartly run, in-tech Academy.

SUMMARY

Other factors also enter in where goodwill, word of mouth and PR are concerned. The public, in dealing with the business world, has grown to expect clean, pleasant quarters and smart, friendly service.

There is nothing as destructive of goodwill as dirty quarters, sloppy, "help yourself" service and an unfriendly staff.

Clean quarters, professional conduct, good service and above all, a friendly staff, all go a long way to promoting goodwill.

It is not only the job of the Public Relations Officer to secure goodwill. It is part of *every* staff member's job to help build goodwill for the organization by doing those things that will cause the public to think well of it, and by refraining from doing those things that would result in bad PR for the organization.

Above all, it is every staff member's primary concern that the organization is delivering the best tech quality possible. This point *in* is *the* source of goodwill.

You must take a hand in creating goodwill. It is *your* org!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

COMMUNICATION

HUBBARD COMMUNICATIONS OFFICE
37 FITZROY STREET, LONDON W1

HCO POLICY LETTER OF 6 JULY 1959

CONVERT (SEC ED)
ALL STAFF OF CENTRAL ORGS

OUTFLOW

Outflow is holier, more moral, more remunerative and more effective than inflow.

The order of priority of staff action follows for any department or staff member:

1. Outflow to general public using any comm particle or body,
2. Inflow of income-producing comm particles,
3. Outflow of finished work or reports to other org members,
4. Inflow of orders, requests, information from other org members.

Give priority in terms of time as above and increase your unit.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 JANUARY 1966
ISSUE II

REMIMEO

SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS SYSTEM: DESPATCHES

(Revises HCO PLs 8 Apr. 58 and 13 Dec. 62)*

An intraorganizational despatch is a simple thing. You can keep a copy if you want, but only one copy (the original) goes and comes back.

When writing a despatch, address it to the *POST*—NOT the person. (If a person changes post, or leaves, if you address the despatch to the post, it will be received by the new occupant of the post; but if you address it to the person, then if the person leaves it may not be received and handled.)

Set up a despatch as follows: (for information or advice)

Example:

Mimeograph Officer

Supply Officer (date) _____

Dear _____,

Your order of . . . (message).

(complimentary close),

Signature _____

or for a request or an order:

Mail Clerk
via Dir Comm (date) _____

HCO Area Sec

Dear _____,

Please see that . . . (order or request).

(complimentary close),

Signature _____

*Both of the PLs mentioned here have since been cancelled.

This form is used so that when it is ready to be returned, an arrow can be drawn pointing to the post to which it is to be returned, eliminating the need to write it. If the message is one that should go in your hat, either put it in your hat and acknowledge sender, or write it up for your hat, returning the original to sender. If the despatch comes to you from a junior, always insist the junior has attested "it is okay." If you in turn wish to send it on, you too must attest "it is okay" and send it on. If it is not okay return the despatch to the originator stating briefly why it is not okay.

The receiver handles the despatch and *retains* the despatch until such time as it has been completely handled. If it is a matter which involves days or weeks, you can despatch the sender stating that such and such is being attended to and expect it to be complete within a certain time—but retain the original despatch until job is done, *then* return it to sender marked "DONE." Do not return the original with "It's being attended to." Originals only return with "DONE" or "Can't be done." Otherwise the communication stays incomplete.

When replying to a despatch, put down the date of the message. Despatches are handwritten. Executives, other than Exec Secs, should not have their despatches typed by a secretary except where the despatch contains large volume.

COLOR FLASH SYSTEM FOR DESPATCHES AND LETTERS

The color flashes for paper for divisions are as follows:

HCO Division 1—Gold

HCO Division 2—Light Pink or Violet

Division 3—Deep Pink

Division 4—Green

Division 5—Grey

Division 6—Canary or Buff

Division 7—Blue or White

White paper is also used for letters to the field, business houses, board minutes, and for manuscripts and research notes.

Copies of letters written are on the color flash of the division writing the letter.

WRITTEN REQUESTS

If you have a request, put it in writing. Do not go to the person and expect him to carry your request around in his head. Personnel are not supposed to present their body, nor their body with a despatch to other personnel except for actual conferences which are kept to a minimum. Few things need conferences. Despatches take care of 99 percent of organizational business.

COMM CENTER BASKETS

The Comm Center contains a basket for each staff member. Each basket is tagged with the person's name and underneath the name is their post or posts. Each person

is responsible for delivering his own despatches to the proper baskets and for picking up daily his own despatches. Do not fail to pick up your despatches at least twice a day (once in the morning and once in the afternoon — make your own schedule). But do not let despatches pile up in your basket.

In larger orgs a Comm Center and separate divisional comm centers may be instituted. The Comm Center would consist of one basket for each division plus a basket for L. Ron Hubbard and an outer org out-basket. Each divisional comm center is placed in the divisional, working area with a basket for each staff member in that division plus a divisional in-basket and a divisional out-basket. An HCO Despatch Courier would be responsible for delivering despatches into the divisional in-baskets and from the divisional out-baskets into the Comm Center baskets. The Sec Sec is responsible for the distribution of despatches from the divisional in-basket to staff members' baskets.

ORGANIZATION BOARD

Keep abreast of all post changes. As the org board is changed, the Comm Center baskets are changed. Always know who is occupying what post so that when you deliver a despatch you will always know whose basket it goes in. If you are not sure, check the org board.

RESPONDING TO COMMUNICATIONS

Handle your despatches daily. Do not let them stack up on you. When someone sends you a despatch let them hear from you. Do not get the reputation of "I hesitate to send so-and-so a despatch because I don't know when I'll hear from it, or if I'll ever hear from it." DO NOT LET YOUR DESPATCHES DEAD-END. When you let your despatches (or letters) stack up on your desk, you are in actuality chopping the comm lines of the organization and in so doing chopping your own paycheck.

ANSWERING LETTERS

Secretaries who type letters should always take care to staple the carbon copy on *top* of the incoming letter — do not use a paper clip. In answering letters, answer their questions. Give them the information they are seeking. Use the gradient scale method. DO NOT FAIL TO ANSWER THEIR QUESTIONS. If you don't know the answers, find out.

ORIGINATED DESPATCHES

The purpose of the Secretarial Unit is to type answers to letters. Most all intraorganizational despatches can be handwritten: this saves time in putting them on tape (when you could be writing them yourself) and saves the transcriber's time for replying to letters. Stay in communication with other staff members and with our correspondents. If you don't handle your despatches properly, don't reply to the sender, as I said before, you are cutting your own paycheck.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
LONDON

HASI POLICY LETTER OF 6 NOVEMBER 1958

THE THREE–BASKET SYSTEM

Effective immediately, each admin personnel is to have a stack of three baskets.

The top basket, labeled "IN," should contain those items still to be looked at.

The middle basket, labeled "PENDING," is to contain those items which have been looked at but cannot be dealt with immediately.

The bottom basket, labeled "OUT," is to contain those items which have been dealt with and are now ready for distribution into the comm lines again, or to file, etc.

L. RON HUBBARD
FOUNDER

[*Editor's Note:* HCO PL 25 Feb. 66 I, COMMUNICATIONS FUNCTIONS, expands the use of the three-basket system to all staff: "Dir Comm sees that every staff member has a basket in a Comm Center *and* a personal comm station near his area of work *no matter who* the staff member is — that includes the janitor!" This HCO PL can be found in OEC Volume 1.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JANUARY 1961
ISSUE II

HCOs

MESSAGE PLACEMENT

HCO's first action is Communication. Everyone should know message placement.

Cables and Telex: Original is never put on comm lines. Only *copies* go on the comm lines.

Take the message out of the telex, date stamp each copy. Put original in telex basket. Hand deliver at once all copies to interested parties.

Place cable or telex in the exact center of the recipient's desk blotter. Do *not* place in in-basket. Do *not* mix with other papers.

Recipient of a cable copy (if by telex) may destroy it or route it to other interested persons.

If there is only a cable from the company, not a telex, as it has none but original copies, it must be held and filed.

Cable answers are always delivered to Communicator by hand and have priority. They do not go on routine comm lines.

DESPATCHES

Despatches marked rush are handled by special handling. They go on center of desk like cables and telexes.

Routine despatches go on comm lines.

Letters go on comm lines.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 SEPTEMBER 1961
ISSUE I

STHIL

DESPATCH LINES

Every person must have a basket station.

Each domestic staff member has a single station located in the back hall.

Every office staff member or school staff member has a three-basket station located by his or her desk.

Every office staff member or school staff member must have a desk. The station baskets must be at that desk.

The staff member may also have a beanstalk properly labeled.

But all despatches and active work must be in the office staff member's station baskets or beanstalks and *no* work may be put in desk drawers or hidden off the lines that is active.

All active despatches must be delivered where they are going and must thereafter be visibly in stations or beanstalks under visible headings.

All *in*-baskets must be kept empty.

When an *in* is viewed but not done, it goes into the person's pending.

It *must* be possible to locate any active despatch on the lines whether it is a business day or not.

Keep your basket station straight. Keep your *in*-basket empty. And keep current work visible and where it belongs on the lines.

By the way, I can always judge the state of a department by the state of the station.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 JULY 1966
ISSUE I

REMIMEO
ALL STAFF

DESPATCHES, SPEED UP
DESPATCHES, STALEDATE

INTERNAL DESPATCHES

Any staff member receiving an internal org despatch that has been en route more than three days (dated the fourth day earlier than date of receipt) must report the matter to the Director of Communications who must thereupon request the Director of Inspection and Reports to investigate and report to Dir Comm and order any resulting ethics action.

If an internal despatch is received back by the originator more than six days after origin, the same procedure must be followed.

If an answer to a despatch is not received back by the originator in a period of six days, the same procedure is followed.

These time lags of three days and six days are to be considered extreme.

If damage results or expense occurs because an urgent message was not marked RUSH or if a RUSH message did not promptly arrive, the same procedure is followed.

EXTERNAL DESPATCHES

Any external despatch received with a date of three days earlier plus ordinary transmission time must be so reported to Dir Comm and the procedure is the same as internal despatches.

If a despatch is not answered in six days plus double transmission time, the same procedure is followed.

On Rush Despatches, any despatch older than one day is considered staledated where telegraph or telex exists.

STALEDATE

The term "staledate" (used previously by banks on checks) means any despatch or answer that is older than one should reasonably expect when one receives it or any answer that is older in date from origin to answer or answer to receipt than one should reasonably expect.

VIAS

These regulations apply to all despatches and include all vias.

EXTRAORDINARY LOCATIONS

Locations which are not served by airmail, telex or telegraph are considered extraordinary locations and staledate occurs only when reasonable expectancy is exceeded.

TIME MACHINE

All orders or queries may go on time machine.

A junior may place queries or info on a time machine to a senior and may complain to Dir Comm re staledate.

A junior org may place queries or info going to a senior org on a time machine and may complain to Dir Comm re any staledate.

COPYING DESPATCHES

Anyone sending a staledate complaint to the Dir Comm must *first* answer or handle any despatch he is holding and send *it* to the Dir Comm with its answer.

Dir Comm copies or xeroxes the original and the answer promptly and sends the original on to its next recipient and uses the copy only for investigation.

ALL ANSWERS DATED

Answer notes on despatches and answers must hereafter be dated by the answerer.

All despatches are of course dated by the originator.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 MARCH 1965
ISSUE I

REMIMEO

STAFF HATS

ORIENTATION

ROUTING DESPATCHES

It is the concern of anyone sending a despatch or mimeo to route it accurately.

A major part of an executive hat is "routing."

A vital part of any staff member's duties is proper routing.

Our orgs are too big for routing to occur to Bill, Jane or Pete.

Route to the hat only, give its department, section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination.

Sign it with your name but also the hat you're wearing when you write it. You might be holding several hats. Which one wrote?

Just as a post office can't find wrong addresses, so neither can we. If you want your despatch to arrive, do the above.

When you get a misrouted despatch, look it over and see how it erred and return it to sender with a copy of this policy letter.

That way we'll take a lot of confusion out of our orgs.

There *is* an org there, you know. A lot of new staff go about for quite a while never noticing there is an org there that has posts and functions.

If we all route to the right hat from the right hat according to our org board, we'll make it a lot sooner.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 APRIL 1965
ISSUE III

GEN. NON-REMIMEO

HEED HEAVY TRAFFIC WARNINGS

Any department which has been warned of heavy traffic coming is to take steps to see that the department is adequately supplied with the materials necessary to handle the coming traffic.

A covert block on the line to stop or slow down a line over which an important flow is going is the no-supply block. Then everyone has to stop because there are no supplies, emergencies develop trying to get new supplies in, the flow on the line jams — it is all dev-t.

Example: Promotion Department has a big program which will involve a lot of mimeoing, and warns Mimeo of coming traffic. Mimeo continues to order supplies in normal traffic quantities. The delay in delivery is greater than the supply Mimeo has to hand (the heavy flow is already on the lines). Mimeo runs out of stencils. WHAM! Emergency and the flow jams. Work time is lost, and the whole program goes off its time schedule.

This same principle applies to additional personnel, i.e., warning of heavy traffic coming — additional personnel needed.

It's just a case of having a little foresight!

Lots of students or pcs coming up in a division must also be a subject of warning.

Policy: WARN Org Sec of heavy increases or decreases in traffic volume so his division can BE READY.

L. RON HUBBARD
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HCO POLICY LETTER OF 26 MAY 1965
ISSUE II

GEN. NON-REMIMEO

COMMUNICATIONS

REGISTERED MAIL

No org may accept any registered mail.

1. Long experience shows it comes only from psychos and governments.

2. It is a lot of trouble to obtain from the post office.

So just reject it.

There's no worry it may contain writs. It is just sent by nuts.

PHONE CALLS

Phones are psycho. They have no memory.

Overseas phone calls are often incomprehensible and start mysteries.

One often has to hang about for 6 or 8 hours in a mystery trying to connect with a call coming in.

CABLE or TELEX is *far* better. Use it.

All overseas phone calls are turned down by orgs.

Interorg phone calls even on one continent must be discouraged.

Use telexes and cables. Then we can find out what happened.

L. RON HUBBARD
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HCO POLICY LETTER OF 10 JULY 1965

REMIMEO
ALL EXEC HATS

ALL DIVISIONS

LINES AND TERMINALS ROUTING

The most important things in an organization are its lines and terminals. Without these IN, IN AN EXACT KNOWN PATTERN the organization cannot function at all.

An executive putting in new lines and posts or making changes in old lines or terminals REQUIRES CLEARANCE FROM THE OFFICE OF LRH before the order can take effect.

Anyone following such an order, to alter lines and terminals in the org which are already established by policy, who does not file a Job Endangerment Ethics Report (a statement that his or her job is being endangered by the illegal order of a senior) must share any penalty for such alteration.

People who haven't a clue about the org pattern throw it into chaos by altering the established pattern. Then the org won't work and goes broke quickly.

Therefore the most serious threat to the stability of an org is shifting lines with no understanding of what is supposed to happen.

The lines and terminals (hats) outlined in policy are based on long, hard experience. When they short-circuit, the org ceases to function as an org and becomes a mad scramble.

When despatch and body routing charts laid down by policy are carefully followed, the org will function. When they are not, it won't.

A serious fault in any executive or staff member is unawareness of the *coordinated* functions of terminals, or complete unawareness of other org hats and functions.

A D of T trying to wear an Ethics hat, a Qual Sec shifting his internal lines, a Registrar who seeks to assign the hours of auditing would be enough in any large org to throw it into a jumble where nothing works or flows.

There *is* more to an org than one person wearing all hats plus another person wearing all hats, etc. Such an org just won't prosper.

The hardest job any top executive has is teaching the staff the lines and terminals and getting them followed. That is because green staff is unaware of the org itself, or its flow lines.

A lot of the time, when one sees a declining statistic, it is only that certain lines are out or being misrouted.

The lines *will* flow if they are all in and people wear their hats. If the body and despatch lines flow, the org will prosper. If they are disarrayed, they won't flow and won't prosper.

No executive or staff member has any right to establish or alter terminals and lines without express written permission from the Office of LRH.

Believe it or not there will be people around in orgs who have no faintest concept of its pattern — or the existence of an org. And these will be the first to attempt large changes. And these are the first you should send to the Staff Training Officer to get checked out on their posts.

It is an ethics offense to issue orders altering lines without clearance from the Office of LRH.

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HCO POLICY LETTER OF 25 OCTOBER 1971
ISSUE I

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 comm by seniors.

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 permissions or authorizations or information on 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 okays 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 Tech Establishment Officer, 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 statistics 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.

L. RON HUBBARD
FOUNDER

DEVELOPED TRAFFIC (DEV-T)

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HCO POLICY LETTER OF 2 JULY 1959
ISSUE II

DEVELOPED TRAFFIC, THE DELIRIUM TREMENS OF CENTRAL ORGS

There is a phenomenon which costs a Central Org two-thirds of the effort of its staff members and executives. Stemming from various causes and cured by Process S2, it nevertheless deserves notice as itself.

I have been working for two years on "Analysis of Organizations by Inspection of Its Comm Lines." It is now a fairly complete little science in itself.

"Developed traffic" is a statement you will begin to see now. It is condemnatory. The symbol dev-t means on a despatch, "This despatch exists only because its originator has not handled a situation, problem or an executive order."

It also means "Responsibility for your post very low." Also it means "You should be handling this without further traffic." It also means "You are manufacturing new traffic because you aren't handling old traffic." Also it means "For Gawd's Sake!"

Every time traffic is developed somebody has flubbed.

"Developed" traffic does *not* mean usual and necessary traffic. It means *unusual and unnecessary traffic*.

Example: Dept Materiel is told "Buy some chairs for the Academy." If this goes properly, the chairs simply get bought, the Dept Materiel estimating students, state of exchequer and economical available materiel and arranging delivery. Dept Materiel may have to ask a couple verbal questions of other departments to execute, but this is routine and necessary.

This can be used to dev-t in this fashion. Issuing executive of order "Buy some chairs" is asked "How many?" "What style?" "How much?" "From what firm?" Or somebody else is asked these at length. Dept Materiel is now *worse* than a camouflaged hole. Dept Materiel is making the acquisition of chairs *costly* in terms of consuming despatch time, other staff members' time, upset and delay. This is dev-t.

Dev-t costs us the services of 66⅔ percent of our personnel. Hence, large staff, no effectiveness.

Unwilling personnel always makes dev-t out of every situation, problem, order and policy. Take unwilling personnel off the lines and traffic busyness drops by two-thirds and effectiveness increases by many times.

"I want a book" gets answered by dev-t, gets shunted into other depts, gets mixed up in billing, makes an ARC break in field which develops *more* traffic. Let an unwilling, irresponsible person on our lines, a real victim, and we get enormously increased busyness, enormously lowered dissemination.

Look for dev-t, Org Secs and HCO Communicators, and shoot it from guns hard before we all get shot.

NOTE: A request that a cookbook be bought developed 29 despatches in DC, all of major executive level. A presentation of a bill that the receiving terminal in the org knew was valid, and had money to pay, was used to develop 15 cables and 135 despatches and almost wiped out the office. An incorrect price on an item caused 235 internal despatches and major ARC breaks with Central Orgs. An order to mimeo a flier for one city caused 1½ hours of flashbacks to an Assoc Sec. All persons authoring the dev-t listed above are being suspended pending flattening of Process S2.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 AUGUST 1959
ISSUE III

CENOCON
SHSBC STUDENTS
MISSIONS
FIELD

HOW TO HANDLE WORK

Do it Now.

One of the best ways to cut your work in half is not to do it twice.

Probably your most fruitful source of dev-t is your own double work.

This is the way you do double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

One of the reasons I can handle so much traffic is that I don't do it twice. I make it a heavy rule that if I find myself handling a piece of traffic, I handle it, not put it into a hold or a later category.

If I happen to be prowling through my basket in the message center stack to see what's there, I do what I find there.

If I am given a message or a datum that requires further action from me, I do it right when I receive it.

This is how I buy "loafing time."

Now I'm not trying to hold me up as a model of virtue as the man who always does his job; I do many jobs and many hats; I am holding myself up as an ambitious loafer and as a buyer of valuable loafing time.

There's no need to look busy if you are not busy.

There is no need to fondle and caress work because there isn't enough of it.

There's plenty of work to do. The best answer to work of any kind is to do it.

If you do every piece of work that comes your way WHEN it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you've got a psycho on the other end.

In short, the way to get rid of traffic is to do it, not to refer it; anything referred has to be read by you again, digested again, and handled again; so never refer traffic, just do it so it's done.

You can keep a comm line in endless foment by pretending that the easiest way not to work is to not handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.

So if you are truly a lover of ease, the sort of person who yawns comfortably and wears holes in heels resting them on desks, if your true ambition is one long bout of spring fever, then you'll do as I suggest and handle everything that comes your way when it comes and not later; and you'll never refer anything to anybody that you yourself can do promptly.

That people begin to point you out as a model of efficiency, as the thing expected to cop the next world's speed record, that articles begin to appear about the marvels you are creating, is all incidental. You and I know we did it so we could be lazy and not have to work. For it can be truly said that the way to all labor of a long and continuous grind is by putting off the action when the message is received and in referring it all to somebody else; that's the way to slavery, to tired muscles and tattered brains; that's the route to baskets piled high.

So come loaf with me.

Do it when you see it and do it yourself.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 4 SEPTEMBER 1959
ISSUE I

CENOCON
MISSIONS
FIELD

COMPLETED STAFF WORK (CSW)— HOW TO GET APPROVAL OF ACTIONS AND PROJECTS

THE MOST IMPORTANT PIECE OF YOUR HAT

There is an old term called "Completed Staff Work" which we will now employ in order to reduce dev-t and increase speed of action.

The term "Completed Staff Work" means — an assembled package of information on any given situation, plan or emergency forwarded to me sufficiently complete to require from me only an "Approved" or "Disapproved."

Here is what slows down approval and action and develops traffic: Somebody sends me a skimpy piece of information and demands a solution. As more information is required than is presented, I must then take over the person's hat and assemble the missing data using my own time and lines. I must then dream up a solution and then order an action to be taken. This causes a slowdown on any action, causes my lines, already loaded, to be used for information assembly and brings about a feeling of emergency. My pending basket overloads and confusion results. This would be called "Incomplete Staff Work." It is incomplete because I have to complete it by:

1. Assembling the data necessary for a solution,
2. Dreaming up the solution based on written data only, and
3. Issuing orders rather than approving orders.

If you are mad at your boss, you can always ruin him with "Incomplete Staff Work." You forward him a fragment of alarming data without collecting the whole picture. This makes him do a full job of information collection. You give him no recommended solution. This makes him have to achieve a solution by remote examination of data; such solutions are often wrong as they are made without full data. Then you make him issue arbitrary and forceful orders that may ARC break some area and hurt his reputation. That's how to get even with a boss. And even if there's no intention of harming him, sending "Incomplete Staff Work" to your boss *does* harm him by making him send for information — getting despatches on already crowded lines, by making him guess at the situation, by making him cook up solutions which may be unreal, and by thrusting him into the role of an arbitrary tyrant.

Now that we've seen the negative side, let us examine the positive side.

"Completed Staff Work" is an assembled despatch or packet which:

1. States the situation,

2. Gives all the data necessary to its solution,

3. Advises a solution, and

4. Contains a line for approval or disapproval by myself with my signature.

If documents or letters are to be signed as part of my action, they should be part of the package, all ready to sign, and each place they have to be signed is indicated with a pencil mark with a note in the recommendations saying signatures are needed.

Wrong example: A despatch from Canada saying, "Central Organization here is spending large amounts." Look what I now have to do. I have to find out what is meant by "large amounts," who is doing it, if it is dangerous, figure out a way to curtail it and issue orders about it. *None* of this is my hat. I am being forced to wear the hat of the informing person.

Right example: I receive a packet (cable is no good and *delays* the situation's being handled as many more cables will be needed). This packet is covered with a despatch which says:

"145CA.* Central Organization here fast approaching insolvency. Data enclosed. I recommend: Director of Materiel be transferred to the post of Extension Course Director that is now empty and that Jules Bentley be hired on the Dir Mat post at 25 units; that the Assoc Sec be reprimanded for bad financial management and be ordered to budget his outgo; that a purchase order system be enforced; that a staff member ordering anything without permission have the item deducted from his pay; that the Dir of PrR be given lessons in letter writing.

Approved _____ Disapproved _____

Signed: Jane
HCO Sec Canada."

Attached are copies of Ad Comm reports showing insolvency, a summary of amounts spent in last two months, a summary of income for last two months, a list of trivial items bought lately at high cost.

What I do then is check the approval line and sign. A cable is sent by my communicator: "145CA2 OK. Best = Ron." The whole packet is airmailed back. But you must ask in your despatch to have a cable reply if you consider it that urgent.

On receipt of the cable the HCO Sec Canada issues the local Sec EDs and takes the other needed actions.

***145CA:** the 145th sequential message from the Canadian office used in the example. This numbering system is explained in OEC Volume 1, HCO PL 2 Mar. 59, HCO CABLE AND DESPATCH DESIGNATION SYSTEM.

NAVIGATE
FIRST PAGE
SEARCH
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ORG BOARDS
INDEX

Action could occur because the data, solutions and orders were all assembled as "Completed Staff Work."

If you want to hold down your post or project, don't insist on my collecting the data you should collect, dream up the solution you, more familiar with the scene, should achieve, and don't put me in a position of issuing unreal orders you can't then carry out.

We are a big team and a good one. I know any error on this in the past has occurred because you didn't know exactly what I wanted.

"Completed Staff Work" is what I want. Then *you* have your hat, you can do more to help, and our lines can stay freer and faster.

There have been good examples of this in the past. Let's make the circumstances more general.

If you get the letters *CSWP* on an item, it means "Complete the Staff Work, Please."

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 APRIL 1965
ISSUE III

REMIMEO
ALL STAFF HATS
STHIL STAFF
EXEC HATS

ALL DIVISIONS

Use: Executives should keep a stack of these 23 Apr. 65 PLs near their desk and staple one to every despatch or report received which violates it. Circle para violated and return to staff member.

PROBLEMS

(Changes HCO PL on CSW slightly in that conclusions or solutions are no longer acceptable from a junior to a senior, only data.)

The most senior organizational policies there are follow:

1. NEVER solve the problem any junior presents to you. NEVER NEVER NEVER NEVER NEVER NEVER.
2. ALWAYS investigate for the true cause of the trouble. ALWAYS ALWAYS ALWAYS ALWAYS ALWAYS ALWAYS.
3. SOLVE only the problem you find after very careful investigation of the whole matter and after you have examined all possible causes of the problem.
4. NEVER solve a problem that has already been solved in general policy.
5. IF someone thinks the policy is wrong or is itself the source of the problem then (a) he or she must be made to fully read the policy, (b) demonstrate what it is supposed to solve, (c) look over the problem he or she thinks the policy is wrong on to find the actual causes of the problem he or she is trying to solve.

The primary aberration in situations that are being mishandled is:

6. THE PERSON IS UNABLE TO RECOGNIZE SOURCE.

Example: A person A sees another B drop a wall mirror and break it. A puts in a purchase order specifying thicker glass. B next day drops a chair down steps and A

puts in a PO for new stair carpeting. B a week later runs a car into a wall and A proposes a different design for the wall. If this kept on and B was never singled out by A or A's seniors, then dozens of unusual solutions are entered into the org, not just POs but policy changes as well! Why? A is "below source" and doesn't recognize the causes of his problems. Therefore his solutions are alter-is of existing situations and result in alter-is of tech, policy and orders. Soon the area around *A* is in a complete confusion. What about B? He probably generalizes with "they said," "everybody knows," etc., on entheta and so remains "invisible" behind his generalities. B can be spotted best by Damage Reports whenever damage occurs. As they are filed as a statistic in B's file, it soon becomes a visible datum. The cause of confusion in A's area is not A. It is A's inability to perceive *causes*. Thus any system which isolates actual causes disenturbulates a group and makes unusual solutions unnecessary and only then can policy go *in*.

Therefore we get some other very senior org policies:

7. NEVER accept a conclusion from a junior. NEVER.

8. ALWAYS demand facts of a junior. Always.

9. NEVER take a generality from a junior.

10. ALWAYS challenge any conclusion a junior offers.

11. NEVER act on a junior's data until you have fully investigated the situation.

12. ALWAYS investigate until you find the basic policy violation that started the problem in the first place.

TECHNICAL

13. Making Scientology work on pcs and students is the ONLY way you can salvage org situations.

14. If Scientology is not applied exactly per HCOBs and tapes, technical will "go out" and within a few months the area will be spinning with unusual solutions.

15. The fastest way for a technical executive to become overworked is to violate the policies in this policy letter.

16. The fastest way for a technical executive to get into trouble and a mess is to accept an auditor's conclusions and propose a solution.

Example: An Instructor says, "Process R0-0 doesn't work on certain cases. When these cases come on course could I please order them to Review auditing?" Serious blunder by a senior, "Yes." Why? Because the Instructor isn't capable of spotting an ARC broken student—can't confront ARC breaks. Therefore quite often the Instructor lets R0-0 be run on an ARC broken student. The *correct* technical executive action, and the ONLY correct one on receiving such a report, is to

promptly personally investigate. Investigation even of the students' case folders would disclose that the Instructor ignores ARC breaks from comm cycle blunders by new student auditors, that the Instructor won't give ARC break assessments (who else *could* give one on a Zero Level course?) but sometimes runs R6EW on the students under the guise of "an assist for a misunderstood word." I think that's enough trouble to get the Instructor's senior into a hurricane of trouble if only from blown students and no new enrollments! (This is an actual example. The final result was a Comm Ev for the technical executive and the Instructor, the first for proposing and alter-ising policy and technology, the second for forcing auditing [rather than doing assessments] on Zero Level students. The Comm Ev had to be ordered at the request of *their* tech senior because neither would accept orders to remedy the above conditions but just kept on fouling up students.)

NONCOMPLIANCE

17. If you think for one moment that a staff member who won't or can't follow clear, definite policy will follow *your* orders either, you dream.

18. The first thing you know about an off-policy-type personnel is that none of *your* instructions are being carried out either, usual or unusual.

19. Look, if they can't apply vividly clear policy, they sure can't apply a brief order.

SUMMARY

20. You can conclude that where you have a personnel who cannot perceive the causes of things you will have a continual spinning mess.

None of the problems presented for solution are the actual problems that exist. In A and B above, the problem presented was "How to get more durable things." This could not be solved because it was the wrong problem and didn't exist. The right problem was "How to get B to stop breaking everything in sight." A senior, not seeing B at all (not being around B), accepting a problem and a conclusion from a junior (A) soon is involved in endless discussions over "How to get more durable things." This never solves. Because it wasn't the problem. Further, any order the senior gives A *is also never put into effect without wild alter-is*. Why? A, unable to see sources, can't see the senior as a source either and really takes his orders from anyone who comes along! Students, pcs, the garbageman.

21. The basic problem of management then is the problem of cause blindness. People in the org who cannot see cause cannot solve problems, for to solve a problem one must see what is causing it!

22. And the solution to all this lies in the policies in this policy letter.

23. And auditing people up to an ability to perceive and perceive the causes of things is the primary solution to all problems.

24. Until you get them there, you use any mechanism necessary to follow orders. Only in that way will they ever make it.

25. When tech goes out, when HCOBs aren't followed or tapes known and used exactly, the road out is blocked.

26. *Nobody has any right to a bank.*

27. For when they are permitted such a right they block the road for the rest.

28. The only person you could completely trust is a Clear. And unless the Clear is also trained in Scientology tech and admin also, you could never accept his vote on org matters.

    That's the truth.

    And that's why we're going to make it all the way.

29. If we're determined we will make it, we will make it.

L. RON HUBBARD
FOUNDER

(*Note:* By organizational policy is meant that policy which makes the organization into an organization and keeps its flows fast and its design uncomplicated. In absence of these policies the design becomes altered and flows cease and the org dies.)

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 OCTOBER 1965

REMIMEO

ALL EXECUTIVES

DEV-T DATA
EXECUTIVE RESPONSIBILITY

Executives may not okay anything done or to be done below their level unless their immediate junior has also stated or attested with initial that it is okay.

Unless one can fix responsibility for actions there is no responsibility anywhere and the whole show goes to pot.

Never let a junior say "Is this okay?"

Always require the junior to state or initial "This *is* okay" on all work, actions or projects.

An organization permitting a lot of "Is this okay?" will soon go to pieces. Things are or aren't okay. Make them say so. Hang them if it's a false attestation.

"Is this okay?" is dev-t and should be chitted as such.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 MAY 1959
ISSUE I

CENOCON
SHSBC STUDENTS
MISSIONS
FIELD

WHAT AN EXECUTIVE WANTS ON HIS LINES

There are only four things which an executive wants on his incoming communication lines.

These are:

1. Information,
2. Appointments and dismissals of personnel for his action or confirmation,
3. Financial matters,
4. Acknowledgments.

He does not want on his lines:

1. Demands for decisions,
2. Backflashes and can'ts,
3. Entheta.

Demands for decision are always indicative of irresponsibility; people want the executive to make the mistakes; and an executive can make mistakes if he is asked to make decisions distant from his zone of action equipped with insufficient data to make the decision correctly.

Backflashes, by definition, are an unnecessary response to an order. This can get fairly wicked. They are not acknowledgments, they are comments or refutals. Example: "Sell the bricks" as an order is replied to by "Bricks are hard to sell" or "We should have sold them yesterday." This is a disease peculiar to only a few staff members. They cannot receive an order directly and are seeking to be part of the comm, not the recipient. This goes so far as senseless "Wilcos" or "I'll take care of it" when the executive only wants to know Is it done? Despatches or orders, in most instances, are held until completed. We assume that they got through or rely on other means of saying they didn't. Only a few situations require an acknowledgment to an order over long lines and all of these occur when there is doubt that the recipient is there.

In the matter of can'ts, an executive seldom orders the impossible and generally consults with people before issuing an order. A persistent "Can't be done" means "I am unwilling." I have learned this the long way. Person A on a job, saying "Can't" all the time, changed to Person B, receiving the same orders, discovered to me that the job *could* be done since B, on the same post, receiving the same orders, never said "Can't" and the job did get done.

Entheta means embroidered reports. Data is data. It is not opinion. Data, not entheta, brings about action. All entheta does is cut the lines.

To jam an executive's lines is a serious thing to do. The result is a cut line. A bottleneck is created by staff when staff jams a line to an executive. Eating up an executive's time and patience destroys harmony, dissemination and income.

Depending on an executive for petty decisions is sure to jam lines and cost units.

The role of an executive is to plan and execute actions and to coordinate activities.

To do this he gets people to do their jobs and establishes the overall plan of action. Only an executive can string lines and coordinate actions and resolve the jams that impede things. For an executive to decide for people decisions applicable only to the sphere of *one* job is folly.

WHAT AN EXECUTIVE'S LINES SHOULD LOOK LIKE

INFORMATION:

When a member of an organization does something of importance, he should always info the executive after the fact. It is perfectly all right to take actions within one's organizational purpose. It is not all right to keep it a secret.

1. Do it.
2. Tell the right people and the executive by adequate communication at the speed necessary to the case.

Similarly, an executive ought to tell people his goals and plans and, when he does something of any importance to others, he ought to say so. The captain who tells the ship how the action is going saves a lot of nerves and useless motion.

APPOINTMENTS AND DISMISSALS:

Minor hirings and firings in a department by authorized persons should always be subject to confirmation at least after the fact. Major appointments and dismissals of key personnel must be okayed by a senior executive before the fact and action taken only on the senior executive's authority.

For example, it is a board action to appoint, transfer or dismiss an Association Secretary or an Organization Secretary. It is an Executive Director action to appoint or dismiss department heads and then only on the advices of an Association Secretary or Organization Secretary. It is an Association Secretary or Organization Secretary action to appoint, transfer or dismiss deputies or section chiefs. It is a department

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head's action to appoint or dismiss other staff but always, in every case, with permission from the next superior and info all the way up.

FINANCE MATTERS:

Consistent finance information as in Advisory Committee minutes and authority for changes and capital expenditures are an executive matter. My own authority is needed only on major changes of policy or expenditures and on extreme financial emergencies. Ordinary financial planning and routine actions are better handled locally by the Association Secretary, Organization Secretary or the Director of Accounts. I do need financial information. But where I have done planning and promotion and it is agreed upon, further handling of finance is handled under a blanket authority from me except for extreme financial emergencies or major capital outlays which are local matters.

These are the things I want on my lines. I change personnel as the answer where information is chronically withheld, where appointments and dismissals are irregular, or when an organization starts getting insolvent. Where people are continuously demanding that I make the decisions they should be making, I again recognize other ills and again change personnel.

If we all understand what's wanted, we can do it.

Well, let's look this over and do it and win.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 17 NOVEMBER 1964
ISSUE I

REMIMEO
STHIL STAFF

OFF–LINE AND OFF–POLICY YOUR FULL IN–BASKET

(HCO Sec hat check on all executives and send me a despatch personally each time you have done so — one despatch per checkout.)

These two data are paramount in handling Scientology communication lines and your own in-basket.

1. The first duty of an executive is routing properly and seeing that others route properly. If an executive does not do this, then the lines in his or her area will stack up and become so tangled that nobody can follow them or get through them. This reduces income and dissemination-producing traffic volume and general effectiveness. By "routing properly" is meant to see that everyone around them routes properly. Forwarding something already improperly routed creates dev-t and fails to handle misrouting where it is occurring.

2. Know and make known policy. The first thought of an executive in handling a despatch requiring a decision must be "Is this already covered by planning or policy?" *If* the executive knows existing policy, he or she will find that 99 percent of despatches "requiring decisions or solutions" are already cared for by policy and, the policy being unknown or nonexistent, only *then* requires "special handling." In short, if the matter is (a) covered already by policy, (b) if the sender should know that policy or (c) if the first executive receiving the despatch knows policy, then the despatch should stop right there. This leaves flowing only traffic where policy does not exist or despatches about specialized matters.

The answer to put on a despatch demanding something already covered by policy is *not* some unusual solution. The answer on the despatch should be of two kinds — (a) to a person outside who would have no clue of policy or (b) to somebody in an org who should know policy. In the case where (a) originates a query, the proper answer is "Policy on this is _____." In the case of (b) originating a query already covered by policy, the answer is "Look up old (recent) policy on this."

To outside people, policy is largely unknown. Thus one has to look up the policy or recall it to handle. But such seldom have questions needing subtle points and field policy is very well known in orgs, such as "Give them what we promised if it was promised." "Keep entheta to a minimum," etc., etc. A simple "Sorry, it's against policy" is the simplest (and usually best) solution to outside wild queries or ideas. Why explain? You're not training a staff member.

Where a staff member is involved, it is expected he or she will know policy or can look it up.

If an executive gives the despatch querying for policy an "unusual solution" where policy already exists, then a problem will occur as this solution will clash with the *other* existing policy and the staff member goes spinning off to no-policy, no-org. And the organization eventually becomes paralyzed. Any org that has an executive who doesn't keep up with policy and general planning and who is always replying to queries with unusual solutions of his own will soon find its income dropping out the bottom, as it's being stuck on the track with counter-solutions. Soon, nobody will know what policy is, so in disagreement the org disintegrates. It is no longer an org — only a bunch of individuals working at cross-purposes.

MISROUTING

Routing consists of forwarding a *proper* communication to its proper destination or, more pertinent to an executive, indicating how types of despatches are routed to staff members who route org despatches.

Misrouting would be misrouting indeed if one forwarded an improper despatch to anyone else and failed to shoot it back to its originator.

An improper despatch is one which hasn't any business on the lines. This is the soul of dev-t (developed traffic) — the forwarding of improper despatches. One can forward all the proper despatches in the world without causing dev-t. The moment one forwards an improper despatch *to anyone but the originator,* one has involved other terminals and blocked their lines too.

When you forward a despatch which should never have been written you become a party to the original dev-t. Because the despatch *is* improper it will do nothing but snarl up in-baskets all the way along the line. The ONLY correct action is to send it to the originator as improper.

IMPROPER

By improper we don't mean insulting or obscene. We mean:

a. has nothing to do with the person to whom it is sent or forwarded, or

b. is already covered by policy which should be known to the originator or the forwarding person.

Under (a) we get nonsense despatches, despatches to the wrong people, obvious lies, "everybody says" despatches, despatches calculated only to make trouble, useless entheta and so on.

Under (b) we have (Aha! discovered!) the staff member who is ignorant of what's going on or what policies cover his or her post. We reasonably expect that, let us say, a Registrar has read those policies, old and new, that cover registration. From a general staff member we expect general planning to be at least known, as general policy letters all go into his or her basket and so have been available.

OFF–LINE

A despatch is off-line when it is sent to the wrong person.

OFF–POLICY

A despatch is off-policy when originated by or forwarded by someone who should know that the matter is already covered by policy.

DEV–T

Traffic is developed (developed traffic, dev-t) by originating *or forwarding an off-line or off-policy despatch to anyone but the sender.* This may seem obscure when we say a person *originating* an off-policy despatch should not send it to anyone but the sender — i.e., himself. He has the policy letters and general planning just as available to himself as they are to anyone in Scientology orgs. So querying by despatch about a policy that can be looked up is just being too lazy to look it up, isn't it? And putting the load on one's seniors to do one's own work.

When you forward an off-policy despatch to anyone but the sender, you, if you're an executive:

a. involve other lines and

b. fail to take the opportunity to spot a staff member weak on policy.

Your *duty* as an executive is to send the despatch to its source with orders to look up policy on this. Your duty is *not* to quote policy. He or she (the originator) is the one in mystery. Let the originator do the work. Nay, worse, prowl about that person a bit and see how bad it is and order if needed a full checkout of the person on policy letters applying to his or her post. *That's* one's job as a senior executive. Not being a computer for the org that turns out answers.

Those staff members who habitually forward queries or something adequately covered in write-ups of their own duties to others are DYNAMITE in an organization. The policy on them has always been THEY LEARN THEIR JOB AND DO THEIR JOB OR THEY GO. We can't afford them. They *can cost us the whole organization,* and in two or three cases almost have.

They're too expensive when they don't learn their hats and general policy or push their duties off on others. *One* of them in an org costs at least *two* additional staff members to take care of their dev-t and duties. Actual fact. Even where the dev-t doesn't blow up an org. I could not possibly exaggerate their dangerousness to an org, fellow staff members and Scientology.

People who won't or can't learn policy or who continually alter it have not progressed casewise to Level I. They cannot receive a comm so can't answer or respond properly and they do awfully wild things. They never dig what we're at, so they create a mess.

DUTIES OF AN EXECUTIVE

An executive keeps the organization on the road by getting people to get the job done. He may also have his own work and does that too and probably works very hard at it. But his *organization* duties are concerned mainly with enforcing proper routing and making people learn and adhere to policy. If an executive won't do that, his post area or org is in a continual mess.

FLOODED IN–BASKETS

All you have to do is look at an executive's in-basket to know whether he or she is performing his or her *executive* duties. Although he or she may empty it daily, if there's much org traffic flowing through it you *know at once* that the person does not properly handle off-line or off-policy despatches.

This executive may be working day and night on the in-basket. It's the *volume* of org despatches that says the executive is not handling off-line and off-policy despatches or who has not provided proper routing in his post area. Such an executive works himself or herself half to death and is still unable to get his people out of the red.

If the in-basket is merely stacked up, and isn't being handled at all, it tells us that this person simply doesn't do any job at all but is kidding people. In actual experience when we find a stacked up, unmoving in-basket we also find (a) pretended busyness or (b) just plain no action on post or (c) outright lies. But these conditions cause an area of upset in the org *because somebody else above* or *below* that person on the org board is unable to get his job done because of that "camouflaged hole" (means post not filled but only appears to be, thus leaving a hole in the lineup). Such people *always* cause overwork by persons above or below them and are pretty dangerous to have around.

POLICY ON DEV–T

Our *policy* on finding an habitually full in-basket which never gets handled is to (a) attempt to get the person's hat on and if that fails, (b) transfer them to a post they really can do and if they don't work there, (c) dismiss. We don't ever add "processing" into our policy of handling such people as they are well below Zero and take too much work on them to make them useful.

Policy now regarding the executives who work hard but have fantastic staff despatch volume is (a) have them read this policy letter and if their volume doesn't reduce, (b) hat check them on this policy letter and if their volume still doesn't fall to very little traffic, (c) have them do the org board in clay, do Scientology orgs over the world in clay, do their post in clay and review all policy letters relating to their post and the org and planning in general.

The complaint is not that this executive isn't working. The complaint is that this executive is not putting his post area together and helping, through discipline of off-line, off-policy despatches to put an organization there and put Scientology across over the world.

Such an executive, freed of the burden of handling off-line and off-policy despatches, will begin to do his own work industriously, will come out of protest and begin to handle and disseminate Scientology and will cease to flood Scientology lines by forwarding off-line and off-policy despatches.

Further, the executive will also supply routing directions for his general traffic that brings about a smooth flow in his unit or department or org or continent.

SUMMARY

You *never* send further an off-line or off-policy despatch. You *always* route it back to the source, the staff member who sent it.

On an off-line despatch you see to it that the source routes it properly whether it comes from above or below and that the originator of an off-line despatch from below studies the org board. On this last you must also be sure the org board reflects the actuality of the real organization and is functioning. When you skip doing that, you can't of course get off-line routing cured as there isn't a visible line. Nobody has put the org board there to be known. Hence, lots of off-line despatches.

On off-policy despatches, you yourself must be familiar with policy in order to tell if something is covered *by* policy. In order to get somebody to follow policy, you must of course be sure that the policy is available and that you have done everything you could to help get policy easily found and known. Time spent on the study of policy is very well spent. And when I ask for clarification of or existing policies in your area, you should give that *top* priority *as you won't be able to do your job* unless you help on policy when needed. And the way to help on policy is to write up all the policies for your hat or area and send them to me if I ask for them so I can review and publish them. A group cannot function *at all* without agreed upon policy and of course *it can never grow*. Its in-baskets get too full. There's no way to get a post filled and working. There's no real comm, only dev-t. The resulting confusion stops any expansion. So the org stays tiny and works madly and stays poor. No policy. All dev-t. Each person present wears all the hats and also wears them all differently. That's not an org. It's a bunch of auditors pooling their confusions.

We are suckers for origination acceptance. Being trained auditors we are conditioned to letting people originate. But that's *in session*. You're not auditing when you're an executive. An improper despatch is actually not an origin at all. It's a confession that one isn't on staff or should be trained to come on staff. Such a "staff member" is still a field auditor knocking around in the org if he doesn't know policy. Critical, blundering, creating dev-t, fouling up lines. Pretty grim.

An executive's job is first to put an org there by providing comm lines amongst the group and from the org to public and public to org. That's the first, the very first responsibility of an executive whether Assoc Sec or PE Director or D of T or *any* executive.

ROUTING

When routing arrangements are made *inside* the org — from staff member to staff member — we call it ORGANIZING.

When routing arrangements are made or communication invited from org to public and public to org, we call it PROMOTION.

The executive duties of an executive are primarily concerned, then, with ORGANIZING and PROMOTION and seeing that the arranged actions are executed.

Having put the lines there, the executive must see that they truly exist and go on existing. We call this "getting people's hats on" and "keeping people's hats on" inside the org, and public to org and org to public we call "making sure promotion is executed."

The bulk of any executive's job is seeing that things are *executed*. Seeing that lines are followed, policy followed, promotion carried out. Even the D of T, making sure students are taught only straight technology, is executing policy. The D of P, seeing that pcs get gains, is really only following policy and *making sure it is followed.*

For a very senior executive to actually forward further on a query he has received from a staff member the answer to which is already covered by policy is a *very* serious thing. Why? Because the action says this senior executive doesn't know policy, or at the very least isn't putting on the hats of his staff members and juniors and so hasn't got a functioning org.

For a very senior executive to forward an already misrouted despatch is a confession of the most gross ignorance of his or her own org board.

HARD WORK

It is not saintly, then, for an executive to merely work hard. In fact, where that work is mainly invested in handling the in-basket, that hard work is just causing hard work in other places too. It is quite stupid to get tied down to an in-basket full of staff despatches. The *only* way this can happen (countless staff queries or infos) is by failing to spot off-line and off-policy despatches and return them to source, saying "Misrouted. See org board," for off-line. Or saying for off-policy, "Policy already exists on this. Look it up, please," or saying "This is contrary to general planning. Please look up recent policy letters."

MAKE THEM WORK

The surest cure for such floods of despatches is *always* to make the source work harder because he or she goofed by sending an off-line or off-policy despatch.

Some off-line, off-policy despatches are originated out of pure laziness. "Takes too long to look it up, I'll ask the HCO Sec" is the usual line of thought. The poor HCO Sec, already too overworked to look up policy, gives in desperation an unusual solution. This really messes it up. The solution given can only be as good as the data offered; and if that data is wrong, the solution is very wrong; and as the query originated in laziness it is probably wrong in data, and so *any* effort to answer it at all will only louse things up.

Hence, it is contrary to the best interests of the org to give the source the proper routing for off-line despatches. If you do, you don't handle the real trouble — the

staff member doesn't know it's an org yet and so will not be able to do his or her job. You *must* get that staff member familiar with the org board or you'll have betrayed the org. You see, *other* staff members also suffer with the off-line originations from this person. And as an executive you aren't protecting your own people from off-line origins if you don't handle the person doing it when spotted. Cure it and you help not just your in-basket — you'll take a very heavy load off other staff members too. You see, yours isn't the only in-basket in the org, and if you are an executive you're the one who *must* handle the routing for only you have the immediate authority to do so. Expansion depends chiefly on your taking that action.

On *off-policy despatches,* by which we mean the staff member doesn't know his policy and so does things contrary to it or wants to know if it is policy, why should *you* study up your policy letters? You are probably fairly well up on them. The person who isn't is the source of that despatch. So you *must* make sure that that person gets industrious on the subject of policy and burns some midnight oil on old and new policies and general planning.

So again, by your looking it all up for the offender, you cripple your organization by leaving uncared for an area in it that will goof. And that staff member's goof can destroy the whole org! That's no exaggeration.

Why are you working so hard as an executive to put the org there and make it grow if there aren't elements around that are destroying it? If there were no such elements, your org would just grow and all your work would be promotional or service. That you are always continuously creating your department, unit or org or defending it somehow, means there must be something knocking it down. The symptom of that something is the off-line or off-policy despatch.

For you to be totally effective you yourself must know routing (the org board) and know policy and the general planning in progress.

And for an org board to be known it must exist and be real and must say what departments, units and staff members do.

And for policy to be known it must exist and be findable.

To make minor changes on an org board and double assign (two or more hats to one person) is quite usual in an org. To make major changes such as Ad Comm in charge of HCO or training done by the Accounts Unit would be a gross violation of policy. And so your org board must to that degree be a standard org board. But you still have to do routing on it and provide routing for it.

To invent policies or supplement policies without sending them through channels *as completed staff work* (which means routed to the board, with all related policy letters clipped to the requested change and the new policy letter all written, ready for issue) will break down the Scientology lines in that area.

You don't believe it? Australia got into its whole inquiry mess because the senior executives either did not know or follow the long-standing policy concerning the prompt return of money to a dissatisfied pc. That cost the org thousands and thousands, a year of grief, and risked getting Scientology banned in Australia. A policy

not known or altered is *death*. Not from me but from the community in which the org operates.

Still don't believe it? Washington, DC either did not know or did not follow the explicit policy concerning receiving favors from preclears but only half-heartedly reported them to an uninformed HCO which didn't know or didn't follow the full intent and spirit of the policy and never told me as was implied in the original policy letter. The wife of that person giving the favors brought on the *whole* FDA mess that cost us tens of thousands and *two years* of grief and almost knocked out Scientology in the US.

Policy is survival for a group.

ONLY PRACTICAL POLICY AGREED UPON AND FOLLOWED PROVIDES THE ARC THAT IS THE LIFE ITSELF OF ANY GROUP. It's the mores, the policies, whatever you want to call them that makes a group or an organization alive and breathing.

Bad policy, bad mores, and you have a dying group, a dying organization. Governments whose policies are unreal are perishing. They act like criminals. There's where anyone gets his distaste for "policy"—he has looked at the policies of dying groups and is imitating how they are regarded.

But as in control there is good control and "bad control," so in policy there is good policy and bad policy. It has a bad name with some people. It bores them. They also kill groups. So if your organization is going to live, it must have real, living policy and respect it and use it.

All right, so we're serious now. Org boards and policies must exist and be followed and the person who makes sure of that is a Scientology executive.

The clue to violations is the continuously full in-basket, whether moving or not. If an executive's in-basket is always full, then he or she either isn't (a) working at all or (b) is working like mad but is not handling off-line or off-policy despatches by getting the lines in and the policy known.

You can't escape it; there it is.

There is nothing wrong with working hard as an executive. I do. There is nothing wrong with having lots of traffic through an in-basket. A busy org does. There is everything wrong with an executive having a lot of staff traffic because 99 percent of it is off-line and off-policy; and if you don't act to correct it, you not only don't have time to breathe, you also will wind up with no income and no org.

Fact.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JANUARY 1965

REMIMEO
STHIL STAFF

DEV–T

(Adds to HCO PL 17 Nov. 64 I,
OFF–LINE AND OFF–POLICY, YOUR FULL IN–BASKET)

The commonest cause of OFF–LINE despatches is:

A staff member writes a despatch to himself but routes it to somebody else.

Example: Registrar writes a despatch to the Org Sec asking how to meet a quota of interviews. This is dev-t because it is off-line. Why is it off-line? The staff member responsible for increasing interviews is the Registrar, not the Org Sec. Therefore the despatch should be routed to the Registrar and routing it to anyone else is misrouting. *Informing* the Org Sec "I am doing so-and-so to increase the number of interviews" is quite in order, but it's a despatch containing a report, requiring no answer. The correct routing of a query about increasing interviews would be to the Registrar. Thus the above example's routing would be the Registrar to the Registrar.

When a staff member generates a lot of despatches about his post, these are usually misrouted if they go to anyone else but himself. Since who else should wear that hat? Not the Org Sec or Assoc Sec. Not the HCO Sec. Only the staff member himself or herself.

In orgs a goodly number of people think staff members senior to them also wear their hats. This is definitely not true. The Assoc Sec or Org Sec does not wear every other hat in the org. If he does, he is a pretty poor organizer. And if he lets staff force him to, then he isn't much of a leader.

You can detect people who fear responsibility or consequences of their most ordinary actions by the number of despatches they send others which should only have gone to the staff member himself or herself.

It's the figures on the weekly report sheet, the volume of work accomplished, the résumé of results that inform others about a hat and the activities and effectiveness of the person wearing it. An Org/Assoc Sec only needs to look at these reports, not his in-basket, to know if posts are being held. It may make one feel grand and responsible when others *must* come to one for help on their jobs but it sure doesn't make a strong org to have "what-do-I-do's" flying up to the head of the org day and night. People exist who do their jobs without a lot of dev-t about how to do them, what to decide, how to think. And people exist who do their jobs without getting everyone else in trouble.

OTHER PEOPLE'S HATS

There is another type of dev-t which one encounters. And that is the origination of comm that should have been originated by someone else.

This has several guises. You see it in a usual form in Academies where some student is always asking questions "so that the others will understand." The student himself or herself understood the Instructor but asks a question so "the others will understand also." This is of course a student trying to wear the Instructor's hat or another student's student hat. I can usually detect this one and break it right there with "Are you asking because you don't get it or because you think the others haven't?" Such a student can lengthen study hours horribly without helping anyone a bit.

A staff member occasionally tries to originate for another hat than his or her own. It is easily detected. The despatch has to do with the Academy but is from the HGC, etc.

Such a despatch is usually misrouted also. It is sent to a department head or the HCO Sec or somewhere. Trying to handle it gets pretty deadly as it's a double snarl. The originator shouldn't have originated it and also should have sent it elsewhere if he or she did originate it. If the HGC thinks it has to wear the Academy hat then the despatch should go to the Academy and nowhere else. At least send it to the hat it most concerns.

This gets even more snarled when it jumps an org — to wit, an HGC staff member originates a despatch *for* the Academy and sends it *to,* let us say, the national Central Org. In the other org, unfamiliarity with the org board of the originating org can cause action to be taken. It isn't noticed that the HGC is talking for the Academy.

When action is taken other than returning the *off-origin* despatch to its sender, a great many evils can result. The least of them is that it gets the sender in trouble when acted upon.

Example: A staff auditor proposes to the Assoc Sec that students be trained better in 8-C because of a recent HGC flub. The Assoc Sec jumps on the D of T. The D of T privately pounds the staff auditor into the ground.

Ill feeling in orgs usually stems from these *off-origin* despatches.

In the above example, the staff auditor should have taken it up emphatically on the basis of a flub in the HGC with the D of P who then would take it up with the D of T still on the basis of an HGC flub. Then it has a chance of straightening out. You see, lacking data, the person originating an *off-origin* despatch usually assigns wrong cause. In the above example it may have been Certification at fault, not the Academy at all. One can drown in a sea of errors on these off-origin despatches. Basically what ails governments is their dependence on spy reports, police reports, etc. The reporting person does not wear the hat which should have originated.

When a staff member does not himself originate when he or she should, it will show up in the OIC reports and in emergencies. It is handled by putting on the person's hat, auditing or personnel transfers, not by off-origin despatches.

Did you know you can let an entheta despatch drop right there and create less entheta by doing so? Try it sometime.

Not all off-origin despatches are entheta, of course.

Part of this type of despatch is of course off-zone. Perth originating for Sydney. Or Los Angeles originating for New York. Or Assoc Sec London (as once happened years ago) doing business *only* in Australia. Or LA getting pcs only from Nevada. Here one sees somebody operating for the wrong zone or for only part of their whole zone. On a smaller look, a staff member doing only part of his job produces a similar result. And somebody doing another staff member's job is another version of it.

Off-origin despatches or work can make an awful lot of dev-t — not always pleasant.

ORG BOARD DEV–T

An out-of-date org board can cause dev-t.

A staff that doesn't have a well-done org board cannot help but make dev-t.

An org board is what we use instead of appointment lists inside orgs. If it isn't posted on the org board, it hasn't been appointed. Why? Because an appointment is effective only if its work will be routed to it. If nobody knows about an appointment, then how can anything but dev-t occur?

Thus prime preventers of dev-t are

1. A well-done org board
2. A complete org board containing all appointments
3. A staff checked out on the org board
4. All new staff checked out on the org board
5. No appointments existing that don't appear on the org board.

A *lot* of dev-t occurs because some people are insufficiently aware of the existence of an org. They think "we're all here together working." They don't realize everybody in the org does a different job than the rest.

There is no one so eager to reorganize everything as a new staff member who has yet to discover the org board and its purposes.

And there is a flood of dev-t from anyone who

1. Doesn't know the org board well and who
2. Hasn't got his own hat on.

Obviously, to reduce dev-t and keep one's in-basket within reason, one must

1. Have a complete and well-done org board up-to-date and known and
2. Get individual hats on.

Otherwise people will misroute continuously—sending their own bits to others and flooding wrong others with despatches.

HATS

Given a good org board with the purpose of each post stated and the whole thing well known to staff, lengthy and complex hats become less important.

Hats, complete ones, *are* important and of value.

But did you know that a staff member will do best if he has to *evolve* his own hat before he reads up on it or afterwards?

The way to do this is on a clay table.

Take a very fundamental statement of the staff member's job—a complete, simple statement. Then, have the staff member

a. Work out the org in relation to the field and public in clay.

b. Work out his job in clay in relation to the rest of the org.

c. Work out his job in clay in relation to his job and himself.

After a staff member has done that (labeling every bit of everything he makes), and then done (a), (b) and (c) again, most of those misapprehensions and not-knows that cause dev-t will be gone.

And it pays off in the time spent by increased effective volume and decreased dev-t.

Very little dev-t is caused by viciousness or mean intent. It's just the accumulations of (1) not-knowns and (2) afraid-to-do's.

Cure them.

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HCO POLICY LETTER OF 8 FEBRUARY 1965

REMIMEO
STHIL STAFF

DEV–T ANALYSIS

(Continues HCO PLs 17 Nov. 64 I, OFF–LINE AND OFF–POLICY, YOUR FULL IN–BASKET, and 31 Jan. 65, DEV–T)

Probably the basic reason for the expansion of bureaucracies is dev-t.

When admin staff in one of our orgs begins to exceed tech staff, then it is obvious that a lot of dev-t is on the lines. Proof of this is the continual finding that an increase in admin staff does not lead to an increase in income but on the contrary often heralds an era of decreased gross income.

Within reason, you must not increase admin staff numbers until you have thoroughly hunted down all dev-t and taken adequate remedies for it.

When a government sees a lot of despatches it thinks it needs a lot of people. These, making more dev-t, then seem to need many *more* people, etc. The cure for a lot of despatches without a lot of new income showing up is a brisk analysis of the org's comm lines.

This is simply done.

1. Look around for constantly full and not emptied in-baskets. When you find one in which the traffic does not move, look the post over carefully and decide which one of the following to do on the basis of what you find on that post (a) educate or (b) replace. If, when (a) is done, the basket again remains as before, do (b).

2. Look into people's baskets for despatch and letter dates. If you find a basket where these are quite old, find out why and make up your mind what to do about it on the basis of what you find.

3. Look into drawers for cached despatches, letters, etc. If you find a drawer full, realize somebody is staying clean on the boards by hiding what should be visible. Find out why this violation is occurring and act accordingly.

4. Look over the traffic flow of the principals of the org (Assoc/Org Sec, HCO Sec) and analyze their traffic on the basis of the number of off-line, off-policy, off-origin despatches. Note what staff members are doing these and act accordingly.

5. Make the principals of the org keep logs of off-line, off-policy, off-origin despatches and *also* bodies brought with despatches. After one week, take these logs and, as they spot the dev-t artists in the org, act accordingly.

The main thing to know is *never* get reasonable about dev-t. If it doesn't cure by education or other means, then you have no choice but to act. The sooner you act, the better for everyone.

NO WORK

The Anglo-Saxon race has a crazy spot on the subject of work. The whole ambition is to *not* work.

This is quite at variance with several other races and normal thetan behavior.

Easily the greatest source of dev-t is noncompliance or no-comm.

You can say all you want about despatches and analyze them thoroughly and with benefit to all.

But the most *deadly* conditions, the things most likely to produce the greatest floods of traffic in the long run are noncompliance and no-comm.

One or the other of these is the basis of any emergency.

So in analyzing traffic to increase income and efficiency, be very, very alert to the points of noncompliance and no-comm.

In our ordinary despatch system these are not easily spotted as we seldom keep copies of our despatches.

The way to locate these spots is by questioning the principals of the org and getting a list of:

1. Emergencies of the past three months and what departments and personnel were most closely connected to them.

2. Present time problems of the principals with the org and the names of the staff members most closely connected with these.

Compare lists 1 and 2. You will find that there are names common to both these lists.

Query what despatches remain unanswered by these persons or what orders have not been complied with. This selects out one or two people.

You now have the basic sources of dev-t in the org which cause more visible dev-t to build up.

Act accordingly. And don't get "reasonable."

Principals seldom realize that their softness on bad dev-t offenders works great hardship on other staff members. The real overt is against other staff members by *not* acting effectively to locate and reduce dev-t.

As an example, I know of an instance where two staff members' noncompliance and neglect of orders cost an org £20,000 *cash* in one year alone and brought the org to a point where only heroic action saved it. Only two out of fifty were responsible. The other forty-eight were working their heads off trying to make a go of things.

These two, by noncompliance with despatches, with no-comm, sabotaged all promotion and the entire PO system and nobody could tell how it was happening. When they departed, not only the losses vanished but org income *doubled.*

So don't ever get soft where you see noncompliance or unanswered despatches. You're looking at trouble and future emergencies that may wipe out the org.

DEV–T ANALYSIS

You can pretty well size up a whole org just by watching its despatch lines and baskets.

If you were very skilled at this, you really wouldn't need to move out of the Communicator's chair to spot every bad and good point in the org.

Without analysis by dev-t, an org is carried on the backs of a few desperate staff members.

Why do it the hard way? Watch and handle dev-t sources and you'll be able to breathe again.

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HCO POLICY LETTER OF 5 JANUARY 1968
ISSUE I

REMIMEO

DEV–T SERIES, PART OF

OVERFILLED IN–BASKET BAD NEWS

If an executive is trying to do his or her job and looking ahead and handling things and yet is being hit constantly with bad news and problems and has his in-basket loaded continually,

a. HE IS GETTING NONCOMPLIANCE AND FALSE REPORTS

and

b. HIS JUNIORS ARE NOT GETTING HIS ORDERS EXECUTED

and

c. HIS JUNIORS ARE NOT PUTTING IN ETHICS BUT LEAVING IT ALL TO HIM.

What he sees is bad news and hard-to-handle items and an overfilled in-basket.

He does not see (a), (b) and (c) above as they are out of view and often blurred by efforts by juniors to LOOK and SOUND active in his sight while actually really loafing and goofing or outright betraying him.

This is the most senior datum in all dev-t policy — that

IF YOU ARE BEING HIT BACK BY LINES YOU ARE TRYING TO HANDLE then YOU HAVE UNSEEN NONCOMPLIANCE AND FALSE REPORTS ON YOUR LINES.

Therefore, to remedy this situation, when an executive is being knocked about by his lines, bad news, disasters, etc., and he feels PTS, he must apply this formula mercilessly:

A. MAKE THE PENALTIES FOR NONCOMPLIANCE AND FALSE REPORTS TOO GRUESOME TO BE FACED AND ENFORCE THEM

B. LOCATE AND DISCIPLINE THE JUNIORS WHO DO NOT EXECUTE OR DO NOT GET ONE'S ORDERS EXECUTED

and

C. SACK EVERY JUNIOR WHO WILL NOT PUT IN ETHICS IN THEIR OWN AREA ON THEIR OWN.

The *only* reason an otherwise competent and industrious executive gets hit by bad news and has an overloaded in-basket lies in (a), (b) and (c) above, and the only effective remedy is (A), (B) and (C).

It takes far more ethics and far steeper enforced penalties to make an organization work than Scientologists have been using.

If you don't learn and use the above, you will not be a big success and your life will be miserable and your post untenable.

We work in a jungle of noncompliance and false reports called the wog world. Our ethics must be proportional to our ability to do good or we will all vanish.

You must give attention to this PL or you'll *never* cure the dev-t on your lines. It all comes from noncompliance, false reports and your juniors patty-caking around and not getting in ethics on their own, no matter HOW it may look from your post.

Of course your lawyers and accountants "know best" and have OUT–ETHICS and therefore give you the most trouble as they are outside your control perimeter as "experts" and so you have more legal and accounts problems than others. This PL still applies to them too.

You CAN function as an executive if you do your job and do (A), (B) and (C) above. Otherwise, lord help you, your juniors will get you shot by (a), (b) and (c). A good fellow is a dead good fellow when he's dead. So being a good fellow is NOT the solution to getting a job done. The solution for an executive is (A), (B) and (C).

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HCO POLICY LETTER OF 12 AUGUST 1968
ISSUE I

(Also issued as Flag Order 1174, same date, same title)

REMIMEO

DEV–T DATA

PEOPLE WHO DON'T DO THEIR JOBS

A Type S being is so devoted to stopping something that he has no time or energy to actually do his job.

We have long said that people never did nothing. They were always doing something. If they weren't doing their jobs they were not doing nothing. They were for sure doing something else.

I have found what I believe it must be — they are stopping something.

There is an exact point where a thetan goes mad. It is *not* a broad gradient. It is an exact point. It is the point when a thetan begins to be devoted to stopping something.

At this point also he ceases to do a job or carry out cycles of action.

He can't move through a cycle of action because, you see, he is stopping something.

The manifestations that grow out of this are nearly infinite. They sum up to a person being a liability on any post of responsibility as he uses his authority merely to stop the thing he is devoted to stopping.

As he is still clever in a way, he can give the widest and most varied appearance of being busy at his job, but the end product is routinely a flub.

When such a person is still able to reason, he is suppressive in a degree. The thing he is stopping has begun to generalize in quality so he stops many things without realizing what he is trying to stop.

As he becomes more stupid he then begins to act irrationally and exhibits what could be easily seen as insanity.

Getting even (revenge) is a method of stopping things by making others guilty of *doing* things or having done things.

This can go so far that an inexpertly processed or not processed or poorly trained or not trained Scientologist can knowingly get even by trying to demonstrate he has had no case gain. He does this by acting stupid and discreditably or out-ethics.

You can realize how far this goes when you see a thetan doing himself in to prove he is right. A thetan has been known to sit tens of millions of years, immobilized, just to prove he is right by showing he has been "done in."

All this begins by being devoted to stopping things.

The manifestations are continual flubs, bad or no job performance, incomplete cycles of action, dev-t.

The remedy casewise is of course real standard processing up through the Grades on the Grade processes by an auditor who himself isn't goofing up his TRs or metering.

A Type S S&D is vital. A Type W may have to be run first.

And as the person progresses, with his track opening up, more S&Ds can be run, affecting him to greater depth.

Somewhere along the line he'll come right. *BUT* until he does he is a pc and should not be on org lines until he is cured of the basics of his obsession. Why? Because they stop others, covertly or overtly, from getting anything done.

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HCO POLICY LETTER OF 27 JANUARY 1969

REMIMEO

DEV–T SUMMARY LIST

(Add to dev-t policies)

The following list is a summary of items which *Dev*elop (increase) *T*raffic. It is based on years of experience with the subject of dev-t.

1. FALSE REPORTS

A report that is false can cause greatly increased useless action including at times B of Is, despatches verifying it, etc.

2. NONCOMPLIANCES

Failure to comply with an order can set an emergency flap going which crowds the lines with despatches. One consequence of noncompliance when repeated over a long period is to move a large number of targets into PT in a sort of frantic jam. Catastrophes can occur because of noncompliance.

3. ALTERED COMPLIANCE

Something was introduced or changed in the orders which made them nonoptimum. This sometimes wastes and repeats all earlier traffic.

4. NO REPORTS

The scramble to find out if something has been done increases traffic. This includes lack of data forwarded as it should have been. It causes as well anxiety and uncertainty.

5. COMM FORMULA UNUSED

All orders out — answers in are on the comm formula. Failing to answer the question asked can triple traffic.

6. INFO FAILURE

Those in charge fail to brief their juniors. These then have no idea of what's going on and develop other traffic in conflict. Reversely, juniors fail to inform seniors of data they have.

7. LACK OF CSW

Failure to forward an assembled package of information on any given situation, plan or emergency or failure to forward complete information on any despatch,

sufficiently complete to require only an approved or not approved slows down approval and action and develops traffic. It often requires returning for completed staff work, or the senior concerned must take over the person's hat and assemble the missing data using his own time and lines. And thus traffic develops.

8. SUPPRESSION ON LINES

Lines get closed by arbitraries so that vital info does not get through or vital action is not ordered.

9. CROSS ORDERS

Juniors issue so many orders unknown to a senior and *across* his lines that a senior's orders are obscured or lost. Things get very confused, very active but nonproductive.

10. PRESENT TIME ORDERS ONLY

Basic programs or standing orders or policy go out by not being enforced. PT orders only are being forwarded or handled. This eventually balls up in a big wad and an organization vanishes. Primary targets go out.

11. NONEXISTENT TARGETING

Targets are not set, major targets are unknown. Actions are then unproductive.

12. UNREAL TARGETS

Targets are set and worked on which are not derived from any useful major target.

13. CROSS TARGETS

The senior's target system is neglected due to conflicting targets being set on lower levels.

14. BUGGED TARGETS

A target develops bugs in its forwarding which are not seen or reported. The target stalls. A furious traffic burst may eventually occur to redo it and catch it up.

15. HOBBY HORSES

A staff member can "ride his favorite hobby horse," ordering and complying only in his favorite area, neglecting areas of greater importance. His orders often cross-order and distract from important targets and create dev-t, vital actions being neglected.

16. STALEDATED ORDERS AND DESPATCHES

Staledating delays action, often important, and creates anxiety and emergencies. New (developed) traffic results in an attempt to get an answer or compliance.

17. FORMULA EVASION

Areas or persons fail to follow the conditions formulas assigned or actually indicated and pursue the wrong or no formula.

18. INCORRECT CONDITIONS

Incorrect conditions are assigned or assumed with consequent ball-up of lines.

19. HAT DUMPING

This is referring everything to someone else. It greatly increases traffic without producing.

20. CHANNEL SKIPS

Something is not forwarded on channels but skips vital points and if acted on confuses the area of the points skipped.

21. VIOLATED PURPOSE

A division, dept or staff member or materiel used for things it was not organized to do. It disrupts its normal lines.

22. BACKLOGGING

If traffic or bodies begin to be backlogged, one can stall completely just handling the queries about the backlog without getting anything really done.

23. OFF ORIGIN (statements and despatches)

A terminal originates something not its hat.

24. OFF LINE

Despatches or orders are passed in a manner to deny info or record.

25. INCORRECT ORGANIZATION

The comm system or procedures are not organized so as to be easily used. They are either not organized at all or are made too complex to be useful.

26. ORG BOARD DEV–T

An out-of-date org board can cause dev-t. A staff that doesn't have a well-done org board cannot help but make dev-t. A staff that doesn't know the org board will make dev-t.

27. UNTRAINED STAFF

Staff not grooved in on the lines mainly deal in dev-t and, although they even look busy, seldom accomplish much.

28. UNPRODUCTIVE PERSONNEL

Keeping a personnel on a post who is a flagrant dev-t source.

29. PEOPLE WHO PRESENT PROBLEMS

Problems presented by juniors when solved by a senior cause dev-t because the source of the problem usually won't use the presented solution either.

30. HAVING TO HAVE BEFORE THEY CAN DO

Projects stall "because of FP" or "because it would be nice to have a . . ."

31. PERMITTING DEV–T

The biggest single goof anyone can make is failing to recognize something as dev-t and going on to handle it anyway. One's basket soon overflows. The reason for "overwork" and "heavy traffic" is usually traceable to permitting dev-t to exist without understanding it or attempting to put the *dev-t* right.

32. LACK OF EXECUTIVE RESPONSIBILITY

Is this okay?

Executives may not okay anything done or to be done below their level unless their immediate junior has also stated or attested with an initial that it is okay.

Unless one can fix responsibility for actions, there is no responsibility anywhere and the whole show goes to pot.

Never let a junior say "Is this okay?" Always make him state or initial "This is okay" on all work, actions or projects.

"Is this okay?" is dev-t and should be chitted as such.

33. EXECUTIVE ENTURBULENCE

An executive is seldom hit unless he has had noncompliance on his lines. He is almost never hit if he polices dev-t. When an executive is hit by a catastrophe, he should handle it and AT ONCE CHECK UP ON DEV–T AND HANDLE IT. I keep a daily log of dev-t and who and what every time I find my lines heavy or there is a threatened catastrophe. Then I handle the majority offenders.

34. USING DEV–T AS AN EXCUSE TO CUT LINES

An executive must really know what dev-t is and really say what the exact dev-t was in order to reject or handle dev-t.

35. CATASTROPHES

A catastrophe occurs by lack of prediction of a possible circumstance. Those things planned for do not become catastrophes. Catastrophes USUALLY FOLLOW A PERIOD OF EXCESSIVE DEV–T.

The above make a great many motions necessary where only the one correct one was needed.

Thus a crew or org can look *very* busy when it is only handling dev-t. It will get nowhere. Real targets are not done. Tempers go bad. Staff and crew are overworked.

Also when I get dev-t on my lines, I know that it is despite various screenings. If *I* get it, then it must be a hundred times that for the fellow who has no such admin defenses.

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I routinely run a dev-t check on my lines and advise all officers and executives to do the same.

The way to handle this is REVIEW and CLASSIFY all targets into their types as per three recent policy letters.

Find and note all instances of dev-t as above with the person who did them.

Turn in KNOWLEDGE REPORTS or ethics chits concerning them.

Concentrate on *COMPLETING* proper targets set as per the recent policy letters.

ONLY REPORT COMPLETIONS.

Work to get *COMPLETIONS*. Then we'll get the job done.

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HCO POLICY LETTER OF 30 JANUARY 1969R
ISSUE II
REVISED 21 OCTOBER 1980

REMIMEO

DEV-T SUMMARY LIST ADDITIONS

(Adds to HCO PL 27 Jan. 69, DEV–T SUMMARY LIST)

(Add to dev-t policies)

An actual example of dev-t (*dev*eloped *t*raffic) follows:

A warm wind came up and the heating system on the MV *Apollo* was no longer required to be on. A message was sent to the engine room to "turn off the heat."

The order was not complied with.

The order was repeated some time later to a steward to send a messenger to the engine room and tell them to "turn the heat off the fans." The messenger was not sent by the steward, but the steward instead told the I&R (*I*nspections and *R*eports) of the engine room, who was making his inspection rounds, to turn *down* the heat.

Again the order had to be repeated, this time to a messenger who went to the engine room and gave the order to "turn the heat off the fans" to the Engineer of the Watch.

He replied, "We turned it *down* a short while ago!"

The messenger accepted this *ALMOST* and reported back to the senior executive, who again had to send the messenger to repeat the order to "turn off the heat." This time the messenger returned with the compliance that the heat had been turned off.

FOUR TIMES the message had to be repeated before compliance was reported.

*Dev*eloped *t*raffic.

From the above some new forms of dev-t can be isolated.

36. ACCEPTING AN ALMOST

The messenger accepted the ALMOST of turning *down* the heat. The order was to turn it *off*.

An executive or communicator or messenger who accepts and forwards an "almost" is permitting dev-t.

Orders given are to be executed and reported DONE, not to be nearly done or almost done.

A *communicator* can often be tripped up by this form of dev-t. It is most easily spotted by insisting that the original order or orders be returned with the compliance so that any terminal on the line can tell at a glance *what was ordered,* and *what was done.*

37. FAILURE TO GET AN ORDER CLARIFIED

Upon questioning, it was found that the messenger had not fully understood what was required and passed this uncertainty on to the Engineer of the Watch.

38. IRRELEVANT INFORMATION

The Engineer of the Watch, when told to "Turn the heat off the fans," gave the messenger the irrelevant information, "We turned it down a short while ago."

A later check revealed that he did indeed comply and turn the heat off but failed to inform the messenger of this, giving her only the irrelevant information that they had earlier turned it down.

This form of dev-t can also take the form of forwarding to a senior large quantities of irrelevant information, jamming his lines, and reducing his productiveness. The opposite of this of course is failure to inform one's seniors of relevant data (see HCO PL 27 Jan. 69, DEV–T SUMMARY LIST, point 6).

39. REASONABLENESS

A staff member or executive can be "reasonable" and accept reasons why something cannot be done, accept incomplete cycles as complete and fail to follow through and get completions.

All of which results in further traffic. This form of dev-t is best handled by knowing and applying HCO PL 19 Aug. 67, THE SUPREME TEST.

THE SUPREME TEST OF A THETAN IS HIS ABILITY TO MAKE THINGS GO RIGHT.

40. FAILURE TO TERMINATEDLY HANDLE, REFERRAL

The only tremendous error an organization makes, next to inspection before the fact, is failing to terminatedly handle situations rapidly. The fault of an organization's waffle, waffle, waffle, Joe won't take responsibility for it, it's got to go someplace else, and all that sort of thing, is that it continues a situation.

What you should specialize in is terminating the end of a situation, not refer it to someone else. Complete the action now.

41. FAILURE TO COMPLETE A CYCLE OF ACTION AND REFERRAL

One of your most fruitful sources of dev-t is your own double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

If you do every piece of work that comes your way WHEN it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you've got a psycho on the other end.

You can keep a comm line in endless foment by pretending that the easiest way not to work is to not handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.

Complete the action; do it now.

42. FAILURE TO RECORD AN ORDER

Failing to make an adequate record of an order given, losing or misplacing the order can result in endless dev-t.

The original orders being lost or not recorded at all, wrong items are purchased, incorrect actions are taken, cross orders are given, and a tremendous waste of executive time and money occurs straightening the matter out.

This is one of the most serious sources of dev-t.

43. UNCLEAR ORDERS

An executive giving an unclear order puts uncertainty and confusion on the line right at the very beginning of the cycle of command.

The safe way on an important program or action is to target it.

44. MISUNDERSTOOD ORDERS

Orders misunderstood by the recipient will not be properly complied with as the order was misunderstood. The incorrect or no action following will require further traffic to correct.

As an executive, originate clear, precise instructions and orders.

As a junior, duplicate the order, and never fail to clarify if you have misunderstood.

45. RELAYING AN ORDER IN A CONFUSING MANNER

Communicators and messengers can create dev-t and foul up actions by poor relay of information.

46. CLEANING CLEANS

Doing something that is already done or ordering something to be done already done.

47. REPEATED TRAFFIC

The same traffic repeated to the same executive is dev-t. Often takes the form of information or compliance reported by telex and then the *same* information being sent by despatch. There are times when a telex is followed by a more lengthy despatch or report, but this should only occur when *extra* information is really needed.

48. FAILURE TO WEAR YOUR HAT

A person on one post not doing that post but doing every other post creates endless dev-t, all despatches and origins being off-origin and he covering the hole of his own post.

The person himself is the dev-t.

49. UNUSUAL SOLUTIONS

Requests for authority to depart from the usual are dangerous when okayed, as they then set up areas of difference and cause policy to wander and misfit at the joints.

Juniors who propose unusual solutions generally don't know the policy or orders anyway.

The proper thing to do is order a checkout on the appropriate policy.

50. REMOVING PARTICLES OFF THE LINE

Apart from being a serious offense, taking comm particles off another's desk or out of their in-basket or off the comm lines causes dev-t and lost time in searching for the missing particles and can sabotage projects or actions, vital data being missing.

51. SLOW COMM LINES

Despatches held up on lines cause other despatches to be originated about the same subject, causing dev-t to both sender and recipient.

The power of an organization is directly proportional to its speed of particle flow (letters, despatches, telexes, bodies).

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HCO POLICY LETTER OF 27 OCTOBER 1969
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 23

DEV-T

The entire, complete and only major source of dev-t is ignorance or failure to grasp CONFUSION AND THE STABLE DATUM as covered fully in *Problems of Work* (and LRH tapes of 1956).

Unless an executive or staff member fully grasps the basic principles of confusion and a stable datum then the org board is completely over his head, the reason for posts is not understood and dev-t becomes routine.

A post on the org board is the STABLE POINT. If it is not held by someone it will generate confusion. If the person that is holding it isn't really holding it, the confusion inherent in that area on the org board zooms all over the place near and far.

Any executive getting dev-t knows at once what posts are not held because dev-t is the confusion that should have been handled in that area by someone on post. With that stable terminal not stable, dev-t shoots about.

Excessive transfers in an org promote fantastic dev-t as the posts do not really get held as people are on them too briefly. "Musical chairs" (excessive transfers) can destroy an org or area.

The remedy is to get people trained up (OEC) to handle their posts, to get people on post who do handle their posts.

An essential part of such training is a *study* of *Problems of Work* and a full grasp of how a stable terminal handles and prevents confusion. If the person cannot fully grasp this principle, he is below the ability to conceive of terminals and barely able to perceive lines. He cannot communicate since there are no terminals to him.

REMOTE AREAS

If an area remote from an executive does not contain a stable point to which he can send his comm and get it handled, then his comm only enters dev-t into the area and he gets back floods of despatches and problems but no real handling. The area is not organized and does not have people in it who have grasped *Problems of Work* or how it applies to an org board or even why there is an org board.

Communicating into a disorganized area without first organizing it to have at least one stable terminal is foolishness.

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An org board is that arrangement of persons, lines and actions which classifies types of confusions and gives a stable terminal to each type. It is as effective as its people can conceive of terminals and understand the basic principle of confusions and stable data.

A good executive arranges personnel and organization to handle types of actions and confusions. He does not broadly comm into disorganized areas except to organize them.

Any area which gives an executive excessively developed traffic (dev-t) is an area where the persons supposed to be the stable terminals in that area are *not* holding their posts and do NOT understand what they are or why and do not know what an org board is and have never understood the Scientology fundamental known as confusion and the stable datum. They are NOT doing their post or organizing their areas.

An executive's evidence of this is the receipt from there of dev-t.

The executive's action is to get somebody THERE, get him to understand confusion and the stable datum and how it applies to posts as stable terminals, get him trained up and use that now stable point to handle further confusions.

If an executive goes on handling dev-t of people who are not stable terminals that handle their areas, HE WILL BE FORCED TO WORK HARDER THAN IF THE POST WERE EMPTY. At least if it were empty, he would get only the confusion of that area. As it is, if the post is improperly held and wobbly he gets not only the area confusion but also the enturbulation of the wobbly incumbent.

Volumes could be written about this subject. But there is no reason whatever not to be able to grasp the fundamentals concerning confusion and stable data, confusion and stable terminals, apply it to org boards, to areas and to expansion.

Chaos is the basic situation in this universe. To handle it you put in order.

Order goes in by being and making stable terminals arranged to handle types of action and confusion.

In organizing units, sections, divs, depts, orgs or areas of orgs, you build by stable terminals.

You solve areas by reinforcing stable terminals.

Executives who do not grasp this live lives of total harassment and confusion.

The whole secret of organization, the whole problem of dev-t, the basic ingredient of all expansion is contained in this.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 NOVEMBER 1969

REMIMEO
DEV-T SERIES

DEV–T GRAPHED

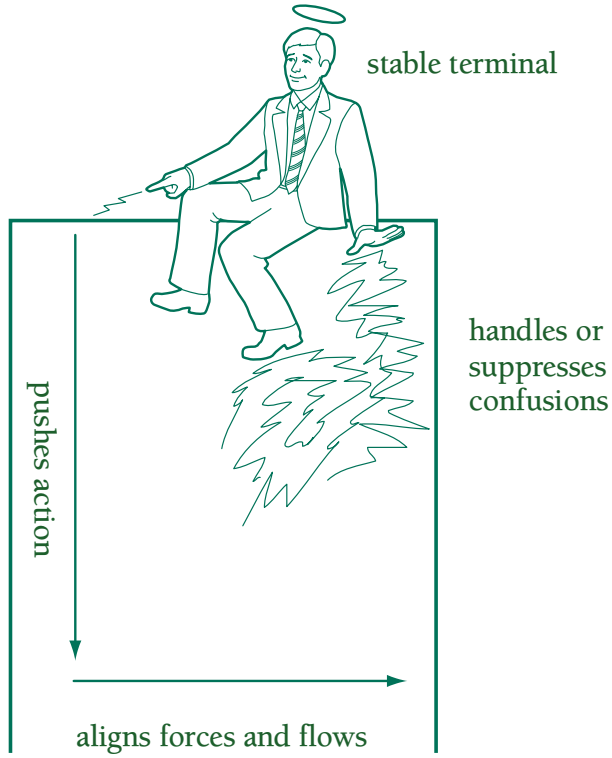
Confusion and the stable datum is graphed on every org board.

The stable terminals are at the top of every section, department, division or portion of the org, as seen on the org board.

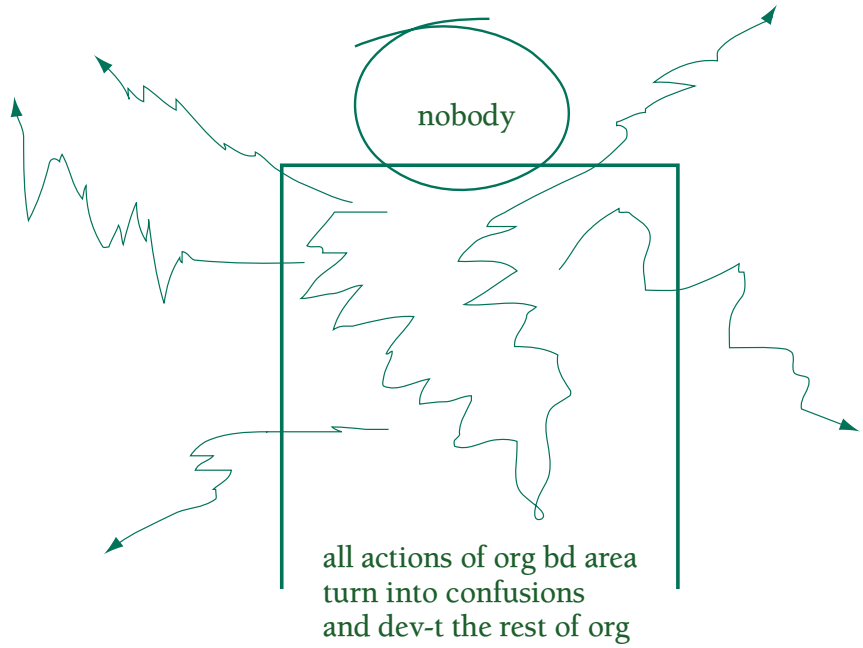
If you consider each area small or large as a BOX CONTAINING PUSHED ACTIONS AND RESTRAINED CONFUSIONS and its in-charge or executive the stable terminal that makes this happen, you will really grasp what dev-t is. Dev-t occurs when the stable terminal of a box on the org board is not stable but is itself a confusion.

There are five major conditions on an org board, one right and four wrong.

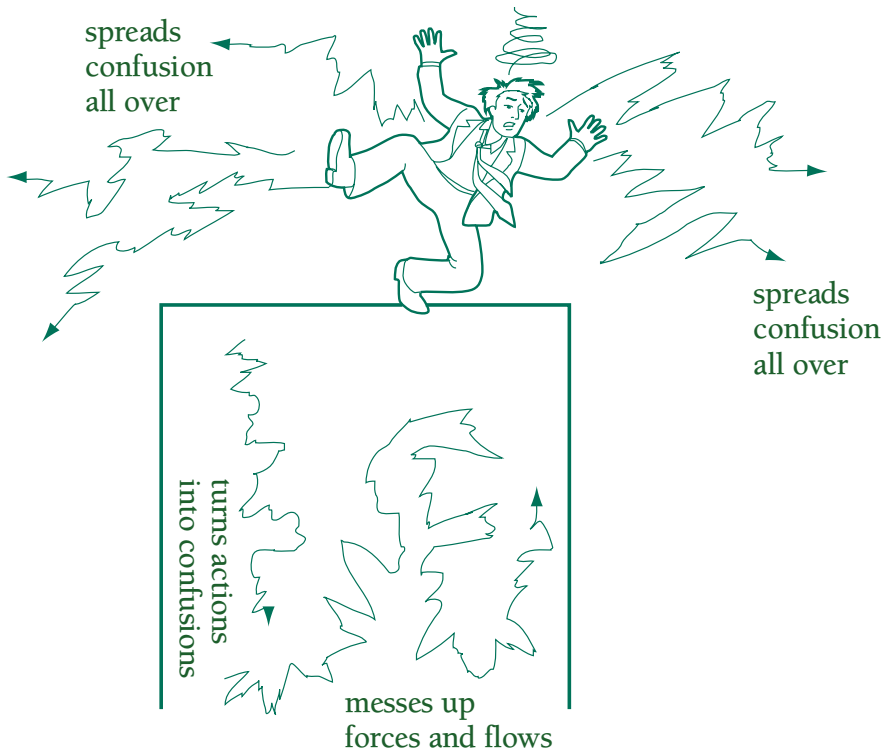
1. CORRECT:



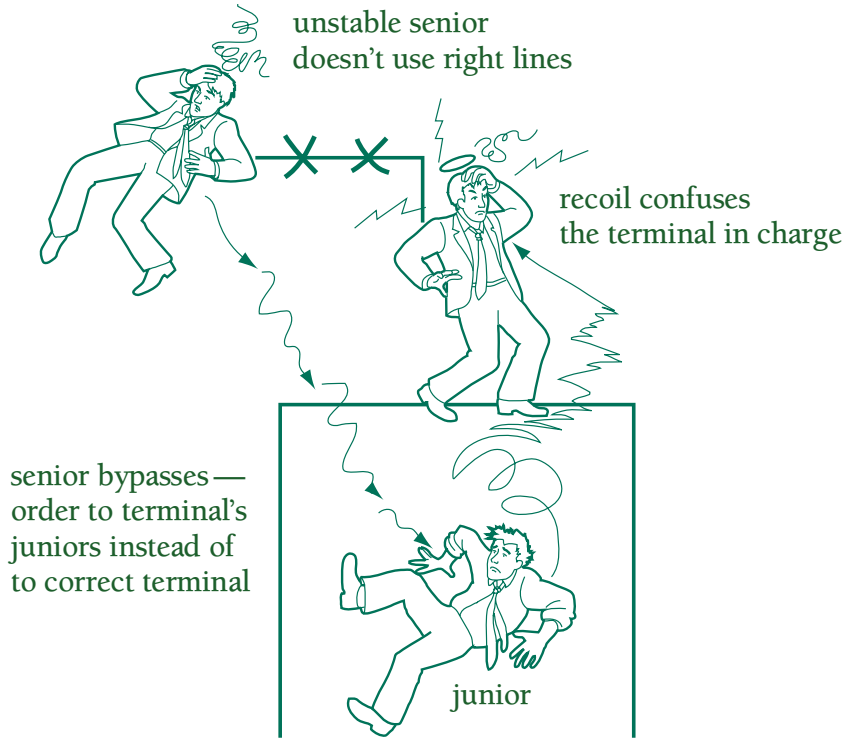
2. MISSING TERMINAL:



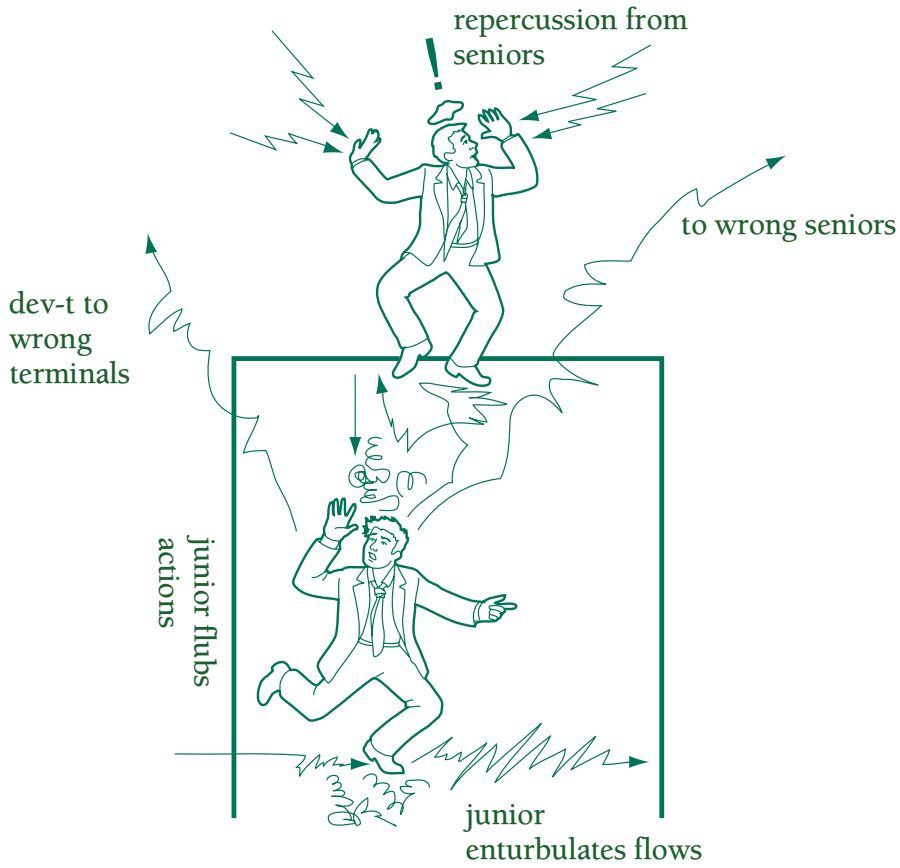
3. UNSTABLE TERMINAL:



4. UNSTABLE SENIOR TERMINAL:



5. UNSTABLE JUNIOR TERMINAL:



The *actions* that should be pushed in any box on the org board are labeled on the org board as belonging to that box. The confusions that are supposed to be handled in that box are easily deduced.

A stable terminal pushes the actions that belong to his area on the org board and handles or suppresses the confusions of that area or aligns them with the correct flows.

Many people do not relate an org board to reality or understand that it itself is a pattern which handles flows and actions and dispenses with confusions. However its stable points must be stable and held as stable terminals or the org board gets into confusions and develops dev-t.

All dev-t is a result of the above violations of staff members being stable terminals.

If you study this and really understand it, you will have made a big breakthrough in grasping the science of organization.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 FEBRUARY 1972

REMIMEO

EXECUTIVE SERIES 9

ROUTING

Strangely enough, a major duty of an executive is ROUTING. This means pointing out the channels on which bodies, materials, products or despatches and letters flow. Or making channels on which such things can flow and putting terminals there to handle or change them.

An executive who does NOT route and who does not himself conduct a continual *line police action* is soon drowned. He will lose his grip on his post and his activity and "feel overwhelmed" and worked to death. Further, the whole unit under him and units around him will go to pieces.

The difference between order and chaos is simply straightforward planned flows and correct particles. It is the executive who controls this. So it is in his hands whether he or she has chaos (no line or particle control) or order (good line and particle control).

It is SO much simpler than it looks and SO easy to overlook that many persons on executive posts look everywhere for "the answer" to their troubles when it lies right under their nose — actually.

It begins with one's own desk and office. It is simple. Does one have an in-basket? Does one have an out-basket? Does one use them? Is there any way for things to get into the in and out of the out?

Does one spend a part of each day clearing ALL traffic at once?

Is the traffic divided up into areas and types?

You say, "That's too simple. It's even silly. Here I am a Big Executive and you're asking about these little pieces of paper . . ."

Those little pieces of paper are what keep one informed and extend one's reach! And they can turn into a blizzard and blow one right off post!

There is power in those lines.

So they must be in a neat pattern or the power recoils.

What drives one (and one's organization) off post is *mishandled* items. The *volume* is not at fault. One can handle TONS of this stuff. It is the mishandled bits that make the TONS look hopeless.

One often unwittingly generates mishandlings. And if he does NOT police his lines, he can snow the whole org under.

A sharp executive can spot "developed traffic" (needless) miles away. The slang term "dev-t" has been of vast use.

Pieces of paper that don't belong to one are sent back to originator.

Things originated by a post that aren't the business of that post.

These are the two basics of dev-t — "off-line" and "off-origin."

Juniors that don't do Completed Staff Work but load you up with problems *they* should have solved are responsible for the worst of one's traffic.

So if all you knew was the above — baskets in and out and ways for traffic to get in and out, what should come to you and what certain posts should be sending — AND POLICED IT, you could reduce your traffic worries by three quarters.

AN UNHATTED ORG is a madhouse to work in as no one knows what he's supposed to handle or what others should do. They don't go idle. They introduce Sahara sandstorms of dev-t.

An unhatted org is also a lazy org and *refers* everything to someone else.

Bodies won't channel, correct materials won't arrive, money can't get in or out, production is destruction and the place unpleasantly goes insolvent.

To move such a scene up toward the ideal, one can at least begin to police his own immediate desk and lines. Then one can police his own immediate staff's lines and clean that up.

He can HAT those around him. "This is what you're supposed to handle. This is what you DO."

He can even hat at a distance on his comm lines, "This despatch belongs to Supply. Send it to Supply, not to me."

"CSW please" = "Work out how this problem should be handled and recommend. Don't be dumping problems of your post on my plate" is the real meaning of "CSWP."

Get an Admin Cramming in and send anyone who is dev-ting to it to get checked out.

But mainly and foremost, get the place HATTED so it knows what it should handle.

And first, last and always conduct a line police action.

One of the first duties of an executive is ROUTING.

Now do you see where the "overload" is coming from?

Note: See dev-t policies, *The Problems of Work* and the Org Series to get the full scope and know-how of ROUTING. But the main thing is DO it. Do it before you drown.

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HCO POLICY LETTER OF 29 FEBRUARY 1972
ISSUE I

REMIMEO

EXECUTIVE SERIES 10

CORRECT COMM

Dev-t (developed or wrong traffic) destroys any real production in an org while making the org seem frantically busy.

The downfall of HCO was THE FAILURE TO POLICE DEV-T.

The CAUSE of DEV-T is UNHATTEDNESS.

People who do not know what they are supposed to do or produce take on traffic that does not belong to them, originate traffic they have no business with *and* send it to wrong terminals who don't handle.

Not knowing their hats or posts, they *refer* things *they* should handle to others who don't handle them either. The org loads up with not-dones and half-dones and backlogs.

People who should refer what they know don't originate at all and sit on hot emergencies and leave them unhandled. And if they *do* send them on, not knowing the org board, they send them to the wrong terminals. And if they send it to the right terminal it goes in a way it can't be handled for lack of comm expertise.

This goes for any type of particle — despatches, letters, bodies, money, customers, materials, supplies, any particle.

Problems are brought to seniors instead of Completed Staff Work (requiring a recommendation).

DEV-T means an UNHATTED UNTRAINED OFF–POLICY STAFF.

It means loads of overwork and little production or income.

AND DEV-T AND UNHATTEDNESS MEAN THAT THE PERSON AT THE TOP OF A DEPARTMENT, DIVISION OR THE ORG HAS TO SINGLE–HAND.

It isn't an org, it's a mob.

Unhatted staff "go criminal," so ethics will be very heavy.

DISCIPLINE

A first action for an executive or any terminal is to demand CORRECT COMM.

In its basic elements this means:

1. The staff member originates things that apply or are the business of HIS OWN POST. *(On-origin)*
2. The origin is sent to the right terminal that handles that. (On-line)
3. If a post is supposed to originate, it does so. (Communicates)
4. If a problem is encountered it is forwarded ONLY with a full recommendation for handling. (Completed Staff Work or CSW)
5. One does NOT accept a comm that is not the post business of the originator. (Enforces on-origin)
6. One does NOT accept a comm that does not belong to him. (Enforces on-line)
7. One insists that a post should originate or do the duties or furnish the product or service of that post. (Enforces correct action)
8. One never accepts a problem unless it has with it a sound recommendation by the originator accompanying it. (Enforced CSW)
9. One demands specific names and instances, not generalities. (Nonsuppressive comm)
10. One demands full particulars, not half-reports or vague generalities. (Non-suppressive comm)
11. One demands comm be in proper form. (Correct despatch or completed)
12. One has a place to receive the comm. (In-basket or place in org)
13. One has to have a place to put the comm for delivery. (Out-basket or comm center)
14. One has to have standard lines and routes for particles to follow. (Comm system or lines)
15. One demands use of the system 1 warning, 1 admin cramming, 1 retread as an expeditor or in Estates to redo basics for frequent offenders.
16. One demands HATTEDNESS and people performing the duties of their posts!
17. One demands an up-to-date org board and staff drilled on it.
18. One NEVER STALEDATES. He handles when he is expected to.
19. One does NOT go soft in the head or get reasonable or find exceptions. THERE IS NO SUBSTITUTE FOR CORRECT COMM AND CORRECT LINES.

MADHOUSE

An org that has no comm discipline is a madhouse. It will be expensive. It will produce very little. It will try to deliver overt products.

And it will drive its execs up the chimney.

The immediate result will be a conclusion on the part of the execs, "These blankety-blank-blanks are doing us in!" "The place is full of suppressive people." "These guys are no-good bums!" And "Start shooting."

Heavy ethics and offloads occur. These are almost always the result of a whole org gone around the bend from dev-t.

Accidents happen. People get ill.

And the place falls apart.

CURE

The only known cure is TRAINING and HATTING.

For years we underestimated the number of persons needed to train and hat a staff. The whole civilization has troubles because it hasn't even known about hatting, much less that it took someone to do it.

Any failure of HCO was caused by its drowning in dev-t, even at last generating it because it never had enough people devoted to training and hatting, getting in org lines and comm lines.

HCO can do its job relieved of the whole burden of hatting.

The solution is THE ESTABLISHMENT OFFICER.

This person operates in a division, not under its secretary but under a senior Establishment Officer.

He performs the duties of the departments of HCO for that division.

In a small org it requires a trained Establishment Officer for Divisions 7, 1 and 2 and another for Divisions 3, 4, 5 and 6.

In a larger org there is one in charge of all Establishment Officers and an Establishment Officer in each division.

As the org grows, the larger divisions get assistant Establishment Officers to the divisional one.

They do not establish and run away. They establish and maintain the division staff, personnel hats, posts, lines, materiel and supplies.

Their first job is to get staff working at their posts producing something and their next task is TO DRIVE DEV-T OUT OF EXISTENCE IN THAT ORG.

SUMMARY

The booms and depressions of orgs, their successes and fall-aparts are signaled by

CORRECT COMM — SUCCESS
DEV-T — FAILING.

The underlying cause is unhattedness.

So we are dealing in dev-t with a symptom. Like any disease it soon catches up with the body of the org and its health.

Dev-t is an expression of untrained, unhatted staff. It shows they do not do the functions of their posts regardless of how busy or exhausted they are.

And most important for an executive to know: There is seldom any malice in it. It is just confusion. Even new people or new execs coming into such an area all full of enthusiasm and bushy-tailed will cave in from the fantastic do-less motions of such an org.

Morale will be bad because PRODUCTION IS THE BASIS OF MORALE and who can produce in the midst of all that noise????

The place will go into apathy and tiredness as one is hit all day with OFF–LINE, OFF–ORIGIN COMM.

The executive's solution is to HAT HAT HAT and get help hatting hatting hatting, get the org board up and DRILL, DRILL, DRILLED. Demand demand demand the products of the post the person holds and only those products. And police his lines and get the dev-t in his own area handled handled handled and never never never pull dev-t blunders himself and ALWAYS ALWAYS ALWAYS DO AND INSIST UPON CORRECT COMM.

The solution is do what you can and all you can to hat and reduce dev-t and scream for an Establishment Officer to save the org.

CORRECT COMM IS THE SYMPTOM OF A HEALTHY, PRODUCING ORG AND A VALUABLE EXECUTIVE AND STAFF MEMBER.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 MARCH 1972
ISSUE III

REMIMEO

ESTABLISHMENT OFFICER SERIES 3

DEV-T AND UNHATTEDNESS

The first thing an Esto runs into in an area that is not hatted is DEV-T (developed unnecessary traffic).

People in an org can be working frantically, totally exhausted and yet produce nothing of value. The reason is that their actions are almost totally dev-t.

The WHY of this is UNHATTEDNESS.

The people on the posts do not know their own hats or even if some do they are dealing in the "NOISE" of other people who don't know their own hats.

Few if any of these people know the other hats or duties of the org and so don't know where to go for service or who to approach or despatch for what.

So it's not an org or a division. It's a nonproductive chaos.

The answers are three:

1. Get dev-t understood and
2. Get the staff at least instant-hatted at once.
3. Chinese school (staff or div staff all together in front of a big org board chanting together the hats, duties and products of the org as visible on the org board).

In order to get anything done at all or even begin this, an Esto Ethics Officer function has to be in.

A schedule has to be posted including exercise, post time and study and staff has to be mustered and handled at these periods. This gets some awareness of the org group as a team of people with similar purposes.

DEV-T

Dev-t packs are made up. These consist of:

HCO PL	2 July 59 II	DEVELOPED TRAFFIC THE DELIRIUM TREMENS OF CENTRAL ORGS
HCO PL	19 Aug. 59 III	HOW TO HANDLE WORK

HCO PL	4 Sept. 59 I	COMPLETED STAFF WORK
HCO PL	17 Nov. 64 I	OFF–LINE AND OFF–POLICY YOUR FULL IN–BASKET
HCO PL	31 Jan. 65	DEV-T
HCO PL	8 Feb. 65	DEV-T ANALYSIS
HCO PL	13 Oct. 65	DEV-T DATA EXECUTIVE RESPONSIBILITY
HCO PL	5 Jan. 68 I	OVERFILLED IN–BASKET BAD NEWS
HCO PL	27 Jan. 69	DEV-T SUMMARY LIST
HCO PL	30 Jan. 69 II	DEV-T SUMMARY LIST ADDITIONS
HCO PL	27 Oct. 69 I	AKH Series 23 DEV-T
HCO PL	4 Nov. 69	DEV-T GRAPHED
HCO PL	23 July 71	TELEX COMM CLARITY (Dev-t Series)
HCO PL	25 Oct. 71 I	COMM ROUTING, HOW TO TIE UP A WHOLE ORG AND PRODUCE NOTHING
HCO PL	27 Feb. 72	Exec Series 9 ROUTING
HCO PL	29 Feb. 72 I	Exec Series 10 CORRECT COMM

These packs are issued to staff members and they are required to check out on them.

Each staff member keeps a dev-t log and writes down the name of anyone he is getting dev-t from and also issues Dev-t Chits.

HATTING

The staff at the least are instant-hatted at once — place on the org board, work space, supplies, what his title is and what it means, org comm system, what he is supposed to produce on his post.

He is gotten producing what he is supposed to produce in some volume at once.

Hat checklists and packs are verified as there or are gotten ready.

A full hat checkout can then begin.

Courses he needs are done in staff study time.

Actually hat study and checkout is done on the post a bit each day.

This is in fact "on-the-job training," as he is expected to go on producing while he is being hatted.

ORG BOARD

Org bds are rapidly gotten up or up-to-date in the org (in HCO) and (full org bd) in each division.

Each division is Chinese-schooled, first on its own org bd, then on the org as a whole, in such a way that they know the duties of divisions, departments and posts and the flow lines of the org.

Wherever an org or even a division falls apart or slows up, this campaign is repeated.

SAMPLE ORG ED

This is a sample Executive Directive (ED) giving a program written for an actual org where the above was done to cure dev-t and get the org hatted and producing:

ED _____ Date _____

TOP PRIORITY

Takes priority over all other EDs
(as they can then be gotten done!)

CORRECT COMM PGM

SITUATION:

It has been very difficult to handle the org.

DATA:

A long and intensive collection of data has finally culminated in discovering, through reports on comm and inspections by showing why the org appears fantastically busy and overworked while producing very little even when it was found the org was insolvent.

Ethics has been very heavy for some time and has not led to any spectacular recovery.

But the comm line reviews and analysis reveal

INVESTIGATION:

The org and all its units is drowning in DEV-T. HCO is even generating it. This makes an appearance of frantic action and overload while little is produced.

And an analysis has produced a

WHY:

The org is almost totally unhatted and untrained.

DEV-T comes only from AN UNHATTED UNTRAINED ORG.

STATS:

Out the bottom and below the briny bedrock of the sea so far as finished products per man-hours and as far as GI by reason of the org are concerned.

IDEAL SCENE:

A whole staff and the org fully hatted and producing only correct comm without dev-t and at work actually producing things of real value which will *exchange* for value.

HANDLING:

THE ESTO SYSTEM AND DEV-T PLs HANDLE THIS.

1. Admin Cramming and each Esto to be furnished with packs of dev-t policies at once including last Exec Series PL Routing and new dev-t PL Correct Comm.

   ALL HANDS DISSEM _____

2. FULL Esto setup to be gotten on post at once. They go on duty and part-time train.

   HAS _____

3. Existing Estos and those to be put on at once to hammer, hammer, hammer all posts on off-line, off-origin and other points of dev-t so they are UNDERSTOOD.

   EXEC ESTO _____

4. Big paper org bd with new complement to be gotten up at once in HCO.

   HCO ESTO _____

5. Big paper org bds from it to be gotten up in each div and the div Chinese-schooled on it. Specializing in the div but also covering the whole org so people know where they are and what each handles and where other terminals in the org are so they can properly route to or go to them for the exact service of that exact post.

   DIV ESTOs under EXEC ESTO _____

6. Straighten out the comm lines of each post.

   EXEC ESTO/DIV ESTOs _____

7. Report to his div Esto (see org bd) or Ethics Officer any person originating off-line, off-origin traffic or failing to originate from his post paper or body or remark. Report by "Dev-t Chit."

   EVERYONE IN THE ORG _____

8. Send flagrant offenders to Admin Cramming.

   EXECUTIVES _____

9. Put in:

    1. Instruct, and if no improvement
    2. Cram, and if no improvement
    3. Retrain, and if no improvement
    4. Offload

    where hatting continues to fail to produce rapid comprehension of dev-t and/or persistent inability to actually DO his hat. Court of Ethics or Comm Ev on request to remedy any injustice.

    ESTOs _____

10. Excuses concerning hatting and arbitraries like "only study hat in hatting college" to be wiped out and any barriers to getting on-policy, on-FO-FSO wiped out by Ethics action or Cramming.

    ESTOs _____

11. Instant-hat every staff member.

    DIV ESTOs _____

12. Chinese-school every division.

    DIV ESTOs _____

LET'S MAKE THIS A CRACK ORG WE CAN BE PROUD OF!

EXECUTIVE DIRECTOR

The above program can be completed in a few days.

It is followed by further programs to get in lines of the org, full hatting, and proper comm setups for each staff member, etc.

If the program falls out or dev-t flares again, (A) REHAT Estos and (B) do the program once more.

The org will come right and begin producing PRODUCTS WHICH EXCHANGE FOR VALUABLES.

The org will become solvent.

Only the Esto system makes such a program possible.

We have long had the tech as you can see by the PL dates. Dev-t tech has existed since the mid-1950s. But it could not be gotten in swiftly enough to make a startling change in the org morale or stats until Estos were on post in an org.

If it does not go in rapidly even with Estos, then some of the Estos are not well enough or firmly enough hatted *as* Estos; and the answer of an Exec Esto or Esto I/C is to very rapidly cram his Estos or, following the (1) instruct, (2) cram, (3) retrain, (4) offload pattern, improve his Esto team.

Fully done, the program works like a beautiful breeze bringing peace and a cheerful staff.

L. RON HUBBARD
FOUNDER

Hats & Hatting

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 FEBRUARY 1957

(Originally issued as an HCO Bulletin
same date, same title)

REMIMEO

HATS

Every staff department head in every organization should have a folder in his desk in which to place all written material and bulletins which apply to his job.

This is not a casual action. It is vitally important. It is his "hat."

This folder should be labeled, for example, "Director of Training" or "Indoc Instructor" or "HCO Secretary" or any such post.

The folder should then receive, after study, any policy letter or executive order or HCO Bulletin applying in general or in particular to that job.

If you do not have a complete hat, obtain from HCO or elsewhere the missing pieces.

Also, and this is very important, write up and paste into the front of the folder a full description of your job.

Only in this way can we have use of such orders and bulletins. Only in this way could you be relieved in an orderly fashion for a vacation or transferred to another post.

Please do this at once. Whoever is in charge of supplies can make a folder available to you.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 SEPTEMBER 1959
ISSUE II

CENOCON
MISSIONS
FIELD

HATS AND OTHER FOLDERS

There are three classes of folders permanently assigned to each staff member of HCO and the Central Org.

The first of these is a hat folder. In it should be included only the hat write-up and policies issued which directly relate to the individual post.

The second of these is a technical folder into which one places all technical bulletins issued. These must never be put in one's hat folder.

The third of these is an organizational folder. All bulletins and policy letters relating to one's job but only by reason of one being a staff member are included in this folder.

These folders are the following colors for your info and ready reference:

Hat folders are Blue.

Staff folders are Yellow.

Technical folders are Goldenrod.

THE KEEPING OF THESE FOLDERS

The responsibility for keeping these folders straight lies with the individual staff member.

One must always have all the write-ups and policies governing his job ready to hand in his hat folder. The reason for this is basically to keep the structure of the organization in writing and straight for reference by the staff member. There is also a great advantage here in having a complete hat folder in one's desk when one is not present, for his duties and functions can be looked up and done by another when he is on vacation. Further, when one is promoted or posts are changed there is always a loss of the bits and pieces, and the person new on post needs constant guidance from the member leaving it unless all these bits are in the hat.

Random despatches, technical bulletins, general staff bulletins are never put in one's hat folder. To do so is to thicken the folder up to a point where it cannot be

used for ready reference. This defeats the purpose of the hat folder for the staff member himself and for his possible temporary relief.

Letters and policies governing the fact of being a member of staff, such as rules and regulations of HCO or the organization and hours and schedules for this and that, all belong in the staff member folder. This should include no technical.

All technical bulletins, policy letters and other technical matters, and even one's own notes on the technical aspect of keeping one's job straight, belong in a separate technical folder which, accumulating, becomes very valuable to everyone.

This then is the way we keep our posts and positions and functions straight in HCO as well as in Central Organizations.

These three types of folders are stored handily in one's desk and are the only pieces of paper allowed in one's desk. (Never make despatches or comm material vanish off the lines and into a desk.)

If these three folders are in good order one has a ready method of checking over all sides of his job and all policies relating to his job. If one has his folders it is possible to do many things. Not the last of these is to break down his job into various parts when the volume of the post gets too high, so as to have exact write-ups of instructions to pass over to newly acquired assistants.

Unless we have some visible record of our posts and functions we can easily get into a confusion of lines and actions, which has been known to bring chaos to an organization to say nothing of much extra work and dev-t to its individuals.

We have long since found that the old-time "organization chart" was inadequate for our complex functions and actions. We have also found that memory is inadequate in the supervision of posts and functions.

Your attention to and care of these three types of folders is recommended.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 JANUARY 1966
ISSUE I

REMIMEO
STAFF HAT

URGENT

LEAVING POST
WRITING YOUR HAT

(A copy of this should be clipped to every transfer order issued in an org, but failure to do so does not relieve the transferee of responsibility.)

On changing post, it is *vital* for the staff member (executive or general) to write up his or her hat for the post being vacated.

A copy is furnished the HCO Exec Sec WW.

A person is still considered to *also* be on any post he is vacating until:

a. A new person is provided for the post.

b. He or she has written up a complete hat giving the duties, lines and peculiarities of the post.

c. Turned the hat over to the new staff member and a copy to HCO Exec Sec WW.

d. Turned over all the equipment and supplies of the post and gotten a receipt for them signed by the new person on the post.

e. Sent a copy of the items in (d) to the Supply Officer.

f. Settled the new person in the post so that it is operating.

If these are not done, an organization goes to pieces on expansion as it loses its lines and terminals and functions through promotions.

Staff members not doing the above may be called upon as responsible for the actions, failures and materiel of a post for up to two years after leaving it and his or her pay may be debited for any losses or damages on the post vacated without complying with the above, even though the loss or damage was done by a successor.

Note that a person ordered to a new post is also responsible (regardless of any other action by another to fill it) for seeing that the post is competently filled before he is legally off it. This is of long-standing custom.

None of this exempts Personnel or executives from filling posts, writing hats or accounting for materiel or supplies. But the staff member leaving a post has the greatest responsibility.

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HCO POLICY LETTER OF 4 JANUARY 1966RA
ISSUE IV
REVISED 25 MARCH 1989

REMIMEO
ALL STAFF HATS
A COPY GIVEN
TO EACH NEW
PERSON EMPLOYED

PERSONNEL
STAFF STATUS

(This is a policy letter. The basic law of this organization and its rules are found only on letters such as this one, printed as this one is, green ink on white paper and signed as this one is.)

A *Staff Status* is a number giving the value and promotion *eligibility* of a staff member in this organization.

The number appears after a person's name on the organization board in the Communication Center.

The numbers run from zero to ten. They designate the type of post to which a person may be promoted or the status of the person.

It is important to have a higher status number. Therefore do all you can to increase yours.

The status numbers most important to a new staff member are 0 (zero), 1 and 2.

0 = Temporary

1 = Provisional

2 = Permanent

Above that are the promotional numbers which must be earned by study and experience in the organization.

There are also technical status numbers. These are not necessarily required of personnel in nontechnical departments and are elsewhere described.

If you do your job in this org and study how to be a better staff member you will advance and will be secure.

The first three status numbers and the states follow:

TEMPORARY

A staff member who is newly hired is designated 0 (zero) status after his or her name on the organization board. The person is classed as TEMPORARY until he or she has been to the HAS after a few weeks on post. The TEMPORARY must obtain a slip from their immediate senior saying they are doing fine on post and present this to the HAS. The HAS may require they have a knowledge of the org board and comm lines and their own department before passing them. The HAS may give the person who bears a recommendation several interviews to pass the exam but after the third exam is failed, must dismiss. If they have no recommending slip, the HAS notes their name and tells the person to get one from their senior and come back. The HAS keeps a close record of all persons calling on him. The HAS, when a recommendation slip is presented, then may examine the person concerning the org board, etc., as per current "provisional" checksheet.

If the TEMPORARY is recommended *and* passes, the HAS assigns the person a PROVISIONAL Staff Status and advises Org Board and Personnel Files by sending them chits attesting the fact. The staff member also gets a copy.

While TEMPORARY a staff member may be dismissed with or without cause by his immediate superior or by the HAS or a Secretary or anyone senior to a Secretary.

If the HAS does not pass the Temporary, the HAS dismisses the person. However, if the person is to be dismissed, the HAS must inform the person what he must do to make himself more employable, get the person on a PE Course and processed, etc.

When the HAS tells a Temporary he or she did not pass or is dismissed, the HAS also informs Dept 1, Personnel Officer.

Any Temporary, dismissed, may apply again to the Personnel Officer for employment in another section or department of the org. Pay ceases while under dismissal.

Therefore when the HAS dismisses a TEMPORARY, the HAS:

1. Tells the person he has not passed and no more chances will be given.
2. Tells the person how to become more employable.
3. Puts the person in the files for possible future employment if the conditions are met (2 above).
4. Informs Dept 1.

   Dept 1, being advised of a dismissal:

   1a. Informs Accounts at once.

   2a. Makes a note of it in the person's file noting also Accounts is informed.

   3a. Notifies the person's immediate superior whether the superior is otherwise informed or not.

If a Temporary dismissed is upset about it, he or she is sent to the LRH Comm.

The LRH Comm, on any dismissed person coming to him, should ascertain if the above lines were followed properly, that no ethics policy or order was violated by superiors or org officers and that the person follows the advice to become more employable if the dismissal is in good order. If the LRH Comm finds a gross irregularity in a dismissal, he should bring the person to Ethics.

TEMPORARY is designated as 0 status on the org board.

Every quarter the HCO Exec Sec of an org must dismiss all persons who have Temporary status and have not become Provisionals. Such persons are sent to the HAS for dismissal.

PROVISIONAL

A staff member given a PROVISIONAL rating may have recourse to Ethics and have an Ethics Hearing if dismissed. He may be transferred to other divisions without a hearing if his division is overmanned.

A person, after 45 days, may apply for Permanent status.

A PROVISIONAL is designated as "1" on the org board after his or her name.

To obtain Permanent status a PROVISIONAL must obtain his or her Basic Staff Certificate. This has a checksheet for which the HCO Exec Sec is responsible for compiling. This is covered in earlier policy letters.

The certificate is examined for by the HAS and issued by Certs and Awards. The requirements are relatively elementary but are quite firm.

Ethics chits issued while the person was employed are taken into consideration.

The Secretary of the person's division must recommend Permanent status in writing to the HAS before an exam may be given.

PERMANENT

A PERMANENT STAFF MEMBER may not be demoted, transferred or dismissed without a full Committee of Evidence being held. The person may himself request a change of status or another post or may resign without a Committee of Evidence being convened. (The evidence and findings of a Committee of Evidence are taken by a committee composed of one's co-workers, and to be valid and put into effect must be passed by LRH personally.)

No person may be paid as Permanent or posted until the person's name appears in a Sec ED. LRH Executive Director may not at his own discretion wish to make the Permanent award and if not included in a Sec ED it is not awarded.

PERMANENT status is then designated on the org board by the numeral "2" after a person's name.

Certs and Awards issues the Permanent Certificate but only after a Sec ED so declaring has been issued.

The HAS, passing a person for Permanent, must advise Dept 1 Personnel and the Ad Council to prepare a Sec ED for LRH Exec Dir issue.

The Sec ED advises Accounts and Org Board, and no pay may be changed or the Permanent status posted until the Sec ED is issued.

A person failing to get a Permanent status remains Provisional.

A person with PERMANENT status gets longevity pay according to the number of years employed, at so much for each year. This is backdated to first employment.

HIGHER STATUS

The higher status numbers are given to staff members as earned by passing checksheets. Gaining a higher status does not mean promotion but eligibility for promotion, said eligibility being in plain view on the org board with higher status number.

No one may have a higher status than 2 after his or her name on any org board without meeting all requirements up to the new status sought and passing the checksheet for each status in sequence. Items already passed are credited on any future checksheet where the items occur on the checksheet and have been passed.

The HCO Exec Sec WW is responsible for all checksheets for staff status and the use and following of this policy letter via HCO Exec Secs in orgs.

Staff quotas for divisions and sections are set by the Advisory Council.

No hiring, promotions, assignment of status or appointments are made except as made above.

L. RON HUBBARD
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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 JULY 1966RB
REVISED 24 NOVEMBER 1985

REMIMEO

STAFF STATUS

(Corrects all earlier Sec EDs and policy letters)

The intention of the staff status system and the conduct of it requires a clarification as follows:

STAFF STATUS ZERO (TEMPORARY)

1. A newly hired staff member's first course is the Org Orientation Drill. This qualifies him as Staff Status Zero. Providing he has personal up statistics he is then eligible for student auditing. If a Staff Status Zero staff member can obtain a written recommendation from his immediate superior, he can report to the Staff Training Officer in the Qualifications Division, give him the recommendation and receive the training materials for provisional. He can then study these and get an examination in Qual and, if passed, get his Staff Status One, provisional. Fast flow students would not need an examination.

STAFF STATUS ONE (PROVISIONAL)

2. When the provisional staff member has his Staff Status One, he can receive the materials for Staff Status Two from the Staff Training Officer and begin to study and pass them by checkouts from day to day. When he has passed them all, he is given a written examination and, passing this, he obtains his Staff Status Two.

STAFF STATUS TWO

3. When a staff member has his Staff Status Two, he can apply for the materials for Staff Status Three, executive rating, and so on up the staff status levels.

Obtaining an executive staff status does not ensure the appointment as an executive but makes one eligible for such appointment.

The one-year service between One and Two is abolished.

Contracting of staff is done at the time of hiring before Staff Status Zero.

Students and TTC may audit staff who have Staff Status Zero, are under contract to the org and who have rising post stats.

Staff Status Two, if on contract, may receive free training and processing to the level of training and processing delivered by the org. He is entitled to a 50 percent discount on further training and processing at a higher org. He is also entitled to a uniform. On a five-year contract further technical or admin training may also be free at the discretion of the contracting org. (Ref: HCO PL 12 Mar. 75 I, GRADE SUBSIDY FOR STAFF FORBIDDEN IN OTHER ORGS) No lower status has these privileges. This is true for all orgs.

JUSTICE

A temporary status staff member may be dismissed, transferred or demoted without any ethics action. Any person still a temporary status after three months on staff will be let go.

A Staff Status One must have been given an Ethics Hearing and found guilty of a misdemeanor or more in order to be dismissed but may be transferred without a hearing.

A Staff Status Two must be given a Committee of Evidence and found guilty beyond reasonable doubt to be dismissed and an Ethics Hearing to be demoted or transferred.

A deputy or acting appointment may be demoted without ethics action, but only to the last permanent grade.

Staff members may request transfer or demotion without ethics action.

PENALTY

If a staff member breaks his contract, leaving employ or going to a higher org with contract incomplete, he is then liable for FULL PAYMENT of all courses and processing he has received at FULL RATE (not just 50 percent), and owes for all transport or expenses he may have been paid.

SECURITY CHECKS

Security Checks should be given any new staff on a meter.

When a theft or insecurity has occurred, staff should consent to such a check and such a consent is contained in the hiring contract.

CHECKOUTS

Any staff member receiving a checkout and flunking is told to go off and study some more. The item being checked out is marked with a date and initial at the point just about where the flunk occurred and if the staff member comes for reexamination within one week, the item being checked out is simply checked from the last mark on. But if more than one week elapses, the whole item must be examined again.

A staff member is sent to Cramming for remedies if his flunks have been continual or if he is not making progress at all.

A log, loose leaf, containing the names of a staff member per page is kept by the Staff Training Officer.

ORG BOARD

The org board must reflect the status of a staff member.

UPPER STATUS GRADES

Staff Status grades Three and above are earned by passing checksheets for the upper statuses.

EVENING STUDY

Staff members should study on their own time, not on the job. But they may be examined or reviewed while on the job.

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HCO POLICY LETTER OF 1 JULY 1965
ISSUE III

REMIMEO
BASIC STAFF HATS

ALL DIVISIONS

HATS, THE REASON FOR

HAT: Slang for the title and work of a post in an org. Taken from the fact that in many professions such as railroading the type of hat worn is the badge of the job.

Organization consists of certain people doing certain jobs.

Disorganization consists of each person wearing all hats regardless of assignment.

In a smooth organization that runs well and succeeds

EACH PERSON WEARS HIS OWN ASSIGNED HAT.

When a person has a job that belongs to another hat than his own, he passes the job to the other hat.

Each staff member is a specialist. He specializes in his own hat.

When people wear only their own hats then one has terminals in the org. If terminals exist then communication can flow correctly. If communication can flow correctly then work gets done and the org can get in income.

TERMINAL: A point that receives, relays and sends communication.

If people present each wear any old hat or all the hats, then no terminals exist, no communication can flow properly, work can't get done and there is no income. There is chaos and it is an unhappy place.

In a green org, staff members don't know what other staff members do. So they don't know where to send things so they do them themselves. Worse, they don't even know there is an org there. It is quite pathetic. Like rookie troops or militia or a mob. Of course, the place goes broke.

You can tell a good executive. He only hands out despatches and work to the correct hats. A lousy executive hands the work to anyone handy, regardless of title. He's in apathy and doesn't know there's an org there.

The whole theory of successful organization is to have posts that only do specific things, to have sections and departments and divisions which specialize, and to have people who only wear their own hats and know who is wearing the other hats and send *their* work to them.

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A train crew has a conductor. He wears a conductor's hat. It has an engineer. He wears the engineer's hat. It has a fireman. He wears the fireman's hat. Where do you think the train would get to if each of these three didn't know who were the other two? The conductor wearing the engineer's hat would mean no fares. The fireman wearing the conductor's hat would mean no steam. And the engineer wearing the conductor's hat would mean no train going anywhere.

So beware of wearing other hats than your own, or of being ignorant of what other hats are being worn. For nobody will go anywhere and you'll find yourself overworked, dismayed and unhappy.

Each person to his own job and damn the fellow who tries to give you things which aren't your hat and doesn't know there's an org there.

Realize that the basic theory of organization is this:

1. SO LONG AS EACH KNOWS AND WEARS AND WORKS AT HIS OWN HAT ONLY, THINGS WILL BE SMOOTH.

2. AND SO LONG AS EACH PERSON KNOWS WHAT THE OTHER HATS AROUND HIM DO, HE CAN GIVE THEM *THEIR* WORK WHEN IT COMES HIS WAY AND ALL WILL BE SUCCESSFUL AND SMOOTH.

If you let somebody steal your hat (do your work for you that you are supposed to do) that person will soon have you in trouble or have your job so snarled it can't be done.

If you don't know who in the org is supposed to do what and make them do their own jobs when those drift your way, you'll be overworked like mad.

If somebody tries to get you to do something that isn't your job on the org board then FILE AN ETHICS CHIT FOR JOB ENDANGERMENT. For at the very least that person is reducing income by not knowing the lines and posts of the org.

When you are assigned an additional duty, make sure it is also properly in your department or division or you'll be messed up.

Don't permit people to mess up hats around you or *you* will be in chaos.

Only organization can make your job smooth. And wearing your hat and doing your own job and knowing and making other people wear only theirs and do their own jobs, is the total secret of organization.

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HCO POLICY LETTER OF 22 SEPTEMBER 1970

REMIMEO
EXEC HATS
PERSONNEL HATS
ETHICS HATS

AN URGENT IMPORTANT AND STAR–RATE PL

PERSONNEL SERIES 9
ORG SERIES 4

HATS

HAT — A term used to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post.

HAT TECHNOLOGY

"Hats" developed in 1950 for use in Dianetic orgs as a special technology. The term and idea of "a hat" comes from conductors or locomotive engineers, etc., each of whom wears a distinctive and different type of headgear. A "hat" therefore designates particular status and duties in an organization.

A "hat" is a specialty. It handles or controls certain particles in various actions and receives, changes and routes them.

A "hat" designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs.

Every hat has a product.

The product can be represented as a statistic.

Any job or position in the world *could* have its own hat. The reason things do not run well in a life, an org, a group, nation or the world is an absence of hats.

The reason why an org runs well when it does is hats.

Any protest of anyone against things not running right can be traced to lack of hats.

Any slump an org goes through can be traced directly and at once to an absence of one or more hats being worn.

HAT CONTENT

A hat must contain:

A. A *purpose* of the post.

B. Its relative position on the org bd.

C. A write-up of the post (done usually by people who have held it before relief and when so done it has no further authority than advice).

D. A checksheet of all the policy letters, bulletins, advices, manuals, books and drills applicable to the post. (As in a course checksheet.)

E. A full pack of the written materials or tapes of the checksheet plus any manuals of equipment or books.

F. A copy of the org bd of the portion of the org to which the post belongs.

G. A flow chart showing what particles are received by the post and what changes the post is expected to make in them and to where the post routes them.

H. The product of the post.

I. The statistic of the post, the statistic of the section, the statistic of the department and division to which the post belongs.

STAFF HAT

There is also a general staff hat.

This hat contains:

a. The overall purpose of the org, its aims, goals and products.

b. The privileges or rewards of a staff member such as auditing, training on post, general training availability, pay, vacations or leave, etc.

c. The penalties involved in nonproduction or abuse of post privileges or misuse of the post contracts.

d. The public relations responsibilities of a staff member.

e. The interpersonal relations amongst staff members including courtesy, cleanliness, attitudes to seniors and juniors, office etiquette, etc.

f. The MEST of posts generally, its papers, despatches, files, equipment.

g. The comm and transport system of the org.

GRADIENT SCALE OF HATS

A "gradient scale" means "a gradual increasing degree of something." A non-gradient scale would be telling someone to enter a skyscraper by a 32nd-story window.

Thus there is a gradient scale of organizing.

A key to this is found in the *Problems of Work*'s theory of confusion and the stable datum.

One in actual practice has to cope while organizing.

COPE means to handle whatever comes up. In the dictionary it means "to deal successfully with a difficult situation." We use it to mean "to handle any old way whatever comes up, to handle it successfully and somehow."

IF YOU *REMAIN* IN COPE, THE DEMAND TO COPE INCREASES.

In that you have the key to "exhausted executives" or staff members. You have why the president of the US ages about 20 years in one term of office as you can see by comparing dated photographs of past presidents. He is totally on cope. His government has an org board that looks like a pile of jackstraws. He has no hat. His staff have no hats. His government departments have no hat. The technologies of economics, law, business, politics, welfare, warfare, diplomacy have been neglected or lost (they *do* exist to some extent).

The guy is on total cope. And the post has been on total cope since it was created as an afterthought by the Constitutional Congress that began the post in the eighteenth century. Even what it says in US civics textbooks is not found in practice.

So "difficult situations" are the order of the day and are handled by special actions and appointments.

The people who *should* handle them haven't got real hats.

This is all catching up with the country at this writing to such a degree that the citizen cannot benefit from a stable society or social order. The country looks more like a war of insurgency.

In other words departures from hats has led into total cope and it is steadily worsening.

Any organization put in by one political party is knocked out by the next incumbent, and who could totally organize a country in 4 years? (The term of a president.)

Yet it is hanging together some way and some way meeting increasing demands and pressures.

I have stated this in a large example so that it can be seen in a smaller unit.

To handle this one would first have to want to straighten it out and then assemble the tech of admin to straighten it out. And then one would have to begin on a gradient scale of org bd and hats.

A cope sort of hat would be tossed-off orders to some other people on staff who have some title of some sort.

Along with this would be a posted org bd that has little to do with duties actually performed and used by a staff that doesn't know what it is.

One begins to move out of cope (as given in other series) by putting an org board together that labels posts and duties and getting people on them to handle the types of particles (bodies, mailings) of the org.

The next action would be brief write-ups of the posts and their duties and checking people out on them.

Actually if you only got to the middle of the last paragraph with an org the executives would remain in cope. So much know-how would be missing in the org's staff that every rough bit would shoot up to the executive for special handling. And that is *cope*.

Hats only in this far is not good enough as it still takes a genius to run the place.

The next gradient scale is to get the hat to contain:

i. The post write-up itself,

ii. The theory and practical necessary to run it.

This is done by a preparation of checksheets of data and a pack matching it for key posts.

Naturally the org bd now has to become more real and staff has to be checked out on it.

Then hats as post checksheets and packs are extended to the rest of the staff.

The mechanisms of training have to exist by this time.

Seniors have to be made responsible that every junior below them has a hat consisting of write-up, checksheet and pack.

Meanwhile one continues to cope.

Gradually, gradually staff begin to know (through checkouts) their hats.

New staff coming on are grooved in better.

Cope begins to diminish and the organization tends to smooth out.

Here and there competent handlings begin to show up brightly.

Now we find a new situation. With everyone throwing together checksheets and packs for staffs we find nonstandard checksheets. Some messenger has to do the full checksheet of the HCO Division pages and pages long. The HCO Sec has a checksheet with just 10 items on it.

So a central authority has to standardize post checksheets and survey and put in overlooked bits of data.

But that is way up the line. The org long since has become smooth and prosperous.

So that is the gradient scale of getting in hats.

EXPERTS

Here and there you find an area of special expertise in an org where the expertise is so expert in itself that it obscures the fact that the person does not also have a full post hat.

A lawyer would be a case in point. It takes so long to learn law in some law school that an org executive can overlook the fact that the *post* hat is missing. Org policy on legal matters and staff hat remain unknown to this legal post AND JAM IT UTTERLY. This came to light when a whole series of cases was being neglected because the legal staff member, an excellent lawyer, did not know how to make out a purchase order or that one could or should. Investigation found *no* post or staff hat. Only a legal degree.

Orgs continually do this with auditors. They are technical experts in *auditing*. So they get assigned to posts in the HGC WITH NO HAT. Backlogs occur, things goof up. Tech fails. All because it is overlooked that they are PART OF AN ORG and need staff and post hats and need to be trained on them.

Worse than that, a highly classed auditor is often put on an admin post without hat or training for it.

You would not take an admin trained person and without further training tell him to audit. So why take an auditor and tell him to handle an admin division?

Without his post write-up, checksheet and pack FOR THE POST and without training on it, the person just isn't qualified for it no matter what *other* line he is expert in.

It is great to have an expert who has been specially trained in some profession. But lawyer, engineer or public relations, he must have his hat for the *org* post and be trained on it or he will goof! Yet one won't suspect why that area is goofing because "he's a Class VI isn't he?"

UTILIZATION

Personnel can recruit madly, answering every frantic demand for personnel and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

An investigation of blows (desertions) from orgs shows that lack of a grooved-in hat was at the bottom of it.

People come on a job. It is at once a great mystery or an assumption of total know — one or the other.

Either one continued leads them into a state of liability to the org.

People who don't know what they are doing and people who don't but think they do are both NONUTILIZED PERSONNEL.

Pay and prosperity for the rest of the staff will go down unless this is remedied.

The whole org can sag and even vanish under these conditions.

So Personnel has a vested interest in hats being complete and staff trained on them. For Personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce."

The answer is H-A-T-S.

And a hat is a write-up, a checksheet and a pack.

And the staff member trained on them.

ETHICS

When a person has no hat he lacks purpose and value.

When he has no purpose and value he not only goofs, he will commit crimes.

It is apparently easier to hit with ethics than to program and give someone a full hat and get him trained on it.

Police action is not a substitute for having purpose and value.

This is so fundamental that one can even trace the unrest of a nation to lack of purpose and value. A huge welfare program guarantees crime and revolt because it gives handouts, not hats.

Even a field Scientologist should have a hat.

By doing only this over the world we would own the planet as in an expanding population individual purpose and value are the most vital and wanted commodities.

If there are no real hats there will soon be no money of any value and no bread!

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SUMMARY

ANY HAT IS BETTER THAN NO HAT according to the way a thetan seems to think.

But be that as it may, the downfall of any org can be traced directly and instantly to no recruiting or no org board, no hats or unreal hats or no training on hats.

The sag of an org can be traced directly to lack of hats and lack of training on hats.

The overload of any post can be traced directly to lack of an org bd and lack of hats and no training on hats.

The way out is to organize the org board and hats while you cope.

If you do not, your cope will become an overwhelm. If you do, your burden will lighten and your prosperity increase.

It took 13 months of hard work and 20 years of org experience to learn that given a product lack of HATS was *the* WHY of departures from the ideal scene and that working toward providing full complete HATS was the way to get back toward the ideal scene.

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 JULY 1971
ISSUE I

REMIMEO

PERSONNEL SERIES 21
ORG SERIES 28

WHY HATTING?

A few days ago when I found that musical chairs and flubbed hatting had unstabilized some areas, I wondered whether or not this might stem from some social aberration that was very general in the societies in which we are working.

And it seems to have been the case. I worked on it a bit and found this:

LAW: THE POWER OF A THETAN STEMS FROM HIS ABILITY TO HOLD A POSITION IN SPACE.

This is quite true. In *Scientology 8-80* the base of the motor is discussed. It holds two terminals in fixed positions. Because they are so fixed, power can be generated.

If a thetan can hold a position or location in space he can generate POWER.

If he cannot, he cannot generate power and will be weak.

We have known this for nineteen years. It applies here.

Observation: MODERN SOCIETY TENDS TO CONFUSE AND UNSTABILIZE PERSONS WITH ITS HECTIC PACE.

Observation: BEINGS WHO ARE AFRAID OF STRONG PEOPLE TRY TO WEAKEN THEM.

Observation: PERSONS WHO ARE PUSHED AROUND FEEL THEY CANNOT HOLD A POSITION IN SPACE.

Observation: PEOPLE HATE TO LOSE THEIR POSTS AND JOBS. THEY FIND IT DEGRADING.

In processing, picking up this chain of lost positions achieves very good gains and rehabilitates a person's ability to hold a job.

LAW: BY GIVING A PERSON A POST OR POSITION, HE IS SOMEWHAT STRENGTHENED AND MADE MORE CONFIDENT IN LIFE.

LAW: BY LETTING A PERSON RETAIN HIS POST, HE IS MADE MORE SECURE.

LAW: BY HATTING A PERSON, HE IS GREATLY STRENGTHENED AS HE IS HELPED TO HOLD HIS POST.

A basically insecure person who feels he is unable to hold his position in space is sufficiently strengthened by hatting to feel secure enough to do his job.

LAW: HAVING A HAT, BEING HATTED AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL.

LAW: UNHATTED PERSONS ON A POST CAN BECOME CRIMINAL ON THE POST BECAUSE THEY FEEL INSECURE AND BECOME WEAK.

When a person is secretly afraid of others, he instinctively will not hat them or hats them wrongly and tends to transfer or move them about.

When a person is insecurely posted and insufficiently hatted, he can try to weaken others by trying to prevent their hatting and trying to get them transferred or even dismissed.

This is apparently the social aberration at work.

The answer to a sane org and a sane society is not welfare and removal. It is:

Recruit them,

Train them,

Hat them,

Apprentice them,

Give them a post.

This is so strong in truth it would de-aberrate the bulk of the crime out of a society.

And it sure will put an org in POWER.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 JULY 1972RB
REVISED 11 JANUARY 1991

REMIMEO

EXECUTIVE SERIES 15
PERSONNEL SERIES 26
ORG SERIES 31
ESTABLISHMENT OFFICER SERIES 23

THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact:

HATTING = CONTROL

A person who is hatted can control his post.

If he can control his post he can hold his position in space — in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN ESTO ARE:

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING

1. Recruited or hired. Signs contract.
2. Instant-hatted for the job assigned as an HCO Expeditor.
3. Staff Status 0.
4. Basic Study Manual (if the staff member has not previously done the Student Hat or Primary Rundown).
5. Staff Status I.
6. Staff Status II.
7. Posting as other than an HCO Expeditor.
8. Full hatting with a checksheet and pack fully done with M6, M7, M9, M3 and M4 Word Clearing.
9. Eligibility for study and auditing (OR for staff service or study).
10. Must have a stat and demonstrated he has produced on post.
11. Purification Rundown.
12. Objective Processes: CCHs, 8-C, SCS, Havingness, etc.
13. Scientology Drug Rundown (if required).
14. Method One Word Clearing, Student Hat.
15. Administrative or tech training (OEC or auditing).

Flag Orders in the Sea Org may change this lineup slightly but it is basically the same.

No one should have any other training, much less full-time training, before step 12 in the above.

After a staff member has completed Staff Status 0 he may receive PTS handlings and study the PTS checksheet and may have emergency assists. He may also be audited by students and TTC if he has rising stats.

There are time limits placed on how long it takes to do SS I and SS II. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

TIME–TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full-time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors — they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old-timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the Hatting Officer in HCO and the Staff Training Officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASes or HQSes. You recruit or hire somebody to be part of the team.

OPEN GATE

If *any* opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSes and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared."

In a short-staffed org "looking only for the best people" the guy nobody will have gets put in an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained step 10 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the gate.

ALL the great executives in Scientology came up in such orgs.

With a *flow* of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble.

IN A FAST FLOW HIRING ORG THE HAS AND ESTOs *MUST* BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT *HAT* AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast flow hiring only breaks down and gets protested where HCO and Estos are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org, and only then could it produce.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 AUGUST 1971
ISSUE I

REMIMEO
SCN ORGS
SO ORGS
CLOs
FLAG

STUDY TIME

A staff member is entitled to 2½ hours study or auditing time per day.

Executives are responsible for so scheduling work that this time becomes available to their staff but it must be additional to eight hours of post work.

All activities including Flag, CLOs or ships, must have a Crew or Staff Course Supervisor who observes "What Is a Course?" PL including suitable scheduling that does not interfere with work and makes supervision available to all crew or staff. Roll call, materials, stats, etc., must be part of this course.

Where a Foundation and Day org exist together, the staff may study in the other org *so long as that org does have* a Supervisor.

The Supervisor must at least have been hatted by the Mini Course Supervisor Hat and must know the Word Clearing Series of HCOBs.

A typical solution would be three to four crew or staff course periods a day, each of 2½ hours, morning, afternoon and evening with the crew or staff member enrolled and assigned to a specific course period and roll called for that period.

A crew or staff member must have gone through lines, be invoiced and enrolled, must have had his student hat put on and must in all respects be a student for that period to which he is assigned.

An exec which restrains such attendance is driving himself into cope by failing to take a routine organize action.

QUAL

Any crew or staff member must have been programed ONTO not off of his current post.

The question is what is he lacking to qualify for the post he is on? Staff Member Hat? SS I? SS II? AB and *Sea Watch Picture Book*? Post hat with checksheet and pack? Divisional hat? Officer's checksheet? Exec Cramming Course? Tech courses? OEC? What has he missed to fully qualify for the post he is now on?

When he's done all this up to the post he is on or the post (in case of a recruit) he will be on, he has arrived at "A" and only now could he think of going to "B" (see Supreme Test of a Thetan HCOB, 19 Aug. 67).

When this study is done, tech courses can be considered. But tech courses are in the same classroom under the same Super.

Qual does FULL Word Clearing rundowns in the same department as programing.

INCOMPLETES

You will find numerous incomplete courses amongst staff and crew. These became incomplete because of a misunderstood word or earlier misunderstood subject.

An exec who is a failed student also has misunderstood words.

So failure to sign up or attend are the business of the Course Super or the same dept in Qual. It comes down to a misunderstood word.

STRAIGHT ORG

The only way an org will come out straight is by forbidding musical chairs and getting in such a program as this.

AUDITOR HATS

Auditors have hats as well as tech. Lack of knowing their staff hats and auditor hats is a reason for losses. Student and staff hat come before tech.

AUDITING TECH

When an org expands it must observe its 2 to 1 admin/tech ratio.

Admin people can qualify as auditors part time.

Deserving staff members when properly replaced can go on full-time training. Only when a crew or staff member has been a good, attending, upstat student on part time with good post stats should he go on full-time training.

OTHER TECH

Posts often have other tech such as engines or cars or machine operation.

When possible this is studied part time in the usual way. Crew and staff members may also be sent to special outside schools for brief training periods.

NAVIGATE
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SUMMARY

When Qual does not do such programing, when the org has no on-policy part-time crew/staff Course Supervisor, then it unstabilizes its people by leaving them untrained and will be upset by any effort to expand.

HCO Expeditors just hired will be a hindrance unless they are rapidly put through basic training on part-time study, rigidly adhered to and well organized.

People already on post in orgs are seldom programed and trained, at this writing, to the post they are on.

Execs often mistakenly do not cooperate in such part-time training.

Such courses do not consider a nonattendee a blown student but should.

By following this PL expansion can occur and staff members can hold their posts much more easily.

This is a very rewarding program. It must be followed.

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HCO POLICY LETTER OF 20 NOVEMBER 1970

(Also issued as an HCOB, same date and title)

REMIMEO

PERSONNEL SERIES 12
ORG SERIES 15
WORD CLEARING SERIES 18

ORGANIZATION MISUNDERSTOODS

By Scientology study technology, understanding ceases on going past a misunderstood word or concept.

If a person reading a text comes to the words "Felis domesticus" and doesn't know it simply means HOUSE CAT, the words which appear thereafter may become "meaningless," "uninteresting" and he may even become slightly unconscious, his awareness shutting down.

Example: "Wind the clock and put out the Felis domesticus and then call Algernon and tell him to wake you at 10:00 A.M.," read as an order by a person who didn't bother to find out that "Felis domesticus" means "house cat" or "the variety of cat which has been domesticated" will not register that he is supposed to call Algernon, will feel dopey or annoyed and probably won't remember he's supposed to wake up at 10:00 A.M.

In other words, when the person hit a misunderstood word, he ceased to understand and did not fully grasp or become aware of what followed after.

All this applies to a sentence, a book, a post or a whole organization.

Along the time track a crashing misunderstood will block off further ability to study or apply data. It will also block further understanding of an organization, its org board, an individual post or duties, and such misunderstoods can effectively prevent knowledge of or action on a post.

ALL THIS IS THE MOST COMMON CAUSE OF AN UNACCEPTABLE POST PRODUCT, OR NO PRODUCT AT ALL.

The difficulties of an organization in functioning or producing stem from this fact.

Personal aberration is the cause of products that are in fact overt acts.

Scientology technology today easily handles the personal aberration part of the problem, IF IT IS USED AND PROPERLY APPLIED. Leaving an org unaudited or being unable to figure out how to run a viable org so that it can afford to audit its staff members is asking for post or org products that are overt acts.

Employing persons of the Leipzig, Germany, death camp school (psychologists, psychiatrists) to handle personal aberration is like throwing ink in water to clean it up. Governments stupidly do this and wonder why their final product as an organization is riot, war and a polluted planet. The point is not how bad psychology and psychiatry are, but that one does have to *handle* personal aberration in an organization, and these schools were too vicious and incompetent to do so.

Those who are personally very aberrated are not about to produce anything but an overt act. They are difficult to detect as they are being careful not to be detected. Things "just sort of go wrong" around them, resulting in a product that is in fact an overt act. But these constitute only about ten or twenty percent of the population.

The remaining eighty percent or ninety percent where they are nonfunctional or bungling are so because they do not understand what it's all about. They have in effect gone on by a misunderstood such as what the org is supposed to do or the admin tech they use on their posts or where they are or what their product is.

Earth organizations like governments or big monopolies get a very bad repute because of these factors:

1. Personal aberration of a few undetected and unhandled,
2. Inadequate or unreal basic education technology and facilities.
3. Inadequate or unknown organization technology.
4. Noncomprehension of the individual regarding the activities of which he is a part.
5. Noncomprehension of the basic words with which he is working.
6. Purposes of the post uncleared.
7. Admin of the post not known or comprehended.
8. Technology in use not fully understood.
9. A lack of comprehension of products.

Out of these nine things one gets organizational troubles and the belief that it takes a genius to run one successfully. Yet all the genius in the world will fail eventually if the above nine things are not handled to some degree.

The common methods currently in use on the planet to handle these things are very crude and time-consuming as the items themselves are either dimly comprehended or not known at all.

1A. Personal aberration is met by torture, drugs or death when it is detected. Yet only the very serious cases who are obviously screaming, muttering or unconscious are singled out, whereas the dangerous ones are neither detected nor handled at all and become with ease generals or presidents or dictators, to say nothing of lesser fry. Ten percent to 20 percent of any organization is stark staring mad, doing the place in so adroitly that only their actual product betrays them.

2A. Basic education as well as higher general education has become a mass-produced area crawling with bad texts and noncomprehension and used mainly by hostile elements to overturn the state or pervert the race and its ideals.

3A. Organizational technology is so primitive as to change national maps and leading companies many times a century, an extremely unstable scene for a planet.

4A. Very few individuals on the planet have any concept of the structure of entities such as their country or state or company. Persons surveying the public in the US, pretending to advise acceptance of "new measures" already in the Constitution, were threatened for being revolutionaries. Hardly anyone knew the basic document of the nation's organization much less its rambling structure.

5A. The basic words of organization are glibly used but not generally comprehended, words like "company," "management," "policy." Vocabularies have to be increased before comprehension and communication occur and misunderstoods drop out.

6A. Post purposes are often glibly agreed with while something entirely different is done.

7A. Administrative actions involving posts are often only dimly comprehended and seldom well followed; but in this matter of communication, despatches, etc., the planet is not as deficient as in others except that these functions, being somewhat known, can become an end-all — tons of despatches, no actual product. In some areas it is an obsession, an endless paper chain, that is looked on as a legitimate product even when it leads to no production.

8A. The planet's technology is on the surface very complex and sophisticated but is so bad in actual fact that experts do not give the planet and its populations thirty years before the smoke and fumes will have eaten up the air cover and left an oxygenless world. (The converters like trees and grass which change carbon dioxide to oxygen are inadequate to replace the oxygen and are additionally being killed by air impurities coming out of factories and cities.) If the technology destroys the base where it is done — in this case the planet — it is not adequate and may even be destructive technology.

9A. The whole idea of "product" is not in use except in commercial industry where one has to have a car that sells or a washing machine that actually washes.

THE HARD ROAD

It is against this primitive background that one is trying to run an organization.

If it were not for improvements made on each one of these points, the task could be hopeless.

I have gone to some length to outline the lacks in order to show the points where one must concentrate in (a) putting an org together and (b) keeping it viable.

In these nine areas we are dealing with the heart of it in running orgs.

Enthusiasm is a vital ingredient. It soon goes dull when insufficient attention is paid to resolving and getting in these nine points.

Bluntly, if they are not gotten in and handled, the task of living and running a post or an org will become so confused that little or no production will occur and disasters will be frequent.

THE WORDS

The by no means complete list of words that have to be fully cleared and understood just to talk about organization as a subject, and to intelligently and happily work in an org EVEN AS ITS LOWEST EMPLOYEE is:

A company
A board of directors
Top management
Policy
Management
Programs
Targets
Orders
Technology
Know-how
Org bd
Post
Hat
Cope
Purposes
Organize
Duties
A checksheet
A checklist
A comm channel
A command channel
A relay point
A stable terminal
Double-hatted
A product
Aberration
VIABILITY

This is key vocabulary. One could draw up a whole dictionary for these things and no one studying it would be any wiser since it would become salted with other words of far less importance.

The way to do this list is sweat it out with a meter until one knows each can't mean anything else than what it does mean.

Out of a full understanding of what is implied by each, a brilliantly clean view is attained of the whole subject of organization, not as a fumble but as a crisp usable activity.

Unless one at least knows these words completely so that they can be used and applied, they will not buffer off confusions that enter into the activity.

Glibness won't do. For behind these words is the full structure of an activity that will survive and when the words aren't understood the rest can become foggy.

We *do* know all these needful things. We must communicate them and use them successfully.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 4 APRIL 1972R
ISSUE III
REVISED 21 JUNE 1975

REMIMEO
STUDENT HAT
STAFF HATS

IMPORTANT

WORD CLEARING SERIES 48

ETHICS AND STUDY TECH

The basic Why of the majority of cases of post nonperformance of a staff member and OUT–TECH in an org stems from misunderstood words.

The primary point that has to be gotten in is study tech.

This is also our bridge to society.

Yet study tech is the tech that includes misunderstood word tech.

Thus if study tech is not in, people on staffs see nothing wrong with hearing or reading orders containing words they do not understand and have no urge to look them up. Further they often feel they do know words that they in fact do not know.

When this situation exists, it is next to impossible to get study tech and Word Clearing tech in. For the orders seeking to get in study tech may contain words the person does not understand. Thus he doesn't really comply with the orders and study tech does not get *in*. Thus the ability to hear or read and understand continues to be missing.

Therefore these ethics actions become part of standard ethics:

1. A PERSON MAY BE SUMMONED TO A COURT OF ETHICS OR EXECUTIVE COURT OF ETHICS IF IT BE FOUND THAT HE HAS GONE PAST A WORD HE DOES NOT UNDERSTAND WHEN RECEIVING, HEARING OR READING AN ORDER, HCOB, POLICY LETTER OR TAPE, ANY AND ALL LRH WRITTEN OR PRINTED MATERIALS INCLUDING BOOKS, PABS, DESPATCHES, TELEXES AND MIMEO ISSUES WHICH RESULTED IN A FAILURE TO DO DUTIES OF HIS POST, WITHOUT HIS AT ONCE MAKING AN EFFECTIVE EFFORT TO CLEAR THE WORDS ON HIMSELF, WHETHER HE KNEW HE WAS MISSING THEM OR NOT, AS THE SOURCE OF HIS INACTION OR DAMAGING ACTIONS.

The charge is NEGLECTING TO CLARIFY WORDS NOT UNDERSTOOD.

2. A STAFF MEMBER WHO DOES NOT USE STUDY TECH OR GET IT KNOWN WHILE STUDYING OR INSTRUCTING MAY BE SUMMONED TO A COURT OF ETHICS OR AN EXECUTIVE COURT OF ETHICS.

   The charge is FAILURE TO EMPLOY STUDY TECH.

3. A STUDENT ALTER–ISING OR MISADVISING OTHERS ON THE USE OF STUDY TECH MAY BE SUMMONED BEFORE A COURT OF ETHICS.

   The charge is ADVOCATING A MISUSE OR NEGLECT OF PROPER STUDY TECH.

4. AN AUDITOR FAILING TO CLEAR EACH AND EVERY WORD OF EVERY COMMAND OR LIST USED MAY BE SUMMONED BEFORE A COURT OF ETHICS.

   The charge is OUT–TECH.

5. ANY PUBLIC DIVISION PERSON, STAFF MEMBER OR SCIENTOLOGIST FOUND USING TERMS, CIRCUMSTANCES OR DATA ON RAW PUBLIC IN PUBLIC LECTURES OR PROMOTION OR IN PR BEYOND THE PUBLIC ABILITY TO GRASP WITHOUT STRESSING STUDY TECH OR AT ONCE TAKING EFFECTIVE MEASURES TO CLARIFY, OR RELEASING MATERIALS BROADLY TO A WRONG PUBLIC MAY BE SUMMONED TO A COURT OF ETHICS IF ANY FLAP OR UPSET RESULTS.

   The charge is FAILURE TO APPLY STUDY TECH IN DISSEMINATION.

SUPPRESSIVE

Furthermore, as study tech is our primary bridge to society and the basic prevention of out-tech and out-admin, if any offense as above found guilty in a Court of Ethics is REPEATED and the person has had two such courts on this offense, the person may be summoned before a Committee of Evidence on a charge of COMMITTING AN ACT OR OMISSION UNDERTAKEN TO KNOWINGLY SUPPRESS, REDUCE OR IMPEDE SCIENTOLOGY OR SCIENTOLOGISTS, and if found guilty beyond reasonable doubt, may be declared a SUPPRESSIVE PERSON and expelled with full penalties.

AXIOM 28

Failures to teach or use study tech or alterations of study tech are actually offenses against AXIOM 28 as it is applied internally in an org on admin and tech and from the org to society.

Study tech including its technology of Word Clearing is in fact the technology of Axiom 28.

The Axiom (amended) follows:

AXIOM 28. COMMUNICATION IS THE CONSIDERATION AND ACTION OF IMPELLING AN IMPULSE OR PARTICLE FROM SOURCE–POINT ACROSS A DISTANCE TO RECEIPT–POINT, WITH THE INTENTION OF BRINGING INTO BEING AT THE RECEIPT–POINT A DUPLICATION AND UNDERSTANDING OF THAT WHICH EMANATED FROM THE SOURCE–POINT.

The formula of Communication is: Cause, Distance, Effect, with Intention, Attention and Duplication WITH UNDERSTANDING.

The component parts of Communication are Consideration, Intention, Attention, Cause, Source-point, Distance, Effect, Receipt-point, Duplication, Understanding, the Velocity of the impulse or particle, Nothingness or Somethingness. A noncommunication consists of Barriers. Barriers consist of Space, Interpositions (such as walls and screens of fast-moving particles), and Time. A communication, by definition, does not need to be two-way. When a communication is returned, the formula is repeated, with the receipt-point now becoming a source-point and the former source-point now becoming a receipt-point.

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HCO POLICY LETTER OF 16 NOVEMBER 1973

(Also issued as an HCOB, same date and title)

REMIMEO

WORD CLEARING SERIES 49

STUDY TECH AND POST

Ref: HCOB/PL 4 Apr. 72R III Word Clearing Series 48
Rev. 21.6.75 ETHICS AND STUDY TECH

It has just been found that certain staff could not perform their duties because they knowingly went by misunderstood words in despatches and telexes.

By this willful failure they had dumped their hats on seniors for two years.

They were wiped out on post, could not evaluate or find out what was going on. And spent a bulk of their time sleeping.

THEREFORE:

6. Any person who goes by misunderstood words or abbreviations in telexes or despatches or materials he handles on post without clarifying them SHALL BE SUMMONSED TO A COURT OF ETHICS.

   The charge is NEGLECT OF DUTY and the minimum sentence is TREASON.

7. Any auditor failing to write clearly on worksheets or put down enough text to make the worksheet understandable shall be summonsed to a Court of Ethics.

   The charge is NO REPORT.

8. Any Case Supervisor who permits an auditor to write incomprehensibly or omit data shall be summonsed to a Court of Ethics.

   The charge is CONDONING NEGLECT OF DUTY.

ADDITIONAL PENALTY

Whenever this policy letter or its references are found to be out in an area and not enforced there can be no plea of ignorance and the seniors of the area are themselves liable to Comm Ev.

Violations of study tech and failures to use this technology are responsible for great losses and out-tech, out-admin and overwork of seniors.

The matter has been regarded too lightly and has caused great losses, blows and has impeded progress on this planet.

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HCO POLICY LETTER OF 25 JULY 1987

(Also issued as an HCOB, same date and title)

REMIMEO

KNOWLEDGE, DEFINITION OF

(Originally written 11 Nov. 79)

KNOWLEDGE IS A TOTAL CERTAINTY AND UNDERSTANDING OF DATA AND THIS CAN INCLUDE OBJECTS, ACTIONS, SPACES OR AREAS, TIME AND FORMS.

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HCO POLICY LETTER OF 22 JUNE 1974

REMIMEO

TECH

(Originally written by LRH for the *Apollo* OODs of 22 June 74.
Issued as an HCO PL on 30 Oct. 80.)

Every action that results in a product has a certain tech.

One finds out about it or develops it.

When one adopts false tech he will then wind up with confusion as false tech will not deliver a product. It delivers a confusion — like psychiatry or Nixon economics.

The more false tech you hold onto or apply, the more confusions you will get.

When real tech is invalidated then false tech can enter in. So the test of false tech is does it give a confusion and the test of real tech is does it give a product.

A Mis-U word in real tech then can let false tech in.

If the tech is not available for a certain job one then has to develop it. His development will be correct only if it delivers a real product.

When one busily develops tech where proven tech already exists and is available, one is wasting his time.

Technology is that part of knowledge that is used.

So it is not enough just to know. One also has to apply.

If one *really* knows his tech it is very easy to apply it. When one is uncertain, his application is uncertain.

Life in living forms depends upon real products.

When products take too long to bring about or when they turn out to be overt products then they are not economical to produce. Overdue and overt products are both *very* costly in time and catastrophes.

If you find in any area you are taking too long to produce a product, then it's time to review your tech. (A) Does tech exist? (B) If yes, "Am I applying it?" (C) If no, "Do I have to develop it?"

If it is (C), then one had better get very busy sorting it out. It is easier and less expensive to do that than to go on turning out overt products.

Any product has its tech.

Do you know the tech to produce yours?

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HCO POLICY LETTER OF 30 JANUARY 1983

REMIMEO

ESTABLISHMENT OFFICER SERIES 46
KEEPING SCIENTOLOGY WORKING SERIES 28

YOUR POST AND LIFE

A vital datum has emerged in my recent whole track research.

IF ONE KNOWS THE TECH OF HOW TO DO SOMETHING AND CAN DO IT, AND USES IT, HE *CANNOT* BE THE ADVERSE EFFECT OF IT.

This applies in many, many ways and is in fact a key point of life — a fundamental that may underlie all others.

And it applies to you directly on a post and in life.

If you know the tech — and that includes policy — of your post and apply it, you cannot be the adverse effect of it. FACT!

This has many ramifications:

1. A hatted staff member is not only at cause over his post, he is safe.

2. A well-trained auditor gets no adverse reaction from auditing others.

3. A well-trained Supervisor has no adverse reaction from students.

4. A fully trained and functioning staff can get no real adverse reaction from superiors or even an enemy.

5. An SP confronted by someone who knows and can use all the tech concerning SPs would shatter.

The list could go on and on since the datum pervades all sectors of life itself. In fact, it is almost mystical!

There is a corollary: If one is experiencing an adverse effect on a post or in life, then he does not know or has not applied the tech or policy covering it.

There is also a limiting factor: The full benefit of the datum is not sweepingly realized in all sectors until one is all the way up the Bridge. *BUT* the datum is so

powerful that it can be applied and will manifest itself even in small things like opening cans, much less doing a post.

And knowing that one datum can save you enormous trouble and grief and put you on the road to OT doing what you're doing and right where you are!

Nice, eh?

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 JULY 1984

REMIMEO
ALL EXECS
ALL STAFF
ESTOS
HATTING OFFICER
SSO
MAAS/ETH OFFS

EXECUTIVE SERIES 29
ESTABLISHMENT OFFICER SERIES 50

HATTING AND THE ENVIRONMENT

There is a single difference I have spotted between past environments I have hatted people in and the current environment. The sea, war, expeditionary wilds are all very dangerous places and a person either gets hatted or he kicks the bucket most gruesomely, not because some senior will clobber him, but because the environment will not only wipe him out but torture him in the bargain.

Now, suppose you had a junior who was always sending problems to you. He never handled them or recommended any handling or tried to prevent them. He even invented them. What would you think of a staff member who did that? Charitably, you could say that he is just green or untrained or deaf or blind or that he has lots of Mis-Us. In some cases these may account for this type of behavior. But there is also this other factor of the environment.

I have taken illiterate crews who were the dregs of the docks and hatted them up into a crack crew very quickly. These guys weren't just illiterate, they were even in awe of someone who could read because they couldn't. Yet, they could be hatted and rapidly. The difference between this and training staff in our orgs is that these guys had to be able to operate in an environment which would have no mercy on them if they failed. They were forced by the environment to know their hats and wear them if they wanted to survive.

A senior in an org can bring duress on his juniors to get the job done. However, this duress, or even threat, is only coming from a senior, not from the environment. A staff member might feel that he has nothing to lose if he doesn't get hatted. He won't get tortured or killed. He'll just have some senior a bit mad at him which is really a bit mild.

In other words, we are apparently trying to hat people in a totally safe space with no threat to them whether they get hatted or don't. After all, someone will pick up all the pieces and pay all the bills, or they can blow and go back to their pot.

Factually, the environment we live in could eat us up. There is more threat to a staff member personally in not doing his job right now than the sea or war or anything like that. The threat to us if we don't make it is eternity.

One could ask a staff member that refuses to get hatted how he would like to spend all of the coming eternity blind, in the dark and in pain. He would probably say he wouldn't like that. But if we don't make it, that's what we've got and that's what he is condemning this planet to.

This probably would sound quite mad to some, yet is the most stark truth I have ever uttered.

A staff member who refuses to get hatted and get out real products does not know what we are trying to do. He doesn't realize that he himself, next life, is for it if we don't make it.

If a sailor didn't get hatted, he only died once in his estimation. If staff in our orgs don't get hatted, they're condemning themselves and the planet to death a thousand times over.

So understand that no matter how mild the environment might appear to you, we are actually fighting a full-scale war against ignorance and enslavement. But we *do* have the tech to win.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 15 SEPTEMBER 1970R
REVISED 25 APRIL 1979

REMIMEO
EXECUTIVE HATS
ETHICS CHECKSHEET
PERSONNEL CHECKSHEET

ETHICS

IMPORTANT

EXECUTIVE RESPONSIBILITY FOR TRAINING STAFF

If at any time a staff member is found on staff who

a. does not know his hat,

b. is found not wearing the hat which he is assigned by the org board or

c. is found in ethics trouble;

and it is discovered that

A. he has no staff hat folder,

B. no post hat folder,

C. no checksheet of PLs and HCOBs or EDs or books or manuals concerning his duties or division,

D. has no pack of the materials of C above *or*

E. is not actively being remedied in these defects and/or in progress in learning them well

OR

F. the division is undermanned, by reason of no active demand for personnel or permitting transfers;

THE STAFF MEMBER'S IMMEDIATE SENIOR IS SUBJECT TO COMM EV on a charge of

TREASONABLE NEGLECT

and may thereby be

1. removed from post or

2. demoted.

No bonuses of any kind may be paid any executive who does not himself have and whose juniors do not have

i. a precise post assignment on the org board and posted on the org board;

ii. a full outline of purpose of the post and the division and the org and a complete staff hat;

iii. a post hat giving the purpose of the post and its precise duties;

iv. a checksheet covering with reality the data required to be known to perform the post with all relevant manuals, HCO PLs, HCOBs, EDs, orders, books or tapes;

v. a pack containing the material of the checksheet excepting tapes but with these available;

vi. a full Dept 14 program of post and study progress as well as case progress;

vii. adequate study progress on the post material;

viii. adequate acceptable statistics of each post production.

REWARD

Any Executive Director, Executive Secretary or secretary who achieves (i) to (viii) with his juniors and himself is entitled to a 25 percent bonus providing (vii) is completed in all cases and (vii) in satisfactory progress on all persons under him on staff less than 90 days.

The pay of a person fully on post with (i) to (viii) in and (vii) completed is the full units or pay of that post, the staff member being only on post in training until this is accomplished.

NOTE

Any and all troubles, ethics actions and org difficulties have been traced to failures to recruit, to hat, checksheet and pack and thus train for and on post every staff member.

While every effort will be made by Flag and its Liaison Offices to checksheet and assist and do the basic work, the absence of its materials or help or the absence of a Hats Officer or STO do not absolve any executive from his responsibilities for staff competence, hats, checksheets or packs or study thereof as laid down in this policy letter.

The viability and expansion of orgs and the power of Scientology in society depend utterly on recruitment and this policy letter being followed with intelligence and reality.

L. RON HUBBARD
FOUNDER

Products & Exchange

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 MARCH 1971

REMIMEO

ORG SERIES 26

VALUABLE FINAL PRODUCTS

By definition, a valuable final product is something that can be exchanged with other activities in return for support. The support usually adds up to food, clothing, shelter, money, tolerance and cooperation (goodwill).

On an individual basis this is easy to grasp. The individual produces a product or products which, flowed into the dept, div, org, company, community, state, nation or planet, then returns to him his pay and goodwill or at least sufficient goodwill to prevent his abandonment or destruction.

Long-range survival of the individual is attained in this fashion.

A valuable final product (VFP) is valuable because it is potentially or factually exchangeable.

The key word in this sense is EXCHANGEABLE. And exchangeability means outside, with something outside the person or activity.

A valuable final product could as easily be named a VALUABLE EXCHANGEABLE PRODUCT.

Sanity and insanity are matters of *motive,* not rationality or competence. The sane are constructive, the insane are destructive.

Thus insanity on the part of the potential receiver of a VFP can prevent an exchange of a final product the receiver should be able to use and for which he should be willing to give active support and goodwill to the producer. Example: Man starving; you try to sell him good food at reasonable price for which he has money to pay. He tries to shoot you and destroy the food. This is insanity since he is trying to destroy the product he needs and can afford.

Crime is the action of the insane or the action of attempting seizure of product without support. Example: Robbers who do not support a community seek to rob from it supporting funds.

Fraud is the attempt to obtain support without furnishing a product.

Sanity and honesty then consist of producing a valuable final product for which one is then recompensed by support and goodwill, or in reverse flow, supporting and giving goodwill to the producer of the product.

Ethical basics, morale, social subjects, law, all are based on this principle of the valuable final product. Previously it has been "instinctive" or "common sense." It has not before been stated.

Civilizations which facilitate production and interchange and inhibit crime and fraud are then successful. Those that do not, perish.

Persons who wish to destroy civilizations promote departures from these basic rules of the game. Methods of corrupting fair interchange are numerous.

The FACTORS are the first appearance of these principles.

The theory of the valuable final product is an extension of the FACTORS.

Parts of organizations or organizations, towns, states and countries all follow the principles which apply to the individual.

The survival or value of any section, department, division or org is whether or not it follows these principles of interchange.

The survival or value of any town, state or country follows these principles of interchange.

You can predict the survival of any activity by confirming its interchange regularities or can predict its downfall by irregularities in this interchange.

Therefore it is vital that a person or a section, department, division or part of an org or an org figure out exactly what it is interchanging. It is producing something that is valuable to the activity or activities with which it is in communication and for that it is obtaining support.

If it is actually producing valuable final products then it is entitled to support.

If on the other hand it is only organizing or hoping or PRing and is not producing an interchangeable commodity or commodities in VOLUME or QUALITY for which support can be elicited and even demanded, it will not be VIABLE.

It doesn't matter how many orders are issued or how well org boards are drawn or beautiful the plans to produce are made. The hard fact of production remains the dominant fact.

How well organized things are *increases* production volume and *improves* quality and thus can bring about viability.

But it is the valuable final product there and being interchanged that determines basic survival.

Lack of viability can always be traced to the volume and quality of an actual valuable final product.

Hope of a product has a short-term value that permits an activity to be built. But when the hope does not materialize, then any hoped-for viability also collapses.

One then must organize *back* from the actually produced product.

For instance, a technical subject is capable of producing an exact result.

IF persons are trained to actually produce the result AND THE RESULT IS PRODUCED then one can exchange the technicians with the community for support.

If the result is produced (by training the technicians well) then the result can be interchanged with an individual for support and goodwill.

Where any of these factors suffer in volume or quality then an interchange is difficult and viability becomes uncertain.

As individuals, communities and states are not necessarily sane, upsets can occur in the interchange even when production is occurring.

Therefore the producer has a stake in maintaining the sanity of the scene in which he is operating, and one of his valuable final products is a scene in which production and interchange can occur.

The basics of valuable final products are true for any industrial or political or economic system.

Many systems attempt to avoid these basics and the end result would be disaster.

The individual, section, department, division, org or country that is not producing something valuable enough to interchange will not be supported for long. It is as simple as that.

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HCO POLICY LETTER OF 29 OCTOBER 1970
ISSUE I

REMIMEO
EXEC HATS

ORG SERIES 10

THE ANALYSIS OF ORGANIZATION BY PRODUCT

The different products involved in production are:

1. Establishing something that produces. (Product 1)

2. Operating that which produces in order to obtain a product. (Product 2)

3. Repairing or correcting that which produces. (Product 3)

4. Repairing or correcting that which is produced. (Product 4)

Example: A typewriter is manufactured and located on a desk. This is establishing something that produces as in (1). A typist operates or runs the typewriter which thus produces typed sheets, stencils, etc., which are the product produced. This satisfies (2) above. The typewriter from various causes eventually requires repair in order to continue to produce. This satisfies (3). The correction of things typed would satisfy (4).

These are the four basic PRODUCTS involved in production.

Thus there are really four basic products necessary to a production activity. These are:

1. The established machine

2. The machine's product

3. The corrected machine

4. The corrected product

That makes a minimum of four products for any production cycle.

Three major factors govern every product. These are:

A. Quantity

B. Quality

C. Viability

Quantity would be an acceptable, expected or useful volume.

Quality would be the degree of perfection of a product.

Viability would be the longevity, usefulness and desirability of the product.

As *each* product in the four listed above has *three* factors in each product, there are then twelve major points (4 x 3) regulating production.

Product 1 — Establishing the typewriter, contains:

i. The quantity of typewriters established

ii. The quality of the typewriters established

iii. The viability of the typewriters established

Product 2 — The product of the typewriter (typed things) also has three:

iv. The quantity of the typed things

v. The quality of the typed things

vi. The viability of the typed things

Product 3 — The repair of the typewriter itself also has three factors:

vii. The quantity (amount) of the repair

viii. The quality of the repair

ix. The viability of the repair

Product 4 — The correction of the thing produced.

x. The quantity (amount) of the corrected product

xi. The quality of the corrected product

xii. The viability of the corrected product

Thus to get a product "typed things" there are actually twelve separate factors.

This applies to all machinery. For instance, there is the generator that produces and there is the thing (electricity) produced by the generator. There is the repaired generator. And there is the corrected electricity (such as reducing its voltage or converting it).

Now if you did not know that you were handling twelve factors in producing electricity the tendency would be to "just run the generator" and ignore the actual factors governing production.

The results of this would be total operation only. The generator would soon go to pieces. The electricity furnished would vary all over the place and blow out other equipment. There would be no funds to repair or replace the generator when it broke down. By paying little attention to products (as the wog world often does) or by shifting their importances — giving total importance to running it — there would soon be *no* viability at all. The end result would be two wrong products — scrap metal that was once a generator and no electricity.

Now, surprise, surprise! An organization composed of people is influenced by these same things!

Org Product 1 is putting it there.

Org Product 2 is what the org produces.

Org Product 3 is the repair of the org.

Org Product 4 is the correction of the org's product.

If we do not know these products and factors exist, continual mistakes can be made just as bad as just running a generator. Instead of the desired final product which is offered and sold and delivered, we get scrap paper and insolvency.

To establish an org one has to put one there. This requires a desirable and economic product of the org envisioned, the technology of making the final product, the technology of making and handling the org, the procurement of a location, recruitment, an org bd, hats, and training and the equipment and materiel needed to produce the final product and the obtaining of the raw material to make the final product. Thus established, it must be done so that:

i. The amount of org is created proportionate to its final product demand.

ii. The quality of the org itself — shabby, posh, active or lazy, etc.

iii. The viability of the org (how long will it last economically, how will it expand, does income exceed outgo, etc.).

The product of the org itself is regulated by:

iv. The quantity of product produced (which must be of sufficient volume to satisfy demand).

v. The quality of the org's product or products (which must be adequate to satisfy those requiring and paying for the production).

vi. The viability of the org's product (how long does it last and is it adequate for its value).

The repair of the org itself must be:

vii. The quantity or amount of repair necessary to make the org functional (which may amount to simply giving it a new letterhead or rebuilding the whole place, nearly the establishing product again).

viii. The quality or expertness of the repair (a bad one could destroy the place).

ix. The viability of the repair (if the right Why is handled the repair as a product will last a long time and if a wrong reason for decline is handled the place will just cave in again).

The correction of the org's product to obtain a uniformly satisfactory product:

x. The quantity (proportion) of the org's product that has to be corrected (which might require, if too high, the repair of some part of the org itself).

xi. The quality of the correction (expert and can be afforded and itself nondestructive).

xii. The viability of the product corrected. (Will it last and be nearly as good as the better produced product?)

All these factors must be consulted.

ANALYSIS

If one understands these factors and realizes they are all present in running an eggbeater or the world's biggest oil company, one will not be groping around in rags.

A checklist of the twelve factors influencing the four major products can be made up and each point as it relates to an org can be studied about a particular org.

One has here the basics. From these there can arise a near infinity of lesser items.

When one does not know these basics one flounders endlessly while attempting to handle a post, a portion of an org or the whole org. One gets into a frantic correct the errors and outpoints or goes into apathy as he has no guidelines.

However, using these basics, one can easily check them off and so see what he has to do to more closely approach the ideal.

In Dianetics and Scientology, for example, the final pc product of Flag auditors trained on the same HCOBs as field auditors, on *rougher* pcs, is infinitely better than the pc product elsewhere. This is a puzzle. The clue is not in auditing at all. It lies in an earlier product — training. A Class VI or a Class VIII Auditor on Flag was trained (a) more rapidly (amounting to as little as 1/6th of the time in an org) and (b) more honestly and (c) the Flag auditor is expertly corrected as a product when he begins to audit until the auditing product is perfect. The training (quantity, quality and

lasting quality) on the course is better and the training extends to training on post until the auditor's product (the auditing of the pc and the pc) need little or no product correction. The equivalent used to be required HGC training — on-post training — for a staff auditor to become a *staff* auditor. In no org did auditors go fresh from school into auditing with no further training. This went out in some orgs. The product "corrected auditor" became a missing product. Thus Flag auditing produces a better product as *that* product — corrected auditor — exists on Flag.

This is given to show the *use* of the product factors.

Where any of these products or factors are missing, the viability of the whole is shaken. By using them the whole becomes viable.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 13 NOVEMBER 1970

REMIMEO

ORG SERIES 13

PLANNING BY PRODUCT

One of the cycles or correct sequences of action is:

BE — DO — HAVE

This sequence is often altered in orgs and even in individuals. Be is first in the physical universe, Do is second, Have is third.

By getting it out of sequence a considerable confusion can be generated.

A lot of riddles of human behavior can be solved by realizing this goes out of sequence or gets omissions.

The Spanish peasant and the Spanish officials go to war at the drop of a straw. Their history is jammed with revolts. The peasant knows that if he is a peasant (be) and does his work (do) he should have. The Spanish official is stuck in BE. He *has* so he can *be* and he doesn't have to *do* anything. Also a degree or title in Spain is a BE and there is no *do*. So there is no *have* unless it comes from the peasant. The two altered cycles collide.

Juvenile delinquency and shattered lives in the West stem directly from corruptions of this cycle.

Children in the West are commonly asked, "What are you going to BE when you grow up?" It is a silly question and can drive any child up the wall. Because it's the wrong question — hits the wrong end of the cycle. He can't work out his personal org bd easily.

He is also asked, "What are you going to DO in life?" That's just as bad. It is quite difficult to answer.

You have to do an org bd backwards — establish the product (have), find out what to *do* to achieve it and only then really can you accurately discover what one has to BE to accomplish this.

A lot of people and businesses fail because they don't do this. A beingness taken first all too often winds up in a doingness without any havingness resulting.

If we asked children, "What do you want to PRODUCE in life?" we could probably get a workable answer. From *that* he could figure out what he'd have to do

to produce that and from that he could know what he had to BE. Then, with a little cooperation, he would be able to lead a happy and valuable life.

Concentrating on BE? one finds him ready to BE all right, but then he stands around the next fifty years waiting for his havingness to fall out of the sky or slide to him via a welfare state.

The above data, missing in society, contributes to juvenile delinquency, crime, the welfare state and a dying civilization.

It is a wrong personal org bd to BE only.

So it is with an activity or company.

What is the desired product that will also be desired by others? is the first question one asks in organizing. It must be answered before one can adjust or arrange finance or any org bd.

Then one asks what has to be *done* to produce that? And there may be a lot of dones figured out and put in sequence.

Now one can work on BE.

Thus you would have the basic ingredients of an org bd.

Here is a common altered cycle:

Mr. A has a truck — HAVE. He tries to figure out what to DO with it. He works it around to try to make money. He would usually go broke. As he supposes he already has a product — a truck, and he needs a product — "money," he rarely backs it up to a BE.

Some people's "think" gets all involved in altered sequences or omissions of the BE — DO — HAVE cycle.

An activity has several final products. All of them must be worked out and considered. Then one can work out the sequence of DOs (each with a product) in order to accomplish the final products. Only then can one work out the BE.

By omission or fixations on one of these points a person or an org can fail or perhaps never even get started.

Fixation on DO without any product in view leads to bored wandering through life.

Mothers even know this one. "Mama, what shall I do?" is a long-drawn refrain. Smart mamas often say "Make a cake" or "Make mud pies" or "Make a house." Dumb ones say "Go and play and stop bothering me!"

Armies, with guard or death "products," get obsessed with DO to a point where officers and noncoms will state "Get those men busy!" No product. Meaningless, often frantic and useless DO.

It could be said that any developed traffic (dev-t) comes from people who have no product.

Immense bureaucracies can build up where there are no realized or stated products.

Target policies and practice are successful because they state the desired product.

Unless one organizes from the final product the organization can get unreal and useless.

Even Russia could learn this one. Their "workers" are all trying to get to the university where they can BE. The Russian government was recently pleading with young people to become workers. But of course that's just another BE that implies DO. Russia has yet to realize her product was and is revolution. It's no wonder their main problem is how to feed and clothe and house their people.

Unless an org or a person knows exactly what the final product is for the org or a post, there'll be a lot of busyness but not very much havingness for anyone.

The answer is to figure out the final product and work back through the do of subprojects and you will then materialize a real org, a real beingness.

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HCO POLICY LETTER OF 14 MAY 1972

REMIMEO

MORALE

(Originally written by LRH for the *Apollo* OODs of 14 May 72.
Issued as an HCO PL 21 Sept. 80.)

Production is the basis of morale.

If one can get a unit producing and actually accomplishing worthwhile production, then their morale will rise.

Thus, it does not matter too much how one starts a unit producing so long as it does get started.

I was given a good example of this with just one person who has been on MO lines. She is actually well now. She is *miserable*. There is nothing wrong with her at all except she is out of the action and is not producing anything.

This has been noted in other fields. The "idle rich" are the most miserable people you ever wanted to meet. "To Have and Have Not" or some such title by Hemingway talks about it for the best part of a book.

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HCO POLICY LETTER OF 24 APRIL 1972
ISSUE II

REMIMEO

DONES

(Originally written by LRH for the *Apollo* OODs of 24 Apr. 72.
Issued as an HCO PL on 21 Sept. 80.)

Doing the work of the post *does* result in effective exchange.

If one confronts his post he will see there are things to do. These things result in both morale and viability.

"Do" is often defined as "talk" or "refer." But that doesn't get anything done. Do is the action which leads to *DONE*.

Doing something else does not lead to any done.

Do your jobs and get *dones*.

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FOUNDER

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HCO POLICY LETTER OF 11 JUNE 1974

REMIMEO

THE "ECONOMY"

(Originally written by LRH for the *Apollo* OODs of 11 June 74. Issued as an HCO PL on 21 Sept. 80.)

Reports from experts and observers, Wall Street, *Times, Barron's* magazine, various sources, give a gloomy picture of the economy.

A lot of factors enter in, but money is suddenly very tight and many big corporations are threatened with bankruptcy.

Apparently some businesses are afraid to put ads in papers to employ people as they are unable to handle the resulting mobs of applicants.

In times like these one has to manage very industriously and watch outgo very carefully and somehow expand income.

This is no time to neglect areas or situations or to have an attitude of "nothing to do with me." It does!

What one can do about it is pretty simple: WEAR THE HAT ASSIGNED ONE AMBITIOUSLY, WORK AS A *TEAM*, GET OUT REAL PRODUCTS.

The usual reason one works hard with no product or an overt product at the end is lack of tech. One has not found or developed the tech necessary to do one's post.

Well, you'd be surprised how much time *I* spend in study. I find or develop the tech of what I do. Sure, there's trillions of years behind what I do. But the here and now is a planet of limited tech in almost every line of country. So what's here and now to do with and how is it done *here*?

One studies the area, one takes the data he can get, one develops what he can't, one applies what he finds. And the result is a real product.

When times get worse or conditions are not of the best, one has to study and work that much harder to make it.

There's no question of lying back and letting it ride. *That* would be pure self-destruction. So the way out in life is the way through.

I want us and I want you to make it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 NOVEMBER 1970

REMIMEO

ORG SERIES 14

THE PRODUCT AS AN OVERT ACT

When a product is nonexistent or bad it can be classified as an overt act against both the org and any customer.

You can estimate what the existing scene of a post really is by looking at its product.

When a flubby product is observed, you can at once approximate the existing scene.

The time it takes to achieve the product is also an estimation. A long time to achieve a small flubby product gives one a good idea of the existing scene.

This also estimates the amount of "noise" in an area.

Example: Post X is supposed to sort ruddy rods. There are no sorted ruddy rods ready. That's an omitted action. The post has to be ordered to sort ruddy rods. That's ordering someone to wear his hat which is altered sequence as he should have been wearing it already. The post must be a false terminal as it isn't wearing its hat. The product so far is no sorted ruddy rods. You order them sorted. You get bent tangled ruddy rods furnished after a long time period filled with dev-t. Estimate of existing scene — psychotic and an awful long way from any ideal scene. Actual quality of product — an overt act.

When several org members are furnishing a poor individual product, the org becomes difficult to handle as the person in charge is operating as correction not as establishment and org product.

Wherever an org's product is low in quantity and quality one must recognize that it contains several members who unconsciously furnish overt acts in the guise of post products and begin to straighten things out accordingly.

The road to sanity for such a person or org is a good grasp of organizing and products, making known the technology needed to produce a product, getting it properly done so that the person can then wear his hat.

If this still doesn't occur, personal processing is necessary as the personnel may well be dramatizing overt acts (harmful acts) by turning out a bad product.

The final product of an org is the combined products of all the members of that org directed to accomplish the final products of that org.

Stupidity, lack of a worked out org bd, lack of recognition of what the final org products should be, lack of training, lack of hats can produce poor final products. In an activity not doing well, the poor final product or its lack of any product is the compound errors in subproducts. An org where the product is pretty bad or nonexistent contains many elements — posts — in it which have as *their* individual "post products" not products at all but overt (harmful) acts.

Pride of workmanship is pride in one's own product.

Every post has some product. If the products of all posts in an activity are good and the product sequence is good then the final products of the org will be good.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 JANUARY 1979

REMIMEO
ALL STAFF
REG HATS
TECH SEC HATS
D OF P HATS
D OF T HATS
SUPERVISOR HATS
E/O–MAA HATS

INCOME CUTATIVES AND SALARY SUM

There are probably thousands of suppressive ways an org can be deprived of its income and the staff can be deprived of pay and welfare.

Whether done on purpose or "because it's unimportant" any action or inaction on a post that deprives other staff members of income, pay and welfare becomes important to every individual on staff.

One should not send to find why one's pay and welfare are low. One only has to look around him and spot careless or other-determined actions or inactions to locate the cause.

In an overpopulated world, if it is, a fad of "the other person doesn't matter" can easily start up. One hears, "I am interested in the first and second dynamics and the third doesn't matter." It is a symptom of extreme stupidity. One can ask such a person, "Well, then, who would audit you?" and "Who would feed you?"

The individual pay and welfare of a staff member is a matter of the third dynamic. And if the individuals in that group are so neurotically introverted they can't see what is going on around them and so lacking in personal presence and energy that they can't correct it themselves, why then in truth they will have low pay and no welfare. They will also get bad auditing! The surest way to wreck the first and second dynamics is to abandon the third. Even the hermits of long ago had visitors and banded together. And somebody has to sell the groceries to a recluse.

One can even say he craves to abandon his body and the planet. Yet, I guarantee you that after ten minutes spent, lonely, three hundred miles out in outer space, such a person would be screaming to get back and talk to Joe or Mabel.

And it is interesting that one of the favorite punishments of torturers past and present is to put someone in solitary confinement. If they also turn off the lights, such a person becomes a howling lunatic in most cases after thirty days.

So it is no good to say one is not interested in the third dynamic and ignore what others do unless, of course, one is also fixed on self-punishment and enjoys suffering.

It is a bit of a mystery why staffs do not act, when they do not, when they observe vivid examples of income cutatives around them. But if they do not and do not handle them, it is no mystery why their pay and welfare are low.

It is all very well to say that nothing is important anyway. But that is to say that dying is unimportant. But when you know what really happens to some thetans when they die, if the person saying it and even believing it were to experience it and experience the eternity it goes on, he would not be so casual as to infer that nothing, including his own future fate and that of the other fellow—since he is involved in it too—was important even including Scientology and its organizations.

Even in the so-called "welfare states" supposedly dedicated to supporting the individual, those groups that are not active and vigilant as individuals die. And those states that have indulged in this political philosophy are this very moment going bankrupt and are dying and the individuals in them are being eaten up by inflation.

Only a very suppressive person could work for the dream of dead people in a dead world. Yet there is where such actions wind up.

It is therefore of considerable interest to any individual staff member what other staff members do or don't do.

Here are a few examples of how a staff is deprived of its pay and welfare:

The Supervisors do not use Word Clearing or WHAT IS A COURSE? PL or COURSES—THEIR IDEAL SCENE and do not really make sure that auditors can really audit. So the auditors mess up the HGC, staff and field cases and public word of mouth steers new public away from the org.

Auditors have not done TRs the Hard Way or use a wrong can squeeze and so mis-set their meter sensitivity and do not word clear their materials and cannot make lists read and waste the org's income with demanded refunds.

C/Ses do not follow the C/S Series and do not cram or get crammed auditors and Supervisors and even Cramming Officers and mount up the red tags on staff and paying pcs and add up the refunds.

Qual Secs don't handle Tech staff and don't see that executives can study and are not failed students who can't even read a despatch.

Recruiters and Personnel people recruit only heavy LSD cases and clinic types.

Dissem Secs and Dissem staff never heard of Vol 2 and don't promote or know how to compile and keep up CFs and Addresses and write letters and don't insist on posting Registrars in the org but with the ED do the regging themselves for the bonus.

Ethics Officers assign wrong conditions and also never read or verify the formula has been done correctly and throw out ethics tech in the org.

Dist Secs don't train their FSMs thoroughly and don't pay them instantly and don't have any.

Book I/Cs don't run a good bookstore, don't advertise in magazines and sell to local individuals as well as by mail order and don't do the numerous other successful things that sell books, meters, tapes, cassettes and insignia to old and new public.

Or persons have a vested interest in making the org fail.

HCOs and executives do not insist on executives being trained and staffs being hatted and the busyness of the org does not result in real production.

The Registrars, instead of learning how to close sales, seek to make up for their inability by handing out huge illegal discounts to customers and personal friends or even refuse point-blank to sell services to the public.

The Director of Training and his Supervisors accept students on course without seeing the invoice of proper payment and train partial-paids and unpaids without even noticing — or for other reasons.

The Director of Processing and Director of Tech Services and auditors keep no track of the number of hours pcs have paid for and neglect to return the pc to the Registrar for re-sign and further payment for continuing.

The Public Division or Divisions seek to charge for little services that should be free — like intro lectures — but neglect to run good, good-paying services that build up their raw public to major services. And just so they can say their "Public Reg paid starts" are high.

There are many of these ways, many in every division and many on any post, by which the staff can be denied its pay and welfare.

But at least we can do this about it at policy level:

ANY FINANCIAL LOSS OCCASIONED BY ILLEGAL DISCOUNTS OR GIVING AWAY SERVICES OR MATERIALS SHALL BE RECOMPENSED TO THE ORG BY THE GUILTY INDIVIDUAL AND ANY SUMS SO RECOVERED SHALL BE PLACED IN THE SALARY SUM OF THAT ORG.

In short: if a staff member wishes to give away services or make illegal discounts, he is liable for the difference between the sale or delivery price or cost and what it should have been charged.

Any such charges to an individual staff member who discounted or gave away org services or materials may only be levied by reason of a Committee of Evidence duly convened. But if such losses are occurring and no Committee of Evidence is convened to recover, then the person who should have convened it shall be added to the Committee of Evidence by the next higher management body or a proper mission from it.

Are any of these present in your org? Look around and see. And then instead of just sitting down in apathy, start a campaign to get such things handled and listen to no reasonableness on how they must be. Because they must not be. Your case, your pay, your welfare and those of the whole staff depend on them being corrected. They won't get corrected and neither will your own personal well-being if you just walk

off and get a job mowing lawns or shoveling snow. You're looking at eternity as far as your case is concerned, let alone the org and the planet.

Verbal tech and crazy interpretations of tech because of somebody's Mis-Us make the tech of admin, auditing tech and ethics tech unworkable.

BTBs, BPLs, Bs of I, FDDs, which are patently destructive are accepted and followed even when they contradict HCO PLs or LRH EDs which have, when followed, improved things for decades.

Some income and salary and welfare cuts are occasioned by directives from other management bodies which are unreal in that they do not award a staff for its own production. Management bodies and various vital funds and reserves must, of course, exist and sources outside an org are entitled to these as they are also necessary to the org's survival. But where arbitrary and unreasonable orders which deprive a staff of pay and welfare exist and make no provision for increased staff productivity, then the matter must be reported to the Emergency Officer of the Office of Evaluation and Execution at Flag. The report can be made by the individual staff member or executives of the org. It can be made on channels or from outside the org. The report can be made on the org's own executives or those of any management or network. The report must contain all names and details and copies of any orders issued or report the failure to issue orders on any of the items mentioned in this policy letter. Your report must also contain what you and other staff members have done to handle the outness, otherwise the report will not be considered valid.

The individual staff of an org can not only help themselves and each other to obtain better pay and welfare. They can also seek outside and upper management help.

There has never been any intention whatever to deprive individual staff in any policy letter. Quite the contrary. This policy letter points out that the subject can be handled by them and gives them ways and channels to do so.

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HCO POLICY LETTER OF 28 FEBRUARY 1980

REMIMEO

EXECUTIVE SERIES 21
ORG SERIES 41
FINANCE SERIES 17

PRODUCTION AND ONE'S STANDARD OF LIVING

Refs:

HCO PL	19 Mar. 71 II	Finance Series 6 BEAN THEORY, FINANCE AS A COMMODITY
HCO PL	9 Mar. 72 I	Finance Series 11 INCOME FLOWS AND POOLS PRINCIPLES OF MONEY MANAGEMENT
HCO PL	27 Nov. 71 I	Exec Series 3 Finance Series 6-1 MONEY
HCO PL	3 Dec. 71	Exec Series 4 Finance Series 6-2 EXCHANGE
FEBC Tapes		

(*NOTE:* I realize that management units, orgs and staffs are daily pounded with false economic data. The real facts of life collide with much false data. Such crippling data comes from many sources — school, advertisers, government, bankers, propagandists, even parents who insisted Johnny be a doctor so he could "live well" or set a horrible example themselves. Many have had a hand in messing up people's wits on the subject. It is a factor in inhibiting the individual prosperity of executives, staff members and orgs. Where an area is not prospering, this PL should be star-rated on its people and the false data they have on this subject stripped so that they then can prosper as they should.)

"Standard of Living" can be defined as the relative quality of a person's or group's possessions, quarters, food, equipment, tools and conditions of their area of work and existence. It is the state of the person's living, including working, environment. Where its potential continuance exists it is related to survival. It is a basic natural economic law that personal production of VFPs and one's standard of living are intimately related.

This applies to the individual as well as the team.

Where violations occur, inequities exist.

At a personal level one must produce in excess of his standard of living just to retain and maintain it.

Actually the "excess" means that because of overload, taxes, services, plant, utilities, raw materials, machine and other costs additional to his own work sphere, a person cannot expect to get the full value of his VFPs all to himself. That is not economically feasible. The "excess" varies from post to post and job to job but is never less than 5x minimum. In industry it is considered to be at least 10x to maintain company standards and solvency. The "excess" can be very high indeed in some industries. But in any case any idea that it should be one-for-one is fatal. People who know little of economics or management sometimes propose a worker should get the full value of his VFPs—but all work and all VFPs require support services and to neglect these would quickly bring on poverty. Even when working for oneself alone these "excess" factors exist and seldom drop below 5x as one still requires support services. Corrected gross income divided by staff has to be at least 5x the cost of the standard of living of the individual staff member for that standard to be barely maintained. This does not mean staff pay should be 1/5 of that figure. It means that all the things (pay included) that go into maintaining their welfare and work environment would have to be covered by 1/5 of that figure. A fairly efficient and prosperous org with a hatted, industrious, gung-ho staff can very easily maintain quite acceptable standards at 1/10 that figure. The actual cash value of every piece of work done by a person can actually be calculated. It is intricate and tricky to do and much subject to over- and underestimation but it can be done. It is not vital to do this but one might just be curious about it. If so, do it for yourself. Thus VFPs can be priced against what they bring in as part of the overall scene even when they seem indirect. All the above figures are very rough and subject to variation but this gives you some idea of what is meant by "excess" in that law.

Where a number of people in a group or on a team do not produce VFPs in excess of their standard of living, they depress the standard of living of the group or team.

Where some in a group do not only not produce VFPs but produce overt products, they actively depress the standard of living of everyone in that group or on that team.

Many economists and theorists seek to avoid that law. They do it to gratify politicians or aggrandize some false philosophy whose true purpose is suppression under other colors. But the law remains and its violation breeds an epidemic of economic ills. Amongst such ills are inflation, superbureaucracy, chaos with the marketplace and a decay of the civilization.

When a whole society demands a high standard of living and yet doesn't concentrate on the personal production of VFPs, it is finished.

Products are the basis of a standard of living. They don't appear from midair. They come from work truly done. Not from hope or false data.

It is a druggie's dream that machines, computers, under the dictatorship will do it all. Machines can raise a standard of living by assisting in production. But they can't do man's living for him. Intelligently designed and used they permit, within limits, increases in population. But machines are just tools. They have to be thought

up, designed, built, run and serviced and their raw materials and fuel have to be found and delivered and their products promoted, delivered, used and often in their turn serviced. The machine age was actually recognized as failed when world leaders first began to urge population reduction on the planet to "improve the individual standard of living." If machines were going to solve it all, why is the civilization now in such a steep decline? It took producing men *working* in and with a machine age to make the society go. Not idle mobs on welfare expecting a high standard of living while a few guys work their guts out. Pie in the sky is nice but did anyone ever get to eat it? This misinterpretation of the machine age was a heavy violation of the above economic law. But the real harm of the machine age was creating a false belief that one did not have to produce much to survive. This lowered people's estimate of how much they would themselves have to produce to survive, much less have a high standard of living. Factually one normally has to work fast and expertly and in high volume to bring about any acceptable standard of living for himself and his group. This is a point the machine age obscures. But it remains vividly and demonstrably true.

An executive who works hard yet wonders about his own low standard of living should look over his people to find those who are not producing VFPs or who produce even overt products while yet demanding a living. *They* are absorbing the potential raised standard of living of the group.

Where a group has a very low standard of living, it need only review the above law and its potential violations to understand why.

One cannot, in fact must not, increase the standard of living of a group in ways that violate the above law. It will eventually bring calamity on that group.

In a society led astray by crackpot economics, violations of the above law create a vast number of wrong examples. The rich (most of whom work like mad) are seen as idle or even criminals. The best way of life is made to appear to be idleness. One seems to be owed a living without any effort on his own part. The producing worker should be fined by higher taxation. These are not seen to be simply false data spread about to wreck the place but are held as "truths." And in their wake comes a funeral for that group or society.

There is even an economic theory spread about today called "equalitarianism." It declares everyone should get the same pay and have the same standard of living. It does not mention that anyone should do any work. It holds that the better worker should not be better rewarded. It would crash any society.

Then there is the "monetarist" who believes you can manipulate a whole society with money alone. And no thought of any production. His answer to production? (You won't believe this.) Decrease demand! In other words, reduce everyone's standard of living!

Basic economics eventually catches up with all these weird false pretenses. It may take time but, as in the law of gravity, the apple eventually falls. No matter how many crackpots advance theories to say it can't fall, will go up or vanish. Real basic economic laws are like that. They catch up. So don't wonder about inflation and depression and decayed civilizations. Basic economics caught up with the crackpots.

An executive has to pay attention to the basic law about a standard of living. If he doesn't pay close attention to it, the standard of living of himself and of his group will cave in.

He can be "a good fellow" and seek popularity by attempting to raise the standard above what is earned. He and his group will crash.

He can be foolish and seek to raise his own rewards above what he personally is earning in terms of VFPs. But both he and his group will fail.

He can ignore the real producers of the group and not see that their standard of living is comparable to their individual production. And he and the group will fail.

He can ignore the nonproducers and the overt product makers and, by so ignoring them, tear his own and the group's standard of living to bits.

He can listen to a bunch of PR from a staff member about how valuable that staff member is and surrender to it without ever really counting up the real VFPs that staff member is not producing (or even preventing). (It happens.) Only real VFPs count.

He can work himself half to death without demanding production from others and have his own standard of living crash.

There are swarms of false data flying about today on this subject. It is taught in schools, the very best schools; it is heard on the radio and seen on TV and in the papers. The civilization, as it caves in, is blinded by literally thousands of false ideas about what and how a standard of living occurs. These, where they conflict with the basic law, actively prevent one from prospering as they blind him to the truth of his scene.

In an org or management unit in Scientology, the real VFP is valuable fine people who produce valuable final products who then make up a valuable fine public. Every piece of work and duty in a management unit or an org contributes to that.

The standard of living of an executive, a management unit, an org or a staff member is determined by that one basic economic law: The personal production of VFPs for the group and one's standard of living are intimately related.

L. Ron Hubbard
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HCO POLICY LETTER OF 10 SEPTEMBER 1982

REMIMEO
ALL STAFF

FINANCE SERIES 28

EXCHANGE, ORG INCOME AND STAFF PAY

Sometimes the question of staff pay arises although, by survey, the condition with most staffs reportedly is secondary to org income and getting a show on the road.

So it is of interest what really underlies org income and staff pay.

There is a term used in business called "fair exchange."

Let us apply this to an activity engaged in servicing the public.

We could isolate four conditions of exchange.

1. First consider a group which takes in money but does not deliver anything in exchange. This is called rip-off. It is the "exchange" condition of robbers, tax men, governments and other criminal elements.

2. Second is the condition of partial exchange. The group takes in orders or money for goods and then delivers part of it or a corrupted version of what was ordered. This is called short-changing or "running into debt" in that more and more is owed, in service or goods, by the group.

3. The third condition is the exchange known, legally and in business practice, as "fair exchange." One takes in orders and money and delivers exactly what has been ordered. Most successful businesses and activities work on the basis of "fair exchange."

4. The fourth condition of exchange is not common but could be called exchange in abundance. Here one does not give two for one or free service but gives something more valuable than money was received for. Example: The group has diamonds for sale; an average diamond is ordered; the group delivers a blue-white diamond above average. Also it delivers it promptly and with courtesy.

Now, believe it or not, org income and staff pay depend upon *which* of the above four exchanges is in practice by (a) the org or group, or (b) the staff member in the group.

If no. 1 is in vogue, income will dry up with a thoroughness you wouldn't believe. Although the TV and movies try to tell one that robbery is the only way to get rich, this is not true. Those who engage upon it, whether they be stickup men, corporate con men or governments, are not long for this world. The bigger the group the longer it takes for it to fall but fall it assuredly does. And the individual who takes but does not give ends up with a deep-six in many ways quite rapidly.

The second condition of partial exchange can only keep a group or individual going just so long. The end result is painfully a demise of status or position and, most certainly, income. Many "third world countries" and even the bigger ones are in this plight right now. They take in but do not really produce or give. This is what inflation is all about. The unemployment ranks are full of such.

The third condition of "fair exchange" gives one a rather level progress. It is considered honest, is socially acceptable and very legal under law. It does not, however, guarantee any expansion or improvement of a group or the lot of a person. It is barely comfortable.

The fourth condition is the preferred one. It is the one I try to operate on and have attempted to for ages. Produce in abundance and try to give better than expected quality. Deliver and get paid for it, for sure, but deliver better than was ordered and more. Always try to write a *better* story than was expected, always try to deliver a better job than was ordered. Always try to — and deliver — a better result than was hoped for.

This fourth principle above is almost unknown in business or the arts. Yet it is the key to howling success and expansion.

It is true for the org, it is true for the individual staff member.

Where a group is concerned there is another factor which determines which of the four above is in practice. It is group *internal* pressure. Where this only comes from executives, it may not get activated. Where it comes from individual group members in the group itself, it becomes assured. The internal demand of one staff member to another is what really determines the condition of the group and establishes which of the four conditions above come into play.

Thus the org collectively, in electing which of the four principles above it is following, establishes its own level of income and longevity and determines its own state of contraction or expansion.

While this is a must in an executive — to establish the principle being followed — the *real* manifestation only occurs from pressure by individual staff members or others within the group.

Unions and workers in the auto industry elected to follow no. 2 above. This brought about the decline you see in auto companies. Had they elected to follow no. 3 they would not be in trouble. Had they elected to follow no. 4 they would now be in clover for the world today does not really have a truly good, economical, wreck-free car.

It is up to the individual staff members in a group what the org income is and what their own staff pay is. The org cannot earn more and the individual staff member cannot be paid more than will be established by which principle above they elect to follow.

If they follow no. 3 they will get along. But if they follow no. 4 they will really flourish and prosper. *And* it is the only one which guarantees expansion.

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STATISTICS

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 MARCH 1966
ISSUE II

REMIMEO
EXEC SECS
SECRETARIES
HCO OIC SECTION HAT
LRH COMM HAT

STATISTIC GRAPHS, HOW TO FIGURE THE SCALE

A graph is not informative if its vertical scale results in graph line changes that are too small. It is not possible to draw the graph at all if the line changes are too large.

If the ups and downs are not plainly visible on a graph then those interpreting the graph make errors. What is shown as a flat-looking line really should be a mountain range.

By SCALE is meant the number of anything per vertical inch of graph.

The way to do a scale is as follows:

Scale is different for every statistic.

1. Determine the lowest amount one expects a particular statistic to go — this is not always zero.

2. Determine the highest amount one can believe the statistic will go in the next three months.

3. Subtract (1) from (2).

4. Proportion the vertical divisions as per (3).

Your scale will then be quite real and show up its rises and falls.

Here is an *incorrect* example.

We take an org that runs at £500 per week. We proportion the vertical marks of the graph paper of which there are 100 so each one represents £100. This when graphed will show a low line, quite flat, no matter what the org income is doing and so draws no attention from executives when it rises and dives.

This is the *correct* way to do it for gross income for an org averaging £500/week.

1. Looking over the old graphs of the past 6 months we find it never went under £240. So we take £200 as the lowest point of the graph paper.

2. We estimate this org should get up to £1,200 on occasion in the next 3 months, so we take this as the top of the graph paper.

3. We subtract £200 from £1,200 and we have £1,000.

4. We take the 100 blocks of vertical and make each one £10, starting with £200 as the lowest mark.

Now we plot gross income as £10 per graph division.

This will look right, show falls and rises very clearly and so will be of use to executives in interpretation.

Try to use easily computed units like 5, 10, 25, 50, 100, and show the scale itself on the graph (1 div = 25).

The element of hope can enter too strongly into a graph. One need not figure a scale for more than one graph at a time. If you go onto a new piece of graph paper, figure the scale all out again; and as the org rises in activity, sheet by sheet the scale can be accommodated. For example it took 18 months to get Saint Hill statistics up by a factor of 5 (5 times the income, etc.) and that's several pieces of graph paper, so don't let scale do more than represent current expectancy.

On horizontal time scale, try not to exceed 3 months as one can get that scale too condensed too, and also too spread out where it again looks like a flat line and misinforms.

Correct scaling is the essence of good graphing.

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HCO POLICY LETTER OF 5 MAY 1971RA
ISSUE II
REVISED 27 AUGUST 1982

REMIMEO
OEC CHECKSHEET

READING STATISTICS

Refs:

HCO PL	9 Nov. 79R Rev. 27.8.82	HOW TO CORRECTLY DETERMINE A STAT TREND
HCO PL	3 Oct. 70RA Rev. 27.8.82	STAT INTERPRETATION
HCO PL	6 Nov. 66R I Rev. 9.11.79	AKH Series 5 STATISTIC INTERPRETATION, 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 three- or six-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 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.

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HCO POLICY LETTER OF 8 FEBRUARY 1968
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 18

STATISTIC RATIONALIZATION

"Rationalizing a statistic" is a derogatory term meaning finding excuses for down statistics.

Finding excuses or reasons why a stat is down does NOT bring it up and at best is a scathing comment on the lack of foresight or initiative of the executive in charge of the area.

What is wanted is (1) prevention of stats going down and (2) quick action to bring them up.

Being reasonable about their being down should be regarded as AGREEMENT WITH THEIR BEING DOWN. Which is, of course, suppressive.

"Well, the letters out stat is down because we were paying a girl so much per letter and 'policy' stated we could not hire anyone so we fired her and that's why letters out is down."

That was an actual rationalization given in Washington, DC, for the collapse of the org last year.

To begin, there is no such "policy" and surely no policy exists to have down stats. So, here the felony is compounded by seeking to blame policy for a down stat which for sure revealed the action as a suppressive effort to rationalize (and get away with) a down stat.

The only reason stats are down, ever, is because somebody didn't push them up. All other reasons are false.

IDÉE FIXE

Some people have a METHOD of handling a down stat which is a fixed idea or cliché they use to handle *all* downstat situations in their lives.

These people are so at effect they have some *idea* sitting there "that handles" a down statistic.

"Life is like that."

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"I always try my best."

"People are mean."

"It will get better."

"It was worse last year."

They KNOW it isn't any use trying to do anything about anything and that it is best just to try to get by and not be noticed — a sure route to suicide.

Instead of seeking to prevent or raise a declining stat in life, such people use some fixed idea to *explain* it.

This is a confession of being in apathy.

One can always make stats go up. Hard work. Foresight. Initiative. One can always make stats go up. That's the truth of it, and it needs no explanations.

L. RON HUBBARD
FOUNDER

L. RON HUBBARD

EXECUTIVE DIRECTIVE

LRH ED 67 INT

20 DECEMBER 1969

TO EVERY STAFF MEMBER

HOW TO RAISE STATS

Here is a bit of advice that will help you raise stats.

AUDITING

Auditing is for USE.

The service being supplied by your org is auditing even when you are training auditors—for if they are well trained good auditing is furnished to the area around them.

Staff members get auditing. They furnish auditing. Staff members get trained as auditors. By training other auditors well they furnish auditing.

The admin done is done to furnish auditing and training of auditors.

The ethics put in provides an environment in which auditing is possible and in which it can be taught.

All roads lead to auditing.

Stats depend on auditing being done and being taught.

People progress from left to right on the org board to be audited or trained in auditing.

You are raising your area little by little by auditing.

Auditing is something one does. It must be done.

The HCO ES, the OES and the PES act to keep the org there and pass people through who are audited or being trained to audit.

An org is an auditing factory that also trains people to audit.

That's the basic way we will win the world — auditing.

The divisions and posts flanking tech are all auditing and training support posts that move people down the assembly line of auditing and training.

That's why I say 2:1 admin/tech ratio. All persons on staff who are not needed on admin (exceed the ratio) should be in full-time training as auditors.

Auditors are valuable. An org is valuable if it audits and trains auditors. If an org is valuable, it will get paid by the public to be there. But it is only valuable if it audits and trains auditors.

Small livingness courses, defense, policy, the OEC, promotion, all these are valuable too. But only to the degree they get people in to get audited and trained as auditors.

The field is filling up with Dianetic courses and Dianetic auditors. That is great. But it means an org has to serve them and do even more auditing and upper-level training to handle their rougher cases and to make higher-level auditors.

That's the heart of it. A 49-man org with only 3 auditors and one Supervisor will flop. In a 49-man org 17 or more should be auditors and Course Supervisors. When more than 24 of them are (1 to 1), then the admin actions under the HCO ES and PES don't get done and the line slows.

An org gets people (on any gradient) to get audited and gets people to be trained as auditors.

That gives the org purpose — for only auditing can clean up a community. That gives action. That gives income.

If an org isn't so oriented, then no manner of highly skilled management will make it go.

That's the way it is.

SOURCE

I am the source of Dianetic and Scientology tech, know-how and org form.

A staff member is the source of his stats.

I am responsible for the potential of the auditing.

An auditor is responsible for the application of the tech.

I wrote the bulletins and data sheet.

The Course Supervisor is fully and the only one responsible for getting it to the student.

When you see this as a fact, you can easily become cause — over your post, over those about you, over your stats.

You are also a living, causative being.

I have faith in you.

YOU ARE AND CAN BE CAUSE.

Love,

Ron

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 AUGUST 1970
ISSUE I

REMIMEO

CONTROL OF STATISTICS

(Originally written by LRH for the *Apollo* OODs of 28 Aug. 70. Issued as an HCO PL on 5 Nov. 80.)

I think GDSes are down in some sectors because some people just don't know how to get them up. Many watch them from a spectator viewpoint. Well, it's down. Fate. It recovered. Kismet (Russian for "fate"). It's level. "Will of Allah."

The missing datum is that an org's stats are *totally* under the control of that org. An org's stats totally reflect the production and competence of the org.

Let's take a letters in stat. You (a) increase letters out, (b) you check out letter writers on getting R in the letters wholly, (c) you use CF folders always when writing a letter, (d) you increase letters out, (e) you spot-check letters going out for R and on-policy, (f) you put hard-sell, good promo out, (g) you use info packets, and (h) you get out heavy bulk mailings on-policy, (i) you offer what you can deliver, (j) you deliver what you offer. Result, letters in soars! My own letters in stat (when I sign another name) is 1 for 1. In most orgs it's about 25 percent response.

But I'll bet a lot of orgs have it explained that it's fate or "promo doesn't work" or "local public interest is low."

A success story stat is totally under control. You really use the tech and really smooth out students and cases and you get 1 success story for every completion. Then, because you have a success story, you get a re-sign-up and get a *new* completion and a *new* success story.

Major service sign-ups depend on Testing, getting DMSMH read and an HAS Course. So you test in volume as a real public service, you have an HAS or study course for the book, you teach a marvelous HAS Course. You get a sign-up for a major service. To lose one guy off the line is strictly negligence.

So my attitude toward low GDSes is about the same as you'd feel for somebody who didn't know he was driving and ran the car in a ditch on a straight road!

I don't speak from lack of knowing. Because I've done it and it's about as easy as riding an armchair.

Staffs make their own trouble. Once in Joburg they tested a whole school of kids. Why, God knows. But they did. And then did the adult test grading on them!

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"You see, Josie Ann (aged 10), you are having trouble with your husband." Didn't half upset the parents. Tailor-made down stats.

Somebody hadn't checked out on WHY they were testing people. Or what they were supposed to do with them.

Orgs are being penalized solely because of lack of training and understanding and grooving in people.

Every point of neglect, every half-worn hat, spoils our reach just that much. Every action well done, small or large, extends our reach just that much.

The more you know and the better you do your job, the sooner we will make it.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 NOVEMBER 1971R
ISSUE II
REVISED 6 MARCH 1973

REMIMEO
BASIC STAFF HAT

HOW TO RAISE YOUR OWN STATISTICS AND PAY

The welfare and pay of an organization come from its statistics.

The statistic of the individual staff member adds up to those of others in the division and makes up the divisional statistic.

The divisional statistic added to the statistics of other divisions add up to the delivery and income of the org.

There is a statistic for the Qualifications Division (Division 5) which measures the average valuable production of the individual. This is "number of staff members divided into the gross income of the org" for the week.

Let us say this figure is £18 or $43.20, for example. Now out of that gross income must come the expenses of running the org — the rent, phone, lights, promotion, etc. This runs to about 66 percent of the gross income. This means that there would be only £6 or $14.68 for pay for each individual on an average.

Well, that's low.

But it says clearly that the production value of many individuals in the org is far too low. They either aren't working or what they are working on adds up to too little production or they aren't working on what's really useful to the org.

Good pay is composed of:

Div 1 good recruiting, training, hatting of tech and admin personnel, smooth, fast comm lines, high ethics level;

Div 2 effective promotion, publication sales, good letter registration, good, "up-to-date Central Files and Address, good registration selling;

Div 3 good income and disbursement and materiel;

Div 4 excellent, friendly public customer handling, excellent fast training, flubless processing;

Div 5 accurate Word Clearing, good org staff and auditor correction, good examination and certification;

Div 6 public relations area control, voluminous public contact work, heavy public book sales, attractive, convincing introductory demonstrations and miniature courses, active groups and active and well-paid field staff members;

Div 7 knowledge, good guidance, defense, hard work, coordination and leadership — all these add up to delivery and income.

Each one of these divisions and each department has a statistic.

Those statistics are made up of the individual statistics of the staff members.

Thus, low delivery and low pay come directly from the production on post of each individual staff member.

There is no vague "firm" that supports the staff.

The staff receives pay in proportion to what they themselves produce, each one of them.

If a staff as a group tolerates out-ethics, loafing, poor delivery and low individual stats, it will be badly paid. That's the way it is.

They not only will be badly paid but will be letting the whole show down. They are also denying their community and funds to forward progress on the continent.

It is not hard to raise one's own stats. A personal project can do it.

Read the policy letter READING STATISTICS, HCO PL 5 May 71RA II.

a. Put up a daily statistic graph for one's own production.

b. Each morning set a stat ceiling, a bit higher than an earlier highest day's output.

c. Achieve this ceiling as a target each day and try to better it.

You will become cause over your environment instead of effect.

You will find out you cause your own stats.

Begin a campaign amongst the staff to get people to do the above. You will wind up more highly paid. Of course there's always the chance that if you do this you will wind up as an executive.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 FEBRUARY 1972R
REVISED 21 OCTOBER 1980

REMIMEO
ALL EXECS
ALL STAFF

EXECUTIVE SERIES 7

TARGETING OF DIVISIONAL STATISTICS AND QUOTAS

According to HCO Policy Letter of 16 Dec. 65 II, 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 PL of 31 Jan. 72, Data Series 22, 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

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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 P.M. 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.

L. RON HUBBARD
FOUNDER

Ethics, Honesty & Survival

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 JULY 1980R
REVISED 5 NOVEMBER 1982

(Also issued as an HCOB, same date and title)

REMIMEO
ALL HCOs
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SUPERVISORS
ETHICS OFFICERS
CRAMMING OFFICERS
STUDENTS
ALL STAFF
ALL HATS

THE BASICS OF ETHICS

Refs:

Dianetic Auditor's Bulletin Vol I, No. 12, June 51		PREVENTIVE DIANETICS (Section on Morals and Ethics)
PAB 40	26 Nov. 54	THE CODE OF HONOR
Book: *Science of Survival*		Chapter 21, "Ethic Level"
HCO PL	9 July 80	ETHICS, JUSTICE AND THE DYNAMICS
ETHICS AND JUSTICE PACK in *The Volunteer Minister's Handbook*		
HCO PL	1 Sept. 65 VII	ETHICS PROTECTION
HCO PL	29 Apr. 65 III	ETHICS, REVIEW
HCOB	27 May 60 II	DEAR SCIENTOLOGIST
HCO PL	12 Apr. 65 I	JUSTICE
HCO PL	11 May 65 I	ETHICS OFFICER HAT
HCO PL	6 Mar. 66 I	REWARDS AND PENALTIES HOW TO HANDLE PERSONNEL AND ETHICS MATTERS
HCO PL	29 Dec. 66	HISTORICAL PRECEDENCE OF ETHICS
HCO PL	18 June 68	ETHICS
HCO PL	4 Oct. 68 II	ETHICS PRESENCE
HCO PL	7 Dec. 69 I	ETHICS, THE DESIGN OF
HCO PL	7 Dec. 69 II	THE ETHICS OFFICER, HIS CHARACTER
HCO PL	24 Feb. 69	JUSTICE
HCO PL	7 Sept. 63	COMMITTEES OF EVIDENCE SCIENTOLOGY JURISPRUDENCE, ADMINISTRATION OF
HCO PL	17 Mar. 65 III	ADMINISTERING JUSTICE
HCO PL	24 Feb. 72 I	INJUSTICE

Throughout the ages, man has struggled with the subjects of right and wrong and ethics and justice.

The dictionary defines *ethics* as "the study of the general nature of morals and of the specific moral choices to be made by the individual in his relationship with others."

The same dictionary defines *justice* as "conformity to moral right, or to reason, truth or fact," or "the administration of law."

As you can see, these terms have become confused.

All philosophies from time immemorial have involved themselves with these subjects. And they never solved them.

That they have been solved in Dianetics and Scientology is a breakthrough of magnitude. The solution lay, first, in their *separation*. From there it could go forward to a workable technology for each.

ETHICS consists simply of the actions an individual takes on himself. It is a personal thing. When one is ethical or "has his ethics in," it is by his own determinism and is done by himself.

JUSTICE is the action taken on the individual by the group when he fails to take these actions himself.

HISTORY

These subjects are, actually, the basis of all philosophy. But in any study of the history of philosophy it is plain that they have puzzled philosophers for a long time.

The early Greek followers of Pythagoras (Greek philosopher of the sixth century B.C.) tried to apply their mathematical theories to the subject of human conduct and ethics. Some time later, Socrates (Greek philosopher and teacher, 470?–399 B.C.) tackled the subject. He demonstrated that all those who were claiming to show people how to live were unable to defend their views or even define the terms they were using. He argued that we must know what courage, and justice, law and government are before we can be brave or good citizens or just or good rulers. This was fine but he then refused to provide definitions. He said that all sin was ignorance but did not take the necessary actions to rid man of his ignorance.

Socrates' pupil, Plato (Greek philosopher, 427?–347 B.C.) adhered to his master's theories but insisted that these definitions could only be defined by pure reason. This meant that one had to isolate oneself from life in some ivory tower and figure it all out — not very useful to the man in the street.

Aristotle (Greek philosopher, 384–322 B.C.) also got involved with ethics. He explained unethical behavior by saying that man's rationality became overruled by his desire.

This chain continued down the ages. Philosopher after philosopher tried to resolve the subjects of ethics and justice.

Unfortunately, until now, there has been no workable solution, as evidenced by the declining ethical level of society.

So you see it is no small breakthrough that has been made in this subject in the last 30 years or so. We have defined the terms, which Socrates omitted to do, and we have a workable technology that anyone can use to help get himself out of the mud. The natural laws behind this subject have been found and made available for all to use.

ETHICS

Ethics is so native to the individual that when it goes off the rails he will always seek to overcome his own lack of ethics.

He knows he has an ethics blind spot the moment he develops it. At that moment he starts trying to put ethics in on himself and, to the degree that he can envision long-term survival concepts, he may be successful, even though lacking the actual tech of ethics.

All too often, however, the bank is triggered by an out-ethics situation and, if the individual has no tech with which to handle it analytically, his "handling" is to mock up motivators. In other words, he tends to believe or pretend that something was done to him that prompted or justified his out-ethics action, and at that point he starts downhill.

It is *not* his attempt to get his ethics in that does him in. It is the automaticity of the bank which kicks in on him and his use of a bank mechanism at this point which sends him down the chute. When that happens, nobody puts him down the chute harder, really, than he does himself.

And, once on the way down, without the basic technology of ethics, he has no way of climbing back up the chute — he just caves himself in directly and deliberately. And even though he has a lot of complexities in his life, and he has other people doing him in, it all starts with his lack of knowledge of the technology of ethics.

This, basically, is one of the primary tools he uses to dig himself out.

BASIC NATURE OF MAN

No matter how criminal an individual is, he will be trying, one way or another, to put ethics in on himself.

This explains why Hitler invited the world to destroy Germany. He had the whole war won before September 1939, before he declared war. The allies were giving him everything he wanted; he had one of the finest intelligence organizations that ever walked; he had Germany well on the way to getting her colonies back and the idiot declared war! And he just caved himself and Germany right in. His brilliance was going at a mad rate in one direction and his native sense of ethics was causing him to cave himself in at a mad rate in the other direction.

The individual who lacks any ethics technology is unable to put in ethics on himself and restrain himself from contrasurvival actions, so he caves himself in. And the individual is not going to come alive unless he gets hold of the basic tech of ethics and applies it to himself and others. He may find it a little unpalatable at first, but when you're dying of malaria you don't usually complain about the taste of the quinine: you may not like it, but you sure drink it.

JUSTICE

When the individual fails to put in his own ethics, the group takes action against him and this is called justice.

I have found that man cannot be trusted with justice. The truth is, man cannot really be trusted with "punishment." With it he does not really seek discipline; he wreaks injustice. He dramatizes his inability to get his own ethics in by trying to get others to get their ethics in: I invite you to examine what laughingly passes for "justice" in our current society. Many governments are so touchy about their divine rightness in judicial matters that you hardly open your mouth before they burst into uncontrolled violence. Getting into police hands is a catastrophe in its own right in many places, even when one is merely the plaintiff, much less the accused. Thus, social disturbance is at maximum in such areas.

When the tech of ethics isn't known, justice becomes an end-all in itself. And that just degenerates into a sadism. Governments, because they don't understand ethics, have "ethics committees" but these are all worded in the framework of justice. They are even violating the derivation of the word *ethics.* They write justice over into ethics continuously with medical ethics committees, psychological ethics committees, congressional committees, etc. These are all on the basis of justice because they don't really know what ethics is. They call it ethics but they initiate justice actions and they punish people and make it harder for them to get their own ethics in.

Proper justice is expected and has definite use. When a state of discipline does not exist, the whole group caves in. It has been noted continually that the failure of a group began with a lack of or loss of discipline. Without it the group and its members die. But you must understand ethics *and* justice.

The individual can be trusted with ethics, and when he is taught to put his own ethics in, justice no longer becomes the all-important subject that it is made out to be.

BREAKTHROUGH

The breakthrough in Scientology is that we *do* have the basic technology of ethics. For the first time man *can* learn how to put his own ethics in and climb back up the chute.

This is a brand-new discovery; before Scientology it had never before seen the light of day, anywhere. It marks a turning point in the history of philosophy. The individual can learn this technology, learn to apply it to his life and can then put his own ethics in, change conditions and start heading upwards toward survival under his own steam.

I hope you will learn to use this technology very well for your own sake, for the sake of those around you and for the sake of the future of this culture as a whole.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JULY 1980R
REVISED 25 MARCH 1989

REMIMEO
ALL HATS

ETHICS, JUSTICE AND THE DYNAMICS

Every being has an infinite ability to survive. How well he accomplishes this is dependent on how well he uses ethics on his dynamics.

Ethics tech exists for the individual.

It exists to give the individual a way to increase his survival and thus free himself from the dwindling spiral of the current culture.

ETHICS

The whole subject of ethics is one which, with the society in its current state, has become almost lost.

Ethics actually consists of rationality toward the highest level of survival for the individual, the future race, the group, mankind and the other dynamics taken up collectively.

Ethics are reason.

Man's greatest weapon is his reason.

The highest ethic level would be long-term survival concepts with minimal destruction, along all of the dynamics.

An optimum solution to any problem would be that solution which brought the greatest benefits to the greatest number of dynamics. The poorest solution would be that solution which brought the greatest harm to the most number of dynamics.

Activities which brought minimal survival to a lesser number of dynamics and damaged the survival of a greater number of dynamics could not be considered rational activities. One of the reasons that this society is dying and so forth is that it's gone too far out-ethics. Reasonable conduct and optimum solutions have ceased to be used to such an extent that the society is on the way out.

By out-ethics we mean an action or situation in which an individual is involved, or something the individual does, which is contrary to the ideals, best interests and survival of his dynamics.

For a man to develop a weapon capable of destroying all life on this planet (as has been done with atomic weapons and certain drugs designed by the US Army) and place it in the hands of the criminally insane politicians is obviously not a survival act.

For the government to actively invite and create inflation to a point where a depression is a real threat to the individuals of this society is a nonsurvival action to say the least.

This gets so batty that in one of the South Pacific societies infanticide became a ruling passion. There was a limited supply of food and they wanted to keep down the birthrate. They began using abortion, and if this didn't work, they killed the children. Their second dynamic folded up. That society has almost disappeared.

These are acts calculated to be destructive and harmful to the survival of the people of the society.

Ethics are the actions an individual takes on himself in order to accomplish optimum survival for himself and others on all dynamics. Ethical actions are survival actions. Without a use of ethics we will not survive.

We know that the dynamic principle of existence is ***Survive!***

At first glance that may seem too basic. It may seem too simple. When one thinks of survival, one is apt to make the error of thinking in terms of "barest necessity." That is not survival. Survival is a graduated scale with infinity or immortality at the top and death and pain at the bottom.

GOOD AND EVIL, RIGHT AND WRONG

Years ago I discovered and proved that man is basically good. This means that the basic personality and the basic intentions of the individual, toward himself and others, are good.

When a person finds himself committing too many harmful acts against the dynamics he becomes his own executioner. This gives us the proof that man is basically good. When he finds himself committing too many evils, then, causatively, unconsciously or unwittingly, man puts ethics in on himself by destroying himself; and he does himself in without assistance from anybody else.

This is why the criminal leaves clues on the scene, why people develop strange incapacitating illnesses and why they cause themselves accidents and even decide to have an accident. When they violate their own ethics, they begin to decay. They do this all on their own, without anybody else doing anything.

The criminal who leaves clues behind is doing so in hopes that someone will come along to stop him from continuing to harm others. He is *basically* good and does not want to harm others; and in the absence of an ability to stop himself outright, he attempts to put ethics in on himself by getting thrown in prison where he will no longer be able to commit crimes.

Similarly, the person who incapacitates himself with illness or gets himself in an accident is putting ethics in on himself by lessening his ability to harm and maybe even by totally removing himself from the environment that he has been harming. When he has evil intentions, when he is being "intentionally evil," he still has an urge to also stop himself. He seeks to suppress them, and when he cannot do so directly, he does so indirectly. Evil, illness and decay often go hand in hand.

Man is basically good. He is basically well intentioned. He does not want to harm himself or others. When an individual does harm the dynamics, he will destroy himself in an effort to save those dynamics. This can be proven and has been proven in innumerable cases. It is this fact which evidences that man is basically good.

On this basis we have the concepts of right and wrong.

When we speak of ethics we are talking about right and wrong conduct. We are talking about good and evil.

Good can be considered to be any constructive survival action. It happens that no construction can take place without some small destruction, just as the tenement must be torn down to make room for the new apartment building.

To be good, something must contribute to the individual, to his family, his children, his group, mankind or life. To be good, a thing must contain construction which outweighs the destruction it contains. A new cure which saves a hundred lives and kills one is an acceptable cure.

Good is survival. Good is being more right than one is wrong. Good is being more successful than one is unsuccessful, along constructive lines.

Things are good which complement the survival of the individual, his family, children, group, mankind, life and MEST.

Acts are good which are more beneficial than destructive along these dynamics.

Evil is the opposite of good, and is anything which is destructive more than it is constructive along any of the various dynamics. A thing which does more destruction than construction is evil from the viewpoint of the individual, the future race, group, species, life or MEST that it destroys.

When an act is more destructive than constructive, it is evil. It is out-ethics. When an act assists succumbing more than it assists survival, it is an evil act in the proportion that it destroys.

Good, bluntly, is survival. Ethical conduct is survival. Evil conduct is nonsurvival. Construction is good when it promotes survival. Construction is evil when it inhibits survival. Destruction is good when it enhances survival.

An act or conclusion is as right as it promotes the survival of the individual, future race, group, mankind or life making the conclusion. To be entirely right would be to survive to infinity.

An act or conclusion is wrong to the degree that it is nonsurvival to the individual, future race, group, species or life responsible for doing the act or making the conclusion. The most wrong a person can be on the first dynamic is dead.

The individual or group which is, on the average, more right than wrong (since these terms are not absolutes, by far) should survive. An individual who, on the average, is more wrong than right will succumb.

While there could be no absolute right or absolute wrong, a right action would depend upon its assisting the survival of the dynamics immediately concerned; a wrong action would impede the survival of the dynamics concerned.

Let us look at how these concepts of right and wrong fit into our current society.

This is a dying society. Ethics have gone so far out and are so little understood that this culture is headed for succumb at a dangerous rate.

A person is not going to come alive, this society is not going to survive, unless ethics tech is gotten hold of and applied.

When we look at Vietnam, inflation, the oil crisis, corruption of government, war, crime, insanity, drugs, sexual promiscuity, etc., we are looking at a culture on the way out. This is a direct result of individuals failing to apply ethics to their dynamics.

It actually starts with individual ethics.

Dishonest conduct is nonsurvival. Anything is unreasonable or evil which brings about the destruction of individuals, groups, or inhibits the future of the race.

The keeping of one's word, when it has been sacredly pledged, is an act of survival, since one is then trusted, but only so long as he keeps his word.

To the weak, to the cowardly, to the reprehensibly irrational, dishonesty and underhanded dealings, the harming of others and the blighting of their hopes seem to be the only way of conducting life.

Unethical conduct is actually the conduct of destruction and fear. Lies are told because one is afraid of the consequences should one tell the truth. Destructive acts are usually done out of fear. Thus, the liar is inevitably a coward and the coward inevitably a liar.

The sexually promiscuous woman, the man who breaks faith with his friend, the covetous pervert are all dealing in such nonsurvival terms that degradation and unhappiness are part and parcel of their existence.

It probably seems quite normal and perfectly all right to some to live in a highly degraded society full of criminals, drugs, war and insanity, where we are in constant threat of the total annihilation of life on this planet.

Well, let me say that this is not normal and it is not necessary. It *is* possible for individuals to lead happy productive lives without having to worry about whether or not they are going to be robbed if they walk outside their door or whether Russia

is going to declare war on the United States. It is a matter of ethics. It is simply a matter of individuals applying ethics to their lives and having their dynamics in communication and surviving.

MORALS

Now, we have ethics as survival. But what of such things as morals, ideals, love? Don't these things go above "mere survival"? No, they do not.

Romantic novels and television teach us that the hero always wins and that good always triumphs. But it appears that the hero doesn't always win and that good does not always triumph. On a shorter view we can see villainy triumphing all about us. The truth of the matter is that the villainy is sooner or later going to lose. One cannot go through life victimizing one's fellow beings and wind up anything but trapped—the victim himself.

However, one doesn't observe this in the common course of life. One sees the villains succeeding everywhere, evidently amassing money, cutting their brother's throat, receiving the fruits of the courts and coming to rule over men.

Without looking at the final consequence of this, which is there just as certainly as the sun rises and sets, one begins to believe that evil triumphs whereas one has been taught that only good triumphs. This can cause the person himself to have a failure and can actually cause his downfall.

As for ideals, as for honesty, as for one's love of one's fellow man, one cannot find good survival for one or for many where these things are absent.

The criminal does not survive well. The average criminal spends the majority of his adult years caged like some wild beast and guarded from escape by the guns of good marksmen.

A man who is known to be honest is awarded survival—good jobs, good friends. And the man who has his ideals, no matter how thoroughly he may be persuaded to desert them, survives well only so long as he is true to those ideals.

Have you ever seen a doctor who, for the sake of personal gain, begins to secretly attend criminals or peddle dope? That doctor does not survive long after his ideals are laid aside.

Ideals, morals, ethics, all fall within this understanding of survival. One survives so long as he is true to himself, his family, his friends, the laws of the universe. When he fails in any respect, his survival is cut down.

In the modern dictionary we find that *ethics* are defined as "morals" and *morals* are defined as "ethics." These two words are *not* interchangeable.

Morals should be defined as a code of good conduct laid down out of the experience of the race to serve as a uniform yardstick for the conduct of individuals and groups.

Morals are actually laws.

The origin of a moral code comes about when it is discovered through actual experience that some act is more nonsurvival than prosurvival. The prohibition of this act then enters into the customs of the people and may eventually become a law.

In the absence of extended reasoning powers, moral codes, so long as they provide better survival for their group, are a vital and necessary part of any culture.

Morals, however, become burdensome and protested against when they become outmoded. And although a revolt against morals may have as its stated target the fact that the code no longer is as applicable as it once was, revolts against moral codes generally occur because individuals of the group or the group itself has gone out-ethics to a point where it wishes to practice license against these moral codes, not because the codes themselves are unreasonable.

If a moral code were thoroughly reasonable, it could, at the same time, be considered thoroughly ethical. But only at this highest level could the two be called the same.

The ultimate in reason is the ultimate in survival.

Ethical conduct includes the adherence to the moral codes of the society in which we live.

JUSTICE

When an individual fails to apply ethics to himself and fails to follow the morals of the group, justice enters in.

It is not realized generally that the criminal is not only antisocial but is also antiself.

A person who is out-ethics, who has his dynamics out of communication, is a potential or active criminal in that crimes against the prosurvival actions of others are continually perpetrated. Crime might be defined as the reduction of the survival level along any one of the eight dynamics.

Justice is used when the individual's own out-ethics and destructive behavior begin to impinge too heavily on others.

In a society run by criminals and controlled by incompetent police, the citizens reactively identify any justice action or symbol with oppression.

But we have a society full of people who do not apply ethics to themselves, and in the absence of true ethics one cannot live with others and life becomes miserable. Therefore we have justice, which was developed to protect the innocent and decent.

When an individual fails to apply ethics to himself and follow the moral codes, the society takes justice action against him.

Justice, although it unfortunately cannot be trusted in the hands of man, has as its basic intention and purpose the survival and welfare of those it serves. Justice, however, would not be needed when you have individuals who are sufficiently sane and in-ethics that they do not attempt to blunt others' survival.

Justice would be used until a person's own ethics render him fit company for his fellows.

In the past the subject of ethics has not really been mentioned very much. Justice was however. Justice systems have long been used as a substitute for ethics systems. But when you try to substitute ethics for justice, you get into trouble.

Man has not had an actual workable way of applying ethics to himself. The subjects of ethics and justice have been terribly aberrated.

We now have the tech of ethics and justice straightened out. This is the only road out on the subject that man has.

People have been trying to put ethics in on themselves for eons without knowing how. Ethics evolved with the individual's attempts at continued survival.

When a person does something which is out-ethics (harms his and others' survival), he tries to right this wrong. Usually he just winds up caving himself in. (Caved-in means mental and/or physical collapse to the extent that the individual cannot function causatively.)

They cave themselves in because, in an effort to restrain themselves and stop themselves from committing more harmful acts, they start withdrawing and withholding themselves from the area they have harmed. A person who does this becomes less and less able to influence his dynamics and thus becomes a victim of them. It is noted here that one must have done to other dynamics those things which other dynamics now seem to have the power to do to him. Therefore, he is in a position to be injured and he loses control. He can become, in fact, a zero of influence and a vacuum for trouble.

This comes about because the person does not have the basic tech of ethics. It has never been explained to him. No one ever told him how he could get out of the hole he's gotten himself into. This tech has remained utterly unknown.

So he has gone down the chute.

Ethics is one of the primary tools a person uses to dig himself out with.

Whether he knows how to or not, every person will try to dig himself out. It doesn't matter who he is or what he's done, he's going to be trying to put ethics in on himself, one way or the other.

Even with Hitler and Napoleon there were attempts at self-restraint. It's interesting in looking at the lives of these people how thoroughly they worked at self-destruction. The self-destruction is their attempt at applying ethics to themselves. They worked at this self-destruction on several dynamics. They can't put ethics in on themselves; they can't restrain themselves from doing these harmful acts, so they punish themselves. They realize they are criminals and cave themselves in.

All beings are basically good and are attempting to survive as best they can. They are attempting to put ethics in on their dynamics.

Ethics and justice were developed and exist to aid an individual in his urge towards survival. They exist to keep the dynamics in communication. The tech of ethics is the actual tech of survival.

An individual's dynamics will be in communication to the degree that he is applying ethics to his life. If one knows and applies ethics tech to his life, he can keep the dynamics in communication and continuously increase his survival.

That is why ethics exists, so that we can survive like we want to survive, by having our dynamics in communication.

Ethics are not to be confused with justice. Justice is used only after a failure of the individual to use ethics on himself. With personal ethics in across the dynamics, third dynamic justice disappears as a primary concern. That's where you get a world without crime.

A man who steals from his employer has his third dynamic out of communication with his first dynamic. He is headed for a prison sentence, or unemployment at best, which is not what one would call optimum survival on the first and second dynamic (not to mention the rest of them). He probably believes he is enhancing his survival by stealing, yet if he knew the tech of ethics he would realize he is harming himself as well as others and will only end up further down the chute.

The man who lies, the woman who cheats on her husband, the teenager who takes drugs, the politician who is involved in dishonest dealings, all are cutting their own throats. They are harming their own survival by having their dynamics out of communication and not applying ethics to their lives.

It may come as a surprise to you, but a clean heart and clean hands are the only way to achieve happiness and survival. The criminal will never make it unless he reforms; the liar will never be happy or satisfied with himself until he begins dealing in truth.

The optimum solution to any problem presented by life would be that which leads to increased survival on the majority of the dynamics.

Thus we see that a knowledge of ethics is necessary to survival.

The knowledge and application of ethics is the way out of the trap of degradation and pain.

We can, each and every one of us, achieve happiness and optimum survival for ourselves and others by using ethics tech.

WHAT HAPPENS IF THE DYNAMICS GO OUT–ETHICS

It is important to remember that these dynamics comprise life. They do not operate singly without interaction with the other dynamics.

Life is a group effort. None survive alone.

If one dynamic goes out-ethics, it goes out of communication with (to a greater or lesser degree) the other dynamics. In order to remain in communication, the dynamics must remain in-ethics.

Let us take the example of a woman who has totally withdrawn from the third dynamic. She won't have anything to do with any groups or the people of her town. She has no friends. She stays locked in her house all day thinking (with some misguided idea of independence or individuality) that she is surviving better on her first dynamic. Actually she is quite unhappy and lonely and lives in fear of other human beings. To ease her misery and boredom, she begins to take sedatives and tranquilizers which she becomes addicted to and then starts drinking alcohol as well.

She is busy "solving" her dilemma with further destructive actions. You can see how she has driven her first, second and third dynamics out of communication. She is actively destroying her survival on her dynamics. These actions are out-ethics in the extreme, and it would not be surprising if she eventually killed herself with the deadly combination of sedatives and alcohol.

Or let us take the man who is committing destructive acts on the job. These acts need not be large; they can be as simple as showing up late for work, not doing as professional a job on each product as he is capable of, damaging equipment or hiding things from his employer. He does not have to be overtly engaged in the total destruction of the company to know that he is committing harmful acts.

Now, this man finds himself sliding more and more out-ethics as time goes along. He feels he must hide more and more and he does not know how to stop this downward spiral. Very likely it never even occurred to him that he could stop it. He is lacking the tech of ethics. He probably doesn't realize that his actions are driving his dynamics out of communication.

This may affect his other dynamics in various ways. He will probably be a bit miserable, and since he is basically good, he will feel guilt. He goes home at night and his wife says cheerily, "How was your day?" and he cringes a little and feels worse. He starts drinking to numb the misery. He is out of communication with his family. He is out of communication on his job. His performance at work worsens. He begins to neglect himself and his belongings. He no longer gets joy out of life. His happy and satisfying life slips away from him. Because he does not know and apply ethics tech to his life and his dynamics, the situation goes quite out of his control. He has unwittingly become the effect of his own out-ethics. Unless he gets his life straightened out by using ethics, he will undoubtedly die a miserable man.

Now I ask you, what kind of life is that? Unfortunately, it is all too common in our current times.

A person cannot go out-ethics on a dynamic without it having disastrous consequences on his other dynamics.

It is really quite tragic, the tragedy being compounded by the fact that it is so unnecessary. If man only knew the simple tech of ethics, he could achieve for himself the self-respect, personal satisfaction and success that he only believes himself capable of dreaming of, not attaining.

Man is seeking survival. Survival is measured in pleasure. That means, to most men, happiness, self-respect, the personal satisfaction of a job well done and success. A man may have money, he may have a lot of personal belongings, etc., but he will not be happy unless he actually has his ethics in and knows he came by these things honestly. These rich political and financial criminals are not happy; they may be envied by the common man for their wealth, but they are very unhappy people who more often than not come to grief eventually through drug or alcohol addiction, suicide or some other means of self-destruction.

Let us look at the all-too-common current occurrence of out-ethics on the second dynamic. This is generally thought to be perfectly acceptable behavior.

It is easy to see how second dynamic out-ethics affects the other dynamics.

Let us say we have a young woman who is somewhat happily married and decides to have an affair with her boss, who happens to be a good friend of her husband. This is quite obviously out-ethics, as well as against the law, although an amazing number of people would find this sort of behavior acceptable or mildly objectionable at most.

This is quite a destructive act, however. She will suffer from guilt; she will feel deceitful and unhappy because she knows she has committed a bad act against her husband. Her relationship with him will certainly suffer and since her boss is experiencing much the same thing in his home, she and her boss will begin to feel bad towards each other, as they begin to target each other for their misfortune. Their dynamics end up quite messed up and out of communication. She will feel unhappy on her first dynamic as she has abandoned her own moral code. Her second dynamic will be out of communication and she may even begin to find fault with and dislike her husband. The situation at work is strained as she is now out of communication with her boss and her fellow workers. Her boss has ruined his relationship and friendship with her husband. She is so embroiled in these three dynamics that they go totally out of communication with her fourth, fifth and sixth dynamics. This is all the result of ethics going out on a single dynamic.

The repercussions spread insidiously to all the dynamics.

Our survival is assured only by our knowledge and application of ethics to our dynamics in order to keep them in communication.

Through ethics we can achieve survival and happiness for ourselves and for planet Earth.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 FEBRUARY 1960

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HCO SECS
MISSION HOLDERS

HONEST PEOPLE HAVE RIGHTS, TOO

(Originally issued as an HCO Bulletin same date, same title)

After you have achieved a high level of ability, you will be the first to insist upon your rights to live with honest people.

When you know the technology of the mind, you know that it is a mistake to use "individual rights" and "freedom" as arguments to protect those who would only destroy.

Individual rights were not originated to protect criminals but to bring freedom to honest men. Into this area of protection then dived those who needed "freedom" and "individual liberty" to cover their own questionable activities.

Freedom is for honest people. No man who is not himself honest can be free — he is his own trap. When his own deeds cannot be disclosed then he is a prisoner; he must withhold himself from his fellows and is a slave to his own conscience. Freedom must be deserved before any freedom is possible.

To protect dishonest people is to condemn them to their own hells. By making "individual rights" a synonym for "protect the criminal," one helps bring about a slave state for all; for where "individual liberty" is abused, an impatience with it arises which at length sweeps us all away. The targets of all disciplinary laws are the few who err. Such laws unfortunately also injure and restrict those who do not err. If all were honest, there would be no disciplinary threats.

There is only one way out for a dishonest person — facing up to his own responsibilities in the society and putting himself back into communication with his fellow man, his family, the world at large. By seeking to invoke his "individual rights" to protect himself from an examination of his deeds, he reduces just that much the future of individual liberty, for he himself is not free. Yet he infects others who are honest by using *their* right to freedom to protect himself.

Uneasy lies the head that wears a guilty conscience. And it will lie no more easily by seeking to protect misdeeds by pleas of "freedom means that you must never look at me." The right of a person to survive is directly related to his honesty.

Freedom for man does not mean freedom to injure man. Freedom of speech does not mean freedom to harm by lies.

Man cannot be free while there are those amongst him who are slaves to their own terrors.

The mission of a techno-space society is to subordinate the individual and control him, by economic and political duress. The only casualty in a machine age is the individual and his freedom.

To preserve that freedom one must not permit men to hide their evil intentions under the protection of that freedom. To be free a man must be honest with himself and with his fellows. If a man uses his own honesty to protest the unmasking of dishonesty, then that man is an enemy of his own freedom.

We can stand in the sun only so long as we do not let the deeds of others bring the darkness.

Freedom is for honest men. Individual liberty exists only for those who have the ability to be free.

Today in Scientology we know the jailer — the person himself. And we can restore the right to stand in the sun by eradicating the evil men do to themselves.

So do not say that an investigation of a person or the past is a step toward slavery. For in Scientology such a step is the first step toward freeing a man from the guilt of self.

Were it the intention of the Scientologist to punish the guilty, then and only then would a look into the past of another be wrong.

But we are not police. Our look is the first step toward unlocking the doors — for they are all barred from *within*.

Who would punish when he could salvage? Only a madman would break a wanted object he could repair — and we are not mad.

The individual must not die in this machine age — rights or no rights. The criminal and madman must not triumph with their new-found tools of destruction.

The least free person is the person who cannot reveal his own acts and who protests the revelation of the improper acts of others. On such people will be built a future political slavery where we all have numbers — and our guilt — unless we act.

It is fascinating that blackmail and punishment are the keynotes of all dark operations. What would happen if these two commodities no longer existed? What would happen if all men were free enough to speak? Then and only then would you have freedom.

On the day when we can fully trust each other, there will be peace on Earth.

Don't stand in the road of that freedom. Be free, yourself.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 21 JANUARY AD 10
ISSUE I

MISSION HOLDERS
HCO SECS
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HCO AND HASI STAFFS

JUSTIFICATION

When a person has committed an overt act and then withholds it, he or she usually employs the social mechanism of justification.

We have all heard people attempt to justify their actions and all of us have known instinctively that justification was tantamount to a confession of guilt. But not until now have we understood the exact mechanism behind justification.

Short of Scientology auditing there was no means by which a person could relieve himself of consciousness of having done an overt act except to try to *lessen the overt*.

Some churches used a mechanism of confession. This was a limited effort to relieve a person of the pressure of his overt acts. Later the mechanism of confession was employed as a kind of blackmail by which increased contribution could be obtained from the person confessing. Factually this is a limited mechanism to such an extent that it can be extremely dangerous. Religious confession does not carry with it any real stress of responsibility for the individual but on the contrary seeks to lay responsibility at the door of the Divinity — a sort of blasphemy in itself. I have no ax to grind here with religion. Religion as religion is fairly natural. But psychotherapy must be in itself a completed fact or, as we all know, it can become a dangerous fact. That's why we flatten engrams and processes. Confession to be nondangerous and effective must be accompanied by a full acceptance of responsibility. All overt acts are the product of irresponsibility on one or more of the dynamics.

Withholds are a sort of overt act in themselves but have a different source. Oddly enough we have just proven conclusively that man is basically good — a fact which flies in the teeth of old religious beliefs that man is basically evil. Man is good to such an extent that when he realizes he is being very dangerous and in error he seeks to minimize his power and if that doesn't work and he still finds himself committing overt acts he then seeks to dispose of himself either by leaving or by getting caught and executed. Without this computation police would be powerless to detect crime — the criminal always assists himself to be caught. Why police punish the

caught criminal is the mystery. The caught criminal wants to be rendered less harmful to the society and wants rehabilitation. Well, if this is true then why does he not unburden himself? The fact is this: unburdening is considered by him to be an overt act. People withhold overt acts because they conceive that telling them would be another overt act. It is as though thetans were trying to absorb and hold out of sight all the evil of the world. This is wrongheaded. By withholding overt acts these are kept afloat in the universe and are themselves as withholds entirely the cause of continued evil. Man is basically good but he could not attain expression of this until now. Nobody but the individual could die for his own sins — to arrange things otherwise was to keep man in chains.

In view of these mechanisms, when the burden became too great, man was driven to another mechanism — the effort to lessen the size and pressure of the overt. He or she could only do this by attempting to reduce the size and repute of the terminal. Hence not-isness. Hence when a man or a woman has done an overt act there usually follows an effort to reduce the goodness or importance of the target of the overt. Hence the husband who betrays his wife must then state that the wife was no good in some way. Thus the wife who betrayed her husband had to reduce the husband to reduce the overt. This works on all dynamics. In this light most criticism is justification of having done an overt.

This does not say that all things are right and that no criticism anywhere is ever merited. Man is not happy. He is faced with total destruction unless we toughen up our postulates. And the overt act mechanism is simply a sordid game condition man has slipped into without knowing where he was going. So there are rightnesses and wrongnesses in conduct and society and life at large, but random, carping 1.1 criticism when not borne out in fact is only an effort to reduce the size of the target of the overt so that one can live (he hopes) with the overt. Of course to criticize unjustly and lower repute is itself an overt act and so this mechanism is not in fact workable.

Here we have the source of the dwindling spiral. One commits overt acts unwittingly. He seeks to justify them by finding fault or displacing blame. This leads him into further overts against the same terminals which leads to a degradation of himself and sometimes those terminals.

Scientologists have been completely right in objecting to the idea of punishment. Punishment is just another worsening of the overt sequence and degrades the punisher. But people who are guilty of overts demand punishment. They use it to help restrain themselves from (they hope) further violation of the dynamics. It is the victim who demands punishment and it is a wrongheaded society that awards it. People get right down and beg to be executed. And when you don't oblige, the woman scorned is sweet-tempered by comparison. I ought to know — I have more people try to elect me an executioner than you would care to examine. And many a preclear who sits down in your pc chair for a session is there just to be executed and when you insist on making such a pc better, why you've had it, for they start on this desire for execution as a new overt chain and seek to justify it by telling people you're a bad auditor.

When you hear scathing and brutal criticism of someone which sounds just a bit strained, know that you have your eye on overts against that criticized person, and next chance you get pull the overts and remove just that much evil from the world.

And remember, by the by, that if you make your pc write these overts and withholds down and sign them and send them off to me he'll be less reluctant to hold on to the shreds of them—it makes for a further blow of overts and less blow of pc. And always run responsibility on a pc when he unloads a lot of overts or just one.

We have our hands here on the mechanism that makes this a crazy universe so let's just go for broke on it and play it all the way out.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 2 NOVEMBER 1970
ISSUE III

REMIMEO

RESPONSIBILITY

Note: This policy is extracted verbatim from HCOB 4 Feb. 60 I, THEORY OF RESPONSIBILITY PROCESSING. Certain paragraphs have been omitted where they applied specifically to auditing.

In order to make up one's mind to be responsible for things it is necessary to get over the idea that one is being forced into responsibility.

The power of choice is still senior to responsibility. What one does against his will operates as an overt act against oneself. But where one's will to do has deteriorated to unwillingness to do anything, lack of will is itself an aberration.

There is nothing wrong, basically, with doingness. But where one is doing something he is unwilling to do, aberration results. One does, in such a case, while unwilling to do. The result is doingness without responsibility.

In the decline of any state into slavery as in Greece, or into economic strangulation of the individual as in our modern Western society, doingness is more and more enforced and willingness to do is less and less in evidence. At length people are doing without being responsible. From this results bad workmanship, crime, indigence and its necessities for welfarism. At length there are so many people who are unwilling to do that the few left have to take the full burden of the society upon their backs. Where high unwillingness to do exists, democracy is then impossible, for it but votes for the biggest handout.

Where high unwillingness to do exists then we have a constant restimulation of all the things one is really unwilling to do such as overt acts. Forcing people who do not want to work to yet work restimulates the mechanism of overt acts with, thereby, higher and higher crime ratio, more and more strikes and less and less understanding of what it is all about.

The individual who has done something *bad* that he was not willing to do then identifies anything he does with any unwillingness to do — when of course he has done this many times. Therefore all doingness becomes bad. Dancing becomes bad. Playing games becomes bad. Even eating and procreation become bad. And all because unwillingness to do something bad has evolved and identified into unwillingness to do.

The person who has done something bad restrains himself by withholding doingness in that direction. When at length he conceives he has done many many bad things, he becomes a total withhold. As you process him you encounter the recurring phenomenon of his realization that he has not been as bad as he thought he was. And that's the wonderful part of it. People are never as bad as they think they are — and certainly other people are never as bad as one thinks they have been.

The basic wonder is that people police themselves. Out of a concept of good they conceive themselves to be bad, and after that seek every way they can to protect others from self. A person does this by reducing his own ability. He does it by reducing his own activity. He does this by reducing his own knowingness.

Where you see a thetan who sleeps too much and does too little, where you see a person who conceives bad doingness on every hand, you see a person who is safeguarding others from the badness of himself or herself.

Now there is another extreme. A person who must do because of economic or other whips, and yet because of his own concept of his own badness dares not do, is liable to become criminal. Such a person's only answer to doingness is to do without taking any responsibility and this, when you examine the dynamics, falls easily into a pattern of dramatized overt acts. Here you have a body that is not being controlled, where most knowledge is obscured and where responsibility for others or even self is lacking. It is an easy step from criminality to insanity, if indeed there is any step at all. Such people cannot be policed since being policed admits of some obedience. Lacking control there is no ability to obey, and so they wind up simply hating police and that is that.

Only when economic grips are so tight or political pressure is so great as it is in Russia do we get high criminality and neurotic or psychotic indexes. Whenever doing is accompanied by no will to do, irresponsibility for one's own acts can result.

Basically, then, when one is processing a pc, one is seeking to rehabilitate a willingness to do. In order to accomplish this, one must remove from the case the unwillingness to have done certain things and must rehabilitate the ability to withhold on the pc's own determinism (not by punishment) further bad actions. Only then will the pc be willing to recover from anything wrong with the pc — since anything wrong with the pc is self-imposed in order to prevent wrongdoing at some past time.

Responsibility *can* be rehabilitated on any case.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 5 OCTOBER 1961
MISSIONS

CLEAN HANDS MAKE A HAPPY LIFE

For the first time in the soggy stream that's history to the human race, it's possible that happiness exists.

This goal, repeated many times and sought so heavily, has been ungraspable as sun motes, unattainable as a loved one's sigh.

What makes mankind, basically good beings all, such strangers far to happiness?

The rich man geysers out his wealth. The poor man peers in every crack. But wealth buys nought and crevices are bare. The child hopes he will realize it when grown and, grown, wishes he were happy as a child.

We grasp it but like gossamer, it's nought. We marry a most perfect girl or man and then throughout our lives weep to make the other make us glad.

Often sought, but seldom found, there are no riches, gems or palaces as valued as mere happiness.

But listen! Here is happiness, just at our fingertips, awaiting only magic words "Start Session" to begin its quest.

But like we walk through rain toward a banquet hall, our happiness in processing is gained by passing through the phantom shadows of our "sins."

What has made all man a pauper in his happiness?

Transgressions against the mores of his race, his group, his family!

We care but little what these mores were or are. It was transgression did the trick.

We agree to fixed moralities and then, unthinking, we transgress, or with "good cause" offend, and there we are, the first dull bars of misery draw stealthily behind us.

And as we wander on, transgressing more, agreeing to new mores and then transgressing those, we come into that sunless place, the prison of our tears and sighs and might-have-beens, unhappiness.

Mutual action is the key to all our overt acts. Agreement to what ought to be and then a shattering of the troth works all the spell that's needed for a recipe of misery.

There must be pain. So we agreed. For pain restrains and warns, shuts off, forbids. But goodness now must then consist of bringing in no pain.

Mutual motion is agreed. And then we disagree and part and so are tied no more — tied not save back there in our minds, with scars of broken faith. The faith we broke, and said it had to be.

We all agree to feel the sun and then protest it burns. We all agree to kiss and love and then are startled that such pain can follow in that wake.

Mutual motion is all right — until we act in cruelty to the rest.

Tied by agreements and coactions, we dare be cruel to that to which the hard steel clasps of promises have bound us.

And so in being cruel to part of self — extended self as in a couple or a group — we then find pain in self with great surprise.

The overt act sequence is simple now to grasp. The scope is limited. But it began when we first had a cruel impulse to others bound to us by mores or coacts.

Why does one suffer pain in his own arm when he or she has struck another's limb?

Because the cruel impulse has been a break of bond with others where pledge once lived.

The only overt act that can bring pain to self is that cruel act which then transgresses things to which we had agreed.

Share action with a group or person in your life, agree to mutually survive by some specific code and then be cruel to them and so transgress and you'll have pain.

All mankind lives and each man strives by codes of conduct mutually agreed. Perhaps these codes are good, perhaps they're bad, it's only evident they're codes. Mores bind the race.

Coaction then occurs. Thought and motion in accord. A oneness then of purpose and survival so results.

But now against that code there is transgression. And so because the code was held, whatever code it was, and man sought comfort in man's company, he held back his deed and so entered then the bourne in which no being laughs or has a freedom in his heart.

So down the curtains come across the brightness of the day and dull-faced clouds enmist all pleasant circumstance. For one has evilly transgressed and may not speak of it for fear *all* happiness will die.

And so we shut ourselves from off the light and enter gray-faced gloom. And seal within our deepest vault the reasons why we dare not face our friends.

And afterwards we go on making others guilty with the rest, when like some scrawny scarecrow of a priest whose tattered filthy robes are rough with sacrificial blood, we point the way to hell for those who kill.

And deep within us secret gnawings ache. And then at last we cannot even cry.

The road to hell — man's very good at painting ugly signs that point its course and way.

The road to heaven — man's often sent but never yet arrived — more like he found the "other place."

But now a road that's wide has opened up — in Scientology.

The meter and the process check, when done by auditors with skill, can open up transgression's rush and loose a cascade out until hell's spent.

And day will once more have a drop of dew upon the morning rose.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 JULY 1963

REMIMEO
ALL STAFF

YOU CAN BE RIGHT

(Originally written by LRH as
HCOB 22 July 63. Issued as an HCO PL on 1 Nov. 70.)

Rightness and wrongness form a common source of argument and struggle.

The concept of rightness reaches very high and very low on the Tone Scale.

And the effort to be right is the last conscious striving of an individual on the way out. I-am-right-and-they-are-wrong is the lowest concept that can be formulated by an unaware case.

What *is* right and what *is* wrong are not necessarily definable for everyone. These vary according to existing moral codes and disciplines and, before Scientology, despite their use in law as a test of "sanity," had no basis in fact but only in opinion.

In Dianetics and Scientology a more precise definition arose. And the definition became as well the true definition of an overt act. An overt act is not just injuring someone or something: an overt act is an act of omission or commission which does the least good for the least number of dynamics or the most harm to the greatest number of dynamics. (See the eight dynamics.)

Thus a wrong action is wrong to the degree that it harms the greatest number of dynamics. And a right action is right to the degree that it benefits the greatest number of dynamics.

Many people think that an action is an overt simply because it is destructive. To them all destructive actions or omissions are overt acts. This is not true. For an act of commission or omission to be an overt act it must harm the greater number of dynamics. A failure to destroy can be, therefore, an overt act. Assistance to something that would harm a greater number of dynamics can also be an overt act.

An overt act is something that harms broadly. A beneficial act is something that helps broadly. It can be a beneficial act to harm something that would be harmful to the greater number of dynamics.

Harming everything and helping everything alike can be overt acts. Helping certain things and harming certain things alike can be beneficial acts.

The idea of not harming anything and helping everything are alike rather mad. It is doubtful if you would think helping enslavers was a beneficial action and equally doubtful if you would consider the destruction of a disease an overt act.

In the matter of being right or being wrong, a lot of muddy thinking can develop. There are no absolute rights or absolute wrongs. And being right does not consist of being unwilling to harm and being wrong does not consist only of not harming.

There is an irrationality about "being right" which not only throws out the validity of the legal test of sanity but also explains why some people do very wrong things and insist they are doing right.

The answer lies in an impulse, inborn in everyone, to *try to be right*. This is an insistence which rapidly becomes divorced from right action. And it is accompanied by an effort to make others wrong, as we see in hypercritical cases. A being who is apparently unconscious is *still* being right and making others wrong. It is the last criticism.

We have seen a "defensive person" explaining away the most flagrant wrongnesses. This is "justification" as well. Most explanations of conduct, no matter how far-fetched, seem perfectly right to the person making them since he or she is only asserting self-rightness and other-wrongness.

We have long said that that which is not admired tends to persist. If no one admires a person for being right, then that person's "brand of being right" will persist, no matter how mad it sounds. Scientists who are aberrated cannot seem to get many theories. They do not because they are more interested in insisting on their own odd rightnesses than they are in finding truth. Thus we get strange "scientific truths" from men who should know better, including the late Einstein. Truth is built by those who have the breadth and balance to see also where they're wrong.

You have heard some very absurd arguments out among the crowd. Realize that the speaker was more interested in *asserting* his or her own rightness than in *being right*.

A thetan *tries* to be right and *fights* being wrong. This is without regard to being right *about* something or to do actual right. It is an *insistence* which has no concern with a rightness of conduct.

One tries to be right *always*, right down to the last spark.

How, then, is one ever wrong?

It is this way: One does a wrong action, accidentally or through oversight. The wrongness of the action or inaction is then in conflict with one's necessity to be right. So one then may continue and repeat the wrong action to prove it is right.

This is a fundamental of aberration. All wrong actions are the result of an error followed by an insistence on having been right. Instead of righting the error (which would involve being wrong) one insists the error was a right action and so repeats it.

As a being goes down scale it is harder and harder to admit having been wrong. Nay, such an admission could well be disastrous to any remaining ability or sanity.

For rightness is the stuff of which survival is made. And as one approaches the last ebb of survival one can only insist on having been right, for to believe for a moment one has been wrong is to court oblivion.

The last defense of any being is "I was right." That applies to anyone. When that defense crumbles, the lights go out.

So we are faced with the unlovely picture of asserted rightness in the face of flagrant wrongness. And any success in making the being realize their wrongness results in an immediate degradation, unconsciousness, or at best a loss of personality. Pavlov, Freud, psychiatry alike never grasped the delicacy of these facts and so evaluated and punished the criminal and insane into further criminality and insanity.

All justice today contains in it this hidden error — that the last defense is a belief in personal rightness regardless of charges and evidence alike, and that the effort to make another wrong results only in degradation.

But all this would be a hopeless impasse leading to highly chaotic social conditions were it not for one saving fact:

All repeated and "incurable" wrongnesses stem from the exercise of a last defense: "trying to be right." Therefore the compulsive wrongness can be cured no matter how mad it may seem or how thoroughly its rightness is insisted upon.

Getting the offender to admit his or her wrongness is to court further degradation and even unconsciousness or the destruction of a being. Therefore the purpose of punishment is defeated and punishment has minimal workability.

But by getting the offender off the compulsive repetition of the wrongness, one then cures it.

But how?

By rehabilitating the ability to be right!

This has limitless application — in training, in social skills, in marriage, in law, in life.

Example: A wife is always burning dinner. Despite scolding, threats of divorce, anything, the compulsion continues. One can wipe this wrongness out by getting her to explain what is *right* about her cooking. This may well evoke a raging tirade in some extreme cases, but if one flattens the question, that all dies away and she happily ceases to burn dinners. Carried to classic proportions but not entirely necessary to end the compulsion, a moment in the past will be recovered when she accidentally burned a dinner and could not face up to having done a wrong action. To be right she thereafter had to burn dinners.

Go into a prison and find one sane prisoner who says he did wrong. You won't find one. Only the broken wrecks will say so out of terror of being hurt. But even they don't believe they did wrong.

A judge on a bench, sentencing criminals, would be given pause to realize that not one malefactor sentenced really thought he had done wrong and will never believe it in fact, though he may seek to avert wrath by saying so.

The do-gooder crashes into this continually and is given his loses by it.

But marriage, law and crime do not constitute all the spheres of living where this applies. These facts embrace all of life.

The student who can't learn, the worker who can't work, the boss who can't boss are all caught on one side of the right–wrong question. They are being completely one-sided. They are being "last-ditch-right." And opposing them, those who would teach them are fixed on the other side, "admit-you-are-wrong." And out of this we get not only no-change but actual degradation where it "wins." But there are no wins in this imbalance, only loses for both.

Thetans on the way down don't believe they are wrong because they don't dare believe it. And so they do not change.

Many a preclear in processing is only trying to prove himself right and the auditor wrong, particularly the lower case levels, and so we sometimes get no-change sessions.

And those who won't be audited at all are totally fixed on *asserted rightness* and are so close to gone that any question of their past rightness would, they feel, destroy them.

I get my share of this when a being, close to extinction, and holding contrary views, grasps for a moment the rightness of Scientology and then in sudden defense asserts his own "rightnesses," sometimes close to terror.

It would be a grave error to go on letting an abuser of Scientology abuse. The route is to get him or her to explain how *right* he or she is without explaining how wrong Scientology is, for to do the last is to let them commit a serious overt. "What is right about your mind" would produce more case change and win more friends than any amount of evaluation or punishment to make them wrong.

You can be right. How? By getting another to explain how he or she is right — until he or she, being less defensive now, can take a less compulsive point of view. You don't have to agree with what they think. You only have to acknowledge what they say. And suddenly they *can* be right.

A lot of things can be done by understanding and using this mechanism. It will take, however, some study of this article before it can be gracefully applied — for all of us are reactive to some degree on this subject. And those who sought to enslave us did not neglect to install a right–wrong pair of items on the far backtrack. But these won't really get in your way.

As Scientologists, we are faced by a frightened society who think they would be wrong if we were found to be right. We need a weapon to correct this. We have one here.

And you can be right, you know. I was probably the first to believe you were, mechanism or no mechanism. The road to rightness is the road to survival. And every person is somewhere on that scale.

You can make yourself right, amongst other ways, by making others right enough to afford to change their minds. Then a lot more of us will arrive.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 DECEMBER 1959R
REVISED 9 FEBRUARY 1989

(Also issued as HCOB 31 Dec. 59R, same title)

REMIMEO
MISSION HOLDERS
HCO SECS
ASSOC SECS
HASI DEPT HEADS

BLOW–OFFS

Scientology technology recently has been extended to include the factual explanation of departures, sudden and relatively unexplained, from sessions, posts, jobs, locations and areas.

This is one of the things man thought he knew all about and therefore never bothered to investigate. Yet this amongst all other things gave him the most trouble. Man had it all explained to his own satisfaction and yet his explanation did not cut down the amount of trouble which came from the feeling of "having to leave."

For instance, man has been frantic about the high divorce rate, about the high job turnover in plants, about labor unrest and many other items all stemming from the same source — sudden departures or gradual departures.

We have the view of a person who has a good job, who probably won't get a better one, suddenly deciding to leave and going. We have the view of a wife with a perfectly good husband and family up and leaving it all. We see a husband with a pretty and attractive wife breaking up the affinity and departing.

In Scientology we have the phenomenon of preclears in session or students on courses deciding to leave and never coming back. And that gives us more trouble than most other things all combined.

Man explained this to himself by saying that things were done to him which he would not tolerate and therefore he had to leave. But if this were the explanation all man would have to do would be to make working conditions, marital relationships, jobs, courses and sessions all very excellent and the problem would be solved. But on the contrary, a close examination of working conditions and marital relationships demonstrates that improvement of conditions often worsens the amount of blow-off, as one could call this phenomenon. Probably the finest working conditions in the world were achieved by Mr. Hershey of chocolate bar fame for his plant workers. Yet they revolted and even shot at him. This in its turn led to an industrial philosophy that the worse workers were treated the more willing they were to stay, which in itself is as untrue as the better they are treated the faster they blow off.

One can treat people so well that they grow ashamed of themselves, knowing they don't deserve it, that a blow-off is precipitated, and certainly one can treat people so badly that they have no choice but to leave, but these are extreme conditions and in between these we have the majority of departures: The auditor is doing his best for the preclear and yet the preclear gets meaner and meaner and blows the session. The wife is doing her best to make a marriage and the husband wanders off on the trail of a tart. The manager is trying to keep things going and the worker leaves. These, the unexplained, disrupt organizations and lives and it's time we understood them.

People leave because of their own overts and withholds. That is the factual fact and the hard-bound rule. A man with a clean heart can't be hurt. The man or woman who must must must become a victim and depart is departing because of his or her own overts and withholds. It doesn't matter whether the person is departing from a town or a job or a session. The cause is the same.

Almost anyone, no matter his position, can remedy a situation no matter what's wrong if he or she really wants to. When the person no longer wants to remedy it his own overt acts and withholds against the others involved in the situation have lowered his own ability to be responsible for it. Therefore he or she does not remedy the situation. Departure is the only apparent answer. To justify the departure the person blowing off dreams up things done to him, in an effort to minimize the overt by degrading those it was done to. The mechanics involved are quite simple.

It is an irresponsibility on our part, now that we know this, to permit this much irresponsibility. When a person threatens to leave a town, post, job, session or class, the only kind thing to do is to get off that person's overt acts and withholds. To do less sends the person off with the feeling of being degraded and having been harmed.

It is amazing what trivial overts will cause a person to blow. I caught a staff member one time just before he blew and traced down the original overt act against the organization to his failure to defend the organization when a criminal was speaking viciously about it. This failure to defend accumulated to itself more and more overts and withholds, such as failing to relay messages, failure to complete an assignment, until it finally utterly degraded the person into stealing something of no value. This theft caused the person to believe he had better leave.

It is a rather noble commentary on man that *when a person finds himself,* as he believes, *incapable of restraining himself from injuring a benefactor he will defend the benefactor by leaving.* This is the real source of the blow-off. If we were to better a person's working conditions in this light we would see that we have simply magnified his overt acts and made it a certain fact that he would leave. If we punish, we can bring the value of the benefactor down a bit and thus lessen the value of the overt. But improvement and punishment are neither one answers. The answer lies in Scientology and processing the person up to a high enough responsibility to take a job or a position and carry it out without all this weird hocus-pocus of "I've got to say you are doing things to me so I can leave and protect you from all the bad things I am doing to you." That's the way it is and it doesn't make sense not to do something about it now that we know.

A recent Secretarial Executive Directive to all Central Organizations states that before a person may draw his last paycheck from an organization he is leaving of his own volition he must write down all his overts and withholds against the organization and its related personnel and have these checked out by the HCO Secretary on an E-Meter.

To do less than this is cruelty itself. The person is blowing himself off with his own overts and withholds. If these are not removed then anything the organization or its people does to him goes in like a javelin and leaves him with a dark area in his life and a rotten taste in his mouth. Further he goes around spouting lies about the organization and its related personnel and every lie he utters makes him just that much sicker. By permitting a blow-off without clearing it we are degrading people, for I assure you, and with some sorrow, people have not often recovered from overts against Scientology, its organizations and related persons. They don't recover because they know in their hearts even while they lie that they are wronging people who have done and are doing enormous amounts of good in the world and who definitely do not deserve libel and slander. Literally, it kills them, and if you don't believe it I can show you the long death list.

The only evil thing we are doing is to be good, if that makes sense to you. For by being good, things done to us out of carelessness or viciousness are all out of proportion to the evil done to others. This often applies to people who are not Scientologists. Just this year I had an electrician who robbed HCO of money with false bills and bad workmanship. One day he woke up to the fact that the organization he was robbing was helping people everywhere far beyond his ability to ever help anyone. Within a few weeks he contracted TB and is now dying in a London hospital. Nobody took off the overts and withholds when he left. And it's actually killing him — a fact which is no fancy on my part. There is something a little terrifying in this sometimes. I once told a bill collector what and who we were and that he had wronged a good person, and a half-hour later he threw a hundred grains of Veronal down his throat and was lugged off to the hospital, a suicide.

This campaign is aimed straightly at cases and getting people cleared. It is aimed at preserving staffs and the lives of persons who believe they have failed us.

Uneasy lies the head that has a bad conscience. Clean it up and run responsibility on it and you have another better person. And if anybody feels like leaving, just examine the record and sit down and list everything done to and withheld from me and the organization and send it along. We'll save a lot of people that way.

And on our parts we'll go along being as good a manager, as good an organization and as good a field as we can be and we'll get rid of all our overts and withholds too.

Think it will make an interesting new view?

Well, Scientology specializes in those.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 MARCH 1984RA
REVISED 12 AUGUST 1996

(Also issued as an HCOB, same date and title)

REMIMEO
ALL STAFF
HCO
ETHICS OFFICERS/MAAS
TECH/QUAL

O/W WRITE-UPS

Refs:

HCOB	3 Jan. 60	A THIRD DYNAMIC FOR SCIENTOLOGY
HCO PL	22 July 63 I	YOU CAN BE RIGHT
HCOB	5 Oct. 61	CLEAN HANDS MAKE A HAPPY LIFE
HCOB	21 Jan. 60 I	JUSTIFICATION

It has been longstanding knowledge in Scientology that in the presence of overts and withholds no gains occur.

An overt act is an act of omission or commission which does the least good for the least number of dynamics or the most harm to the greatest number of dynamics. Overts are the biggest reason a person restrains and withholds himself from action.

Man is basically good. When people commit overts and then withhold them it is because they conceive that telling them would be another overt act. By withholding overt acts, these are kept afloat in the universe and are themselves, as withholds, entirely the cause of continued evil.

A person who has overts and withholds becomes less able to influence his dynamics and falls out of communication with those people and things he has committed overts against.

Writing up one's overts and withholds offers a road out. By confronting the truth an individual can experience relief and a return of responsibility.

BASIC THEORY

The theory behind the action of writing up one's overts and withholds is contained in the Scientology Axioms, published in their entirety in the book *Scientology 0-8: The Book of Basics*.

Axiom 38 is particularly applicable:

1: *Stupidity is the unknownness of consideration.*

2: *Mechanical definition: Stupidity is the unknownness of time, place, form and event.*

1: *Truth is the exact consideration.*

2: *Truth is the exact time, place, form and event.*

Thus we see that failure to discover truth brings about stupidity.

Thus we see that the discovery of truth would bring about an as-isness by actual experiment.

Thus we see that an ultimate truth would have no time, place, form or event.

Thus, then, we perceive that we can achieve a persistence only when we mask a truth.

Lying is an alteration of time, place, event or form.

Lying becomes alter-isness, becomes stupidity.

(The blackness of cases is an accumulation of the case's own or another's lies.)

Anything which persists must avoid as-isness.

Thus, anything, to persist, must contain a lie.

Writing up one's overts and withholds can accomplish an as-isness and thereby relieve a person of the burden of his transgressions.

O/W WRITE–UP FORMAT

When people do O/W write-ups, abuses can occur if the specifics of the action are not known and followed.

The first step to be done before one undertakes the action of an O/W write-up is to word clear exactly how such write-ups are done.

Experience has proven that people have run into trouble on O/W write-ups when the format (including the key words and terms) was not word cleared before embarking on the action.

Format:

The format for doing an O/W write-up is as follows:

1. Write down the exact overt of commission or omission.

2. Then state explicitly the specifics regarding the action or inaction, including:

   a. **time:** *n.* the moment of an event, process or condition. A definite moment, hour, day or year as indicated or fixed by a clock or calendar; a

precise instant or date; the period during which something (as an action) exists or continues.

b. **place:** *n.* the location of occurrence or action. A specific location; a particular portion of space or the earth's surface of a definite or indefinite size but of definite position.

c. **form:** *n.* the arrangement of things; the way in which parts of a whole are organized. In general, the arrangement of or relationship between the parts of anything as distinguished from the parts themselves. A specific formation or arrangement.

d. **event:** *n.* something that happens or comes to pass; a distinct incident. A more or less important or noteworthy occurrence. The actual outcome or final result.

One has to get the time, place, form and event and one has to get a done or a failure in order to get as-isness.

Example:

"1. I hit a friend's car when backing out of my parking space at work and caused about five hundred dollars worth of damage to his car.

"2. On the 30th of June 1987, when I was leaving work, I was backing out of my parking space and hit the back end of my friend Joe's car. There was no one else around and the parking lot was almost empty. I drove away without leaving a note or telling Joe, knowing that I caused about five hundred dollars damage to his car which he had to pay for."

or, when there is a withhold or withholds to be gotten off:

1. Write down the withhold.

2. Then state explicitly the specifics regarding the action or inaction withheld, including:

   a. Time

   b. Place

   c. Form

   d. Event.

For example:

"1. I cheated on my wife (Sally) by seeing another woman and never told her about this.

"2. Three years ago, when I was first married to Sally, I cheated on her by seeing another woman. I have never told Sally about this. One morning (in June 1985) I had told Sally I would take her to the movies that night and on my way home from work, when I was at Jones' Department Store, I saw an old girlfriend of mine (Barbara). I asked Barbara to go out to dinner with me that night and she accepted. (She did not know that I was married.) I told her

I would pick her up at 8:00 P.M. that night. When I got home from the store I told Sally I had to go back to work to get some things done and would not be able to go to the movies with her.

"I then went out to dinner in another city with Barbara (at the 'Country Inn') so that I would not risk seeing any of my friends."

ADMINISTERING O/W WRITE–UPS

The action of writing up one's overts and withholds can be applied to anyone, and the breadth of its application is unlimited.

Examples:

A person is assigned a Danger condition and is instructed to write up his O/Ws per HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING.

A person is brutally critical and blows course and the Ethics Officer has him write up his O/Ws.

C/S Okay:

It is the responsibility of the person administering the O/W write-up, whether this is the Ethics Officer/MAA, an Esto, the person's senior or a Supervisor, to get the person's pc folder checked by a qualified C/S to ensure that they are not in the middle of a major case action such as Int repair or List repair or in the middle of an incomplete listing action, any of which would need to be completed before the pc started on an O/W write-up. (Ref: HCOB 10 June 71 I, C/S Series 44, C/S RULES, PROGRAMING FROM PREPARED LISTS)

This is not to be construed as a rule that someone needs a C/S okay to get handled in Ethics. It simply means that the C/S and Ethics must be coordinated when handling a pc who needs to do an O/W write-up as fully covered in HCOB 13 Oct. 82, C/S Series 116, ETHICS AND THE C/S.

End Phenomena:

In doing an O/W write-up a person writes up his overts and withholds until he is satisfied that they are complete. The person will feel very good about it and experience relief. One would not engage in carrying on an O/W write-up past this point.

Meter Check:

When a person has completed writing up his overts of commission and omission he gets meter checked by someone who can correctly operate a meter. One asks, "In this O/W write-up has anything been missed?" If it reads or doesn't F/N, send the person to complete the O/W write-up. (Once the O/W write-up is complete, the meter check is done again.) When the question F/Ns that is the end of the check.

The original copy of the O/W write-up must go into the person's pc folder, regardless of whether or not any copy is additionally given to the MAA or Ethics Officer. (Ref: HCOB 28 Oct. 76, C/S Series 98, Auditor Admin Series 26, AUDITING FOLDERS, OMISSIONS IN COMPLETENESS)

Repair:

When a person doing an O/W write-up bogs on the action at any point or gets sick or falls on his head shortly after doing an O/W write-up, he must be repaired at once by a qualified auditor using a Confessional Repair List. (Ref: HCOB 23 July 80R, CONFESSIONAL REPAIR LIST — LCRE)

O/W WRITE–UP PROCEDURE

The following steps are the full procedure for getting a person to do an O/W write-up:

0. The first action is for the person administering the O/W write-up to: (a) study and word clear this HCO PL, (b) clear the words included in step 4 below, (c) word clear the O/W write-up format.

1. Get a qualified C/S to check the person's pc folder to ensure that the person is not in the middle of a major case action such as Int repair or List repair or in the middle of an incomplete listing action that would be interrupted by an O/W write-up.

2. Ensure that a space is provided where a person can write up his overts and withholds undistracted.

3. Provide paper and pen.

4. Have the person clear the following words in the Tech Dictionary: overt, withhold, motivator, justification, overt–motivator sequence.

5. Have the person read this HCO PL and word clear the O/W write-up format as covered above, to full understanding.

6. Have the person write up his O/Ws, exactly per the O/W write-up format above. This is done until the person is satisfied that he has written them up completely and he feels very good about it.

7. Get the person a meter check once the O/W write-up is complete.

8. See that the original copy of the O/W write-up is filed in the pc's folder along with the worksheets of his meter check.

SUMMARY

Writing up one's overts and withholds is a simple procedure that has unlimited application. O/W write-ups can bring about great relief and enable a person to achieve greater happiness.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

The Conditions of Existence from Non-Existence

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 SEPTEMBER 1967

REMIMEO
PAGE 1 OF
EVERY HAT

NEW POST FORMULA
THE CONDITIONS FORMULAS

Every new appointee to a post begins in Non-Existence. Whether obtained by new appointment, promotion or demotion.

He is normally under the delusion that now he is "*THE* _____" (new title). He tries to start off in Power condition as he is usually very aware of his new status or even a former status. But in actual fact *he* is the only one aware of it. All others except perhaps the Personnel Officer are utterly unaware of him as having his new status.

Therefore he begins in a state of Non-Existence. And if he does not begin with the Non-Existence Formula as his guide, he will be using the wrong condition and will have all kinds of trouble.

The Non-Existence Formula is:

1. Find a comm line.

2. Make yourself known.

3. Discover what is needed or wanted.

4. Do, produce and/or present it.

A new appointee taking over a going concern often thinks he had better make himself known by changing everything, whereas he (a) is not well enough known to do so and (b) hasn't any idea of what is needed or wanted yet. And so he makes havoc.

Sometimes he assumes he knows what is needed or wanted when it is only a fixed idea with him and is only his idea and not true at all and so he fails at his job.

Sometimes he doesn't bother to find out what is really needed or wanted and simply assumes it or thinks he knows when he doesn't. He soon becomes "unsuccessful."

Now and then a new appointee is so "status happy" or so insecure or so shy that even when his boss or his staff comes to him and tells him what is needed or wanted he can't or doesn't even acknowledge and really does go into Non-Existence for keeps.

Sometimes he finds that what he is *told* is needed or wanted needs reappraisal or further investigation. So it is always safest for him to make his own survey of it and operate on it when he gets his own firm reality on what is needed or wanted.

If the formula is applied intelligently, the person can expect to get into a zone of bypass where people are still doing his job to fill the hole his predecessor may have left. This is a Danger condition — but it is the next one higher than Non-Existence on the scale. If he defends his job and does his job and applies the Danger Formula, he will come through it.

He can then expect to find himself in Emergency condition. In this he must follow the Emergency Formula with his post and he will come through *it*.

He can now expect to be in Normal Operation, and if he follows the formula of that, he will come to Affluence. And if he follows *that* formula, he will arrive at Power. And if he applies the Power Formula, he will stay there.

So it is a long way from Power that one starts his new appointment, and if he doesn't go UP the scale from where he really is at the start, he will of course fail.

This applies to groups, to organizations, to countries as well as individuals.

It also applies when a person fails at his job. He has to start again at Non-Existence and he will build up the same way condition by condition.

Most failures on post are occasioned by failures to follow the conditions and recognize them and apply the formula of the condition one is in when one is in it and cease to apply it when one is out of it and in another.

This is the secret of holding a post and being successful on a job or in life.

Here are the formulas of conditions given in order of advance upward:

NON–EXISTENCE

1. Find a comm line.
2. Make yourself known.
3. Discover what is needed or wanted.
4. Do, produce and/or present it.

DANGER

1. Bypass (ignore the junior or juniors normally in charge of the activity and handle it personally).
2. Handle the situation and any danger in it.

3. Assign the area where it had to be handled a Danger condition.

4. Handle the personnel by Ethics investigation and Comm Ev.

5. Reorganize the activity so that the situation does not repeat.

6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

   The senior executive present acts and acts according to the formula above.

EMERGENCY

1. Promote. That applies to an organization. To an individual you had better say produce. That's the first action regardless of any other action, regardless of anything else, why, that is the first thing you have to put their attention on. The first broad, big action which you take is promote. Exactly what is promotion? Well, look it up in the dictionary. It is making things known; it is getting things out; it is getting oneself known, getting one's products out.

2. Change your operating basis. If for instance you went into a condition of Emergency and then you didn't change after you had promoted, you didn't make any changes in your operation, well you just head for another condition of Emergency.

   So that has to be part of it; you had better change your operating basis; you had better do something to change the operating basis, because that operating basis led you into an emergency so you sure better change it.

3. Economize.

4. Then prepare to deliver.

5. Part of the condition of Emergency contains this little line—you have got to stiffen discipline or you have got to stiffen ethics. Organizationally when a State of Emergency is assigned, supposing the activity doesn't come out of that emergency, regardless of what caused the emergency, supposing the activity just doesn't come out of the emergency, in spite of the fact they have been labeled a State of Emergency; they have been directed to follow the formula; they have been told to snap and pop and get that thing straightened out, and they are still found to be goofing; the statistic is going down and continues to go down; what do you do? There is only one thing left to do and that is discipline, because life itself is going to discipline the individual.

   So the rule of the game is that if a State of Emergency is ignored and the steps are not taken successfully, then you get an announcement after a while that the condition has been continued, and if the condition is continued beyond a specified period of time, why that's it; it has to walk forward into an ethics matter.

NORMAL OPERATION

1. The way you maintain an increase is when you are in a state of Normal Operation you don't change anything.

2. Ethics are very mild, the justice factor is quite mild, there are no savage actions taken particularly.

3. A statistic betters then look it over carefully and find out what bettered it, and then do that without abandoning what you were doing before.

4. Every time a statistic worsens slightly, quickly find out why and remedy it.

   And you just jockey those two factors, the statistic bettering, the statistic worsening; repair the statistic worsening, and you will find out inevitably some change has been made in that area where a statistic worsens. Some change has been made; you had better get that change off the lines in a hurry.

AFFLUENCE

1. Economize. Now the first thing you must do in Affluence is economize and then make very, very sure that you don't buy anything that has any future commitment to it; don't buy anything with any future commitments; don't hire anybody with any future commitments—nothing. That is all part of that economy; clamp it down.

2. Pay every bill. Get every bill that you can possibly scrape up from anyplace, every penny you owe anywhere under the sun, moon and stars and pay them.

3. Invest the remainder in service facilities; make it more possible to deliver.

4. Discover what caused the condition of Affluence and strengthen it.

POWER

1. The first law of a condition of Power is don't disconnect. You can't just deny your connections; what you have got to do is take ownership and responsibility for your connections.

2. The first thing you have got to do is make a record of all of its lines. And that is the only way you will ever be able to disconnect. So on a condition of Power the first thing you have to do is write up your whole post. You have made it possible for the next fellow in to assume the state of Power Change.

   If you don't write up your whole post, you are going to be stuck with a piece of that post since time immemorial, and a year or so later somebody will still be coming to you asking you about that post which you occupied.

3. The responsibility is write the thing up and get it into the hands of the guy who is going to take care of it.

4. Do all you can to make the post occupiable.

There are only two circumstances which require replacement, the very successful one or the very unsuccessful one. What a song it is to inherit a successful pair of boots; there is nothing to it; just step in the boots and don't bother to walk. If it was in a normal state of operation, which it normally would have been in for anybody to have been promoted out of it, you just don't change anything.

So anybody wants anything signed that your predecessor didn't sign, don't sign it. Keep your eyes open, learn the ropes and, depending on how big the organization is, after a certain time, why, see how it is running and run it as normal operating condition if it's not in anything but a normal operating condition. Go through the exact same routine of every day that your predecessor went through; sign nothing that he wouldn't sign; don't change a single order; look through the papers that had been issued at that period of time — these are the orders that are extant — and get as busy as the devil just enforcing those orders and your operation will increase and increase.

Now, the fellow who walks into the boots of somebody who has left in disgrace — the post is in a condition of Emergency, its statistics have gone to hell causing the boss to be fired — all he has to do when he inherits one in Emergency is just apply the State of Emergency Formula to it, which is *immediately promote!*

WISHING YOU SUCCESS.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 NOVEMBER 1975

REMIMEO

NON–EXISTENCE FORMULA EXPANDED

Ref: HCO PL 23 Sept. 67 NEW POST FORMULA, THE CONDITIONS FORMULAS

Many staff misapply the new post Non-Existence Formula or the Non-Existence Formula by stats and then wonder why they seem to continue in trouble.

Executives sometimes wonder why certain staff personnel never seem to be able to do anything right and out of exasperation go into a PHASE I and wind up handling the whole area themselves.

The answer is a misapplication of and not really doing the Non-Existence Formula on post.

Recent experience has shown that even experienced executives and staff members have not in fact ever come out of Non-Existence. And where the org runs at all, it is carried on the back of one or two key seniors.

The phrase "find a communication line" is shortened down by too many to locating somebody's in-basket and dropping a "needed and wanted" request in it. This is not really finding a communication line.

To handle ANY post you have to have INFORMATION and furnish INFORMATION. Where this is not done, the person finds himself doing projects that get rejected, projects that have to be redone, restraints put on his actions and finds himself sinking down the conditions. He gets in bad with his seniors BECAUSE HE DOESN'T ACQUIRE AND DOESN'T FURNISH the vital information of WHAT IS GOING ON.

It is the duty of any staff member, new on post or not, TO ROUND UP THE COMMUNICATION LINES THAT RELATE TO HIS POST, FIND OUT WHO NEEDS VITAL INFORMATION FROM HIM and GET THOSE LINES IN IN IN as a continuing action.

When a person fails to do just that, he never comes out of Non-Existence. He isn't even up to Danger because nobody knows they are even bypassing him. In other words, when a staff member does not do that, in the eyes of the organization, he is simply a ZERO.

Orders being issued by him usually wind up CANCELLED when discovered by some senior because they are not real. Joe was already handling it. Bill's schedule was thrown out by it. Treasury yells, "How come this expensive dev-t!"

Pretty soon, when staff hears it's so-and-so's order they just ignore it.

The bright hopes of such a staff member usually wind up as hopes he will be able to get transferred, the sooner the better. Everybody is agin him.

But what really happened?

He never applied the Non-Existence Formula for real and so he stayed in Non-Existence. His actions do not coordinate because he does NOT HAVE THE LINES TO GIVE OR RECEIVE INFORMATION.

It is really and factually not up to anyone else to round up his lines for him any more than it is up to others to do his breathing for him. The inhale and exhale of an organization is the take and give of VITAL INFORMATION AND PARTICLES.

Any staff member who finds himself in apparent Non-Existence, Liability or worse should rush around and find the comm lines that apply to his activity and post and insist that he be put on those lines.

Sometimes he is balked by security measures. Messages going out and coming in in code are not likely to be pried out of communicators or External Comm with ease. Well, there's a thing called a security pledge. One signs it and if the information is not safeguarded by the person, he's for it. The bulk of such information does not relate to his post anyway. But some of it may.

Such a staff member or executive has to write down what information he has to have to handle his post and what information others have to have from him to do their jobs.

And then arrange comm lines so that he is an info addressee from communicators on those lines.

Senior executives such as div heads or heads of an org do have a responsibility for briefing staff. But they are usually also faced with security problems as well as a wish to look good. And their data is general for the whole division or org. It does include specifics like "Mrs. Zikes is arriving at 1400 hours" or "the telephone company rep says the bill must be paid by 1200 hours today or we got no phones" or "FSMs are sending their students to missions because the org abolished the Comm Course."

Havoc and Phase I occur where the bulk of the staff has omitted to get themselves on important comm lines and keep those lines flowing. Do not send to find why the stats are down if 90 percent of your staff is in Non-Existence or worse! Simply because they never really found any comm lines.

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Therefore the EXPANDED NON–EXISTENCE FORMULA is:

1. FIND AND GET YOURSELF ON EVERY COMM LINE YOU WILL NEED IN ORDER TO GIVE AND OBTAIN INFORMATION RELATING TO YOUR DUTIES AND MATERIEL.
2. MAKE YOURSELF KNOWN, ALONG WITH YOUR POST TITLE AND DUTIES, TO EVERY TERMINAL YOU WILL NEED FOR THE OBTAINING OF INFORMATION AND THE GIVING OF DATA.
3. DISCOVER FROM YOUR SENIORS AND FELLOW STAFF MEMBERS AND ANY PUBLIC YOUR DUTIES MAY REQUIRE YOU TO CONTACT, WHAT IS NEEDED AND WANTED FROM EACH.
4. DO, PRODUCE AND PRESENT WHAT EACH NEEDS AND WANTS THAT IS IN CONFORMATION WITH POLICY.
5. MAINTAIN YOUR COMM LINES THAT YOU HAVE AND EXPAND THEM TO OBTAIN OTHER INFORMATION YOU NOW FIND YOU NEED ON A ROUTINE BASIS.
6. MAINTAIN YOUR ORIGINATION LINES TO INFORM OTHERS WHAT YOU ARE DOING EXACTLY, BUT ONLY THOSE WHO ACTUALLY NEED THE INFORMATION.
7. STREAMLINE WHAT YOU ARE DOING, PRODUCING AND PRESENTING SO THAT IT IS MORE CLOSELY WHAT IS REALLY NEEDED AND WANTED.
8. WITH FULL INFORMATION BEING GIVEN AND RECEIVED CONCERNING YOUR PRODUCTS, DO, PRODUCE AND PRESENT A GREATLY IMPROVED PRODUCT ROUTINELY ON YOUR POST.

I can guarantee that if you do this — and write your info concisely so it is quick to grasp and get your data in a form that doesn't jam your own lines — you will start on up the conditions for actual and in due course arrive in Power.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 20 OCTOBER 1967R
ISSUE II
REVISED 4 MARCH 1975

REMIMEO

CONDITIONS PENALTIES NEW EMPLOYEES AND PERSONS NEWLY ON POST

(Refers to HCO PLs on conditions penalties.)

Persons newly employed or newly appointed to a post

ARE NOT SUBJECT TO CONDITIONS PENALTIES
OR AWARDS FOR THIRTY DAYS FOR THAT POST.

It is noted that all posts are begun in Non-Existence but it is without penalty for 30 days. If in that time (for a newly employed or new appointee) the post has not risen to Normal Operation the penalties are applied for the condition it has risen to.

A person assigned a low condition in a post or as a member of a part of the org or the org assigned a low condition who is then transferred to a new post carries to the new post the penalties of the old post for 30 days or until the old post's condition is upgraded, whichever is earlier. He then assumes the condition to which he has risen on the new post.

Persons newly appointed (not newly employed) or transferred into a new appointment who are in Normal or above at time of transfer are subject to the awards of their previous post for 30 days after which time they then assume the awards and penalties of the current condition of their new post.

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HCO POLICY LETTER OF 16 JANUARY 1966R
REVISED 29 NOVEMBER 1979

REMIMEO
EXECUTIVE HATS

DANGER CONDITION

Refs:

HCO PL	9 Apr. 72R	CORRECT DANGER
	Rev. 1.12.79	CONDITION HANDLING
HCO PL	19 Jan. 66 III	DANGER CONDITION
		RESPONSIBILITIES OF DECLARING

The conditions of operation are (6) Power, (5) Power Change, (4) Affluence, (3) Normal, (2) Emergency, (1) Danger and (0) Non-Existence.

The formula of a Danger condition is:

1. Bypass (ignore the junior or juniors normally in charge of the activity and handle it personally).

2. Handle the situation and any danger in it.

3. Assign the area where it had to be handled a Danger condition.

4. Assign each individual connected with the Danger condition a First Dynamic Danger condition and enforce and ensure that they follow the formula completely, and if they do not do so, do a full Ethics investigation and take all actions indicated.

5. Reorganize the activity so that the situation does not repeat.

6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger condition is normally assigned when:

1. An Emergency condition has continued too long.

2. A statistic plunges downward very steeply.

3. A senior executive suddenly finds himself or herself wearing the hat of head of the activity because it is in trouble.

PERSONNEL

In step 4 of the Danger Formula, one has to call in Ethics to investigate and must order a hearing and also a Comm Ev as indicated on any person or persons whose negligence or noncompliance brought the situation about.

EXAMPLES

Example 1

The Ad Comm of the Distribution Division never orders or takes effective action to remedy the gross divisional statistic which has been at continuing emergency level for some time.

The Org Exec Sec is being pulled in to handle the situation, as the statistic's continuous low will swamp the org eventually and no reasonable advices from the Org Exec Sec have been accepted or used despite the continuing danger to the org from that division.

The Org Exec Sec therefore acts personally with personal work and (1) bypasses the Secretary, (2) gets the FSM program going and ads placed and a congress scheduled and advertised all on an urgent basis, all on a bypass of existing channels, (3) has the division assigned a Danger condition, (4) orders an Ethics investigation of all personnel in the division and brings any persons whose noncompliances or crimes were responsible before a Committee of Evidence including the Secretary, (5) appoints personnel and reorganizes the Distribution Division, (6) from the Ethics investigation and Comm Ev, sifts out any needful policy or change and forwards it to the Office of LRH for consideration for issue.

Example 2

The letters in–letters out statistic takes a very steep dive (perhaps only one-fifth the former number). The HCO Area Secretary instantly acts to (1) Bypass all lines, (2) Get mailings out urgently, put expeditors on writing letters, get a magazine in the mails, all off her own bat, using anyone to hand, (3) Demand the Dissem and Dist Divs be put in Danger condition, and if refused, cables LRH, (4) Order an executive Ethics investigation of all areas of outflow that would be responsible for org outflow and demands of the HCO Exec Sec a Comm Ev on any personnel found by investigation to have been negligent or noncompliant with policy concerning letters and any kind of mailing out, and failing to get such assignment, cables LRH, (5) Demand new personnel on key outflow posts, (6) Recommend any firm policy outgrowing from the investigation and Comm Ev to the Office of LRH.

Example 3

The Tech Sec suddenly discovers he or she is totally wearing the D of T hat and statistics are falling in that dept although there is a D of T. The Tech Sec has already attempted to get the D of T's hat on many times. The Tech Sec then: (1) Bypasses the D of T, (2) Immediately handles the Academy on a personal full-time basis to sort out the students, establish precise schedules, get in proper checksheets and routes slow students to Cramming and nattery ones to Ethics and gets completions going,

(3) Gets the department assigned a Danger condition, (4) Demands an Ethics investigation and a Comm Ev on personnel on whom noncompliance or crimes are discovered, (5) Gets a new D of T and/or Supervisors, (6) Recommends any firm policy found required in the Ethics investigation or Comm Ev.

EXECUTIVE DIRECTOR

When I find a hat forced upon me despite all efforts of mine to handle it previously, and which I have then to handle, I follow the Emergency Formula.

When an org is in general danger or a dangerous situation has arisen, I follow the Danger condition formula.

By the time anything gets to a point where I have to wear the hat, statistics on it must have been bad for some time and I find by experience that noncompliance will be discovered inevitably, which is why the situation rolled all the way up the lines to me.

As Danger condition is handled by a bypass of those who were supposed to handle it, then I also bypass in assigning a Danger condition, which is to say, the condition is assigned not by chain of command but by direct Sec ED.

SUMMARY

Emergencies when they continue are usually caused by crimes or negligence and are always accompanied by noncompliance.

A continued emergency inevitably results in real catastrophe for higher executives. It causes them heavy overwork at the very least. Sometimes a Danger condition threatens finally the whole org unless handled.

In the current society the manager or executive has no recourse to law or the culture. Errors can be made or omissions can occur unknown to him, which actually can threaten not only his job but his person.

The usual action in our organizations is to let things run as long as they run well. When they begin to show poorer statistics, an Emergency condition is assigned and we usually talk it over with the person who is head of that activity, and try to help. If the condition continues, we warn. And if the statistics still go down, we usually transfer and find somebody else. At the point where a senior executive finds he is being made to look bad by continued Emergency on a lower echelon, he has no choice but to assign a Danger condition. The head of the activity is not always removed but certainly must be investigated. If permanent, it takes a Comm Ev to remove or transfer.

It will always be found that noncompliance with policy and orders has for some time existed. It will sometimes be found that lies and false reports also existed. And one always finds negligence and idleness and inattention where statistics continue to go down.

It is *very* bad to assign a Danger condition or to bypass *unless* the statistics are continuing to go down or have continued at a dangerous level for some time without real improvement.

A senior executive is soft in the head if he thinks statistics just *stay* down. They are *always HELD* down hard. Emergencies don't just happen because someone is idle. Emergencies are made — actively. It takes a lot of counter-effort to jam an org's flows — if you don't believe it, then measure it by the effort *you* exert trying to get things going. What's pushing back so hard? Emergencies are *made.* They don't just happen. And any hearing in an area where statistics just won't come up will reveal not mere negligence but actual crimes as well.

The senior executive's only protection is to handle the bad situation and follow the Danger condition formula.

If that seems ruthless, it still is necessary if one is to be at all successful.

ASSIGNMENT

Only the Ad Council, an Executive Secretary or Secretary may assign a Danger condition. A director or officer may request one on their sections or personnel.

If one was incorrectly assigned and statistics were in fact up, it will of course come out in the hearing.

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HCO POLICY LETTER OF 9 APRIL 1972R
REVISED 1 DECEMBER 1979

REMIMEO

ETHICS

CORRECT DANGER CONDITION HANDLING

(Cancels HCO PL of 7 Feb. 70,
DANGER CONDITION — 2ND FORMULA)

Refs:

HCO PL	16 Jan. 66R Rev. 29.11.79	DANGER CONDITION
HCO PL	19 Jan. 66 III	DANGER CONDITION RESPONSIBILITIES OF DECLARING

When the correct formula for handling a Danger condition is not done, an org or activity or person cannot easily get above that condition thereafter.

When we had the 2nd Danger Formula, apparently it was applied but the real Danger Formula wasn't. This made some orgs and people remain in or below Danger and made it very hard for them to get above that state.

A prolonged state of Emergency or threats to viability or survival or a prolonged single-handing will not improve unless the actual Danger Formula is applied.

DANGER FORMULA

The original formula follows:

1. Bypass (ignore the junior or juniors normally in charge of the activity and handle it personally).

2. Handle the situation and any danger in it.

3. Assign the area where it had to be handled a Danger condition.

4R. Assign each individual connected with the Danger condition a First Dynamic Danger condition and enforce and ensure that they follow the formula completely, and if they do not do so, do a full Ethics investigation and take all actions indicated.

5. Reorganize the activity so that the situation does not repeat.

6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger condition is normally assigned when:

1. An Emergency condition has continued too long.

2. A statistic plunges downward very steeply.

3. A senior executive suddenly finds himself or herself wearing the hat of head of the activity because it is in trouble.

FIRST DYNAMIC FORMULA

The formula is converted for the first dynamic to

1st 1. Bypass habits or normal routines.

1st 2. Handle the situation and any danger in it.

1st 3. Assign self a Danger condition.

1st 4. Get in your own *personal ethics* by finding what you are doing that is out-ethics and use self-discipline to correct it and get honest and straight.

1st 5. Reorganize your life so that the dangerous situation is not continually happening to you.

1st 6. Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur.

JUNIOR DANGER FORMULA

Where a Danger condition is assigned to a junior, request that he or she or the entire activity write up his or her overts and withholds and any known out-ethics situation and turn them in at a certain stated time on a basis that the penalty for them will be lessened but if discovered later after the deadline it will be doubled.

This done, require that the junior and the staff that had to be bypassed and whose work had to be done for them or continually corrected, each one write up and fully execute the FIRST DYNAMIC DANGER FORMULA for himself personally and turn it in.

ASSESSMENT

If the necessity to bypass continues or if an area or person did not comply, use a meter and assess or get assessed the following questionnaire.

THE TROUBLE AREA QUESTIONNAIRE

_____	_____	_____
Person's Name	Post	Date

To be done on the person by one who can correctly operate a meter.

The list is done by telling the person you are about to ask him some questions on a meter, and then just assess this list for reads.

Mark each read properly.

a. Are you doing anything dishonest? _____

b. Are you more interested in something else than your job? _____

c. Are you falsely reporting about anything? _____

d. Are you doing something harmful? _____

e. Are you doing little or nothing of value? _____

f. Are you pretending? _____

g. Are you in disagreement with something? _____

h. Do you have overts? _____

i. Are you withholding something? _____

j. Do you know of some out-ethics around you? _____

k. Don't you know what your post product is? _____

l. Are the products of others around you unknown to you? _____

m. Do you have things about your post you don't understand? _____

n. Do you have words on your post you don't understand? _____

o. Don't you know grammar? _____

p. Is there some reason you are not quite on post? _____

q. Is someone giving you orders you don't understand? _____

r. Are you getting orders from too many places? _____

s. Don't you have a post? _____

t. Don't you know what your post is? _____

u. Have you really not read your hat? _____

v. Are you here for some other reason than you say? _____

w. Were you planning to leave? _____

x. Is your post temporary? _____

y. What about your post purpose? _____

z. Are you in any way misemotional or upset about your post? _____

aa. Are you actually doing fine? _____

When this has been assessed on a meter, one then takes the largest read or TA blowdown and handles it.

This is done by writing the question letter and the person's answers.

Each question that read is given two-way communication until each question that read has attained a floating needle.

The form used and the worksheets are placed in the person's folder so that other handling can be programed and done as needed.

_____
Operator's Name

Probable WHY _____

_____

_____

WHY

The above questionnaire can also be used to *help* find a WHY (it will not directly find one as the Why has to be rephrased for each individual).

A WHY should always be found for individuals in a Danger condition.

TROUBLE AREA SHORT FORM

_____	_____	_____
Person's Name	Post	Date

A short form can be done on someone who is an "old hand" and knows the tune.

SF 1. Out-ethics? _____

SF 2. Overts? _____

SF 3. Withholds? _____

SF 4. Disagreements? _____

SF 5. False reports? _____

SF 6. Product unknown? _____

SF 7. Products of others unknown? _____

SF 8. Post purpose? _____

SF 9. Situations not understood? _____

SF 10. Misunderstood words? _____

SF 11. Misunderstood grammar? _____

SF 12. Wrong Why? _____

SF 13. Omitted materials? _____

SF 14. Misemotional? _____

SF 15. False passes? _____

SF 16. Invalidation? _____

SF 17. Wrong orders? _____

SF 18. Not understood? _____

SF 19. No situation? _____

SF 20. Doing fine really? _____

(Handling is the same as in the long form.)

_____
Operator's Name

Probable WHY _____

_____

_____

ENDING A DANGER CONDITION

When production has again increased, the Danger condition should be formally ended and an Emergency condition assigned and its formula should be followed.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 APRIL 1972
ISSUED ON 12 AUGUST 1996

REMIMEO

FURTHER DATA ON CORRECT DANGER CONDITION HANDLING

(Taken from an LRH briefing tape of 11 Apr. 72 made two days after he wrote HCO PL of 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING. In this tape LRH discusses the Danger Formula and the Trouble Area Questionnaires as contained in that PL.)

Refs:

HCO PL	16 Jan. 66R Rev. 29.11.79	DANGER CONDITION
HCO PL	19 Jan. 66 III	DANGER CONDITION RESPONSIBILITIES OF DECLARING
HCOB/PL	2 Mar. 84RA Rev. 12.8.96	O/W WRITE–UPS
HCO PL	9 Apr. 72R Rev. 1.12.79	CORRECT DANGER CONDITION HANDLING
HCO PL	12 Apr. 72	HANDLING DANGER CONDITIONS
HCO PL	3 May 72R Rev. 18.12.77	Executive Series 12 ETHICS AND EXECUTIVES
HCO PL	3 Apr. 72	Esto Series 13 DOING WORK
HCOB	22 Mar. 72RA Rev. 24.3.85	DISAGREEMENT CHECK
HCO PL	24 Mar. 85	RESPONSIBILITY, CONTROL AND DANGER CONDITIONS
HCO PL	2 Nov. 82	CONDITIONS HANDLINGS
HCOB	19 Jan. 66	DANGER CONDITIONS TECHNICAL DATA FOR REVIEW AUDITORS
HCOB	28 Sept. 82	C/S Series 115 MIXING RUNDOWNS AND REPAIRS
HCOB	20 Apr. 72 II	C/S Series 78 PRODUCT PURPOSE AND WHY AND W/C ERROR CORRECTION
HCOB/PL	28 Oct. 76	C/S Series 98, Auditor Admin Series 26 AUDITING FOLDERS, OMISSIONS IN COMPLETENESS

Recently after writing HCO PL of 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING, I took a look at man's condition in being human. A human being is in danger all the time. With catastrophes, the elements, being eaten and car wrecks — he is in a sort of dangerous environment. That's the truth of the matter. He dies every sixty or seventy years or something like that. This isn't a healthy condition.

But do you know if the Danger condition were applied, totally applied, it would move one up the line, out of the condition of being human and toward OT!

Well the upshot of this new policy letter is that we now have a second Danger Formula which we call a First Dynamic Formula and I thought you would want to better understand this formula.

It says: "Bypass habits or normal routines." That's number one which is just the Danger Formula all over again.

"Two: Handle the situation and any danger in it."

"Three: Assign self a Danger condition." See? You've got to assign the condition. That is the only reason that is there.

"Four: Get in your own *personal ethics* by finding what you are doing that is out-ethics and use self-discipline to correct it and get honest and straight."

"Five: Reorganize your life so that the dangerous situation is not continually happening to you."

"Six: Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur."

Well that can be pretty rough. How is the guy going to detect any of that? The truth of the matter is if you do the Trouble Area Questionnaire and the Trouble Area Short Form of 9 April 72 on somebody, it will suddenly spot up whatever it spots up and on some guys ethics will be out and on some guys it will be in. These little assessments will show this up.

So it is really sort of find the Why on the person and you tell him to apply or not apply the First Dynamic Formula.

To get out of a Danger condition one would have to do this formula. It is relatively easy. You give an assessment (you can assess both of these, by the way, consecutively on one person). The assessment guides their attention so they won't get a Why that someone "was tired when he or she read the Study Tapes." If you listen to the person you'll think that is the Why and this goes into chaos. The assessment won't find the Why but will direct one's attention into the area where it is. A Why requires its own phrasing.

Because one is going to get in trouble here and there on this, I have included number 12 on the short form, "Wrong Why?" So when you get requests to redo this Why, one uses the short form in the 9 April 72 PL.

After the Why is found this is the formula they follow. The step "bypass habits or normal routines" means bypass doing all this stuff you've been doing which might be continuing the Why.

Let us say a fellow was accepting money from his uncle and saying he was buying a house with it and he wasn't. He was spending it on a blonde. Now he is in

continuous danger. His uncle might find it out at any moment and he expects to inherit his uncle's fortune someday. So he's in a sort of quasi-panic; even though he isn't thinking about it, it's still sitting there.

Now, "handle the situation and any danger in it" could be spotted as the Why. Because he has withholds and he is connected in some way and it's pretty weird and he's liable to be tripped. Well, all right, he'd have to quit doing that—bypass the habits or normal routines of the thing. In other words, quit accepting that money.

But he'd also have to handle the situation and any danger in it. It would be very dangerous to write, "Dear Uncle George: For the last year and a half, all the money you've been sending me to buy a house with, I have been spending on a blonde named Floozie." Well, he'd have to figure out how to handle that so that there wasn't any danger in it. And it might take quite a bit of thinking.

If he just jumped up and said to his uncle, "Well, I've been lying to you, Uncle George. I've been wasting all of your dough," the possibility is that this would come as such a shock to Uncle George that he'd disinherit him, shoot him and so forth. He would really be in danger. So he'd have to figure out how to handle it. It might be as simple as, "Dear Uncle George: I have been getting processed lately with Scientology, and it's making a more honest man out of me. And there are many dishonest things which I have done in my life and one of them is this. Now, you will probably shoot me for having done this, and it is not fair to you but actually I have been using this money to live off of and . . ."

Then "assign self a Danger condition" is only there because people forget to assign it. And then you "get in your own *personal ethics* by finding what you are doing that is out-ethics and use self-discipline to correct it and get honest and straight." Now there might be some other "Uncle Georges" (and we've still got to handle this blonde named Floozie). Even though one might have handled the uncle there might be some more.

And you could get a sort of Christian resurgence. Those are quite wild. They've got a lot of phrases for it such as: they felt "the touch of Christ" and "Christ is now in their heart" and all of that sort of thing. Actually, they usually proceed by just starting to be a decent citizen or something. "I was a sinner," they usually start out. "I was a dog." They start out with self-abasement. But very often those things are quite spectacular. The early Church was using this rather consistently—these fantastic resurgences. The guy was practically dying and a thief and a bum and nobody would ever talk to him and he was no good to anybody and he was sick and drunk—and all of a sudden he had a resurgence. Various creeds used various terms and praised this in various ways. "Saw the light" is the most common English cliché which has come out of it. But that wasn't really what they did. They came alive. In other words, they were able now to face the world and get back into communication. That is really what happened. The formula is quite interesting from that point of view.

Then "reorganize your life so that the dangerous situation is not continually happening to you"—well, that's easy, in this hypothetical case of Uncle George. Simply knock it off as far as this Floozie is concerned and instead of being up all

night every night and so forth, actually get some sleep and do your job and amount to something. That's a reorganization of it.

And then, "formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur." In other words, "I'm not going to tell lies so that I can get money," or something like that, is all the guy would have to decide. It's like a New Year's resolution. But people don't keep them because they didn't get in the first five steps. That's why New Year's resolutions aren't kept. You are actually asking the guy at this point to reform.

ETHICS AND JUSTICE

Ethics in the past sometimes got into an outpoint-correct, outpoint-correct, outpoint-correct. But now you can find the Why on the guy. All of a sudden you don't have a continuous heavy ethics. One wouldn't keep shooting people for the wrong reason, shooting them for outpoints. You "shoot" them for the Why.

Therefore ethics really becomes an ethical subject not a justice subject. You're trying to improve the guy's ethics and then you get the product of an Ethics Officer as a more ethically acceptable person. It isn't a comm-eved person, a disciplined person, a punished person. It would have to be a person who was in trouble or upset and now he's a more ethically acceptable person in a more secure state.

If you find the Why on the guy he'll straighten out and this may be why out-ethics people can't make any case gain to amount to anything. For instance, we had one person with a crashing big withhold and he would have never been salvaged no matter how many Comm Evs you gave him or how many disciplines or how many transfers or how many days in jail.

There is a great oddity in this. In a marvelous book all about crime in the Victorian Age, entitled *The Victorian Underworld,* one of the data in it is of great interest. They hung people publicly in England, and they hung them very bloodily indeed; they hung, drawn and quartered them, which is half-hanged them, gutted them and it was quite a mess. And the public used to gather around and watch all this. Barbaric in the unbelievable extreme.

Now hear me: the murder rate did not change. That did not give one a higher degree of public safety. The exhibition of public punishment does not have a restraining effect on anyone.

It is the same thing a soldier thinks, "Well it will never happen to me." He sees a guy right next to him in the next file shot and blown all over the landscape and he says, "Well, that won't happen to me." They all must think this in going over the top, or they would never charge. So people think this at executions.

In other words, there isn't such a thing as setting an example. It does have a slight restraining effect but only in a fairly lawful group. So you won't get anywhere simply with straight punishment. That's why the society goes downhill. Just setting up the example of people being punished does not necessarily bring about an in-ethics situation.

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SUMMARY

What we've done is crack the back of the subject called justice. The guy is in danger. If he applies the formula and if it is all applied and is straightly applied, why, he'll come out of it. So the past basic theories of justice are wrong.

It is totally possible to bring justice in on an area if one brings in ethics.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 APRIL 1972

REMIMEO

HANDLING DANGER CONDITIONS

(Originally written by LRH for the *Apollo* OODs of 12 Apr. 72. Issued as an HCO PL on 13 Oct. 80.)

The right way to *really* handle a Danger condition assigned one is to get an assessment on HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING, and get a Why found and then do the 1st Dynamic Formula in that PL.

Esto Series 13, DOING WORK, is what the Why is actually trying to solve — "how doesn't he really do what he's supposed to be doing."

The assessment gives one the AREA of the Why.

That 1st Dynamic Danger Formula is quite something. It is written in a very short form. The 1st 1 really means, knock off doing the Why found!

When I was studying this subject, I found that this formula (fully laid out) would practically solve a case! At least the dangerous elements of one. (It doesn't change auditing tech.)

If you read Esto 13 and then 9 Apr. 72 PL, you'll see how it all fits.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 AUGUST 1974
ISSUE II

REMIMEO

FORMULAS

(Originally written by LRH for the *Apollo* OODs of 27 Aug. 74. Issued as an HCO PL on 17 Sept. 80.)

I've just discovered why some people never really get on post!

They apply the Non-Existence Formula, get a reply, then probably do not produce it.

But whether they produce it or not, they rarely apply the First Dynamic Danger Formula. Not having applied it, they suck in a bypass somewhere and really catch it.

Then really they never get even to Emergency, to say nothing of Normal Operation.

Did you ever complete the Non-Existence Formula for your post by producing the needed and wanted?

Did you ever apply the First Dynamic Danger Formula or even ask for upgrade?

No?

Then don't wonder if you get hit. These things operate like natural laws.

See HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, and HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 17 NOVEMBER 1968
ISSUED 24 OCTOBER 1996

REMIMEO

THE ACTION AFFLUENCE FORMULA

Ref: HCO PL 23 Sept. 67

NEW POST FORMULA
THE CONDITIONS FORMULAS

(In November 1968, the Flagship *Apollo* went into a strong Affluence condition caused by many contributing actions. LRH said in the OODs of 17 Nov. 68, "WE MUST CONTINUE TO PUSH EXISTING ACTIONS AND GENERATE NEW ONES OF THE SAME TYPE INTERNALLY AND EXTERNALLY." And "THIS HIGH VELOCITY MUST BE MAINTAINED TO MAINTAIN THE AFFLUENCE." LRH then went on to say, "As this Affluence is based on forward action not finance, it alters the formula of HCO PL 23 Sept. 67. . . ." What followed were the steps of the Action Affluence Formula as given verbatim below.)

ACTION AFFLUENCE

1. *Economize* on needless or dispersed actions that did not contribute to the present condition. Economize financially by knocking off all *waste*.
2. Make every action count and don't engage in any useless actions. Every new action to contribute and be of the same kind as *did* contribute.
3. Consolidate all gains. Any place we have gotten a gain, we keep it. Don't let things relax or go downhill or roller-coaster. Any advantage or gain we have, keep it, maintain it.
4. Discover for yourself what caused the condition of Affluence in your immediate area and strengthen it.

The Affluence Formula for *finance* is:

1. Economize.
2. Pay every bill.
3. Invest remainder in service facilities.
4. Discover what caused the Affluence and strengthen it.

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HCO POLICY LETTER OF 22 DECEMBER 1967

REMIMEO

AFFLUENCE ATTAINMENT

(Originally written by LRH as ED 1381 SH
of 22 Dec. 67. Issued as an HCO PL on 13 Nov. 72.)

Affluence attainment consists of

1. Hard work.
2. In-ethics.
3. *Standard* tech.
4. Doing the things that *won*, not new things untried as yet.
5. Applying the formula of the condition one is in.

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HCO POLICY LETTER OF 27 AUGUST 1982

REMIMEO
ALL ORGS AND
MISSIONS
ALL STAFF

IMPORTANT

VITAL DATA: POWER AND AFFLUENCE CONDITIONS

Note: This issue *cancels*, specifically, the following:

HCO PL	5 May 71R II	READING STATISTICS as revised 9 Nov. 79
HCO PL	3 Oct. 70R	STAT INTERPRETATION as revised 9 Nov. 79
HCO PL	9 Nov. 79	HOW TO CORRECTLY DETERMINE A STAT TREND

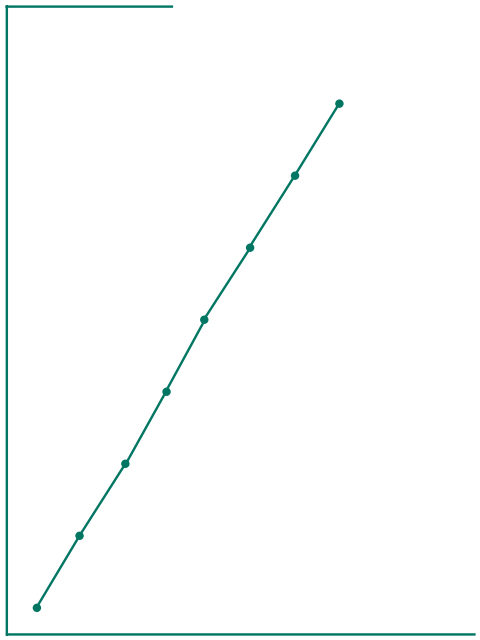
as these issues contained erroneous and misleading data and/or graphs regarding the conditions of Power and Affluence. The *only* valid versions of these three policy letters are the corrected versions of these PLs as revised 27 August 1982 and listed below.

Refs:

HCO PL	5 May 71RA II Rev. 27.8.82	READING STATISTICS
HCO PL	3 Oct. 70RA Rev. 27.8.82	STAT INTERPRETATION
HCO PL	9 Nov. 79R Rev. 27.8.82	HOW TO CORRECTLY DETERMINE A STAT TREND
HCO PL	6 Nov. 66R I Rev. 9.11.79	AKH Series 5 STATISTIC INTERPRETATION, STATISTIC ANALYSIS
HCO PL	23 Sept. 67	NEW POST FORMULA, THE CONDITIONS FORMULAS
HCO PL	14 Mar. 68	CORRECTED TABLE OF CONDITIONS
Tape:	6505C25	"The Five Conditions"
HCO PL	6 Mar. 66 II	STATISTIC GRAPHS, HOW TO FIGURE THE SCALE
HCO PL	9 Feb. 70	STATISTICAL JUDGMENT
HCO PL	12 Feb. 67	AKH Series 13 THE RESPONSIBILITIES OF LEADERS
HCO PL	4 Apr. 70	POWER CHANGE VIOLATION REPAIR FORMULA
HCO PL	22 Dec. 67	AFFLUENCE ATTAINMENT
HCO PL	17 Nov. 68	THE ACTION AFFLUENCE FORMULA

I have just uncovered what is probably a widespread misunderstanding of the difference between the condition of AFFLUENCE and the condition of POWER.

Looking at the following graph,



which had been MISCLASSIFIED as Power, revealed to me that Power was not understood. The graph shown above is in screaming Affluence. It is not Power since it is not maintained.

Power is not a high Affluence, as a good many people seem to think.

On spotting this misconception, I called for all of the references on Power and Affluence so these could be carefully reviewed and clarified or corrected if needed to ensure that Power is not susceptible to misinterpretation. A description of the slant of a Power line as "near vertical up" (HCO PL 5 May 71R II, READING STATISTICS) is erroneous as it gives the idea that Power could be judged from one line on the graph, and this has now been corrected. While that statement might describe the ascent of a stat up to a range where it can now *move into* Power (as Power would be high at the top of the graph), it does not accurately describe Power itself, as Power is a *trend.* Therefore, HCO PL 5 May 71R II has been revised to clarify this, and any extant sample graphs or issues put out by others which would forward the wrong concept of Power have been revised accordingly.

We need to get the facts regarding this condition very straight and clearly understood.

So now let us look at a very concise definition of Power, along with some further data on the subject.

CONDITION OF POWER

A Power stat is a stat in a very high range; a brand-new range in a Normal trend.

A Power stat is not just a stat that is steeply up for a long time. Nor is Power simply a very high stat. Power is not a one-week thing. Power is a *trend.*

DEFINITION: POWER IS A NORMAL IN A STELLAR RANGE SO HIGH THAT IT IS TOTAL ABUNDANCE, NO DOUBT ABOUT IT.

IT IS A STAT THAT HAS GONE UP INTO A WHOLE NEW, STEEPLY HIGH RANGE AND MAINTAINED THAT RANGE AND NOW, IN THAT NEW HIGH RANGE, IS ON A NORMAL TREND.

Operating in this new range you may get a slight dip in that stat now and then. But it is still Power.

There is another datum that is of importance if one is to correctly recognize and understand this condition:

Why do we call it Power?

BECAUSE THERE IS SUCH AN ABUNDANCE OF PRODUCTION THERE THAT MOMENTARY HALTS OR DIPS CAN'T PULL IT DOWN OR IMPERIL ITS SURVIVAL.

And THAT is POWER.

POWER CONDITION FOR INDIVIDUALS AND ORGS

If those who didn't understand the Power stat had asked one more question, they would have gotten a clarification.

The question would be "How much work can one guy do?" Or "How many bricks can a guy lay in a day?"

Of course, a person can only work so many hours in a day. He can only get so much individual production in a day. But he can get enough production in a day to support himself. He can get his production up into such abundance that he can take some time off. That depends on his efficiency and brightness.

At a certain peak of Affluence he will hit how many bricks he can lay. By increasing practice and efficiency he can keep that level of production going in a Normal.

If he's laying so many bricks that nobody is ever going to think of firing him, why, he's in Power. That's a Power condition for an individual.

That isn't true of an organization. An organization expands. It's got to expand if it is to stay alive at all and it's got to expand if it is to get into Power and maintain it.

Let us say an org or a portion of an org gets its production going into a series of increasing Affluences. Eventually it reaches a peak as to what it can honestly and actually produce with its current facilities (personnel, equipment, etc.). Now it is managing to maintain its new high range in a Normal trend. There is a good healthy abundance of production going on. That's excellent; the org has made it into Power and the Power Formula applies.

BUT for an organization, which can expand, there are new, higher ranges which can now be reached.

In the Simon Bolivar PL (HCO PL 12 Feb. 67, THE RESPONSIBILITIES OF LEADERS) I've given you a datum which is pertinent here: "When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become 'getting you.'"

So for an org there is a new level of Power now to be attained. It's done by applying the formulas exactly. And in the course of things, that includes bettering the quality and quantity of one's service, adding personnel and hatting, training, apprenticing them up to competence, improving facilities. Expanding.

I got Saint Hill into Power in the sixties and the FSO was in true Power in Daytona.* But that's about it.

There are higher potential ranges, always, that any org can reach. But it isn't a hit-or-miss thing; it's correct application of the correctly assigned conditions formulas. Prediction, planning and adhering to the principles for sound expansion enter into it.

POWER FORMULA

The Power Formula given in HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, is the formula for the condition of Power on the *first* dynamic.

That is true for an individual in any organization, unit or government or civilization. To stay in a Power condition, you would apply the steps of that formula scrupulously.

Additionally, there is a formula for the condition of Power on the *third* dynamic, and that is found in the seven points regarding Power laid out in HCO PL 12 Feb. 67, THE RESPONSIBILITIES OF LEADERS.

If an org or an individual doesn't also get those seven points applied, it can be predicted with accuracy that they won't be in Power for long. That is a fact. Power carries with it those exigencies.

When these points *are* applied, you get an expansion of the Power factor, and if you continue to operate on these points, that Power factor will expand and expand again until there is a much, much larger sphere of Power realized than was originally achieved.

This is the forward look for the executives and staff of an org to take.

But you don't hit Power overnight. On the way up there will be some Affluences to handle.

***Daytona:** a city on the eastern coast of Florida; original site of the Flag Land Base, before it was moved to Clearwater, Florida.

CONDITION OF AFFLUENCE

When you have a line going steeply up on a graph, that's AFFLUENCE. Whether it's up steeply for one week or up steeply from its last point week after week after week, it's AFFLUENCE.

When you've got an Affluence, regardless of how you did it, the Affluence Formula applies.

You MUST apply the Affluence Formula or you will be in trouble. Anyone dealing with Affluence should be aware of the following peculiarities about it.

Affluence is the most touchy condition there is. Misname it or handle it off formula and it can kill you! It is, strangely enough, the most dangerous of all conditions in that if you don't spot it and apply the formula, you spatter all over the street! Spot and handle it right and it's a rocket ride.

HANDLING AFFLUENCE

Let us say the key stat of some organization, operationally, is Total Income and it's in Affluence, so the condition of the organization, as an organization, is Affluence.

You had better do a stat analysis. You will need to review all of the GDS (gross divisional statistic) graphs and do a comparison of each set of stats in the same or related activity. For an org which has both external and internal stats, such as a management org, this includes doing an *internal* GDS analysis as there will be vital points there to be covered. GDS analyses are just that. In order to understand what has put a GDS up or down, you have to look at the minor stats and the associated stats.

A GDS analysis is not just pointing out which stats are down and handling with conditions, etc. It is finding the one order which will revert the scene; that is the ideal scene of GDS analysis. The purpose is not to see if they are going up or down, the purpose is to find what stat or stats, if handled forcefully and at once, will change the whole situation.

A GDS analysis, by the way, is a little bit different than a stat analysis. The GDS analysis normally takes up just GDSes but you still have to look at the minor stats. That is in order to understand why the GDSes are that way. But the broad embracive term of "stat analysis" is probably superior as a term, even though we use "GDS analysis." It doesn't really much matter which term you use but your subject is really "stat analysis" as that applies to anything everywhere, even in places where they don't even have any GDSes. You can do a stat analysis on the government and come up with a Why — bang!

All right, so you have an Affluence. The Affluence Formula, per HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, is:

1. Economize. Now the first thing you must do in Affluence is economize and then make very, very sure that you don't buy anything that has any future commitment to it; don't buy anything with any future commitments; don't hire anybody with any future commitments — nothing. That is all part of that economy; clamp it down.

2. Pay every bill. Get every bill that you can possibly scrape up from anyplace, every penny you owe anywhere under the sun, moon and stars and pay them.

3. Invest the remainder in service facilities; make it more possible to deliver.

4. Discover what caused the condition of Affluence and strengthen it.

Your battle plan must include the first three targets of the formula. It goes without saying that these should be the first targets on your battle plan.

Now let's look at #4 of the Affluence Formula.

Let's look now at trends. What started this Affluence?

We find the date coincidence of the Affluence was Program A and Program B.

Good. Per #4 of the formula we must strengthen these!

All right, how? By looking over the rest of the stats and finding which are NOT in AFFLUENCE, of course.

List out the various stats and the state they're in: the non-Affluence, the broken Affluence, the Normal, the crashed stats.

So where did the Affluence come from? It's Division X, Div X Secretary and some others. Look over these stats. Some are, some aren't in Affluence.

Now take a look at the programs that started the Affluence.

Go over the targets on these programs thoroughly. Ensure the reports on the completed targets are correct. You want to be sure that what was said was done *was* done. False reports and half-dones can cause attention to drift off those targets as they're then *assumed* to be in when they're not.

Isolate the program actions, the targets done that caused or contributed to the Affluence, as you're going to strengthen them.

You might find that the monitoring reasons for the Affluence are majorly not done, incomplete or not marked to be maintained. That fact itself signals some of the actions to be taken to strengthen the Affluence.

Targets fully and honestly done once may have now dropped out and the successful actions are not being continued. You can be sure that if all of these points aren't carried through, you'll lose your Affluence.

Review the downstat areas. Find out what they were or weren't doing and what they *should* have been doing that would have contributed to the Affluence.

Here is Target "E," not done, and so you took a horrible beating. Aha! A departure from these programs caused disaster!

And somebody else went off the strategy and current planning against which the programs were written.

So will failure to follow these programs further break your Affluence? You said it!!!!!

Your GDS analysis, then, would conclude with:

1. To come off the cause of the Affluence will bring utter chaos and disaster.

2. The cause of the Affluence was Program A and Program B.

3. The whole handling of Programs A and B must be reinforced.

That gives you your battle plan!

So you go over the programs, target by target. Exhume every project written for those targets. Program out which actions need to be repeated, taken to full dones, maintained, whatever is called for. *Reinforce them*. Program out the production actions to be taken (in addition to correct condition assignments) in the downstat areas.

All of this makes up your battle plan. Now you go hellbent for leather and get that BP done!

And note: If the following week a new stat analysis is done, you don't then cancel everything, change course and go careening off on a tangent in another direction on some new program. That violates management by trend and results in incomplete programs. Whatever else needs doing, you'd better also relog any undone battle plan targets. And stay on the proven, successful programs until they are complete and being maintained.

An org or a unit or an individual can make the mistake of thinking it has exhausted its immediate resources for creating another Affluence. But with this kind of scrutiny and analysis of the scene, you'll find you do have the means to do it. True, it may take some beef-up or reorganization in certain areas, but it doesn't require going into a total organize. Any reorganization done would be done to strengthen the targets or actions which brought about the Affluence.

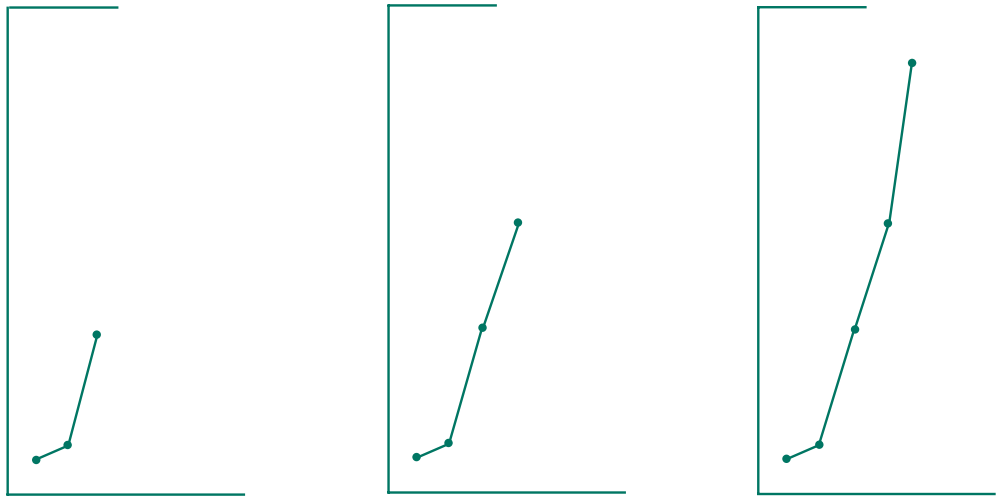
THE CAUSE OF THE AFFLUENCE IS STILL CAPABLE OF CAUSING IT!

This is the key tool of management: GDS analysis and conditions, strategy, programs and targets.

For a smaller unit or section of an org or an individual, you just transpose the handling given here over to the activity of that unit, section or individual and get it applied there. That you're now going to do it on a smaller scale doesn't change or negate any of the steps of the Affluence Formula.

Where it can go off the rails most easily is mistaking an Affluence condition for Power and thus applying the wrong formula, failing to find the true cause of the Affluence, assuming there's nothing more that can be done in the sector that caused the Affluence in the first place, or sloppy, inexact, incomplete application of any part of the formula.

When Affluence *is* handled with the correct condition assigned, an accurate stat analysis and an industrious application of the formula based on the true cause of the Affluence, you'll get something like this:

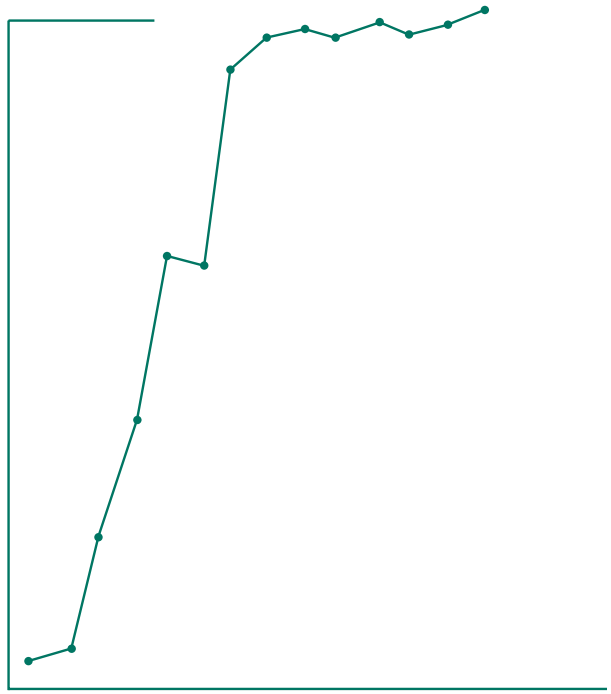


AFFLUENCE. Condition correctly assigned and the Affluence Formula carried out results in . . .

AFFLUENCE. Formula carried out standardly in a new unit of time results in . . .

AFFLUENCE.

By reinforcing what caused the Affluence each time, you keep boosting it up to a new higher point until eventually it peaks at what is truly a stellar range. Now you have a new scene.



AFFLUENCE GOING INTO POWER

When you're maintaining that new range and you've got it stabilized and going in a Normal *trend,* you had better get the Power Formula carried out and all the points of Power Change as they apply.

You're operating now in a new range. You continue to build it from there. At some point it may take off into another Affluence. But in any case, if you keep it all going standardly and keep getting the correct conditions applied, eventually you'll work it up to a new and even wider sphere of Power.

If any of this was misunderstood in the past, it is possible that some Affluences were broken because of the confusion between the two conditions. An org was in Affluence, a real Affluence, thought it was Power and applied the wrong condition. So the Affluence wasn't maintained and the org never really got into Power.

But a far, far more common occurrence would be that an Affluence trend was broken by orders given into the org by persons who have not taken into account (and didn't know) *why* the Affluence occurred.

History is strewn with examples of individuals, states, nations and whole civilizations violating these two conditions and their formulas.

We have a different route to travel. With the tools we have, we are capable of making a different kind of history and *are* making it right now.

You have a well-defined picture of Affluence and its handling. You now have a clear-cut definition of Power. And the twain *do* meet — I've just shown you how.

Study it well, get it all straight and *applied* and you'll reach a point where you're operating with such an abundance of production that momentary halts or dips can't pull it down or imperil its survival!

And that will be Power!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 FEBRUARY 1967

(Also issued as an HCOB, same date and title)

ORG EXEC COURSE

ADMIN KNOW-HOW SERIES 13

THE RESPONSIBILITIES OF LEADERS

A few comments on POWER, being or working close to or under a power, which is to say a leader or one who exerts wide primary influence on the affairs of men.

I have written it this way, using two actual people, to give an example of magnitude enough to interest and to furnish some pleasant reading. And I used a military sphere so it could be seen clearly without restimulation of admin problems.

The book referenced is a fantastically able book, by the way.

THE MISTAKES OF SIMON BOLIVAR AND MANUELA SAENZ

Reference: The book entitled:

The Four Seasons of Manuela
by Victor W. von Hagen, a biography.
A Mayflower Dell paperback. Oct. 1966. 6 shillings.

Simon Bolivar was the liberator of South America from the yoke of Spain.

Manuela Saenz was the liberatress and consort.

Their acts and fates are well recorded in this moving biography.

But aside from any purely dramatic value, the book lays bare and motivates various actions of great interest to those who lead, who support or are near leaders.

Simon Bolivar was a very strong character. He was one of the richest men in South America. He had real personal ability given to only a handful on the planet. He was a military commander without peer in history. Why he would fail and die an exile to be later deified is thus of great interest. What mistakes did he make?

Manuela Saenz was a brilliant, beautiful and able woman. She was loyal, devoted, quite comparable to Bolivar, far above the cut of average humanoids. Why then did she live a vilified outcast, receive such violent social rejection and die of poverty and remain unknown to history? What mistakes did she make?

The freeing of things is the reverse unstated dramatization (the opposite side of the coin) to the slavery enjoined by the mechanisms of the mind. Unless there is something to free men *into,* the act of freeing is simply a protest of slavery. And as no humanoid *is* free while aberrated in the body cycle, it is of course a gesture to free him politically as it frees him only into the anarchy of dramatizing his aberrations with NO control whatever and without something to fight exterior; and with no exteriorization of his interest, he simply goes mad noisily or quietly.

Once as great a wrong as depraving beings has been done, there is of course no freedom short of freeing one from the depravity itself or *at least* from its most obvious influences in the society. In short, one would have to de-aberrate a man before his whole social structure could be de-aberrated.

If one lacked the whole ability to free man wholly from his reactive patterns, then one could free man from their restimulators in the society at least. If one had the whole of the data (but lacked the Scientology tech), one would simply use reactive patterns to blow the old society apart and then pick up the pieces neatly in a new pattern. If one had no inkling of how reactive one can get (and Bolivar of course had no knowledge whatever in that field), there yet remained a workable formula used "instinctively" by most successful, practical political leaders:

If you free a society from those things you see wrong with it and use force to demand it do what is right, and if you carry forward with decision and thoroughness and without continual temporizing, you can, in the applications of your charm and gifts, bring about a great political reform or improve a failing country.

So Bolivar's first error, most consistent it was, too, was contained in the vital words "you see" in the above paragraph. He didn't look and he didn't even listen to sound intelligence reports. He was so *sure* he could *glow* things right or fight things right or charm things right that he never looked for anything wrong to correct until it was too late. This is the ne plus ultra of personal confidence, amounting to supreme vanity. "When he appeared it would all come right" was not only his belief but his basic philosophy. So the first time it didn't work, he collapsed. All his skills and charm were channeled into this one test. Only that could he observe.

Not to compare with Bolivar but to show my understanding of this:

I once had a similar one. "I would keep going as long as I could and when I was stopped I would then die." This was a solution mild enough to state and really hard to understand until you had an inkling of what I meant by keeping going. Meteors keep going—very, very fast. And so did I. Then one day ages back, I finally *was* stopped after countless little stoppings by social contacts and family to prepare me, culminating in a navy more devoted to braid than dead enemies and literally I quit. For a while I couldn't get a clue of what was wrong with me. Life went completely unlivable until I found a *new* solution. So I know the frailty of these single solutions. Not to compare myself but just to show it happens to us all, not just Bolivars.

Bolivar had no personal insight at all. He could only "outsight" and even then he did not look or listen. He *glowed* things right. Pitifully, it was his undoing that he

could. Until he no longer could. When he couldn't glow he roared, and when he couldn't roar he fought a battle. Then civic enemies were not military enemies so he had no solution left at all.

It *never* occurred to him to do more than personally *magnetize* things into being right and victorious.

His downfall was that he made far too heavy a use of a skill simply because it was easy. He was too good at this one thing. So he never looked to any other skill and he never even dreamed there was any other way.

He had no view of any situation and no idea of the organizational or preparatory steps necessary to political and personal victory. He only knew military organization, which is where his organizational insight ceased.

He was taught on the high wine of French revolt, notorious in its organizational inability to form cultures, and that fatally by a childhood teacher who was intensely impractical in his own private life (Simon Rodriguez, an unfrocked priest turned tutor).

Bolivar had no personal financial skill. He started wealthy and wound up a pauper, a statistic descending from one of the, if not the, richest man in South America down to a borrowed nightshirt to be buried in as an exile. And *this* while the property of royalists was wide open, the greatest land and mine valuables of South America wide open to his hand, and that's not believable! But true. He never collected his own debt of loans to governments even when the head of those governments.

So it is no wonder we find two more very real errors leading to his downfall: He did not get his troops or officers *rewarded* and he did not aim for any solvency of the states he controlled. It was all right if there were long years of battle ahead for them to be unpaid as no real riches were yet won, but not to *reward* them when the whole place was at his disposal! Well!

The limit of his ability consisted of demanding a bit of cash for current pay from churches — which were not actively against him at first but which annoyed them no end — and a few household expenses.

He could have (and should have) set aside all royalist property and estates for division amongst his officers, their men and his supporters. It had no owners now. And this failure cost the economy of the country the tax loss of all those productive estates (the whole wealth of the land). So it is no wonder his government, its taxable estates now inoperative or at best hoarded by a profiteer or looted by Indians, was insolvent. Also, by failing to do such an obvious act, he delivered property into the hands of more provident enemies and left his officers and men penniless to finance any support for their own stability in the new society and so for his own.

As for state finance, the great mines of South America, suddenly ownerless, were overlooked and were then grabbed and worked by foreign adventurers who simply came in and took them without payment.

Spain had run the country on the finance of mine tithes and general taxes. Bolivar not only didn't collect the tithes, he let the land become so worthless as to be untaxable. He should have gotten the estates going by any shifts and should have state operated all royalist mines once he had them. To not do these things was complete, but typically humanoid, folly.

In doing this property division he should have left it all up to officers' committees operating as courts of claim without staining his own hands in the natural corruption. He was left doubly open as he not only did not attend to it, he also got the name of corruption when anybody did grab something.

He failed as well to recognize the distant widespread nature of his countries despite all his riding and fighting over them and so sought tightly centralized government, not only centralizing states but also centralizing the various nations into a federal state. And this over a huge landmass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even footbridges repaired after a war of attrition.

A step echelon from a pueblo (village) to a state, from a state to a country and a country to a federal state was only possible in such huge spaces of country where candidates could never be known personally over any wide area and whose opinions could not even be circulated more than a few miles of burro trail, where only the pueblo was democratic and the rest all appointive from pueblo on up, himself the ratifier of titles if he even needed that. With his own officers and armies controlling the land as owners of all wrested from royalists and the crown of Spain, he would have had no revolts. There would have been little civil wars of course but a court to settle their final claims could have existed at federal level and kept them traveling so much over those vast distances it would have crippled their enthusiasm for litigation on the one hand and on the other, by dog-eat-dog settlements, would have given him the strongest rulers — if he took neither side.

He did not step out and abdicate a dictatorial position. He mistook military acclaim and ability for the tool of peace. War only brings anarchy, so he had anarchy. Peace is more than a "command for unity," his favorite phrase. A productive peace is getting men busy and giving them something to make something of that they *want* to make something of and telling them to get on with it.

He never began to recognize a suppressive and never considered anyone needed killing except on a battlefield. There it was glorious. But somebody destroying his very name and soul and the security of every supporter and friend, the SP Santander, his vice-president, who could have been arrested and executed by a corporal's guard on one one-hundredth of available evidence, who could suborn the whole treasury and population against him, without Bolivar, continually warned, loaded with evidence, ever even reprimanding him. And this brought about his loss of popularity and his eventual exile.

He also failed in the same way to protect his military family or Manuela Saenz from other enemies. So he weakened his friends and ignored his enemies just by oversight.

His greatest error lay in that while dismissing Spain he did not dismiss that nation's most powerful minion, the Church, and did not even localize it or reward a South American separate branch to loyalty or do anything at all (except extort money from it) to an organization which continually worked for Spain as only it could work — on every person in the land in a direct anti-Bolivar reign of terror behind the scenes. You either suborn such a group or you take them out when they cease to be universal and become or are an enemy's partner.

As the Church held huge properties and as Bolivar's troops and supporters went *unpaid* even of the penny soldiers' pay, if one was going to overlook the royalist estates, one could at least have seized the Church property and given it to the soldiers. General Vallejo did this in 1835 in California, a nearly contemporary act, with no catastrophe from Rome. Or the penniless countries could have taken them over. You don't leave an enemy financed and solvent while you let your friends starve in a game like South American politics. Oh no.

He wasted his enemies. He exported the "godos" or defeated royalist soldiers. They mostly had no homes but South America. He issued no amnesties they could count on. They were shipped off or left to die in the "ditch" — the best artisans in the country among them.

When one (General Rodil) would not surrender Callao fortress after Peru was *won,* Bolivar after great gestures of amnesty failed to obtain surrender and then fought the fort. Four thousand political refugees and four thousand royalist troops died over many months in full sight of Lima, fought heavily by Bolivar only because the *fort* was fighting. But Bolivar had to straighten up Peru urgently, not fight a defeated enemy. The right answer to such a foolish commander as Rodil, as Bolivar did have the troops to do it, was to cover the roads with cannon enfilade potential to discourage any sortie from the fort, put a larger number of his own troops in a distant position of offense but ease and comfort and say, "We're not going to fight. The war's over, silly man. Look at the silly fellows in there, living on rats when they can just walk out and sleep home nights or go to Spain or enlist with me or just go camping," and let anybody walk in and out who pleased, making the fort commander (Rodil) the prey of every pleading wife and mother without and would-be deserter or mutineer within until he did indeed sheepishly give up the pretense — a man cannot fight alone. But battle was glory to Bolivar. And he became intensely disliked because the incessant cannonade which got nowhere was annoying.

Honors meant a great deal to Bolivar. To be liked was his life. And it probably meant more to him than to see things really right. He never compromised his principles but he lived on admiration, a rather sickening diet since it demands in turn continuous "theater." One is what one is, not what one is admired or hated for. To judge oneself by one's successes is simply to observe that one's postulates worked and breeds confidence in one's ability. To have to be *told* it worked only criticizes one's own eyesight and hands a spear to the enemy to make his wound of vanity at his will. Applause is nice. It's great to be thanked and admired. But to work only for that?

And his craving for that, his addiction to the most unstable drug in history — fame — killed Bolivar. That self-offered spear. He told the world continually how to kill him — reduce its esteem. So as money and land can buy any quantity of cabals, he could be killed by curdling the esteem, the easiest thing you can get a mob to do.

He had all the power. He did not use it for good or evil. One cannot hold power and not use it. It violates the Power Formula. For it then prevents *others* from doing things if *they* had some of the power, so they then see as their only solution the destruction of the holder of the power, as he, not using power or delegating it, is the unwitting block to all their plans. So even many of his friends and armies finally agreed he had to go. They were not able men. They were in a mess. But bad or good, they had to do *something*. Things were desperate, broken-down and starving after fourteen years of civil war. Therefore they either had to have *some* of that absolute power or else nothing could be done at all. They were not great minds. He did not need any "great minds," he thought, even though he invited them verbally. He saw their petty, often murderous solutions and he rebuked them. And so held the power and didn't use it.

He could not stand another *personality* threat.

The trouble in Peru came when he bested its real conqueror (from the Argentine), La Mar, in a petty triumph over adding Guayaquil to Colombia. Bolivar wished to look triumphant again and didn't notice it really cost him the support and Peru the support of La Mar — who understandably resigned and went home, leaving Bolivar *Peru to conquer*. Unfortunately it had already been in his hands. La Mar needed some troops to clean up a small royalist army — that was all. La Mar didn't need Peru's loss of Guayaquil — which never did anybody any real good anyway!

Bolivar would become inactive when faced with two areas' worth of problems — he did not know which way to go. So he did nothing.

Brave beyond any general in history on the battlefield, the Andes or in torrential rivers, he did not really have the bravery needed to trust inferior minds and stand by their often shocking blunders. He feared their blunders. So he did not dare unleash his many willing hounds.

He could lead men, make men feel wonderful, make men fight and lay down their lives after hardships no army elsewhere in the world has ever faced before or since. But he could not *use* men even when they were begging to be used.

It is a frightening level of bravery to use men you know can be cruel, vicious and incompetent. He had no fear of their turning on him ever. When they finally did, only then he was shocked. But he protected "the people" from authority given to questionably competent men. So he really never used but three or four generals of mild disposition and enormously outstanding ability. And to the rest he denied power. Very thoughtful of the nebulous "people" but very bad indeed for the general good. And it really caused his death.

No. Bolivar was theater.

It was all theater. One cannot make such errors and still pretend that one thinks of life as life, red-blooded and factual. Real men and real life are full of dangerous, violent, live situations and wounds *hurt* and starvation is desperation itself, especially when you see it in one you love.

This mighty actor, backed up with fantastic personal potential, made the mistake of thinking the theme of liberty and his own great role upon the stage was enough to interest all the working, suffering hours of men, buy their bread, pay their whores, shoot their wives' lovers and bind their wounds or even put enough drama into very hard-pressed lives to make them want to live it.

No, Bolivar was unfortunately the only actor on the stage and no other man in the world was real to him.

And so he died. They loved him. But they were also on the stage too, where they were dying in his script or Rousseau's script for liberty but no script for living their very real lives.

He was the greatest military general in any history measured against his obstacles, the people and the land across which he fought.

And he was a complete failure to himself and his friends.

While being one of the greatest *men* alive at that. So we see how truly shabby others in leaders' boots amongst men must be.

MANUELA SAENZ

The tragedy of Manuela Saenz as Bolivar's mistress was that she was never *used,* never really had a share and was neither protected nor honored by Bolivar.

Here was a clever, spectacular woman of fantastic fidelity and skill, with an enormous "flair," capable of giving great satisfaction and service. And only her satisfaction ability was taken and that not consistently nor even honestly.

In the first place, Bolivar never married her. He never married anybody. This opened up a fantastic breach in any defense she could ever make against hers or his enemies who were legion. So her first mistake was in not in some way contriving a marriage.

That she had an estranged husband she had been more or less sold to was permitted by her to wreck her life obliquely.

She was too selfless to be real in all her very able plotting.

For this marriage problem she could have engineered any number of actions.

She had the solid friendship of all his trusted advisers, even his old tutor. Yet she arranged nothing for herself.

She was utterly devoted, completely brilliant and utterly incapable of really bringing off an action of any final kind.

She violated the Power Formula in not realizing that she had power.

Manuela was up against a hard man to handle. But she did not know enough to make her own court effective. She organized one. She did not know what to do with it.

Her most fatal mistake was in not bringing down Santander, Bolivar's chief enemy. That cost her everything she had before the end and after Bolivar died. She knew for *years* Santander had to be killed. She said it or wrote it every few days. Yet never did she promise some young officer a nice night or a handful of gold to do it in a day when *dueling was in fashion.* It's like standing around discussing how the plainly visible wolf in the garden that's eating the chickens must be shot, even holding a gun, and never even lifting it while all one's chickens vanish for years.

In a land overridden with priests she never got herself a tame priest to bring about her ends.

She was a fantastic intelligence officer. But she fed her data to a man who could not act to protect himself or friends, who could only fight armies dramatically. She did not see this and also quietly take on the portfolio of secret police chief. Her mistake was waiting to be asked — to be asked to come to him, to act. She voluntarily was his best political intelligence agent. Therefore she should have also assumed further roles.

She guarded his correspondence, was intimate with his secretaries. And yet she never collected or forged or stole any document to bring down enemies, either through representations to Bolivar or a court circle of her own. And in an area with that low an ethic, that's fatal.

She openly pamphleteered and fought violently as in a battle against her rabble.

She had a great deal of money at her disposal. In a land of for-sale Indians, she never used a penny to buy a quick knife or even a solid piece of evidence.

When merely opening her lips she could have had any sequestrated royalist estate, she went to litigation for a legitimate legacy never won and another won but never paid.

They lived on the edge of quicksand. She never bought a plank or a rope.

Carried away by the glory of it all, devoted completely, potentially able and a formidable enemy, she did not *act.*

She waited to be told to come to him even when he lay dying and exiled.

His command over her who never obeyed any other was too absolute for his own or her survival.

Her assigned mistakes (pointed out at the time as her caprice and playacting) were not her errors. They only made her interesting. They were far from fatal.

She was not ruthless enough to make up for his lack of ruthlessness and not provident enough to make up for his lack of providence.

The ways open to her for finance, for action, were completely doorless. The avenue stretched out to the horizon.

She fought bravely but she just didn't take action.

She was an actress for the theater alone.

And she died of it. And she let Bolivar die because of it.

Never once did Manuela look about and say, "See here, things mustn't go this wrong. My lover holds half a continent and even I hold the loyalty of battalions. Yet that woman threw a fish!"

Never did Manuela tell Bolivar's doctor, a rumored lover, "Tell that man he will not live without my becoming a constant part of his entourage and tell him until he believes it or we'll have a new physician around here."

The world was open. Where Theodora, the wife of Emperor Justinian I of Constantinople, a mere circus girl and a whore, ruled harder than her husband but for her husband behind his back — and made him marry her as well — Manuela never had any bushelbasket of gold brought in to give Bolivar for his unpaid troops with a "Just found it, dear" to his "Where on earth . . . ?" after the royalist captives had been carefully ransomed for jail escapes by her enterprising own entourage and officer friends. She never handed over any daughter of a family clamoring against her to Negro troops and then said, "Which oververbal family is next?"

She even held a colonel's rank but only used it because she wore man's clothing afternoons. It was a brutal, violent, ruthless land, not a game of musical chairs.

And so Manuela, penniless, improvident, died badly and in poverty, exiled by enemies and deserted by her friends.

But why not deserted by her friends? They had all been poverty-stricken to a point quite incapable of helping her even though they wanted to — for she once had the power to make them solvent. And didn't use it. They were in poverty before they won but they did eventually control the land. After that why make it a bad habit?

And so we see two pathetic, truly dear but tinsel figures, both on a stage, both *far* removed from the reality of it all.

And one can say, "But if they had not been such idealists they never would have fought so hard and freed half a continent," or "If she had stooped to such intrigue or he had been known for violent political actions they would never have had the strength and never would have been loved."

All very idealistic itself. They died "in the ditch" unloved, hated and despised, two decent, brave people, almost too good for this world.

A true hero, a true heroine. But on a stage and not in life. Impractical and improvident and with no faintest gift either one to use the power they could assemble.

This story of Bolivar and Manuela is a tragedy of the most piteous kind.

They fought a hidden enemy, the Church; they were killed by their friends.

But don't overlook how impractical it is not to give your friends power enough when you have it to give. You can always give some of it to another if the first one collapses through inability. And one can always be brought down like a hare at a hunt who seeks to use the delegated power to kill you — if you have the other friends.

Life is not a stage for posturing and "Look at me!" "Look at me." "Look at me." If one is to lead a life of command or a life near to command one must handle it as life. Life bleeds. It suffers. It hungers. And it has to have the right to shoot its enemies until such time as comes a golden age.

Aberrated man is not capable of supporting, in his present state, a golden declared age for three minutes, given all the tools and wealth in the world.

If one would live a life of command or one near to a command, one must then accumulate power as fast as possible and delegate it as quickly as feasible and use every humanoid in long reach to the best and beyond his talents if one is to live *at all.*

If one does not choose to live such a life, then go on the stage and be a real actor. Don't kill men while pretending it isn't real. Or one can become a recluse or a student or a clerk. Or study butterflies or take up tennis.

For one is committed to certain irrevocable natural laws the moment one starts out upon a conquest, either as the man in charge or a person near to him or on his staff or in his army. And the foremost law, if one's ambition is to win, is of course to win. But also to keep on providing things to win and enemies to conquer.

Bolivar let his cycle run to "freedom" and end there. He never had another plan beyond that point. He ran out of territory to free. Then he didn't know what to do with it and didn't know enough, either, to find somewhere else to free. But of course all limited games come to end. And when they do, their players fall over on the field and become rag dolls unless somebody at least tells them the game has ended and they have no more game nor any dressing room or homes but just that field.

And they lie upon the field, not noticing there can be no more game since the other team has fled and after a bit they have to do *something* and if the leader and his consort are sitting over on the grass being rag dolls too of course there isn't any game. And so the players start fighting amongst themselves just to have a game. And if the leader then says, "No, no," and his consort doesn't say, "Honey, you better phone the Baltimore Orioles for Saturday," then of course the poor players, bored stiff, say, "He's out." "She's out." "Now we're going to split the team in half and have a game."

And that's what happened to Bolivar and Manuela. They *had* to be gotten rid of for there was no game and they didn't develop one to play while forbidding the only available game — minor civil wars.

A *whole continent* containing the then major mines of the world, whole populations were left sitting there, "freed." But none owned any of it though the former owners had left. They weren't given it. Nor were they made to manage it. No game.

And if Bolivar had not been smart enough for that, he could at least have said, "Well! You monkeys are going to have quite a time getting the wheels going but that's not my job. You decide on your type of government and what it's to be. Soldiers are my line. Now, I'm taking over those old estates of mine and the royalist ones nearby and the emerald mines just as souvenirs and me and Manuela, we're going home." And he should have said that five minutes after the last royalist army was defeated in Peru.

And his official family with him, and a thousand troops to which he was giving land, would have moved right off smartly with him. And the people after a few screams of horror at being deserted would have fallen on each other, sabered a state together here and a town there and gotten busy out of sheer self-protection in a vital new game, "Who's going to be Bolivar now?"

Then when home he should have said, "Say those nice woods look awfully royalist to me, and also those 1,000,000 hectares of grazing land, Manuela. Its owner once threw a royalist fish, remember? So that's yours."

And the rest of the country would have done the same and gotten on with the new game of "You was a royalist."

And Bolivar and Manuela would have had statues built to them by the TON at once as soon as agents could get to Paris with orders from an adoring populace.

"Bolivar, come rule us!" should have gotten an "I don't see any unfree South America. When you see a French or Spanish army coming, come back and tell me."

That would have worked. And this poor couple would have died suitably adored in the sanctity of glory and (perhaps more importantly) in their own beds, not "in a ditch."

And if they had *had* to go on ruling they could have declared a new game of "pay the soldiers and officers with royalist land." And when that was a gone game, "Oust the Church and give its land to the poor friendly Indians."

You can't stand bowing back of the footlights forever with no show even if you are quite an actor. Somebody else can make better use of any stage than even the handsomest actor who will not use it.

Man is too aberrated to understand at least seven things about power:

1. Life is lived by lots of people. And if you lead, you must either let them get on with it or lead them on with it actively.

2. When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become "getting you."

3. If you have power, use it or delegate it or you sure won't have it long.

4. When you have people, use them or they will soon become most unhappy and you won't have them anymore.

5. When you move off a point of power, pay all your obligations on the nail, empower all your friends completely and move off with your pockets full of artillery, potential blackmail on every erstwhile rival, unlimited funds in your private account and the addresses of experienced assassins and go live in Bulgravia and bribe the police. And even then you may not live long if you have retained one scrap of domination in any camp you do not now control or if you even say, "I favor politician Jiggs." Abandoning power *utterly* is dangerous indeed.

   But we can't all be leaders or figures strutting in the limelight and so there's more to know about this:

6. When you're close to power get some delegated to you, enough to do your job and protect yourself and your interests, for you can be shot, fellow, shot, as the position near power is delicious but dangerous, dangerous always, open to the taunts of any enemy of the power who dare not really boot the power but can boot you. So to live at all in the shadow or employ of a power, you must yourself gather and USE enough power to hold your own — without just nattering to the power to "kill Pete," in straightforward or more suppressive veiled ways to him, as these wreck the power that supports yours. He doesn't have to know all the bad news and if he's a power really, he won't ask all the time, "What are all those dead bodies doing at the door?" And if you are clever, you never let it be thought HE killed them — that weakens you and also hurts the power source. "Well, boss, about all those dead bodies, nobody at all will suppose you did it. *She* over there, those pink legs sticking out, didn't like me." "Well," he'll say if he really is a power, "why are you bothering me with it if it's done and you did it. Where's my blue ink?" Or "Skipper, three shore patrolmen will be along soon with your cook, Dober, and they'll want to tell you he beat up Simson." "Who's Simson?" "He's a clerk in the enemy office downtown." "Good. When they've done it, take Dober down to the dispensary for any treatment he needs. Oh yes. Raise his pay." Or "Sir, could I have the power to sign divisional orders?" "Sure."

7. And lastly and most important, for we all aren't on the stage with our names in lights, always push power in the direction of anyone on whose power you depend. It may be more money for the power or more ease or a snarling defense of the power to a critic or even the dull thud of one of his enemies in the dark or the glorious blaze of the whole enemy camp as a birthday surprise.

If you work like that and the power you are near or depend upon is a power that has at least some inkling about how to be one and if you make others work like that, then the power-factor expands and expands and expands and you too acquire a sphere of power bigger than you would have if you worked alone. Real powers are developed by tight conspiracies of this kind pushing someone up in whose leadership they have faith. And if they are right and also manage their man and keep him from collapsing through overwork, bad temper or bad data, a kind of juggernaut

builds up. Don't ever feel weaker because you work for somebody stronger. The only failure lies in taxing or pulling down the strength on which you depend. All failures to remain a power's power are failures to contribute to the strength and longevity of the work, health and power of that power. Devotion requires active contribution outwards from the power as well as in.

If Bolivar and Manuela had known these things, they would have lived an epic, not a tragedy. They would not have "died in the ditch," he bereft of really earned praise for his real accomplishments even to this day. And Manuela would not be unknown even in the archives of her country as the heroine she was.

Brave, brave figures. But if this can happen to such stellar personalities gifted with ability tenfold over the greatest of other mortals, to people who could take a rabble in a vast impossible land and defeat one of Earth's then foremost powers, with no money or arms, on personality alone, what then must be the ignorance and confusion of human leaders in general, much less little men stumbling through their lives of boredom and suffering?

Let us wise them up, huh? You *can't* live in a world where even the great leaders can't lead.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 APRIL 1970
ISSUED 24 MAY 1998

REMIMEO

POWER CHANGE FORMULA ADDITIONAL DATA

An organizational change pointed up a hole in conditions formulas. One takes over a NEW post or a collapsed post in Non-Existence as per the basic HCO PLs. BUT a going concern is taken over by the Power Change Formula.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 APRIL 1970

REMIMEO

POWER CHANGE VIOLATION REPAIR FORMULA

(Originally written by LRH for the *Apollo* OODs of 4 Apr. 70. Issued as an HCO PL on 27 Oct. 80.)

A Danger condition can be brought about by a violation of the Power Change condition.

A recent example was in some transfers to form the heads of a few orgs.

None of these orgs except one were higher than Emergency. There had been a false condition. The rule is that when a false condition is assigned, the org will drop one lower than the one it is actually in.

These orgs then compounded the felony by their new heads violating the Power Change Formula almost without exception.

The new heads of orgs and some juniors who were given new senior posts introduced new changes, violating Power Change.

Not being briefed in and not following existing successful patterns, three of these orgs are trying to operate with greatly changed patterns, losing touch with former actions.

Power Change must now, even this late, be followed by the heads and seniors. They must study what was going on previously.

Therefore, to all those who had a Power Change, we must apply the POWER CHANGE VIOLATION REPAIR FORMULA:

1. Observe, question and draw up a list of what was previously successful in your area or zone of control.
2. Observe and draw up a list of all those things that were unsuccessful in your area in the past.
3. Get the successful actions IN.
4. Throw the unsuccessful actions out.
5. Knock off frantically trying to cope or defend.
6. Sensibly get back in a working structure.

L. RON HUBBARD
FOUNDER

Conditions Below Non-Existence

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 MARCH 1968

REMIMEO

The following is the corrected table of conditions:

Power
Power Change
Affluence
Normal Operation
Emergency
Danger
Non-Existence
Liability
Doubt
Enemy

Treason (below Enemy) is defined as *betrayal after trust*. Formerly was differently placed and defined as accepting money.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 OCTOBER 1967R
ISSUE II
REVISED 25 SEPTEMBER 1977

REMIMEO

CONDITIONS OF LIABILITY AND DOUBT

Below Non-Existence there is the condition of Liability. The being has ceased to be simply nonexistent as a team member and has taken on the color of an enemy.

It is assigned where careless or malicious and knowing damage is caused to projects, orgs or activities. It is adjudicated that it is malicious and knowing because orders have been published against it or because it is contrary to the intentions and actions of the remainder of the team or the purpose of the project or org.

It is a *liability* to have such a person unwatched as the person may do or continue to do things to stop or impede the forward progress of the project or org and such a person cannot be trusted. No discipline or the assignment of conditions above it has been of any avail. The person has just kept on messing it up.

The condition is usually assigned when several Dangers and Non-Existences have been assigned or when a long unchanged pattern of conduct has been detected.

When all others are looking for the reason mail is getting lost, such a being would keep on losing the mail covertly.

The condition is assigned for the benefit of others so they won't get tripped up trusting the person in any way.

The formula of Liability is:

1. Decide who are one's friends.
2. Deliver an effective blow to the enemies of the group one has been pretending to be part of despite personal danger.
3. Make up the damage one has done by personal contribution far beyond the ordinary demands of a group member.
4. Apply for reentry to the group by asking the permission of each member of it to rejoin and rejoining only by majority permission. And if refused, repeating (2) and (3) and (4) until one is allowed to be a group member again.

CONDITION OF DOUBT

When one cannot make up one's mind as to an individual, a group, org or project a condition of Doubt exists.

The formula is:

1. Inform oneself honestly of the actual intentions and activities of that group, project or org brushing aside all bias and rumor.
2. Examine the statistics of the individual, group, project or org.
3. Decide on the basis of "the greatest good for the greatest number of dynamics" whether or not it should be attacked, harmed or suppressed or helped.
4. Evaluate oneself or one's own group, project or org as to intentions and objectives.
5. Evaluate one's own or one's group, project or org's statistics.
6. Join or remain in or befriend the one which progresses toward the greatest good for the greatest number of dynamics and announce the fact publicly to both sides.
7. Do everything possible to improve the actions and statistics of the person, group, project or org one has remained in or joined.
8. Suffer on up through the conditions in the new group if one has changed sides, or the conditions of the group one has remained in if wavering from it has lowered one's status.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 18 DECEMBER 1982

REMIMEO
ALL C/SES
ALL ETHICS OFFICERS
HCO
PTS CHECKSHEETS

ETHICS CONDITIONS: HANG–UP AT DOUBT

Refs:

PAB 13	ca. mid-Nov. 53	ON HUMAN BEHAVIOR
Tape:	6107C04	"Routine 1A — Problems and Solutions"
HCO PL	27 Oct. 64	POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE
HCOB	8 Nov. 65	SUPPRESSIVES AND HIDDEN STANDARDS
HCOB	24 Nov. 65	SEARCH AND DISCOVERY
HCO PL	23 Dec. 65RA Rev. 10.9.83	SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS
HCO PL	6 Oct. 67R II Rev. 25.9.77	CONDITIONS OF LIABILITY AND DOUBT
Tape:	7203C02 Esto Tape 3	"Evaluation and Handling of Personnel, Part I"
HCOB	7 Aug. 79	Esto Series 36 Product Debug Series 8 FALSE DATA STRIPPING
HCOB	13 Oct. 82	C/S Series 116 ETHICS AND THE C/S

It can occur that a person working up through the lower ethics conditions can get hung up at Doubt and not be able to complete the formula.

In such instances a PTS condition or false data may be found to exist.

PTS

In the Doubt Formula one follows the steps of the formula and by doing so is then able to make up his mind as to the individual, group, org or project the condition is being applied to. But if he's PTS he is stuck in a problem and is unable to come to a decision.

When a person is faced with suppression, whether the actual suppression exists in present time or is a past suppression restimulated in present time, he is facing a counter-postulate.

A problem is a postulate–counter-postulate resulting in indecision: the first manifestation of and the first consequence of a problem is indecision.

Therefore a PTS condition can hang one up at Doubt.

FALSE DATA

False data can also cause a hang-up on the Doubt Formula.

In one case a person who couldn't get through Doubt was found to be PTS to someone from an earlier group he'd been in. This SP had fed him a bunch of false data on the tech of doing his post and on what the purpose of his post was. In present time he was still stuck with this suppressive false data—it was part of his PTSness. In addition to the usual de-PTSing actions done, the false data was cleaned up and he was then able to get through Doubt.

HANDLING

On somebody who hangs up at Doubt, the Ethics Officer or whoever is handling him should check for a PTS condition or false data.

It can be one or the other or both.

A PTS condition is of course located and handled as per the existing materials on PTS tech.

Getting rid of the guy's false data would have to be done by someone that had checked out on the HCOB on it (HCOB 7 Aug. 79, FALSE DATA STRIPPING).

RESULTS

When the ethics conditions formulas are correctly and standardly applied, the results can be nothing short of miraculous.

With this discovery you'll get the results smoother and faster.

Use it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 OCTOBER 1967

REMIMEO

ENEMY FORMULA

The formula for the condition of Enemy is just one step:

FIND OUT WHO YOU REALLY ARE.

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HCO POLICY LETTER OF 16 OCTOBER 1968
ISSUE II

(Reissued from Flag Order 1474 of the same date)

REMIMEO

The formula for the condition of Treason is

"Find out *that* you are."

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HCO POLICY LETTER OF 20 APRIL 1969

REMIMEO

HATS, NOT WEARING

The formula for Treason is very correctly and factually "Know THAT you are."

It will be found, gruesomely enough, that a person who accepts a post or position and then doesn't function as it, will inevitably upset or destroy some portion of an org. By not knowing that he is the _____ (post name) he is committing treason in fact.

The results of this can be found in history. A failure to be what one has the post or position name of will result in a betrayal of the functions and purposes of a group.

Almost all organizational upsets stem from this one fact:

A person in a group who having accepted a post, does not know THAT he is a certain assigned or designated beingness is in TREASON against the group.

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HCO POLICY LETTER OF 9 FEBRUARY 1974R
REVISED 17 FEBRUARY 1980

REMIMEO

ETHICS

CONDITION BELOW TREASON CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA

Ref: HCO PL 14 Feb. 80 ORDER VERSUS DISORDER

(This HCO PL has been revised due to the discovery that the condition of Confusion can be far more extensive than was previously envisaged and may require additional steps to get out of it. The original formula is not cancelled as it has proven very successful but there are some additional steps that may be needed to get the person or area fully out of the condition.)

CONFUSION FORMULA

There is a condition below Treason.

It is a condition of CONFUSION.

In a condition of Confusion the being or area will be in a state of random motion. There will be no real production, only disorder or confusion.

In order to get out of Confusion one has to find out where he is.

It will be seen that the progress upward would be in Confusion, find out where you are; in Treason, find out that you are; and for Enemy, find out who you are.

The formula for Confusion is:

FIND OUT WHERE ***YOU*** ARE.

(*Note:* It is important that the person who is in Confusion be cleared up on the definition of Confusion as contained in *Modern Management Technology Defined.* This is done before the formula itself is started.)

The additional formula for the condition of Confusion is:

1. Locational on the area in which one is.

2. Comparing where one is to other areas where one was.

3. Repeat step 1.

EXPANDED CONFUSION FORMULA

Where a person is in Confusion and his own MEST or the MEST of his post is messed up or in a state of disorder, then the Expanded Confusion Formula is done.

The Expanded Confusion Formula consists of all the steps given above for the Confusion Formula with the following additions:

4. The checklist given in HCO PL 14 Feb. 80, ORDER VERSUS DISORDER, lists all the points that need to be checked for and handled in order to get the basics of organization in on an individual or area, and all these points are checked for and handled as part of the Expanded Confusion Formula. Each point is checked and any handling needed for that point is done right away before continuing with the checklist.

5. Repeat step 1 (Locational).

Where a condition of Confusion exists, all these steps can be done to handle the condition. On the other hand, if someone has a huge win on the first steps and comes out of Confusion, one would not force him to do all the other steps and keep him in the condition when he has actually come out of it. He would still handle the points on HCO PL 14 Feb. 80, ORDER VERSUS DISORDER, but this must *not* be used to keep someone in a condition of Confusion and refuse to upgrade him when he has come out of the condition.

The purpose of the formula is to get someone located in his present time environment, knowing where he is and where the various things he needs to operate with are, so that he is no longer in a condition of Confusion.

For someone who is actually in a condition of Confusion this can be a huge win and it will start him on the road to Power. It can be a turning point in his life.

The formula is complete when the person has made it out of Confusion, knows where he is, has established order in his area and knows the basics of how to operate out of that area.

When this end result has been achieved, the person will be ready to be upgraded and move on up through the other conditions. The fact that he has not completed all steps of the formula must not be used as a reason to keep someone in Confusion when he has honestly made it out of that condition.

Lack of this condition sometimes brings about an assignment of Treason in which the person cannot actually find out that he is and so occasionally does not make it on up the conditions.

Many more persons are in this condition than is generally realized.

Now, with the expansion of the formula, anybody who is in this condition can really make it out of Confusion and on up through the other conditions.

Doing Confusion fully and properly gives one a very firm footing so that he can make it up the conditions and be truly successful in his area.

L. RON HUBBARD
FOUNDER

Condition Formulas Application & Remedies

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 AUGUST 1985

REMIMEO
ETHICS HATS
EXEC HATS
OEC

COMPLETING CONDITIONS FORMULAS

Ref: HCO PL 2 Nov. 82 CONDITIONS HANDLINGS

The ethics conditions formulas flow, one to the next, with the first step of one formula directly following the final step of the previous formula.

But what do you do if your stat graph indicates you've moved up a condition before you even have a chance to finish a formula? Do you just drop that formula and start on the next one? The answer is "NO." One completes the formula he has begun.

I'll give you an example. An ED in looking over his stats sees that they are in Emergency. He immediately sees to it that the PROMOTE step of the Emergency Formula is begun. Once that is well in hand, he begins to CHANGE HIS OPERATING BASIS. He gets Reges onto daily drilling and puts three new auditors into his HGC.

But before he has a chance to do each of the remaining steps of the Emergency Formula, the income and delivery statistics move up into Normal Operation.

What does he do? Well, he is now in a condition of Normal by stats. But the Normal Formula would also cause him to complete the Emergency Formula, because in the Normal Formula you drop out what is unsuccessful and you push what was successful; what was successful here was the Emergency Formula. Thus, this ED can get continued improvement on the graph by *completing* the Emergency Formula, as the actions on the Emergency Formula are what got him to Normal so quickly. So he would push them until they were completed fully. This doesn't mean he is still in an Emergency condition — the stats are now rising and the condition *is* Normal. It's a bit of an oddball thing.

As another example, suppose someone is doing a Junior Danger Formula (per HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING). The person goes step by step through the procedure and writes up his or her overts and withholds and any known out-ethics situation, receives a Trouble Area Questionnaire assessment, has his Why found and starts applying the First Dynamic Danger Formula. But before he completes the formula, his stats rise. It would be dangerous indeed for this person to not finish the Danger Formula (e.g., getting done the

REORGANIZE YOUR LIFE and FORMULATE AND ADOPT FIRM POLICY steps of the Danger Formula).

That one's stats rise before completing a formula doesn't mean he can't go into the higher condition his stats now indicate. However, it would be a grave fault not to complete the undone steps of an earlier formula. So, as in the above examples, one has to complete the earlier formula, then complete the next formula and continue on as his graph dictates.

Completing a formula is very vital. One doesn't just name a formula. He gets it *completed.*

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FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 NOVEMBER 1982

REMIMEO
ALL ORGS AND
MISSIONS
ALL STAFF

CONDITIONS HANDLINGS

Refs:

HCO PL	23 Sept. 67	NEW POST FORMULA THE CONDITIONS FORMULAS
HCO PL	8 Nov. 75	NON-EXISTENCE FORMULA EXPANDED
HCO PL	9 Apr. 72R Rev. 1.12.79	CORRECT DANGER CONDITION HANDLING
HCO PL	6 Oct. 67R II Rev. 25.9.77	CONDITIONS OF LIABILITY AND DOUBT
HCO PL	23 Oct. 67	ENEMY FORMULA
HCO PL	14 Mar. 68	CORRECTED TABLE OF CONDITIONS
HCO PL	16 Oct. 68	CONDITION OF TREASON
HCO PL	9 Feb. 74R Rev. 17.2.80	CONDITION BELOW TREASON CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA
HCO PL	27 Aug. 82	VITAL DATA: POWER AND AFFLUENCE CONDITIONS
HCO PL	28 Sept. 82	THE BASICS OF STATISTICS AND MANAGEMENT

One has to *do* the steps of a condition formula in order to improve one's condition.

And those doingnesses, which will bring about a changed condition, will then be reflected in one's statistics.

A recent communication I had from a staff member illustrates this perfectly.

This staff member had, for years, started each new week with a battle plan that encompassed the exact actions she had worked out to take on her post, in order to actually apply the steps of the formula for the condition she was in.

Whatever her condition at the end of the week, she did a weekly conditions formula write-up, worked out how she would apply the formula steps in relation to her post, and added those actions at the beginning of her battle plan. Other battle plan targets would also be included but the weekly condition handling steps were always a part of it. This brought good results statisticwise.

When she ceased to do this and began simply battle planning needed actions without taking the condition into account, her application of the formulas on a routine basis also dropped out. The result was she suddenly found herself with crashed statistics and faced with post and production situations which needed resolving fast. And she experienced the phenomenon of feeling there was "no handling apparent" for the situation.

Of course, if one doesn't do the steps to handle a condition (the formula), then one has "no handling" for the condition!

Needless to say, this staff member, upon spotting what had happened, resumed doing her weekly formula write-ups at once!

I think there may be staff members who don't do any part of this. Aside from possibly not knowing what their stat is or what the org stat really is, they don't finish their week by assigning it a condition and writing up the formula. And so, of course, they wind up not doing the handling for the condition they're in.

There are undoubtedly some staff who think they don't have to do so if it is not in a *lower* condition. Yet they are upsetting their higher conditions by not doing so.

There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is *actually* in. Thus, if one incorrectly says he is in Power and tries to apply that formula when he is *actually* in Non-Existence, he will inevitably drop to Liability. If one incorrectly states he is in Normal when he is *actually* in Emergency, he will drop to Danger. Thus it is vital to accurately and honestly ascertain the condition one is in and apply that formula and actually do it. Otherwise one can go the route and drop down the conditions without ever understanding why. Whole nations do this and it is one of the reasons for the decline of civilizations. And while one is not a nation, one is still important enough to properly handle conditions.

And remember that it is not enough to do this as a simple administrative exercise; one actually has to *do* the formulas if he ever expects his condition to improve.

The way to never be faced with post situations for which there seems to be "no handling" is to routinely and regularly ascertain and apply the conditions formulas to one's post and activities.

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HCO POLICY LETTER OF 19 DECEMBER 1982RA
ISSUE II
REVISED 26 MAY 1998

REMIMEO
ETHICS OFFICERS
MAAS
HCOS
EXECS

REPAIRING PAST ETHICS CONDITIONS

Refs:

Book: *Introduction to Scientology Ethics*
Book: *Scientology: The Fundamentals of Thought*

HCOB	31 Aug. 71R	Word Clearing Series 16 CONFUSED IDEAS
HCOB	4 Sept. 71 II	Word Clearing Series 19 ALTERATIONS
HCOB	10 June 72 I	BYPASSED CHARGE
HCOB	11 Nov. 73	PRECLEAR DECLARE? PROCEDURE
HCOB	21 Aug. 79	TWINNING
HCO PL	9 July 80R Rev. 25.3.89	ETHICS, JUSTICE AND THE DYNAMICS
HCO PL	12 July 80R Rev. 5.11.82	THE BASICS OF ETHICS
HCO PL	18 Dec. 82	ETHICS CONDITIONS: HANG–UP AT DOUBT

The miraculous wins available from correct application of the ethics conditions formulas are well known, and the use of this technology is widespread. This policy letter presents some further tech on the subject of the conditions and their formulas that has proven remarkably workable.

Failure to apply condition formulas and fully handle a condition one is in can hang a person up later and actually prevent him from getting the full results available from the application of the condition formulas in present time. He can continue to have trouble with the area or activity of the unhandled condition or on that dynamic.

This not only applies to formal assignments or misassignments by Scientology Ethics Officers. Conditions occur in life that can go uninspected or unhandled, and conditions get assigned by self or other dynamics.

An example is somebody who had decided to commit suicide at some point in his life. He was either at Enemy or Treason at the time. It needs to be sorted out and he needs to be gotten through *that* condition for *that* period of time.

A person jailed has been "assigned" a condition of Liability, just by that action. The formula would have to be applied if the person is to operate in the society in any higher condition.

False or wrongly assigned conditions (such as being assigned a condition of Liability when you weren't in that condition) or failures to properly complete a condition formula

at some time in the past can cause a person to have difficulty applying conditions in present time.

The handling is simply to handle in present time the correct condition for that situation or time period. This will clear up the area and the subject and the person will be able to apply conditions in present time without being hung up in these past failures and will achieve the miraculous wins available from this tech.

PROCEDURE

1. The first step is to ensure that the person being handled understands the dynamics, the definitions of ethics and justice and what an ethics condition is, as well as each of the conditions and their corresponding formulas. He is not very likely to succeed in handling conditions if he does not have a good grasp of the above.

On a person who has had little or no contact with the subject, you would first have him study over materials on the dynamics, ethics, justice, the ethics conditions and their formulas.

When he has studied these, go over the data with him and consult his understanding. Have him explain what a dynamic is and give examples of each of the dynamics. Have him give you the definitions of ethics and justice and explain what a condition is, give examples of times he has observed people in each condition, and demonstrate each of the conditions formulas. Handle any confusion or question by referring to the materials, and finding and clearing up his misunderstood words.

With a person who is experienced with the ethics conditions, it would still be wise to briefly go through this same step. Have him review the materials, give demos and examples, etc. Spot and handle any confusions or questions he may have. It cannot necessarily be assumed that because a person has "been around a long time" or "has a lot of experience with the conditions" that he fully understands them. Particularly if he has been sent to you or pulled in by you to handle conditions! Don't get into evaluation or invalidation with this step — simply consult the person's understanding.

2. Ask the person: **H ave you ever failed to achieve the expected end phenomena of a condition, whether the condition was actually assigned or applied or not?** If the answer is "No" and the person is happy about it, the rest of the steps are not done as it would be unnecessary. (Make sure that it is understood that this question is not limited or restricted to only those conditions formally assigned to the person.)

3. If the answer to the above is "Yes," then ask: **What was the lowest condition that you didn t feel you achieved the expected end phenomena on?**

Make sure you get the earliest time this situation occurred. He may have attempted to apply the Treason Formula a number of times without getting the expected end phenomena, or he may never have even tried to apply the formula, despite having been in Treason at various times in his life. Get the *earliest* time this occurred for the lowest condition which he doesn't feel he got the expected end phenomena on.

4. When this question has been answered, ask him if it was a correct condition.

5. If it was a correct condition, he must now either *do* the formula (if he failed to apply it) or complete it (if it was incomplete). He is applying the formula to *that* unhandled condition, not a present time situation or anything else. He is doing a

formula not earlier applied or completing an old incomplete one. Have him do each step of the formula.

6. If it was not a correct condition at the time, the correct condition is established (refer to the conditions and their formulas to help him decide what the condition should have been). Then have him apply that formula.

7. When he has honestly completed the formula, he writes it up and takes it to the Ethics Officer or person doing the handling. This person verifies that it is complete and if so sends him to the Pc Examiner. If the Ethics Officer or person doing the handling is not satisfied that the formula is complete, it is returned to him, pointing out what is incomplete about it with reference to the relevant materials. Then he completes the formula and continues per the procedure below.

8. The Examiner puts him on the meter and asks, **Do you have any doubts or reservations concerning attesting to the _____ condition being complete?** If the person has an F/N on the question, the Examiner indicates the F/N and asks him if he wishes to write a success story. The wins on these formulas are very often quite incredible and so the person should be given a chance to write a success story. The person would go to the Examiner as above for each condition formula as it is completed.

9. CONDITIONAL: If the person doesn't have an F/N, the Ethics Officer or person doing the handling must take him back in and find out what is wrong and handle. You may find he was applying an incorrect condition, has misunderstoods on the condition or formula being applied, or simply didn't fully complete the formula. The handling is simply to ensure that any misunderstoods are cleaned up and the correct condition established and done fully in all of its steps. If the situation won't resolve, the person doing the handling writes up the full data and places it (along with all worksheets, exams, etc.) in his pc folder and sends it to the Case Supervisor.

10. Now that he has completed the condition formula, he applies the next higher condition and so on until he is up through Emergency and into Normal Operation. All worksheets, exams, etc., are then filed in the person's pc folder.

Following this procedure will normally be all that is necessary to put the person in shape to smoothly handle his present condition. This follows the basic auditing principle that handling earlier charge blows later charge.

11. Now get him to find and apply the correct current ethics condition.

(Note: It may be discovered while doing the present time conditions that the person has other previously mishandled conditions, including falsely assigned conditions. These would simply be handled with the above procedure.)

END PHENOMENA

The result of this action is that a person will now be able to look at his current conditions with a restored ability to apply the ethics conditions to himself and get all the gains available from these formulas.

TIPS AND CAUTIONS

A. *Roteness*

Roteness gets heavily in the way of administering ethics conditions. Life is full of complexities. We in Scientology are fortunate in that we have tech to handle all these

complexities and make them simple. There are a lot of tools available and they are there to be used: Word Clearing, Product Clearing, False Data Stripping, metered interviews and so forth are all used as needed to get the product.

The idea is to get the person to apply the conditions to his life so as to get his ethics in on his own determinism without duress or invalidation and you use whatever tech is necessary to do this.

B. *Completing the Formulas*

Sometimes the formulas require that the person go somewhere and do something to handle the condition. On a public person it may be necessary for him to go to his office or go home in order to complete a formula. Well, you let him go right ahead after you establish that is what is needed and that he knows what he is going to do. He may want to do amends or get in comm with someone or straighten something out. Obviously he must do the necessary steps to get through the condition.

C. *Twins*

When you are administering this action on a number of people who are twinned up and working to get each other through, you always work in the direction of having the twin handle the person he is working with, and you wouldn't step in and handle unless it was obvious that they really needed help. Encourage them to become skilled at handling one another's ethics as well as their own. HCOB 21 Aug. 79, TWINNING applies in full.

D. *Overrun*

A person doing this action could have a major win on one of the steps, continue past this point and bog. If the Ethics Officer or person doing the handling suspects this has occurred, he can check for this, get the data from the individual and, if necessary, the data is gotten to the C/S so the win can be rehabbed by an auditor.

E. *Misunderstoods*

Misunderstood words on the conditions and their formulas can raise hell. The Ethics Officer or person doing the handling should use Word Clearing liberally when the individual runs into difficulties in understanding or applying the conditions formulas.

F. *Doubt Hang-up*

If the person hangs up at Doubt, apply HCO PL 18 Dec. 82, ETHICS CONDITIONS: HANG–UP AT DOUBT, to resolve it and get him through the condition.

SUMMARY

It can be a tremendous relief to a person to handle some long-unhandled situation that had stuck him at that point in time and made it impossible to handle present time conditions. Whole areas of previous disaster can be totally straightened out.

By using this tech you can reap the rewards to be had from fully and smoothly applied ethics conditions formulas — rewards that extend straight across all the dynamics.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 FEBRUARY 1966

REMIMEO
EXECUTIVE HATS

APPOINTMENTS AND PROMOTIONS

When a staff member is promoted, the principle will be solidly held that if the post just vacated by him or her goes into Emergency or Danger condition within 90 days the promotion is to be suspended and the staff member is to resume his or her former post.

It is obvious that a post which is not well organized or is held up by personality alone will slump if changed.

A staff member being promoted may therefore object to the Personnel Officer concerning a successor he does not believe capable.

The staff member being promoted has a dual responsibility — to learn his new post and to write up his old hat and break in his successor properly.

In expanding organizations our greatest liability is promotion. It is vital and necessary, but it tends to lose lines and leave a messy lower strata in the orgs which can swamp them.

This follows as well policy on undoing changes which occurred just before a slumped statistic.

The Advisory Council and Ad Comms must always look at this factor of persons promoted off a post just before a slump as the probable best reason for the slump.

Similarly a person taking over a new post is in a Power Change condition and must not alter anything or do anything rash until enough time passes for him to appreciate what the new post is all about. Most slumps following after a promotion occur because the new occupant of the old post has either lost the post's lines or has made some brand-new order that applies to nothing real. There is no majesty and innocence like ignorance. The first day of a yacht under a new owner is the hardest day of its life, as he throws all the bits overboard that propped open the hatches thinking they were kindling wood, tries to hoist the sails with a can opener and runs the engine on the galley fuel.

A staff member is rarely promoted unless his statistic is good. That means the old post he leaves is in good shape. If the old post slumps under a new appointee, then that new appointee must have thrown away the lines and ordered the main cabin turned into the sail locker and the engine into the anchor. It will take the old holder

of the post weeks to get it running again and he is obviously the only one that can. Further, he goofed in letting an incapable or fast-change artist fill his former shoes, and he didn't yell when he noticed next day that the keel had been hoisted as the mainsail as soon as he, promoted, left his old post.

New brooms love to sweep clean. Especially the competent orders of old brooms.

Taking over a post in Danger or Emergency is a feather in one's cap when it rises to Normal under new management.

Taking over a post in Normal Operation and getting it into Emergency or Danger requires a lot of stupid changes or no work at all and should be the subject of an Ethics Hearing.

But also, the old holder of the post *must* be returned to it regardless of holes left at the top, for otherwise a hole exists below and the org will sink into it.

I speak from long, hard experience. Time and again I have had to resume a post I had left because it collapsed. So I have become very careful of who succeeds me on a post. Very careful indeed. And I train them individually and heavily no matter what new post I now hold. The bigger we get the more I get promoted, so I have to keep it up.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 FEBRUARY 1980

REMIMEO
EXEC HATS
ALL STAFF HATS

ORG SERIES 40
ESTABLISHMENT OFFICER SERIES 40
PRODUCT DEBUG SERIES 9

ORDER VERSUS DISORDER

Refs:

HCO PL	9 Feb. 74R	CONDITION BELOW TREASON
	Rev. 17.2.80	CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA
HCO PL	30 Dec. 70	Personnel Series 15 Org Series 20 ENVIRONMENTAL CONTROL

I made a breakthrough recently, while investigating low production areas, and realized that a good deal more needs to be said on the subject of order and disorder.

Order is defined as a condition in which everything is in its proper place and performs its proper function. A person with a personal sense of order knows *what* the things in his area are, he knows *where* they are, he knows *what* they are for. He understands their value and relationship to the whole.

A personal sense of order is essential in getting out products in an area.

An orderly typist, for instance, would have all the materials requiring typing, she would have ample paper and carbons within arm's reach, she would have her correction fluid to hand, etc. With all preparatory actions done, she would sit down to type with an operational typewriter and would know what that typewriter was and what it was for.

She would be able to sit down and get her product, with no wasted motion or stops.

But let's say you had a carpenter who couldn't find his hammer and he didn't even know what a hammer was for and he couldn't find his chisel because when he picked it up he put it down and couldn't find it again and then he didn't know where his nails were. You give him a supply of lumber and he doesn't know what it's for, so he doesn't categorize it where he can put his hands on it.

How many houses do you think he would build?

The actual fact of the case is that a disordered person, operating in a disorganized area, makes a ten-minute cycle into a three-week cycle (believe it, this is true) simply because he couldn't find his ruler, lost his eraser, broke his typewriter, dropped a nut and couldn't find it again and had to send off to Seattle for another one, etc., etc., etc.

In working with a group of nonproductive technicians recently, I discovered something interesting: out-basics. I actually found a lower undercut to what we generally think of when we say "basics."

These technicians had reportedly researched a key piece of equipment and had it all sorted out. But I found that they didn't even know the basic fundamental of what that machine was supposed to do and what they were supposed to be doing in their area!

That told me at once that they had no orderly files, no research data. They were losing things.

Now, if they were losing things, that opened the door to another basic: They couldn't have known where things were. They put down a tool over there and then when they needed it again they would have to look all over the place because they hadn't put it down where it belonged.

Their work was not organized so that it could be done and the tools were not known.

So I checked this out. Were they logging the things they were using in and out so they could find them again? Were they putting things away when they were done with them? No, they weren't.

This is simply the basic admin coupled with the knowledge of what the things one is working with are. It's orderliness and knowing what things are, knowing what they are for and where they are, etc. That's the undercut.

If people don't have a true knowledge of what the things they're working with are, if there are omitted tools, inoperational tools, if they don't know what their tools are supposed to do, if there are no files or if once used, files are not reassembled and put back in the file drawer, if things get lost and people don't know where things are and so on, they will be running around spending 3 or 4 hours trying to locate a piece of paper. That isn't production.

If a person can't tell you what the things he works with are, what they're for and where they are, he isn't going to get out any product. He doesn't know what he's doing.

It's like the carpenter trying to build a house without knowing what he's got to build it with, without understanding his tools and raw materials and the basic actions he must take to get his product. That's what was holding up production in the area: disorderliness. And the basics were out.

This is actually far *below* knowing the tech of the area — the actual techniques used to get the product. The person does not even know what his tools and equipment are or what they're supposed to do. He doesn't know whether they are operational or inoperational. He doesn't know that when you use a tool you return it to its proper place. When you have a despatch, you put it in a file where it can be retrieved. It undercuts even knowing the orders and PLs relevant to his hat.

What are the basics that are missing? The basics of sitting down to the table that one is supposed to sit down to, to do the work! The basics of knowing what the tools, materials and equipment he works with *are* and what he's supposed to do with them to get his product. Those are the basics that are missing.

We are down to a real reason why a person cannot turn out products.

That is what is holding up such a person's production. It is well below knowing the technique of his job.

Out-basics. Does the guy know where the file is? When he finishes with that file does he leave it scattered all over the place or does he put it back together and into the file where it can be found?

Now, a person who's working will have papers all over the place, but does he know where they are and is he then going to reassemble them and put them back in order or is he going to just leave them there and pile some more papers on top of them?

If you find Project No. 2 scattered on top of Project No. 1, you know something about that area. Basics are out.

This is a little piece of tech and with that piece of tech you've got insight. You would have to have an overall picture of what the area would look like when properly ordered and organized — how it would be organized to get optimum production.

Then you could inspect the area and spot what's going on. You would inspect on the basis of: How does the area compare with how it should be organized? You would find out if the personnel didn't know what the things in their area were or what they were for, you would see if they knew the value of things in the area or if there were altered importances, omitted files or filing, actions being done out of sequence, inoperational tools or equipment, anything added to the scene that was inapplicable to production, etc.

In other words, you can inspect an area by outpoints against this one factor of orderliness.

This sort of out-basics and disorderliness cuts production down to nothing. There just won't be any production at all. There will be no houses built.

What we are talking about here is an orderly frame of mind. A person with a sense of order and an understanding of what he is doing sits down to write a story or a report and he'll have his paper to hand, he'll have it fixed up with carbons and he'll have his reference notes to hand. And before he touches the typewriter he'll familiarize himself with what the scene is. He'll do the necessary preparatory work in order to get his product.

Now, someone else might sit down, write something, then dimly remember there was a note someplace and then look for an hour to find where that note was and then not be able to find it and then decide that it's not important anyway and then come back and forth a few times and finally find out he's typed it all up without a carbon.

There is a handling for this. Anyone trying to handle an area who doesn't understand the basics of what they're dealing with and is in an utter state of disorder must get a firm reality on the fact that until the basics are learned and the disorder handled, the area will not produce satisfactorily.

The following inspection is used in determining and handling the state of such an area.

INSPECTION

This inspection is done in order to determine an area's knowledge of basics and its orderliness. It can be done by an area's senior for the purpose of locating and correcting disordered areas. It is also used as part of debug tech as covered in HCO PL 23 Aug. 79 I, Esto Series 38, Product Debug Series 1, DEBUG TECH. It is for use by anyone who is in the business of production and getting products.

The full inspection below would be done, clipboard in hand, with full notes made and *then* handlings would be worked out based on what was found in the inspection (according to the Handling section of this PL and the suggested handlings given in parentheses below).

1. **DOES HE KNOW WHAT ORGANIZATION, FIRM OR COMPANY HE S IN? DOES HE KNOW WHAT HIS POST OR JOB IS?**

   This is a matter of does he even know where he is? Does he know what the organization or company he works for is, does he know what the post he is holding is?

   (If he is so confused and disoriented that he doesn't even know the company or org he's in or doesn't know what his post is, he needs to apply the Expanded Confusion Formula, HCO PL 9 Feb. 74R, and then work up through the conditions.

   Of course the person would also need to be instant-hatted on his post—the organization, his post title, his relative position on the org board, what he's supposed to produce on his post, etc.

   If he is doing this handling as part of his Expanded Confusion Formula, simply have him get the instant hatting and carry on with his Confusion Formula.)

2. **ASK THE PERSON WHAT HIS PRODUCT IS.**

   Does he know? Can he tell you without comm lag or confusion?

   You may find out that he has no idea of what his product is or that he has a wrong product or that he has confusions about his product. Maybe he doesn't even know he's supposed to get out products.

   (If this is the case, he must find out what his product is. If the person's product is given in policy references, he should look these up. If his product is not covered in tech or policy references, he'll have to work out what it is.)

3. **CAN HE RATTLE OFF A LIST OF THE BASIC ACTIONS, IN PROPER SEQUENCE, NECESSARY TO GET OUT HIS PRODUCT OR DOES HE HEM AND HAW ON IT?**

   Does he know what to do with his product once it is completed?

   He may try to tell you what he does each day or how he handles this or that and what troubles he's having with his post. You note this, but what you're interested in is does he know the basic actions he has to take to get out his product? And does he know what to do with the product once it is complete?

(If he can't rattle off the sequence of actions 1, 2, 3, then he'd better clay demo the basic actions, in proper sequence, necessary to get out his product and then drill these actions until he can rattle them off in his sleep. If he does not know what to do with his product once completed, then he'd need to find out and then drill handling the completed product.)

4. **ASK HIM WHAT HIS TOOLS ARE THAT ENABLE HIM TO GET THIS PRODUCT.**

   Note his reaction. Can he name his tools at all? Does he include the significant tools of his area? Does he include his hat pack as a tool?

   (If he doesn't know what his tools are, he'd better find out what he's operating with and what it does. A good workman knows his tools so well he can use them blindfolded, standing on his head and with one arm tied behind his back.)

5. **ASK HIM TO SHOW YOU HIS TOOLS.**

   Are his tools present in the work area or does he have them out of reach, down the hall or in some other room?

   (He may have to reorganize his work space to get his tools within easy reach and to get in some basics of organization. The purpose of such organization would be to make production easier and faster.)

6. **ASK HIM TO TELL YOU WHAT EACH OF HIS TOOLS ARE.**

   Can he define them?

   Does he know what each of them are and what they are for?

   (If he doesn't know, he'd better find out.)

7. **ASK HIM TO TELL YOU WHAT THE RELATIONSHIP IS BETWEEN EACH ONE OF HIS TOOLS AND HIS PRODUCT.**

   (If he can't do this, have him clay demo the steps he takes to get out his products with each tool he uses, so he sees the relationship between each tool and his product.)

8. **ASK HIM TO NAME OFF THE RAW MATERIALS HE WORKS WITH. ASK HIM TO SHOW YOU HIS MATERIALS.**

   Does he know what his raw materials are? Are they in his work area? Are they in order? Does he know where to get them?

   (He may have to find out what the raw materials of his post are [by defining them] and where they come from. He should drill procuring and handling them and then run Reach and Withdraw on them.)

9. **DOES HE HAVE A FILE CABINET? FILES? ASK HIM WHAT THEY ARE.**

   Does he know what they are for? Does he know what a despatch is, etc.?

   (He may have to be brought to an understanding of what files, file cabinets, despatches, etc., *are* and what they have to do with him and his product. He may have to clay demo the relationship between these things. He will have to set up a filing system. Ref: HCO PL 18 Mar. 72, Esto Series 10, FILES.)

10. **DOES HE HAVE A SYSTEM FOR LOCATING THINGS?**

    Ask to see it. Check his files. Does he have logs? Does he log things out and correct the logs when he puts them back? Are the comm baskets labeled? Does he have a specific place for supplies? Ask him to find something in his files. How long does it take?

    Does he have an orderly collection of references or a library containing the materials of his field? Is it organized so as to be usable?

    (If he has no system for locating things, have him set one up. Have him establish a filing system, a logging system, label the comm baskets, arrange supplies, etc. Get a reference library set up and organized. Drill using the system he has.)

11. **WHEN HE USES AN ITEM, DOES HE PUT IT BACK IN THE SAME PLACE? DOES HE PUT IT BACK WHERE OTHERS CAN FIND IT?**

    He'll probably tell you, yes, of course he does. Look around. Are objects and files lying about? Is the place neat or is it a mess? Ask him to find you something. Does he know right where it is, or does he have to search around? Is there an accumulation of unhandled particles around?

    (Have him clay demo why it might be advantageous to put things back in the same place he found them. Drill him on putting things back when he's finished with them. Have him clean up the place, handling any accumulation of unhandled particles.)

12. **IF FEASIBLE, ACTUALLY GO WITH THE PERSON TO HIS PERSONAL LIVING AREA.**

    Is the bed made? Is the area clean? Are things put away? How much dirty laundry does he have? Is it stowed in a bag or hamper or is it strewn about the place? People who had disorderly personal MEST, one for one were *not* getting out any products on post — they had no sense of order.

    (If his personal quarters are a mess, have him — on his own time of course — straighten up his personal area and keep it that way on a daily basis. This will teach him what order *is*.)

HANDLING

Some areas, of course, will be found to be in excellent order and will pass the inspection. These will most likely be high production areas.

Other areas will be found to have only a few points out which would correct easily with the above handlings. These will probably be areas where some production is occurring.

Where personnel have a concept of what order is and why it is important, they will usually be eager to correct the points of disorder that have turned up on the investigation and may need no further urging, drilling or correction, but will quickly set about remedying outpoints. For many bright and willing staff members just reading this policy will be enough to get them to straighten out their areas right away.

There is, however, a sector which has no concept of order and may not have the slightest notion of why anyone would bother with it. You will most likely find them in apathy, overwhelm or despair with regard to their post areas. No matter what they

do they simply cannot get their products out in adequate quantity and quality. They try and try and try but everything seems to be working against them.

When you find such a situation, know that the area is in Confusion. You are trying to handle an area which is in a confirmed, dedicated condition of Confusion.

Such an area or individual would require the application of the Expanded Confusion Formula (HCO PL 9 Feb. 74R) including the handlings above. So if these things confirm in an area, you must use the Expanded Confusion Formula and the handlings given above to full completion. Because, frankly, such an area or individual *is* in a condition of Confusion and will remain in Confusion until the Expanded Confusion Formula, including the full handlings from the inspection, are applied.

Once out of Confusion the person would have to be brought up through the rest of the conditions.

CAUTION

The condition of Confusion is a very low condition and should never be assigned where it is not warranted. Where one or two points on the above inspection were found to be out in an area, and where these corrected easily, there would be no purpose in assigning Confusion to that area. In fact, it may worsen an area to assign an incorrect condition.

But where you have a long-term situation of no or few products combined with a state of disorder, know that the area or individual is in a condition of Confusion and that the application of the Confusion Formula plus the handlings given in this PL will bring the area out of the muck and up to square one where it can *begin* producing.

NOTE: If the inspection is done on a person or area and some of the points are found to be out and handlings are done but no condition of Confusion is assigned, the area must be reinspected about a week later. This way you will detect if an actual condition of Confusion was missed, as the area will have lapsed back into disorderliness or will have worsened.

SUMMARY

A knowledge of the basics of an area and having orderliness in an area are essential to production.

When you find a fellow who is a light-year away from the basics and doesn't have a clue on the subject of order and he's flying way up in the sky someplace instead of just trying to put together what he's supposed to put together or do what he's supposed to do, you've got your finger on his Why for no production.

With the inspection and handlings given in this policy, we can now handle any degree of disorderliness and disorganization.

And order will reign.

Nonproductive areas become capable of producing.

Already producing areas increase their production.

And production will roll.

L. RON HUBBARD
FOUNDER

Basic Principles of Promotion

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 NOVEMBER 1965

REMIMEO
DISSEM SEC
HCO EXEC SEC
DIR OF PROMOTION
PROMOTION STAFF

THE BASIC PRINCIPLES OF PROMOTION

The following points are a summary of the basic principles of promotion. It is important that you understand them and apply them in your promotion.

1. The *basic* principle of promotion is to drive in more business than can be driven off by a service unit or mistakes can waste. This applies to any promotion anywhere.

Never allow your standard of how many people should be brought into the org to be set by any other division or part of the organization. Promote as far above as possible the present operating capacity of the organization and you will win.

From this it follows that Tech or any other part of the org can never tell the Dissemination Division when or how many customers to bring in or that "we can only handle ten preclears this week." It is the job of promotion to drive in as many preclears as possible. It's up to Tech to find the space and the auditors.

In other words, promotion must be so huge and effective so that, even if other divisions are blocking the line or driving people off, so many people are being crowded into the org by promotion that it makes up for any waste done by other parts of the org. You get the idea. It's not flattering but it is the stable datum that successful promotion anywhere operates on. By the way, the error does not necessarily have to be within the org. A bus strike could temporarily prevent people from across town being able to start the HRS Course. Promotion should have promoted so much the course is still full despite such an error.

The motto of promotion could be "we shall overcome — by numbers" — "Despite any errors, we bring in so many people into the org continually or sell so many books that even if the Body Registrar drives them off at gunpoint enough will get through to keep the statistics rising."

2. If a promotional program does not seem to work, find out where it is not being applied — don't Q-and-A and abandon the program. Spot instead the noncompliance which is preventing it from going into operation.

3. Later promotional programs will not work if earlier ones have not been executed. Example: the program is to send out fliers to sell bla-bla to all buyers of foo-foos. But it turns out that the original program to compile a list of the buyers of foo-foos off old invoices was not done, therefore a flier to sell bla-bla can't be sent to buyers of foo-foos. And since the invoices were burnt up by some long gone suppressive (let's say), the original program can't be carried out.

What to do?

Don't give up or abandon the program of selling bla-bla to buyers of foo-foos. Get clever and dream up some other way of compiling the list you want. Maybe it's as simple as a notice in your local newspaper or a questionnaire to everyone in your files: "Did you ever buy foo-foos?"

SUMMARY

Having a successful promotional program consists of getting it executed. If it seems to not be working, spot where it isn't being done. The nonexecution could be years earlier in a former program which was not executed.

We have had lots of workable programs in Scientology. It takes no cleverness to dig them up and use them. There is no need to embark on new programs until the earlier programs are completed.

Let's take the mission program as an example. The original order given to an ex-Mission Sec years ago was to get all mission holders trained at Saint Hill. Years later we find that that order has only been partially carried out. The mission program bogged down at exactly that point. Now the whole matter is being handled by getting the current Mission Officer to carry out the original order.

The cleverness required in promotion is not starting a new program or carrying out a program. But cleverness is required in getting an old program executed when the means to get it executed no longer exist, such as when a mailing list has been lost and you need to devise a means of recompiling the list.

Finally, promote until the floors cave in because of the number of people — and don't even take notice of that, just keep promoting.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 NOVEMBER 1965RB
ISSUE I
REVISED 13 MARCH 1999

REMIMEO
ALL STAFF HATS

All Divisions
Qual Div Hat Check on All Staff

THE PROMOTIONAL ACTIONS OF AN ORGANIZATION

(Contains 171 actions that ensure solvency and are vital in an org)

When one hears that an org or a division, a department or section or person has been ordered to *promote,* the question can be asked, "What does this mean?"

Some suppose it means get an incredibly brilliant new idea that has never been done before. Another thinks it means hiring an ad agency. Somebody else may think it means telling lies or working confidence tricks. It is none of these things.

Only in emergency promotion does one need new ideas, and these most often consist of how to accomplish a long-neglected action in some other department one doesn't have control over. The brilliance required here is how to get your part done anyway.

PROMOTION means *to make something known and thought well of.* In our activities it means to send something out that will cause people to respond either in person or by their written order or reply to the end of applying Scientology service to or through the person or selling Scientology commodities, all to the benefit of the person and the solvency of the org.

Now do you see that a staff member *smiling* is sending something out that will make someone respond and think better of the staff member and the org. That comes under the definition of promotion. A janitor making the steps clean is presenting something (the view of clean steps) that will make both himself and the org a bit better thought of. A mail clerk doing up a neat package is sending something out that will make the org well thought of. Do you see?

So *any* action that makes the staff member or the org visible and well thought of is promotion.

Furthermore, *any* job in the org well done makes it possible for others to promote but not done makes it very hard to promote or makes it impossible altogether. Every task in the org contributes to promotion. And without promotion there is no job.

There are, however, very standard promotional actions which we concentrate on in an org.

ROUTINE PROMOTION

Through the years orgs have developed various standard promotional actions which invariably achieve results if *done*.

Today these actions are woven into the standard organizational pattern as administrative activities.

If an org follows the organizational pattern and does what the hats say, then it will be promoting with no further strain.

The promotion ideas and patterns as they now exist are never at fault. Only failing to do them is at fault.

Promotion only fails because of nonexecution.

Without promotion one has insolvency.

Promotion without adequate delivery of service or commodity will eventually fail to deliver income.

THE PROMOTION ACTIONS

The Standard Promotion Actions of an org, by division and department, are:

(*Note:* There are other actions in these portions of the org. These are only the promotional actions.)

1. *HCO AREA SECRETARY*—Coordinates and gets done the promotional functions of Division 1.

2. **DEPARTMENT 1 (Dept of Routing and Personnel)**—Requires Reception to make known free introductory lectures to all callers.

3. Has books and cassettes on display at Reception.

4. Keeps staff from collecting in Reception Center and talking Scientology before callers.

5. Routes people swiftly and accurately to the required services.

6. Recruiting signs, tastefully done, to acquire new org staff.

7. Sees that a pool of PR trainees being trained in PR tech exists for eventual posting in Div 6 and in Department of Special Affairs, on current checksheet.

8. Sees that a pool of reserve Registrar personnel are in training part time while working in other Division 2 and Division 6 posts, for future use when fully trained on Reg and Tours posts, using the current authorized Registrar salesmanship course checksheet.

9. Sees that the full org board is sightly, properly done and up-to-date.

10. **DEPARTMENT 2 (Dept of Communications)**—Sees that mailings go out promptly and on schedule.

11. Controls public notice boards of the org and makes sure they also feature org services available.

12. Sees that internal despatches are swiftly delivered and are in accurate form.

13. Sees that letters and orders arrive safely and are quickly handled and not overlooked.

14. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.

15. Sees that mimeos look well when completed.

16. Issues the technical and policy materials of the org to get in policy and tech.

17. **DEPARTMENT 3 (Dept of Inspections and Reports)**—Sees that the org is there and functioning.

18. Sees that suppressives and enturbulative elements do not block dissemination.

19. Sees that service is accurately given and that no squirrel tech is used.

20. Prevents the phenomenon of no case gain by spotting potential trouble sources and handling.

21. Ethics gets case resurgences by finding the *right* SPs.

22. *DISSEMINATION SECRETARY*—Coordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.

23. **DEPARTMENT 4 (Dept of Promotion and Marketing)**—Issues magazines on schedule.

24. Properly presents services in ads in org magazines and mailings.

25. Does promotional pieces for Publications Dept and for the Public Divisions.

26. Executes planned promotions as laid down in EDs.

27. Compiles promotional pieces and programs for issue to Scientologists.

28. Gets promotional pieces printed.

29. **DEPARTMENT 5 (Dept of Publications)**—Sees that good quantities of books, cassettes, meters and tapes are in stock.

30. Sees that books, cassettes, meters and tapes are attractively displayed.

31. Ships swiftly on receipt of orders.

32. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.

33. Sees that book, meter and cassette fliers (handbills) are shipped out regularly to Scientologists and bookbuyers.

34. **DEPARTMENT 6 (Dept of Registration)**—Letter Registrar works to accumulate questionnaires and mail from those responding to promotion. Follows exact policy and gets out floods of mail to all possible proper candidates for service.

35. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.

36. Uses Central Files to the limit to produce business and routes everyone in it individually by employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.

37. Sends out questionnaires with all offers which detect people's plans for training and processing.

38. Accepts advance registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.

39. Does phone registration in city areas in addition to other registration actions such as Letter Registrar.

40. Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.

41. Keeps a complete address file in such shape that mailings are wide and sent to people who will respond. *Never* lets go of an address or a mailing list and keeps them all properly corrected and up-to-date and in proper categories for ready use.

42. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.

43. *TREASURY SECRETARY*—Coordinates and gets done the promotional functions of Division 3.

44. **DEPARTMENT 7 (Dept of Income)**—Persuades payment of cash or increase in purchase whenever possible.

45. Collects outstanding notes by monthly statements.

46. Collects outstanding notes through field staff members via Dept of Clearing.

47. Sees that public persons' statements are accurate, on-policy and do not ARC break the public with errors.

48. Gets all mail orders invoiced and/or collected so they can be shipped at once.

49. **DEPARTMENT 8 (Dept of Disbursement)** — Keeps bills paid in such a way that the org is in excellent credit repute. (Promotes with good credit rating.)

50. Gets salaries accurately and punctually paid to keep staff happy.

51. **DEPARTMENT 9 (Dept of Records, Assets and Materiel)** — Acquires reserves to give a reputation of stability to org.

52. Keeps staff clothing issued and in good order (in those orgs providing uniforms).

53. *TECHNICAL SECRETARY* — Coordinates and gets done the promotional functions of Division 4.

54. **DEPARTMENT 10 (Dept of Tech Services)** — Makes the customers happy and glad to be there.

55. Gives brisk service.

56. Acquires for the org a reputation for swift and excellent handling of people.

57. **DEPARTMENT 11 (Dept of Training)** — Gives excellent training. (The soundest possible promotion, quickly mirrored in numbers enrolling.)

58. Routes dissidents quickly to Ethics and slows to Review.

59. Briskly and punctually schedules classes.

60. Accomplishes lots of completions.

61. Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.

62. Writes letters to possible prospective students to get the Academy (or College at SH) full. (This is an old, old activity of the D of T who never depends on Registrars or magazines.)

63. Makes sure the excellence of training that is there is bragged about in magazines, etc.

64. Gets students (Free Scientology Center) to find new, raw-meat pcs of their own around the town and audit them for student classification and gets them to bring such pcs in for Release examinations and declarations (during which they get routed through Registrar who presents the award) and refuses any for-classification case already known to be a paying pc of some org or auditor.

65. Popularizes the Tech Films and uses them to the full and sees that all audiovisual equipment (including tape equipment) is well maintained for professional, high-quality reproduction.

66. **DEPARTMENT 12 (Dept of Processing)** — Gets excellent results on all pcs.

67. Becomes well known for standard tech.

68. Spots SPs and PTSes early and routes to Ethics. Routes bogged cases quickly to Review.

69. Takes responsibility for all cases in the whole area where the org is.

70. Makes auditors look and act professionally outside the HGC so people will have confidence in them.

71. Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.

72. Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.

73. Writes letters to possible pcs (the D of P has had this duty for 15 years).

74. *QUALIFICATIONS SECRETARY* — Coordinates and gets done the promotion functions of Division 5.

75. **DEPARTMENT 13 (Dept of Validity)** — Makes sure no untrained student or unsolved case gets past.

76. Finds the real errors in any failures (no student or pc ever gets upset if the actual error is spotted — they only get upset when a wrong error is found).

77. Refuses to get so concentrated on "validating people" that errors are overlooked, for this backfires also.

78. Routes those passed quickly to Certs and Awards and those failed quickly to Review and routes any ethics matters discovered promptly to Ethics.

79. Issues credentials that will be seen around — pins that people will wear, certificates they will hang up, cards they will show.

80. Never issues anything falsely as it will be hidden or discredited.

81. Issues literature to all new Releases and other completions that tells them what they have attained and what next to do and encourages them to do it.

82. Heavily promotes auditors outside the org to bring in their pcs for examination and Release declarations.

83. **DEPARTMENT 14 (Dept of Personnel Enhancement)** — Gets staff in such good shape they are walking advertisements for the org and Scientology.

84. Turns out very competent staff members whose excellence promotes the org and Scientology.

85. **DEPARTMENT 15 (Dept of Correction)** — Quickly repairs any flat ball bearings turned out by the Tech Division so they will be no discredit to org.

86. Gives brilliant standard isolation of any errors in students or pcs — discovers them with ease.

87. Repairs thoroughly.

88. Makes a continual effort to get failed cases in the field in for a review.

89. Sends to Ethics all ethics matters discovered. Cultivates an aura of effortless competence.

90. Review makes the dissatisfied satisfied with the org by remedying *all* tech misses.

91. Delivers excellent internships that turn out auditors whose excellence promotes the internship and Scientology.

92. *PUBLIC CONTACT SECRETARY* — Coordinates and gets done the divisional promotion functions of Division 6A and makes Scientology and the org known to the broad public.

93. **DEPARTMENT 16A (Dept of Public Book Sales)** — Gets books and cassettes placed in bookstores, reviewed and in the public view.

94. Gets LOTS of books and cassettes sold to the raw public.

95. Places ads in magazines, radio, TV, etc., to sell books and cassettes.

96. **DEPARTMENT 16B (Dept of Body Routing)** — Guides in new body traffic.

97. **DEPARTMENT 16B-1 (Dept of Public Contact)** — Advertises to the broad public.

98. Advertises public tape plays in the org, open house.

99. Promotes free intro films.

100. Acquires new mailing lists.

101. Sends out excellent info packets.

102. Hands out invitations to intro lecture in volume to keep intro lecture full each night.

103. Carries out the promotion of and conducts the current broad public promotional projects.

104. Works on the *public,* not on the Scientologists already known to Division 2.

105. **DEPARTMENT 16C (Dept of Introductory Services)**—Sees that the introductory lecture and introductory services use no words that will be misunderstood and makes people want to buy training and processing and offers it.

106. Sees that tapes and cassettes are available and that presentation of them is of good tone quality.

107. Gets public Dianetics and Scientology films shown to large numbers of public and sees that the film presentation equipment is clean and well maintained for high-quality, professional presentations.

108. Furnishes lecturers to groups.

109. *PUBLIC SERVICING SECRETARY*—Coordinates and gets done the divisional promotion functions of Division 6B and makes Scientology and the org known to the broad public.

110. **DEPARTMENT 17A (Dept of Public Registration)**—Does phone registration in city areas in addition to other public registration actions.

111. Registers Div 6 public who come in for service as pleasantly as possible with due regard for the solvency of the org.

112. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.

113. **DEPARTMENT 17B (Dept of the Hubbard Dianetics Foundation)** and **DEPARTMENT 17B-1 (Dept of Public Services)**—Sees that public services use no words that will be misunderstood and makes people want to buy training and processing and offers it.

114. Conducts an Extension Course and sees that it is well advertised.

115. Makes the customers happy and glad to be there.

116. Gives brisk service.

117. Acquires for the org a reputation for swift and excellent handling of people.

118. Gives excellent basic training. (The soundest possible promotion, quickly mirrored in numbers enrolling.)

119. Routes dissidents quickly to Ethics and slows to Review.

120. Spots SPs and PTSes early and routes to Ethics. Routes bogged cases quickly to Review.

121. Briskly and punctually schedules classes.

122. Accomplishes lots of completions.

123. Makes sure the excellence of public services that are there is bragged about in magazines, etc.

124. **DEPARTMENT 17C (Dept of the Chaplain)**—Gives excellent Chaplain services.

125. Gets ARC broken Scientologists in for a ruds session.

126. *FIELD CONTROL SECRETARY*—Coordinates and gets done the divisional promotion functions of Division 6C and makes Scientology and the org known to the broad public.

127. **DEPARTMENT 18A (Dept of Public Relations)**—Sees that the org has a good, clean appearance.

128. Sees that personnel are properly dressed, well conducted and give the org a good tone.

129. Handles press.

130. Makes Scientology popular or the thing to do.

131. Sells Scientology to governments and broad social stratas.

132. **DEPARTMENT 18B (Dept of Clearing)**—Recruits and handles field staff members to get in pcs and students for the org (and collect past debts).

133. Keeps in touch with mission holders and keeps them informed.

134. Carries out all FSM and mission activities and makes them head people toward the org.

135. Treats the whole departmental activity as salesmen are handled by any other business org.

136. Trains the FSMs and mission holders and makes them financially successful.

137. Gets all commissions owed promptly paid to encourage earning more commissions.

138. Gives FSMs and mission holders things they can use to disseminate and select.

139. Invites Scientologists to ask that info packets be sent to friends and relatives.

140. Finds and encourages the formation of Scientology groups and registers them and offers certificates.

141. Sends out mailings to groups.

142. Sees that missions are properly licensed with Scientology Missions International (SMI) and that field auditors are licensed with International Hubbard Ecclesiastical League of Pastors (I HELP).

143. Encourages broad public (lay) memberships.

144. Promotes the org and standard tech to the Auditors Association.

145. Pushes along the free membership program and re-signs the person for an annual or lifetime membership the moment the six months expires.

146. **DEPARTMENT 18C (Dept of Success)**—Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving org.

147. Collects by letters or verbally successful applications of Scientology.

148. Issues stories of successful application.

149. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.

150. Acknowledges the activities of Scientologists busy out in the world.

151. Appoints committees of Scientologists in various areas and groups to advise on improvements of the civilization.

152. Gets spectacular wins posted on the org's public notice boards.

153. Condenses wins into data of interest for mags and as handouts.

154. Makes a catalog of successes with various processes on various conditions.

155. Encourages and publicizes various applications of Scientology.

EXECUTIVE DIVISION

156. **DEPARTMENT 19 (Office of the Executive Director)**—The Executive Director or Commanding Officer on post and functioning to get the stats of individuals in the org up and staff and org expanding so that it can present a better image and afford better and broader promotion so as to expand.

157. The ED or CO sees that everything the org is allowed to deliver for which a demand exists is available and that the org is able to deliver it, including having on hand needful tapes, tape players, books, packs, checksheets, materiel, space and Supervisors, and that it is then heavily promoted and sold and delivered.

158. **ORG EXECUTIVE SECRETARY**—Oversees and gets execution on all promotional actions and functions in his or her three divisions.

159. **HCO EXECUTIVE SECRETARY**—Oversees and gets execution on all promotional activities in his or her two divisions and the Executive Division.

160. **PUBLIC EXECUTIVE SECRETARY**—Oversees and gets execution on all promotional activities in the three Public Divisions.

161. The Executive Council closely watches gross divisional statistics and quickly acts to handle any division of low gross divisional statistic. Acts to get into action all dropped or neglected standard promotions.

162. The Advisory Council develops new ways of making old promotion, as inherent in the org (detailed above), more effective and better executed. It never neglects old standard promotion to too strongly concentrate on new promotion.

163. The Executive Council primarily handles secretaries and acts through secretaries of divisions to get all the promotion actions done.

164. As Financial Planning, sees that pricing of everything sold is not too high to discourage the public and not too low to make the org insolvent.

165. **DEPARTMENT 20 (Dept of Special Affairs)**—Gains acceptances of Scientology and its Founder.

166. **DEPARTMENT 21 (Office of LRH)—LRH COMMUNICATOR** Sees that Ron's postulates stick! Sees that his comms fly, look well and that Ron's (not Executive Council's) EDs are complied with.

167. **ESTATES BRANCH**—Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.

168. Gets any org that is far out in the suburbs relocated to busy areas where there is lots of foot traffic, easily reached and where display windows can exist.

169. Keeps materiel of org bright.

170. Keeps the posts of Cleaners filled and cleaning scheduled so the org is spotless every day.

171. Carries out a program of renovation and repainting using org staff and volunteers without getting in road of production.

These are the standard promotional actions of a Scientology organization.

Any org not in a high state of solvency and activity has omitted some or a majority of the above.

It is almost impossible to fail to succeed if one just does the listed actions.

There is a great deal of busyness connected with them. But they are essentially simple actions. Most of us have been doing them for years.

If there is any mystery felt about them, then one either hasn't read his policy letters or is in disagreement with promoting at all.

Actually it is too simple. I am often amazed when people want me to write tens of thousands of words to describe these actions.

The thing to do is do them. Then one quickly "gets the hang of" them. And they are easy.

As usually one at staff level is concerned with only one or two of these, they are very easy to learn all about and do. The thing to know is (a) they exist, (b) they are essential actions and (c) their details must be done for them to succeed.

I have made no attempt here to review the org or old promotions. All I've done is write what I would expect to have happening in any org or division of any org if I wanted a successful org. I've listed things which, if missing, would cave in a division or the HCO, Org or Public portions.

A far more thorough analysis could be done. This is only a list of the *essential* actions. If less than these are done, one will have poverty, not prosperity.

If one can't get them done in an org, then there is something awfully wrong.

When a staff member is in a part of the org that is in Emergency or Danger, he, not being a high executive, often feels he can do nothing. This is foolish. Solvency is not made by high executives. It is made by doing one's own job.

Every action in every department is linked with promotion. To get out of Emergency or Danger, one must first promote. That means, do the action that promotes in one's department or section or unit.

Solvency and org wins are made up of the small actions of the staff all added together.

Read again how promotion is defined. Read what is the promotional action of your immediate zone in your org. Ask yourself if you are giving it all you can. Then maybe you will understand whether you should be solvent or insolvent.

There is no other magic about it.

The one fatal error in promotion is to get so involved in worrying over things not your zone of promotion that you do not thoroughly execute your own role in promotion.

The most successful course of action you can follow is to do your part of the promotion in your own zone and do it so well it makes up for any shortcomings that might happen elsewhere in the org. Always promote more than can be wasted.

And also promote as a person and staff member. Even if you may not be an auditor, you never know what your smile, your helpfulness and your quick attention to another's confusion or difficulty might have cured.

Your actions and presence are meaningful and valuable too, you know.

L. Ron Hubbard
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 JULY 1968

REMIMEO

GROSS INCOME
SENIOR DATUM

THE SIZE NOT THE QUALITY OF AN ORG'S MAILING LIST AND THE NUMBER OF MAILINGS AND LETTERS TO IT DETERMINES THE GROSS INCOME OF AN ORG. IF THIS IS NOT KNOWN AS A SENIOR DATUM TO EXEC SECS AND KEPT IN BY THEM, THEIR CONDITION IS TREASON.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 NOVEMBER 1969
ISSUE I

REMIMEO
PUB DIV HATS
DIV 2 HATS
HCO ES HAT
OES HAT
PES HAT

CENTRAL FILES, VALUE OF THE GROSS INCOME OF THE ORG AND WHY

The easy way orgs give away their Central Files or pieces of them to other orgs indicates a complete miss on their value.

The average file folder in a CF file never costs less than $10 a folder to obtain.

When you think of all the work and mailings of the Public Divisions and realize that the direct product of that thought and activity is a CF folder, you begin to get some idea of what it cost to have a folder to file.

The gross income catastrophes that follow giving another org the CF folders of its area are fantastic. One check showed Washington, DC dropped and lost around $27,000 gross income in about one quarter after it gave away pieces of their CF to small East Coast US orgs which didn't even have the facilities to use them.

SH left half a ton of US CF folders in London unshipped to the US for a long time. The astonishing thing is the tame presentation of at least $280,000 worth of folders to ASHO with no thought of making any deal.

Joburg some years ago "misplaced" its basic 6,500 CF address list and lost the files utterly. It took two years to find the list (they had left it in an old attic) and then for two more years did nothing with it. Stats down all the time of course.

Treasonable propaganda to the effect "it's an old file," "those names aren't hot anymore" encourage the disuse and disposal of CF files.

Yet a five-year-old file where the person has been written to dozens of times can suddenly come alive, the person walking into the org.

I have seen dozens of "disposed," "inactive" files worked over and produce thousands of dollars.

So a file is worth at least $10 or more to get but it is worth hundreds when continually written to.

An org's potential fortune, its potential gross income is its CF. So what would you think of a staff member or executive who simply gave away big pieces of the gross income?

Well, think the same thing of someone who gives away CF folders. Or who lets their Address go stale. Or who fails to keep them up and work them over.

In the US if anyone changes his address, the post office only keeps the change of address card for six months. DC, failing to mail to a 40,000 CF list two or three times a year, lost 27,000 of those names because the people moved, the address change at the PO got torn up and nobody could be reached anymore.

The process by which you get your gross income, your portion of proportionate pay and which pays for further dissem and PRO and service is not a mysterious action. People don't just walk in out of the blue.

The Public Divisions get people into CF (by definition, CF is "people who have bought something from an org"). Then Div 2 gets them into higher services by Letter Reg or phone actions. Then upper orgs get them into upper services by paying FSM commissions to the lower orgs.

It can get very baffling how this simple and ONLY source of gross income can be so missed that an org gives away its CF.

Even if "that folder" has bought everything that org has, it is still worth a 10% FSM commission to the org who owns it if that org selects it and sends it literature.

Honest, believe me, this is the only route by which you get in gross income:

1. Public Div actions

2. Div 2 actions

3. Good service actions

4. FSM to upper orgs

There isn't any other route, for all other routes also have to follow this route. Even Pub Div FSM selections come back into CF for further action after first service.

Public Div actions mean "new names to CF."

Is CF then only able to sell to "new" names? If so, your Division 2 isn't worth scrapping. Or your Divs 4 and 5 need a hammering for having out-tech and muddying up a field.

Listen: There is no other route to gross income than via CF.

Aside from dead people or people who want off the list or people who move with no address change, THERE IS NO VALID CF AGE.

Address, of course, is the CF index as well as who gets the magazine.

"Yes," somebody says, "but Sioux Falls is west of our territory. . . . And the org there said. . . ." Listen, I wouldn't give another org the time of day if *my* org got the CF.

Stop being so big-hearted with your org's future gross income.

An OES, worried about having enough money to keep the org going and provide services, would be amazed to find out what would happen to his GI if he forced this policy letter to be checked out on the whole org. I'll bet better than 90% of staff haven't a clue as to how or why or by what route they get ANY income at all. It's all in this policy letter.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 AUGUST 1979

REMIMEO

PR SERIES 31
MARKETING SERIES 1

DIANETICS AND SCIENTOLOGY ARE NEW

People who have been in Dianetics and Scientology for years see it as a way of life. They accept it.

But to listen to them you'd think Dianetics and Scientology had been around for the last 50 billion years at least!

They have lost their viewpoint of the newness of Dianetics and Scientology.

They do not realize that Dianetics and Scientology are new news to the bulk of the world's population.

They do not realize that the oldest Dianetics or Scientology books are *brand-new* books to the bulk of humanity!

Before 1949 man's knowledge of himself, the spirit and the mind was a black barbarism. Look over the psychology, psychiatric and religious texts of the 30s and 40s. Man could not change. He was a degraded animal. The way you applied therapy was dreams or drugs, ice picks and ice baths.

Only Dianetics and Scientology began the road out of that witch pit.

But the witch pit is still there for almost all the world!

Because Scientologists number millions, Scientologists do not look at the *billions* to whom Dianetics and Scientology are BRAND-NEW!

Those billions are still in the witch pit. They are still boiling.

Dianetics and Scientology are NEW NEWS.

We are the only road out.

Just because YOU are making it is no reason the world will. (If you *aren't* making it in auditing, if you are a "failed case," get yourself a repair—Scientology is the only approach ever developed that repairs itself too! And that is also new news!)

Organization Executive Course
NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

Let them in on the new news!

Cultures change slowly. It took centuries for man to realize that slavery was wrong and could be changed. Cultures don't shift overnight.

So write and act like you have *new* news.

Recover your viewpoint by comparing what you now know to what they still don't know in even "modern" institutions.

You have new news. And Dianetics and Scientology are good news. In fact, the best news man has ever had. Don't sit on it!

L. RON HUBBARD
FOUNDER

SERVICING THE PUBLIC

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 OCTOBER 1959
ISSUE II

ALL MISSION HOLDERS

SERVICE

It has come to my attention that some Central Orgs are not quick to furnish service and cooperation to mission holders or field auditors. And also that these are sometimes upset with Central Orgs.

It is not true that mission holders are all out to destroy Central Orgs.

It is not true that all Central Orgs are out to do in mission holders.

Both Central Orgs and mission holders are interdependent. Further, I have never intended Scientology orgs or groups to be bits of third dynamic each opposed. For nine years Dianetic and Scientology orgs and groups have tended to individuate to my sorrow.

We will win if we *are* Scientology, not a lot of isolated groups.

The watchword is SERVICE.

I don't care how many rules you break if they're broken to give unselfish service to one another and the public. We live for service not for rules.

If the combined power of all of us and all organizations were exerted as a shoulder to shoulder effort, we would take this planet just as we are and with no more than we know.

"Competition" is a trick of the weak to fetter the strong.

Where there's a group to be helped or a preclear to be processed or a student to be trained, see that it's done and *if* it gets done don't count the costs in broken rules.

We are essentially an evolutionary group. All of us together. We must not fetter ourselves beyond increasing our own efficiency, nor must we entangle our purposes with arbitrary laws which do not further our cause.

Service is the watchword. Orderly service is preferable to disorderly service *but any* service is better than no service.

We are essentially breakers of "now-I'm-supposed-to's." Don't fall into our own new rituals so hard that we are no longer brave and effective.

Worldwide we are doing better today because of orderly comm lines and administrative patterns, we are making more headway and suffer less confusion. But *don't* worship our rituals. Be as orderly as you can. Follow our rules as best you can. But a rule can be wrong and service and our mission can never be wrong.

Use the rules until they prevent you from doing your job. But if these stop you, then to *hell* with the rules! Get the show on the road!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 FEBRUARY 1965
ISSUE I

REMIMEO

DELIVER

Now that we *can* deliver, the first thought of every staff member in every org from Saint Hill through the main orgs down to the smallest mission should be to deliver Scientology training and processing to every person responding to their promotion. Books and all other items should be delivered effectively and rapidly to buyers. Certificates should be delivered to all who earn them. Classification should be delivered quickly to those who can pass.

The action of promotion is to offer as many as can be reached something each of those reached will want and buy.

After promotion obtains response, one must *deliver*. That means good case gains to preclears and students, good reality and useful knowledge and skill to every student.

Delivery, if not done swiftly and cheerfully and effectively, balls up the lines, retards growth and keeps everyone marking time.

The first job of the books personnel is to deliver books ordered. There is no other action to take. Just deliver. Keep the invoice line simple by simply invoicing everything ordered and note whether paid or not. In shipping books or such items not paid for, request the sum owing while holding the first invoice and when it comes let Invoicing make a new invoice showing payment and let Shipping relate it to the old. Refund overpayments regardless of what the customer said unless it's a donation. Keep book shipping simple. Deliver books. Be sure books are on hand and deliver them. That's all one does in Books.

When someone buys training, sign the person up and deliver the training and a good case gain too.

When someone buys processing, give them the processing called for at the pc's level whether you advertise you will or not and deliver a case gain and a completed level.

Deliver. When promotion has promoted a response, don't get chatty with the response. Just tell the person what it is, how much it costs, how easy it is and when he should get it; or to come in and get it and *deliver*.

Promote, organize and *deliver*.

We can now deliver technically.

You don't have to "make Scientology work." You don't have "to alter it so it will work." You don't have to dream it up. All you've got to do is be skilled in doing exactly what's taught and you'll deliver handsomely. You can deliver it, so deliver it.

On a pc who has never been processed, do Level 0. Give him or her an HCO Board of Review certificate as a pc for that level when it is complete. When a pc has Level 0 Grade Certificate, do I. Etc. Boot them up as fast as you can. Do only what the Levels are. Issue a certificate when they're all flat on the TA for that grade.

On people who have been scattered through one or another of the levels, finish up anything missed in the lowest level, then the next level, then the next, etc. When a pc has completed IV finally, be sure your staff can do VI on him.

To get an org or individual to deliver effectively, remove the distractions from the delivery channel, remove the barriers to delivery, detect and get rid of the noncompliance to orders to deliver. And deliver pure Scientology, effectively.

Get a move on. Learn what's to be delivered and deliver it.

Same with a course. Deliver it and certify you have. That's all.

You're selling wins. Deliver them.

The whole human race is about to start going up. They'll move to the degree you deliver and no faster. So let's get the show on the road.

Nobody now has to do anything arduous. Just find people, make them want and pay for delivery and then deliver.

That's all.

Let's go.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 APRIL 1965
ISSUE III

GEN. NON-REMIMEO

ALL DIVISIONS

HANDLING THE PUBLIC INDIVIDUAL

We have learned the hard way that an individual from the public must *never* be asked to DECIDE or CHOOSE.

Examining experiences we have had, I finally saw there was a hidden datum we had not been aware of in our orgs and particularly in handling the public. I finally dug it up and here it is:

TO DECIDE ONE HAS TO UNDERSTAND.

Examining our big org chart you can see quite plainly that *Understanding* is higher than the point of public entrance into processing.

Example: Mr. J is offered Particle A. He can accept it just because it is offered. He does not have to even perceive it or talk about it or recognize any condition. He needs to see only two things: (a) that it is being offered by somebody or something *(source)* and (b) that Particle A *exists*. All you have to do is show him where to obtain it and that it exists. This is acceptance without decision. Therefore he can have it.

Example: Mr. J is offered Particle A *or* Particle B. Now we have an entirely different situation. Mr. J must *compare* Particle A and Particle B in order to see which is best. Therefore he must see where each comes from (source), that each *exists,* establish the *condition* of each particle, *communicate* with and about them, *perceive* them, relate them to each other (become *oriented*), *understand* them, be *enlightened* and finally decide (establish own *purpose*). If he can do this, Mr. J can choose which he should have, A or B. If *Mr. J* can't do all these things, Mr. J is overwhelmed, gets confused and takes neither. One has asked Mr. J to jump up a lot of levels. Actually the ordinary Mr. Js when raw meat and even not so raw would have to have a Grade IX certificate to obtain a Grade I certificate. And that of course is impossible.

The door, then, is *barred* utterly for the majority of people into *any* department or function or org, let alone the promotion and accounts functions.

The moral is very plain. Never ask anyone in the public or field to Decide or Choose.

Erase from our org patter "Which do you want, Mr. J?" Don't ask which course, or what pin or what book or which auditor or what door or what time he or she wants to start anything or which door or which road or which membership.

Cultivate totally on a staff a didactic but pleasant approach. "Your intensive starts . . ." "This is your next book . . ." "Your next course should be taken on . . ." "Go to the third door." "I see you're a pc. You go up to the second floor . . ."

Erase even the banal "What do you wish?" or "What can I do for you?" as even that throws confusion into it.

Example: Miss N has heard of processing. She wants some. She never did *decide* to want some. She just wants some. Now to ask her to decide *anything* about it blunts that purpose. It is a thin purpose. It quivers. Don't ask her does she want a book or want training or want a pin or want anything else. Say only, "Ah. You want processing. That is a good thing to want. Be here on Monday and bring _____ funds." That's all. For heaven's sakes don't *sell* her processing or books or alternate schedules or ask her if she can pay or anything. That *want* is frail at best. Don't crush it! *If* she says timidly, "I only have _____ funds," say, "Good. Bring them; you can owe the rest. Be here on Monday."

In short MAKE Miss N RIGHT for WANTING, thus intensifying the want. Make her RIGHT when she talks about money. Then, being right, she *can* come in Monday. Simple. Chances are, even if she works, she'll still come in.

When she comes in she says, "I'm Miss N. I'm here for my processing." Reception MUST say, "Ah. You're Miss N. Good. There's the Accounts window. Sign up there." The Accounts says, "Here's the slip. Sign here. Take the slip to Room _____." Reception says, "This way Miss N." Estimations says, "Let me have your Accounts receipt. Good. That's fine. Have you been processed before? No? Well, you soon will be. This way please. Your auditor is waiting." The auditor says, "Over here, please," adjusts the pc's chair, etc., and sits down and says, "Start of session." At its end he says, "Be in this room at _____" for Miss N's next. And so on. When she gets her grade certificate she's told, "That means you're a Grade I preclear. Get the book _____ down in Reception. It will tell you all about Grade II." Miss N throughout is *never* anything but 8-Ced. The general promotion told her what to want by saying she could *have* it. She expresses the want. The org people say, "That's a good thing to want. You can have it." And gives it to her.

That's all.

Just as you'd never ask a pc which command he wanted, you never ask the public individual to decide.

You can teach them anything, particularly the truth. But never ask them to decide.

By processing up through the grades, this person will soon begin to see and be there and understand and decide. And she'll surely decide she's a Scientologist, as it's true all the way!

This is new admin tech.

You will see us knocking out now all requests to choose in all promotion and in all routing of the public in an org. If we do so we will succeed beautifully.

THE FUNDAMENTAL

There is an even deeper fundamental at work here. It is quite startling.

You cannot get a flow without agreement. Examine your ARC triangle and you'll see why.

This is why an org won't *flow* traffic when policy is out or not formed.

That's why any policy, agreed upon, is better than points of individual decision on flow lines.

It's not that people can't decide in orgs. They can. *But when* a staff member makes an individual decision not laid out by policy, the flow *stops*.

Thus all flow and traffic lines including people and money and despatches will flow smoothly and rapidly only so long as the decisions that can be made are also part of policy and are simple decisions.

THE RAPIDITY OF PARTICLE FLOW ALONE DETERMINES POWER.

Thus an org's strength and its sphere of influence and domain are all regulated by the *speed* of flow, both inside and outside an org!

And an org particle inside or outside an org (promotion, books, people, money) flows as fast as it's free of independent, unagreed-upon decision points.

Example: A flow line can go to A or B. Unless policy says, "If it's above 80 it goes to A. If it's below 80 it goes to B," then that particle becomes the subject of a decision that is not covered by policy and *the flow stops*.

You can have a lot of choices on a comm line or traffic line but *none* may be random choices made by an individual at that moment. The flow will stop, not because the decision is wrong but because the next point on the flow doesn't know what it really is and so can't handle it except slowly or by stopping it at least to think it over.

An org full of individual *decision points* not covered by group understanding is no org at all and will fail. It is a bunch of individuals working at cross-purposes — each person okay, but the combined strength of the "org" is only that of one person in a state of confusion!

When the public is *also* being asked to decide about coming into an org full of individual decision points you get a total collapse.

The new org board overcomes all this. It has the choices laid out by policy and org form and formula. So it can grow, will be easy to work in and will remain a happy place unless somebody puts in some new decision points not on the chart. The result will be stopped flows, no traffic, no money, no org.

Never put in an "individual random decision point" on a chart! That's the moral.

Then all staff can look over and see easily on what's decided where.

A multiple decision point can work providing only that all the decisions to be made are already known to all. Take a communicator. She has to make many "decisions" that are known in advance. Which basket does what despatch go into? That's an easy multiple "decision" providing the org board is easy to read and staff understands it and is doing the jobs for which they are posted. The line stops when the posts cross or aren't being handled, or at an "individual decision point" not then easily knowable to the staff.

This was the main problem in working out the 1965 org board. For the first time even my own post was being clarified by the need for knowable decision. Every post on the board is like that. And it was all worked out. It could not have been worked out at all unless I had found some of the most fundamental formulas of this universe. The type of pattern used kept one org going for 80 trillion years, believe it or not. And to that was added some very basic laws that had been overlooked by that outfit and which caused its eventual decay. It couldn't correct itself!

We aren't actually radically changed by the org board as all our own customs are functional on it also.

But it will flow and prosper as long as the decisions to be made are known already. Example: A bill disputed: decision = deposit sum in Reserved Payment Account and get the bill straight then pay right amount. Example: Policy says Blue Students. They seem to be aquamarine colored, not blue. Report it to the Inspection and Reports Dept with all data. Inspection and Reports inspects and reports to the Office of LRH and policy is adjusted everywhere. Now we can handle aquamarine colored students — or see that the Office of Estimations is forbidden to wear sunglasses while estimating! And while the policy is under adjustment we stick by known policy until adjusted.

Frankly, the 1965 org board pattern, as posted, gives all the routing hats and therefore the "decisions" are already visible. If a flow stacks up or a basket fills or trouble occurs, we have an overload or an absence or an injected "individual decision point."

Far from robbing anyone of self-determinism, the 1965 board is welcomed by sighs of relief. Even I was glad to get my own work onto it. The whole room went bright when I cognited, "Gee, this is what everyone is trying to do to *me;* make me an individual decision point!"

One puts one's *baskets* and one's *"hands"* into the lines and *acts* on the lines. One doesn't put his decisions on the lines as the lines then hit him! A postulate or a decision is too close to a thetan's identity! It confuses him and makes him feel *hit* personally by the communications when he has to newly decide on each one. If the decision is already there, A or B, he can *then* route with his "hands," not with *himself*. If he is always newly and randomly deciding, he gets carried eventually on down the comm line himself and goes off post! A thetan can handle a vast volume of action so long as he doesn't have to make a strange or fresh decision in each act. We can tell in orgs *who* is making fresh individual decisions as that person has to bring each of his own despatches in personally. (We call it "bringing a body.") He routes himself too! Only a Communications Runner who is involved only with who and where can do this safely as *her* decisions are known beforehand. Thus she can move on lines

with impunity. Note that she only stops when she has to figure out who has now gone where and why she was not informed! Otherwise a Communications Runner could go through fire and war with impunity without a pause so long as the who and where are known. Thus an Investigations personnel cannot also be a Communications personnel without going half-mad! But an Investigations personnel with *her* set of "who to look for and where" can move swiftly too! They (the Communications personnel and the Investigations personnel) have entirely different *previously known* decisions to make. Both are who-wheres. But the comm who-where is the comm station of a known person. And the investigation who-where is composed of *types* of whos and *reported* wheres. The purposes are different. The Comm personnel sees to whom and where and delivers. The Investigation personnel sees what and finds out whom and where and reports. Other staff must know what decisions these two will make. Other staff sees a jam of traffic and will feel comfortable if a Communicator predictably sends an expeditor to help clear the jam. Also, seeing a confused area, other staff will feel all right about it if an investigator pops up and finds out what and whom and reports it accurately for a predictable decision. Thus a staff trained in the pattern of decisions that will be taken by the various departments only complains when somebody green puts somebody else's traffic on their lines or leaps in investigating the maintenance men when it's a bulldog a pc brought to session that's howling. Things get *predictable*. One sees a pile of traffic growing, one knows an expeditor will show up. One sees a student blowing, one knows an investigator will show up. One can live in a *predictable* environment. One gets nervy only in the presence of unpredictable decisions. Want to know why wog courts make people nervy? Who can predict a wog court decision? Who can even predict the sentence man to man for the same crime? It's not knowing that makes men stupid. Part of knowing is "In a given situation what should be decided?"

Only a new knowledge of universal laws has made it possible to make such an org pattern, for its decisions are then basic in every person and the universe in which we live. We need only avoid *bank* dramatizations to own the lot.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 JANUARY 1968

REMIMEO

SPEED OF SERVICE

(Originally written as Flag Order 340,
3 Jan. 68. Issued as an HCO PL on 27 Dec. 72.)

In a matter of courses and students, SPEED of service is of vital importance.

The prosperity of a business is directly proportional to the speed of flow of its particles (despatches, cables, goods, messengers, students, customers, agents, etc.).

To prosper, service must be as close to instant as possible.

Anything which stops or delays the flows of a business or delays or puts a customer or product on WAIT is an enemy of that business.

Good management carefully isolates all stops on its flow lines and eradicates them to increase speed of flows.

Speed of service is of comparable magnitude to quality of service, and where exaggerated ideas of quality exist they must become secondary to speed.

Only then can a business prosper.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 6 FEBRUARY 1968

REMIMEO

ORGANIZATION— THE FLAW

I looked for a long time for any flaw in the idea of organization. It does have a flaw.

The basic flaw in organization is INSPECTION BEFORE THE FACT. That means inspection before anything bad has happened.

Violations are so harmful they destroyed every great civilization — the Roman, the British, the lot. For every flow is slowed or stopped.

The prosperity of any organization is directly proportional to the speed of its particles — goods, people, papers.

World trade, world shipping, world prosperity is dying only because of the cumulative effect of inspections before the fact. Passports, customs, safety regulations, general government interference before anything bad has occurred add up to a SUPPRESSIVE SOCIETY and therefore, soon enough, a dead one.

Penalty *after* the fact has occurred disciplines the criminals and does not pull down the majority to criminal level.

Scientology organizations must never lose sight of the reason organizations have decayed.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 MAY 1968

REMIMEO

HANDLING SITUATIONS

The only tremendous error an organization makes, next to inspection before the fact, is failing to terminatedly handle situations rapidly.

When I say terminatedly handle I mean finishedly handle. That it is handled and that's all, boy!

The fault of an organization's waffle, waffle, waffle, "Joe won't take responsibility for it," "It's got to go someplace else," and all that sort of thing, is that it *continues* a situation. It just goes on and on and on until it finally gets somewhere, goes snap, and that would be the end of that situation. So what you ought to do is *complete action* now, in the first place.

The other day I was looking at why I used to have a high stat businesswise and cinewise and otherwise, and I suddenly realized I was peculiar in the vicinity in which I operated. I *ended cycles*. I could end more cycles in less time than any organization could dream up. In other words I was CONCLUDING ACTIONS.

Ending cycles doesn't consist of shooting people. It consists of seeing that it *stays handled*.

One of the things that has happened in the past is that I have had to rehandle. Situations I had handled became unhandled someplace and I had to rehandle them again.

What you should specialize in is terminating the end of a situation, not refer it to somebody else.

If the situation comes up in your vicinity, well, handle it — that is, finish it off so that is the end of it.

Somebody comes along saying (natter, natter, natter). I've caught too many of these guys. Finally I handle the situation, if it hadn't been handled up to that point. He hadn't been handled up to that point.

When you have got this guy, handle him. Handle him, so that the fellow is handled from here on to the end of time. Don't try to patch it up so that it won't cause any trouble.

You have to be on the ball to do this, very much on the ball. An example was a dissatisfied steward. The guy was going around serving up spanners in the soup. He's going around, and he's going around and he's going around. Well, let's handle it right there, now, when he wants the situation handled. The guy appears for his pay and that's it! Do you get the idea. It's finished right now.

Please quit continuing situations by reference. Handle! You can develop more traffic internally, more upsets, more ARC breaks, than anything you can mention by simply continuing to shunt the responsibility for ending the cycle of action. That is all it is, just a refusal to take responsibility for ending a cycle of action.

Somebody comes over to the Registrar to sign up. Does she have to refer to eight different terminals as to whether or not this person is permitted to sign up? No. She either signs the guy up or she doesn't sign the guy up.

Take responsibility for the various cycles of action. When you have taken responsibility for them, let's hear no more about them anyplace.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 NOVEMBER 1968
ISSUE I

REMIMEO

SENIOR POLICY

We always deliver what we promise.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 DECEMBER 1968

REMIMEO

GOOD SERVICE

(Originally written by LRH as LRH ED 74 Int
of 23 Dec. 68. Issued as an HCO PL on 28 Apr. 73.)

The public expects good service. By this they mean positive scheduling, accurate billing, accurate addressing, good technical rendition of training and processing.

The most frequent source of ARC breaks with the public, as has been pointed out many times in policy, is INACCURATE BILLING. This is handled by an invoice filing system and every person who buys anything has a folder *in Accounts* if he pays more or less than the actual cost of service. Giving credit is seldom done these days except in Qual. You can lose money and customers by inaccurate billing.

A second cause of ARC breaks is a person's name in the mailing address list twice or three times so he gets 2 or 3 mailing pieces.

A third cause is Letter Reg letters writing to offer a service the person has already taken. This only happens when Letter Reges write without the person's folder before them or when CF is backlogged.

A fourth cause is failing to answer a person's questions in letters.

Another cause is an ethics injustice.

Another is making it hard for people to help — too tough an Issue Authority.

Most orgs do face-to-face handling extremely well. It's the accounts, mailing and admin bits that go slack.

A source of down stats is making CF into "hot" and "cold" files and failing to write the cold ones. It's illegal to put tons of CF folders off the line. It ARC breaks people also not to hear at all.

Scientology org staffs do remarkably well.

It is almost unreasonable of the public to complain of things like billings as we always correct them. But the public does have for comparison sleek admin from airlines, etc.

I regard attacks on or criticisms of orgs and staffs as a personal affront, actually, and when somebody complains too hard about an org, I usually ask him why he or she isn't on staff straightening it up and making it go right. I recommend that approach to the critic.

And I also recommend admin attention to the items above.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 MAY 1971

REMIMEO
HAS
STAFF HATS

SERVICE

The essential ingredient of any post is SERVICE.

A hat essentially is CONTRIBUTIVE. It contributes to the general production of the TEAM.

CONTRIBUTISM is a philosophy in itself. You find it in The Factors. You also find it would apply in economics. One CONTRIBUTES. One is CONTRIBUTED TO. By others CONTRIBUTING TO others who then contribute back, one is also benefited.

When contribution is cut or not allowed, denied or withheld, one gets the phenomenon of ARC break in the form of cut C — Communication. (Where A is Affinity and R is Reality.)

ARC breaks precede harmful intentional acts.

Thus you can expect that when CONTRIBUTION is not balanced to some degree, trouble and upset occurs.

From such breakdowns we get the violence of strikes, political philosophies and even revolution.

A welfare state requiring no contribution will at length be paid in revolution.

A hat "worn" without contributing to the team or without contributing one's real efforts will cause (a) an upset and discomfort in oneself, (b) a harmful reaction from others and (c) reactions within the remainder of the team.

Morale is dependent upon PRODUCTION. Production is accomplished by numerous contributions of thought or effort.

Any existing organization or civilization is the sum total of its past and current contributors in terms of thought and effort.

Some contribute much, some little.

Rewards are not necessarily proportional to contribution and do not necessarily establish the degree of contribution.

Actually a "reward" is what one desires, not what is given.

Approval and validation are often far more valuable than material rewards and are usually worked for far harder than mere pay.

Even being part of an important team is a return contribution. Thus "customer approval" of the team is part of the rewards one achieves.

The subject of what one receives in return for contributing is as variable as the desires of man.

Anyone who has a hat is expected to contribute the services outlined by the hat.

Other teammates and customers or clientele or "the public" expect a staff member to contribute his specialized services to those who seek them.

Thus SERVICE is a keynote of a hat.

Many years ago when I first looked this over, I had a high position of command. After a great deal of sorting out, I finally concluded that the only *privilege* it conferred on me was THE RIGHT TO SERVE. After that I could handle the post. And was happy with it.

Certain it is that degradation is inevitable when the Right to Serve is interrupted or denied.

It is worth thinking about in relation to happiness.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 MAY 1971
ISSUE II

REMIMEO
HAS
STAFF HATS
PROD/ORG
CHECKSHEETS

SERVICE AND WORKLOAD

The way to decrease the traffic and workload of an org is to:

1. Get people to know their hats.
2. Deliver the service each hat calls for.
3. Check out all seniors on all the hats below them as well as the org board, functions, purposes of units, activities and current programs.
4. Be certain Personnel people know every hat in the org.

Production in terms of completions will soar.

Volume of work will drop.

Why is this?

NO SERVICE

If every staff member is on a no-service pitch, the body and despatch volume will rise at least fifteen times and production will decrease toward zero.

Look it over. Body A goes to Staff Terminal X for some service or other. Terminal X says, "I can't pay you because FP . . ." So Body A calls on another staff member who says, "Permission is required from G." So Body A goes to G and is told, "We haven't got a list to hand so . . ." So Body A goes . . .

Where's the production?

But there's lots of body volume!

Despatch To–From is received by Staff Member Y. He refers it to Staff Member Z. Who refers it to . . .

Where's the production?

But there's sure a lot of despatch traffic!

The system, in vogue in most bureaucracies, even has a name. It's called "the referral system."

No one gives service. No situation is terminatedly handled.

REHANDLING

When this is cured somewhat, a new situation can develop. A service facsimile (what one uses to make others wrong) develops.

"You handled it wrong!" is the cry.

So demands to rehandle occur.

This pushes the org back to DON'T HANDLE OR YOU'LL GET REPRIMANDED.

And the increased volume and lowered production set in again.

People who know their hats in the first place and give service don't have to be told to rehandle.

HAT KNOCKOFF

When a senior exec does not know all the hats and their duties, he misassigns duties.

This knocks off the hats that have been gotten on.

No service results.

When an exec knows all the hats, the org bd, the functions of units and activities and current programs, he routes and assigns properly and production goes up and volume decreases.

PERSONNEL GOOFS

When Personnel people do not know all the hats, they misassign. Some military services I know have this down to a fine art.

This increases hatting and training time. It increases confusion.

It reduces production and increases traffic volume.

The way to increase production and decrease traffic volume is to check out all Personnel people on all the hats of the posts they are assigning. Then they know.

MUSICAL CHAIRS

By playing musical chairs in an org — frequent changes of post, using areas of the org as a personnel pool — service is reduced so production is reduced and volume is increased.

There is a covert method of doing musical chairs. Go around and ask people if they want different posts. This unstabilizes them, puts them halfway between posts and reduces service, production and increases volume.

Laziness, fancied economies and lack of expertise in RECRUITING is always the bug back of musical chairs.

The answer is RECRUIT AND HIRE.

Probably other ways can be invented to prevent delivery and work everyone like mad but the above are the chief ones.

To increase production and decrease the volume handled, it is vital that people are:

A. Properly recruited and posted

B. Hatted with and trained for the post, and all theory and practical and post drills are done on them

C. Persuaded to deliver the expected service of the post held

D. Knowledgeable as seniors who must know their juniors' hats, the org bd, the functions as well as purposes of units and activities and current programs

E. Helped by signs, routings and forms to give the public or outside or internal traffic correct routes and terminals where handling will occur terminatedly

Want to increase production and lower the workload?

Get this PL in, in, in!

L. RON HUBBARD
FOUNDER

Orders & Compliance

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 NOVEMBER 1970

REMIMEO

ORG SERIES 16

POLICY AND ORDERS

Probably the greatest single confusion that can exist in the subject of organizing is the reversal of "policy" and "orders."

When definitions of these two things are not clearly understood they can be identified as the same thing or even reversed.

When they are not understood plainly then staff members set their own policy and demand orders from top management, totally reversing the roles.

Confusion thus generated can be so great as to make an organization unmanageable. It becomes impossible for staff to do its job and management cannot wear its hat.

People in an organization obsessively demand orders from policy source and then act on their own policy. This exactly reverses matters and can be a continual cause of disorganization.

As policy is the basis of group agreement, unknown policy or policy set by the wrong source leads to disagreement and discord.

Demanding or looking for orders from policy source and accepting policy from unauthorized sources of course turns the whole organization upside down. The bottom of the org board becomes the top of the org board. And the top is forced to act at lower levels (order issue) which pulls it down the org board.

But this is not strange as we are dealing here with principles rather new in the field of organization, principles which have not been crisply stated. THERE IS NO EXACT ENGLISH WORD for either of these two functions.

POLICY as a word has many definitions in current dictionaries amongst which only one is partially correct: "A definite course or method of action to guide and determine future decisions." It is also "prudence or wisdom," "a course of action" and a lot of other things according to the dictionary. It even is said to be laid down at the top.

Therefore the word has so many other meanings that the language itself has become confused.

Yet, regardless of dictionary fog, the word means an exact thing in the specialized field of management and organization.

POLICY MEANS THE PRINCIPLE EVOLVED AND ISSUED BY TOP MANAGEMENT FOR A SPECIFIC ACTIVITY TO GUIDE PLANNING AND PROGRAMING AND AUTHORIZE THE ISSUANCE OF PROJECTS BY EXECUTIVES WHICH IN TURN PERMIT THE ISSUANCE AND ENFORCEMENT OF ORDERS THAT DIRECT THE ACTIVITY OF PERSONNEL IN ACHIEVING PRODUCTION AND VIABILITY.

POLICY is therefore a principle by which the conduct of affairs can be guided.

A policy exists, or should exist, for each broad field or activity in which an organization is involved.

Example: The company has a lunchroom for its employees. Top policy concerning it might be "To provide the employees cheaply with good food and clean fast service." From this the lunchroom manager could plan up and program how he was going to do this. With these approved they form the basis of the orders he issues.

Now let us say the manager of the lunchroom did not know organization and that he did not try to get a policy set or find if there was one and made up his own policy and planned and programed and issued his orders on that. Only the policy *he* makes up is "To make dough for the company."

Now the wild melee begins.

Top management (the lunchroom manager's highest boss) sees stenos eating cold lunches brought from home at their desks. And begins to investigate. How come? Stenos then say, "We find it cheaper to eat our own lunches." Top management finds coffee in the lunchroom is terrible and costs several shillings. Dried-out sandwiches cost a fortune. There is no place to sit . . ., etc. So top management issues *orders* (not policy). "Feed that staff!" But nothing happens because the lunchroom manager can't and still "make dough for the company." Top management issues more *orders*. The lunchroom manager thinks they must be crazy at board level. How can you make dough and still feed the whole staff? And top management thinks the lunchroom manager is crazy or a crook.

Now you multiply this several times over in an organization and you get bad feeling, tension and chaos.

Let us say top management had issued policy: "Establish and run a lunchroom to provide the employees cheaply with good food and clean fast service." But the lunchroom manager hired knew nothing of organization, heard it, didn't realize what policy was and classified it as a "good idea." Idealistic, probably issued for PR with employees. "But as an experienced lunchroom man I know what they really want. So we'll make a lot of dough for the company!"

He thereafter bases *all* his orders on this principle. He buys lousy food cheap, reduces quality, increases prices, cuts down cost by no hiring and does make money. But the company gets its income from happy customers who are handled by happy staff members. So the lunchroom manager effectively reduces the real company income by failing to cater to staff morale as was intended.

UNPREDICTABLE

It is a complete fact that no top management can predict WHAT policy will be set by its juniors.

The curse of this is that top management depends on "common sense" and grants greater knowledge of affairs to others at times than is justified. "Of course anybody would know that the paper knives we make are supposed to cut paper." But the plant manager operates on the policy that the plant is supposed to provide employment for the village. You can imagine the squabble when the paper knives which do NOT cut paper fail to sell and a threatened layoff occurs.

Nearly all labor–management hurricanes blow up over this fact of ignorance of policy. It is not actually a knowing conflict over different policies. It's a conflict occurring on the unknown basic of unknown or unset policy of top management and the setting of policy at an unauthorized level.

ORDERS

"Order" takes up two small print columns of the two-ton dictionaries.

The simple definition is:

AN ORDER IS THE DIRECTION OR COMMAND ISSUED BY AN AUTHORIZED PERSON TO A PERSON OR GROUP WITHIN THE SPHERE OF THE AUTHORIZED PERSON'S AUTHORITY.

By implication an ORDER goes from a senior to juniors.

Those persons who do not conceive of an organization larger than a few people tend to lump all seniors into order-issuers, tend to lump anything such a senior says into the category of order and tend to lump all juniors into order-receivers.

This is a simple way of life, one must say.

Actually it makes all seniors bosses or sergeants and all juniors into workers or privates. It is a very simple arrangement. It does not in any way stretch the imagination or sprain any mental muscles.

Unfortunately such an organized arrangement holds good for the metal section of the shop or a platoon or squad. It fails to take into account more sophisticated or more complex organizations. And it unfortunately requires a more complex organization to get anything done.

Where one has squad mentality in a plant or firm, one easily gets all manner of conflict.

Few shop foremen or sergeants or chief clerks ever waste any time in trying to tell the "rank and file" what the policy is. "Ours was not to reason why" was the death song of the Light Brigade. And also the open door to communism.

Communism is unlikely to produce a good society because it is based on squad mentality. Capitalism has declined not because it was fought but because it could not cope with squad mentality. The policies of both are insufficiently embracive of the needs of the planet to achieve total acceptability.

An order can be issued solely and only because its issuer has in some fashion attained the right to issue the instruction and to expect compliance.

The officer, the chief clerk, the shop steward, the sergeant, each one has a license, a warrant, a "fiat" from a higher authority which entitles him to issue an *order* to those who are answerable to him.

So where does this authority to issue orders come from?

The head of state, the government, the board of directors, the town council, such bodies as one could consider top management in a state or firm, issues the authority to issue orders.

Yet such top persons usually do not issue authority to issue orders without designating what the sphere of orders will be and what they will be about.

This is the policymaking, appointment making level at work.

All this is so poorly and grossly defined in the language itself that very odd meanings are conceived of "policy" and "orders."

Unless precise meanings are given, then organization becomes a very confused activity.

Understood in this way, the following sentence becomes very silly: "The board of directors issued orders to load the van and the driver was glad to see his policy of interstate commerce followed."

Yet a group will do this to its board of directors constantly. "You did not issue orders . . ." "We were waiting for orders . . ." "I know we should have opened the doors but we had no order from the council . . ."

The same group members, waiting for orders to sit or stand by special board resolution, will yet set policy continually. "We are trying to let others do their jobs without interference." "I am now operating to make each member of my department happy." "I am running this division to prevent quarrels."

Ask officers, secretaries, in-charges, "What policy are you operating on?" and you will get a quick answer that usually is in total conflict or divergence from any board policy. And you will get a complaint often that nobody issues their division orders so they don't know what to do!

The fact is that POLICY gives the right to issue orders upon it to get it in, followed and the job done.

A group of officers each one issuing policy madly while waiting for the head of the firm to give them orders is a scene of mix-up and catastrophe in the making.

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Policy is a long, long-range guiding principle.

An order is a short-term direction given to implement a policy or the plans or programs which develop from policy.

"People should be seated in comfortable chairs in the waiting room" is a policy.

"Sit down" is an order.

If policy is understood to authorize people to issue orders, the picture becomes much clearer.

"Clearing post purpose" is another way of saying "Get the policy that establishes this post and its duties known and understood."

Unless an organization gets this quite straight, it will work in tension and in internal conflict.

When an organization gets these two things completely clear, it will be a pleasant and effective group.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 MAY 1965
ISSUE II

REMIMEO
EXEC HATS
COMM HATS
DEPT OF I&R HATS

ORDER BOARD AND TIME MACHINE

Executives must have and use an "order board."

In Scientology if it is not written it is not true. That's a major policy.

It applies to all.

Every order an executive issues must be in writing.

He does this on a clipboard. There is a sheaf of paper on it of his division's color. It has a sheet of pencil carbon and a ballpoint slipped through the top of the clip. It can have a hook on the back to slip on a belt for persons walking about. This is the order board.

Even when one gives a verbal order it is also written down.

The executive keeps no copies of his orders. This is done by the Department of Inspection and Reports.

The original is handed to the person being ordered. The other is sent to the Inspection Section of the Department of Inspection and Reports. If one is away from his comm station, the carbons are left on the order board until one returns, when the copies are all sent to Inspection.

COMMUNICATOR ACTION

The carbon of an order is sent to Inspection because it is obviously a carbon copy and an order. It is not otherwise designated.

An original sent through the comm lines is obviously an original order as it is not a carbon. It is simply delivered to the addressee's basket.

JUNIOR'S ACTION

The person receiving the order does it, says he has (or couldn't) on the original order he received and sends it TO INSPECTION. However even if he sends it to his issuing superior the communicator sends it to Inspection only.

INSPECTION ACTION

Inspection has a time machine. This is a series of baskets advanced one basket every morning.

A carbon of an order is placed in today's basket.

When the original comes in, the carbon is dug out of the basket (by date and color flash) and original and carbon are clipped together and routed to the issuing executive.

Orders not complied with in one week of course fall off the time machine by appearing in the basket being emptied today. (It was filled one week ago and advanced once each day.)

A copy is made of the order and it is sent to Ethics for filing in the staff member's ethics folder and counts as a report against the staff member.

The carbon is returned to issuing executive to show his order has not been complied with so that he can handle the situation. No report from the executive is required in this instance as a copy is already in Ethics.

The executive should investigate or ask Ethics to do so if the matter is of considerable importance.

If an original is returned to Inspection which has no carbon, it is copied and held and the copy is sent to the executive with a "Sir, there is a lost carbon of your order. Did you fail to turn one in?" This disciplines a forgetful executive. When Inspection receives the answer it attaches the original to it and sends it back to the executive.

VERBAL ORDER

A junior may report a verbal order to Ethics as it places his statistics and job in danger by leaving it open to have it said the order was otherwise.

PROJECT ORDER

If something requires more than two weeks to do, it is a *project* and cannot be ordered without clearance from the Office of LRH Design and Planning Authority Section. If a project has been okayed, it has a number and its number must be put on the order as Project Number _____.

Inspections files projects in their own files. This is also time machined by one month's emptying of a file drawer or one year's emptying of a file drawer. Projects run only for one month or one year and must be routinely inspected by Inspections which then reports to the Office of LRH with any progress or lack of it.

URGENT ORDERS

Orders marked Urgent by an executive are entered into a one-day time machine and handled in one day as described above for one week.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 JULY 1965
ISSUE I

REMIMEO

ALL DIVISIONS

POLICY, HOW TO HANDLE PEOPLE WHO QUOTE POLICY TO SHOW YOU THEY CAN'T FOLLOW IT

Some orgs will find that certain personnel will use policy to stop action.

When these just don't want to do their job, although it's easily understood in policy letters, they tell you certain policies are wrong or can't be followed.

The best and only effective way to handle this is to say:

"Since you are an expert on policy, permit me to ask you a few questions." Take up a PL applying to their post and start doing a hat check on it.

Since such a person is using policy to stop action and show policy wrong, a rebuttal such as the above will adequately discourage the practice.

If people won't work, they throw out lines and find ways to use policy to discuss it.

Policy is valuable.

But ALL policy exists solely to get the job done and establish points of agreement that permit flows of traffic.

When traffic doesn't flow and somebody says, "Policy so-and-so prevents it," then hat check at once and you'll be amazed to find they don't even know enough of it to disagree with it.

Disagreement with policy is disagreement with getting the job done. And is always accompanied by total lack of data on the policy being quoted.

It's a sure cure.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 AUGUST 1990

REMIMEO
ALL ORGS
ALL STAFF

USING ORDERS OR POLICY TO CREATE PROBLEMS

Modifies: HCO PL 19 July 65 I POLICY, HOW TO HANDLE PEOPLE WHO QUOTE POLICY TO SHOW YOU THEY CAN'T FOLLOW IT

It can sometimes occur in an organization that certain personnel will use policy or an order to generate problems instead of production.

The exact phenomenon is this: *an order or policy is being used to create problems.*

Thus, the following are made ethics offenses and classified as crimes in Scientology:

1. CREATING PROBLEMS IN THE IMPLEMENTATION OF ORDERS.

2. USING POLICY TO CREATE PROBLEMS.

When such an offense is perpetrated, it can result in a Court of Ethics or Committee of Evidence being convened.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 JANUARY 1968

REMIMEO

ORDERS AND RESPONSIBILITY

(Originally written by LRH as Flag Order 407, 23 Jan. 68, same title. Issued as an HCO PL on 30 Apr. 69.)

Orders only occur where responsibility has failed.

Noncompliance only occurs when orders have had to be issued.

False reports only occur where ignorance of data or avoidance of orders occurs.

And the down spiral begins when responsibility has failed.

I don't think I need to overrun this by drawing further pictures.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 2 MAY 1985

(Also issued as an HCOB, same date and title)

REMIMEO

RESPONSIBILITY, DEFINITION OF

RESPONSIBILITY: THE NONRECOGNITION AND DENIAL OF THE RIGHT OF INTERVENTION BETWEEN ONESELF AND ANY BEING, IDEA, MATTER, ENERGY, SPACE, TIME OR FORM, AND THE ASSUMPTION OF FULL RIGHT OF DETERMINATION OVER IT.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 MAY 1974

REMIMEO

ORDERS

(Originally written by LRH for the *Apollo* OODs of 5 May 74. Issued as an HCO PL on 28 Aug. 80.)

Orders become necessary only when COOPERATION fails.

Cooperation fails by lack of understanding of the scene and the tech to make things go right. When people do not keep themselves informed of what's going on at the time, they don't understand the scene.

Thus they begin to demand orders.

Cooperation is senior to orders at all times. But "co" means *together*. There isn't any together where there is no understanding of what's occurring. So cooperation depends upon being able to see and grasp the scene. And the tech to make things go right.

When I am asked for "orders" I know at once that understanding is missing. Therefore initiative cannot be practiced — orders take its place.

So — what *is* going on? What are seniors or myself trying to accomplish or get done? What's the scene?

There is no real *operation* without *co* operation.

And the seat of one's pants planted in a chair in a course room will give you all the tech you ever heard of in any field including your hat.

These are the elements of success — being in the know on the current scene (not rumor but fact); seeing what tech one needs and getting it grasped fast; *co* operation with the team.

If one did that he'd never hear an order (or get an ethics condition) for months — and he'd be *soaring*.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 APRIL 1970
ISSUE II

REMIMEO

ARBITRARIES

(Originally written by LRH for the *Apollo* OODs of 16 Apr. 70. Issued as an HCO PL and HCOB on 5 Nov. 80.)

An "arbitrary" is a false order or datum entered into a situation or group. It *is* third dynamic aberration.

An arbitrary is something entered without reason. For the tech on this I refer you to *Dianetics: The Evolution of a Science*. It is a fascinating subject, arbitraries.

I found one time that people hadn't read *The Problems of Work* where confusion and the stable datum is first covered. When I got that text across, then why we had stable terminals became very plain. Stable data is the other side of the coin. An arbitrary could be said to be a false stable datum.

Now if we can get arbitraries understood we will make some progress.

Whenever we as an organization violate the basic philosophy of Dianetics and Scientology we get into muddy water.

The whole trouble, for instance, with C/Sing is that the theory of the mind is not learned, only the mechanical processes. When one doesn't know the basic put-together of the mind but only knows processes, one never learns WHY the processes are used or *when* to use them. So one can be an auditor but can fail as a C/S if he doesn't know WHY and therefore WHEN to use a process.

A C/S should be an expert on *The Original Thesis* and the first few chapters of the *DMSMH* and on *8-80* and *8-8008*. I'll bet those studying "C/Sing" right now are still puzzling over processes!

Know your basics. They're in our very oldest books. All advances have been in how to handle basics better.

Applies to pcs *and* to organizations alike.

Know WHY and you can tell WHEN.

If you knew the most basic data given in Dianetics and Scientology books, and if you knew Scientology HCO Bulletins and Policy Letters and Sea Org Flag Orders, you would never need an order at all. You would know the true intention and could work it all out.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 MAY 1969

REMIMEO

ORDERS VERSUS ARBITRARIES

(Originally written by LRH for the *Apollo* OODs of 22 May 69. Issued as an HCO PL on 6 Oct. 80.)

The other evening, on a request, I said members of the company could do part-time study on the Dianetics Course. This became an absolute order, an arbitrary which was put in full force. Not only that, but nobody would handle it.

Why not?

If anyone had bothered to trace the order that "all must study" they would have found it was a false arbitrary.

Almost every outness around is of this breed of arbitrary.

A group that insists on sitting in the glorious irresponsibility of orders and only orders will never develop into a true group.

If you want to get a real look at what you're doing, ask yourself this question: Where do I get *my* orders from?

I get them from observation of the situation. And I give instructions based on a prediction of consequences.

Until you can do that you will feel harassed, ordered around and oppressed. Not because anybody is interested in oppressing anyone. Just because they try to make a safe environment, bump into people who haven't observed or acted, and so issue orders.

I don't think anybody fully understands the antipathy I have to authoritarian rule. The reason you see me get cross is in no small part protest at being forced to cope with a situation which occurs by neglect of others. Why elect me to save the day? This ship, this planet and universe are the concern of others too. I have no monopoly on the ability to observe and act.

The campaign to force into a dictatorship a group which has freedom as its main objective is about as popular with me as a fire in a powder factory.

Freedom depends on ability.

We can and will bring freedom to this planet. But only if and when we cease to demand orders and begin to observe and act on our own predictions.

You sure don't make a safe environment for me when I'm the only one to hear a man overboard and the only one to see that the stewards are allowed to wash dishes.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 DECEMBER 1969
ISSUE II

REMIMEO
ALL STAFF

URGENT

ORDERS, QUERY OF

It occasionally happens that an order is issued or a policy is enforced or is found to exist which if put into full effect in a certain area would result in loss or destruction.

Someone told to man up, for instance, all admin departments, sees that this would upset the tech/admin ratio.

Instead of putting the order into effect he should query the order with

A. the name of the issuer and the exact order,

B. the reason it would result in loss or destruction if put into effect,

C. a recommendation resolving the problem the order sought to solve.

Noncompliance as a method of avoiding a destructive order is very risky. It is far, far better, in writing, to make the above submission.

Going ahead and putting the order into effect even though it means loss and destruction without advising anyone is itself very destructive.

Sometimes a policy is interpreted incorrectly so that if one put it into effect fully as interpreted, loss and destruction would result. An instance of this was a type of course omitted from a policy letter. Someone did not query but instead closed the course and refunded thousands in advance payments. This was a misinterpretation of the policy which was only discussing course levels. The correct action of one and all would have been to have queried.

Another instance was an order that cancelled out and fired the personnel of a Letter Registrar because a fixed pay rate was being paid. The org followed the order and promptly went into debt as this was the only typist available and her dismissal was destructive of all income. Half a dozen people at least should have queried the order before executing.

A policy written for an affluent, large org is pushed on a tiny org. It executes even though it doesn't seem correct. The result is destructive.

The very meaning of policy can be shifted by reinterpretation. When this is done and is seen to be destructive, anyone following the reinterpretation is just as guilty as the misinterpreter. The correct action is query.

Even "You're fired" can be an incorrect order and can be queried if done as above.

"Your Class VIII is appointed HCO ES Canada." Great. But you know you've only got one VIII. To permit the order to be carried out is destructive. An order placing your best auditors into admin leaving tech crippled should have the living daylights queried out of it even by the janitor.

IT DOES NOT RELIEVE ONE OF RESPONSIBILITY WHEN ONE EXECUTES A DESTRUCTIVE ORDER. The one who follows it is in fact far more guilty than the issuer since the one following it is right there, able to OBSERVE whereas the issuer may not be.

The query should go to the issuer formed as ABC above. If it is still insisted upon and still is destructive, send it and all particulars to the nearest Sea Org unit. Label it DESTRUCTIVE ORDER and ask for help in handling. Refuse meanwhile to put it into effect.

NO ONE CAN BE COMM EVED FOR QUERYING AN ORDER IN PROPER FORM.

Using this policy to avoid routine actions plainly not resulting in loss or destruction WHICH NOT DONE do result in loss or destruction can result in an investigation and the one who refused the order can be held at fault for any resulting destruction.

This policy mainly applies to new, nonroutine orders or attempted changes.

Placing an org or person in an incorrect condition comes under this policy.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 12 MARCH 1971
ISSUE II

(Also issued as Flag Order 2804,
A POST HATTING DRILL)

REMIMEO

COMMAND INTENTION AND YOUR POST

(Originally written by LRH for the *Apollo* OODs
of 12 Mar. 71. Issued as an HCO PL on 2 Oct. 80.)

Have you worked out what command *intention* (not orders but intention) is for your post?

If you've done this, then work out — do the orders you give line up with command intention?

And then if you have worked that out, are the products you produce acceptable in volume, quality and viability to others of the group *and* command?

If so you'll have pushed it through the whole cycle.

1. Command intention for your post.
2. Do you push command intention forward from your post?
3. Are the products of your post acceptable to others and command?

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 AUGUST 1972

REMIMEO
ALL EXECUTIVE HATS
ALL BUREAUX HATS

SENIORITY OF ORDERS

No Aides Order or Flag Bureaux Data Letter or Executive Directive, Directive or Base Order of any type or kind, written or verbal, may alter or cancel any policy letter or HCOB. These remain senior.

HCO Policy Letters are senior in admin. HCO Bulletins are senior to all other orders in tech.

Only Policy Letters may revise or cancel Policy Letters. Only HCOBs may revise or cancel HCOBs.

No Aides Order or other directive or order may abolish a network or org or change the form of an org.

HCO PLs and HCOBs require passing by LRH or the full authority of International Board members as well as the Authority and Verification Unit.

Telexes which inform orgs or executives of modifications or cancellations of HCO PLs or HCOBs must quote the revision HCO PL or HCOB, and the revision must in fact exist and itself be issued and follow.

Any practice by which junior issues such as directives abolish networks or make off-policy changes can only result in the destruction of networks, orgs and tech.

This is therefore a HIGH CRIME policy letter and it is an offense both to follow or obey or issue any verbal or written order or directive which is contrary to or changes or "abolishes" anything set up in HCO Policy Letters or HCOBs, including the downgrade of "that's out-of-date" or "that's been cancelled" without showing the HCO PL or HCOB which revises or cancels.

HCO PLs and HCOBs are proven by time and are the senior data on which we operate.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 JANUARY 1979

REMIMEO
ALL STAFF
STAFF STATUS II
PRODUCT 0
VOLUME 0

ORDERS, ILLEGAL AND CROSS

HOW TO KEEP OUT OF TROUBLE

Sometimes a junior is put on a tight spot. He is given an off-policy order. He may know it is off-policy. However, if he says so or protests he can be subjected to harassment and can be forced to obey the off-policy order. In short, he is in a tough position. So smooth ways to handle this are quite valuable.

In the first place, one must know what an illegal order really is: It is an order that is contrary to HCO Policy Letters as issued in the Org Exec Course Volumes or subsequent to them or to LRH Executive Directives or the programs in LRH evaluations or LRH direct orders in writing.

These orders and policies, in the course of decades of experience, have been proven to improve the condition of the individual and orgs. Orgs which are "on-policy" prosper. Periods of depression provenly follow off-policy actions. Therefore it is good sense to follow policy. When people who are ignorant or destructive get into an org, issuing orders or "setting policy," it is quite certain that trouble will follow.

But aside from sensible considerations based purely on reason, there is safety for the junior in following policy. There is a prime policy as follows:

YOU CAN ONLY BE GIVEN A COURT OR COMM EVED FOR THINGS THAT VIOLATE POLICY.

You cannot be comm eved or given a Court or disciplined for not following Board Policy Letters, Board Technical Bulletins, or targets or orders that violate HCO Policy Letters.

The same applies for technical terminals. THEY CAN ONLY BE DISCIPLINED OR GIVEN COURTS OR COMM EVS FOR VIOLATIONS OF HCO BULLETINS, LRH TAPES OR ISSUES.

Technical terminals cannot be given Courts or Comm Evs or discipline for not following Board Technical Bulletins, local technical issues or verbal tech or Board Policy Letters.

It is very unsafe indeed to follow off-policy issues or orders as one then can be comm eved or given a Court or disciplined for it.

IT IS A TOTAL DEFENSE TO PLEAD ONE FOLLOWED CORRECTLY INTERPRETED HCO POLICY LETTERS, HCO BULLETINS, EXECUTIVE DIRECTIVES OR LRH ISSUES OR TAPES. All one has to do is produce the evidence.

A junior should beware of being TOLD it is "on-policy" or "an LRH order" or "in bulletins" or "on LRH tapes." The trick is very common. It is often used to get agreement to do an order or plan. The person actually issuing the order has found that he himself has inadequate authority or popularity to get cooperation and so pretends he has "an LRH order." Even people off the street try this trick. The answer to this is require to see it in writing. IF IT ISN'T WRITTEN IT ISN'T TRUE. That is the safe maxim.

One CAN be disciplined or given a Court or Comm Ev for following an order he was TOLD was valid as above only to find out it is NOT in policy or bulletins or actual. By taking somebody's word for it and doing it, he is guilty of following off-policy orders.

Now you may think this is all very extraordinary. But it isn't. It is almost commonplace for some junior to get totally tangled up in off-policy orders, fall on his head, have his stats crash and wind up in a mess. So he needs protection from this sort of thing.

This does not mean to say all seniors are bad. Far from it. But sometimes seniors go in for unworkable solutions born out of desperation and, not too well trained, resort to unusual off-policy solutions. Also there are people around who don't have the greatest good for the greatest number of dynamics at heart and for insane reasons try to get people in trouble and wreck the show.

It is quite common when some suppressive type gets found and disciplined that three or four actually innocent people get roped into the same scene. They didn't realize how off-policy or destructive the SP was and were stupid enough not to know his orders were off-policy and destructive. And they took them. And there they are in the same Comm Ev. It is, as I say, common.

Now, if any one of those otherwise innocent people had simply said, "No, I won't follow the order" to the SP or even "Let's see the policy letter" or "Let's see the bulletin" or "Let's see it in writing first," the SP never could have carried decent people down with him.

Cross orders come under the same heading. It sometimes happens that there is an LRH evaluation or policy covering some definite situation and some senior will cross-order it. Evaluations which, if done, would salvage the whole scene get cross-ordered. This causes them not to be done. And the scene worsens. This has happened often.

A junior who follows a cross order is in the same position as a junior who fails to follow HCO Policy Letters or HCO Bulletins. He lays himself open to discipline. If, as often happens, an investigator arrives and finds an undone program that has

been cross-ordered, he disciplines both the person who issued the cross order and anyone who followed it. So it is not safe to follow a cross order.

It is also not safe to fail to comply with a perfectly legal order or target or, worse, to falsely infer or report it is done when it isn't.

But how about the situation of this junior who stands up and says, "I can't do it. It's against policy," or "I won't use that verbal tech as it's contrary to HCOBs"? In his timid way, he could feel this was very adventurous. He could get personally harassed. The first thing he might hear is, "You are using policy to stop!" Well, if the order he is receiving is off-policy or out-tech, he very well better stop it! Otherwise, sooner or later, his own neck and those of the group will be in the noose from the pure pressure of the give and take of life.

But if one is too timid to outright refuse to comply, there are other ways. The easiest is to say "yes sir" and then just don't do it. One can't be hit for NOT doing it. He can only be hit for doing it. It doesn't matter if he is told he will be hit for not doing it. He can request a Committee of Evidence and of course no one is likely to convene it because he can't be pronounced guilty of noncomplying with an off-policy order.

But let us say it really gets rough. He doesn't do it and the pressure comes on. He still has recourse. He can report it as an off-policy or out-tech order, complete with references, to the LRH Communicator of the org or the LRH Comm Continental at the Flag Operations Liaison Office. Meanwhile he must not comply or it puts him at risk.

If this channel produces no results, the junior has a petition line. He should look up petition policy.

If he gets hit in the meanwhile, even if he got comm eved, he can demand an HCO Board of Review which in this case would have to cancel the whole thing.

The DANGEROUS thing to do is to comply with an off-policy or out-tech order.

But how would one, who has not studied policy or is not very far advanced in his tech training know when he was being given an off-policy or out-tech order?

1. If it seems kind of stupid it is probably off-policy or out-tech. Both tech and policy are anything but stupid. Most off-policy and out-tech orders are stupid because they are at a glance contrasurvival.

2. Require that one be shown in the exact issue or book what the policy or tech actually is.

3. Read it for yourself and don't listen to any interpretation that seems far-fetched.

4. Be sure the policy or tech you are being shown applies in the matter under discussion.

5. Ignore anyone who, with no written material or tape, chants at you the dates of policies or bulletins and claims they exist. See it for yourself.

6. Be sure to complete Volume Zero of the OEC Volumes as an early action.

7. Become an OEC grad yourself.
8. Do the Data Series Evaluator's Course so you can evaluate your position and get the real Why on what is going on.
9. Study LRH tech, books, tapes and issues so you know your subject.
10. Expedite valid orders.
11. Have good stats and never falsify them.
12. Keep your ethics in.

And boy will you be a howling success. Nobody could touch you.

A SMALL PLAY

SENIOR: "Count those intro courses as valid Public Reg paid starts."

JUNIOR: "But they are supposed to be free."

SENIOR: "Do what I tell you!"

JUNIOR: "Respectfully, sir, what problem are you trying to solve?"

SENIOR: "Getting the stats up, of course. Listen you idiot, if we report stats as low as last week's the FOLO will be down on us."

JUNIOR: "Golly, that's bad!"

SENIOR: "It sure is!"

JUNIOR: "Have you told them the finance people won't permit us to promote because our cash-bills is out of balance?"

SENIOR: "Well, no."

JUNIOR: "Policy says we have to spend a certain percent on promotion. And if we can't promote we can't get people."

SENIOR: "Anybody knows that! But these finance people have given me a direct order. . . ."

JUNIOR: "Sir, I wouldn't accept an illegal order if I were you. Honest I wouldn't."

SENIOR: "My God, you're right. I'll call the FOLO at once!"

JUNIOR: (soft voice to fellow staff member) "Well, that's two guys I saved from a Comm Ev. Him and ME!"

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 FEBRUARY 1979R
ISSUE II
REVISED 23 AUGUST 1984

(Also issued as an HCOB, same date and title)

REMIMEO

KEEPING SCIENTOLOGY WORKING SERIES 23

HOW TO DEFEAT VERBAL TECH CHECKLIST

1. If it isn't written it isn't true.
2. If it's written, read it.
3. Did the person who wrote it have the authority or know-how to order it?
4. If you can't understand it, clarify it.
5. If you can't clarify it, clear the Mis-Us.
6. If the Mis-Us won't clear, query it.
7. Has it been altered from the original?
8. Get it validated as a correct, on-channel, on-policy, in-tech order.
9. IF IT CAN'T BE RUN THROUGH AS ABOVE *IT'S FALSE!* CANCEL IT! And use HCOB 7 Aug. 79, FALSE DATA STRIPPING, as needed.
10. Only if it holds up this far, force others to read it and follow it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 15 FEBRUARY 1979

(Also issued as HCOB 15 Feb. 79, same title)

REMIMEO
TECH/QUAL
HCO

KEEPING SCIENTOLOGY WORKING SERIES 24

VERBAL TECH: PENALTIES

Ref: HCOB/PL 9 Feb. 79 KSW Series 23
HOW TO DEFEAT VERBAL TECH

ANY PERSON FOUND TO BE USING VERBAL TECH SHALL BE SUBJECT TO A COURT OF ETHICS.

THE CHARGES ARE: GIVING OUT DATA WHICH IS CONTRARY TO HCO BULLETINS OR POLICY LETTERS, OR OBSTRUCTING THEIR USE OR APPLICATION, CORRUPTING THEIR INTENT, ALTERING THEIR CONTENT IN ANY WAY, INTERPRETING THEM VERBALLY OR OTHERWISE FOR ANOTHER, OR PRETENDING TO QUOTE THEM WITHOUT SHOWING THE ACTUAL ISSUE.

ANY ONE OF THESE CATEGORIES CONSTITUTES VERBAL TECH AND IS ACTIONABLE PER THE ABOVE.

L. RON HUBBARD
FOUNDER

Staff Performance, Rules & Regulations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 AUGUST 1967

LEVEL IV
AND UP
REMIMEO
SCN EXECS

THE SUPREME TEST

(Originally issued as an HCO Bulletin
same date, same title)

THE SUPREME TEST OF A THETAN IS HIS ABILITY TO MAKE THINGS GO RIGHT.

This of course is a rather savage and brutal datum for it thrusts aside all justification, reasonableness, excuses and even does not take into account the size or obstacles of the opposition.

But please note that the datum is not "are things all right around him" as this is a passive test and could mean only that he was simply sitting still.

Whether things are *currently* all right or not is beside the point. The thetan who is making things go right may be tackling a mountain of confusion and of course things are *not* all right because what he is attacking is mainly wrong. It is whether or not he is *making* things go right in spite of "hell or high water" that is the test.

Many beings live lives of quiet correctness without ever once making anything do anything. Things around them just happen to be orderly. The social system props them up. But someday — bang — the society gets into a turmoil which knocks out the props. THEN we see that there were too few present who could MAKE things go right and that is the end of the society. Thus died all old civilizations. Their people lived in a system correctness and things went right only so long as nothing was going wrong. Then one day things go wrong. These sophisticated but weak beings never were able to MAKE things go right and so the whole society collapses.

One might also ask, "What is meant by *right*?"

This would be forwarding a purpose not destructive to the majority of the dynamics.

Aberration is by definition "a crooked line." It is from the Latin *aberratio,* "a wandering from" and from the Latin *errare,* to wander or to err.

A sane person thinks, looks and sees in straight lines. Black is black, white is white. The aberrated person looks toward black and wanders off in his gaze to something else and makes the error of saying it is "gray."

You can consider aberration in a passive way (supinely, of no force or action). A person is sane or not sane. He thinks straight or crookedly.

Now consider aberration in a forceful way. A person *looks,* then an opposing force to him pushes aside his gaze or distracts it. But the really sane, forceful person looks right on through and past the opposition and sees what is there anyway.

Let us take real action. Mr. Q rolls a ball from A toward B. En route Opposition X pushes the ball aside toward C. Mr. Q then shoves the ball toward C and says the reason he did not arrive properly at B was because . . .

Mr. S rolls a ball from A toward B. Opposition X diverts the ball toward C. Mr. S pulls the ball back into line and despite, over and through Opposition X arrives at B anyway.

You can see that Mr. Q in the first example is willing to be aberrated or pushed aside or at least does not contest it enough. Mr. Q is aberrated.

Mr. S on the other hand was not willing to be diverted and went right on to B. Mr. S is not aberrated.

Now society, being mainly suppressive, observes that Mr. Q never has much commotion around him. True, he never arrives and gets nothing done, but he isn't noisy so he is "okay."

Mr. S on the other hand makes an awful row and bashes Opposition X on the head and snarls his way onward toward B. Society says he is a bad fellow because he has fusses. Of course he also gets something done. But in a decadent society men are measured by how *pleasant* they are, not how effective they are, so Mr. S is regarded as a bit "mad." YET when trouble comes it is only the Mr. Ss who will save the day while the Mr. Qs all give up and die.

There is another point here, however. That is *purpose.* The difference between one thetan's forward thrust and another's is PURPOSE, validity of.

A madman can also go from A *toward* B relentlessly where B is a totally undesirable and destructive point. But in actual practice, real madmen never really arrive at the B they wanted to arrive at. A madman only goes *toward* but never really arrives. So he only makes everything go *wrong.*

B must be a desirable point not destructive to a majority of the dynamics for rightness to occur.

So there is the savage and bare datum:

THE SUPREME TEST OF A THETAN IS THE ABILITY TO MAKE THINGS GO RIGHT.

People who explain how wrong it is all going and who have reasons why and WHO AREN'T PUTTING IT RIGHT are the real crazy people in the universe. The only ones crazier than they are, are the ones who are quite happy to have everything fail and go wrong with no protest from them. And the only ones even worse are those who work endlessly to make things go wrong and prevent anything from going right and oppose all efforts instinctively.

Fortunately there are a few around who DO make things go right in spite of everything and anyone.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 JANUARY 1969
ISSUE II

REMIMEO

SPECTATORISM

(Originally written by LRH for the *Apollo* OODs of 14 Jan. 69. Issued as an HCO PL on 13 Sept. 80.)

Spectatorism is very great in our modern society.

Because some people cannot conceive of *causing* anything, they just watch it. They don't *do* anything. They are not PARTICIPANTS. They are spectators.

You see this in magazines. Hee hee hee articles about how *odd* this is or that is. No understanding of it. It's just odd and one watches it in a detached sort of way.

Below this is somebody who doesn't even notice. Such a person has to come up scale just to be a spectator.

An unfinished cycle of action comes about because:

a. The importance of it is not grasped.

b. The cycle itself is not fully understood.

c. Noncompliance and false reports are given as a method of self-protection wherein one hopes it will not be noticed.

What we need are more PARTICIPANTS, more teammates.

The degree you can be cause in handling the targets and needs of the group determines right away how far you've come up the line.

Blaming *case* is effect, isn't it?

Sex is effect, isn't it?

I don't care what your grade is. You are alive. Your true ability depends on the degree you can exercise the definition of OT over your post in forwarding the purposes of the group.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 MARCH 1970R
REVISED 20 JANUARY 1989

REMIMEO

SOURCE AND CAUSE

(Originally written by LRH for the *Apollo* OODs
of 12 Mar. 70. Issued as an HCO PL on 21 Sept. 80.)

I've heard it said that as "source" I should handle something way outside my general activity.

This is a confusion between SOURCE and CAUSE.

Whereas I am source of data, overall coordination and planning, you are CAUSE over your area. Results are the effect of your own efforts. When these support general progress we all win.

You should not minimize yourself as CAUSE. It is your greatest ability.

Being blamed sometimes blunts being CAUSE. But if one's total ambition is to be blameless, the best situation is to get one's name on a tombstone. And it's no fun being dead.

Being CAUSE over Matter, Energy, Space, Time, Force, Form, Location and Life is just another way of saying "OT."

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 FEBRUARY 1971

REMIMEO

OPERATING AT RISK

(Originally issued as
Flag Order 2750 same date, same title)

Running or operating a ship at risk is not policy.

Giving something a "lick and a promise" and hoping it will somehow operate or be all right does not stem from courage. It stems from laziness and stupidity.

Instead of taking the time to tie up a boat properly, going off and trusting to luck it will be okay is not acceptable brightness or alertness. It is an invitation to disaster.

All this kind of "think" stacks up a lot of possible catastrophes and puts a whole ship at risk.

Not really securing a line, just hoping it will be all right; not really anchoring well, just hoping it will hold; not really cleaning a paint surface, just crossing one's fingers that the paint will stay; not really taping up live wires, just hoping they hold. A multitude of such things add up to one great big disaster in the future.

Ignorance and lack of observation play their role in this. But actually it's just laziness and not caring about doing the job well.

When there is no pride, things are done sloppily and things operate at risk. *But* the reverse is true. Where one does such things, he runs up a lot of overts of omission that kill any pride he could have.

Don't operate at risk. The way to save time and lives is do it right in the first place.

"Hope" is the byword of the down-and-outer, the bums of skid row.

Control your environment by doing things well and thoroughly.

Then you are secure.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 8 SEPTEMBER 1972

REMIMEO

EFFICIENCY AND FLAPS

(Originally written by LRH for the *Apollo* OODs of 8 Sept. 72. Issued as an HCO PL on 8 Oct. 80.)

Every flap traces back to some error in admin or lack of precision.

Like a bank account. Somebody signs a slightly wrong bank mandate like Keokuk Mission instead of Church of Scientology Mission of Keokuk. Somebody overlooks paying a small corporate fee. Things like that. Eventually a small error then leads up to a flap. You suddenly have no money because you can't draw on an "erroneous" account.

Or somebody does all of a project except X. Then X shows up with a crash flap.

Or the Reg fails to get a person in for auditing, loses the letter or something. And the person has to be given a $5,000 refund that was already spent. And no bonuses *that* week!

It's these *little* points of neglect that make *big* flaps.

A small group can make it if they are very alert and very efficient. That means alert to small outnesses and *handling* them when seen and no drifting on about it. No "Oh yes, I knew the fire extinguishers were empty but FP . . . Why is God and . . . and . . . and . . ."

Refusing to let somebody handle an outness is of course suppressive to the group and an ethics matter. So where's the ethics chit filed? Where's the demand that the refuser gets a court?

When a group isn't alert or efficient, it has to have more and more and more people to be inefficient with. GI divided by staff drops to nonviable. There goes the group.

When a new group member doesn't get trained up, they are so inefficient it takes *two* more group members to handle his generated flaps. So where's the demand people get trained and hatted before full posting?

It's the small neglected bits that cause the disasters.

An efficient group doesn't tolerate them.

Life gets easy only when the small bits are handled.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 4 JANUARY 1971

REMIMEO

COMPETENCE

(Originally written by LRH for the *Apollo* OODs of 4 Jan. 71. Issued as an HCO PL on 17 Oct. 80.)

Above case gain is COMPETENCE. If you want to see a nine-foot tall OT, look at one who is also competent! And knows it. Like our Qual auditors. They create new people!

After case gain comes progressing improvement by new competence attained.

There have never been thetans who were Clear OT and COMPETENT.

Something new has been added.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 APRIL 1965
ISSUE I

GEN. NON-REMIMEO
EXEC HATS
MAGAZINE ARTICLE
MISSIONS
FIELD STAFF
MEMBERS HATS

CONTESTS AND PRIZES

In Scientology, we have a policy about CONTESTS and PRIZES.

The surest way to break a lot of hearts is to run a contest in which only a minority get prizes. That is very Homo sap.

In Scientology we never offer minority-type prizes.

Our CONTESTS must be planned so that EVERY ENTRANT gets a prize or *the* prize.

This comes from the nature of Scientology itself. Scientology is the only "game" in the universe where everybody wins.

We must mirror this fact and punch it home whenever we can.

From this various policies develop:

Scientology is open to *all* people.

In certificates and status the road is open to *all* Scientologists who can qualify level by level.

On any offering, anybody can have it if he or she qualifies.

We have lots of certificates and grades.

There are no exceptions. Anybody has a chance to go up in certificates, staff status and case gain and state of beingness.

Our posts are something else. Bill's top attainment is his recovery of self. His attainment is not becoming Joe.

Our posts we hold in trust as our appointed place. Though gained by ability, posts are not prizes. They are responsibilities we hold to help.

Therefore we do not seek each other's posts.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

We respect the other fellow whatever his status and give him his right to win the biggest prize of all, himself or herself. That prize is won by dedicated, exact application of Scientology and full support of our mission in our organizations and the public.

Organized, we can each one win the biggest prize that can be offered — a full recovery of self.

As a team, helping one another, respecting each other's posts, our seniors and juniors on staff, and following our admin and tech procedures, we keep the door open and make the grade ourselves — the top can't be reached without help, without organization, without the policies that coordinate our actions and the exact technology we apply.

So we don't offer minority prizes. We symbolize in every contest an open door for case and status gain for all by giving everyone a prize in any "contest" we hold.

And we hold our posts, not as something to be contested for, but as a competent teammate in a strong and well-coordinated operation in which each one does his job.

There is no greater game in the universe than Scientology, for it is the only game in which everybody wins. And that places it far above all other games and makes it the game of games where everybody gets the ultimate prize of self — and sound companionship as well.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 OCTOBER 1971
ISSUE I

REMIMEO

PERFORMANCE

(Originally written by LRH for the *Apollo* OODs of 24 Oct. 71. Issued as an HCO PL on 30 Oct. 80.)

Most healing is in a primitive state. We are actually far more precise and organized in Dianetic and Scientology auditing than in any of the so-called healing arts (with which we have nothing in common).

Almost all of our troubles come from being flanked on all sides with incompetent "sciences." These include medicine, psychiatry, chemistry — you name it.

The world's "sciences" are so imbalanced they are delivering an overt product — a decaying Earth.

The animal kingdom is almost gone. The rivers and seas support less and less life.

If "science" was so good, there would be steady improvement in the planet itself. And there isn't.

This goes directly back to man's failure to solve the riddle of himself. This failure then opened the door to domination by destructive personalities.

If we ourselves get rid of the idea we are just drifting along with the tide and begin to demand and deliver high level performance on every post, we can get there while there's still a planet left.

We must raise our sights as to what we expect from ourselves and each other.

Only then can we arrest and then reverse the decline.

For this reason I am following a policy of demanding high competence on post and a total intolerance of slackness.

We must be and can be a very sharp, smart organization.

I am doing all I can to make it so. Help me out.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 MAY 1968
ISSUE II

REMIMEO

AUDITORS

(Reissued from Flag Order 808)

Auditors have since the first session of Scientology been the only individuals on this planet, in this universe capable of freeing man.

An auditor is one who has been trained in the technology of Scientology. An auditor applies standard technology to preclears.

At times some will forget or choose to ignore the fact that the auditor is not just another fellow or a guy who works in Scientology. An auditor is a highly trained specialist, no matter what level of auditor. He or she is the only one who can give man the truth, that man knows.

An auditor is to be respected. An auditor is very important in clearing this planet, and this universe. It's a big job and the auditor will do it. All auditors are appreciated.

Special designations and insignia are to be developed to distinguish the auditor from others and signalize his class.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 FEBRUARY 1969

REMIMEO
ISSUED AS AN FO

ETHICS PROTECTION CONDITIONS, BLUE STAR, GREEN STAR, GOLD STAR

(Modifies, clarifies any earlier FO on Ethics protection)

BLUE STAR

A CLASS II Auditor who has his Staff Status II may assign his or her own ethics conditions when requested to do so.

He or she may be given Ethics Hearings or removed from post pending an ordered Comm Ev for crimes or high crimes.

GREEN STAR

Scientologists who are CLASS IV Auditors or above and who have graduated from an Org Exec Course may NOT be assigned arbitrary ethics conditions but may be required by seniors to assign themselves a condition. There is no penalty if they do not.

Such may not be given a Court of Ethics.

They may be comm eved for HIGH CRIMES only as per earlier PLs. These include failure to take responsibility and failure to act with initiative in circumstances which, not handled, bring damage to others or serious overwork.

Such a person duly appointed to a post or duty who then, by absence from it, neglect of it or failure to show initiative on it, brings about a decline of the post and damage to it or areas around it or HIGH CRIMES may be comm eved, but must be comm eved in order to remove him or her from the post.

Such a person is called a GREEN STAR.

A CLASS VIII Auditor who has completed the Org Exec Course has all the above Ethics protection and also may not have any Comm Ev finalized on him until the Comm Ev held and all evidence is forwarded to the Sea Org for review on his request.

He is called a GOLD STAR.

CERTS AND AWARDS

May issue an appropriate cert for the above awards when attested to by an HCO Area Sec in any org.

NOTE

None of these Ethics protections are valid and none can be claimed unless actually applied for and awarded by Blue, Green and Gold Star Certificates. These can be awarded in any official org and can be applied for also by mail.

The certificate must be explicit and quote the actual lines of this PL.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 MARCH 1975

REMIMEO

CAUSE

(Originally written by LRH as OODs item
of 26 Mar. 75. Issued as an HCO PL on 28 Aug. 80.)

You have heard that a pc has to be audited at cause. That means he has to be audited in a way which puts him at cause over his bank and environment.

Posts are the same way.

The only way you can be successful on a post or win at it is to be at cause over it.

A way to sort of audit a post is to write down any and all points where one feels he is NOT at cause over his post.

Then to look at points one after another where one *can* be at cause.

One's vision of this gets bigger and bigger.

And one comes to cause over his post.

Try it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 DECEMBER 1970

REMIMEO
SO MEMBER HAT
STAFF MEMBER HAT

PERSONNEL SERIES 15
ORG SERIES 20

ENVIRONMENTAL CONTROL

The differences between a competent person and an incompetent person are demonstrated in his environment (surroundings).

A person is either the effect of his environment or is able to have an effect upon his environment.

The nineteenth-century psychologist preached that man had to "adjust to his environment." This false datum helped begin a racial degeneration.

The truth is that man is as successful as he adjusts the environment to him.

Being competent means the ability to control and operate the things in the environment and the environment itself.

When you see things broken down around the mechanic who is responsible for them, he is plainly exhibiting his incompetence — which means his inability to control those things in his environment and adjust the environment for which he is responsible — motors.

When you see the mate's boats broken up, you know he does not have control of his environment.

Know-how, attention and the desire to be effective are all part of the ability to control the environment.

One's "standards" (the degree of rightness one is trying to establish and maintain) are directly related to one's desire to have a controlled environment.

The attainment of one's *standards* is not done by criticism (a human system). It is done by exerting control of one's environment and moving things effectively toward a more ideal scene.

Control of the environment begins with oneself — a good case state, a body that one keeps clean and functioning. This extends to one's own gear, his clothing, tools, equipment. It extends further to the things one is responsible for in the environment. Then it extends out into the whole environment, the people and the MEST.

One can get pretty dirty fixing things up. That's okay. But can one then also clean oneself up?

The ability to confront MEST is a high ability. After that comes the ability to handle and control it.

The ability to confront people is also a high ability. After that comes the ability to get along with them and to handle and control them.

There is the supreme test of a thetan — the ability to make things go right.

The reverse of this is the effort to make things go wrong.

Incompetence — lack of know-how, inability to control — makes things go wrong.

Given some know-how or picking it up by observation, sane people make things go right.

The insane remain ignorant intentionally or acquire know-how and make things go wrong.

Insane acts are *not* unintentional or done out of ignorance. They are intentional, they are not "unknowing dramatizations." So around insane people things go wrong.

One cannot tell the difference really between the sane and insane by behavior. One can tell the difference only by the product. The product of the sane is survival. The product of the insane is an overt act. As this is often masked by clever explanations, it is not given the attention it deserves. The pretended good product of the insane turns out to be an overt act.

A large percentage of this planet's population (undetermined at this time for the "general public" but in excess of 20 percent) are insane. Their behavior looks passable. But their product is an overt act. The popularity of war confirms this. The products of existing governments are mainly destructive. The final product of the human race will be a destroyed planet (a contaminated air cover rendering the planet unable to sustain life, whether by radiation or fumes).

Thus, due to the inability to detect and handle the insane, the sane majority suffers.

The hidden actions of the insane can destroy faster than an environment can be created UNLESS one has the know-how of the mind and life and the tech of admin and the ability and know-how to handle MEST.

An area or activity hit by an influx of new recruits or new customers tends to unsettle. Its MEST gets abuse, things go out of control.

Gradually, working to put in order, the standards are again being attained. The minority insane get handled, the know-how of groups and orgs becomes more generally known, the tech of MEST gets used again.

As an organization expands it goes through cycles of lowered condition and raised condition. This is normal enough since by taking on more and more area one is letting in more and more insane even though they are in a small proportion to the sane.

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Order is reestablished and survival trends resumed to the degree that the sane begin to reach out and handle things around them and as the insane are made sane.

Thus one gets downtrends and uptrends. As soon as a group begins to feel cocky, it takes on more area. This includes more unhandled people, admin and MEST and a downtrend begins. Then the sane begin to handle and the insane begin to be sane and the uptrend starts.

This is probably even the basis of national economic booms and depressions.

This is only bad to the degree that the insane are put in charge. As soon as this happens the downtrend becomes permanent and cultural decay sets in.

A group expanding rapidly into a decadent culture is of course itself subjected to the uptrend–downtrend cycles and has to take very special measures to counteract the consequences of expansion in order to maintain any rate of growth.

The individual member of a group can measure his own progress by increased ability to handle himself, his post and environment and the degree of improvement of the group itself because of his own work within it.

A group that is messing up its gear and environment worse than it did a while ago and is not improving it of course has to be reorganized before it perishes.

No group can sit back and expect its high brass to be the only ones to carry the load. The group is composed of individual group members, not of high brass.

The survival of a group depends upon the ability of its individual members to control their environment and to insist that the other group members also control theirs.

This is the stuff of which survival is made.

A sane group, knowing and using their technologies of handling men and MEST, cannot help but control their environment.

But this depends upon the individual group member being sane, able to control his MEST and those around him and using the tech of life, the tech of admin, the tech of specific types of activity.

Such a group inevitably inherits the culture and its guidance.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 FEBRUARY 1964

ALL HEADS OF
ORGANIZATIONS
HCO SECS
DIRECTORS OF
ADMINISTRATION
ADMINISTRATORS AND
SUPERVISORS OF
COMPANIES

THE EQUIPMENT OF ORGANIZATIONS

The person in possession of organization equipment is responsible for the equipment. On its loss or damage through carelessness or neglect the person in whose charge it had been *placed,* not only the person who damaged or neglected it, is liable to have to recompense the company or myself for the cost of the repairs or loss of the equipment or some portion thereof.

Stock cards for all equipment possession or issue in organizations shall be prepared by the administrative head of the organization. If equipment is not so accounted for and is lost or damaged the administrator of the company, not having a stock card of issue on it, becomes liable financially to the organization or myself for its repair or replacement.

The idea of "company property" is both stupid and dangerous. That which is "owned by everyone" is actually owned by no one and falls apart. A company, corporation or state does not live or breathe and so it cannot care for anything. The doubtless noble experiments of totalitarian communal states such as Cuba or Russia starve and fail because of this one *idée fixe:* only the state owns. That leaves nobody to have or take care of anything. Their enormous five-year plans never materialize because their tractors will not run. Their tractors won't run because they belong to nobody. Saying they belong to the state is a way of abandoning them. A company can't really own anything since it has no concept of ownership. And you see how "company property" falls apart.

Look at it this way: You own those things that are in your charge. When you take over a position you become richer by the things that go with it. You stay rich as long as you keep them in good shape. You get poor to the degree they go bad or won't work or get abused because you incautiously lent them to a careless fellow worker. Righteous indignation because "you messed up *my* typewriter" or "you scarred up my auditing table" is not peculiar, it's quite in order.

Look around you and see what you own in your position. If two people use it, only one, even so, can own it.

It is curious that around orgs my own personal possessions are given good care. I never worry about my MEST being in org hands. And a lot of it is. If it's Ron's, it's

taken care of. That's a long-standing observation. But "company property" gets badly abused at times. If you figure that I own everything in Scientology and you own the things that go with your position, we'll have more and have it longer.

There are three kinds of possessions in Scientology organizations.

TITLE A: These are permanent installations, buildings, walls, radiators, anything fixed in place.

TITLE B: Valuable equipment which is not expendable. These are desks, typewriters, mimeo machines, blackboards, chairs, furniture, rugs, decorations, cars, etc.

TITLE C: These are expendables. Office supplies, paper, chalk, stencils, dust rags, mops, etc. They are issued on the understanding they will get used up.

In inventorying and making up cards of issue to persons in charge, Title A is issued to the head of the organization or a department exclusively using them. Title B is made up to the head of the department or the person who is actually using them. Title C is issued to the person using the material.

Stock cards are kept on Title A and Title B. The administrative head has to have a signature for Title A and Title B as having given it to somebody who then signs for it.

No stock cards may be written as "Issued to Training Dept" or "Director of Training." They are issued to Richard Roe, the person himself. The main building is not issued to "Organization Secretary." It is issued to George George, a person who happens also to be Organization Secretary. A car is not issued to "Department of Materiel." It is issued to John John who happens also to be Director of Materiel.

When a person is transferred, his possessions are signed for by the person, as a person, who takes over that position. And so long as the person who owned them has failed to transfer them to the new person, he or she can be charged up for them. Regardless of post transfers, the person on the stock card remains the owner and is liable for any loss or abuse until the possessions are actually signed for by somebody else.

If it exists somebody owns it and has signed for it. And until a new person signs for it the old owner is liable for it regardless of his whereabouts or new post.

Until it is signed for initially, it is owned by the administrative head and if anything happens to it or it is lost, the administrative head is liable for it.

The stock cards should be stiff cards of good size kept in a box that fits them. There is only one card per piece of equipment. The card says where it is and what it is and when bought and has ample area for owning and transferring signatures.

Cards are prepared from inventory and are checked by Accounts records.

A new acquisition brings about a new card which is then signed for.

The head of the organization is accountable personally for any losses up to July 1, 1964 which occurred during his term of office.

To dispose of Title A or Title B or account for its loss, it is necessary to *survey* it. This is done by a board of three executives of departments who must see the equipment being disposed of or certify it as lost. A Survey Board is liable for any falsification of records.

In organizations that have no Director of Administration, the head of the organization acts in his capacity and is responsible for having stock cards.

We are pretty good withal on the subject of equipment. Its loss or damage is not one of our major problems. Only one organization, Johannesburg, has gone mad on the subject where one Senogles, temporary head of it, had a passion for "losing tapes and tape recorders."

However, we are expanding. Expansion needs some orderly ownership. There is not very much Title A and Title B about, so it is not a very heavy task to organize it. If we straighten this out now, we'll save ourselves a mess later.

Further, at this time inventories for corporation transfers have to be done anyway, so we may as well get it all done at once.

L. RON HUBBARD
FOUNDER

[*Editor's Note:* See six-department organizing board from 1961 in the Appendix.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 NOVEMBER 1965
ISSUE I

REMIMEO

EQUIPMENT

Equipment of all types in HCO and the org must be specifically assigned to divisions and departments and the Inventory Officer must have a signature for every piece of equipment in the organization.

No single piece of equipment may be across two or more divisions. Each piece must be wholly in one.

By equipment is meant any item costing more than £5 or $10.

If a piece of equipment is lost or damaged or neglected, there must be a division, department and a person that can be named.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 OCTOBER 1967
ISSUE I

GEN. NON-REMIMEO

OPERATIONAL, DEFINITION OF

A lot of trouble in the Sea Org comes from lack of grasp of what we mean by *operational*.

Definition: AN ITEM THAT IS OPERATIONAL WORKS WELL WITHOUT FURTHER ASSISTANCE OR ATTENTION.

This does NOT say that operational means something *works*. It works *well*. It works without assistance or patch-up or holding on to it. It works without attention. It does not have to be continually watched.

The breakdown in mail comm stemmed in part from the photocopier. The error was not in the copier. The error was in having something around that doesn't work well, needs continual attention, breaks down regularly. That comes from not reading or understanding the *Ship's Org Book*. *Operational* was misunderstood. This photocopier was wholly nonoperational in that it had to be continually nursed, was operated in bright light and took up tons of time. Because it was there nobody simply typed a copy of the vital despatches. One must NOT keep nonoperational things around or they must be made operational by above definition.

Also the early Flag Order about fast communication being vital was not complied with.

A costly mess resulted from delayed comm. All because OPERATIONAL was not understood.

L. RON HUBBARD
FOUNDER

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37 FITZROY STREET, LONDON W1

HCO POLICY LETTER OF 2 JUNE 1959
ISSUE II

PURCHASING LIABILITY OF STAFF MEMBERS

All purchases by a Scientology organization must be done by purchase order, duly agreed upon and signed by those in authority before any purchase or contract may be binding upon the organization.

Should a purchase be made or a contract entered into for the organization by a staff member with no purchase order, the Association Secretary, Organization Secretary, HCO Secretary or person in overall charge of that organization may refute the purchase or contract and may require the offending staff member to pay for the purchase or contract out of his own pocket as a personally entered into arrangement.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 SEPTEMBER 1965

GEN. NON-REMIMEO

SUPPLY OFFICER

All divisions should have a quantity of Internal Requisition Forms to be filled in whenever supplies are needed.

The person who requests the goods signs his name at the bottom of the form and so does his department head. The exact reason why these goods are required should also be included on the Internal Requisition Form.

Only one type of requirement should be asked for on one form, e.g., "A black Biro and a red Biro." This would be okay as it is just on the subject of pens. But "A black Biro and a ream of foolscap paper" should be entered on two forms. This shows how many items each division orders per week.

Do not order extravagantly — you can only write with one pen at a time; otherwise the Supply Officer has to do the cutting down of requirements and this can lead to unnecessary ARC breaks.

All Internal Requisition Forms should be in the Supply Officer's basket by 12:00 P.M. each day. If you have ordered goods since 12:00 P.M. the previous day, then you or a representative should go to the place appointed by the Supply Officer between 1:00 P.M. and 1:30 P.M., where the Supply Officer will issue the requirements.

The supplies that are available at short notice are such items as folders of each division color, paper of each division color, black, red, green Biro pens, felt pens for poster work and make-up department, most envelopes, paper clips, drawing pins, typewriter ribbons, Sellotape, foolscap paper, ink for stamp pads, rubber bands, gummed labels and carbon paper.

However, if in doubt, present yourself at the appointed place between 1:00 and 1:30 P.M. The Supply Officer will then inform you if the requirement is in stock or if it has had to be ordered.

When a requirement has to be ordered, the Supply Officer will inform you when it arrives at Saint Hill. If it is a rush item, it can be issued as soon as it arrives, otherwise it is collected at the correct time.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 SEPTEMBER 1965

GEN. NON-REMIMEO

KEYS

When a person receives a key from the Key Officer, he or she must immediately sign for it in the key book.

If at any time a person leaves that space for which he or she has a key, then sometime during that same day that person *MUST* take the key back to the Key Officer who will then give the key to the new occupier who then signs for it.

If the Key Officer finds that a space has been taken over by someone and that he or she has a key which has not been signed for in the key book, then the previous owner of that space gets fined 10 shillings, as he did not return the key to the proper source.

The new owner also gets fined 10 shillings, as he is using the space illegally.

A person is also fined 10 shillings if he or she loses a key.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 FEBRUARY 1964
ISSUE I

CENOCON
STHIL

STAFF REGULATIONS
AUDITING VERSUS JOB

(Effective on receipt)

It is an Academy maxim that if an auditor feels warm to the touch he or she can audit. There is no excuse of CASE. "I can't audit today because my case . . ." If this were not the maxim, a lot of auditing would never get done.

Now we are extending this to administrative staff members in Scientology organizations. Case is no excuse. If a staff member's breath can be detected on a mirror, he or she can do his or her job.

Further, case is not to be used as an excuse for errors or transfers off post or retraining or being ordered to the HGC, etc. Case is no excuse. Case is not a point.

This gives rise to the following regulations which become effective on receipt and which cancel any conflicting earlier policies.

A staff member may not be absent from his or her job to give or receive auditing during working hours. Exception: only staff members whose job it is to audit. Exception: *Severe* temporary illness or physical injury.

A staff member may not be ordered to training or processing as a disciplinary measure or as an effort to improve performance on the job.

A staff member may not be transferred to another post or dismissed because of "case difficulties."

All disadvantageous transfers, suspensions or dismissals shall be made only by reason of actual performance of duties and the usual and easily recognized sins of omission or commission.

The individual staff member's preclear classification may be taken into account in appointments and promotions just as his or her auditor classification would be, but may not be taken into account as a cause for demotion, suspension or dismissal.

Whereas it is of interest that all Scientologists have their cases in good condition to the extent of conducting co-audits on the individual's own time in instruction and auditing, it is also true that Scientology organizations are not huge HGCs for staff members and have their own functions.

A staff member may not use his working hours for being instructed or trained and, aside from Academy personnel whose job it is to train students, a staff member may not employ his or her staff time to instruct. Exception: Technical officers may give staff auditors instructions about their preclears or students, but no course or conference may be held for the purpose.

The possession of a certificate carries with it the responsibility of knowing the skills covered by it. Constant retraining within a level for which the auditor has already been classified is forbidden.

Staff members aspiring to the next higher classification should become part of evening or weekend courses teaching those skills. Enrollment in such courses may or may not be at the expense of the organization according to the decision of the Association or Organization Secretary.

Co-audit training or processing may not be undertaken during working hours.

An organization should arrange at its own cost the management of a co-audit for its staff members, providing all such training or processing is done on the staff member's own time.

Administrative staff members or executives may not audit during working hours unless specifically transferred temporarily or permanently to the HGC and no transfer shall be for less than one week, during which the duties shall consist exclusively of auditing and during which a minimum of 25 hours must be delivered.

A Director of Processing may not assign himself to audit individual pcs for full intensives.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 MARCH 1965

GEN. NON-REMIMEO
POST STAFF BOARDS
HCO SEC HAT
STHIL SCN STAFF

STAFF MEMBERS AUDITING OUTSIDE PCs

It is expressly forbidden that executives or staff members of Scientology orgs (which of course include Saint Hill) audit for pay any outside pcs while employed on staff in any organization anywhere in the world.

To do so with orgs on proportionate pay *robs* your fellow staff member.

Two executives have been relieved of post in the past two years for permitting this practice in their orgs.

If one has pcs they should be turned over to the org.

If staff works hard, pay, particularly under new promotion programs, is very adequate. Pay only becomes inadequate when policy is out. To keep pay up, keep policy in.

Staff auditors may only audit *family* and *friends* eight hours per week *without* pay. This is the original rule, to save them from demands on their free time. This is sometimes interpreted wrongly as permission to audit eight hours for fee. It is not so applicable. They must not receive pay for those eight hours.

Just think what you would do in Scientology if I started working for pay outside orgs. Things would get really upset and, as proven by the slump all orgs take whenever I move about or take time off (it just happened again), we need all of us on the team. When I have audited pcs for pay, ever since there have been orgs, I have turned over every cent to the org I was in—they were just org pcs even when they applied to me. (I haven't offered to audit anyone for years but it would still be done that way today if I did.)

Failure to report instances where the outside auditing policy is violated is also reprehensible.

If you don't have enough money, do your job well enough to put all of us in clover. That's how I do it. Try it if you need extra money. It works.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 MARCH 1965
ISSUE III

REMIMEO

STAFF REGULATIONS

(Amends HCO PL 26 Nov. 64 and
HCO PL 19 Oct. 64, points 33, 34 and 35)

STAFF MEMBER LOANS

All loans to staff members from any organization or outside source must have the permission of the nearest Finance Secretary, before being granted or received. The Finance Secretary must also at once report the matter to Saint Hill. Exception is actual personal leases and/or hire purchase or time payment purchases by the staff member for his or her own use, and no monies may be borrowed by full- or part-time staff members from past or present organizational students or pcs.

STAFF REGULATIONS

Any staff member accepting for training or processing any student or pc for his personal profit or for favors during his time of employment on staff, or *any HASI student or pc* for two years following, will be subject to a Committee of Evidence and possible suspension of a certificate or certificates and awards and made to refund all fees so illegally received to the person who paid.

REPORTING OF UNUSUAL FAVORS

Any unusual favors received by a staff member from organizational students or pcs must be reported to the HCO Area Sec who must at once report the matter via HCO Continental to HCO Sec WW. This includes uses of cars, apartments or receiving expenses as well as other favors.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 MARCH 1975
ISSUE I

REMIMEO
DIV 3
DIV 1 E/O
MAAS
FP COMMITTEES
FINANCE PACKS

GRADE SUBSIDY FOR STAFF FORBIDDEN IN OTHER ORGS

Effective on receipt, no org may pay for the grades or auditing of any executive or staff member in another or higher org.

This means specifically that no executive or staff member may be sent at org expense for processing, Power or advanced grades.

The salary or expenses or travel of an executive or staff member may not be paid by an org while the executive or staff member is absent obtaining higher grades.

All debts so incurred by orgs in the past are valid and collectable. They may not be incurred in the future.

Where an org subsidizes a staff member's training in another or higher org, the staff member must sign a personal and valid note to the upper org for all his training, payable by him personally if the org does not pay.

Any such training begins or renews for full period a five-year contract to that org to start on his fully completed return.

He must likewise sign a note to his home org, valid and collectable for all travel expenses and pay incurred if he defaults fulfilling the contract.

Both the upper org note and the home org note are due and payable if the person is dismissed for incompetence on return. This does not absolve the org from also being liable for the debt.

Persons who have accepted training or processing in the past without competently fulfilling their contracts are personally liable for those debts incurred by them for the org.

The reason for this policy letter is that abuses have occurred where persons have used org status to be trained or processed without then completing their contracts and in some cases not even returning to their orgs.

All such cases should be looked up and collected from by the org that financed the service.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 OCTOBER 1976RF
ISSUE I
REVISED 2 AUGUST 1990

REMIMEO
ALL STAFF

EX–STAFF FREE SERVICE

There are some practices and misconceptions in services to staff members which need correction and policy, effective at once.

BEGINNING SERVICES

No new staff member may have free org services until he has Staff Status II. Exceptions: he may attain his Sea Org Product 0 and 1 (which include Staff Status 0, I and II) in the Sea Org and Staff Status 0, I and II in Scn orgs, and may have PTS handling and study of the PTS checksheet. He may also have emergency assists. He may do a mini hat. He may have auditing from Academy students and from TTC, but only if he has done Staff Status 0 and has rising post stats. He may not have further training or processing until Staff Status II has been attained. This applies also to Tech Training Corps applicants.

SERVICE AFTER CONTRACT

A practice has occasionally been found of a staff member approaching the end of his 2½-year or 5-year contract and then just before it is up taking a leave of absence and thereafter continuing to obtain free services from an org as a staff member.

Besides being dishonest, this is made extremely illegal and any person receiving such service under these or similar conditions may not only not have further service but owes the org for all free services so obtained.

PROFESSIONAL RATES

To obtain professional rates a person must have a valid, in full force professional auditor certificate to the highest level of auditor training available at the organization, or must have paid for his training up to the class of the org in which he is seeking service and be actually attending an Academy course or internship on a standard course schedule. (Ref: HCO PL 13 Nov. 76RA, PROFESSIONAL RATES; and HCO PL 25 Oct. 76, PROVISIONAL CERTIFICATE EXPIRY)

They may not be given to persons who buy courses just to get a professional rate and then don't attend the course.

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SCHOLARSHIP DISCOUNTS

Partial cash scholarships are being offered to some upstat and important people which count on their course fees. Its purpose is to remedy the scarcity of trained auditors and is intended to take over from psychs and people should be told so. There may be no additional discount of price when awarding scholarships. (Ref: HCO PL 19 Jan. 79RB I, SCHOLARSHIPS, NO DISCOUNTS)

A person to be trained by the org at no or discounted fee must sign a 5-year contract in advance with the beginning date at the completion of his training.

Failure on the course does not end the contract, which remains valid as a staff member.

Persons leaving the Tech Training Corps before completing their training or their contract shall be billed for and pay for that training and any org services obtained during that period.

RIP–OFF BY MISSIONS

Should any org staff, technical or admin, be found to have left staff before contract expiry and joined a mission, the mission is responsible for the payment to the org of all costs of training and processing of that person with the addition of a $2,000 fee "for apprenticing the mission's staff."

This rule is retroactive as the practice has been flagrant.

PC RIP–OFF BY MISSION

Any mission found to be continuing the processing of any org pc within two years of the pc's last service at the org shall be subject to a fine of $10,000 and its mission status reviewed by Scientology Missions International.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 AUGUST 1965

STHIL
STAFF
STUDENTS
PRECLEARS

HOUSING
STAFF, STUDENTS, PRECLEARS

Any staff member, student or preclear living in rented quarters is to be held responsible for leaving the quarters in as good condition as he found them. This of course doesn't include normal wear and tear.

If a claim is presented by a landlord and the Scientologist feels it is unjust, it is a matter for the Inspection Officer to inspect and decide.

If the Scientologist is found to be at fault, the nonpayment of such damages will become an Ethics matter. The intention is that justice be given both the Scientologist and the property owner. Therefore damages may be awarded a property owner, but should be in proportion to the actual damages done.

There are many Scientologists living in East Grinstead, and with the course expanding, there will be a lot more in the future. Housing is limited already. There is no need to further this condition by creating bad will with the local property owners. This policy is in keeping with our Scientology Justice Codes.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 OCTOBER 1961RB
REVISED 11 JANUARY 1985

REMIMEO
ALL ORGS

NON–SCIENTOLOGY STAFF

(This policy letter was written by LRH in 1961 when he was the Executive Director of Saint Hill, and was addressed to new staff being hired there. It is also applicable to any other Scientology organization and has thus been reissued to "All Orgs." — CSI)

Whether by fate or fortune, you have found yourself to be a member of a group that has an interesting technology and a definite set of standards of conduct.

Whether this is fortunate for you or unfortunate, you are yet a member of this group by the simple fact of working in it.

That you do not have any knowledge of its technology does not make you any less a member of this group.

You are only expected to uphold certain standards as a member of this group.

These standards are rather easy to understand:

1. This group has accepted you at face value. No one of this group will hold your past against you. A person entering a Scientology group is looked upon as a person whose conduct *now* is important, but whose conduct in the past is utterly unimportant.

2. This group is composed of people who want to get more able in life and to live a better life. These people have, unlike others, enough courage to face their own past and misdeeds and recover from them. Ordinary people most often run from their past or blame it on others. When you see a person upset in an auditing session, it is because he had enough nerve to try to face his past and get the better of it. Such people are stronger and saner than people who, like chips of wood, merely drift on life's river, or who cry and moan in the eddies that life has "done them in."

3. This group is composed of people who can handle insanity and psychosomatic illness by certain technology, or of people who do not think it is bad to cure insanity and such illness. A person does not have to know Scientology to be a member of a Scientology group. They only have to believe people can be or deserve to be helped.

4. This group believes that honest people have rights and that dishonest people have sacrificed their rights by being dishonest. The definition of dishonesty is whether or not a person is trying to hurt his fellow human beings with malicious talk, hidden actions and injustice or outright crime.

5. This group reserves the right to test the honesty of its members. It knows well that dishonest members destroy a group. If a member is being dishonest the group wants to know about it and can require that the dishonest person be given processing to make him or her sane.

6. This group frowns heavily on trying to prevent people from being processed by cautioning them against it, lying to them about it or just being ignorant of it.

7. This group believes that people who refuse Security Checking or processing are trying to hide something they are ashamed of in their lives. The group believes this because it has always been found to be the case.

8. This group believes that making a commotion around or talking around an injured person can hurt his chances of recovery. As this has often been proven to be true and can be demonstrated, members of this group do not talk to or around or make commotions around people who have just been hurt. They work quietly and silently to help the injured person.

9. A member of this group may be a member of any religion. There is no conflict of faith as Scientology is all-denominational.

10. This group refuses to speak ill of Scientology or criticize it to outsiders.

11. This group will not talk about Scientology to members of the press.

There are the Code of Honor, the Code of a Scientologist and the Auditor's Code. All other group standards are wholly technical. There are no secret standards.

As a member of this group, you are expected to uphold these elementary standards of conduct.

You are quite welcome to know more about Scientology, about life and about your life. But nobody is going to force you to study it.

Everyone on Earth has problems. They would not be human if they did not. Primarily, Scientology helps people to come up to handling their problems instead of being handled by them.

Just suppose for a moment Scientology *really* worked. Just suppose it could really free men from pain and suffering and help them with their problems.

Just suppose people you like or know were in need of help and Scientology could give it to them.

What problem do *you* have?

If you had processing, it would be to help you solve that problem.

Scientology can help you if you haven't done things to hurt its people.

But however that may be, by working at Saint Hill, you are a member of Saint Hill. Its standards are those of Scientology. This is a good group. Be proud to be here. We are glad to have you.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 FEBRUARY 1969R
ISSUE I
REVISED 15 MAY 1973

REMIMEO

PRESS POLICY

CODE OF A SCIENTOLOGIST

The Code of a Scientologist as per *The Creation of Human Ability* is withdrawn. It is reissued as follows:

As a Scientologist, I pledge myself to the Code of Scientology for the good of all.

1. To keep Scientologists, the public and the press accurately informed concerning Scientology, the world of mental health and society.

2. To use the best I know of Scientology to the best of my ability to help my family, friends, groups and the world.

3. To refuse to accept for processing and to refuse to accept money from any preclear or group I feel I cannot honestly help.

4. To decry and do all I can to abolish any and all abuses against life and mankind.

5. To expose and help abolish any and all physically damaging practices in the field of mental health.

6. To help clean up and keep clean the field of mental health.

7. To bring about an atmosphere of safety and security in the field of mental health by eradicating its abuses and brutality.

8. To support true humanitarian endeavors in the fields of human rights.

9. To embrace the policy of equal justice for all.

10. To work for freedom of speech in the world.

11. To actively decry the suppression of knowledge, wisdom, philosophy or data which would help mankind.

12. To support the freedom of religion.

13. To help Scientology orgs and groups ally themselves with public groups.

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14. To teach Scientology at a level it can be understood and used by the recipients.

15. To stress the freedom to use Scientology as a philosophy in all its applications and variations in the humanities.

16. To insist upon standard and unvaried Scientology as an applied activity in ethics, processing and administration in Scientology organizations.

17. To take my share of responsibility for the impact of Scientology upon the world.

18. To increase the numbers and strength of Scientology over the world.

19. To set an example of the effectiveness and wisdom of Scientology.

20. To make this world a saner, better place.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 FEBRUARY 1965
ISSUE II

REMIMEO
BPI

POLITICS

Now and then you hear me speak derisively of governments and ideologies—including democracy.

If by seeing I criticize an ideology, anyone seeks to believe I embrace its opposite, he has failed to get the point.

What political system could work amongst very aberrated people?

A democracy or a communism would be a huge joke in an insane asylum. Well, isn't it?

The basic building block of any political system is the individual. One can seek to avoid this point by conceiving of the masses. But you can't have masses which aren't made up of single units. Therefore the single unit is the basis of a mass.

No political system applied to a colony of monkeys would have anything to govern but monkeys. That's plain, certainly.

A political system seeking to function amongst ignorant, illiterate and barbaric people could have marvelous principles but could only succeed in being ignorant, illiterate and barbaric *unless* one addressed the people one by one and cured the ignorance, illiteracy and barbarism of each citizen.

The collective think of apes is ape-think. A fascism led by and applied to idiots would be idiot-fascism.

So there is no reason to suppose *any* political system is any better than those who use it to govern or be governed.

The only difference in existing systems of politics is their relative values in giving the individual a chance to develop and receive a higher level of personal sanity and ability.

That rules out any system which witch hunts, freezes opportunity or suppresses the right to improve by any workable system or suppresses a workable system.

Watching the US and Australia fight Scientology with blind fury while supporting oppressive mental and religious practices proves that democracy, applied to and used by aberrated people, is far from an ideal activity and is only aberrated democracy.

Every human has in common with every other human the same reactive bank. This is the most they have in common.

The reactive bank — unconscious mind, whatever you care to call it — suppresses all decent impulses and enforces the bad ones.

Therefore a democracy is a collective-think of reactive banks. Popular opinion is bank opinion.

Any human group is likely to elect only those who will kill them. That's concluded from actual 1950 experiments.

The group succeeds only by the efforts of individuals who rise above their banks and do their best for their fellows *despite* the vicious character of groups and the idiot nature of collective-think.

Believe in the individual being and work with him and you will find he is basically good.

Work only with a group and you work with collective-think which is basically bank and therefore evil.

Scientology gives us our first chance to have a real democracy.

By freeing from the worst aberrations each individual, one then achieves a group which doesn't react only on bank and which will be, like the individual, basically good.

For the bank was made to keep people who were not bad from going bad. It was a mistake. So it is bad.

We prove daily in Scientology that an individual freed of aberrations reacts more decently toward his fellows and that an individual, restimulated, acts worse; we prove that the individual under stress of aberration is unreasonable and an individual freed is bright.

So we can conclude on actual evidence that the first true democracy will emerge when we have freed each individual of the more vicious reactive impulses. Such beings can reason, can agree on decent and practical measures and be depended upon to evolve beneficial measures.

Until we have done that we will continue to be critical of human "democracy" — and any other political philosophy advanced upon man as a cure for his ills.

A political philosophy can't audit. We can.

And don't be so sensitive to popular reaction. Just get on with making a saner world and it will all come out all right.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 JUNE 1965
ISSUE III

REMIMEO
BPI

POLITICS, FREEDOM FROM

(Originally written by LRH as Sec ED 56 Int,
14 June 65. Issued as an HCO PL on 10 Jan. 68.)

1. I hereby declare Scientology to be nonpolitical and nonideological.

2. Politics and ideology may be no part of any decision to train or process individuals, and any such interrogation shall cease to be a part of any application for training, processing or membership.

3. This does not change any policy relating to suppressive persons. It does delete any words in any form which seek to bring about a statement of political allegiance or antagonism.

4. It must be kept in mind and brought forward emphatically that Scientology does not work in the absence of official control and, no matter who sought to use its principles, has uniformly failed in the hands of non-Scientologists and organizations not controlled by the Central Organizations of Scientology or myself.

5. The reason for this declaration is the consistent disaster visited upon her "allies" by the United States government and the efforts of that government since 1955, stepped up since 1963, to seize Scientology in the United States rather than forbid or stop it and the role played by the United States in inspiring the Victorian State attacks in Australia. Scientology technology is no longer offered to the United States government in any effort to assist her in political ends. Our participation extends only to our willingness to process US officials as individuals unconnected with their political aims, if as individuals they are not debarred by other existing policies relating to treating the insane or our ethics system.

6. All statements attacking any political entity or ideology are hereby withdrawn and cancelled in any lectures or literature.

7. Scientologists may be members of any political group on this planet without restraint only so long as these individuals or that group do not attempt to seize Scientology for their own warlike ends and so make it unworkable or distasteful by invidious connection.

8. Scientology is for a free people and is itself on this date declared free of any political connection or allegiance of any kind whatever.

L. RON HUBBARD
FOUNDER

Organizational Ethics

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 APRIL 1965
ISSUE III

REMIMEO
BPI
MAG ARTICLE

SCIENTOLOGY MAKES A SAFE ENVIRONMENT

We're working to provide a safe environment for Scientology and Scientologists in orgs everywhere.

The dangerous environment of the wog world, of injustice, sudden dismissals, war, atomic bombs, will only persist and trouble us if we fail to spread our safe environment across the world.

It starts with our own orgs. They must be safe environments.

Only good tech and justice can make the org environment safe. Like an auditing room, we must be able to work undisturbed by the madness at our doors.

We can make every org a safe island and then, by expanding and joining those orgs, bring peace and a safe environment to all the world.

It not only *can* be done. It is happening this moment. Push it along. Support policy, good tech and justice.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 JUNE 1968

(Also issued as FO 909)

REMIMEO

ETHICS

The purpose of Ethics is

TO REMOVE COUNTER–INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE OTHER–INTENTIONEDNESS FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter-intention.

One has an intention to expand the org. An "expert" says it is difficult as "The building society . . ." The impulse is to then handle the problem presented by the "expert," whereas the correct ETHICS action is to remove his counter-intentionedness or other-intentionedness. If he were an EXPERT he would simply say, "Okay. I'll handle my end of the expansion."

There are many ways to handle counter- and other-intentionedness.

There is a fine line between ethics and tech.

The point where a thetan goes mad is very exact. It is the point where he begins to obsessively stop something. From this the effort becomes generalized and he begins to stop lots of other things. When this includes anyone who or anything that would help him as well as those people and things that help, the being is *suppressive.* His intentions counter any other intention, particularly good intentions.

Other-intentionedness comes from unawareness or dispersal. It is handled by removing things which disperse others. Offering bottled medicine to cure "the blues" is a direct distraction. It is the purveyor of the distraction who is the target.

The person who enters a Scientology group to then sell other-answer is of course an enemy.

However we go about accomplishing the above is the *action* of Ethics. The above is the purpose.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 OCTOBER 1968
ISSUE II

REMIMEO

ETHICS PRESENCE

(Reissued from Flag Order 1432)

The reason an executive can get compliance is because he has ethics presence. If you haven't got it, you won't.

When you issue orders you are using power and force.

If you are also *right* in what you get compliance with and your programs are clear, correct and beneficial — boy, do you win.

But it is not the rightness of a program that gets compliance. It is ethics presence.

Rightness does not get compliance because there are always counter-intentions in the way. If you go on the assumption that one and all want things to go right you are going to make a dog's breakfast out of it.

There are only a few with a good forward look and who are relatively unaberrated.

Men will keep the accounts straight only because you can muster bayonets to enforce that they do.

Ethics presence is an X quality made up partly of symbology, partly of force, some "now we're supposed to's" and endurance.

One of the reasons the press now print what we say is that we have *endured* the biggest shellackings anybody could muster up. We've gained ethics presence publicly by it.

Endurance asserts the truth of unkillability. We're still here, can't be unmocked. This drives the SP wild.

Because of the Sea Org we appear to have unlimited reach and in some mysterious way, unlimited resources. The ability to appear and disappear mysteriously is a part of ethics presence.

As an executive you get compliance because you have ethics presence and persistence and can get mad.

The way you *continue* to have ethics presence is to be maximally right in your actions, decisions and dictates. Because if you're wrong the other fellow gets wrapped around a pole for complying. And the *pain* of *that* starts to outweigh your own ethics presence.

So, when you issue orders you are using force and power. You can, however, get in such a frame of mind you cease to use the softer arts as well. Against noncompliance you add ferocity with the aim of continuing your comm line.

Wrath *is* effective but used in moderation and only in moments of urgency.

Man has been invalidated to such an extent that he starts to do *himself* in — that's the secret of aberration. He denies himself, then mocks up pictures to do himself in with.

If you continue to invalidate and chop people they will start to do themselves in even harder — so if you continue to use heavy ethics on someone you play right into the hands of his bank.

Self-invalidation is merely the accumulation of invalidation of oneself by others. The point being, that you better temper the lightning with sunshine occasionally.

If you use heavy ethics on wogs they are being invalidated from *altitude*. You can't build up competent people by invalidating them.

Without in any way softening your approach, you should know that real force is dependent upon ARC, and the major threat is the interruption thereof.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 DECEMBER 1969
ISSUE I

REMIMEO
ALL EXEC HATS
HCO AREA HAT
I&R HAT

ETHICS, THE DESIGN OF

It is very easy for a staff member and even an Ethics Officer to completely misunderstand ethics and its functions. In a society run by SPs and controlled by incompetent police the citizen almost engramically identifies any justice action or symbol with oppression.

Yet in the absence of true ethics no one can live with others and stats go down inevitably. So a justice function must exist to protect producers and decent people.

To give you an example, when a little boy this life, the neighborhood a block around and the road from home to school were unusable. A bully about five years older than I named Leon Brown exerted a very bad influence over other children. With extortion by violence and blackmail and with corruption he made the area very dangerous. The road to school was blocked by the five O'Connell kids, ranging from seven to fifteen who stopped and beat up any smaller child. One couldn't go to school safely and was hounded by the truant officer, a hulking brute complete with star, if one *didn't* go to school.

When I was about six I got very tired of a bloody nose and spankings because my clothes were torn and avidly learned "lumberjack fighting," a crude form of judo, from my grandfather.

With this "superior tech" under my belt I searched out and found alone the youngest O'Connell kid, a year older than I, and pulverized him. Then I found alone and took on the next in size and pulverized *him*. After that the O'Connell kids, all five, fled each time I showed up and the road to school was open and I convoyed other little kids so it was safe.

Then one day I got up on a nine foot high board fence and waited until the twelve year old bully passed by and leaped off on him boots and all, and after the dust settled that neighborhood was safe for every kid in it.

So I learned about justice. Kids would come from blocks away to get help in *their* neighborhood. Finally for a mile around it was a safe environment for kids.

From this I learned two lessons:

1. Strength is nothing without skill and tech and reversely, without skill and tech the strength of brutes is a matter of contempt.

2. Strength has two sides, one for good and one for evil. It is the intention that makes the difference.

On further living I found that only those who sought only peace were ever butchered. The thousands of years of Jewish passivity earned them nothing but slaughter.

So things do not run right because one is holy or good. Things run right because one makes them run right.

Justice is a necessary action to any successful society. Without it the brute attacks the weak, the decent and the productive.

There are people who suppress. They are few. They often rise up to being in charge and then all things decay. They are essentially psychopathic personalities. Such want position in order to kill. Such as Genghis Khan, Hitler, psychiatrists, psychopathic criminals, want power only to destroy. Covertly or overtly they pay only with death. They arrived where they arrived, in charge of things, because nobody when they were on their way up said "No." They are monuments to the cowards, the reasonable people who didn't put period to them while they were still only small bullies and still vulnerable.

Ethics has to get there before tech can occur. So when it doesn't exist or goes out then tech doesn't occur and suppression sets in and death follows.

So if someone doesn't hold the line, all become victims of oppression.

TWO SECTIONS

The Ethics Section is in Department 3. This department is called Inspections and Reports.

In small orgs there is only one person in that department.

Primarily his duties consist of inspecting and reporting to his divisional head and the Executive Council.

That is the first section's function.

WHEN inspection reveals outness and reports (such as graphs or direct info to the EC) do not result in correction THEN it is a matter for the second section.

The second section of Department 3 is Ethics.

Now it is an Ethics matter. If correctly reported outnesses that threaten the org are NOT corrected then one assumes that suppression exists.

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Because he has files of Damage Reports and chits and because he can see and investigate, the Ethics Officer locates WHO is causing outnesses and suppressing the org. By condition assignments, publication and Comm Evs he gets in ethics.

It occasionally happens that it is someone high up in the org. It sometimes happens his seniors or the Exec Council scold him for daring to report on things or to them. Then he knows the suppression is high up and he is delinquent in duty if he does not report it to the next highest org and if no action there right on up to the Sea Org. Anyone removing him for daring to report the factual results of his inspections can be severely handled by upper organizations. The Ethics Officer can only be in trouble if he fails to do his job and keep in ethics.

Hitting people with conditions is such a small part of ethics that it is almost an abandonment of post. Letting people be hit with wrong conditions is a Comm Ev offense.

Letting an SP collapse stats or an org is a shooting offense.

An Ethics Officer uses ethics to protect ethics upstats and keep the stats up and to smoke out crimes that push people and stats down. It is a simple function.

The basic duties of Dept 3 are what it says. Inspection and reports. These alone usually work. When they don't and stats fall or people fall off the org board, one goes into ethics actions.

You don't let incompetent and suppressive people on staff in the first place and you crowd ethics in on them if they're found to be there.

You DON'T confuse an executive's effort to get the stats up with suppression.

The E/O is making the environment safe so that production can occur and service can be given. He is making it unsafe for those who by neglect or continual errors or suppression push stats down and get good staff members to leave.

If none of this is well understood and yet someone is making it impossible to work, find a nine foot high board fence . . .

The E/O must know his ethics policy. He must understand why he is there.

And the rest of the people in the org should understand it too.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 26 DECEMBER 1968
ISSUE I

(Note: This data is turned out as an HCOB and a PL [issued as each one] as may apply very broadly in both the OEC and Level IV or above courses.)

REMIMEO

THE THIRD PARTY LAW

I have for a very long time studied the causes of violence and conflict amongst individuals and nations.

If Chaldea could vanish, if Babylon turn to dust, if Egypt could become a badlands, if Sicily could have 160 prosperous cities and be a looted ruin before the year zero and a near desert ever since — and all this in SPITE of all the work and wisdom and good wishes and intent of human beings, then it must follow as the dark follows sunset that something must be unknown to man concerning all his works and ways. And that this something must be so deadly and so pervasive as to destroy all his ambitions and his chances long before their time.

Such a thing would have to be some natural law unguessed at by himself.

And there *is* such a law, apparently, that answers these conditions of being deadly, unknown and embracing all activities.

The law would seem to be:

A THIRD PARTY MUST BE PRESENT AND UNKNOWN IN EVERY QUARREL FOR A CONFLICT TO EXIST.

Or

FOR A QUARREL TO OCCUR, AN UNKNOWN THIRD PARTY MUST BE ACTIVE IN PRODUCING IT BETWEEN TWO POTENTIAL OPPONENTS.

Or

WHILE IT IS COMMONLY BELIEVED TO TAKE TWO TO MAKE A FIGHT, A THIRD PARTY MUST EXIST AND MUST DEVELOP IT FOR ACTUAL CONFLICT TO OCCUR.

It is very easy to see that two in conflict are fighting. They are very visible. What is harder to see or suspect is that a third party existed and actively promoted the quarrel.

The usually unsuspected and "reasonable" third party, the bystander who denies any part of it, *is* the one that brought the conflict into existence in the first place.

The hidden third party, seeming at times to be a supporter of only one side, is to be found as the instigator.

This is a useful law on many dynamics.

It *is* the cause of war.

One sees two fellows shouting bad names at each other, sees them come to blows. No one else is around. So *they,* of course, "caused the fight." But there *was* a third party.

Tracing these down, one comes upon incredible data. That is the trouble. The incredible is too easily rejected. One way to hide things is to make them incredible.

Clerk A and Messenger B have been arguing. They blaze into direct conflict. Each blames the other. NEITHER ONE IS CORRECT AND SO THE QUARREL DOES NOT RESOLVE SINCE ITS TRUE CAUSE IS NOT ESTABLISHED.

One looks into such a case THOROUGHLY. He finds the incredible. The wife of Clerk A has been sleeping with Messenger B and complaining alike to both about the other.

Farmer J and Rancher K have been tearing each other to pieces for years in continual conflict. There are obvious, logical reasons for the fight. Yet it continues and does not resolve. A close search finds Banker L who, due to their losses in the fighting, is able to loan each side money, while keeping the quarrel going, and who will get their lands completely if both lose.

It goes larger. The revolutionary forces and the Russian government were in conflict in 1917. The reasons are so many the attention easily sticks on them. But only when Germany's official state papers were captured in World War II was it revealed that *Germany* had promoted the revolt and financed Lenin to spark it off, even sending him into Russia in a blacked out train!

One looks over "personal" quarrels, group conflicts, national battles and one finds, if he searches, the third party, unsuspected by both combatants or, if suspected at all, brushed off as "fantastic." Yet careful documentation finally affirms it.

This datum is fabulously useful.

In marital quarrels the *correct* approach of anyone counseling, is to get both parties to carefully search out the *third* party. They may come to many *reasons* at first. These *reasons* are not *beings*. One is looking for a third *party*, an actual *being*. When both find the third party and establish proof, that will be the end of the quarrel.

Sometimes two parties, quarreling, suddenly decide to elect a being to blame. This stops the quarrel. Sometimes it is not the right being and more quarrels thereafter occur.

Two nations at each other's throats should each seek conference with the other to sift out and locate the actual third party. They will always find one if they look, and they *can* find the right one. As it will be found to exist in fact.

There are probably many technical approaches one could develop and outline in this matter.

There are many odd phenomena connected with it. An accurately spotted third party is usually not fought at all by either party but only shunned.

Marital conflicts are common. Marriages can be saved by both parties really sorting out *who* caused the conflicts. There may have been, in the whole history of the marriage, several, but only one at a time.

Quarrels between an individual and an organization are nearly always caused by an individual third party or a third group. The organization and the individual should get together and isolate the third party by displaying to each other all the data they each have been fed.

Rioters and governments alike could be brought back to agreement could one get representatives of both to give each other what they have been told by *whom*.

SUCH CONFERENCES HAVE TENDED TO DEAL ONLY IN RECRIMINATIONS OR CONDITIONS OR ABUSES. THEY MUST DEAL IN BEINGS ONLY IN ORDER TO SUCCEED.

This theory might be thought to assert also that there are no bad conditions that cause conflict. There are. But these are usually REMEDIAL BY CONFERENCE UNLESS A THIRD PARTY IS PROMOTING CONFLICT.

In history we have a very foul opinion of the past because it is related by recriminations of two opponents and has not spotted the third party.

"Underlying causes" of war should read "hidden promoters."

There are no conflicts which cannot be resolved unless the true promoters of them remain hidden.

This is the natural law the ancients and moderns alike did not know.

And not knowing it, being led off into "reasons," whole civilizations have died.

It is worth knowing.

It is worth working with in any situation where one is trying to bring peace.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 SEPTEMBER 1978

REMIMEO

An old poem which has been newly adapted as policy:

There is so much bad in the best of us
And so much good in the worst of us
That it ill behooves any of us
To talk about the rest of us.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 MAY 1965
ISSUE II

GEN. NON-REMIMEO

HCO DIVISION 1
DEPT OF INSPECTIONS AND REPORTS (DEPT 3)
ETHICS SECTION

INDICATORS OF ORGS

Just as pcs have indicators so do orgs.

There is a probable long list of good indicators. When these are present, Ethics is quiet and hangs on to an interrogation, etc., only long enough to get policy and technology in.

There is a probable long list of BAD indicators. When these are present, Ethics becomes industrious in ratio to the number of bad indicators.

The first indicators, good or bad, are statistics — the OIC graphs for units, sections, departments, divisions and the org. When these are rising, the rise is a GOOD INDICATOR.

When these are falling, the fall is a BAD INDICATOR.

The second of these indicators, good or bad, are TECHNICAL GAINS. When technology is *in,* cases are gaining. This is a good indicator. When technology is *out,* cases are losing. This is a bad indicator.

Ethics only exists to hold the fort long enough and settle things down enough to get technology in. Ethics is never carried on for its own sake. It is pushed home only until technology is functioning and then technology resolves matters and Ethics prowls off looking for other targets.

We don't hang people because we started to hang them and so must do so. We start to hang people and keep right on tying the noose in a workmanlike fashion right up to the instant we can get tech in — which of course makes the noose unnecessary.

But if tech never does get in then we complete the hanging.

You will find if you *label* a suppressive you will someday get him back and get tech in on him. If you don't ever label they wander off and get lost.

Labeling as a suppressive is our hanging.

When things are bad (bad indicators heavily visible) putting a body on the gallows is very salutary. We call it "putting a head on a pike." Too many BAD indicators and too goofed up a situation and we *must* put a head on a pike. Then things simmer down and we can begin to get tech in.

That's the whole purpose of ethics — to *Get Tech IN*. And we use enough to do so, to get correct standard tech in and being done.

When there are lots of bad indicators about — low and falling statistics, goofed cases — we get very handy with our interrogatories and put the place very nearly under martial law — we call this a State of Emergency. Once Emergency is declared, you usually have to put a head or two on a pike to convince people that you mean it. After that, necessity level rises and the place straightens up. If an Emergency is *continued* beyond a reasonable time, we resort to very heavy discipline and comm-ev the executives who wouldn't get off it.

Ethics, then, is applied to the *degree* required to produce the result of getting tech in. Once tech is really in on a person (with a case gain) or a Tech Division, let us say, and auditors actually audit standard processes by the book, we *know* it will resolve and we ease off with ethics.

Ethics, then, is the tool by which you get good indicators in by getting tech in. Ethics is the steamroller which smooths the highway.

Once the road is open we are quite likely to skip remaining investigation and let it all be.

But somebody *promising* to be good is never good enough. We want statistics. Bettered statistics.

SYMPTOMS OF ORGS

Orgs have various symptoms which tell us how things really are ethicwise.

One of these is dilettantism.

DILETTANTE–ISM

Dilettante = One who interests himself in an art or science merely as a pastime and without serious study.

In an org, this manifests itself with "people should live a little." "One needs a rest from Scientology." "One should do something else too." All that kind of jazz.

It also manifests itself in nonconsecutive scheduling, part-time students, "because things are different in this town and people can come only two nights ——." Ask what they do with other nights. Bowling. Horse racing.

Boy, you better maul the case folders of staff. You have a suppressive aboard. Maybe six.

Scientology, that saves lives, is a modern miracle, is being compared to bowling. Get it?

That org or portion just isn't serious. Scientology is an idle club to it, an old lady's sewing circle. And to somebody, selling training and auditing are just con games they put over on the public.

SUPPRESSIVES!

Root them out.

WILD RUMORS — This symptom is caused by potential trouble sources. Find whose case roller-coasters (gets better, gets worse). Investigate. You'll find a suppressive or two outside the org.

Put a head on a pike with an HCO Ethics Order and publish it widely.

ARC BROKEN FIELD — The Johannesburg Comm Ev Order of last week is a perfect method of handling the situation. Appoint a Comm Ev chairman to inquire into matters and form a list of interested parties based on reports he will now receive.

BAD TECH — When results just don't happen in the Academy, HGC or Review, one or another, look for the potential trouble sources and suppressives. Only they can keep tech out. Put a big head on a pike and then begin to interrogate every slip in the place. Suddenly tech is in again.

There are many such symptoms.

AT THE ROOT OF EVERY BAD CONDITION WILL BE FOUND A SUPPRESSIVE PERSON.

Locate your potential trouble sources by locating passers of rumors, etc. Then locate the suppressive and shoot.

Calm reigns. Tech is in.

And that's all one means to accomplish.

Today TECHNOLOGY WORKS ON EVERY CASE. If the local org can't handle a case, Saint Hill can.

If you get tech in well enough in an org, tech handles all. Beautifully. But if it is out, only ethics can bat down the reasons it can't be gotten in.

OPTIMUM STATE

The optimum state of an org is so high that there is no easy way to describe it. All cases getting cracked, Releases and Clears by the hundreds, command of the environment. Big. That's an optimum state for *any* org.

If it isn't rising *toward* optimum today, it is locally being held down.

The viewpoint of Ethics is there is no adequate reason why an org is stumbling except ethics reasons. Let others take care of any other lacks. Ethics *never* gets reasonable about lack of expansion. If Ethics shoves hard enough others will get a high enough necessity level to act.

So when an org is low:

Find out where its statistics are down and who is a PTS or an SP and *ACT*.

That's the job of Ethics. Thus little by little we take off the brakes for a cleared Earth.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 JUNE 1965
ISSUE II

REMIMEO
ALL EXECS
ALL STAFF
HCO HATS
QUAL HATS
TECH HATS
ALL REGISTRARS AND
TOURS PERSONNEL
ALL MARKETING
PERSONNEL

ORG ETHICS AND TECH

(Originally written by LRH as Sec ED 44 Int,
2 June 65. Issued as an HCO PL on 23 Mar. 85.)

(Hat check on all executives)

Refs:

HCO PL	23 Sept. 64	POLICIES: DISSEMINATION AND PROGRAMS
HCO PL	19 Sept. 79	Marketing Series 11 PROMOTION
HCO PL	7 Aug. 65 I	SUPPRESSIVE PERSONS, MAIN CHARACTERISTICS OF
HCO PL	17 June 65 I	STAFF AUDITOR ADVICES

SOFT SELL

You do not bring your dissemination down to your quality of delivery.

You bring your delivery up to your dissemination.

SOFT SELL means vaguely maundering about your product. Example: "Scientology sometimes makes people worry a bit less."

Now, of course, if you don't deliver good Scientology, that mirrors what you can deliver.

The *right* course is to figure out what you *should* deliver and promote it and gear up and polish up *and* deliver it.

The "little-brown-church-in-the-vale" mock-up where the community can come and sing and not be too unhappy is horrible. If Scientology is that in your area, you better really figure out what it *can* do and do it and say you do it. You're using an atom bomb to raise pigeons in.

THE WHOLE FAILURE OF CASES AND RESULTS LIES IN LACK OF AN EFFICIENT ETHICS SECTION IN AN ORG.

If ethics is out in your area you'll *never* get tech in. Auditors will goof and alter-is, Supervisors will foul up, and tech doesn't get run or taught. And this gives you a tendency to soft sell BECAUSE YOU AREN'T DOING SCIENTOLOGY!

ANY process we have ever had, had only TWO failure points — (1) pc was a PTS or SP, (2) auditor or Supervisor was not using standard processing procedure. There were NO other reasons.

This is a fantastic advance if you only realize it and get it fully used.

There is no reasonable reason about any of it except (1) pc was a PTS or SP, (2) auditor or Supervisor didn't practice standard procedure in delivery.

The answer is ethics. Lay off not wanting to commit overts. What size overt is it to let the whole human race rot because one didn't have guts enough to handle discipline? *That's* a gigantic overt — to have the tools and not apply them.

Execs, if there is any slightest bit of soft sell going on in your org, the actions that must be taken are:

1. Get in ethics hard in your org and area. Raise hell with it.

2. Upgrade and remorselessly standardize your HGC delivery. Never let a PTS or SP get by without full technical and ethics action. When you have a case flub in the HGC you get it promptly, same instant, to the Case Supervisor who determines whether it is (a) PTS or SP or (b) auditor goof or (c) nothing wrong and returns pc back where he came from — same auditor in HGC. If it is (a) the pc gets standard ethics and technical handling as per policy on PTS or SP. If it is (b) the auditor gets corrected with cramming and ethics. Don't do another thing than the above or you'll be messed up.

3. Upgrade and remorselessly standardize your Academy. If a student is not getting through material, send at once to Qual Div. It is (a) student is PTS or SP or (b) student has misunderstood or (c) nonstandard course such as shifted checksheet or refusal to check out or let the student have material. For (a) send the student to Ethics for standard policy handling. For (b) the student is sent to Dept of Correction for cramming and Word Clearing (at his own expense) and is then sent back, through the Examiner, to course. For (c) the Supervisor is sent to Ethics and Cramming and the student returned to course. Never vary, and be as hard on people who don't do the above exactly as you are on students.

4. Get executives turning in their 1 May 65 PL reports on goofs on staff. And turn in any executive who fails to so report a staff member who goofs or fails to comply.

5. Get a reality on what you should be producing and produce it. What *are* you trying to produce? Decide and do it.

6. Get a grip on the decisions of the org pattern — "Yes" greater than "No," "No" greater than "Yes" or no action. This means there are only two decisions possible *and* if neither is, you send the person or despatch back where he or it came from. If there are four or more choices, your org pattern is not in correctly.

7. GET RID OF DISTRACTIONS FROM SCIENTOLOGY in your org. Baby-sitting or raffle tickets and such nonsense. You need a Reception room that is not your Comm Center, but which *is* PLASTERED with charts and data about Scientology where loose bodies can wait — and learn.

8. Stop trying to cope with minor matters and get your org board in — that takes care of the lot. Get up an 8 foot 9 inches-long sheet of blue Formica with its bottom 3½ feet from the floor or more and the board 4 feet or more high, and put your new org pattern on it. Assign *all* your people to departments. And get more people.

9. Knock off the soft sell and flubbed delivery. You can make Releases with any level you've got *if* you get ethics in as above.

10. Recognize we're ready to roll. It's a new civilization we're after and we'll do it. And in less than five years!

You *won't* lose any people because of ethics. On the contrary, they'll swarm in. Only SPs will blow. So do it, do it, do it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 APRIL 1982

REMIMEO

LRH COMM NETWORK SERIES 16

OUT–ETHICS INDICATORS

There are three indicators which, when present singly or collectively, point to possible out-ethics in an org, network or management body.

LRH COMM

The absence of an LRH Comm — none appointed or a sector of the network missing — can mean the org is possibly off-source, does not use policy and is subject to false reports.

HCO

An inefficient HCO, poorly organized or posted or absence of effort to post them up from management bodies, usually indicates out-ethics executives who would be discovered if an HCO existed.

TREASURY DIV

When no Treasury Div is formed or functioning or grossly undermanned, it can indicate there is rip-off or embezzlement present in an org or at management levels.

Recent experience in certain areas has pointed these things out. They are indicators, when present, which one should look into vigorously. Otherwise stats may remain depressed and a lot of work and progress may be wasted.

An org with a competent LRH Comm, a good HCO and a functioning Treasury Division will usually pick up and prosper, for its other divisions can now work and do their jobs.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 OCTOBER 1982

REMIMEO

CORRUPT ACTIVITIES

Ref: HCO PL 22 July 82 KNOWLEDGE REPORTS

The corrupt activities of a few deprive the many of their pay and an activity its prosperity.

The result of out-ethics in *any* long-run situation is contraction and poverty for all concerned, even the perpetrator.

A staff member who privately sells org prospect lists to a squirrel, the I/C who lets the org get ripped off for some personal favor, are actionable, of course, under criminal law. But their suicidal action is not the point here: They are selling out their friends and fellow staff members, messing up an org for no real benefit to anyone — not even the criminal rip-off artist.

The one who would do it, the org, the field, all suffer for it one way or another.

Only in-ethics can deliver standard tech.

Only a staff that is alert to such actions and reports those they cannot stop directly by a very stern direct confrontation with the culprit in private can be sure of their own pay and working conditions and can expand an org.

Why moonlight or be in poverty when in-ethics can bring prosperity to all?

L. RON HUBBARD
FOUNDER

Staff Member Reports

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 JULY 1982R
REVISED 9 AUGUST 2000

LRH COMMS
ETHICS OFFICER HAT
ALL STAFF
BOARDS OF REVIEW HATS

(Revised 9 Aug. 2000 to replace BTB in reference section with the correct HCOB reference.)

— IMPORTANT —

KNOWLEDGE REPORTS

Refs:

HCO PL	1 May 65 I	STAFF MEMBER REPORTS
HCO PL	15 Aug. 65	THINGS THAT SHOULDN'T BE
HCO PL	1 July 65 I	ETHICS CHITS
HCO PL	31 Oct. 66R II	AKH Series 3
	Rev. 5.3.68	JOB ENDANGERMENT CHITS
HCOB	10 Nov. 87	Auditor Admin Series 20
		MISCELLANEOUS REPORTS
HCO PL	7 Apr. 82	LRH Comm N/W Series 16
		OUT–ETHICS INDICATORS
HCO PL	10 Mar. 82	CONFESSIONALS — ETHICS REPORTS
		REQUIRED
HCO PL	24 Feb. 69	JUSTICE
HCO PL	23 Feb. 78R	LRH Comm N/W Series 19
	Rev. 7.5.84	BOARD OF REVIEW
HCO PL	5 Aug. 66RA II	CHAPLAIN'S COURT
	Rev. 7.12.88	CIVIL HEARINGS

We live in an era of "civilization" where it has become general not to care what is going on.

The first dynamic "nothing to do with me" attitude is the product of drugs, TV and the psychiatrists and psychologists who have perverted education and produced a criminal society wherein the individual is supposed to be the effect of everything, incapable of handling his environment.

Although we are changing this society, it is, nevertheless, a constant challenge to one's own ability to keep things going right.

Factually, to succeed in this "civilization" or *any* society, crude or sophisticated, one has to act continually to keep one's own environment under some control. To do otherwise results in a lingering or sudden and always painful death. It *does* matter what goes on around one. The only thing which does not care is a corpse.

It is a rather simple thing — not heroic. If one can't control a coffee cup he is likely to get scalded! If one can't control a car he is a statistic.

Extend this to one's fellows slightly and it is plain to see that total permissiveness (as loudly advocated by the psychs) is suicide. Standing with a bland look while Joe sticks pins in someone or something is not good manners, it's idiocy!

To live at all, one has to exert some control over his equals as well as his juniors and (believe it or not) his superiors.

When misconduct and out-ethics is occurring in a group it is almost impossible for other members of the group not to know of it. At least some of them are aware of the outness.

When a group has down stats, it is not true that *all* of them are trying to fail. Only a few are dedicated to not doing their jobs.

The question one can ask of any group that is not doing well is this: Why did the *other* group members tolerate and ignore the loafers or out-ethics cats in it?

In analyzing countless numbers of groups with whom it has been my good fortune — or misfortune — to be associated, I finally isolated ONE factor which made an upstat group upstat and a downstat group downstat and a horror to be around.

The single most notable difference between an upstat, easy to live and work with group and a downstat, hard to live and work with group is that the individual group members themselves enforce the action and mores of the group.

That is the difference — no other.

In an upstat group, at the first pinprick, Joe would probably have a black eye!

In a downstat group, Joe could go on and on with his pins, each group member watching and shrugging.

In a group where members have some concept of controlling their environment and their fellows, you don't have loafers or out-ethics cats. *Because* the rest of the group, on an individual basis, just won't tolerate it.

Those who would have a tendency to wreak havoc or loaf don't dare. And the group becomes easy to live with and work with.

It is not whether the group individuals should be preselected or carefully made ethical by some process or inspired leadership or a separate police force. It is whether the group members themselves exert any control on each other.

One can say, "Oh well! If I reported the Reg violating policy, the ED would fire me — she is his wife!" One can say, "If I complain they won't let me wear my hat, they'll comm ev me for third party actions." If such conditions prevail, the group has already lost the group ability to control the environment — and they will be downstat. Their pay will be low — their working conditions rotten.

Do we have a mechanism to prevent this?

Yes, we do.

It is called Knowledge Reports. (See HCO PL 1 May 65 I, STAFF MEMBER REPORTS, and the additional issues referenced at the beginning of this policy letter.)

And with this PL, Knowledge Reports are enforced as follows:

1. Anyone who knew of a loafing or destructive or off-policy or out-ethics action and WHO DID NOT FILE A KNOWLEDGE REPORT becomes an ACCESSORY in any justice action taken thereafter.

2. Forbidding anyone to write a Knowledge Report, makes the person forbidding it *and* the person accepting this illegal order, both accessories to any later action taken.

3. Failing to write down a disclosed crime in a worksheet or a report makes the person failing to do so an ACCESSORY to the crime.

4. Failing to file a Knowledge Report written by another makes one an accessory to the contents.

5. Removing Knowledge Reports from files makes one an accessory to the contents.

6. Failing to advise the International Justice Chief of serious charges in Knowledge Reports makes one an accessory to the reported outness.

7. Knowingly false statements made in Knowledge Reports, when proven false beyond any reasonable doubt, with intent to cause trouble, may become the subject of a Chaplain's Court with damages awarded. (Ref: HCO PL 5 Aug. 66RA II, CHAPLAIN'S COURT, CIVIL HEARINGS)

8. Any person who knew of an outness or crime and failed to report it and thus became an accessory receives the same penalty as the person disciplined as the actual offender.

With these policies, a person with knowledge of nonoptimum conduct by other group members cannot be stopped from writing and filing the report in the person's ethics file and cannot even be stopped from going outside the org and informing, by whatever comm line, the International Justice Chief. And that does not mean this policy letter is to be used to withhold from anyone that he is writing a report.

BOARDS OF REVIEW

(*Ref*: HCO PL 23 Feb. 78R, BOARD OF REVIEW)

It shall be part of *every* Board of Review action at any level to examine the status of Knowledge Reports as they relate to any case reviewed and to take any action indicated by these policies.

SUMMARY

This makes it a pretty rough group for a loafer or criminal to be around. UNLESS he or she decides to rise above the aberrations and get busy and go straight.

IT IS A FAILURE OF THE INDIVIDUAL GROUP MEMBERS TO CONTROL THEIR FELLOWS THAT MAKES A GROUP HARD FOR ALL TO LIVE AND WORK WITH.

If it is present, when that is cured, the group will become a joy to be with and work will become a breeze.

If the stats of a group, large or small, are down, try it.

And get a REAL group in return that, collectively, can control the environment and prosper because its group members individually help control each other.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 MAY 1965
ISSUE I

REMIMEO
STAFF MEMBER HATS
EXECUTIVE HATS

STAFF MEMBER REPORTS

Staff members must personally make certain reports in writing.

Failure to make these reports involves the executive or staff member not making a report in any offense committed by a junior under him, or, in case of job endangerment, by a senior over him.

These reports are made to the Ethics Section of the Department of Inspections and Reports.

The report form is simple. One uses a clipboard with a packet of his division's color-flash paper on it. This includes a piece of pencil carbon paper. This is the same clipboard and carbon one uses for his routine orders.

It is a despatch form addressed simply to the Ethics Section. It is dated. It has under the address and in the center of the page the person or portion of the org's name. It then states what kind of a report it is (see below).

The original goes to Ethics by drawing an arrow pointing to "Ethics" and the carbon goes to the person or portion of the org being reported on *by channels* (B routing).

The following are the reports required:

1. *Damage Report.* Any damage to anything noted with the name of the person in charge of it or in charge of cleaning it.

2. *Misuse Report.* The misuse or abuse of any equipment, materiel or quarters, meaning using it wrongly or for a purpose not intended.

3. *Waste Report.* The waste of org materiel.

4. *Idle Report.* The idleness of equipment or personnel which should be in action.

5. *Alter-is Report.* The alteration of design, policy, technology or errors being made in construction.

6. *Loss or Theft Report.* The disappearance of anything that should be there giving anything known about its disappearance such as when it was seen last.

7. *A Found Report.* Anything found, sending the article with the despatch or saying where it is.

8. *Noncompliance Report.* Noncompliance with legal orders.

9. *Dev-t Report.* Stating whether off-line, off-policy or off-origin and from whom to whom and subject.

10. *Error Report.* Any error made.

11. *Misdemeanor Report.* Any misdemeanor noted.

12. *A Crime Report.* Any crime noted or suspected but if suspicion only, it must be so stated.

13. *A High Crime Report.* Any high crime noted or suspected but if only suspected must be so stated.

14. *A No-Report Report.* Any failure to receive a report or an illegible report or folder.

15. *A False Report Report.* Any report received that turned out to be false.

16. *A False Attestation Report.* Any false attestation noted, but in this case the document is attached to the report.

17. *An Annoyance Report.* Anything about which one is annoyed, giving the person or portion of an org or org one is annoyed with, but the Department of Inspections and Reports and a senior org are exempt and may not be reported on.

18. *A Job Endangerment Report.* Reporting any order received from a superior that endangered one's job by demanding one alter or depart from known policy, the orders of a person senior to one's immediate superior altered or countermanded by one's immediate superior, or advice from one's immediate superior not to comply with orders or policy.

19. *Technical Alter-is Report.* Any ordered alteration of technology not given in an HCOB, book or LRH tape.

20. *Technical Noncompliance Report.* Any failure to apply the correct technical procedure.

21. *Knowledge Report.* On noting some investigation is in progress and having data on it of value to Ethics.

These reports are simply written and sent. One does *not* expect an executive to front up to personnel who err. One *does* expect an executive to make a report routinely on the matter, no matter what the executive also does.

Only in this way can bad spots in the organization be recognized and corrected. For reports other than one's own collect and point out bad conditions before those can harm the org.

These reports are filed by Ethics in the ethics files in the staff member's folder or in the folder of the portion of the org. A folder is only made if Ethics receives an ethics report.

Unless the staff member is part of a portion or an org that is under a State of Emergency, FIVE such reports *can* accumulate before Ethics takes any action. But if the report is deemed very serious, Ethics may take action at once by investigating.

If a State of Emergency exists in that portion of the org or org, ONE report can bring about a Court of Ethics as there is no leeway in an Emergency condition.

The most serious reports, which are the only ones taken up at once, are technical alter-is, noncompliance, any false reports, false attestations, no-reports, misdemeanors, crimes and high crimes. The others are left to accumulate (except in Emergency when *all* reports on that portion or org are taken up at once).

CLEANING THE FILES

An amnesty for a portion or an org or a general amnesty can be declared by the Office of LRH Saint Hill. An amnesty will be effective up to a date three months before it is issued. The ethics files are therefore nullified previous to the date declared in the amnesty.

An amnesty signalizes a feat of considerable moment by a portion of an org or an org or Scientology.

An HCO Executive Letter can compliment a portion of an org or an org and wipe out the ethics files of the portion of an org or the org complimented. An award is usually added for the persons responsible.

An assignment of a State of Normal Operation after an Emergency (but not assigning Affluence) cleans the portion of an org or the org's ethics files.

An *individual* may clean his own file by approaching Ethics and offering *to make amends.*

The person may be shown but may not touch his ethics files which are always kept locked when the office is empty. The person should present a written and signed *amends project petition* to Ethics. Ethics attaches the person's file to it and sends it safely to the Office of LRH "Ethics Authority Section." If accepted as adequate amends by the Office of LRH, it is authorized by the "Ethics Authority Section" and returned to Ethics which places it on its "projects time machine."

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ORG BOARDS
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When accomplished the *amends project* is taken off the time machine and forwarded to the Inspections Section which inspects and verifies it is done and sends all to the Office of LRH "Ethics Authority Section" which then authorizes the retirement of the reports on the person.

If the project comes off the time machine without being done, the matter goes at once to a Court of Ethics.

Any *amends project* must benefit the org and be beyond routine duties. It may not only benefit the individual. Offers to "get audited at own expense in Review" are acceptable as auditing will benefit everyone.

"To get trained at own expense up to _____ and serve the org two years afterwards" is acceptable amends. But the person's staff pay is also suspended entirely during any auditing or training undertaken as amends. "To get another department's files in order on my own time" would be acceptable amends. Getting a celebrity into Scientology would be acceptable amends. No work one would normally do himself on post is acceptable amends. A donation or fine would not be acceptable amends. Doing what one should do anyway is not amends, it is the expected. No org funds may be employed in an amends project.

No amends are thereafter accepted if the person has failed to complete an amends project since the effective date of the last amnesty applying to the person's portion or org.

Any bonus *specifically given by the person's name* also cleans the person's ethics files without comment.

The responsibility for handling the cleaning of files is that of the Ethics Section of the Department of Inspections and Reports which notes amnesties, compliments and specific bonus awards and handles its ethics files accordingly.

No *amends projects* may be accepted except through the Office of LRH, and a superior may not bring a junior who wishes his files cleaned by *amends* into Ethics and assist him to make the proper project applications. It must be voluntarily done by the junior.

No amnesties, compliments or bonuses may be made or declared except by the Office of LRH and authorized also from Saint Hill.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 AUGUST 1965

REMIMEO
ALL STAFF HATS
INSPECTIONS OFFICER

THINGS THAT SHOULDN'T BE

If you see something going on in the org or incorrect that you don't like and yet do not wish to turn in an ethics chit, or indeed don't know who to report, WRITE A DESPATCH TO THE INSPECTIONS OFFICER.

Tell him what you have noticed and give him what data you can.

The Inspections Officer will then investigate it and make a report to the right executives or turn in an ethics chit on the offending persons himself.

Don't just natter if there's something you don't like.

Tell the Inspections Officer. Then something can be done about it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 NOVEMBER 1965

REMIMEO
ALL STAFF

REPORTING OF THEFT AND ACTION TO BE TAKEN

When a theft occurs in the organization, a routine set of actions should occur. These actions are as follows:

1. The person discovering the theft goes immediately to the Ethics Officer and makes a full verbal report of the article/articles stolen, when they were last there — who was responsible for their safety — and any further data that he has on it.

2. The Ethics Officer writes down all details of the theft and the articles stolen.

In the cases where large objects such as a machine, car, or the building has been broken into and something taken, he calls the police immediately giving full details of the theft.

3. The Ethics Officer then makes a xerox copy of the details of the theft and takes it to the Insurance Officer, Dept of Records, Assets and Materiel, Org Division.

4. The Insurance Officer takes the report and immediately notifies the insurance company with which the article was insured.

These actions should be done speedily, as in some cases unless a theft is reported immediately to the police and the insurance company, the insurance is not collectable.

It is the responsibility of the Insurance Officer to see that all articles of value are insured.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 OCTOBER 1966R
ISSUE II
REVISED 5 MARCH 1968

REMIMEO
STAFF STATUS II
CHECKSHEET

GENERAL FOR ALL STAFF

ADMIN KNOW-HOW SERIES 3

JOB ENDANGERMENT CHITS

If you are given orders or directions or preventions or denied materials which make it hard or impossible for you to raise your statistics or do your job at all, you MUST file a Job Endangerment Chit on your next highest superior.

If you are admonished or ordered to a Hearing for NOT doing your job and having low statistics and have NOT *previously* filed a Job Endangerment Chit at the time it occurred, you have no defense.

You should not come to a Hearing as a defendant and *say* you were prevented or inhibited from doing your job. Unless you have filed a Job Endangerment Chit previously when your job was endangered, the statement MAY NOT BE ACCEPTED by the Hearing Officer or the Comm Ev.

POLICY

Most people who have trouble with policy or admin do so simply because they don't know it or can't or don't use it.

Such a person can be told anything and tends to take it as fact.

Policy exists to speed the wheels and make a job doable.

But sometimes one has a senior who continually says this or that is "against policy."

Always respectfully ask for the date of the policy letter and to see a copy of it.

Then you will know that what you propose is or is not against policy. If no policy letter can be produced or if what you proposed is NOT against policy and is still refused, you must file a Job Endangerment Chit.

WHERE TO FILE

FORMERLY ONLY ONE COPY WAS WRITTEN. THIS IS NOW MODIFIED.

USING CARBON PAPER, MAKE AN ORIGINAL AND TWO COPIES.

SEND ONE COPY TO THE PERSON BEING FILED ON.

SEND TWO COPIES TO THE ETHICS OFFICER.

THE ETHICS OFFICER WILL FILE ONE IN THE FILE OF THE PERSON NAMED AND ONE IN THE FILE OF THE PERSON WRITING THE CHIT.

THESE COPIES MUST BE CAREFULLY PRESERVED IN EVENT OF A COMM EV OR HEARING AS THEY ARE NECESSARY DEFENSE PAPERS.

WHAT TO FILE

Full details, without rancor or discourtesy, must be given in the report, including time, places and any witnesses.

VEXATIOUS FILING

Anyone filing Job Endangerment Chits on superiors or equals or juniors must be able to back them up.

One cannot be given an Ethics Hearing or Comm Ev for a false Job Endangerment Chit unless it contains a willful and knowing false report which endangers somebody else's job. But even so, no Ethics Hearing may be ordered for the fact of filing, only for a willful and knowing false report.

So if your facts are straight there is no slightest risk in filing a Job Endangerment Chit. On the contrary, it is dangerous NOT to file one. For then one has NO defense.

PERSONAL MATTERS

Sometimes a staff member is imposed on in such a way as to prejudice his job such as having to do off-line favors.

This is an occasion for a Job Endangerment Chit.

If one is threatened with punishment if one files a Job Endangerment Chit, one must then file a second chit based on the threat.

If an org as a whole seems to refuse Job Endangerment Chits or ignore them, one can be filed with Worldwide simply by sending it direct to "HCO Ethics Worldwide, Saint Hill Manor, East Grinstead, Sussex."

WRONGFUL DISMISSAL

Dismissal without following proper procedure of a Hearing may be sued in the Chaplain's Court, Division 6. If no Chaplain's Court exists in the local org then one surely does in the Continental Org and one can file such a suit there or at Saint Hill.

CHITS BY SENIORS

Seniors let down by juniors had better file Job Endangerment Chits before calling a lot of ethics actions. Staff members are seldom willful, they are just unknowing. Senior chits on juniors should carry a copy to the junior on channels as well as Ethics.

FALSE REPORTS

When one finds he has been falsely reported upon, he should file a Job Endangerment Chit.

HEARINGS ON CHITS

Ethics action is not necessarily taken because a chit has been filed on one. But if too many chits occur in a staff member's file, an investigation should be ordered and only if the board so recommends does ethics action then occur.

STATE OF MIND

Don't sit around muttering because you are being kept from doing your job.

And don't be timid about filing a Job Endangerment Chit.

Don't accept orders you know are against policy or at least unworkable. File a Job Endangerment Chit.

There is no vast THEY weighing you down. There is only ignorance of policy or misinterpretation or arbitrary interference.

If you are willing to do your job, then *know* your job and do it. And if you are being shoved off so you can't do it, you MUST file a Job Endangerment Chit.

You have a right to do your job, you know.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 DECEMBER 1965
ISSUE III

REMIMEO

ETHICS CHITS

When anyone receives an ethics chit which the recipient feels is incorrect, the answer is not to issue another chit naming the person that issued the first chit. Such action merely sets up a vicious circle of ethics chits going between two persons.

The purpose of Ethics is to get technology and policy in and get the org going, not to start slanging matches. Therefore if anyone receives an ethics chit, he or she should first take a good look at his or her actions and see what needs to be done in order to avoid a repetition of the offense.

If, however, after careful consideration they consider the chit really unjustified, they should politely despatch the Ethics Officer, stating briefly their reasons, supported where possible with data and ask for the chit to be withdrawn.

If, in light of the data received, Ethics is satisfied that the chit was incorrectly issued, he/she can return the chit and explanation to the originator asking for the chit to be withdrawn. If the originator decides now to withdraw the chit after seeing the explanation, he returns it to Ethics requesting cancellation and Ethics removes the chit from the file.

If the originator is dissatisfied with the explanation, the chit should not be withdrawn. The originator sends the despatch and chit back to the Ethics Officer with "To Ethics — File" written on it. Ethics infos the receiver and files. In this case, the receiver can if he wishes appeal by despatch to the Ethics Officer and ask for a hearing. Thereupon, the Ethics Officer calls both the originator and the receiver (unless the originator is a secretary or above) to his office and, taking only the facts set out in the receiver's despatch to Ethics, makes a quick investigation.

The Ethics Officer then makes one of the following adjudications:

1. Have the ethics chit destroyed.

2. Have the ethics chit destroyed and if he finds that the chit was carelessly or incorrectly issued (bearing in mind what information was available to the originator at the time of issue), indicate the incorrectness to the originator and order any necessary checkouts on the relevant policy letter(s) violated to correct the originator into future on-policy handling.

3. If he discovers the chit to have been a willful and knowing false report, convene an Ethics Hearing on the originator (not for the fact of filing, only for the willful and knowing false report); or if the originator is a director or above, request an Executive Ethics Hearing be convened by the Office of LRH via the HCO Area Secretary.

4. Order the ethics chit to remain on the file.

5. Take up all the receiver's ethics chits and hold the hearing accordingly.

If the originator is a secretary or above, the Ethics Officer and the receiver visit the secretary in his office for the hearing on appointment. But a secretary or above need not grant the appointment at all if so inclined. In such a case the hearing is held without the originator in the Ethics Office.

No person may be penalized for issuing an ethics chit.

This policy letter is retroactive from this date. In other words old chits may be protested as above.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 DECEMBER 1969
ISSUE III

REMIMEO

MORE ON STAFF MEMBER REPORTS

(Originally written by LRH for the *Apollo* OODs of 7 Dec. 69. Issued as an HCO PL on 12 Sept. 80.)

Ref: HCO PL 1 May 65 I STAFF MEMBER REPORTS

The ethics that can be out in an org is the whole basic system of chits, hearings, Knowledge Reports, Damage Reports and Lateness Reports.

These are turned in by the members of the organization, are filed by the E/O and the body of them comprise the Ethics FILES so one can spot sources of dev-t, noncompliance and upsets and handle before they become general.

People had ethics just boiled down to conditions which are about a tenth of it.

An oppressive, confused and overworked org occurs when the usual actions are not taken by its E/O and members to send in Knowledge Reports, Damage Reports, Dev-t Reports and Enturbulence Reports. These, filed by the E/O, then let the E/O straighten out areas. When this report function vanishes, the situation goes bad and seniors have to take general actions which are often hard on many just to keep things going. Ethics is out on you when you don't report what you know and find to the E/O in a despatch. By not being cause you become an effect.

L. RON HUBBARD
FOUNDER

Use of Conditions in Organizations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 OCTOBER 1967
ISSUE V

REMIMEO

CONDITIONS ON ORGS OR DIVISIONS OR DEPTS CLARIFICATION

If an org or division or department is assigned a condition below Normal Operation as a whole entity, it applies to all staff members at once

EXCEPT

those individual staff members who can immediately show in person the org's Ethics Officer their true statistic as being Normal Operation or above.

The org's E/O issues at once an Ethics Order in a form to upgrade these individuals promptly.

FORM OF CONDITIONS CHANGE

ETHICS OFFICER ORDER

Org _____

Date _____

The (org) (_____ div) (_____ dept) having been assigned a general condition of _____, on inspection of the statistics of _____ (name) _____ (post) his/her condition is upgraded to

_____

(If this order obtained by false statistic or misrepresentation, a condition of Non-Existence will be assigned.)

Signed _____
Org Ethics Officer

This is placed in the staff member's file and that staff member assumes the upgraded condition, not the general condition.

If the statistic however is ever proven to be false or the order obtained by misrepresentation or coercion or bribe or favor, the staff member is then placed in a condition of Non-Existence for one week or until the Non-Existence Formula is followed, whichever takes the longer.

The heads of the org, division or dept may never be so upgraded. They may protest directly for a reevaluation to the assigners with statistical proof meanwhile assuming the assigned condition. In protesting they also send copies of all stats and order to the Int E/O.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 OCTOBER 1967
ISSUE VI

REMIMEO

ETHICS

FAILURE TO FOLLOW OR APPLY CONDITION

Any executive failing to assign or enforce conditions penalties below Normal is himself assigned the condition he or she should have assigned until that post's stats are up (not necessarily that person's as transfer may be needed).

Any staff member failing to apply the formula or the penalties of a condition assigned unless relieved by the E/O or the assigning authority or review of actual stats shall be downgraded one condition level.

If he or she still fails to follow the downgraded formula and penalty within 24 hours of receipt of the downgrade, it is downgraded one more and so on.

Sagged stats or crimes or high crimes are inexcusable. Seniors must always seek to raise stats and prevent crimes and high crimes by condition assignments the moment they are aware of the sag or the crime or high crime.

Staff members who see in their own sagged stats a condition coming up should act *fast* to get the stat up up before a condition has to be assigned.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 OCTOBER 1967
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 17

CONDITIONS, HOW TO ASSIGN

Every post and part of an org must have a statistic which measures the volume of product of that post. The head of a part has the statistic of that part.

Every post or part of an org has a product. If it has no product, it is useless and supernumerary.

An Exec Sec has the products of his or her portion of the org. The first product of an Exec Sec is of course his or her portion of the org's divisions. If the portion itself does not exist then of course the Exec Sec has no stat at all as an Exec Sec even if very busy—so he or she is not an Exec Sec despite the title. This is true of a department head, a section head and a unit head. One can't really be the one in charge if the thing one is in charge of doesn't exist. Also things that don't exist themselves can have no product.

The whole rationale (basic idea) of the pattern of an org is a unit of 3. These are:

THETAN
↓
MIND → BODY → PRODUCT

In Division One the HCO Sec is the thetan, Department One the MIND, Department Two the BODY and Department Three the PRODUCT. The same pattern holds for every division.

It also should hold for every department and lower section and unit.

And above these it holds for a portion of an org.

In the HCO portion of the org we have the HCO Exec Sec as the thetan, the Exec Div (7) as the MIND, Division One as the BODY and Division Two as the PRODUCT. And so with other parts of an org. They always go:

THETAN
↓
MIND → BODY → PRODUCT

Now, if you know and understand and can apply this, you can not only plan or correct an org or one of its parts, you can also assign conditions correctly. You need data gained from inventories or counts of items or the statistic assigned and drawn.

It is *not* enough to ***only*** follow graphs. That is a *lazy lazy lazy* no-confront method when used alone. Graphs can be falsified, can be too fixed on one thing and can ignore others unless you read *all* the graphs of the part you are interested in.

Graphs are a *good indicator* and should be used wherever possible. BUT you must also keep in mind that it requires ALL the graphs to be wholly accurate in a conditions assignment and the most accurate conditions assignment possible and that the graphs must be based on ACTUAL figures.

So, to begin, you look at the graphs. You look for recent ups and downs. Then you look for trends (long-range drifts up or down). Then you look for discrepancies. Like high enrollment–low income, high letters out–low enrollment weeks later.

It is safe enough *at first* to simply assign moderate conditions (Emergency, Normal, Affluence) by the current ups and downs of the graphs. This should result in *expansion*.

EXPANSION (product increase) is THE WHOLE REASON you are assigning conditions in the first place, so you expect reasonably that if you assign conditions by graph you will get *expansion*.

Now, after a while (weeks or months) you see you *are* getting expansion so you go on assigning conditions by graph. An Exec Sec would also inspect the physical areas of Dangers and Affluences as a matter of course.

BUT let us take the reverse case. You assign conditions by graph (and inspections of Danger and Affluence) and what you are assigning conditions to DOESN'T expand!

Well, now we get to work. There is something wrong.

The first thing that can be wrong is that what you are assigning conditions to really doesn't exist. The Director of Comm does not have a Department of Comm. He has only a messenger/telex operator, no way to handle his other departmental functions and answers the phone himself.

So, finding no department, REGARDLESS OF OTHER REASONS ("can't get staff," "income too low," "no quarters"), you bang him with a condition of Non-Existence. Because he obviously doesn't exist as a Dir Comm, having no Comm Dept. (Non-Existence is also assigned for NO USE and NO FUNCTION.)

Now, if this assignment to the Dir Comm of Non-Existence — with no further help from you, mind — does not result in a Comm Dept in a reasonable time, you assume he doesn't want one to be there and you assign a condition of Liability.

You don't *explain* it all away. That's what *he's* doing so why imitate him?

You don't say, "He's just overwhelmed — new — needs a review — natter natter figure figure." You simply ASSIGN!

He STILL doesn't get a Comm Dept there.

You inspect. You find the Ethics Officer isn't enforcing the Liability penalty ("Pete is my pal and I . . ."). So you assign the Ethics Officer a condition of Liability as he gets, naturally, what he failed to enforce.

Now they mutiny and you assign a condition of Treason, shoot both of them from guns and fill the posts.

The new incumbents you tell, "The boys before you aren't here now and aren't likely to be trained or processed until we get around to the last dregs so we hope you do better. You begin in Non-Existence. I trust you will work your way out of it at least into Danger before the week is out. As you are just on post, the penalties do not apply for Non-Existence. But they will after 30 days. So let's get a Dept of Comm and an Ethics Section."

Now of course, if the E/O had to be shot from guns, Dir I&R is at once assigned a DANGER CONDITION complete with penalties as that section was in his/her dept.

If there's no HCO (Div 7, 1, 2) part of the org, the LRH Comm of that org yells for the next senior org to act. And if there's no LRH Comm, the next senior org should see that it's gone by lack of stats or reports or expansion and act anyway.

Now you say, "But that's ruthless! No staff would . . ."

Well, such a statement is contrary to the facts.

The only time (by actual experience and data) you lose staff and have an unstaffed org is when you let low-stat people in. Low-stat personnel *gets rid of* good staff members. An org that can't be staffed has an SP in it!

Orgs where ethics is tight and savage grow in numbers!

Man thrives oddly enough only in the presence of a challenging environment. That isn't my theory. That's fact.

If the org environment is not challenging, there will be no org.

We help beyond any help ever available anywhere. We are a near ultimate in helping. At once this loads us up with SPs who would commit suicide to prevent anyone from being helped and it lays us wide open as "softies" to any degraded being that comes along. They are *sure* we won't bite so they do anything they please. Conditions correctly assigned alone can detect and eject SPs and DBs.

So if we help so greatly we must also in the same proportion be able to discipline. Near ultimate help can only be given with near ultimate discipline.

Tech can only stay itself where ethics is correctly and ruthlessly administered. Admin like ours has to be high because our orgs handle the highest commodity—life itself. So our admin only works where tech is IN. And our tech works only where ethics is in.

Our target is not a few psychiatric patients but a cleared universe. So what does THAT take?

The lowest confront there is is the confront of evil. When a living being is out of his own valence and in the valence of a thoroughly bad even if imaginary image, you get an SP. An SP is a no-confront case because, not being in his own valence, he has no viewpoint from which to erase anything. That is all an SP is.

BUT the amount of knowing havoc an SP can cause is seen easily if only in this planet's savage, cruel wars.

An executive who cannot confront evil is already en route to becoming suppressive.

Next door to the "theetie-weetie" case is the totally overwhelmed condition we call SP (suppressive person).

It is so *easy* to live in a fairyland where nothing evil is ever done. One gets the image of a sweet old lady standing in the middle of a gangster battle with bodies and blood spattering the walls saying, "It's so nice, it's only a boy's game with toy guns."

The low-statistic staff member who never gets his stats up is *making* low stats. He isn't idle. It's a goody-goody attitude to say, "He just isn't working hard." The chronic low-stat person is working VERY HARD to keep the stat DOWN. When you learn that, you can assign conditions and make an org expand.

When stats WON'T come up, you drop the condition down. Sooner or later you will hit the REAL condition that applies.

Conversely, as you upgrade conditions you will also reach the condition that applies. Some staff members are in chronic *Power*. Who ever assigns it? They take over a post—its stats soar. Well, to measure just stats of the post taken over as his condition is false since his personal condition is and has been *Power*. And if it *is* Power, then that personal condition should be assigned.

That is very easy to see.

BUT what if you have a personnel who whenever he or she takes over a post the stat collapses!

Well, you better assign that one too. For just as the one in Power *works* to maintain up stats, the one in the lower condition, whether one cares to confront it or not, works too and is just as industriously collapsing not only his own post stats but also the stats of posts adjacent to his! So he is at least a condition of Liability as the post if vacant would only be in Non-Existence! And as somebody next to it might do a little bit for it, it might even get up to Danger condition, completely unmanned!

DISCREPANCIES

When there are discrepancies amongst statistic graphs, SOME graph is false.

When you find a false graph, you assign anyone who falsified it intentionally and knowingly a condition of Liability for that action is far worse than a noncompliance.

And you had better be alert to the actual area where the false graph originated as it has a tiger in it. Only physical inspection of a most searching kind (or a board if it is distant) will reveal the OTHER crimes going on there. There are always *other* crimes when you get a false report. Experience will teach one that if he really looks.

RECIPROCITY

It is more than policy that one gets the condition he fails to correctly and promptly assign *and* enforce.

It's a sort of natural law. If you let your executives goof off and stay in, let us say, a Danger condition, yet you don't assign and enforce one, they will surely put YOU in a Danger condition whether it gets assigned or not.

Remember *that* when your finger falters "on the trigger."

That *natural* law stems from this appalling fact.

We didn't, a long, long time ago, get in ethics. We goofed. And the whole race went into the soup where it remains to this day.

And if we are to live in this universe at all, at all, we are going to have to get in ethics and clean it up.

Whether that's easy to confront or not is beside the point. The horrid truth is that our fate is FAR more unconfrontable!

Now we have to have highly skilled tech to bail us out. And I assure you that that tech will never get *in* or be used beneficially at all unless:

1. We get ethics in, and

2. Unless Scientology orgs expand at a regular rate.

Only then can we be free.

So that's how and WHY you assign and enforce conditions. It's the only way everyone finally will win.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 JANUARY 1968
ISSUE II

REMIMEO

ETHICS
DEV–T
PL NO. 2 IN EVERY HAT

CONDITIONS ORDERS
EXECUTIVE ETHICS

ANY EXECUTIVE MAY ASSIGN ANY CONDITION AND IMPROVE ANY CONDITION HE ASSIGNS TO ANY PERSON IMMEDIATELY JUNIOR TO HIM ON HIS COMMAND CHANNEL OR WITHIN HIS OWN OFFICE OR AREA.

To assign or improve a condition it is only necessary to write the order and send it to Mimeo or the Duplication Unit which duplicates it and sends the copies to Dir Comm for issue.

The Ethics Officer files these in the ethics files and a copy in the file of the issuing executive.

The E/O must see that the order is complied with and the formula followed. The issuing executive must also demand compliance.

In event of a down statistic of an executive's area of control, the absence of personally issued Ethics Conditions Orders may constitute grounds for removal on a charge of out-ethics in his area.

An executive who tolerates noncompliance, false reports or down stats in his control area without taking personal ethics actions as above is not an executive.

AN ORDER SO ISSUED IS CALLED A "CONDITIONS ORDER" AND IS PUBLISHED ON THE DIVISIONAL FLASH COLOR PAPER, NOT GOLDENROD.

Where a mimeo or duplication line jams, an executive may post the order in his own handwriting on the staff notice board, filing two copies with the E/O, all on his division's color flash paper, using carbon paper and clipboard.

No executive may be removed for issuing Conditions Orders but may be removed for not issuing them in the presence of noncompliance, false reports or down stats.

An executive is defined as anyone in charge of an org, part of an org, a division, a department, a section or a unit.

As Scientology now brings TOTAL freedom, it must also have the power and authority to bring total discipline or it will not survive.

Heavy in-baskets, inability to get things done, down stats, failures, all stem from nonapplication of ethics. If ethics is in, one can get in tech. If tech is in, one can get in admin.

Fast flow depends on a total flow without inspection. Therefore ethics has to be very harsh when errors occur, otherwise the whole line stops.

Students and pcs are also subject to Conditions Orders from their Supervisors and auditors.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 JANUARY 1969

(Originally issued as Flag Order 1726 of 12 Jan. 69.
Issued as an HCO PL on 25 Mar. 74.)

REMIMEO

HIGH ETHICS FOR HIGH CONDITIONS

(In effect until suspended by HCO PL)

As a lot of us see it, the reason a ship or org can't hold an Affluence or high condition is that while in those high conditions, downstats claim ethics protection, foul up and goof off and crash goes the general condition.

These downstats are going the other way and probably can't stand to see the ship or org in a high condition and evidently actively work the other direction.

This means a few of us work our heads off to get somewhere and others can't pile enough debris on the track to stop it.

Instead of a general high condition protecting a downstat, real ethics protection should be given only upstats.

Therefore:

During the high condition period of an org or ship, THE PENALTIES ARE QUADRUPLE FOR BREAKING POWER, TRIPLE FOR BREAKING AN AFFLUENCE AND DOUBLE FOR BREAKING A NORMAL.

As ethics is heavy in Emergency on down for all, these require no reinforcing.

If it can be shown that a crew member or staff member, by neglect, noncompliance or false report contributed in ANY way to the breaking of a high condition, then any usual ethics action goes by the quadruple, triple, double formula.

Such a member assigned Liability for noncompliance or Doubt for a false report while the ship or org was in Power would have to come up to Normal on post FOUR times.

Each time he got to Normal he would start in again low.

A one week's pay fine becomes FOUR weeks.

Due regard must be taken for the usual stats of the person so that upstats are not hit.

While this might seem to restrain reaching a high condition for the whole activity, only a few of us are pushing it up anyway.

So a usual downstat goofing up during Affluence and getting an overboard goes overboard THREE TIMES.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 APRIL 1965

REMIMEO

EMERGENCY, STATE OF

When an org or portion of an org has consistently down statistics (OIC) or numerous noncompliances or offenses, it is declared to be in a STATE OF EMERGENCY. This can be assigned to a unit, subsection, section, department, division or the entire organization. It is not assigned to a person.

A small flag on a pin is placed on the org board at the end of the org board name of the portion or organization. The flag is bright red.

The condition is assigned *only* by the Office of LRH.

Flags are also used for other conditions assigned. These too are assigned *only* by the Office of LRH.

Conditions including Emergency are ended when a new condition is assigned or just ended. This is done *only* by the Office of LRH.

To end an Emergency condition, the portion of Scientology to which it is assigned must follow closely the Emergency Formula. On *any* condition assigned, its formula must be followed scrupulously and the steps taken must be reported one by one by the most senior person in the portion. In the case of an org in Emergency, the reports are made to the Office of LRH Saint Hill by the HCO Executive Secretary or HCO Area Secretary in the absence of an HCO Executive Secretary.

In addition to following the Emergency Formula closely, the following policies apply to the portion in a State of Emergency:

ETHICS STIFFENED

1. A report of an error, misdemeanor or crime on any staff member in that portion counts as five reports in other conditions and is acted on by a Court of Ethics at once.

CREDIT WORTHLESS

2. The credit of the portion is worthless and it may have only those bare things necessary to carry out the Emergency Formula so that it can promote or deliver.

NO NEW PERSONNEL

3. *No* personnel may be added to the portion in a State of Emergency. No new people may be hired on for the portion in a State of Emergency. No personnel may be transferred to a portion that is in a State of Emergency unless an incumbent is transferred off, and in such a way that the personnel of the portion does not increase in number.

RIGHTS

4. Precedent and privilege are suspended for the officers and staff members of a portion in a State of Emergency.

STATUS

5. No staff status may be increased in a portion in a State of Emergency.

If the State of Emergency is continued beyond the allotted time period, then these policies apply:

6. Deputy, Acting and Provisional assignments and appointments are cancelled throughout the portion.
7. The fact of having been part of a portion which did not recover is filed in the personnel files of each staff member present in that portion at the moment the State of Emergency was assigned, and the statement is made on a red sheet of paper.
8. The executive personnel will be ordered before a Committee of Evidence to the end of removing them from the portion or demotion. In the case of an org this is done by a senior org and in the case of Saint Hill by the Office of LRH.

The State of Emergency is a serious condition. For it takes a series of serious blunders to reduce statistics or bring about local infamy or a public or press smear campaign.

The state is not idly assigned and is assigned only after a steadily declining statistic or a series of noncompliances or offenses resulting in overwork for seniors of the org or near catastrophe.

Persons newly transferred into a portion in Emergency or promoted in it are governed by these policies:

9. Persons newly transferred into a portion in Emergency are only affected by the state if they succumb to their working conditions and cease to do a normal job of work.
10. An executive newly transferred to a portion in a State of Emergency is not personally liable to Ethics unless he or she fails to submit Executive Reports on what is observed and new offenses found in the portion.
11. Taking charge of a post in an Emergency portion by new assignment and bringing that post up to Normal Operation is credited in the Office of LRH

personnel records on a white sheet with blue ink and counts heavily in new appointments from Saint Hill.

12. A person in the portion to which the State of Emergency has been assigned at the time it was assigned who is promoted, is only assigned temporarily; but if he or she succeeds in restoring the post's statistics in a reasonable time period, the fact is noted in the Office of LRH personnel records, but the fact is also noted that the person was already in the portion at the time of Emergency and must be cleared of any suspicion that the original Emergency was not traceable to him or her before the assignment can become an appointment.

HOW TO PREVENT AN EMERGENCY

13. Don't accept illegal orders from anyone that are contrary to policy.

14. Do not let the orders of a higher superior be changed by one's immediate superior. Always follow the higher superior's orders and request to see them in writing when in doubt.

15. Don't "cover up" for others. Report offenses to Ethics in writing.

16. Report any immediate superior's illegal orders or alter-is as an effort to endanger one's job and statistics.

17. Do your post by the book.

18. When you actually can't apply a policy report it at once to the Office of LRH Policy Review Section *with all data* (not conclusions) so that it can be reviewed intelligently and meanwhile apply it as best you can.

19. Handle dev-t (off-line, off-origin, off-policy) by sending it back to sender and reporting it to Ethics.

20. If you see people standing about loafing when they should be working report it to Ethics.

21. Report things that need improving to your Secretary or to your Executive Secretary.

22. Don't let technology slip for technology going out is the only basic circumstance in your portion of an org or the org that can put it beyond rapid recovery. Report all alter-is or technical omissions or offenses to Ethics promptly.

23. Do your own job as well as you possibly can and aside from making required reports, let the rest of your portion or org get on with it.

24. If you are not being permitted to do your assigned job by being pulled off it or by being given off-policy orders or by letting an immediate superior endanger your job with illegal orders or alter-is, report it to my office at Saint Hill as well as to your own Ethics Section, even if you have to go outside the org and off channels to get the report (with your home address on it) to me; for there is no surer way to bring about or continue an Emergency condition than by failing to comply with the exact orders being issued in an effort to end it.

We have the whole world to handle now. We must set a high example of teamwork and dedication if we are to bring it off.

The scraggly militia usually go down before the regulars in any campaign. The regular is not even better, man for man, than the militia. The regulars know how to operate as a team. They have confidence in one another. And even when numerically inferior they bring off victory over a rabble by cooperation and discipline amongst themselves.

We are very very few in numbers compared to two-and-a-half billion wogs. We can easily make it technically the world around *IF* we are a high-precision team in a superiorly organized organization.

At the moment I write this policy letter, in the Case-Cracking Section at Saint Hill we are handling *every case* from psychotic or neurotic to Release in eight to thirty-five hours.

The technical impact of this alone is enough to tear man's faulty organizations to ribbons.

To that fact (itself enough) add the actual attainment of real clearing. Once more there goes man as he has known it.

To that add the upper structure of OT and there goes an aberrated universe.

And *only* if we ourselves are a highly functional precision team can we hope to stand up.

We are just at the end of our Dissemination Phase and just at the beginning of our Organization Phase (the Third Phase as you can see on the org board). Our militia days are over.

We have no choice whatever except to become the best organized precision team that has ever been known.

Therefore we must be able to recognize, assign and handle any Emergency that arises in our midst.

L. RON HUBBARD
FOUNDER

Note: Man's organizations never recognized the need for statistics and the recognition of Emergency or its signs. Therefore, for instance, a government bureau, in a condition of Emergency is given the right to buy anything it wants (thus breaking the government as Emergency-type people always have to have before they can do) and is given the solution of putting on personnel and more personnel "to get the work done" when actually it was dev-t of those already there that brought about their Emergency. Thus one realizes one must never pour in more and more personnel when a statistic goes down. One must change the situation, not multiply the numbers of those involved. It tells us at once that man is therefore least efficient in his biggest bureaus! And that his least efficient organization must be his largest organization—you have it—the government. An organization should only increase in size as things get better and never when things get worse.

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 SEPTEMBER 1965R
ISSUE III
REVISED 7 JULY 1983

GEN. NON-REMIMEO

MAILING LIST POLICIES

The elementary Emergency Formula for a down org is:

1. Promote Promote Promote.
2. Then change bad spots and reorganize.
3. *Then* economize, cut off *all* purchase orders except postage, communications and rent.
4. Get ready to deliver to the people who will be coming in as a result of the promotion, and deliver.

To promote you *must* have a full mailing list. Anyone who failed to get his mailing list back off old invoices will probably make about thirty or forty thousand pounds less between now and Christmas — which is punishment enough for not following my late '64 orders where the job was skimped.

I see two orgs that are limping also have a very small mailing list. Any connection?

Rush the project ordered in '64 wherein you culled your addresses back from old invoices and you'll have lots of people and money again. Scientologists never get truly lost.

Then get onto book promotion, put a return self-address card for "more info" in the back of every book you sell and get your list up both from the book sale and the card. Omitted that?

Look over the earlier 1965 policy letters that define promotion. That's all it is.

But promotion is successful when you use books to front for you and a flop when you don't. If you think promotion is costly it's because the money isn't invested in getting books sold. Books are your first line of promotion.

Reorganize your book department if it doesn't slam back a book at every orderer within twenty-four hours of the receipt of the order. Why be poor all the time?

1. Place ads.
2. Get mailing lists from anywhere.
3. Get mailing lists by selling books.
4. Sell more books to them.
5. Have good processing available for them and say so loudly.
6. Have good training available for them and say so loudly.

Do just those things and do only those things and you'll be ten times your size with a lot more pay.

It's very easy. Why keep doing it the hard way?

I'm interested in review that only those orgs are poor which haven't been following my direct orders. Well, anybody has a right to be poor, I suppose, if he has an appetite for it. Personally I don't care for it. It must be a carefully acquired taste. As a brand-new idea in those orgs that are struggling, why not get rich by doing what Ron says?

HANDLING NEW ADDRESSES IN CENTRAL ORGS AND OFFICES

Starting right away, this is the drill for new book buyers. This drill also will be kept in and followed.

1. A person buys a book personally or by mail *for the first time*.
2. The invoice is made out with the name and address bright and clear on all copies.
3. One copy goes to shipping or books whether mailed or just handed out.
4. One copy goes to own Address. (This is true of all orgs including city offices. Whatever is done with remaining invoice copies is according to standard accounts procedure.)
5. Address cuts a plate or stencil and puts a *date* on it and a designation like BB 3/3/65, meaning the person bought a book on 3/3/65.
6. This plate is put in File A and receives whatever goes out to File A for six months.
7. Any *new* invoice, indeed *all* invoices, go to Address. If a BB in File A buys more books or training or processing, Address obliterates the BB 3/3/65 on the plate or stencil either by just flattening it on a metal plate or cutting a new stencil in case of less durable stencils, and puts it in the regular active files.
8. The org must not place any lists in the hands of field staff members.

City offices must send a copy of the invoice of all memberships it sells or issues free to the continental office that issues the continental magazine. It must also send a copy of all other invoices for whatever service, including book sales, to the continental office, so that these people can get the minor issues of the continental magazine, plus any other promotional mailings that go out from the continental office. As the city office has collected the membership money for the memberships that the continental office is servicing with magazines, and as the continental office does promotion for the city offices, the senior org draws on the junior org's book account for promotion in the junior org's area.

A city office must maintain some sort of an Address Unit and Central Files. Until it has funds for buying addressing equipment, it keeps a card file for each name in its Central Files, which is anyone who has bought service (includes PE) or bought books, with appropriate abbreviations on the card to match tabbing of a full Central Org Addressograph. Of course, in such a case, when a mailing is to be done by the city office, then it will be necessary for someone to type duplistickers from this card file — but that is still an Address Unit functioning. As it can accumulate funds for equipment, it can get an Elliot addressing machine or some other piece of inexpensive equipment for addressing. It is not conceived that an Addressograph would be secured until the city office had reached full Central Org size. The silk-screen Elliot Addressograph is probably cheaper and easier to use than duplistickers even, as one can write one as fast as a duplisticker.

The names and addresses of city offices must be carried in each issue of every magazine mailed by the continental office, and other broad promotional pieces.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 JANUARY 1966
ISSUE I

REMIMEO
EXEC SEC HATS
SECRETARY HATS

HOLD THE FORM OF THE ORG DON'T BRING ABOUT DANGER CONDITIONS

As long as executives fail to hold firm the form and channels of the org, their own posts *and* the org will be a confusion. Worse, it will cease to exist.

Executives *must* insist upon the privileges and responsibilities of their posts and not permit bypass and misrouting.

The whole org is run on statistics. It is not run on rumors. The more you follow statistics and the less you listen to rumor the better off you will be.

Orders are issued to form the org and better statistics and that's all. There are no other reasons for orders, chits and upsets. Actions which don't increase statistics should be eliminated. Irrelevant orders and chits having nothing to do with statistics should never be issued.

To hold the form of the org it is vital that:

1. The Ad Council minutes only order secretaries and only on gross divisional statistics as they appear.
2. Executive Secretaries order and chit only secretaries.
3. That secretaries order and chit only directors.
4. That directors only order and chit section officers.
5. That section officers only order and chit persons in charge or, if there are none, the staff directly under them.
6. Exec Secs and secretaries can cross-chit.
7. Directors can request and chit only via secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

SEC EDs

Sec EDs issued by the Ad Council may only change secretaries as personnel. They can advise the secretary on personnel but may not demote, transfer or dismiss a secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status I).

An Ad Comm's orders forwarded to the Office of LRH for a Sec ED always go via the Ad Council. But again an Ad Comm may only order directors and may not demote, transfer or dismiss a director's personnel.

A director should order officers.

Officers should order in-charges.

When personnel is assigned directly to an executive, such as a personal secretary, one may of course order or chit that person directly as there is no command echelon.

REASON

Danger conditions are handled on bypass. Where a Danger condition is assigned, the senior can bypass anyone to get the job done and does.

The conditions in sequence are:

6. Power
5. Power Change
4. Affluence
3. Normal
2. Emergency
1. Danger
0. Non-Existence.

It is true of all conditions that if you use one lower than you are in, you will bring the *next* lower one about. If you use the Normal Operation Formula when you are in Affluence you will certainly descend into Emergency.

Therefore, if you are in Normal or Emergency condition and start bypassing, you will quickly descend into Danger condition (statistics will drop steeply) and achieve the only condition below Danger which is Non-Existence.

Thus, if you bypass you infer the condition is Danger when it isn't. And you drop the org or any portion of it into Non-Existence.

So don't bypass unless you *are* in Danger condition. A Danger condition exists where statistics show continuing Emergency or a steep, steep fall. If a Danger

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condition exists, you handle the situation, bypass anyone at all and then the personnel who ignored it. So if you bypass all the time (Exec Secs issuing orders to directors, secretaries ordering officers, directors ordering general staff members), you will infer a Danger condition and get Non-Existence of the section, department, division or the whole activity.

Moral: Only when a Danger condition exists should a senior bypass the command chain, so if you are only in Emergency or only in Normal Operation or even Affluence, DON'T BYPASS or you will crush statistics.

SUMMARY

Learn your org board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't bypass (except in Danger condition).

Don't infer a Danger condition that doesn't show on a graph.

Hold the org firm by holding its lines and chain of command firm.

And you will prosper and expand.

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HCO POLICY LETTER OF 19 JANUARY 1966
ISSUE I

REMIMEO
STAFF HAT

DANGER CONDITION, WARNING THE JUNIOR WHO ACCEPTS ORDERS FROM EVERYONE

It has been found in the hearings on personnel after a Danger condition was assigned that:

A PERSONNEL UNDER YOU WHO ACCEPTS ORDERS FROM ANYONE WHO COMES ALONG WHO HAS ANY RANK WILL PUT YOUR SECTION, DEPARTMENT OR DIVISION AND *YOU* INTO A DANGER CONDITION AUTOMATICALLY.

This operates as a permanent bypass.

If you allow it or don't catch it in time, your statistics will fall like a shot duck.

Therefore if you find a junior going off lines for his orders and not refusing all orders from others you *must* put him in a Danger condition. For if you don't you will soon be in one yourself.

Danger condition is a very funny thing. It actually exists as a natural phenomenon in organizations, hitherto undetected.

If bypass of command channels occurs, the exact formula will begin to operate whether anyone says so or not. And the only cure for this plague is to follow the formula itself. *That* works. Nothing else does.

Be careful of that junior who accepts anyone's orders. He or she is like a charge of dynamite under an executive. Someday it will all blow up.

Juniors must follow the orders of their own seniors or Danger condition results.

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HCO POLICY LETTER OF 19 JANUARY 1966
ISSUE III

REMIMEO
EXECUTIVE HATS

DANGER CONDITION
RESPONSIBILITIES OF DECLARING

BYPASS = Jumping the proper terminal in a chain of command.

If you declare a Danger condition, you of course must do the work necessary to handle the situation that is dangerous.

This is also true backwards. If you start doing the work of a post on a bypass, you will of course unwittingly bring about a Danger condition. Why? Because you unmock the people who should be doing the work.

Further, if you habitually do the work of others on a bypass, you will of course inherit all the work. This is the answer to the overworked executive. He or she bypasses. It's as simple as that. If an executive habitually bypasses, he or she will then become overworked.

Also the condition of Non-Existence will occur.

So the more an executive bypasses, the harder he works. The harder he works on a bypass, the more the section he is working on will disappear.

So purposely or unwittingly working on a bypass, the result is always the same — Danger condition.

If you *have* to do the work on a bypass, you *must* get the condition declared and follow the formula.

If you declare the condition, you must also do the work.

You must get the work being competently done, by new appointment or transfer or training or case review. And the condition is *not* over when the hearings are over. It is over when that portion of the org has visibly, statistically recovered.

So there are great responsibilities in declaring a Danger condition. These are outweighed in burdensomeness by the fact that if you DON'T declare one on functions handled by those under you which go bad, it will very soon catch up with you yourself, willy-nilly and declared or not *you* will go into a Danger condition personally.

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There's the frying pan — there's the fire. The cheerful note about it is that if the formula is applied you have a good chance of not only rising again but also of being bigger and better than ever.

And that's the first time *that* ever happened to an executive who started down the long slide. There's hope!

There is one further footnote on a Danger condition. I have carefully studied whether or not HCOBs and policy letters and actions by me were bypasses. And a search of statistics refutes it, as when I give the most attention to all echelons of an org, wherever the org is, its statistics rise and when I don't they fall. Therefore we must assume that advice is not a bypass, nor is a general order by me.

Where there is disagreement on a command channel I am trying to forward *then* a bypass occurs.

So we can assume correctly on experience and statistics that Danger conditions occur only when there are fundamental disagreements on a command channel.

If you yourself then ferret out the disagreement ones of those under your orders, you will clear your command lines.

Review can always find disagreements when they exist with a meter.

Where Danger conditions are declared, the declaring executive should make an effort to find the disagreement with himself, policy, the org or Scientology as a basic review action on persons found responsible for a Danger condition. The only errors are not to look for them and not to find *all* the disagreements the person has on the subject of his superiors and post, policy, technology or orders.

This is why a low leadership-survey-grade person can be counted on to put wherever he is in Danger. His disagreements are too many and he doesn't execute and thereby secretly puts his superior into bypassing and a Danger condition inevitably occurs.

It needn't occur.

We have the data, now.

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HCO POLICY LETTER OF 1 FEBRUARY 1966
ISSUE II

GEN. NON-REMIMEO
EXEC SEC HATS
LRH COMM HAT

EXEC DIV
DANGER CONDITIONS

INSPECTIONS BY EXECUTIVE SECRETARIES, HOW TO DO THEM

An Executive Secretary who does not get around his or her divisions now and then and see what is going on can make a lot of mistakes.

Inspections are desirable. But when an Executive Secretary makes one he or she commonly issues an order or two, and if this is done without that division's secretary being present it is a bypass and willy-nilly begins the formula of the Danger condition and can unmock a section or department or even that division.

A senior can inspect, chat, advise but must never issue an order on a bypass unless he or she means to handle a dangerous situation and start the formula. For the formula will run, regardless, if a bypass begins.

The way to inspect, then, is to collect the seniors and go around, and issue orders only to the next senior on the command channel, never to his or her staff.

Example: HCO Exec Sec wants to see if books are stored safely. The HCO Exec Sec can nip out and look on his or her lonesome *providing* no orders are issued. Or the HCO Exec Sec grabs the Dissem Sec and the Dir Pubs and the head of the books section and goes out and looks. And if the HCO Exec Sec wants a change in it all, the order is issued to the Dissem Sec only.

It is a great temptation to tell Books In-Charge how and where to put what, for an HCO Exec Sec is one normally because he or she is smarter and more knowledgeable about orgs. But if one is to advise Books In-Charge, one had better have the rest of the command chain right there and talk to the next senior below HCO Exec Sec.

You would be surprised how many random currents a senior-type senior like an Exec Sec can set up with a few comments that skip the command channels and what a mess it can make for a secretary or director, no matter how wise the comments.

Secretaries who order a director's officers in the absence of the director or, much worse, section staff without director or section officer thereby court and make trouble.

You can unmock a section or a whole department by sloppy command lines. It is not merely the "correct" thing. It's the vital thing to follow command channels as nobody can hold his job if he is being bypassed by a senior. He *feels* unmocked, and the Danger condition formula begins to unroll.

The correct way to route an order to a person two or three steps down the command channel is to tell the next one below you to order the next, and so on.

If you have to tell the Director of Tech Services to have his Housing Officer post a list of houses on the bulletin board, you really don't have a Director of Tech Services anyway as he would have done it as the natural thing. So an order in such an obvious case is not the right comm. The right comm is an ethics chit on the Dir of Tech Services for not posting the available houses on the bulletin board.

A smart senior is a senior because he is smarter. But when this is not true and the junior is smarter, you get an intolerable situation where the senior interferes. If a dull senior interferes continually on a bypass, it's a sure way to start a mutiny. And a senior who doesn't inspect or get inspections done does not know and so looks dull to his juniors who have looked.

The safe way in all cases is to issue orders that are very standard on-policy and obvious and to issue them to the next one on the command channel and then in the future inspect or get an inspection. If on the inspection one finds noncompliance with a standard on-policy order, one promptly calls for a hearing on the next one down the line who received the order.

Here's a terribly simple example: Org Exec Sec sees statistic for Tech Div down. Issues order to Tech Sec, "Get the gross divisional statistic up at once." Now nothing could be plainer or more standard. In two weeks the Org Exec Sec looks at the statistic, sees it is even further down and calls for a hearing on the Tech Sec for noncompliance or a Comm Ev to get all the evidence in about the matter.

This is about as basic as you can get with an inspection, an order and a further action all by a senior, the inspection being done by OIC and reported by graph.

Life in actual fact is very simple and an org is today a very elementary mechanism.

It is easy to run an organization providing one makes it run and handles things in it that refuse to run.

Where an Exec Sec is baffled on occasion is the apparent unwillingness of a section to function. Now this is so far down the command channel that info on it does not easily arrive back at the top.

The thing to do where possible is personally inspect, or get it inspected. One often finds the silliest things.

Example: Book Shipping statistic is really down, man, down. One orders and harangues and argues trying to get books shipped. One gets the quantity of books looked into. It's okay. One gets shipping materials looked into. They're okay. A Shipping Clerk is on the org board. But orders to the Dissem Sec just never get books

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shipped. So finally one gathers up the Dissem Sec, Dir Pubs and Books In-Charge and goes down to Book Shipping. Lo! They have been building a machine that wraps books tightly when a rock is rolled off a bench! (This actually happened in DC in about 1958.) It has taken a month to build it and will require another to finish it and one and all in that division are convinced this is the answer. The order? "Break that machine up and start wrapping books by hand and I want that backlog gone in one week." To the Dissem Sec, of course, in front of everyone for his soul's sake. And publish the order in writing as soon as possible.

So you see, you have to inspect because what seems logical and okay to juniors may be completely silly. Remember, that is why they are juniors and have seniors.

Frankly you can never guess at what holds some things up. You have to look. Often you can solve it for them. But solve it with their agreement and on command channel if you want it done.

You can't always sit in an ivory tower and issue orders. You have to know the ground and the business.

Over a period of fifteen years of active management of these organizations I have a pretty good idea of what can happen in one. And to one.

I try to be right more often than wrong. I don't try to be perfect as one's best plans are often goofed. I try to get done what can be gotten done. And I carry a *little* more pressure on the org than it can really accomplish.

I inspect. You would be surprised at how often I do and what I find out.

It sometimes looks to people that I use a crystal ball in taking the actions I take because they see no possible route by which the data could have reached me.

They forget how many lines I keep in operation. And also, I *do* operate on a "sixth sense."

For instance all accounting summaries today are done for governments, not for management. A manager has to develop a sixth sense concerning financial status of the org. One has to be able to *know* when the bills are up, the income inadequate and to know when to promote hard and stall creditors *even with no data from Accounts* or *contrary data that proved false.*

Today with OIC this is easy. But I ran orgs successfully with no OIC for years just by sensing the financial situation. In theory Accounts keeps one fully posted. In actual fact they often goof in filing bills owed and even in depositing money.

There are many things one can sense, OIC or no OIC.

The thing to do is to inspect or to get the area you sense is wrong inspected.

I have today LRH Communicators. They are pushing projects home. They also can tell me why projects won't push home because they have *looked.*

An Exec Sec or a secretary has HCO's Inspection and Reports and a time machine to check compliance. And this is how it should be.

But nothing will substitute for inspection by one or for one.

And the Exec Sec who thinks it's a desk job is being very naive. The org would run better if Exec Secs had no in-baskets.

If an Exec Sec watched statistics like a hungry cat at a mousehole and inspected like fury every time one went down or stayed down, the org would expand and prosper.

Providing inspection was done.

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HCO POLICY LETTER OF 28 FEBRUARY 1966

REMIMEO
EXEC SEC HATS
SEC HATS
LRH COMM HAT
DIRECTOR HATS

DANGER CONDITION DATA

WHY ORGANIZATIONS STAY SMALL

The size of an organization depends upon this law:

A LARGE ORGANIZATION IS COMPOSED OF GROUPS. A SMALL ORGANIZATION IS COMPOSED OF INDIVIDUALS.

If you *really* understand this principle and use it properly you will be able to have a large organization.

There are other factors such as (1) the desirability and quality of one's commodity, (2) the able promotion of it, (3) the ability of the heads of groups in the organization to catch dropped balls and (4) the close following and comprehension of the policies of the organization and its groups.

But the gross monitoring law is as above. When one does not know this and apply it one has a small, semibankrupt organization that overworks everyone and underpays.

This rule applies to a planet or a nation and is most readily seen in these gross terms. A planet with nations will be far more prosperous than a planet with one central government governing the individuals of a planet.

Socialism fails (and it always fails) because of two factors:

a. The government seeks to run the individual, and

b. Socialism unmocks *companies*.

At this writing the prosperity difference (and there is one, Russia currently starving) between the democracy of the US and England and the Super Socialism of Russia is that the "West" still has companies and the "East" (Russia and China) have abolished them. Russia seeks to run the individual. It has collective farms, etc., but they won't leave a manager alone — to manage — they govern his workers.

To the degree that England and the US tax the *individual* and seek to govern him they will dwindle in size.

England at this writing is undergoing an unmock of the whole empire *solely* because it is bypassing the manager and the governor and directly seeking to govern individuals through income tax, "benefits," etc.

The US is about to come to pieces. Like all big countries on the way out, it never looks so good as when it is already about to fall apart. The US is bypassing the states and US companies and is therefore putting the governors, managers and the states and companies in Danger condition. This, unrepaired, will unmock states and companies and collapse the subgroup on which the big group called the US depends, for an organization is composed of *groups*. Non-Existence is the condition just below Danger. A Danger condition carried on too long drops down scale to Non-Existence. A large group made up of Non-Existences is of course nonexistent itself. Thus bypass by the heads of a big organization of the heads of its internal small organizations works toward Non-Existence. It is really quite simple.

To make an organization get smaller all one has to do is bypass the subgroups and run the individuals only and the org will collapse or struggle along at near-collapse; NO MATTER HOW BRIGHT ITS MANAGER MAY BE OR HOW HARD HE OR SHE WORKS OR HOW BRIGHT THE STAFF IS, OR HOW GOOD THE PRODUCT, the violation of the law in the second paragraph will bring decay.

Fantastic, isn't it?

All one has to do to make an organization grow is apply the law that a large organization is composed of groups. It is NOT composed of individuals.

In absolute proof of this, in a tiny org it is always observed that everyone there wears each one all the hats. It is a madhouse of individual cross-endeavor. Show me an org that stays small and I will show you an org where every staff member is wearing all the hats in the place. They *can't* grow because they violate the law that a large organization is composed of groups.

Russia, just yesterday sweeping the world, has begun to lose ground and her empire withdraws. Russia won't allow companies. She never says to the head of Georgia, "Get your statistics up, bub" and leaves him to it. Instead she governs the Georgian individual with spies, secret police and even income tax and is more apt to shoot the head of Georgia if his statistics *do* rise as he is then looked on by a paranoid central government as capable enough to be a menace. Russia once governed via cells and did so as long as she was expanding. Now she has income tax! Russia expanded despite bad management solely because she was composed of cells and collectives—but she went too far and erased the individual entirely, so, though growing, she starves. Her groups were mainly dedicated to politics, not production, which is a frailty of governments anyway. But the basic group *is* composed of individuals. (For heaven's sakes don't tell Russia as we don't want her growing—tell her she *must* govern her individuals individually and she'll vanish! You can tell the US, if you like, but only because no president yet ever listened to anything except his popularity poll and, with only a four-year career, isn't likely to. In the US, the government itself vanishes regularly and only the companies, with plenty of interference, keep the civilization going.)

England's sad old empire was great as long as India was run by the East India Company, etc., etc. Its colonies and dominions did fine right up to the moment the government in Westminster and Whitehall started to run the natives as individuals, bypassing the company-controlled colonies. Then the "Empire" started to go broke because *it never was a political empire* but a commercial one. As a political empire it uniformly failed until about 350 years ago it began to charter companies to rule and govern foreign lands. Then it got an "empire." When it began to bypass its company

heads and set up crown-controlled governors and then bypass these, it ceased to be an English empire and it looks today that soon there won't even be an England. It could not control even one colony the moment it started to govern individual colonial citizens on a bypass of the colonial companies.

You can use the same argument *they* use. That "concentrating only on groups is hell on the individual." Marx used that line. Well it isn't true. When you get too big a group, the individual in it, suffering the whole pressure of the state, *suffers*. The reverse is true — "by concentrating only on groups the individual is protected and prospers."

Now we get to the philosophic question in the law, how large is large, how small is small?

Oddly this is easily answered, unlike most philosophic conundrums. You have to have the answer to "how big should a group be in order for the individuals in it to be effectively managed without oppression in order to get the job done?" That asks and answers it. A correct group size is one where the individuals in it are not made too small by the group being too large. This is a ratio question. The government of England! and the individual Englishman are of incomparable magnitude. What the hell can Joe Cockney, a citizen, do against the government of England! Nothing! So Joe Cockney goes to pieces. You can't have a comm line between a Billion-horsepower motor and one grasshopper! Something is going to explode and it isn't the Billion-hp motor. It's the grasshopper. Therefore when the management unit is too big, the individual (despite all the protection laws in the world) becomes apathetic and can't work or doesn't see himself as important enough to bother about.

So what is a proper-sized basic group?

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FAMILIAR, FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY'RE DOING AND WHY AND IF THEY'RE DOING IT.

The individual in that group is not oppressed. His charm counts. He feels up to arguing with that manager. The executive (with a deputy on his side) feels up to confronting the rest of the group. His own personality counts.

The only reason you have strikes and labor unions is that this group law has been violated. Too many individuals in the group for them to know intimately their manager on a friendly, cooperative basis.

This is all Marx is about. Marx is really a protest against too big a group solved by creating a protective state (an overwhelmingly large group) that "rescues" the individual! So communism is a mess. For by making a state group, one overwhelmed the individual and sure enough the only criticism of communism that a communist will tolerate is that it has too big a "bureaucracy," by which he means too big a government for an individual to confront. Communism goes even further. It abolishes the individual utterly! It *forces* him to be a group. And that is very bad, for individuals are the building block of the small group. So Marx neither knew nor solved the basic problem of government. He didn't know the above two laws about organizations and groups so communism, supposed to solve individual oppression, is the most individually oppressive form of government on this planet.

How many individuals can effectively compose a group?

It depends on the ability of the manager to handle men on an individual basis. This varies. But such men or women as can handle a large number are very, very rare. So we take a *safe* answer.

A fairly safe answer is six — the manager of the group plus five individuals, one a deputy manager.

This is determined by the answer to this question:

How many subordinates are you willing to work with on the job? Five others is about all you'd care to stretch it. Two others would be too comfortable — even too dull. But you can stretch it up to five.

Thus we could stretch out an org composed of groups of six persons — a manager, a deputy and four — making six maximum in each group.

And you now have the size of the largest building blocks it takes to make a big org. Six persons in each.

If we pyramid this we have (each maximum):

Five staff members and their in-charge as a unit;

Five units and the section executive in a section;

Five sections plus the department's director in a department;

Three departments and the secretary, a deputy and a communicator in a division;

Four divisions in a portion and the Org Exec Sec and a deputy and a personal sec;

Three divisions and the HCO Exec Sec plus her deputy and a personal sec in the HCO portion.

Or with a full Exec Division setup:

Four Exec Sec Comms in an Office and the Org Exec Sec and a personal sec;

Three Exec Sec Comms in an Office for the HCO Exec Sec and her personal sec.

But we build *down*wards by groups of six if we expand further, rarely exceeding five and an executive.

You see then that the moment the HCO Exec Sec starts handling Address In-Charge, the jump is too great as it puts Address In-Charge up against the equivalent of the total executives of units and sections of HCO! It makes his group too big. It makes him too small (being such a small part). He gets rattled, feels oppressed, tends to snarl because he is overwhelmed — his group is too big so he is too small. Simple as that.

So long as an executive only handles two, three, four, five people, he *can* handle his job because they know him. The people under him can handle *their* subgroups so long as they contact only two, three, four, five people and themselves.

For instance, so long as there are only five Continental Orgs, Exec Sec Communicators will feel comfortable, providing the Continental Orgs have each two, three, four, five orgs under them and have in their turn Exec Sec Communicators.

So proper organization for expansion builds in blocks of six maximum — five plus an executive. That can be five groups plus an executive as you go up or five staff members plus an executive as you go to the bottom.

Wherever this is violated, the organization (whether a nation or a company or us) will dwindle. Where it is kept, the organization will grow.

I warn you that five-plus-an-executive-sized groups is hard work, even a strain at times, but it can be done. Six or seven plus an executive is quite too much. And a government versus Joe Doakes is a complete smash, as Joe is only maybe 1/70,000,000th as big as the government!

So *never* bypass. Completely aside from the true mechanics of the Danger Formula where bypass results in Non-Existence, it is hell on the executive *and* every member of the organization to have continual violation of the maximum group's size.

If an executive feels overworked, even with all dev-t cared for and policed, then that executive has below him violations of group size *and* is bypassing some point that should have an executive below him, with a group under that executive. The overworked executive is trying to handle more than five other people directly (five staff members or five group executives).

It's like boxes in boxes in boxes. But in this case six boxes at the most fit comfortably.

If a department has eight sections under its director, then we have to group the sections by giving the director two who each control four sections. This is a very comfortable director, for he has a group of two plus the director. He can loaf. But his assistants will sweat. So add one assistant and divide the department's sections into three groups — three, three and two — and you will have a more efficient department.

That's the way you juggle it about to prevent overwork by executives and overwhelm of individuals.

If you want to increase efficiency on a five-plus-executive group, always make one of the five a deputy and slightly senior to the other four. The four can then approach the deputy to see if they should approach the executive on matters they feel uneasy about. This adds a gradient.

There are various ways to juggle this about. An executive with seven sections can take three himself and give a deputy four, etc. Lots of ways to do it but just stay at or below one plus five if you can. The senior to the group exec is not counted as a member of the group.

Here and there we violate this. A Comm Ev is not as acceptable as a Hearing because one person faces more people. Jury trials are a horrible strain and a cruelty because one has to face about fourteen people! (Judge, prosecutor, jury.) Too many!

So those are the laws which underlie organization.

But you can have it all on the org board and not practice it and collapse. If an Exec Sec is approaching fifteen staff members past their executives, it can wreck the

place as the staff members go into apathy, the secretaries go into Non-Existence and bang! no org.

So completely aside from Danger condition violations of *following* proper group organization will bring any organization, a planet, a state, an org, into a mess.

This is what underlies the decline and fall of civilizations: the state begins to govern the individual!

An organization is composed of *groups,* not individuals. And that truth followed and practiced in the flesh as well as on paper will bring about a happy civilization, a happy nation and a flourishing org.

SUMMARY

A LARGE ORGANIZATION IS COMPOSED OF GROUPS, A SMALL ONE IS COMPOSED OF INDIVIDUALS.

The primary difference between the opulent West and the starving East is that the West still permits companies. This means to some extent the Western nations are composed of groups so they are still somewhat successful.

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY ARE DOING AND WHY AND IF THEY ARE DOING IT.

More than five persons plus their executive tends to be too large a group.

The five persons under an executive can of course be executives of groups. And the five persons below each of *those* executives can be executives of groups.

If things aren't organized this way, the individual is crushed. The executive is crushed by overwork and the persons under him are overwhelmed.

Bypass of an executive, aside from putting him in danger, overwhelms the members of his group and makes them do less and makes them feel attacked and lessens their sense of their own power.

Two plus an executive is also a group but the executive is not really working to capacity.

With all dev-t cared for, an executive will be overworked if he is over more than five subordinates.

The principal reason orgs stay small is no matter how fancy their org boards they do not actually practice what is on the board but bypass or pay no real attention to command lines and so in actual practice are only one or two oversized groups—which results in them staying small and being overworked and also underpaid as their system in actual practice is inefficient.

The moral is, practice proper grouping as provided by the org pattern, never bypass and so expand and have a happy staff.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 MARCH 1985

REMIMEO
ALL EXECS
HCO
MAAS/ETHICS OFFS
ALL STAFF

RESPONSIBILITY, CONTROL AND DANGER CONDITIONS

Refs:

HCO PL	16 Jan. 66R Rev. 29.11.79	DANGER CONDITION
HCO PL	19 Jan. 66 III	DANGER CONDITION RESPONSIBILITIES OF DECLARING
HCO PL	9 Apr. 72R Rev 1.12.79	CORRECT DANGER CONDITION HANDLING
HCO PL	18 Feb. 72	Exec Series 8 THE TOP TRIANGLE
HCO PL	19 Dec. 82 II	REPAIRING PAST ETHICS CONDITIONS

An executive can tend to occasionally sever somebody's responsibility line. It's a technical point.

As one definition of responsibility is to defend one's control of an area, an exec can sometimes tend to sever that control point.

That's the mechanism of a Danger condition.

If every time an exec found it necessary to bypass it was accompanied with another Danger assignment and if those conditions were actually done, that would be handled.

That gives us the Why of how an exec can get repeatedly pulled into an area: It's failure to assign and get executed the Danger condition. That's the tech that's out. You see, the exec's juniors, by not doing their job, sever their control of their area.

PAST CONDITIONS

I recall a unit that was generating a lot of trouble and flak, and ended up being bypassed. Its stats crashed and they still had never really recovered six years later. And the reason was the undone Danger condition. They were never assigned a condition of Danger, and so those that had done the bypassing were stuck with this unit on their

plates right on up the line. So when you have an area that is continually a source of trouble, a past Danger condition never assigned can be looked for and repaired.

This is the tech on Danger conditions when seen against the definition of responsibility. It opens the door to a handling.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 APRIL 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 14

ETHICS

The normal level of an unhatted, dev-t, nonproducing org is out-ethics.

The reason you see so many heavy ethics actions occurring — or situations where heavy ethics actions should occur if they aren't — in such an org is that it has its EXCHANGE flows messed up.

It is important to know this fact as this factor alone can sometimes be employed to handle persons in the area whose ethics are out.

CRIMINALITY

Unless we want to go on living in a far nowhere some of the facts of scenes have to be confronted.

An inability to confront evil leads people into disregarding it or discounting it or not seeing it at all.

Reversely, there can be a type of person who, like an old-time preacher, sees nothing but evil in everything and, possibly looking into his own heart for a model, believes all men are evil.

Man, however (as you can read in HCOB 28 Nov. 70, C/S Series 22, PSYCHOSIS), is basically good. When going on some evil course he attempts to restrain himself and caves himself in.

The Chart of Human Evaluation in *Science of Survival* was right enough. And such people also can be found by the Oxford Capacity Analysis where the graph is low and well below a center line on the right.

This sort of thing can be handled of course by auditing but the Esto does not depend on that to handle his staff's problems.

Criminal actions proceed from such people *unless checked* by more duress from without not to do an evil act than they themselves have pressure from within to do it.

Criminality is in most instances restrained by just such an imbalance of pressures.

If you have no ethics presence in an org, then criminality shows its head.

Such people lie rather than be made to confront. They false report — they even use "PR," which means public relations, to cover up — and in our slang talk "PR" means putting up a lot of false reports to serve as a smoke screen for idleness or bad actions.

Unless you get ethics in, you will never get tech in. If you can't get tech in, you won't get admin in.

So the lack of ethics permits the criminal impulse to go unchecked.

Yes, it could be handled with tech. But to get money you have to have admin in.

Unless there is ethics and ways to get it in, no matter how distasteful it may seem, you will never get tech and admin in.

Of course there is always the element of possible injustice. But this is provided against. (See HCO PL 24 Feb. 72 I, INJUSTICE.)

When ethics is being applied by criminal hands (as happens in some governments) it can get pretty grim.

But even then ethics serves as a restraint to just outright slaughter.

Omitting to handle criminality can make one as guilty of the resulting crimes as if one committed them!

So criminality as a factor has to be handled.

It is standardly handled by the basic ethics PLs and the Ethics Officer system.

EXCHANGE

The unhatted, unproducing staff member, who is not really a criminal or psychotic, can be made to go criminal.

This joins him to the criminal ranks.

The ethics system also applies to him.

However there is something an Esto can do about it that is truly Esto tech.

This lies in the field of EXCHANGE.

If you recall your Product Clearing, you will see that exchange is something for something.

Criminal exchange is nothing from the criminal for something from another.

Whether theft or threat or fraud is used, the criminal think is to get something without putting out anything. That is obvious.

A staff member can be coaxed into this kind of thinking by

PERMITTING HIM TO RECEIVE WITHOUT HIS CONTRIBUTING.

This unlocks by the way an age-old riddle of the philosophers as to "what is right or wrong."

HONESTY is the road to SANITY. You can prove that and do prove it every time you make somebody well by "pulling his withholds." The insane are just one seething mass of overt acts and withholds. And they are very physically sick people.

When you let somebody be dishonest you are setting him up to become physically ill and unhappy.

Traditional Sea Org ethics labeled noncompliance as Liability and a false report as Doubt.

And it's true enough.

When you let a person give nothing for something, you are factually encouraging crime.

Don't be surprised that welfare districts are full of robbery and murder. People there give nothing for something.

When *exchange* is out the whole social balance goes out.

Every full scholarship ever given by an org wound up in a messy scene.

When you hire a professional pc who just sits around making do-less motions while people audit him and contribute to him DO NOT BE SURPRISED IF HE GETS SICKER AND SICKER.

He is contributing nothing in return and winds up in overwhelm!

Similarly if you actively prevented someone from contributing in return, you could also make him ARC broken and sick.

It is EXCHANGE which maintains the inflow and outflow that gives a person space around him and keeps the bank off of him.

There are numbers of ways these flows of exchange can be unbalanced.

It does not go same out as comes in. Equal amounts are no factor. Who can measure goodwill or friendship? Who can actually calculate the value of saving a being from death in each lifetime? Who can measure the reward of pride in doing a job well or praise?

For all these things are of different values to different people.

In the material world the person whose exchange factor is out may think he "makes money." Only a government or a counterfeiter "makes money." One has to produce something to *exchange* for money.

Right there the exchange factor is out.

If he gives nothing in return for what he gets, the money does not belong to him.

In Product Clearing many people it was found that some considered their food, clothing, bed and allowance were not theirs because they produced. They were theirs "just by being there." This funny "logic" covered up the fact that these people produced little or nothing on post. Yet they were the first to howl when not getting expensive (to the org) auditing or courses or tech!

Thus such a person, not hatted or made to produce, will get ill.

It is interesting that when a person becomes productive his morale improves.

Reversely it should be rather plain to you that a person who doesn't produce becomes mentally or physically ill. For his *exchange* factor is out.

So when you reward a downstat you not only deprive upstats, you also cave the downstat in!

I don't think welfare states have anything else in mind!

The riots of the ancient city of Rome were caused by these factors. There they gave away corn and games to a populace that eventually became so savage it could only enjoy torture and gruesome death in the arena!

A lot of this exchange imbalance comes from child psychology where the child is not contributing anything and is not permitted to contribute.

It is this which first overwhelms him with feelings of obligation to his parents and then bursts out as total revolt in his teens.

Children who are permitted to contribute (not as a cute thing to do but actually) make noncontributing children of the same age look like raving maniacs! It is the cruel sadism of modern times to destroy the next generation this way. Don't think it isn't intended. I have examined the OCAs of parents who do it!

So if a person is brought up this life with the exchange all awry, the Esto has his hands full sometimes!

He is dealing with trained-in criminality!

WHAT HE CAN DO

The remedy is rather simple.

First one has to know all about EXCHANGE as covered in the Product Clearing policy letters.

Then he has to specially clear this up with people who do not produce.

He should get them to work on it as it relates to ALL THEIR DYNAMICS IN RELATIONSHIP TO EVERY OTHER DYNAMIC.

That means he has to clear up the definitions of dynamics with *care* and then have the person draw a big chart (of his own) and say what he gives the first dynamic and what it gives him. Then what he gives the second dynamic and what it gives him. And so on up the dynamics.

Now, have him consider "his own second dynamic." What does his second dynamic give his first dynamic? What does his second dynamic give the second dynamic and what does it give him?

And so on until you have a network of these exchange arrows, each both ways.

Somewhere along the way, if your TRs are good and you have his attention and he is willing to talk to you, he will have quite a cognition!

That, if it's a big one, is the end phenomena of it.

And don't be surprised if you see a person now and then change his physical face shape!

CONDITIONS BY DYNAMICS

An ethics-type "action" can be done by giving the person the conditions formulas (pages 383, 438, 442, 443, 444, 445 of Vol 0, Basic Staff Hat. HCO PL 14 Mar. 68 — page 437 — gives one the table.)

Method 4 the person on the table of conditions and pick up any other misunderstoods.

Have the person study the *formula* of each of these conditions in the table so that he knows what they are and what the formulas are.

When he has all this now with no misunderstood words you must clear up the words related to his dynamics 1 to 8 and what they are.

Now you're ready for the billion-dollar question.

Ask him what is his condition on the first dynamic. Have him study the formulas. Don't buy any glib PR.

Don't evaluate or invalidate. When he's completely sure of what his condition really is on the first dynamic he will cognite.

Now take up the second dynamic by its parts — sex, family, children. Get a condition for each.

Similarly go on up each one of the dynamics until you have a condition for each one.

Now begin with the first dynamic again.

Continue to work this way.

You will be amazed to find he will come out of false high down to low and back up again *on each dynamic*.

Somewhere along the line he will start to change markedly.

When you have a person in continual heavy ethics or who is out-ethics (ethics bait, we say) and who is floundering around, you can do an S&D on him and quite often save his future for him.

When you have such a person you do this one first before you do the Exchange by Dynamics.

In other words, you use this on "ethics bait" and then when he's come out of such, you do Exchange by Dynamics on him.

SUMMARY

When all looks black, and you are getting false reports, and the things said done were not done and what was really being done were overt products and despite all your work the stats just *won't* go up, you still have three answers:

1. GET IN ETHICS ON THE ORG.
2. GET EXCHANGE DONE ON INDIVIDUALS.
3. GET IN CONDITIONS BY DYNAMICS ON THE ETHICS BAIT.

And after that keep a strong, just Division 1 Dept 3.

You'll be amazed!

L. RON HUBBARD
FOUNDER

Administering Justice

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 MARCH 1965
ISSUE III

GEN. NON-REMIMEO

HCO (DIVISION 1)

JUSTICE HAT

ADMINISTERING JUSTICE

There are some things to firmly keep in mind when you have to use HCO's justice function:

1. Only the criminally inclined desire a society in which the criminal is free to do as he pleases.

2. Only the criminally inclined are frightened enough of justice to protest and complain that it exists.

3. Without order nothing can grow or expand.

4. Justice is one of the guards that keeps the channel of progress a channel and not a stopped flow.

5. All reactive minds can exert pain and discomfort on a being. They demand the suppression of the good and the production of the bad. Therefore, in administering justice, restrain just a trifle more than a bank can compel a bad action. The external threat need be just enough to make the internal pressure to do wrong the lesser of two discomforts. Judgment lies in how much external restraint to apply.

6. Decent people are in favor of justice. Don't confuse the opinion of the majority who wish it with the snarls of the few who fear it.

7. A person who is dramatizing his criminal intent can become very angry if he is not prevented from hurting others.

8. A thetan is good. He invented a bank to keep others good. That mechanism went wrong. And that's why we're here.

9. In a session you would keep a burglar from bursting in the room and disturbing the preclear. In Scientology you keep offenders out so we can get on with our session with society.

10. Look up the person who rails against justice most and you will have the one you have been looking for.

11. The only overt in handling justice is not to work for the greatest good of the greatest number.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 MARCH 1965
ISSUE II

REMIMEO

HCO (DIVISION 1)
JUSTICE
STAFF HAT

RIGHTS OF A STAFF MEMBER, STUDENTS AND PRECLEARS TO JUSTICE

1. HCO is the justice agency of Scientology and Scientologists in addition to other functions.

2. All matters of internal justice in orgs, Committees of Evidence and complaints are taken to the HCO personnel so indicated on the org board.

3. All Scientologists and staff members in accepting posts or membership agree to abide by the HCO Codes. These include the Justice Codes.

4. HCO justice applies to all Scientology and Scientologists.

5. When we say *legal* matters we mean outside law and law agencies such as attorneys, civil courts, suits, contracts and corporation and copyright matters. This comes under Division 3.

6. When we say *JUSTICE* we mean HCO, Division 1, internal activities such as Committees of Evidence, internal enforcement and discipline. Scientology justice safeguards the rights of Scientologists, prevents injustice, prevents punishment by whim, and brings order. Before the Justice Codes, discipline was inequitable and often unjust. The HCO Justice Codes bettered this by making offenses and penalties known and milder. HCO justice prevents wrongful disgrace, demotion, transfer or dismissal and protects the staff member's reputation and job from being falsely threatened.

7. In a condition of Emergency assigned to a department or org, staff members may be subjected to demotion, transfer or dismissal as the assignment of the condition of Emergency suspends the Justice Codes. There is no recourse, then. In addition, offenses may still be made the subject of Committees of Evidence. The thing to do is not get into such a state. Lessened traffic and other matters all found on the OIC charts of each week are the *sole* evidence used to assign a condition of Emergency. A condition of Emergency cannot be assigned unless these graphs show a declining condition.

8. When the org or department is not in a condition of Emergency, the protective Justice Codes are in full force.

9. A staff member who believes he has been falsely wronged (unless a condition of Emergency exists in his department or org) may request a Committee of Evidence of HCO with himself as an interested party and this *must* be granted him. He must however agree to abide by its findings. It can restore any lost pay in cases of injustice but not damages. No senior executive in the org may be named as an interested party in matters of recourse requested by a junior but *below* the level of executive councilman may be called as witnesses. An executive councilman cannot be called before *any* Committee of Evidence by anyone in his or her org including other councilmen of that org. Only a senior org may call executive councilmen of a junior org before a Committee of Evidence and then only for a crime or high crime and then only in the premises of the senior org. Do not then seek to name executive councilmen as interested parties in any Committee of Evidence and do not seek to name any member of any senior org in any Committee of Evidence requested by anyone in an org junior to it.

10. If a staff member wishes to sue a fellow staff member or right a wrong, he or she may request a *Civil* Committee of Evidence of HCO. HCO usually appoints *one* senior staff member on whom the two contenders can agree. The senior staff member holds a session or sessions and both contenders must abide by his findings and award of any money or damages or return of property. There is no further appeal. A *Civil* Committee of Evidence follows the same procedure and has the same rights as any other Committee of Evidence. A Civil Committee of Evidence may not be called by contending co-auditors. These must seek out the D of P and abide by the D of P's advice.

11. Students or pcs may not request Committees of Evidence for causes occurring during a course or an intensive but may appeal in writing to the Division 2 Service Executive. They must report matters covered under the Justice Code, however, to HCO.

    There are no student rules and regulations except the Justice Codes. All others are abolished. The penalties that can be awarded are: for an error, an Instructor reprimand; for a misdemeanor, a pink sheet which must be completed before classification is given; for a crime, one to three weeks at the student's expense in the HGC. A Committee of Evidence can also be convened on a student or preclear for offenses as covered in the Justice Codes.

12. In times of stress, commotion, riot or threats to person, an HCO personnel may instantly deputize any other Scientologist merely by saying loudly "HCO. Bring Order," making it known in any way that the Scientologist or Scientologists present should intervene or act. Any Scientologist whose help is thus commanded at once becomes deputized by Division 1 by the fact of required assistance and may not be charged before a Committee of Evidence for any act committed in rendering assistance to HCO during the period of stress and must be protected by the organization from any civil authority and the organization must pay any fines or expenses incurred or reasonable costs for damage to dress or hospital aid. When the incident is over, the HCO personnel must say "HCO thanks you for bringing order," thus ending the deputization.

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An HCO personnel requiring an eviction of a person or persons from a premises or meeting or area need only point to the person or persons and say "HCO. Order!" Any staff member or Scientologist present is instantly deputized as above and must act promptly to carry out the eviction or be liable under Justice Codes when failing to do so. This can be used in any circumstances, no matter how mild the offender even down to slovenly or unauthorized persons on the premises or in an office. When the person or persons are removed, the HCO personnel removes the deputization by saying "HCO thanks you for order." These orders apply even when the person causing a disturbance is an officer, director or councilman of another division and none may be disciplined for complying but may be liable under Justice Codes for not doing so.

13. When personnel of other divisions foresee stress or danger, while they themselves have ample authority in their own divisions to handle their own personnel, where Scientologists in general are involved they may not take justice in their own hands as it is a Division 1 HCO hat and divisions must not cross in functions. Where mixed divisions or not-staff persons are concerned they should be careful to have an HCO personnel present or available, a wise precaution in event of the possibility of charges or Committees of Evidence resulting, in which case an HCO personnel as a witness would bear weight.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO EXECUTIVE LETTER OF 18 MARCH 1965

TO: ALL STAFF

FROM: RON

SUBJECT: **JUSTICE**

PROTECT YOUR JOB, YOUR POSITION, YOUR REPUTATION, YOUR ORG AND SCIENTOLOGY WITH HCO ETHICS CODES.

End insecurity and fear. The HCO Ethics Codes end these.

Be free of capricious punishment, dismissal by rumor and constant post changes. The HCO Ethics Codes let you know when you're right or wrong.

You are entitled recourse from injustice. The HCO Ethics Codes give it to you.

Standardize discipline in our organizations so a Scientologist knows where he or she stands.

There is freedom in knowing what is thought right, what is thought wrong. There is only slavery when nobody knows and the rules are all "off the cuff."

The turbulence of our organizations has been entirely the product of the society into which we are moving. Today, government by riot and intimidation finds a rising crime rate and sinking freedom. Ours is superior knowledge. We will grow to the degree we can manifest superior order. Our organizations and posts have been upset for 15 years, not by our own actions but by the decreasing ability of the society to handle people. We cannot look today for justice at the hands of what passes for civilization.

If we manifest in ourselves and our organizations a higher degree of order than that of the society into which we are expanding, *by that alone,* the society will move under us.

If in our groups there is better justice, easier recourse from injustice and a higher sense of order, people will move under us, finding in us a greater security and certainty than they do in the madhouse which passes for the "outside world" today.

That world will come our way as fast as and to the degree that we attain a superior culture.

All we have to do, each one of us, is insist upon our rights under and the uniform enforcement of the HCO Ethics Codes and we will achieve expansion and achieve as well dominion in the society.

It isn't hard to do. And we get paid for it. Under the Ethics Codes, whether we do our jobs well is analyzed wholly by statistics, never by rumor or opinion.

Under the Ethics Codes nobody can be demoted, transferred or dismissed without cause and must be reinstated if wrongly treated. Under the Ethics Codes no senior can "balance the budget" by wholesale dismissals — instead they must provide new work and find new income.

Under the Ethics Codes those who reduce your unit pay are located by statistics and educated better into their jobs or coached until they can do them. Only complete refusal to improve can bring them before their fellow staff members to explain why.

THE TOTALITY OF POWER IS ORDERLY PROGRESS.

Our organizations are being streamlined now to handle anything we meet. Our technology of organization comes from Level VII. A part of that technology consists of bringing order and making for us in Scientology groups a safe environment in which we can work. Just as nobody can audit in a constantly invaded room, so nobody can work without the protection of ourselves from the enturbulence of the society around us and its lack of order.

The Ethics Codes are part of our expansion programing.

Your maximum personal protection lies in knowing and understanding the Ethics Codes and getting only Ethics Codes used in all such matters. Your advancement as a staff member and an org depends on them.

Make them work.

Best,

Ron

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 APRIL 1965

REMIMEO
ALL STAFF
STHIL STAFF
POST BULLETIN BOARD
ALL NEW STAFF
MEMBERS' HATS

DISMISSALS, TRANSFERS AND DEMOTIONS

It may not have come to the notice of all staff that HCO justice policy letters forbid staff members being sacked, demoted or transferred.

Only persons with "Temporary" or "Probationary" status can be dismissed as they are not staff completely as yet. Only persons with acting or deputy status can be demoted as the appointment is not permanent.

All others, to be demoted, transferred or dismissed without their consent, must be called before a Committee of Evidence. If the findings of the committee recommend dismissal, demotion or transfer, only then may it be done.

A Committee of Evidence is convened by Office of LRH through the HCO Secretary and is composed of other staff members like yourself. Its purpose is entirely to obtain evidence and recommend action which the Office of LRH then modifies or orders. No other justice actions or punishments exist in this org than those found in justice pamphlets or letters.

If a person is wrongly dismissed, demoted or transferred he or she may request a Committee of Evidence from the HCO Secretary and may have recourse. A person so requesting may not also request their seniors to also be tried but evidence may be obtained from them (seniors). If your seniors have acted outside the Justice Codes, they can be handled in exactly the same way by higher authority.

Your job is secure. It is also covered by the Justice Codes of HCO. These are found in HCO (Hubbard Communications Office) Policy Letters which arrive in mimeograph form in the HCO Secretary's office and which are also being made available in booklet form.

Keep the Justice Codes for a secure job and a peaceful organization.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 APRIL 1965
ISSUE III

REMIMEO

ETHICS REVIEW

(Correction to HCO PL 24 Apr. 65, REVIEW, and additional ethics data)

As per HCO PL 28 Apr. 65 III, POWER PROCESSES, and others of later date, orders to auditing or training may not be made as a sentence or used in an ethics Court or by a Comm Ev or any other reason. Auditing and training are awards.

A student who is disruptive of discipline and acts contrary to the Ethics Codes may not be ordered to Review by the D of P, D of T or Ethics personnel or other persons in an org.

ORDERING STUDENTS AND PCs

Tech and Qualifications personnel, particularly the Tech Sec and Qual Sec and D of Estimations, the D of P and D of T, D of Exams and D of Review and D of Certs may order students or pcs to Review or to course or to HGC or anywhere in and around these two divisions without any ethics action being implied. It is just normal, done to get students and pcs on the road to higher levels.

Ethics actions may only suspend training or deny auditing.

Therefore, a student ordered to Ethics for discipline who does not then give adequate promise and example of good behavior and compliance must be thoroughly investigated even to his or her own area and in the meanwhile may not be trained or processed.

The student, however, may not be dismissed or expelled unless full ethics actions and procedures have been undertaken.

All sentences carrying a denial of training or processing must carry a means of the right to be trained or processed being restored in a specified time or under specified conditions.

STUDENTS AND PCs AND ETHICS

The routine action of Ethics is to request a reappraisal of behavior and a signed promise of good behavior for a specified time. If the student or pc refuses to so promise, then the next action of Ethics is an investigation of the student's course or pc's processing behavior. When then confronted with the data, if the student still refuses to promise, Ethics undertakes a full investigation in the student's or pc's own area. If the student or pc still refuses to cooperate, the student goes before a Court of Ethics which may pass sentence.

RECOURSE

Only after sentence has been passed by a legal body such as a Court of Ethics or Committee of Evidence or after an illegal disciplinary action may a student or pc ask for *recourse.*

Normally before asking for recourse a student or pc *petitions* the Office of L. Ron Hubbard if unwilling to accept the discipline but this must be done at once.

If the petition is unfavorably acted upon, the student or pc may ask for recourse.

Recourse must be requested of the convening authority that had local jurisdiction over the student or pc and may not be requested of higher authority. A request to higher authority than the Ethics activity that passed sentence is a *petition,* not recourse.

COMM EV

A Committee of Evidence is considered the most severe form of ethics action.

One must not be idly threatened or requested.

Only a Comm Ev can recommend suspension or remove certificates or awards or memberships or recommend dismissal.

The Office of LRH passes on all Comm Ev findings before they can go into effect.

A staff member may not be suspended or demoted or transferred illegally out of his division or dismissed without a Committee of Evidence.

Only after that action (or wrongful demotion, transfer or dismissal) as above, may recourse be requested.

Students or pcs, however, may be transferred, demoted in level or grade by a Court of Ethics. And the action of sending the student or pc to a Court of Ethics is of course a type of suspension which may be prolonged in the face of noncooperation.

A student or a pc is not a staff member in the ethics sense of the word by simple enrollment on a course or in an HGC or Review.

A staff member who is temporarily a student or pc in the Academy or Review or the HGC is not covered as a student or pc by his staff member status. He may be

transferred about or demoted as a student or pc by Tech and Qual personnel or suspended as a student or pc by Ethics. This however may not affect his staff member status as a staff member. Because he or she is transferred or demoted or suspended by Tech personnel or Ethics when a student or pc does not mean he or she may be transferred, demoted or dismissed from his or her regular staff post unless the person's staff status permits it.

POTENTIAL TROUBLE SOURCES

Staff members found to be potential trouble sources are handled like any other potential trouble source — but, unless Provisional or Temporary, may not be affected by this in their staff post. They are of course denied auditing or training until they handle or disconnect but this may not also suspend, transfer or dismiss them (unless of Provisional or Temporary status).

This ethics action (the potential trouble source) is in lieu of any discipline, and disciplinary actions that go beyond temporary suspension of training or processing until the matter is settled, must be undertaken by a Court of Ethics or a Comm Ev.

ARC BROKEN STUDENTS OR PCs

An ARC break is not an extenuating circumstance in ethics or disciplinary matters and is only taken into account on the person of the auditor who made the ARC break and didn't repair it.

The plea of "ARC broken" is inadmissible in any ethics matter as a defense or justification of misdemeanors, crimes or high crimes.

LIGHT TOUCH

Scientology ethics are so powerful in effect, as determined by observation of it in use, that a little goes a very long ways.

Try to use the lightest form first.

Students are quite caved in by it when it is applied, by actual observation.

Our lines are too powerful and direct and what we mean to a person's future, even while he or she is nattering, is so well understood down deep that ethics action is a far worse threat than mere wog law.

The being who is guilty knows with certainty that he is offending against the future of all, no matter what his surface manifestations or conduct. Further, while wog law at the worst can only cause him or her some pain and a body by execution or one lifetime's loss of liberty, we threaten his eternity. Even while he screams at us, he knows this down deep.

My first instance of this was a very dangerous psychotic who was largely responsible for a great deal of the public commotion in 1950. This person desisted and caved in the moment the thought was suggested to her by a non-Dianetic friend that she was threatening all mankind. She suddenly saw it as truth and instantly gave up all attacks and utterances.

Even the fellow who could push the button on atomic war knows, really, it's only one lifetime per person he is blowing up, only one phase in Earth's existence he or she is destroying. That we exist here could actually restrain him. The mere destruction of a planet might not, as it's temporary.

Our discipline is quite capable of driving a person around the bend because of what he or she is attacking.

Therefore, we can all too easily make a person feel guilty by just a whisper.

I've now seen a student, simply asked a question by Ethics, promptly give up and *ask* for his Comm Ev and expulsion. He hadn't done more than a poor auditing job. Nobody was talking about a Comm Ev or expulsion and he had not a bit of defiance in it. He just caved right in.

You are threatening somebody with oblivion for eternity by expulsion from Scientology. Therefore realize that an ethics action need not be very heavy to produce the most startling results.

Down deep they know this even when they are screaming at us.

One suppressive person who had committed a high crime of some magnitude went quite insane after departing Scientology and then realizing what he had done.

Therefore, use ethics lightly. It is chain lightning.

LEVELS OF ETHICS ACTIONS

Ethics actions in degree of severity are as follows:

1. Noticing something nonoptimum without mentioning it but only inspecting it silently.

2. Noticing something nonoptimum and commenting on it to the person.

3. Requesting information by Ethics personnel.

4. Requesting information and inferring there is a disciplinary potential in the situation.

5. Talking to somebody about another derogatorily.

6. Talking to the person derogatorily.

7. Investigating in person by Ethics.

8. Reporting on a post condition to Ethics.
9. Reporting on a person to Ethics.
10. Investigating a person by interrogating others about him.
11. Asking others for evidence about a person.
12. Publishing an interrogatory about a person that points out omissions or commissions of ethics offenses.
13. Assigning a lowered condition by limited publication.
14. Assigning a lowered condition by broad publication.
15. Investigating a person thoroughly in his or her own area.
16. Interrogation stated to be leading to a Court of Ethics.
17. Interrogation in a Court of Ethics.
18. Sentencing in a Court of Ethics.
19. Suspending a Court of Ethics sentence.
20. Carrying out a Court of Ethics discipline.
21. Suspension or loss of time.
22. A Committee of Evidence ordered.
23. A Committee of Evidence publicly ordered.
24. Holding a Committee of Evidence.
25. Findings by a Committee of Evidence.
26. Submitting findings of a Committee of Evidence for approval.
27. Waiting for the findings to be passed on or carried into effect.
28. Suspending findings for a period for review.
29. Modifying findings.
30. Carrying findings into effect.
31. Publishing findings.
32. Demotion.
33. Loss of certificates or awards.
34. Denial of auditing or training by a Comm Ev for a considerable period of time.
35. Dismissal.
36. Expulsion from Scientology.

The above is a rough guide to the severity of discipline.

Note that none of it carries any physical punishment or detention.

Short suspension of training or processing up to ninety days is considered under (18) above and is not to be compared with (34) where the time is measured in years.

Just issuing the Ethics Codes is itself a sort of discipline but it is more broadly welcomed than protested as it means greater peace and faster accomplishment.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 MAY 1971

REMIMEO

JUSTICE—CORRECT APPLICATION

(Originally written by LRH for the *Apollo* OODs of 17 May 71.
Issued as an HCO Policy Letter on 4 Aug. 80.)

In matters of justice we do have the responsibility of seeing that fair play exists and that "justice" is not used as oppression.

Along with this comes the responsibility of not operating on isolated reports. Almost all injustice stems from operating on unsubstantiated reports. Honest stats are far more reliable. Injustice and false reports go hand in hand. Taking action on any single report is a very risky thing for any executive to do. It almost always results in an injustice.

The activity called "black propaganda" consists of spreading lies by hidden sources. It inevitably results in injustices being done by those who operate without verifying the truth.

For instance all the attacks on Scientology were black propaganda from hidden fascist sources. This has caused injustice. Black propaganda was a Nazi specialty.

But injustice recoils on those who deal in it.

Thus a hidden, lying source can cause authority to act. Thus authority can be undermined by being made to commit injustices.

There is also another side to this. When those in charge are directly attacked, they have to resort to defense in order to control the situation. That they so act to defend can itself be used to undermine. Once more it is vital for executives and organizations to act only on information that is fully verified. And when they do act it should be with due attention to the full formalities of justice.

To make the problem worse, the omission of enforcing truth and justice can damage many and can be itself a severe overt.

If the world were honest, justice and the need for it would vanish.

The road out is the Road to Truth.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 FEBRUARY 1969

REMIMEO

AN ETHICS POLICY LETTER

JUSTICE

In an extension of third party technology (see HCOB of 26 Dec. 68, THIRD PARTY LAW) I have found that false reports and suppression are very important in third party technology.

We know as in the above HCOB that a third party is necessary to any quarrel. Basically it is a three terminal universe.

In reviewing several org upsets I have found that the third party can go completely overlooked even in intensive investigation.

A third party adds up to suppression by giving false reports on others.

In several cases an org has lost several guiltless staff members. They were dismissed or disciplined in an effort to solve enturbulation. Yet the turbulence continued and the area became even more upset by reason of the dismissals.

Running this back further one finds that the real third party, eventually unearthed, got people shot by FALSE REPORTS.

One source of this is as follows:

Staff member X goofs. He is very furious and defensive at being accused. He blames his goof on somebody else. That somebody else gets disciplined. Staff member X diverts attention from himself by various means including falsely accusing others.

This is a third party action which results in a lot of people being blamed and disciplined. And the real third party remaining undetected.

The missing point of justice here is that the disciplined persons *were not faced with their accusers* and were not given the real accusation and so could not confront it.

Another case would be a third party simply spreading tales and making accusations out of malice or some even more vicious motive. This would be a usual third party action. It is ordinarily based on false reports.

Another situation comes about when an executive who can't get an area straight starts to investigate, gets third party false reports about it, disciplines people accordingly and totally misses the real third party. This enturbulates the area even more.

The basis of all really troublesome third party activities is then FALSE REPORTS.

There can also be FALSE PERCEPTION. One sees things that don't exist and reports them as "fact."

Therefore we see that we can readily run back an investigation by following a chain of false reports.

In at least one case the third party (discovered only after it was very plain that only he could have wrecked two divisions, one after the other) also had these characteristics:

1. Goofed in his own actions
2. Furiously contested any Knowledge Reports or Job Endangerment Chits filed on him
3. Obsessively changed everything when taking over an area
4. Falsely reported actions, accusing others
5. Had a high casualty rate of staff in his division or area

These are not necessarily common to all third parties but give you an idea of what can go on.

After a lot of experience with ethics and justice I would say that the real source of upset in an area would be FALSE REPORTS accepted and acted upon without confronting the accused with all charges and his or her accusers.

An executive should not accept any accusation and act upon it. To do so undermines the security of one and all.

What an executive should do, on being presented with an accusation or down stats or "evidence," is conduct an investigation of false reports and false perceptions.

An area is downstat because of one or more of the following:

1. No personnel
2. Personnel not trained
3. Cross orders (senior orders unattended because of different junior orders)
4. Area doing something else than what it is supposed to do
5. An adjacent area dumping its hat

6. False perception leading to false stats
7. False reports by rumor or misunderstanding
8. False reports from single rare instances becoming accepted as the condition of the whole
9. False reports on others defensively intended
10. False reports on others maliciously intended (real third party)
11. Injustices cumulative and unremedied
12. Actions taken on others without investigation and without confronting them with their accusers or the data

This is a list of probable causes for an upset or downstat area.

SECURITY

The personal security of the staff member is so valuable to him apparently that when it is undermined (by false accusations or injustice) he becomes less willing and less efficient and is the real reason for a PTS condition.

JUSTICE

The only thing which can actually remedy a general insecure feeling is a renewed faith in justice.

Justice would consist of a refusal to accept any report not substantiated by actual, independent data, seeing that all such reports are investigated and that all investigations include confronting the accused with the accusation and where feasible the accuser, BEFORE any disciplinary action is undertaken or any condition assigned.

While this may slow the processes of justice, the personal security of the individual is totally dependent upon establishing the full truth of any accusation before any action is taken.

Harsh discipline may produce instant compliance but it smothers initiative.

Positive discipline is in itself a stable datum. People are unhappy in an area which is not *well* disciplined because they do not know where they stand.

An area where only those who try to do their jobs are disciplined encourages people to hide and be inactive.

But all discipline must be based on truth and must exclude acting on false reports.

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Therefore we get a policy: Any false report leading to the unjust discipline of another is an act of TREASON by the person making the false report and the condition should be assigned and its penalties fully applied.

A condition of DOUBT should be assigned any person who accepts and disciplines another unjustly on the basis of a report which subsequently turns out to have been false.

This then is the primary breakdown of any justice system — that it acts on false reports, disciplines before substantiation and fails to confront an accused with the report and his accuser before any discipline is assigned, or which does not weigh the value of a person in general against the alleged crime even when proven.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 24 FEBRUARY 1972
ISSUE I

REMIMEO
ALL STAFF
STAFF HATS

INJUSTICE

Any staff member who does not know ethics policy is a clay pigeon. "Clay pigeons" are used to throw up in the air and shoot at.

The cycle is, goofs are made. The real Why is not located or handled and when this happens angry executives, who have to pick up the ball, start shooting.

Staff members *are* expected to do their jobs and there are no excuses at all for not doing so.

But it sometimes happens that injustices occur. Goofs happen, then conditions are assigned, persons are removed from post or otherwise bashed about.

Usually this occurs because the staff member is pitifully ignorant of his rights.

Justice is expected and has definite use. When a state of discipline does not exist the whole group caves in. It has been noted continually that the failure of a group began with a lack of or loss of discipline. Without it the group and its members die.

Most people think discipline is bad because most wog discipline is simply harsh injustice.

Most people do not even know that "justice" means fair and equitable treatment for both the group and individual.

Commercial firms and credit companies have a level of injustice that is hard to believe. One is never faced by his accusers and may not even know he is accused until he is shot.

Psychiatry, as exposed in the brilliant book *Manufacture of Madness* by Dr. Szasz, uses the "justice" procedures developed in the days of witch burning, unknown accusers, opinions only, punished before being tried, etc. Psychiatric influence on contemporary court thinking may well be a major reason for the present disturbed condition of society.

Lord forbid we ever fall into such barbarism ourselves.

It is injustice that destroys discipline.

When you indicate the wrong bypassed charge on a case, the case caves in. When you accuse wrongly and punish unjustly, the group caves in.

The truth is, man cannot really be trusted with "punishment." With it he does not really seek discipline, he wreaks injustice.

Many governments are so touchy about their divine rightness in judicial matters that you hardly open your mouth before they burst into uncontrolled violence. Getting into police hands is a catastrophe in its own right in many places, even when one is merely the plaintiff, much less the accused. Thus social disturbance is at maximum in such areas.

Only where a group has a buffer against injustice is it safe to use discipline.

Posts are valuable to staff. Sudden removals, false condition assignments and other actions can do more harm than they achieve good.

Reversely, you can't expect a staff to fall all over a goofing staff member whose lack of performance upsets the lines and production. It does far more harm than good to let the situation continue without taking action.

Between the points of harsh injustice and required discipline there is a happy center ground where discipline, no matter how *severe,* is just and where goofs are not tolerated.

The achievement of this middle ground depends less upon educating and restraining executives than upon the staff member knowing his rights and himself using them.

This is hard to get across because some senior can say "that policy doesn't apply in this case" or "you report this and I'll have your head" or "I don't care what your rights are, you are REMOVED!"

Then again a Review Committee of Evidence can be so slow it never handles in time or it never gets held.

We are living — or trying to — in a very unjust culture. So most of our basic training was in injustice, not in correct discipline.

So you cannot look for a total perfection of justice. But we can make it better and less unjust.

RECOURSE

"Recourse" means "a turning or applying to a person or thing for aid or security."

Not only can one turn to a person but one can turn to a thing or a procedure to set the matter right.

In investigating why certain persons who had been posted did not do their post it was found they had been told to do something else instead. They had done this something else. They did not know they had any "recourse." Because they sought no recourse it had to be assumed they had willingly accepted illegal orders and so were comm eved.

Now, what is this point "they sought no correction" of this obviously illegal order? They simply did not make it known. They did not have to fly in the face of the person. They did not have to refuse.

The Comm Ev should have asked them, "Did you seek any recourse to being given an illegal order?" If the answer was NO, they were a party to the damage. If the answer was YES and they could prove it they would have to be found innocent of intent and the senior would have caught it.

What form would the recourse have taken?

A simple Knowledge Report to the Ethics Officer or the Master-at-Arms, "I have been given different orders in conflict with my post assignment and have made it known but am having to follow the illegal order," would have proofed them against severe action.

By NOT taking recourse the junior *thereby made himself a party to the act.*

The above is not very effective as it does not correct the order and so *some* penalty would have leveled at the person.

At the other end of MAXIMUM RECOURSE there would have been a telex to the Assistant Aide at a CLO or an Aide or Action Bureau at Flag stating, "JOE BLOW ED WILL NOT LET ME TAKE MY POST AS HAS AS ORDERED BUT HAS MADE ME AN AUDITOR."

Whether this was acted on or not, it would absolve the person. He or she would have "blown the whistle on" his or her illegal orderer. He could not be punished for it or for taking the auditor post instead of the ordered HAS post.

To understand RECOURSE one would have to know the seniority of orders. Policy (in PLs) and HCOBs come first. Then there is Flag, continental and local in descending order.

The org board tells one at a local level. The higher names are the more senior.

If a person does not SEEK RECOURSE for a wrong condition, a removal, an illegal order, a Court or a Comm Ev and, no matter how *unjust* the action is, the person has had it.

From a junior member of a mission:

"Dear Action Aide. This mission is going to fail. We are not following our orders, the I/C is not using my services. Signed _____" would remove the person as an interested party in a Comm Ev IF SENT DURING THE TIME OF THE MISSION.

You can't follow an illegal order and/or do other wrongs, get a Comm Ev and expect much help.

But if a Court or Comm Ev is wrong in its findings, a person has RECOURSE. He can ask for a REVIEW COMM EV and MUST receive one.

OUT OF SEQUENCE

To remove a person from post and then give him a Court or comm ev him is out of sequence.

The person has to have a Court or Comm Ev *before* he can be removed.

To assign a condition and then also comm ev is also out of sequence. One assigns a condition or a Comm Ev.

DISMISSALS

Dismissals or offloads once a person has been accepted as a staff member or crew member require a Court or a Comm Ev.

If the findings are protested, there can be a Review Comm Ev.

The Comm Ev can send the person to a Fitness Board or a Fitness Board can send a person to a Comm Ev.

A Fitness Board has the power to prevent taking someone on staff in the first place or someone into a crew. That needs no Comm Ev to reject.

BUT the person so rejected can ask for a Review Comm Ev.

And if the person is on staff one cannot be "removed from post, sent before the Fitness Board and dismissed." It requires a Court or Comm Ev to remove from post and/or to send before a Fitness Board.

STATISTICS

The best defense against *any* ethics action is good statistics. If one has no personal statistic, he is in a bad position and a very eligible clay pigeon if something goes wrong.

When personal statistics are challenged as "unreal" or "doesn't fit" or "falsified," one should have his section or department or divisional stat in very good shape indeed and point to that (and not permit it to be bad), as it is more visible and reliable.

REQUESTED COMM EV

Anyone can request a Comm Ev on himself for anything. An example would be an intern removed from course who does not believe he failed. He can request a Comm Ev. If he can prove he didn't, he has to be restored.

If one is being shot at or regarded with contempt through false accusations, his first action would be to ask the Ethics Officer or MAA for a third party investigation, and if that didn't work, request a Comm Ev to clear his name or repute. Or to get himself rightfully shot for that matter.

Example: Someone is being kicked around. He can't handle it himself. So he requests a Comm Ev.

This MUST be given him. And it must be SWIFT.

SENIORS

A person has a right to be tried only by seniors in rank or status.

Example: A Class VIII, on a tech matter, could not be legally tried by a Comm Ev whose chairman was a Class Zero.

Example: The Tech Sec cannot be tried by a Comm Ev chairmaned by a D of P or a Court held by one of his auditors.

An Executive Director or LRH Comm have to be tried by the next senior org and cannot be tried in their own orgs at all.

There have been flagrant violations of all these things. A CO and LRH Comm were once ripped off and sent home by being *told* it was "an LRH order," which it was not. They did *not* stay on post and do the normal things like "Let's see it in writing, signed." Or "We must query Flag" or "We request a Comm Ev." By NOT staying on post, by letting themselves be ripped off, by not using ANY recourse, they were actually guilty of desertion of post. They caught it from all sides BY NOT USING THEIR RIGHTS.

CONDITIONS

Gold Stars and Green Stars have certain rights in assignment of their own conditions. When they let these be ignored or flouted without taking any recourse they are guilty twice — they permitted injustice plus whatever else they did.

SUMMARY

This is not a full list of procedures and legalities.

All that is being set out here is that:

DISCIPLINE IS NEEDFUL IN A GROUP.

INJUSTICE INJURES DISCIPLINE.

INJUSTICE OCCURS WHEN PEOPLE PERMIT IT BY NOT KNOWING OR IGNORING THEIR RIGHTS AND NOT SEEKING RECOURSE OR REDRESS OF WRONGS.

It is a pitiful scene where executives and Ethics Officers don't know or use correct justice and where the staff members are ignorant of their rights or don't use them.

The result is a complete loss of discipline no matter how many get hanged! Or how many don't.

So where ETHICS IS OUT one really need only check out execs and Ethics Officers on ethics policy and check out the staff on their rights, and some semblance of order will occur in the most disturbed scene.

THIS is the remedy for better discipline and prosperity in a group. Not more shootings of clay pigeons.

It *can* be made a calm, happy scene.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 APRIL 1965
ISSUE II

REMIMEO
BPI

ETHICS

PETITION

The right to petition must not be denied.

It is the oldest form of seeking justice and a redress of wrongs and it may well be that when it vanishes a civilization deteriorates thereby.

Therefore these policies apply:

1. Any one individual has the right to petition in writing any senior or official no matter how high and no matter by what routing.

2. No person may be punished for submitting a petition.

3. No two persons or more may simultaneously petition on the same matter and if so the petition must at once be refused by the person petitioned. Collective petition is a crime under ethics as it is an effort to hide the actual petitioner and as there may be no punishment for a petition, collective petition has therefore no excuse of safety and is to be interpreted as an effort to overwhelm and may not be regarded as a petition.

4. No generality may be used in a petition, such as a report of collective opinion unspecified as to identities. This is to be interpreted as an effort to ARC break a superior and the petition must be refused.

5. Only one person may petition on one matter or the petition must be refused.

6. Threat included in a request for justice, a favor or redress deprives it of the status of "petition" and it must be refused.

7. Discourtesy or malice in a request for justice, a favor or redress deprives it of the status of "petition" and it must be refused.

8. If a "petition" contains no request it is not a petition.

9. There may be no special form for a petition beyond these policies.

10. A petition which cannot be deciphered or understood should be returned to the sender with a request that it be made legible or comprehensible, but this should not be interpreted as a refusal or acceptance of the petition.

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11. A copy of a petition seeking justice against another person or group must be sent that person or group to qualify the request as a petition. No action may be taken by the person or group but he or they should append the copy to their own statement of the matter and send it at once to the executive being petitioned.

12. Petitions are normally directed to the heads of activities such as the head of a portion of an org (HCO or the org in the persons of the HCO Executive Secretary and the Organization Executive Secretary) or the continental heads of orgs or L. Ron Hubbard.

13. Petitions may not demand Committees of Evidence or punishment for executives but may only state what has happened and request the matter be righted.

14. A petition is itself and is not a form of recourse and making a petition does not use up one's right to recourse.

15. All petitions delivered in person verbally or in person with a note, particularly when this restricts a senior's freedom of motion, must be refused.

16. HCO Secretaries or Communicators receiving petitions directed to be forwarded to higher executives which do not comply with these policies should append a copy of this policy letter to the petition and return it to sender. The sender should then re-form the petition into acceptable form and return it on the same channels. When receiving his petition back with this policy letter attached to it, the sender must not assume it has been refused and become apathetic. He or she should realize that a favor has been done, for a petition in violation of these policies would *have* to be refused by the person to whom the petitioner addressed it and that by rewording or complying with these policies the petition now has a chance and will undoubtedly be given courteous attention. A petitioner should consider himself fortunate if a discourteous or collective or threatening petition is returned as it would not be regarded as a petition by the executive to whom it is addressed and might color his or her opinion of the petitioner, perhaps obscuring some real wrong which might well have received attention.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 MAY 1965
ISSUE I

REMIMEO

ETHICS

PETITIONS

(Add to HCO PL 29 Apr. 65, PETITION)

No person under sentence or awaiting a Committee of Evidence may validly petition the Office of LRH.

A petition may only be submitted before or after the full course of Scientology ethics has been taken.

As all ethics actions such as a Committee of Evidence are reviewed, in effect a line already exists due to the ethics action and the facts will be on it.

Therefore a communication from a person under legal sentence from Ethics Officers or a person named in a Comm Ev may not petition. Ethics actions must be permitted to take their course.

A protest from ethics actions worded as a petition routinely causes further investigation as the "petitioner" is actually only protesting ethics actions and is handled as such.

L. RON HUBBARD
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HCO POLICY LETTER OF 2 OCTOBER 1962
ISSUE I

(Also issued as an HCOB, same date and title)

BPI

WHEN YOU NEED REASSURANCE

When you hear people growling, when the lines are all awry, when the auditor has flubbed and the world of Scientology looks black, just remember that in the dozen years of sometimes despairing work and heartbreaking setbacks, the dream has yet come true. We have it now. We can and are clearing them all — and you.

In Scientology just remember this when all looks dark:

IT WILL ALL COME OUT ALL RIGHT.

L. RON HUBBARD
FOUNDER

Scientology Justice Codes

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 MARCH 1965

REMIMEO
MA
POST BULLETIN
BOARD

THE JUSTICE OF SCIENTOLOGY
ITS USE AND PURPOSE
BEING A SCIENTOLOGIST

The reason we have Justice Codes is to have justice. We don't want or need injustice.

When we have no codes, "justice" can be anything any authority cares to make it.

We have had too much caprice passing for justice. It is time we had justice.

Committees of Evidence work. I recall one Tech Director accused of tampering with a student. I was told he was about to be disciplined and sacked. I stopped that action and had a Committee of Evidence convened. Accurate testimony revealed the story false and the Tech Director innocent. Without that committee, he would have been ruined. I know of other instances where a committee found the facts completely contrary to rumor. Some are guilty, most are innocent. But thereby we have justice and our necks aren't out. If a person is to keep the law, he or she must know what the law is. And must be protected from viciousness and caprice in the *name* of law. If a person doesn't keep the law, knowing well what it is, he or she hurts all of us and should be handled.

The enturbulence of the society around us is fantastic. There is no just civil law left, really. It is that lawless and disorderly condition in the society about us which makes it hard for us to work. Shortly we will be even more powerful. That power must not be lawless or we will have anarchy and dismay, enough to stop our growth.

If we have a superior law code and legal system which gives real justice to people, we will simply flow easily over the society and everybody will win.

Where we fail to apply our own administration, technology and justice procedures to the society around us (let alone Scientology), we will fail.

There is too much truth in our lines not to cause a social upheaval. Therefore, let us have justice and expand into higher order, not plunge the world into darkness because our power as a group struck innocent and guilty alike.

A Scientologist must understand his own justice system. Without understanding, again there will be no justice.

Already the following points need correction in the uninformed person concerning our justice.

A Committee of Evidence is not a court. It is simply a fact-finding body with legal powers, convened to get at the facts and clean up the ARC breaks caused by rumor. When it has the truth of it, then a convening authority acts—but only in exact accordance with a Justice Code.

Our justice really rehabilitates in the long run. It only disciplines those who are hurting others and gives them a way to change so they can eventually win too—but not by hurting us.

A Scientologist who fails to use Scientology technology and its administrative and justice procedures on the world around him will continue to be too enturbulated to do his job.

That sounds extreme to anyone.

But if you look it over, you will find that the "power" of the "society" and "state" is pretended and is made from an effort to be powerful where they actually lack power. Our situation is quite the reverse. Ours is the power of truth and we *are* capable of power as a group, having power as individuals due to processing and power of wisdom due to superior technology.

Therefore when we grant too much beingness to *their* "power," we are granting validity to a falsehood and so it recoils on us.

We are, in short, knocking our own heads off by failing to use our knowledge and authority when we administer or handle our fellow man or society. It's like refusing auditing to somebody or not making it possible. It's also investing a lie with power. Society is losing ground because its "power" is based on a pack of falsehoods. *We* will lose ground if we empower those lies.

There's real magic to be seen here. For instance, every upset we have is traceable to *our* not knowing or failing to apply *our* technology and admin and justice procedures to the society around us and its individuals, firms and groups.

This is worse than you think. A Scientology executive not handling dev-t (developed and unnecessary traffic) from a government in accordance with our dev-t policies when it was off-line and off-policy recently caused an upset. A government official was off-policy (his own bureau's) and the Scientology executive did not follow *our* procedure of (a) send it back to source, (b) correct the policy error and (c) inform his superiors when results were not obtained. You say, "But that's wild! Run a government by Scientology admin?" Well, all I know is that it caused trouble when we didn't.

Evidently it's not "them" and "us." It's just "us" and a false "them."

So all we have to do is to get their hats on and they're *us*.

Failure to take our usual justice actions on offenders against us will result in eventual chaos. What matter if they don't appear before the Committee of Evidence

we convene on them? How do we know they won't? How could the Victoria Parliament ever come right if we failed to (a) convene a Committee of Evidence, (b) follow our legal procedures?

No, they just stay "them."

Has anybody informed the FDA of our amnesty? Well, did you know the FDA was looking for a way out of their mess for fear we'd sue for a million? They'd drop the E-Meter case if they thought we wouldn't sue.

How do we know if we don't try?

So therefore we *must* use Scientology tech, admin and justice in all our affairs. No matter how mad it sounds, we only fail when we don't.

And therefore every Scientologist should understand his own tech, codes and procedures.

Some Scientologists believe when a Committee of Evidence is convened that they are at once suspended.

Nobody *can* be suspended or punished by the *convening* of a Committee of Evidence. It's there to find the truth. *Only* when its findings are submitted to its convening authority and when the convening authority acts can anyone be suspended or transferred or demoted.

Don't react to Scientology justice as though it were wog law. In society's "courts" one is given the works, and truth has little bearing on the findings. A mean judge or clever attorney and small legal errors decide a lot of their cases. Wog courts are like throwing dice. There is huge cost and publicity and punishment galore even for the innocent.

So we must preserve our justice.

And use it.

That's the main lesson. If we don't use it in all questions where the truth of the matter is in doubt, we'll just go on being wogs.

If we don't exhibit our science as a *group* and show a good example, what can we achieve?

So let's grow up to our own technology and take responsibility for it.

And wear our hats as Scientologists to the world.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 MARCH 1965RA
ISSUE II
REVISED 10 JANUARY 1991

GEN. NON-REMIMEO
POST ORG PUBLIC
BOARDS

HCO (DIVISION 1)

JUSTICE

OFFENSES AND PENALTIES

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a code of discipline which we have almost always more or less used, made plain for everyone to see, with limits against overpunishment and recourse for those who are wronged.

Accordingly, this code of offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse bring everyone to uncertainty and risk at the whim of those in command.

There are four general classes of crimes and offenses in Scientology. These are *Errors, Misdemeanors, Crimes* and *High Crimes*.

1. *Errors.* Errors are minor unintentional omissions or mistakes. These are auditing "goofs"; minor alter-is of tech or policy; small instructional mistakes; minor errors or omissions in performing duties; and admin errors or omissions not resulting in financial loss or loss of status or repute for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, classifications and awards may not be cancelled or suspended or reduced for an error. The offender may not be transferred or demoted or fined or suspended for committing an error. No Committee of Evidence may be convened because of an error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of misdemeanor.

2. *Misdemeanors*. These are:

Noncompliance.

Discourtesy and insubordination.

Mistakes resulting in financial or traffic loss.

Commissions or omissions resulting in loss of status or the punishment of a senior.

Neglect or gross errors resulting in the need to apply the Emergency Formula to their person, section, unit, department, organization, zone or division.

Knowing and repeated departures from standard technology, instructional procedures or policy.

Continued association with squirrels.

Abuse or loss or damage of org materiel.

Waste of org materiel.

Waste of funds.

Alteration of senior policy or continued ignorance of it.

Consistent and repeated failures to wear their hat regarding dev-t.

Refusing an E-Meter check.

Refusing auditing when ordered by a higher authority.

Disturbing a course or class.

Disrupting a meeting.

The discovery of their having an undisclosed criminal background in this lifetime.

The discovery of an undisclosed tenure in a mental hospital.

Processing a known trouble source or the family or adherents of a suppressive person or group.

Omissions resulting in disrepute or financial loss.

Inadequate or declining income or traffic in a section, unit, department, org, zone or division.

Assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or division.

Failure to acknowledge, relay or comply with a direct and legal order from an executive staff member.

Auditor's Code breaks resulting in a disturbance of the preclear.

Failure to follow the Supervisor's Code resulting in disturbed students.

Contributing to a crime.

Failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post.

Refusing to testify before a Committee of Evidence.

Showing contempt or disrespect to a Committee of Evidence when before it.

Destroying documents required by a Committee of Evidence or refusing to produce them.

Withholding evidence.

False swearing on a signed statement or form.

Impeding justice.

Refusing to serve on a Committee of Evidence.

Refusing to vote while a member of a Committee of Evidence.

Misconduct.

Issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority.

Invoicing and/or depositing checks obtained in confidence.

Giving org services on the basis of confidence checks received without having had the confidence check made good and correctly invoiced and banked first. (Definition of confidence check: a check known by the person accepting it as NOT valid and covered by funds at time of acceptance, but accepted nevertheless on basis of promise by the drawer to make it good at a later date.)

False report.

False attestation.

No report.

Refusal to report.

Verbal tech. This includes: giving out data which is contrary to HCO Bulletins or Policy Letters, or obstructing their use or application, corrupting their intent, altering their content in any way, interpreting them verbally or otherwise for another, or pretending to quote them without showing the actual issue.

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Neglect of duty.

Condoning neglect of duty.

Out-tech.

Such offenses are subject to direct punishment by order, and for a staff member the punishment is the assignment of a personal condition of Emergency for up to three weeks and for an executive staff member the assignment of up to a three-month personal condition of Emergency.

Personal conditions of Emergency reduce pay or units one-third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a committee and punishment by direct order — one or the other.

However, if any of these offenses become the subject of a Committee of Evidence, the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

A Court of Ethics may be convened on any misdemeanor.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be cancelled.

Nonstaff or field or mission Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be reclassed as crimes by a convening authority.

3. *Crimes.* These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are:

Theft.

Mayhem.

Harmful, flagrant and continued code breaks resulting in important upsets.

Noncompliance with urgent and vital orders resulting in public disrepute.

Placing Scientology or Scientologists at risk.

Omissions or noncompliance requiring heavy intervention by seniors consuming time and money, with dev-t.

Failure or refusal to acknowledge, relay or execute a direct legal order from an International Board member or an assistant board member.

Being or becoming a potential trouble source without reporting it or taking action.

Receiving auditing while a potential trouble source.

Withholding from local Scientology executives that he or she is a potential trouble source.

Failing to report a potential trouble source to local HCO.

Organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior.

Being a knowing accessory to a suppressive act.

Using a local Scientology title to set aside the orders or policies from the International Board.

Following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board.

Not directly reporting flagrant departures from International Board policy in a section, unit, department, org, zone or division.

Being long absent from post while a senior executive without advising the board member of his or her division.

Permitting a section, unit, department, org, zone or division to collapse.

Not taking over as a deputy in a crisis not otherwise being handled.

Passing org students or preclears to outside auditors for private commission.

Using an org position to build up a private practice.

Taking private fees while on staff to audit outside preclears, run private courses, coach or audit students or org preclears.

Embezzlement.

Taking commissions from merchants.

Reselling org materiel for private gain.

Using an org position to procure personal or non-Scientology funds or unusual favors from the public, a firm, student or preclear.

Impersonating a Scientologist or staff member when not authorized.

Inciting to insubordination.

Instigating a local power push against a senior.

Spreading destructive rumors about senior Scientologists.

Pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions.

Not reporting the discovery of a crime or high crime to HCO of the nearest Scientology organization while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence.

Refusal to accept penalties assigned in a recourse action.

Refusal to uphold discipline.

Getting another staff member disciplined by giving false reports about him or her.

Overworking an executive by ignoring one's duties.

Falsifying a communication from higher authority.

Falsifying a telex message or cable.

Causing a staff member to lose prestige or be disciplined by giving false reports.

Seeking to shift the blame to an innocent staff member for the consequences of one's own offenses.

Protecting a staff member guilty of a crime or high crime listed in this code.

Stealing or seducing another's wife or husband.

Committing offenses or omissions that bring one's senior staff member, unit, department, org or zone official to personal risk and/or a Committee of Evidence, civil or criminal court.

Willful loss or destruction of Scientology property.

Making out or submitting or accepting false purchase orders.

Juggling accounts.

Illegally taking or possessing org property.

Causing severe and disreputable disturbances resulting in disrepute.

Obtaining loans or money under false pretenses.

Condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or division to a state of collapse.

Holding Scientology materials or policies up to ridicule, contempt or scorn.

Heckling a Scientology instructor or lecturer.

Falsely degrading an auditor's technical reputation.

Impersonating an executive staff member.

Pretending Scientology certificates, classifications or awards not actually held to obtain money or credit.

Selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter).

Using Scientology harmfully.

Not bringing a preclear up through the grades but overwhelming the preclear with high levels.

Processing or giving aid or comfort to a suppressive person or group.

Knowingly using Scientology to obtain sexual relations or restimulation.

Seducing a minor.

Neglect or omission in safeguarding the copyrights, registered marks, trademarks, registered names of Scientology.

Issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another.

Issuing any Scientology data under another name.

Condoning the suppression of the word *Scientology* in its use or practice.

Allying Scientology to a disrelated practice.

Neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Committing a problem.

Committing a solution which becomes a problem.

Case on post.

Out-admin.

Giving any session or assist without making an auditor's report, or copying the original actual report after the session and submitting a copy instead of the real report.

Accepting for higher levels of processing persons who have not made their lower levels.

Processing persons at higher levels who have not made lower levels.

Training persons at higher levels who have not proven themselves as competent auditors at lower levels.

Permitting an ARC broken person to leave an org unhandled shall be deemed for the last auditor to audit him and for the PES and Director of Success a crime.

Treasonable neglect.

Missing a withhold on a pc.

Noncooperation with enforcing Confessional technology.

Letting a person get onto an OT section who is NCG, nattery, critical or otherwise exhibiting O/Ws or out-ethics without handling so that he can make case gains; also, continuing the error and not remedying the matter right away.

Violation of any of the eleven points listed in HCO PL 29 Feb. 84, COMPUTER ETHICS POINTS:

1. Misfiling in a computer.
2. Not filing in a computer.
3. Putting false data into a computer.
4. Making corrections to something and invalidating the data in a computer.
5. Failing to keep a computer clean and in repair.
6. Running a computer without fully checking out and star-rating on it.
7. Permitting unauthorized access to a computer.
8. Allowing dampness and/or magnetic fields in the vicinity of a computer.
9. Not using a computer once it is installed.
10. Pretending difficulties with a computer that do not exist.
11. Failure to recruit competent people to run a computer.

Creating problems in the implementation of orders.

Using policy to create problems.

Crimes are punished by convening Courts of Ethics or Committees of Evidence and may not be handled by direct discipline. Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, classifications or awards may not be cancelled for a crime.

4. *High Crimes.* These consist of publicly departing Scientology or committing suppressive acts.

Cancellation of certificates, classifications and awards are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 FEBRUARY 1968

REMIMEO

ETHICS AND ADMIN

ADMIN KNOW-HOW SERIES 19

SLOW ADMIN

The secret of any executive success is the ability to Complete Cycles of Action Quickly.

The operative word is COMPLETE.

Ability is the ability to complete a cycle of action, to handle the matter so it does not have to be handled again.

Referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or are afraid of responsibility. People who are afraid of taking responsibility are not executives. They are laborers.

An executive who doesn't handle but puts something on wait is also irresponsible. Slowing an admin line by not acting NOW is also suppressive.

Suppressives cannot complete cycles of action. They either act in an altered direction or they continue an action beyond any possible expectancy. In either case they do not COMPLETE.

THEREFORE this ethics policy is brought into being:

EXECUTIVES WHO DO NOT HANDLE MATTERS SO AS TO COMPLETE THEM, WHO REFER OR SLOW ADMIN ARE LIABLE TO A COMM EV ON A CHARGE OF OUT–ADMIN.

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 DECEMBER 1976

REMIMEO
LRH COMM
HAS
ETHICS OFFICER
QUAL SEC
STAFF SECTION OFFICER
STAFF CHAPLAIN
STAFF STATUS AND
PRODUCT ZERO
PAYROLL I/C

LEAVING AND LEAVES

It has occasionally happened in the past that a staff or crew member has used the fact that he or she was leaving an org to spread upset.

It is a common make-wrong in children to threaten to run away. And it is a common action of suppressives to spread upset and dissatisfaction by saying they are leaving.

There are some people who leave wherever they are obsessively and the most casual check reveals they have seldom remained anywhere; committing continual overts, they are routinely running away from any job, any post, any group and from themselves and life.

As the actual reason behind blows is overts and withholds, the excuses for leaving are usually simply justifications and are actually a third party action of associates, usually false reports.

Therefore, informing fellow staff members and others that one is leaving is hereby properly labeled a suppressive act.

Where it is found that this is occurring and if the person concerned does not report it to the proper terminals, HAS and Staff Chaplain, departure will be followed by a declare.

If one is going to leave an org the proper action is to report it only to the HAS and Staff Chaplain and not to fellow staff members.

Where a person is secretly planning to leave and making private preparations to do so without informing the proper terminals in an org and does leave (blow) and does not return within a reasonable length of time an automatic declare is to be issued. Should any monies or organizational property be found to be missing in consequence, action is to be taken on criminal charges.

All persons whose contracts expire without renewal and all persons who wish to leave are to be security checked by an auditor who is qualified in Qual to make prepared lists read. This will remove the overts and withholds inevitably connected and so relieve the person and the org of the usual justifications and false reports.

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LEAVES

All persons before going on leave must be given a Security Check by an auditor qualified to make prepared lists read. Final pay before departure is to be withheld until this action has been done.

All persons returning from missions or leave must be security checked.

Any staff or crew member falsifying the reasons why a leave is needed or requesting a leave when in fact blowing is to be the subject of an automatic declare.

There is no intention of holding on to people who do not want to be where they are.

There is every intention to use our tech to prevent false reports and suppressive actions from occurring, both to the detriment of the person himself and to an organization.

There are enough lies in the world without generating more as to the "reasons" one is leaving or seeking to use the fact to damage an org or its staff.

The vast majority of staff want to be there and are NOT leaving and they don't need third-partying SPs around. The vast majority are good guys.

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HCO POLICY LETTER OF 19 DECEMBER 1982
ISSUE I

ALL ORGS
ALL EXECS
ALL STAFF
ALL DIV HEADS
LRH COMMS
HCO
DEPT 1 HATS
DEPT 3 HATS

PERSONNEL SERIES 32
ORG SERIES 44

"DOING A QUICKSILVER" FORBIDDEN

Refs:

HCO PL	19 Mar. 71 I	Personnel Series 20 PERSONNEL PREDICTION
HCO PL	24 June 70 II	PERSONNEL POOLS
HCO PL	7 Jan. 66 I	LEAVING POST, WRITING YOUR HAT
HCO PL	20 Apr. 69 II	HATS, NOT WEARING
HCO PL	20 Aug. 71 III	MUSICAL CHAIRS
HCO PL	11 Aug. 71 II	Personnel Series 22 DON'T UNMOCK A WORKING INSTALLATION
HCO PL	7 Mar. 65 III	OFFENSES AND PENALTIES
HCO PL	13 July 74 II	Org Series 34 WORKING INSTALLATIONS

There is a condition that can exist in orgs which differs slightly from "musical chairs" (the rapid transfer of personnel from post to post) but is akin to that and every bit as deadly.

We could call it a "quicksilver personnel" scene.

("Quicksilver" is another name for mercury, the silvery-white metallic element, liquid at room temperature, which is used in thermometers, barometers and similar instruments.)

Used figuratively, the term "quicksilver" means something that is quick-moving, unpredictable and as elusive as mercury, or "mercurial." Something that is mercurial is changeable, variable, volatile.

To anyone who has ever observed a drop of quicksilver, or mercury, in an open container or placed on a slab of glass, this will be real. One second it's here, the next second it's there. Just about all you have to do is breathe on it and it changes its position. And where it *was* a second ago there's now nothing.

It is miserable (if not impossible) for an executive or management body trying to run things with staff doing a quicksilver. One can hit up against some nasty surprises.

For example, an org's personnel scene may look great on the board, with posts filled, hats existing and known, production occurring and on the rise — all is looking good when suddenly the stats crash.

An initial check may show there haven't honestly been any post transfers, per se. But dig a bit further and you're likely to find a quicksilver personnel scene. The top delivery auditor is off on a two-week vacation. The Qual Sec has been fired on a recruitment tour. The Reg has gone out-ethics and been suspended, unreplaced, pending some ethics handling. The Chief Officer is off on maternity leave and the CO, holding her post from above, is being the guest speaker at an event in the next city.

It happens and it happens not only in Class IV orgs but in the higher service orgs and management units where tours are essential and missions need to be fired and other situations can crop up requiring personnel.

It has shown up drastically at times in several large orgs. In one, the head of a vital network went off on mission and, with no one left being the senior, the stats in the area crashed. In another, the sales manager took his leave, his routine functions were ignored and sales suffered severely. And in still another org, no less than *six* key delivery terminals were all found to be out on regging tours in one week, some of them over a period of several weeks, at a time when delivery of paid-in-full services was backlogged!

None of these terminals had been removed or transferred or promoted. And one could say the actions being done are all covered in some way in policy, are needed, and therefore justified. But these terminals were all off post unreplaced, weren't they?

That's a quicksilver personnel scene. It's unstable.

CONTRIBUTING FACTORS

Executives who issue orders that unmock working installations where production is occurring at "A" to get something done at "X" bring about such scenes.

Personnel who, like quicksilver, accommodatingly move off their assigned posts unreplaced to do something else at the first invitation or order, help to generate and sustain such scenes.

Seniors who permit or condone this are also a party to them.

Personnel can do a quicksilver for any of a number of reasons. For some, the chance to go off and see other people and new places may be an alluring prospect.

Some are too timid to refuse a destructive order and so they comply, under protest. For others there is financial gain involved — there are often commissions or a bonus at stake.

Tours have been used by some, apparently condoned by executives, to take longer leaves (more time off on leave per year) by combining 4 to 6 or even 8 weeks of a "regging tour" with a "leave," with the org paying both the person's fare and living expenses and no clear distinction made between the period of "tour" and the period of the "leave." (While this is part of an unstable personnel scene, it is also a situation requiring a separate ethics handling in itself.)

Sometimes a staff member is made to feel, by a very convincing exec, that the action which calls for his suddenly going off post with no or inadequate replacement is actually more important than his job. Where this threatens production and there is no adequate replacement, this is almost always a falsehood.

It is true that missions need to be fired. Tours are vital to income and delivery. Staff sometimes do need to go off post temporarily for handling of one type or another. Events are valuable in terms of promotion, goodwill, PR and sign-ups, and for certain types of these, key personnel or trained tech delivery personnel may be required. Emergencies do arise. Personnel are entitled to annual leave. And speed of operations is important.

On the plus side, we do have capable and versatile staff who are willing to extend themselves, when needed, to make things go right. We have demanding, fire-breathing executives who are out to handle situations and open up new fields for delivery which, in itself, is a good thing. And many of these go about it standardly.

But the senior or exec at any level who endangers ongoing delivery and production and/or unstabilizes a producing personnel scene to get these things done is simply advertising to one and all that he can't predict and plan and organize or get others to do so. Control is lacking here as well as just plain common sense. The kindest thing one could say about such an exec is that he is shortsighted. And "quicksilver" is a rather mild term for the staff member who steps so easily off his post and leaves a hole in the lineup with no thought of the consequences.

One could say that everyone has personnel problems. BUT that is no Why.

HANDLING "QUICKSILVER PERSONNEL" SCENES

The first policies *missing in application* are those covering replacements and hat turnovers.

BECAUSE IT IS A *"TEMPORARY"* ABSENCE, NO ONE IS DEMANDING REPLACEMENT AND TURNING THE HAT OVER TO SOMEONE WHO CAN COVER THE POST *COMPETENTLY*.

But policies exist in abundance on this subject. HCO PL 29 Aug. 70 I, Personnel Series 1, PERSONNEL TRANSFERS CAN DESTROY AN ORG, points up the outnesses which can destroy an org faster than any others. HCO PL 7 Jan. 66 I, LEAVING POST, WRITING YOUR HAT, covers the staff member's responsibility for

a post he is vacating under *any* circumstances. HCO PL 20 Apr. 69 II, HATS, NOT WEARING, emphasizes the staff member's responsibility for knowing that he *is* the Qual Sec, or Reg, or the post title for the post and functions he has accepted. HCO PL 11 Aug. 71 II, Personnel Series 22, DON'T UNMOCK A WORKING INSTALLATION, cites the main reason we have ever had slumps in orgs.

The personnel policies are there. But very often, where a "quicksilver personnel" scene is permitted, BECAUSE SOMEONE PULLS OFF A SUCCESS IN ONE AREA, EVEN THOUGH STATS IN HIS OWN AREA MAY CRASH, THE EXISTING ETHICS POLICIES THAT COVER SUCH A CRASH OR THE COLLAPSE OF AN AREA MAY BE OVERLOOKED OR DELIBERATELY IGNORED.

So how do we handle "quicksilver personnel" scenes?

The answer is to add some teeth to the existing policies:

1. AN ABSENCE FROM POST FOR EVEN A TEMPORARY PERIOD OF AS LITTLE AS HALF A WEEK IS AN ETHICS OFFENSE, UNLESS SOMEONE IS NAMED AND THERE AS A REPLACEMENT WHO HAS HAD THE POST PROPERLY TURNED OVER TO HIM AND WHO CAN COVER THE POST *COMPETENTLY*.

2. IF SUCH ABSENCE WITHOUT COMPETENT REPLACEMENT OCCURS *AT ALL,* AN IMMEDIATE COURT OF ETHICS MUST BE CALLED ON THE STAFF MEMBER WHO LEAVES HIS POST UNFILLED OR INADEQUATELY COVERED, AS WELL AS ON THE SENIOR OR EXECUTIVE ORDERING, CONDONING OR PERMITTING IT.

3. IF IT OCCURS AND RESULTS IN STATS CRASHING IN A COURSE, A DIVISION, DEPARTMENT, SECTION, UNIT, AREA, ZONE OR ORG, A COMMITTEE OF EVIDENCE MUST BE CALLED WITH *ALL* INVOLVED NAMED AS INTERESTED PARTIES.

The charges are:

CONDONING OR CONTRIBUTING TO CIRCUMSTANCES OR OFFENSES CAPABLE OF BRINGING A COURSE, SECTION, UNIT, DEPARTMENT, ORG, ZONE OR DIVISION TO A STATE OF COLLAPSE

and

NEGLECT OF RESPONSIBILITIES RESULTING IN A CATASTROPHE EVEN WHEN ANOTHER MANAGES TO AVERT THE FINAL CONSEQUENCES.

With this policy made known and enforced, there *is* a cure for those who do a "quicksilver" and for executives and seniors whose out-planning and out-prediction bring about quicksilver personnel scenes.

L. RON HUBBARD
FOUNDER

Org Programing & Target Attainment

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 SEPTEMBER 1959

REMIMEO

PROGRAMING

(Originally written as an HCOB on 12 Sept. 59.
Issued as an HCO PL on 23 Oct. 69.)

(Refer also to HCO PL 4 Dec. 66, AKH Series 9, EXPANSION, THEORY OF POLICY, and HCO PL 24 Dec. 66 I, AKH Series 10, HOW TO PROGRAM AN ORG, SAINT HILL PROGRAMS.)

Dianetics and Scientology have never suffered from lack of programs. There have always been programs. And there will always be better programs and, maybe for dissemination purposes, the PERFECT program.

But what happens to all these programs?

Alas, I found out the facts of this some years ago, and out of it came the organizational pattern which is working so splendidly in Central Orgs. But the facts that I found out had all to do with execution of programs.

We get a wonderful idea. It's a slayer. It will tear the tops right off the skyscrapers and send them in for a book. And months later we wonder what happened to this marvelous program.

Well, I'll tell you what happened. Nobody did it.

That's the swan song of most every program that gets thought up. It was great, but nobody did it. . . .

And before you think I am being critical of all the staffs everywhere or that we're ever critical of all the staffs, I'll give you the rest of my findings on this subject.

Programs didn't get done because everybody was so overloaded with what they were already doing that they didn't have a chance to start the new program no matter how good it was. Programs were already in the run. Many of these were so fundamental — such as sale of books or answering letters to incoming preclears and students — that nobody could start on the new program. And as a result the new program didn't get started no matter how marvelous it seemed to be.

The reason executives used to keep pulling people off post all the time was this thing programing. The executive had, he thought, a better idea or was trying to carry out an old idea. And to get it going he would draft the whole staff to do it and the basic programs would go begging.

Do you know that nearly every function of a Central Org was at one time a brand-new wonderful program? Well, it was. And this gradually sifting out of activities brought us to a rather final form with one more step to go and that step is programs, a Department of Programs. A department which can carry through new or stunt programs without bringing the whole place in ruins by tearing everybody off their standard programs.

Programing is important enough to pay a lot of attention to. And there is a lot of gen about it. And the gen all adds up to no matter how many programs you have, each one consists of certain parts. And if you don't assemble those parts and run the program in an orderly fashion then it just won't spark off. These are some of the principles about programs. And you had better have them because your new HAS Co-audit Course is a program and has to be done like a successful program. And your preclears are a program and have to be done like a program. If you don't know these facts of life, here they are:

MAXIM ONE: Any idea no matter if badly executed is better than no idea at all.

MAXIM TWO: A program to be effective must be executed.

MAXIM THREE: A program put into action requires guidance.

MAXIM FOUR: A program running without guidance will fail and is better left undone. If you haven't got the time to guide it, don't do it; put more steam behind existing programs because it will flop.

MAXIM FIVE: Any program requires some finance. Get the finance into sight before you start to fire, or have a very solid guarantee that the program will produce finance before you execute it.

MAXIM SIX: A program requires attention from somebody. An untended program that is everybody's child will become a juvenile delinquent.

MAXIM SEVEN: The best program is the one that will reach the greatest number of dynamics and will do the greatest good on the greatest number of dynamics. And that, my people who want to become victims by going broke, includes dynamic one as well as dynamic four.

MAXIM EIGHT: Programs must support themselves financially.

MAXIM NINE: Programs must ACCUMULATE interest and bring in other assistance by the virtue of the program interest alone or they will never grow.

MAXIM TEN: A program is a bad program if it detracts from programs which are already proving successful or distracts staff people or associates from work they are already doing that is adding up to successful execution of other programs.

MAXIM ELEVEN: Never spend more on a program than the income from one person signing up can repay.

MAXIM TWELVE: Never permit a new program to inhibit the success of a routine one or injure its income.

Let us now take a squint at this all in one piece. *Wrong example:* We decide to run an ad in the Hatmakers' Weekly to attract people into the PE Course. We place the ad. We forget the time this special course is to start. We have nobody there to answer the phone on inquiries as to the course. We have nobody there to greet the people and make them feel at home when they arrive. We have nobody to instruct the course. We get a bill for monies three weeks later that we can't pay.

Right example: We decide to hit the hatmaker trade as a source of PE. We rule out seven other programs in favor of this one. We have a staff meeting on it and gen everybody in on the existence of this program. We see that we have made a lot of money from co-audit enrollments and we earmark this to pay for the advert, for the salary of the person who will run the program. We appoint a specific person to administer this program. When the advert has been placed and appears, our person appointed to it goes on to it full time. Reception is genned again to send all hatmaker calls to this person and to refer to this person all hatmaker bodies. All persons who may also be acting as Reception are genned with this data. The person appointed doesn't sit back to wait for the business to come in. This person reaches for hatmakers with letters and phone calls. This same person that has been contacted by the hatmakers is then on deck the zero-hour evening to greet them all and get them into their seats and to make sure the instructor is there and to instruct it himself if no instructor appears. If the program is sweepingly successful in terms of new enrollees, then we make sure we leave the person appointed for it in the first place right on duty pushing hatmakers into the PE. And we have a program. And it was successful. And we got somewhere.

A pitiful wrong example of the above was when I was running the first American College PE as the experimental setup some years ago. We started to get in longshoremen by the squad. And they brought in other longshoremen. The person in charge thought longshoremen were low cast and tried to get intellectuals in instead, thus switching off the program. You never saw a program dwindle quite so fast as the longshoremen did. The correct action would have been to notice that longshoremen were responding heavily and to put somebody maybe even out of their ranks onto the payroll to pressure away at longshoremen. A million-pound program was let go up in a puff of nowhere.

A wonderfully right example is the Director of Processing–staff auditor setup of a Central Organization. That was once just a program. It prospered. It's still with us. Every field auditor looks at it with envy and snarls and tries to copy it. But he doesn't program. He is doing everything else in the shop. He can't program a special

clinic drill with his attention everywhere at once. It's now thoroughly against the law in a Central Organization to let a Director of Processing take preclears. That's how far it goes. And we get wonderful results and all is well and the only squawks you hear about HGCs are from pure green-eyed jealousy or maybe an occasional real goof that the Central Organization jumped on days before anybody else did.

Programing requires execution. It requires carry-through. It requires judgment enough to know a good program and carry it on and on and to recognize a bad one and drop it like hot bricks.

There's nothing wrong with the will to do amongst Scientologists. Now let's see if we can't up dissemination by adherence to good, steady programing that wins.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 19 AUGUST 1971

REMIMEO

ADMIN KNOW-HOW SERIES 28
TARGET SERIES 8

PROGRAMS, USE OF
HOW TO SAVE USELESS WORK

Staff time is very often wasted by the failure to use a program-project system.

Example: Dept 4 does a full layout for promo. Then finds it is off-policy and it isn't used. Means wasted work.

Example: Tech Pc Admin is ordered to make a huge board to give pc addresses. After a lot of work it is never used.

WHY? The job never had any part of a program in the first place. It was not part of any general activity. Thus it is not part of a team action.

The correct procedure in ordering staff to ANY project that is going to consume time is to:

1. See if there *is* a situation.
2. Find out its WHY.
3. Get a general program drawn up. Get it approved as a program with who is to do each part.
4. Get the different parts of the program drawn up as a TARGETED project. With who is to do each project. Get these approved.
5. Get the projects executed.
6. Complete *all* the projects.
7. Report the program as done.

This is a correct sequence. To do anything else is to omit steps in the sequence. This gives two outpoints — omitted steps and altered sequence.

Thus when this procedure is shortcut, the whole org can look batty. It can also have its staff frantic and overworked without producing anything.

Usually the product officer draws up a program.

It is vital that he refer to policy to support his program.

The LRH Comm should approve the program as not off-policy.

Division heads usually write up the projects. These are approved by the product officer and then the LRH Comm.

The program is issued as a local ED when approved.

The projects refer by number to the program and are issued separately as local EDs.

Their completion is chased up by the product officer.

The fully completed program is reported to the LRH Comm.

This *looks* like a lot of writing. It *saves* a lot of work.

Programs and projects are easily corrected and brought on-policy. The actual *work* is costly and impossible to correct.

The wise staff member would clamor for this system. Further he would ask, when told to repaint the students, "Where is the program and the project order?" He'd routinely find that he was often doing a job not approved by anyone but his senior. And disapproved of by the rest of the org.

Programs set priorities. They let a staff work as a team. They get the coins of the org correctly invested in needful work.

The Ad Council is a wise Ad Council if it demands the right to pass on all programs originated by its executives before projects are written or work is done.

Needless to say, a program must handle actual situations, the situations which depress production and prosperity.

These are vital steps in running an org or working in it.

Don't run about frantically or sink into apathy. Get your execs and staff program-project conscious, *save* work, get prosperous.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 AUGUST 1982R
ISSUE I
REVISED 28 FEBRUARY 1984

REMIMEO
ALL ORGS
ALL MANAGEMENT PERSONNEL
ALL EXECUTIVES
ALL STAFF
ALL COMPUTER USERS

ADMIN KNOW-HOW SERIES 42
TARGET SERIES 9
COMPUTER SERIES 3

TARGETS AND PRODUCTION

There is a direct coordination between the clarity and doability of the targets of a program and any increase in stats.

If one can write good, simple, doable programs on matters important to get done, they can get done. If the program is cloudy or the targets too general, little comes of it. It does not show up in stats and can even clutter up lines and impede production.

So it is *very* important to an exec and to staffs that the exec be able to write clean, concise programs and staffs to recognize when they are not and plead for correction.

Strategic planning gets bugged most often because middle management does not put it in target form or if they do, put it in such cloudy or general targets it cannot be done and does not achieve the desired result.

Faults in this can cost — factually — millions in unmade income or actual losses and overwork.

But now today *another* factor is entering the scene. The world has gone *computer*.

Computers can keep track of things and operate to catch things which, undone, wreck things.

In a very short while, at this writing, computers will exist at management echelons to keep track of stats, demand programs and keep track of their effectiveness. The computer will be able to detect very early noncompliance both in writing and getting done programs.

Life will be much smoother as debugs will be demanded more quickly and bad targets or line jams or staff overloads will be detected sooner and remedied, resulting in more income, more service and more pay.

But all this will depend on three things:

1. The existence and soundness of the strategic planning and evaluation. (This has never much been in doubt.)

2. The clarity with which planning can be programed. (This is currently not good at all.)

3. The execution of targets called for at various echelons and staff level. (This depends, to a large measure, on 2 above.)

To a computer, which cannot really think, a target is a target. If not done in the expected time, it will squawk. If still not done, it will demand a debug.

The debug will find (a) the organization ordered did not give it to a correct or the right staff member to do, (b) had no one there to do it or (c) the target was simply neglected at staff level or (d) the target was undoable in its existing form. The right one will be found, action will be taken and the overall scene will advance once more.

So it is *very* important, whether one is writing major, minor or mini programs, that they be written absolutely on-policy from here on out.

This starts now, not waiting for computers, as it is valid in its own right and Programs Ops are on the line. With computers there will still be Programs Ops to run them but the precision and speed will increase amazingly.

The organizations in the world are getting bigger. They have to be more efficient to also pay well. And this all comes down to the 1, 2, 3 above.

It is a miserable thing to be hit with a lot of confused, undoable orders. And dangerous to one at staff level for one can be charged with noncompliance when there was really nothing precise to comply with!

So the ability to coordinate programs and write excellent target-policy targets is vital to the ability of all to work.

And when computers get on the job, electronic sparks will be flying all over the place if target policy is not adhered to carefully and precisely.

So this policy is vital, computers or no computers.

OPERATING TARGETS MUST HEREAFTER BE WRITTEN IN SUCH A WAY THAT THEY ARE FINITE AND NOT A GENERALITY SO THEY ARE PRECISELY DOABLE. Targets like "Keep stats rising" or "Be nice to Joe" are not doable targets from a computer's viewpoint or anybody else's.

But, computers aside, the one that does the target is NOT a computer and with target clarity can do it far more easily.

Hear me, the 1, 2, 3 above are the make-break point of expand or not expand.

So heed it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 SEPTEMBER 1976

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17
ORG SERIES 35

THE STAT PUSH

WHAT exactly is a stat push?

The danger in talking about this subject at all is that someone can do an immediate make-wrong by saying, "This means don't try to raise any stats."

So to understand this subject at all, one must have a pretty clear idea of exactly what is meant by "Don't push stats."

First of all one has to know precisely that STATISTICS ARE AN INDICATOR, THEY ARE NOT AN OBJECT.

WHEN YOU PUSH THE INDICATOR YOU DO NOT OBTAIN THE OBJECT IT REPRESENTS.

PRODUCTION IS COMPLETED CYCLES OF ACTION, NOT JUST NUMBERS.

The figure "1" in "1 apple" is not the apple.

Therefore pure, raw, naked stat pushing is an outpoint called "wrong target."

Pushing a stat without doing anything to bring about the stat is therefore an aberration.

Demanding a stat without doing anything to see that it occurs or putting anything there to make it or correcting anything that is preventing it is an aberration built out of either psychosis or ignorance of what should really be done.

It is quite true that stats must be kept up. But unless they are kept up by putting something there or correcting something that is there and getting all the cycles of actions done by all those who should do them, the stats will DECREASE and eventually vanish.

An order, a telex, a yell to the effect "GET THE STATS UP" is so much wasted time.

Further, such an order or telex or yell in any form has a very deteriorating effect. Individuals or staffs look at it in a properly weird light. They are there, they are doing what they can, they have problems and tangles and barriers. And telling them to

"Get the stats up" causes various reactions, none of them very good. Essentially, it gives them neither help nor direction and even subtly informs them that the person ordering either does not know or does not care what is going on and is not about to help. The eventual reaction can become an ignoring of that command channel.

There are some specialized actions in stat pushing. Chief amongst them is the "GI push."

The usual indicator of this is a neglect or abandonment of staff or caring about staff. One sees no real effective attention on recruitment, training, apprenticing, hatting, future execs. And when one sees this it usually follows that there is a "GI push" going on somewhere in the executive strata. Why this indicator? Well, you see, it only takes a small handful of people to get in GI, and where executive attention is fixated on a "GI push," the various production staff, HCO and the rest of the org aren't "necessary." You find this with EDs who reg instead of getting Registrars and putting an org there, with EDs who go for credit unions and odd financial deals. And you will also find they have the biggest number and amount of refunds and the biggest backlogs AND a shrinking and unhappy org. Unfortunately, they soon also get a crashing GI, for none of the support actions are being done across the divisions.

The reason "GI pushing" happens so often is the structure of the society itself. The only real crime for which one can be punished by the governments of today is lack of money. In other crimes if one has the huge sums necessary to hire lawyers, one can often get off. But the crime of having no money is the only crime one cannot get out of. There are even laws which cause the arrest on the street of persons who do not have so much money in their pockets or wallets: it is called "vagrancy." So with the whole aberrated society on a big "GI push," with Wall Street measuring values only in how much something costs, with wages and prices soaring, at this writing, to total social disaster, it is no wonder that shortsighted and untrained or even aberrated executives get into a "GI push."

The answer to not having money is, of course, to make more money. And there is nothing whatever wrong with that. BUT that is *not* done with a "GI push." It is done with putting a whole org there, every part of it functioning and delivering, with all the bugs out of its lines, *and* making a lot, lot, lot more money. Fifty trained staff producing everything an org is supposed to produce will make far more money than five guys concentrating on GI only and letting the rest of the org go to blazes. The GI made by the fifty will go on increasing. The GI made by the five (and not backed up by the rest of the org) will decrease week by week and then crash.

Let us take some examples of "stat pushing":

The room is cold and the staff is wearing overcoats and using blankets. Mr. Stat Pusher walks over to the thermometer on the wall and sees that it reads very low. So he yells at the thermometer, "Get the stat up!" Nothing happens of course, it still says 15 degrees, so he yells at the staff, "Get that stat up!" Now, in this instance, having a stat pusher around, the org has no Treasury Div and so there was nobody to pay the bills and the fuel company has refused to deliver further fuel. The janitor is missing because there is no HCO to hire one or keep one on post so there's no one to light the furnace even if it had fuel. And due to an unhatted Financial Planning

Committee, that also doesn't meet or exist, no new boiler was ordered when the old one blew up last year. The stat pusher seems incapable of observing these facts, and is too unskilled to bring them to rights. So he continues to yell "Get the stat up" and the staff wears more and more coats and blankets until at last it is just a quiet scene of solid ice.

If the letters out stat is down, this is a bad INDICATOR. It is vital that one keeps stats and observes when one goes down. It is extremely hard to manage on one's post or in an org unless one has a stat. But, in going down, WHAT is being indicated? A lack of letters out. So what does one do? Does he yell "Get the letters stat up"? Or does he look into this? If he looked into it, he could find the real Why, handle it and the letters stat would go up. He might find that the Letter Reges were all sacked so as to increase the unit pay one week and that he has somehow gotten a nut onto a personnel or finance post (whose R/Ses make even his head jerk back and forth). He might find that the typewriters had broken down. He might find that Dept 5 people were all being used by Div 5 to handle their files. At the very least he will find something aberrated or ignorant going on which has to be handled before the letters can be flooded out again. WHEN this is found and handled, THEN the letters out stat will go up.

So Mr. Stat Pusher is essentially operating on a short circuit. He cannot or will not look.

And there is another variety of stat aberration which comes about after a lot of "Get the stat up" has failed. This is Mr. Stat Ignorer.

Mr. Stat Ignorer is driving along in a car and he looks at the speedometer. It says 15 mph. He glares at the needle for a moment and then handles it. He pastes a piece of paper over it so it can't be seen. And sits back and drives contentedly. If he'd looked, he would have found he had three flat tires and an engine about to run out of oil and explode.

Then there is also Mr. Stat Faker. He knows that he will get in trouble if his STAT is down. So he simply dreams up a figure and puts it on graph paper. He is encouraged and rendered confident in this because he is sure that no senior will come around and notice the towers of unanswered letters or the huge backlogs of cramming orders or the mobbed waiting room of unhandled public or the mountain of uncorrected and unfiled address plates. He is confident because no senior has in the last year or two. And he can say "I'm an upstat" when the Ethics Officer tries to hit him for keeping the front door to the org obstructed with his motorcycle. And he is recognizable by a caved-in case, low morale and a hunted look of glee as he creeps through the org.

There is one common denominator the stat pusher, the stat ignorer and the stat faker have. And that is AN ABSENCE OF SKILLED MANAGEMENT.

We have investigatory tech. It is there for use. We have the Data Series evaluation tech. It is there for use. We have administrative tech. And it is all published and there for use. And further, when it *is* known and used, proven times without number now, production and prosperity occur AND show up as statistics which INDICATE that production and prosperity are occurring.

Yes, it is very, very true that an org or a manager or an auditor or file clerk gets in trouble if their stats are down.

Yes, it is true that stats should exist and be used.

But it is equally true that the way to get a stat is to put something there that can get something done and get the lines debugged and the scene handled.

The fate of the stat pusher, the stat ignorer and the stat faker is to look around one day and find no org.

It's a very long way between yelling or telexing or writing "Get the stat up" and handling things and getting production cycles completed so that the stat WILL go up.

The stat, properly stated and honestly kept, IS a vital indicator of the scene. If you know how to use them you can get the areas that have to be handled. And if you know your policy and tech you can find the real Whys and get real handlings and get things whizzing.

We mean to have all the stats going up because this INDICATES a bettering state of affairs for everyone.

The job of the product officer is NOT to yell "Get the stats up." The product officer is there to notice and order things like "Get those letters answered so they get answers." And the job of the org officer is to carry out the handlings the product officer finds necessary to get production rolling.

A fire-breathing product officer is worth his weight to every staff member IF he is trying to get and is getting production which results in bettered conditions, better products, better prosperity and THIS will incidentally show up in the stats.

It's a world of things that have to be done and coordinated before the stats go up.

We are in the business of people, we are in the business of a bettered world. We have to have completed cycles of action. And these are shown in stats.

We are also in a world of exchange and would be no matter what ideology we lived under. We have to "make GI" and we have to have "the stats up."

But our success is measured in terms of the ACTIONS we do, for only those show up in the indicators called statistics.

So, okay. Let's go about it the right way. And find what is holding the stats down and handle and correct those things and so, honestly and swiftly become upstat.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 20 SEPTEMBER 1976-1
ADDITION OF 17 APRIL 1977

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17-1
ORG SERIES 35-1

STAT PUSH CLARIFIED

This policy letter is revised. The second paragraph of the original said that it was dangerous to talk about the subject because somebody could do an immediate make-wrong by saying, "This means don't try to raise any stats."

Well, exactly that happened. There was a heavy campaign run into all Flag Operations Liaison Offices and to orgs designed to discredit asking for raises in stats. (The person who did it and failed to push production quotas is suspended and under Comm Ev.)

The whole point seems to have been missed. It was this: You can't ask for a NUMBER; you CAN and MUST ask for a SOMETHING.

That something is a *product*. It is a thing, a tangible item.

Right this minute, as a result of a mission, HCO PL 16 Nov. 76, Exec Series 19, Org Series 37, PRODUCTION QUOTAS, has now been provided with thoroughly researched subproducts one has to push in order to get the PRODUCTS. These are the real tangible actions you have to take to get a number of actual products. In other words, by getting many exact minor products, you then can achieve the valuable final product.

STATISTICS are those numbers which simply count the products attained or obtained.

Stat management is the only kind of management you can do on a production scene. Management by statistics was brought to a fine art in Scientology admin tech. To discredit it is, of course, to court failure.

Abusing statistical management is also something of a crime. It has been done by some managers who said "Get the stats up" without ever saying what subproducts you had to get that would then make up the product.

Stat management is a valuable tool and has gotten us over the years. To discredit it first by saying first just "Get the stats up" without saying how or what or why was one side of the pendulum. Then the pendulum swung clear to the extreme and

people were being made guilty for even watching stats or demanding or working to raise them.

So let's get a little middle swing of the pendulum now.

It is perfectly all right to demand that stats rise so long as one says what subproducts and products make up those stats and gives some indication of what people should do to get the stats rising.

It is perfectly all right to do stat management.

And it is perfectly okay to come down hard on people or orgs who fail to get their stats in viable range.

So long as you give them some idea of what small products (subproducts) they have to get to make up the real products, you are NOT doing a stat push.

So long as you give people some direction and guidance, you can yell for stat increases all you want.

And you better.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 AUGUST 1982

REMIMEO
ALL ORGS
ALL MANAGEMENT
PERSONNEL
ALL EXECUTIVES
ALL STAFF

ADMIN KNOW-HOW SERIES 43
TARGET SERIES 10

BATTLE PLANS

A "battle plan" is defined as:

A list of targets for the coming day or week which forward the strategic planning and handle the immediate actions and outnesses which impede it.

Some people write "battle plans" as just a series of actions which they hope to get done in the coming day or week. This is fine and better than nothing and does give some orientation to one's actions. In fact someone who does not do this is quite likely to get far less done and be considerably more harassed and "busy" than one who does. An orderly planning of what one intends to do in the coming day or week and then getting it done is an excellent way to achieve production. But this is using "battle planning" in an irreducible-minimum form as a tool.

Let us take up definitions. Why is this called a "battle plan" in the first place? It seems a very harsh military term to apply to the workaday world of admin. I did not select this term, it sort of grew up by itself amongst Sea Org executives. But it is a very apt term.

A war is something that happens over a long period of time. The fate of everything depends on it. A battle is something which occurs in a short unit of time. One can lose several battles and still win a war. Thus one in essence is talking about short periods of time when one is talking about a battle plan.

This goes further. When one is talking about a war, one is talking about a series of events which will take place over a long period of time. No general, or captain for that matter, ever won a war unless he did some strategic planning. This would concern an overall conduct of a war or a sector of it. This is the big upper-level idea sector. It is posed in high generalities, has definite purposes and applies at the top of the Admin Scale. (Ref: HCO PL 6 Dec. 70, Personnel Series 13, Org Series 18, THIRD DYNAMIC DE–ABERRATION)

Below strategic planning one has tactical. In order to carry out a strategic plan one must have the plan of movement and actions necessary to carry it out. Tactical

planning normally occurs down the org board in an army and is normally used to implement strategic planning. Tactical planning can go down to a point as low as "Private Joe is to keep his machine gun pointed on clump of trees 10 and fire if anything moves in it."

"Middle management" — the heads of regiments right on down to the corporals are covered by this term — is concerned with the implementation of strategic planning.

The upper planning body turns out a strategic plan. Middle management turns this strategic plan into tactical orders. They do this on a long-term basis and a short-term basis. When you get on down to the short-term basis you have battle plans.

A battle plan therefore means turning strategic planning into exact doable targets which are then executed in terms of motion and action for the immediate period being worked on. Thus one gets a situation whereby a good strategic plan, turned into good tactical targets and then executed, results in forward progress. Enough of these sequences carried out successfully gives one the war.

This should give you a grip on what a battle plan really is. It is the list of targets to be executed in the immediate short-term future that will implement and bring into reality some portion of the strategic plan.

One can see then that management is at its best when there is a strategic plan and when it is known at least down to the level of tactical planners. And tactical planners are simply those people putting strategic plans into targets which are then known to and executed from middle management on down. This is very successful management when it is done.

Of course the worthwhileness of any evolution depends on the soundness of the strategic plan.

But the strategic plan is dependent upon programs and projects being written in target form and which are doable within the resources available.

What we speak of as "compliance" is really a done target. The person doing the target might not be aware of the overall strategic plan or how it fits into it, but I assure you that it is very poor management indeed whose targets do not *all* implement to one degree or another the overall strategic plan.

When we speak of coordination (Ref: HCO PL 1 July 82, Admin Know-How Series 41, MANAGEMENT COORDINATION), we are really talking about conceiving or overseeing a strategic plan into the tactical version and at the lower echelon coordinating the actions of those who will do the actual things necessary to carry it out so that they all align in one direction.

All this comes under the heading of *alignment*. As an example, if you put a number of people in a large hall facing in various directions and then suddenly yelled at them to start running, they would, of course, collide with one another and

you would have a complete confusion. This is the picture one gets when strategic planning is not turned into smooth tactical planning and is not executed within that framework. These people running in this hall could get very busy, even frantic, and one could say that they were on the job and producing but that would certainly be a very large lie. Their actions are not coordinated. Now if we were to take these same people in the same hall and have them do something useful such as clean up the hall, we are dealing with specific actions of specific individuals having to do with brooms and mops — who gets them, who empties the trash and so forth. The strategic plan of "Get the hall ready for the convention" is turned into a tactical plan which says exactly who does what and where. That would be the tactical plan. The result would be a clean hall ready for the convention.

But "Clean up the hall for the convention" by simple inspection can be seen to be what would be only a small portion of an overall strategic plan. In other words the strategic plan itself has to be broken down into smaller sectors.

One can see then that a battle plan could exist for the ED or CO of an org which would have a number of elements in it which in their turn were turned over to subexecutives who would write battle plans for their own sectors which would be far more specific. Thus we have a gradient scale of the grand overall plan broken down into segments and these segments broken down even further.

The test of all of this is whether or not it results in worthwhile accomplishments which forward the general overall strategic plan.

If you understand all the above (it would be a good thing to do it in clay) you will have mastered the elements of coordination.

Feasibility enters into such planning. This depends upon the resources available. Thus a certain number of targets and battle plans, to an organization which is expanding or attempting big projects, must include organizational planning and targets and battle plans so that the organization stays together as it expands.

One writes a battle plan, not on the basis of "What am I going to do tomorrow?" or "What am I going to do next week?" (which is fine in its own way and better than nothing), but on the overall question, "What exact actions do I have to do to carry out this strategic plan to achieve the exact results necessary for this stage of the strategic plan within the limits of available resources?" Then one would have the battle plan for the next day or the next week.

There is one thing to beware of in doing battle plans. One can write a great many targets which have little or nothing to do with the strategic plan and which keep people terribly busy and which accomplish no part of the overall strategic plan. Thus a battle plan can become a liability since it is not pushing any overall strategic plan and is not accomplishing any tactical objective.

So what is a "battle plan"? It is the doable targets in written form which accomplish a desirable part of an overall strategic plan.

When one is talking about "mini programs" in an org, one is actually talking about small battle plans at the lowest tactical levels. These must be based upon a middle-management tactical plan and this in turn must be based on a strategic plan.

The understanding and competent use of targeting in battle plans is vital to the overall accomplishment that raises production, income, delivery or anything else that is a desirable end.

It is a test of an executive whether or not he can competently battle plan and then get his battle plan executed.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 JANUARY 1966
ISSUE I

REMIMEO
ALL STAFF MEMBERS

STAFF MEETING

Staff meetings should convene on the first Tuesday evening of any month at the organization headquarters.

The chairman of the staff meeting has always been and shall continue to be the Executive Director or his deputy, the LRH Communicator.

The business of the staff meeting shall be:

> To gather agreement and permit staff origination on matters relating to personnel and duties. To suggest promotional, maintenance and organizational changes to the executives of the organization.

For any staff resolution to be a staff resolution, a majority of staff members must be present, else there is no quorum. For any staff resolution to be passed or conclusively killed, a majority vote of those present is necessary. In case of a tie, only then does the chairman vote.

Robert's Rules of Order may be applied or not by the chairman to the staff meeting as the need of formality may seem to be indicated, but in no case should the business of staff meeting be unduly retarded by the introduction of rules for that purpose.

Staff meeting resolutions should be made into minutes. These are presented to the Advisory Council for information and the Executive Director for approval before they become law.

Special staff meetings, not on a regular meeting date, may be called (1) by the Executive Director or his deputy, the LRH Communicator, or (2) by a staff member on three days' notice by posting a notice on the Comm Center bulletin board stating the time (but not during business hours) and the exact business to be covered by the meeting, and the meeting shall be convened only if a majority of staff then sign or initial such notice. Neither meeting shall have legal force if a majority of staff members are not present and if the Executive Director or his deputy, the LRH Communicator, is not in the chair. Resolutions of such meetings must proceed in the usual channels.

The Secretarial to the Executive Director shall take down and type all minutes of staff meeting.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 AUGUST 1990R
REVISED 14 JANUARY 1999

REMIMEO
ALL ORGS
ALL STAFF

WEEKLY STAFF MEETINGS

(Taken from an LRH despatch of 12 November 1981.)

Refs:		
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION
HCO PL	22 Aug. 82	AKH Series 43 Target Series 9 BATTLE PLANS
Modifies:		
HCO PL	4 Jan. 66 I	STAFF MEETING

Anyone serving on org staff should be gathered together, once a week, to hold a staff meeting.

Weekly staff meeting is not just a meeting where an in-charge lectures the group.

Each person is responsible for his own stat or stats of his sector and, at the meeting, must personally stand up and report on them and show the graph or graphs.

The evening of the day when all the weekly stats are in must be chosen as the staff meeting day. At that time all the stats of the past week would have been graphed.

The order of business of the staff meeting would be:

1. Flaps and handlings.

2. General business announcements.

3. Presentation of stats and trends by individual staff members and a condition assigned to each stat with a battle plan for each.

   In a large org where it is not feasible for each staff member to present their individual stat and battle plan, the org's Executive Council would determine which stats and battle plans are to be presented. Minimally, even in a very large org, this would include each department and division head and the Executive Secretaries.

4. Summary of conditions assigned to be the condition of the whole group.

5. Bonuses for the week announced.

6. Combined battle plan.

All stats must be included that should come under the group and they must be individually assigned to persons. And that person must report on them.

Stats must be real and represent actual production, leading toward a VFP.

The number of minor stats developed must not then overshadow the major stats of the group and if they do, then the major stats must be given greater weight in the assignment of the final group condition.

Each person in the group is personally responsible for:

a. having a correct stat which reflects production factually,

b. the stats of his area of responsibility,

c. graphing the stat or stats on time,

d. presenting the stat and any clarifications,

e. presenting a battle plan for each stat for the coming week,

f. full knowledge of reading stats, date coincidence, stat interpretation and conditions.

The staff meeting is chaired by the CO or ED.

The group as a whole is responsible for the accuracy of individual stat conditions.

The purpose of the staff meeting is to develop a team spirit of mutual cooperation and coordination. It links bonuses to production and gives the group, by that, control over their own income.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 JANUARY 1969
ISSUE I

REMIMEO
STAR-RATE ON
ALL EXECS

TARGET SERIES 1

OT ORGS

What it takes to make an org go right is the intelligent assessment of what *really* needs to be done, setting these as targets and then getting them actually fully *DONE*.

We have all the data necessary to make orgs boom.

Therefore we find that when they don't, these faults must be present:

1. Completely unreal analysis of what needs to be done to make things really *go*.
2. Cross orders - juniors setting other targets *across* vital targets.
3. Noncompliance with vital target accomplishment.
4. False reports on actions or false data concerning targets.
5. Failures to doggedly follow through on one action and get it done fully and completely.
6. Distractions leading to any of the above.

MAJOR TARGET

The desirable overall purpose being undertaken. This is highly generalized, such as "to become an auditor."

VITAL TARGET

By definition a VITAL target is something that must be done to operate at all.

Man's worst difficulty is his inability to tell the important from the unimportant. "Every target is the same as every other target" is part of A=A=A.

It takes good sense to be able to survey an area and find out:

1. What MUST be done.
2. What SHOULDN'T be done.
3. What is only desirable to be done.
4. What is trivial.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
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ORG BOARDS
INDEX

As man all too easily specializes in stops, he tends to stress what SHOULDN'T be done. While this enters into it, remember that it's a STOP.

STOPS ALL OCCUR BECAUSE OF FAILED PURPOSES.

BEHIND EVERY STOP THERE IS A FAILED PURPOSE.

A stuck picture or a motionless org are similar. Each has behind it a failed purpose.

THERE IS A LAW ABOUT THIS — ALL YOU HAVE TO DO TO RESTORE LIFE AND ACTION IS TO REKINDLE THE FAILED PURPOSE. THE STOPS WILL AT ONCE BLOW.

That law (it comes out of OT VIII materials) is so powerful it would practically revive the dead!

It applies to orgs.

It applies to cities or nations.

When you diverge from a constructive purpose to "stop attacks," the purpose has been abandoned. You get a *stop.* The real way to stop attacks is to widen one's zone of responsibility. And pour the coal on the purpose. Thus all attacks one makes should be in THE DIRECTION OF ENLARGING ONE'S SCOPE AND AUGMENTING BASIC PURPOSE.

Thus, in the case of Scientology orgs, one should attack with the end in view of taking over the whole field of mental healing. If our purpose was this then it had to be this on all dynamics. We only got into trouble by failing to take responsibility for the whole field!

We'll win back by reasserting that responsibility and making it good.

Targets, to that degree, are purposes.

Purposes must be executed. They are something to DO.

OT

Let us look at the definition of OT — cause over thought, life, form, matter, energy, space and time.

As one falls away from that one becomes a SPECTATOR. Then one becomes an effect. Then one is *gone.*

One causes things by *action.* Not by thinking dim thoughts.

One can be doing an IN-basket as simply a spectator.

In the society today *spectatorism* is very common. Magazine writers, reporters, write weird pieces that look at how odd things are. The writer doesn't understand them at all. He just watches them.

Spectatorism is not so low as total effect.

The total effect — no cause — person has mainly a case. He doesn't even *look*.

Thus there is a gradient scale of OT. It's not an absolute. One is as OT as he can CAUSE things.

One of the things to cause is target attainment. When somebody can push through a target to completion, he's to that degree OT.

People who don't push targets are either just spectators or they are total effect.

ORG STATE

An org is somewhere on the OT scale. Any org is. Of any kind.

An org can figure out the vital targets and push them through to completion or it can't.

It's a gradient scale.

An org succeeds or fails to the degree its individual executives and staff members can measure up to the OT formula: Cause.

Scientology orgs must become cause over their environments.

They do this by each executive and each staff member *accomplishing* targets, small and large.

Thus:

a. If the targets of what MUST be done to operate at all are set and

b. Are carried out with no noncompliance and

c. If no false reports are entered into it,

Then:

That org is way high on the OT scale

AND IT WILL CONQUER ITS ENTIRE ENVIRONMENT COMPLETE.

That's really all there is to it.

One way to fail at it is do (a) with things that are so general that they invite no doingness.

Some guys are so bad off they set targets like "move the mountain" and give one and all a big failure. Since there's no way to do it and probably no reason to either. That's an SP target. So what MUST be done means just that. What is vital and necessary. Not what is simply a good idea.

Here's some MUST targets as examples:

A. Get tech delivered 100 percent in the org itself.

B. Get the public aware of its being delivered and wanting it.

C. Get the admin machinery in to get the public in and out.

Or another series:

D. Get 10,000 trained auditors into the org field.

E. Get the public aware of the project and wanting training.

F. Set up terrific 100 percent snap-pop courses to handle the flow.

Or another:

G. Get a £100,000 reserve cushion.

H. Get all Accounts staff and executives checked out on finance policy.

I. Shove the throttle down on promotion.

J. Deliver fantastic service.

K. Get enough tech people in training to handle the flows.

L. Find bigger, poshier quarters to handle the flow *when* it rises.

M. Get all staff onto the OEC to diminish flow line flubs.

You get the idea.

An exec who is just a spectator to his in-basket flow is doing nothing but cultivating dev-t.

You *can* assess the situation.

You can drive targets home to full completion.

Every executive and every staff member is somewhere on the OT scale. And he can rise higher just by setting up the targets and plowing them through to done, done, done.

Yes, it requires ideas. But ideas come from interested looking and sizing it all up before you set the target in the first place.

You can even raise an org by gradients so as not to overwhelm it. Set and *make* small targets. Then bigger and bigger ones.

Well, you get the idea.

It's the ORG's road to OT.

L. Ron Hubbard
FOUNDER

THE IDEAL ORG

L. RON HUBBARD

EXECUTIVE DIRECTIVE

LRH ED 102 INT 20 MAY 1970

TO: ALL STAFF

FROM: RON

SUBJECT: **THE IDEAL ORG**

REF: CURRENT "DATA SERIES" PLS

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The org board would be up-to-date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div 4 HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2-way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new admin and tech posts.

The staff would be well paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full Grades to ability attained for each, not eight minutes from 0 to IV, but more like thirty processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that *this* was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR area control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing; grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there—the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an outpoint that can be put right. The end product is not just an ideal org but a new civilization already on its way.

L. RON HUBBARD
FOUNDER

The Management Series

Volume 1

The Admin Know-How Series
The Target Series
The Computer Series
The Executive Series
The Data Series

L. Ron Hubbard
Founder of Dianetics and Scientology

ADMINISTRATIVE FUNDAMENTALS

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JANUARY 1951

REMIMEO

AN ESSAY ON MANAGEMENT

A knowledge of Group Dianetics should include a knowledge of management, its problems and optimum performances. In Group Dianetics, the best organization can be seen to be one wherein all individual members of the group are versed in all the problems and skills in the group, specializing in their own contributions but cognizant of the other specialties which go to make up group life.

It is an old and possibly true tenet of business — at least where business has been successful — that management is a specialty. Certainly it is true that ruling, as Group Dianetics concerns itself with government, is a specialized art and craft not less technical than the running of complex machinery, and certainly, until Group Dianetics, more complex.

MANAGEMENT IS A SPECIALTY

With our present technology about groups, it is possible to accomplish with certainty many things which before came out of guesses when they emerged at all. Management in the past has been as uncodified in its techniques as psychiatry and management, without reservation, has almost always been a complete failure. Men were prone to measure the excellence of management in how many dollars a company accumulated or how much territory a country acquired. These are, at best, crude rules of the thumb. Until there was another and better measure, they had to serve. To understand that these are not good measures of the excellence of management one has only to review the history of farms, companies and nations to discover that few have had any long duration and almost all of them have had considerable trouble. Management has failed if only because the "art" of managing as practiced in the past, required too much hard labor on the part of the manager.

Until one has considered the definitions of wealth and expanded territory, and has taken a proper view on what these things really comprise, one is not likely to be able to appreciate very much about management, its problems or its goals. Hershey, a brilliant manager with a brilliant managing staff, yet failed dismally as a manager because he neglected the primary wealth of his company — his people and their own pride and independence. His reign of a company ceased with his people — well-paid engineers and laborers, well housed, well clothed — shooting at him with remarkably live ammunition. The brilliant management of Germany came within an inch of restoring to her all her conquests of former years yet laid Germany in ruins.

ATTAINMENT OF GOALS

Before one can judge management one has to consider the goals of an enterprise and discover how nearly a certain management of a certain enterprise was able to attain those goals. And if the goal of the company is said to have been wealth, then one had better have an understanding of wealth itself, and if the goal is said to have been territory, then one had better consider what, exactly, is the ownership of territory.

Goals and their proper definition are important because they are inherent in the definition of management itself. Management could be said to be the planning of means to attain goals and their assignation for execution to staff, and the proper coordination of activities within the group to attain maximal efficiency with minimal effort to attain determined goals.

Management itself does not ordinarily include the discovery and delineation of the goals of a group. Management concerns itself with the accomplishment of goals otherwise determined. In large companies the goals of the group are normally set forth by boards of directors. When this is done, the goals are assigned the nebulous word "policy." In governments, goals, when they are assigned at all, generally stem from less formal sources.

Nations are so large that until they embark upon conquests they usually have few national goals which embrace all the group. The government personnel itself has the goal of protecting itself and exerting itself in management, and the remainder of the group bumbles along on small subgoals. When a goal embracing a whole nation is advanced and defined, the nation itself coalesces as a group and flashes forward to the attainment of advances. It is an uncommon occurrence at best that a nation has a goal large enough to embrace the entire group: thus governments are normally very poor, being management with only the purpose of managing. Asia Minor, given a goal by Mohammed, exploded into Europe. Europe, given a goal by certain religious men to the effect that the city of the Cross had better be attained, exploded into Asia Minor. Russia, selling five-year plans and world conquest plans and minority freedom plans, can have a conquest over any other nation without any large group goals. A good goal can be attained by poor management. The best management in the world never attained group support in toto in the absence of a goal or in the embracing of a poor one. Thus Russia could be very badly managed and succeed better than an excellently managed but goalless United States (for self-protection is not a goal, it's a defense). Marx is more newly dead than Paine. The goal is less decayed.

Companies obtain, usually, their "policy" from an owner or owners who wish to have personal profit and power. Thus a sort of goal is postulated. Nations obtain their goals from such highly remarkable sources as a jailbird with a dream of a conquered enemy, a messiah with cross in hand and Valhalla in the offing. National goals are not the result of the thinking of presidents or the arguments of assemblies. Goals for companies or governments are usually a dream, dreamed first by one man, then embraced by a few and finally held up as the guidon of the many. Management puts such a goal into effect, provides the ways and means, the coordination and the execution of acts leading toward that goal. Mohammed sat alongside the caravan routes until he had a goal formulated and then his followers managed Mohammedanism into a

conquest of a large part of civilization. Jefferson, coding the material of Paine and others, dreamed a goal which became our United States. An inventor dreams of a new toy, and management, on the goal of spreading that toy and making money, manages. Christ gave a goal to men. St. Paul managed that goal into a group goal.

In greater or lesser echelons of groups, whether it is a Marine company assigned the goal of taking Hill X428 by the planner of the campaign, or Alexander dreaming of world conquest and a Macedonian army managing it into actuality, or Standard Oil girdling the world because Rockefeller wanted to get rich, the goal is dreamed by a planning individual or echelon and managed into being by a group. The dreamer, the planner, is seldom an actual member of the group. Usually he is martyred to a cause, overrun and overreached. Often he lives to bask in glory. But he is seldom active management itself. When he becomes management, he ceases to formulate steps to be taken as lesser goals to greater goals and the group loses sight of its goal and falters. It is not a question of whether the dreamer is or is not a good manager. He may be a brilliant manager and he may be an utter flop. But the moment he starts managing, the group loses a figurehead and a guidon and gains a manager.

The dreamer of dreams and the user of flogs on lazy backs cannot be encompassed in the same man for the dream, to be effective, must be revered and the judge and the taskmaster can only be respected. Part of a goal is its glamour and part of any dream is the man who dreamed it. Democracy probably failed when Jefferson took office as president, not because Jefferson was a bad president but because Jefferson, engrossed with management, ceased his appointed task of polishing up the goals.

According to an expert on history, no group ever attains a higher level of ideal or ethic than the moment it is first organized. This observation should be limited, to be true, to those groups wherein management has been assigned to the dreamer of the dream. For in those cases where the dreamer was ably supported, the tone of the group remained high and the group continued to be brilliantly effective as in the case of Alexander whose generals did all the generaling and Alexander, a brilliant individual cavalryman, set examples and pointed out empires.

But whether a group has an Alexander or a wild-eyed poet or an inventor doing its goal setting for it, the group cannot be an actual or even an effective group without such goals for its achievement and without management brilliant enough to achieve those goals.

THE CHARACTER OF GOALS

Having examined the source of such goals, one should also examine the character of goals in general. There are probably as many goals as there are men to dream them, probably more. Goals can be divided into two categories, roughly. The first would be survival goals and the second would be nonsurvival goals. Actually most goals are a combination of both, for goals are occasionally set forth solely for their appeal value not for their actual value. One sees that the goal of a nation which directs it to conquer all other nations ends up, after occasional spurts of prosperity, in racial disaster. Such a goal is not dissimilar to the money goal of most “successful” industrialists or boards.

One might call such goals acquisitive goals entailing, almost exclusively, the ownership of the MEST accumulated through hard work, by others. Technically one could call these enMEST goals, for conquest of nations brings about the ownership of MEST which, by conquest, has been enturbulated into enMEST and which will make enMEST of the conqueror's own land eventually. Rapacious money-gathering gains enMEST, not MEST and makes enMEST of the rightful money of the acquisitor. Such goals, since they tend toward death, are then nonsurvival goals. Survival goals are good and successful in the ratio to the amount of actual theta contained in them, which is to say, the ability of the goals to answer up favorably on a maximum number of dynamics. A survival goal then is actually only an optimum solution to existing problems, plus theta enough in the dreamer to reach well beyond the casual solution. A group best catalyzes on theta goals, not only to a higher pitch but to a more lasting pitch than a group catalyzed by enMEST goals as in a war. It can be postulated that theta goals could bring about a much higher level of enthusiasm and vigor than the most grandly brass-banded war ever adventured upon.

Another postulate is that a goal is as desirable as it contains truth or true advantage along the dynamics.

SPHERES OF ACTION

A group, then, can be seen to have three spheres of interest and action. The first is the postulation of goals. The second is management. The third is the group itself, the executors of the plans, procurers of the means and enjoyers of the victories.

These three factors or divisions must be satisfied to have a successful group or, actually, a true group. The divisions are not particularly sharp. The desires and thoughts of the body of the group influence and catalyze and are actually part of the goal dreamer. Management has to have the support of the group and the provision of the group to proceed at all and thus must have the agreement of the group for the best and most economical execution of orders. Management must have the confidence of the planning echelon or the planning echelon is liable to include the reform of management as part of the dream. The goal maker must be accepted and trusted by management or management will begin to look around for a new goal maker and, being management, not a goal maker, may take up with some highly specious ideas which management might then seek to make a subechelon to itself (the thing which causes most nations to cave in and most companies to collapse).

There are three divisions of action, then, which are interactive and interdependent. ARC amongst these three must be very high. A group which is hated by its management (often the case in the military) often gets wiped out: a whole system may be destroyed (as in American industry) when management and the group decide to become two camps. The death of the goal maker is not destructive to a group but even sometimes aids it, but only so long as the dream itself lives and is kept living. A management, for instance, which would interpose (for the "good" of the group) between the goal maker and the group is leveling death at the group by perverting and interpreting the character of the goal. Management cannot concern itself with the overall goal or plan; it can only execute and expedite the plans of accomplishing the

goal and relegate its own planning to ways and means planning, not goal planning. The traffic between the group and the goal maker should be direct and clean of all "interpretations" unless management wishes to destroy the group, in which case it should, by all means, undertake an interruption of communication between the goal maker and the group. The place of the goal maker is in the marketplace with the group or off somewhere sitting down thinking up a new idea. The place of management is in the halls and palaces, arsenals and timekeepers' cages, behind the judges' bench and in the dispatcher's tower. Management leads the charge after goals has assigned the cause of the campaign.

Management is subservient to goals but goal making is not in command of management. So long as a management realizes this it will continue in a healthy state as a management and the group, modified by natural factors such as food, clothing and general abundance, will remain in excellent condition. When management fails to realize this, the goal maker, even when he is merely an individual who enjoys the making of vast fortunes, shifts the management. When the goal maker is actually high theta and management forgets this and forgets the quality of ideas (or doesn't ever quite realize their potency) then, again and more so, management will be tumbled around, for a theta goal maker has behind him a group and in a moment can become much more group than management and easily empties out the halls and palaces. A management that discredits its goal maker or perverts the communication of goals of course dies itself but, in dying, may also kill a group.

Management often takes the goal maker into its confidence and requests the solution to various problems. Management should understand that when it does such a thing it is not taking conference with more management, for the advice it will receive on technical problems, no matter how brilliant, is usually delivered with asperity, for the goal maker has no sight of tenuous lines of supply, quivering bank balances, raging labor leaders, leases and contracts unsigned or perilously inadequate. The goal maker sees goals, management sees obstacles to goals and ways of overcoming them. The first requisite of a goal maker is to see goals which are attainable only by the most violent ardures and which are yet sparkling and alluring enough to lead forward and onward his own interest (in the case of an enMEST goal maker) or (if he is a theta goal maker) his entire group. Management pants between the pressure of the group to attain the goal and the clarion call of the goal maker to go forward.

Yet there are specific means by which management can lighten the burdens for itself, recover and retain its own breath and be highly successful as management, which means that the group, by that management, must be highly successful if *its goals are kept bright.*

A TRUE GROUP

Let us concern ourselves only with true groups. The true group could be defined as one which has (a) a theta goal, (b) an active and skilled management working only in the service of the group to accomplish the theta goal and (c) participant members who fully contribute to the group and its goals and who are contributed to by the group; and which has high ARC between goal and management, management and group, group and

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goal. Here we have no management problems beyond those natural problems of laying the secondary but more complex plans of accomplishing the goals, pointing out and laying the plans for the avoidance of obstacles en route to that goal or those goals and coordinating the execution of such secondary, but most vitally important, plans. Management, having the agreement of the participants, is immediately relieved, by the participants, of some of the planning and, that plague of management, the tying of loose and overlooked ends. Further, management is not burdened with the actual location or cultivation of food, clothing and shelter for the group as in a welfare state, but is only concerned with coordinating group location or cultivation along secondary plans laid by management for the location and cultivation. Management is enriched by the advice of those most intimately concerned with the problems of participation and is apprised instantly of unworkabilities it may postulate. On the goal side it is relieved of the problem management has never solved, the postulation and thetizing of the primary goals of the group. Further, management does not have the nerve-racking task of smoothing out enturbulations and confusions which are the bane of every semi-group.

Now let us consider what might be meant by a true group as opposed to a pseudo-group. A true group falls away from being a true group in the gradient that ARC breaks exist between goals and management, management and group, and group and goals. In the case of a high theta goal maker and a group in agreement with those goals, a bond between group and goal maker is so copper bound, cast-iron strong, whether the goal maker is alive or dead as a person, that a management out of ARC with either the goal maker or the group will perish and be replaced swiftly. But in the interim while that management still exists, the group is not a true group and is not attaining its objectives as it should. This would be the first grade down from a true group toward a pseudo-group. The condition might obtain for some time if management were not quite a true management and not flagrantly out of ARC. The duration that such a management would last would be inversely proportional to the completeness of the ARC break. A severe perversion or break of ARC would bring about immediate management demise. A continuing slight one might find the management tolerated for a longer time. The break with the group, while the goal maker lives, can be of greater severity than with the goal maker without causing management to collapse or be shifted. Break of ARC with a goal maker finds management under the immediate bombardment of a group catalyzed, as a small subgoal, into the overthrow of management. For this reason most managements prefer a good, safely dead goal maker whose ideals and rationale are solidly held by the group and most groups prefer live goal makers because so long as the goal maker lives (in the case of a true group), the group has a solid champion, for a theta goal maker is mainly interested in the group and its individuals and his goals and has very little thought of management beyond its efficiency in accomplishing goals with minimal turmoil and maximal speed.

The next step down from the true group toward a pseudogroup is that point reached where the goals exist as codes after the death or cessation of activity as a goal maker, of the goal maker. Management, always ready to assume emergencies exist, being hard-driven men even in the best group, breaks ARC to some slight degree with the codified goals in the name of expediency. Being interested in current problems and seeing the next hill rather than the next planet, management innocently begins a series of such breaks or perversions and begins to use various means to sell these to the

group. The group may resist ordinarily but in a moment of real danger may deliver to management the right to alter or suspend some of the code. If management does not restore the break with or perversion of the code, the true group has slipped well on its road to a pseudogroup.

The next major point on the decline is that point where management is management for the sake of managing for its own good, not according to the demised goal maker's codes of goals, but preserving only some tawdry shadow of these such as "patriotism," "your king," "the American way," "every peasant his own landlord," etc., etc., etc.

The next step down is the complete break and reversal of ARC from group to management at which moment arrive the revolution, the labor strikes and other matters.

If management succeeds the overthrown management without the simultaneous appearance of a new goal maker, the old regime, despite the blood let, is only replaced by the new one, for management, despite critics, is normally sincere in its effort to manage and strong management, unless a good theta goal maker springs up and carries through the revolution or strike, is faced with a continuing and continual emergency which demands the most fantastic skill and address on the part of managers and, oddly enough but predictably, the strongest possible control of the group.

We are examining here, if you have not noticed, the Tone Scale of governments or companies or groups in general from the high theta of a near cooperative state, down through the theta of a democratic republic, down through "emergency management," down through totalitarianism, down through tyranny and down, if not resurged by a new goal maker somewhere on the route, into the apathy of a dying organization or nation.

A true group will conquer the most MEST. Not even given proportionate resources with another group, it will conquer other groups which are not quite true groups. Brilliance and skill tend naturally to rally to the standards of a true group as well as resources. As a sort of inevitable consequence, MEST will move under a true group. The amount of MEST a true group will eventually conquer — but not necessarily OWN — is directly in proportion to the amount of theta that group displays — theta being many things including solutions along the dynamics toward survival. To display theta the group must definitely tend toward a true group.

A truly successful management, is a management in a true group. It is definitely in the interest of management to have as nearly true a group as it can possibly achieve. Indeed, management can actually go looking, for a group's completion, for a goal maker, or send the group looking for a goal maker and then, the goal maker proving himself by catalyzing the group's thoughts and ambitions, raise the goal maker's sphere of action as high as possible and abide thereby without further attempting to modulate or control the goals made (for management is necessarily a trifle conservative, is always liable to authoritarianism and is apt to be somewhat sticky of its power). Probably the most stupid thing a management can do is refuse to let a

group become a true group. The group, if at all alive as individuals, will seek (the third dynamic being what it is) to become a group in the true sense. A group will always have around it a goal maker. Management in industrial America and in Russia tries to outlaw, fight and condemn goal makers. This places the group in the command, not of management, but a would-be martyr, a John L. Lewis, a Petrillo, a Townsend, and management promptly has to go authoritarian and start killing sections of the third dynamic, which course leads to death not only of the management but to the business or the nation.

Likewise a group should be tremendously aware of the dullness or the real danger of putting a goal maker into management or insisting that the goal maker manage. Hitler had a battle. He probably had a lot of other battles he could have written about if one and all had recognized what goal maker there was in him and supported his goal making. Instead, current management threw him into jail and sorted itself out as a target for national wrath (for don't think the people weren't behind Hitler, regardless of what the Nazis try to tell our military government). Down went the Republic, up went Hitler as management. Down went Germany in a bath of blood. At best he was a bad goal maker because he dealt with enMEST, and very little theta. But he was a hideously bad manager for by becoming one he could no longer be a good goal maker but, made irascible by the confusions of management, went mad dog.

Being rather low on the Tone Scale initially, most managements would be very chary of creative imagination level goal making unless they knew the mechanics of the matter. And these demonstrate that it is unsafe to be without a goal maker, unsafe to suppress goal makers, unsafe not to keep trying for a true group continually and to fight very shy of letting anything drift toward the pseudogroup level. Management should stay in close tune with the group participants and give them as much to say about managing and ways and means as possible and avoid assuming the burden of caring for the group and assume the role and keep it as servants of the group, at the actual command of that group.

Management and enterprises are most highly successful when they attain most energetically toward true group status.

LAWS

There are certain definite and precise laws by which management can raise the level of its own efficiency and the level of production and activity of a group.

When it is necessary to establish a surprise element in an attack or to secure a portion of the group from attack, suppression of OPERATIONAL DATA is permissible to management. Suppression of any other than operational data can disrupt a group and blow management over. Any management which operates as a censorship or a propaganda medium will inevitably destroy itself and injure the group. A management must not pervert affinity, communication or reality and must not interrupt it. A management fails in ratio to the amount of perversion or severance of ARC it engages upon and its plans and the goals of the group are wrong in the exact ratio it finds itself

"forced" to engage upon ARC perversion or severance of ARC in terms of propaganda or internal relations.

A management can instantly improve the tone of any organization and thus its efficiency by hooking up and keeping wide open all communication lines—communication lines between all departments and amongst all persons of the group and communication lines between the goal maker and the group. Fail to establish and keep in open and flowing condition one communication channel and the organization will fail to just that extent.

Communication lines are severed in this fashion: (a) by permitting so much entheta to flow on them that the group will close them or avoid them; (b) pervert the communication and so invalidate the line so that afterwards none will pay attention to the line; (c) by glutting the line with too much volume of traffic (too much material for too little meaning); and (d) chopping the line through carelessness or malice or to gain authority (the principal reason why lines get tampered with).

He who holds the power of an organization is that person who holds its communication lines and who is a crossroad of the communications. Therefore, in a true group, communications and communications lines should be and are sacred. Communication lines are sacred. They have been considered so instinctively since the oldest ages of man. Messengers, heralds and riders have been the object of the greatest care even between combatants on enMEST missions. Priesthoods hold their power through posing or being communication relay points between gods and men. And even most governments consider cults sacred. Communication lines are sacred and who would interrupt or pervert a communication line within a group is entitled to group death—exile. And that usually happens as a natural course of events. Communication lines are sacred. They must not be used as channels of viciousness and entheta. They must not be twisted or perverted. They must not be glutted with many words and little meaning. They must not be severed. They must be established wherever a communication line seems to want to exist or is needed.

Any management of anything can raise tone and efficiency by establishing and maintaining zealously, as a sacred trust, communication lines through all the group and from outside the group into the group and from in the group outside the group.

The most vital lines of a group are not operational lines, although this may appear so to management. They are the theta lines between any theta and the group and the goal maker and the group. Management that tampers with these lines in any way will destroy itself. These actually have tension and explosion in them. It is as inevitable as nightfall that these lines will explode, when tampered with, at the exact point of the tampering. This is a natural law of communication lines.

A line is as dangerous to tamper with as it has truth in its channel. It is safe and even preserving of a line to cut it when it contains entheta. For example when a true line is cut, it charges a little power into the cutter and he has authority for a moment thereby. But it is only the authority of the cut line. If the line is thus made to perish, the cutter loses his authority. If there is much truth in that line, it does not give authority to the cutter, it explodes him.

A group has the right to exile anyone it discovers to be guilty of tampering with any communication line.

A management which will pervert an affinity or sever one may gain a momentary power but the laws here are the same as those relating to communication and an affinity tampered with will lower the tone of a group.

A management which will pervert or suppress a reality, no matter how "reasonable" the act seems, is acting in the direction of the destruction of a group. It is not what management thinks the group or the goal maker should know, it is what is true. A primary function of management is the discovery and publication, in the briefest form which will admit the whole force of the data, the reality of all existing circumstances, situations and personnel. A management which will hide data, even in the hope of sparing someone's feelings, is operating toward a decline of the group.

A true group must have a management which deals in affinity, reality and communication and any group is totally within its rights, when a full and reasonable examination discloses management in fault of perverting or cutting ARC, of slaughtering, exiling or suspending that management. ARC is sacred.

POWER

Management should be cognizant of the differences existing in power. Management undeniably must have power but a management which confuses authority with power is acting, no matter its "sincerity" or "earnestness" or even conscious belief that it is doing what is right and well, in the direction of decay of organizational efficiency. Power which is held and used by rationale alone is almost imperishable. That power deteriorates and becomes ineffective in exact ratio to the amount of pain or punishment drive it must use to accomplish its end. The theta of management becomes entheta in a dwindling spiral once this course is entered upon. For example, the punishment of criminals creates more criminals. The use of punishment drive on the insane creates more insane. Punishment drive against inefficiency creates more inefficiency and no management wisdom or power under the sun can reverse or interrupt this working law. Every management of past ages has been an enturbulated group rule seeking to rule an enturbulated group. Management has only succeeded when punishment drive was suspended or when theta moved in over the scene from a goal maker and by sheer theta power, disenturbulated the group.

The need of management is for power to advance secondary and vital plans and coordinate their execution by the group. The only power that ever works is derived from reason and the ability to reason. MEST surrenders only to reason when it is to become organized MEST. Punishment drive creates enMEST where MEST was sought. It is the boasted desire of every management to acquire MEST for the group. By employing punishment drive on the group or on MEST a management can acquire only entheta control of enMEST and that is death. Management, if enough free theta exists in the group or if the goal is sufficiently theta, gets away with punishment drive and can confuse the punishment drive it is applying with the existing theta in the group

and can delude itself into thinking that accomplishment occurs because of punishment drive not because of existing theta. Thus enthused about punishment drive, management then applies more of it with the result that the existing theta is enturbulated. Sooner or later the group perishes or, fortunate group, saves itself with a revolt which carries a theta goal. (Example—British Navy, bad conditions of discipline before first quarter of nineteenth century; mutiny of whole navy for humanitarian handling of men; result, a more efficient navy than Britain had ever had before.)

Power, and very real, forceful power it is, can be sustained only when it deals with theta goals and is derived from theta principles. Authoritarian power, held by breaking or perverting ARC, enforced by punishment drive, brings to management certain destruction and brings to the group reduced efficiency or death. One, in considering these things, is not dealing in airy philosophic impracticalities but in facts so hard and solid they can be worn and eaten and used as roofs. We are dealing here with the basic stuff of management and group survival. It is to be commented upon that management has succeeded despite its use of punishment drive and because of existing theta goals whether management knew it or not. This sums up not particularly to the discredit of managements of the past but to the highly resistant character of theta goals. Management, failing to understand the true force of its power and the source of that power, seeing only that if it cut and perverted ARC it had power of a sort, has been the yoke around the neck of mankind in most instances, not the proud thing management thinks it is or could be, keeping the wheels turning. Where wheels turned in the past it was usually because of highly vital theta goals and thoroughly despite management. Management, being a needful cog in the scheme of things, has been kept around by a hopeful mankind on the off chance that it someday might be of complete use. A punishment-drive management is the spoke in the wheel of an action being conducted by a goal maker and a group, not the grease for the wheel which management sincerely believes itself to be. A goal-maker–group combination action is only enturbulated because of the lack of a good management or the existence, much worse, of a punishment-drive management. Man would run better entirely unmanaged than in the hands of an authoritarian management for the end of such a management is group death. A group would run better theta managed with real theta power than a group entirely unmanaged.

Management derives power most swiftly by acting as interpreter between a goal maker and a group. The power of the management is effective in ratio to the cleanness with which it relays between the goal maker and the group on ARC. Management loses real power in the ratio that it perverts or cuts lines between the goal maker and the group. When the goal maker exists now only as a printed code, management can continue to prosper and can continue to serve only in the ratio that it keeps that code cleanly interpreted between archives and group. Management deteriorates and grows unprosperous in the ratio that it perverts or cuts the lines from code to group.

There is an intriguing factor involved, however—ARC lines. When they are slightly interrupted they deliver power to the individual that interrupts them. True, it is authoritarian power, death power. But a very faint tampering with a line gives authority to the tamperer since he is obscuring to some slight degree a section of theta.

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His group is trying to see the theta and reach it and if they can do so only through the tamperer and if they are convinced that the tamperer or tampering is necessary (which it NEVER is), then the group tolerates the tamperer in the hope of seeing more theta. Mistaking this regard for him as something he is receiving personally, the tamperer cannot resist, if he is a narrow and stupid man, tampering a little more with the ARC line. He can live and is tolerated only so long as the theta he is partially masking is not entirely obscured. But he, by that first tampering, starts on the dwindling spiral. Eventually he is so "reactive" (and he would have to be pretty much reactive mind to start such an operation) that he obscures the theta or discredits it. At that moment he dies. He has put so much tension on the line that it explodes. If it is not a very theta ARC in the first place, he is relatively safe for a longer period. The pomp and glory he assumes are not his. He makes them enMEST and entheta and eventually corrupts them utterly and corrupts himself and all around him and dies as management.

PRETENDED GOALS

There is also a pretense of having a theta goal without having one which intrigues management. Lacking the actual article the management postulates merely the fact that such an article exists and that management is the sole purveyor of this theta goal. Usually such a management makes excuses for the goal not being in sight or existing by claiming that "it is too complicated for ignorant minds to grasp," "it is too sacred to be defiled by the hands of the mob." Management dresses itself in all the trappings of a theta relay station, but as there is no theta goal in the first place to give to the group, punishment drive has to be entered upon instantly. Hellfire has to be promised to those who won't believe a theta goal exists just over management's shoulder. A flog has to be used to convince the group that the cause is just. However, a group is capable of generating some theta on its own. There are always some minor goal makers around. Unfortunately these serve to buoy up a masking management by actually putting some theta into circulation. Management can then keep on masking an empty altar. But as the altar is empty such a management is always afraid instinctively. It starts to speak of rabble, the mob, the horrors of individual say in group actions. It speaks of anarchy and uses wild propaganda to stampede and enturbulate its group. The life goes, to some degree, down in every individual in that group and stays up only because of the minor goal makers in the group. Management, seeing here a rival or a threat of discovery that it exists not for the goal but for itself, starts in punishment driving the minor theta makers, calling them revolutionaries whenever they advance a goal or idea and having them torn down from any tiny eminence to which their meager supply of theta has lifted them. When the last of these goal makers is dead, the group is dead, management is dead and desolation reigns. THIS HAS BEEN THE CYCLE OF MANAGEMENT AMONGST MEN SINCE FIRST HE BECAME CIVILIZED, save in those times and places where a real goal maker existed and where management actually began by being a part of a nearly true group. (See the history of Greece, the history of Egypt, the history of Rome, trace the course of Greek tyrannies. See also the history of various companies, and one readily sorts out those which began because of a goal maker and those which pretended a goal existed but had no goal maker for the group but only made goals for individuals—management itself. Three life insurance companies began because of real goal makers

and they are the leading companies of America despite subsequent perversions of the goal and its subordination to individual profit.)

MASKED MANAGEMENT

Now it so happens that a culture which has within it many examples of punishment-drive masked management will begin to develop a spurious technology of management based upon mimicry of these masked punishment-drive managements. The technology is most ably put forward in Machiavelli's *Prince* for that period. Almost any text on "military science" is a technology of masked management. However, such texts exist and are useful because they furnish a short-term method of assembling a unit to follow a cause whenever one appears. The technology of how a company evolutes or a battery spots is not the technology of management but the technology of a coordinated group. Everywhere one looks in such a text on actual battle skill one finds cooperation and understanding are the essence and that ARC is stressed amongst the group itself at every period and paragraph. But alas, the technology of the military management itself is so far from useful or factual that wars get won only because most armies have the same management system and that one wins which makes less errors than another and which has a better "cause."

Example, the communist main group in Russia is not a true group. Probably the United States is much closer to (but very far from) a true group. Thus the nation of Russia vs. the nation of the US, in a battle of culture would lose miserably. But an army of communists, working for a management which only recently lost its goal makers, Marx and Lenin, can have a "cause" couched in modern terms. All armies are considerably entheta and take only enMEST. But a Russian army has a "cause" superior to a US army. Neither army has a true group cause, but the US "cause" has not been restated in convincing modern terms. A second-rate and obsolete "cause" is as dangerous to have around an army as an obsolete weapon. The US army "cause" does not include a conquest of MEST clause but contains only protection of status quo clauses. Once the US drove hard on theta goals. Because her people and culture are not much decayed and her technology is high, a US with a "cause," as before, could easily outreach any Russian culture. And a US army with such a "cause" would crush a vastly superior Russian force. Armies, understand, are short-term groups intimately concerned with the conquest of MEST which, no matter if they made enMEST of it, is still a MEST goal until conquered. Thus armies can be thrown into action with far less reason than a culture, and, not so closely, ARC within the unit itself can be catalyzed. An army, then, builds its technology on fantastically high ARC on the private–corporal level and is governed by a fantastically low ARC on the management level. Because ARC is high in the bulk of the group and is commanded to be high (management of armies would reverse such a thing if they knew what they were effecting, one fears) by a low ARC management. Optimum in armies is that high ARC on the private–corporal level and managed by a government which has high theta goals and is itself high ARC. When this is attained armies explode out of Asia Minor and overrun Europe.

With such bad examples in a culture, management can develop an entirely false technology. Managers have to be geniuses to work with such technologies and ordinarily work themselves into a swift demise as witness the presidents of the US who can be seen, if you compare the pictures of the same president after just two years of being president, to deteriorate swiftly. The group one way or another will try to knock apart an authoritarian management or a management even slightly authoritarian. The management thinks this is all because of bad planning, tries to plan better, and thinks all can be righted by just a little more emergency punishment drive. The group revolts more. Management punishment-drives more. And finally something has to explode. It is a lucky nation which blows into a theta goal revolt early in this cycle. The government of the United States is overworked and inefficient as management because all the principles of its original goal makers are not applied and those that are applied are slightly perverted. And the same thing obtains with Russian management. (Example: read the works of Paine and the works of Jefferson in their original form and read also the letters and personal opinions of these men: you will find more theta in those writings which has been overlooked than the whole US government is using from those same goal makers. Read Marx and Lenin and look at the tremendous quantity of theta untapped in those works.)

Bad management, then, like any aberration, goes by contagion. Because of a native existence of theta goals even as to common survival and a country wealthy in brilliant people and natural resources, management can become a sort of priesthood because success reigns and management has never been loath to take credit for a group's production. But statistics will tell you swiftly that the great god "modern business management" is in continual trouble, is expensive, is uneconomical and that, by the duration of large fortunes and businesses on the average, such management as has been purporting to be management is almost a complete failure and is murdering outright the majority of enterprises of this country, for one. The rise of unionism is not an index of the viciousness and willfulness of man but is, as it rises and wars against production, an index of the failure of management as it has been practiced as a technology. Unionism is not wrong. It is simply an unnecessary arbitrary existing because of the existing arbitrary of management operating on an authoritarian level, masking the absence of theta goal makers and seeking to enforce that lack with punishment drive.

America fought for independence from absentee management in 1776 and won. With the advent of Alexander Hamilton's banking system (a medal please for Burr, traitor though he may have been) that part of independence related to economics did a marked and remarkable slump back into the dark ages of fascism — or, tyranny, as they called it in those days. Senator Bone, USS, once remarked to me, "I have fought since 1905 to place public utilities in the hands of the people. But I believe that, by giving them at last to the government, I have exchanged a fairly unreasonable for a very unreasonable master. It seems to me that when this country got rid of slavery in the Civil War we changed an outright form of slavery for a far more insidious brand — the tyranny of modern management." Fascism exists in America as almost the sole modus operandi of big business. And fascism or authoritarianism almost

always murders itself swiftly since it is entheta and enturbulates the existing theta. This is best exemplified by the management–labor upsets which have been increasing in volume since the early 1900s.

Economic tyranny alone could make possible the far less than ideal group ideology of communism. Where fascistic business management exists there socialism and communism can grow. State ownership of everything including the human soul and a communal ideology conducted with false propaganda by a rather fascistic group in Moscow are equally undesirable. The world is in tumult today because of three schools of management: fascism reserves the right to fire at will and devil take the men of production; socialism outlaws private property and builds up staggering bureaucracies about as efficient as Rube Goldberg's machinery; communism buffoons around with one-time high ethic tenets, building an empire on deceits. None of the three are worthy of attention should a workable science of management come into being.

A WORKABLE SCIENCE OF MANAGEMENT

Such a science of management should obtain optimum performance potentialities and optimum living conditions for the group and its members. Such a science is postulated in Group Dianetics. It is not an ideology. It is an effort toward rational operation of groups. Its pilot project has worked. Other pilot projects will follow. In Group Dianetics, should its results continue to bear out its tenets, one is looking at the general form of the government of the world. That government will not extend, as administrator, out from the Dianetic Foundations. But the Foundation will probably train the personnel governments send to it and will probably be the adviser to all governments. No empty dreams, we have in Group Dianetics, a much better mousetrap.

However, if the Foundation is ever to accomplish a post as trainer of governing personnel, a tutor to the world of all management, the Foundation had better become, of itself, the best example of Group Dianetics in existence.

In accordance with an ambition to put its house in order, it is suggested that any organization so desiring put into practice the following tenets:

1. Consider well its ideal and ethics. This is the province of goal making.

2. Consider well its rationale. This is the province of management, its planning and coordination.

3. Consider well its execution. This is the province of staff and individual members of the group.

4. Establish a general, flexible plan of government; adopting a constitution; selecting its officers with full agreement; adhering to its establishment and establishers.

5. Ever lean toward creative and constructive goals and execute its ventures creatively and constructively as opposed to "saving things," "arbitrary emergencies," and destructive planning and action.

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6. Choose in its posts of trust, high-theta personnel who plan creatively and constructively in expanding terms rather than "emergency" terms. Keep out of office the death-talkers who pervert or selectively censor communications or cut lines to gain power, who postulate opportunistic but dire realities and who, perverting affinity, have no love for man.

7. Hook up an abundance of communication lines to fill their various needs, keep the communications terse, keep the communications wholly honest and drop no curtains between the organization and the public about anything.

8. Incline in the direction of creating affinity from group to group and group to management. Create and maintain high affinity with the rest of the world.

9. Create a high and ethical reality of a better world and then make it come into being. Make the organization a model of that better world.

10. Persevere in the continual raising of group tone. Persevere toward the goal of the highest individual tone. It is theoretically true that a high enough group tone level almost nullifies the necessity of individual clearing and that high individual tone creates a high group tone.

11. Self-generate the organization into a model of efficiency in all its departments and with high pride in his performance on the part of every individual member of the group.

12. Operate on the principle that the failure, in any department, of one individual or subgroup, by contagion, threatens the survival of all.

13. Understand thoroughly the principle that the amount of theta in the group materially determines the longevity, greatness and general survival of that group and its members and that the amount of entheta in the group determines its proximity to death, and thus have done with the casualnesses and insincerities existing in a low-toned outer society.

THE CREDO OF A TRUE GROUP MEMBER

1. The successful participant of a group is that participant who closely approximates in his own activities the ideal, ethic and rationale of the overall group.

2. The responsibility of the individual for the group as a whole should not be less than the responsibility of the group for the individual.

3. The group member has, as part of his responsibility, the smooth operation of the entire group.

4. A group member must exert and insist upon his rights and prerogatives as a group member and insist upon the rights and prerogatives of the group as a group and let not these rights be diminished in any way or degree for any excuse or claimed expeditiousness.

5. The member of a true group must exert and practice his right to contribute to the group. And he must insist upon the right of the group to contribute to him. He should recognize that a myriad of group failures will result when either of these contributions is denied as a right. (A welfare state being that state in which the member is not permitted to contribute to the state but must take contribution from the state.)

6. Enturbulence of the affairs of the group by sudden shifts of plans unjustified by circumstances, breakdown of recognized channels or cessation of useful operations in a group must be refused and blocked by the member of a group. He should take care not to enturbulate a manager and thus lower ARC.

7. Failure in planning or failure to recognize goals must be corrected by the group member for the group by calling the matter to conference or acting upon his own initiative.

8. A group member must coordinate his initiative with the goals and rationale of the entire group and with other individual members, well publishing his activities and intentions so that all conflicts may be brought forth in advance.

9. A group member must insist upon his right to have initiative.

10. A group member must study and understand and work with the goals, rationale and executions of the group.

11. A group member must work toward becoming as expert as possible in his specialized technology and skill in the group and must assist other individuals of the group to an understanding of that technology and skill and its place in the organizational necessities of the group.

12. A group member should have a working knowledge of all technologies and skills in the group in order to understand them and their place in the organizational necessities of the group.

13. On the group member depends the height of the ARC of the group. He must insist upon high-level communication lines and clarity in affinity and reality and know the consequence of not having such conditions. AND HE MUST WORK CONTINUALLY AND ACTIVELY TO MAINTAIN HIGH ARC IN THE ORGANIZATION.

14. A group member has the right of pride in his tasks and a right of judgment and handling in those tasks.

15. A group member must recognize that he is himself a manager of some section of the group and/or its tasks and that he himself must have both the knowledge and right of management in that sphere for which he is responsible.

16. The group member should not permit laws to be passed which limit or proscribe the activities of all the members of the group because of the failure of some of the members of the group.

17. The group member should insist on flexible planning and unerring execution of plans.

18. The performance of duty at optimum by every member of the group should be understood by the group member to be the best safeguard of his own and the group survival. It is the pertinent business of any member of the group that optimum performance be achieved by any other member of the group whether chain of command or similarity of activity sphere warrants such supervision or not.

THE CREDO OF A GOOD AND SKILLED MANAGER

To be effective and successful a manager must:

1. Understand as fully as possible the goals and aims of the group he manages. He must be able to see and embrace the *ideal* attainment of the goal as envisioned by a goal maker. He must be able to tolerate and better the *practical* attainments and advances of which his group and its members may be capable. He must strive to narrow, always, the ever-existing gulf between the *ideal* and the *practical.*

2. He must realize that a primary mission is the full and honest interpretation by himself of the ideal and ethic and their goals and aims to his subordinates and the group itself. He must lead creatively and persuasively toward these goals his subordinates, the group itself and the individuals of the group.

3. He must embrace the organization and act solely for the entire organization and never form or favor cliques. His judgment of individuals of the group should be solely in the light of their worth to the entire group.

4. He must never falter in sacrificing individuals to the good of the group both in planning and execution and in his justice.

5. He must protect all established communication lines and complement them where necessary.

6. He must protect all affinity in his charge and have himself an affinity for the group itself.

7. He must attain always to the highest creative reality.

8. His planning must accomplish, in the light of goals and aims, the activity of the entire group. He must never let organizations grow and sprawl but, learning by pilots, must keep organizational planning fresh and flexible.

9. He must recognize in himself the rationale of the group and receive and evaluate the data out of which he makes his solutions with the highest attention to the truth of that data.

10. He must constitute himself on the orders of service to the group.

11. He must permit himself to be served well as to his individual requirements, practicing an economy of his own efforts and enjoying certain comforts to the wealth of keeping high his rationale.

12. He should require of his subordinates that they relay into their own spheres of management the whole and entire of his true feelings and the reasons for his decisions as clearly as they can be relayed and expanded and interpreted only for the greater understanding of the individuals governed by those subordinates.

13. He must never permit himself to pervert or mask any portion of the ideal and ethic on which the group operates nor must he permit the ideal and ethic to grow old and outmoded and unworkable. He must never permit his planning to be perverted or censored by subordinates. He must never permit the ideal and ethic of the group's individual members to deteriorate, using always reason to interrupt such a deterioration.

14. He must have faith in the goals, faith in himself and faith in the group.

15. He must lead by demonstrating always creative and constructive subgoals. He must not drive by threat and fear.

16. He must realize that every individual in the group is engaged in some degree in the managing of other men, life and MEST and that a liberty of management within this code should be allowed to every such submanager.

Thus conducting himself, a manager can win empire for his group, whatever that empire may be.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 27 AUGUST 1958
ISSUE II

REMIMEO
ALL EXEC HATS

EXECUTIVES OF SCIENTOLOGY ORGANIZATIONS

(Originally written by LRH as HCOB 27 Aug. 58, same title.
Issued as an HCO Policy Letter on 30 Oct. 62.)

By definition an executive is one who obtains execution of duties, programs and actions in an organization to further the aims and purposes of that organization.

To forward dissemination of Scientology, to increase the income of Scientology organizations, and to accomplish what we are trying to do, it is vital that we have good executives who know what they are doing and who do it.

Basically, the work of the organization does not depend upon the executive. It depends upon his supervision. The work of the organization depends upon its staff personnel and their performance of duties in exact compliance with their hat folders to accomplish the purposes of their posts. However, it is very difficult for staff personnel to accomplish their duties when they do not have good executives to provide overall supervision and liaison amongst posts. Therefore, it is only necessary to have a bad executive who has a poor understanding of what his work is all about to reduce morale, cause turnover of personnel, to impede dissemination and to lower the income of organizations.

Understanding this I have completed a considerable study of the subject of being an executive. There is more to it than one would ordinarily suppose.

In the first place, an executive should be able to perform better every single job in the organization than the personnel performing it. In this way the executive will be effective, since he will know what these posts are doing. Thus, an executive is selected primarily for his knowledge of the organization. Another attribute of the executive is an ability to get along with people and to aid them to understand their duties, the whys and wherefores of their posts, and their relationships to other posts and the communication lines which connect them. Another attribute is the ability to get something done via another person. These three attributes are easily the most important. They are followed by the other side of an executive's activities which consist of planning, organizing and promotion, as well as either setting up or gaining compliance with organizational policy.

The stable datum on which most people operate in a Scientology organization is "Get the work done." This is as it should be. However, this as a stable datum in an executive is fatal. His stable datum cannot be otherwise than "Get people to get the work done."

Let us take a contrary view of this situation. Let us suppose we have an "executive" who can himself work hard and who has the datum "get the work done." This is what he does. He pulls off some odds and ends of organizational duties into his lap, sits at his desk and in a state of exasperation tries to do everything that comes his way. Under such an executive income will decline, morale will turn sour, and there will be a large staff turnover. This "executive" simply regards himself as a workhorse who is too overburdened to pay attention to details. He makes mistakes, he does not execute policy, and no matter how hard and how well he works at these jobs he has cut out for himself he never heads up or runs an organization and he never builds anything of any size. At length, he will begin to discourage business and activity on the part of the organization, since the work is already too burdensome for him to handle. Now he was chosen as an executive because he could do the job better on any post in the organization given that post, than the people present. He takes this as a license to "show people up" or to "show them how it really ought to be done." Let us look at this closely. He would not be an executive unless he could work better than each and every person on staff. He would not be there if he did not know these posts better. But let us add up for him the following activities: Director of Training, Director of Processing, auditing all preclears, keeping all accounts, writing all of the dissemination materials, running the mimeograph machine and the printing company, building and painting all of the quarters, personally writing on a typewriter all of the letters received by the organization, and a long time before we get down to typewriting we see that one person on a MEST universe time span could not perform all of these duties. Therefore, we draw the conclusion that we need many people to perform these actions. An executive who tries to perform many actions himself and does not "get people to get the work done" creates a leaderless organization. He is overworked, he cannot cope, he eventually goes out the bottom. Even more importantly, the personnel around him go out the bottom, a thing he commonly fails to observe.

We see, then, that an executive makes a mistake every time he takes into his own hands any portion of any job in the organization. There are two ways a "bad executive" can do this. The first way is quite obvious. He simply tries to do several posts, thus leaving many posts unsupervised and leaving many details uncoordinated and depriving staff of necessary liaison and supervision amongst the various posts. The other way is less obvious. He takes the juicy tidbits which require "command decision" away from the posts and leaves each post a naked drudgery of petty detail; in other words, he scoops off the cream and does, to a slight degree, each one of the jobs around and thus brings about a state of irresponsibility on the various terminals.

Furthermore, an executive who is not doing a real job of executing, "get people to get the work done," will not be in sufficient contact with the various posts in the organization and know which ones are underburdened and which ones are overburdened. Posts which are underburdened and do not have enough to do, who roam around inside the organization like billiard balls against the banks and break up other work. Posts which are overburdened confront the personnel occupying them with such a tremendous pyramid of work that they go into apathy trying to regard their job at all, and so cease to function, and quite ordinarily leave the organization (this is the primary reason people do leave an organization: they cannot do their work well and become convinced that they are badly placed).

Chaos and confusion are the result of an executive's (1) inability or unwillingness to simply supervise a post and do none of their work, and (2) inability to grant beingness or confront the good sense of other people.

Now let us see what a good executive really does and we will find that he is busy enough if he actually does his job. He does not call people into his office and have them stand in front of his desk while he explains their job to them. In fact, he spends very little time at his desk. In the first place, such a procedure has the earmarks of "being called on the carpet" and makes for ARC breaks. Further, outside of the familiarity of the staff personnel's surroundings the executive is not in effect running 8-C. To know anything about the post he would have to see the actual equipment, materials, files, etc., connected with that post. And thus, any good executive spends much less time at his desk than he does in various parts of the organization. A good executive actually goes to the post and looks it over. He does not work with the post with the aim in mind of showing the post how much faster and how much more expertly the post can be done. Admittedly he is an executive and the person occupying the post is occupying that post because the executive can do the post better than the person occupying it. Thus, an impatience and an intolerance is too easy to demonstrate.

The executive looks over the post on the site of the post by going through the individual's hat and finding out whether or not it really matches up the exact duties of the post. He will find if he is patient and a good auditor, that the post is quite routinely confused about his duties and this confusion makes the duties look too big or too hard to do, or he will discover that the post is not covering all of its duties, that it is specializing in some of them. This last is particularly true in an overburdened post. The answer to an overburdened post which is actually overburdened is, of course, not for the executive to take on some of the duties or to try to whip up the person doing the job but to split the hat along some natural division and put another personnel on the post in addition to the one already there.

Just as any Director of Processing is always being bombarded by the auditors to give them a new, fast, wonderful technique which will solve all of their own goofs, so an executive is always being asked by some staff personnel to do something new, wonderful and strange with the post hat. The hat, of course, containing all of the duties of the post was usually written up with great care and any real rearrangement of it or derangement of it will discover that some of the functions or liaisons of the organization will be lost. Therefore, a good executive does not succumb to the idea that something new, wonderful and strange must be done with the post simply because the personnel handling the post do not understand the procedure connected with it.

It is quite interesting to study the amount of explanation and the frequency of explanation necessary to put some personnel on post and to get them to understand and execute the exact duties as stated in the hat. Personnel usually try to run a more complicated post than is necessary. It is a natural instinct to complicate something which is simple. Therefore, the simplicities of the post, its purposes and goals, must be observed at all times in any smoothing or rearrangement of the post. For example, it took three full days in one instance to put the Membership hat on a personnel. The personnel was willing — and you will discover that nearly all personnel are — wanted to get the job done, and was perfectly happy with the routine of the job. But — for three full

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days this personnel attempted to complicate the job of Membership, rearrange it or twist it about in some fashion so that it was more or less unworkable. This personnel could not understand the simplicity of the Membership routine until an executive had spent three full working days with him. At the end of that time it was possible to have good membership response and good membership handling. This condition continued from there on. If the executive in this case had simply said, "Well, this fellow is stupid" and if the executive had become impatient, the Membership job never would have gotten done. It required good ARC, it required good patience. If an executive doesn't have three full days to spend putting on such a hat or if he cannot have in the next four or five weeks the equivalent time of those three full days, then he is never going to have a Membership hat worn promptly and properly for the simple reason that the personnel available to him is the personnel available to him. He should not think that he is going to get out of the brow of Jove, springing fully armed, perfect personnel. It is amazing, the confusion of many personnel on their post, particularly on a new job. They are being asked to understand the whole working principle of the organization at one gulp, as far as they are concerned. They cannot see their role, they cannot see how they fit into the scheme of things, they cannot see where their communication lines are going or what they are supposed to do. The executive, of course, being able to understand this, nevertheless has no license to do anything whatsoever but straighten up the post and get the hat worn straight and get the work done.

In working around and about the organization it will be discovered that there are certain holes in the organization or there are missing communication lines or there are needful liaisons. But at this time Scientology organizations have been worked out to such a fine point that an executive would be much safer taking the posts as primarily put together on the original organization board and putting that structure back together again than in attempting to patch up some new and strange organizational pattern which has had no prior test. The patterns of Scientology organizations have been worked out over a period of many, many years. It is highly probable that we have made almost every mistake possible. We are a very complicated organization in that we have many posts. We have many communication lines. We have many functions. We have worked these out over a period of time and have come up with something closely approaching a perfect answer. Thus, it is only at this time that I can tell executives to follow that answer and to keep the organization running as it was planned to run. There is really not much reason for an executive to dream up something new, wonderful and strange to take care of some particular activity. However, a word of caution. All personnel on all posts will attempt to drive him into something new, wonderful and strange in the way they complicate their jobs and in their failure to understand those jobs.

Giving the inspection of a post a lick and a promise and passing on, with some impatience, to another post, is not being a good executive. One should view the organization or his department as a whole. He should see what it is trying to do. Then he should try to get it to do what it is supposed to do. To accomplish this, hats have already been written up for these various posts. If they are lacking in some respect, then he should have, in the case of a department head, consultation with his superiors and in the case of an Association Secretary correspondence or consultation with myself. He should then get the department running on some minimum acceptable basis by spending a short time with each one of the personnel and giving them that part of their job which they can understand to do and accomplish. Having done this,

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he at least has a partially going concern. Now he should go back through his department or organization and make sure that each set of duties is fully understood and appreciated by the personnel holding each post. He should not be impatient, he should not look for the same level of understanding which he himself has for the post and he should not look for the same level of performance with which he could execute the post. The primary mistake an auditor can make is failing to estimate the case he is trying to process. The only thing which can give an auditor errors is to fail to estimate the case he is trying to process. The only way an auditor can be wrong is to fail to estimate the case he is trying to process. Therefore, the only way an executive can be wrong is to fail to estimate the personnel he is trying to get to get the work done. With patience, with good ARC, with good understanding, he should repeatedly go round and around and around these posts and instead of making the decisions (and thus skimming the cream off the post) he should show how the decisions to be made stem from the actual activities of the job. He should make the personnel occupying the post make the decisions relating to that post. These decisions in the main are minor to the executive, but they may appear very major to a personnel occupying the post. Only by getting the person to make his own decisions will he ever have a responsible occupation of the post. By seizing little pieces of the post to do himself, by running the whole show, decisions and all, the executive will wind up doing all the work himself because he has gradually forced the person for whom he is making the decisions off post. Little by little that personnel has been pushed off into an irresponsibility for his post. This is exactly contrary to the actual function of an executive. For instance, the Dir of Processing, given a well-trained auditor, should not go on forever and ever and ever dreaming new tricks and gimmicks which will "solve the preclear's case." In the first place, the auditor probably is not starting sessions, resolving PT problems, patching up ARC breaks and running a smooth session — that is why the case isn't running. The Dir of Processing should just go on putting the hat — that general hat known as staff auditor — back on the staff auditor's head. Auditors' conferences are actually totally unnecessary if auditors have been placed on post and if they are supervised on post and if they are given some feeling of responsibility and understanding of their post.

If an executive finds himself doing some particular job, he must realize that this job is either missing out of a hat or that he doesn't have a hat to cover that job. Where the idea of policy-making or enforcement becomes making all the decisions for the personnel, the executive has erred. Policy-making and enforcement is definitely his job, just as promotion and planning in general is his job. But if he finds himself doing some routine task, if he finds himself pinned down hour after hour, day after day, by some concern, then he is missing somewhere in putting hats on people's heads. Occasionally an executive is called upon to put a hat on the head of some outside firm, as in legal work. With what glee an organization's attorney will try to pass the hat back to the head of the organization. This is a task just as a staff post is a task of putting the hat on somebody's head. The attorneys of the organization, even occupying an outside office, should have their hat put on with regard to the organization so that all legal matters are simply referred and routed to them. If they do not act on this basis, then he either puts the hat more firmly on their head or, as in any case, despairing of this, one finds some new attorneys just as he would find new staff personnel if, after an investment of seven or eight days of patient work he still cannot get somebody to go through the routine of the job.

There are certain approvals an executive has to give, as Advisory Council minutes. There are personnel changes which an executive has to make, and therefore there are personnel files which he has to keep. If he is the head of a department he still keeps personnel files for that particular department and he still handles the personnel for that department. If he is a higher level executive he certainly cannot do otherwise than handle personnel as a hat for the entire organization. But the personnel for an entire organization hat is actually not as big a hat as personnel for a single department since it doesn't include procurement. Any department head has the right to do personnel procurement; this has to be okayed by the executive, of course, and to be posted on the org board actually requires my okay.

Now, in a small organization it will be found that three or four or five people working together can get quite a bit accomplished. The moment this goes up to eight or ten people, you have need of an executive. That executive, if he does not know his job as it is set down here, and if he thinks his job is something else than getting people to get the work done, will actually restrict and impoverish the organization. He will not permit it to grow, since he is still trying to run an organization the size of that which can be handled by four or five people, while in actuality he has a much larger area.

An executive doing good promotion and planning will, of course, drive in a great deal of business. All he has to do is to make sure that his shipping department gets books out; that his PR places ads; that his organizational services are of a quality to invite public confidence. He doesn't really need any bigger tricks of promotion than this. The big trick of promotion is to get everybody to do his job. If this is done, then you will see all manner of promotion being accomplished. Promotion dreamed of is not promotion accomplished. An executive dreaming up promotion and working hard himself is not nearly as effective as an executive getting promotion accomplished and getting people to take care of the resulting traffic. In a large Scientology organization, he cannot get business up to speed while trying to do all the work himself.

Naturally, there are executives who, by their personal presence, giving lectures, talking to people, can accomplish a great deal of promotion, just as I accomplish a great deal of promotion by writing a book. But my book-writing hat is not my executing hat and I do not get them confused. An executive can wear other hats than being an executive. But being an executive is an express and an explicit hat and its duties consist only and entirely of getting people to get the job done. If other hats are being worn along with the executive hats, then those duties should not be permitted to slop over and occupy and wipe out the executive hat since it's the more important of the two.

An example of this in a Central Organization of Scientology on another continent shows us that some organizations insist on learning always by their own experience, not by already won experience. This organization presents the picture of Scientology organizations in the United States in 1952—everybody was wearing all the hats, nobody was trying to put on any hats other than his own, but his own was all the hats. The resulting confusion, the lack of coordination, the failure to understand that an organizational pattern, orderly terminals and communication lines are vitally necessary to good progress of an organization, resulted in very low income and very hard work on the part of everyone. Contrast this with the 1958 orderliness and income of Scientology United States and we find the only great difference is that we

have learned the proper pattern of organization necessary to carry on our job and that we are executing that proper pattern.

You can toss all this aside and work yourself to death and compliment yourself on believing you are getting the job done, but don't wonder why the staff doesn't give you a pat on the back or why I don't give you a pat on the back, because I'm not interested in how many hours you put in. I am not interested in how many documents you handle. I am only interested in the executives who get people to get the work done. On a staff level I am perfectly content with people who take the easier course of simply getting work done. That is the simpler thing to do. These posts are interesting. To handle administration for an Academy is quite a job. Being a Receptionist in the front office is an interesting post — look at all the people you meet. These jobs which go many hours of the day and occasionally late into the night are interesting jobs, they are interesting and necessary terminals. Remember that they are the easier ones to do. Being an executive requires one to get the work done on a via, and that is one of the more difficult tricks demanded of a thetan in this universe.

Let's see if we can do it.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1958

CENOCON
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EXECUTIVES

A MODEL HAT FOR AN EXECUTIVE

(Originally written by LRH as HCOB 19 Sept. 58.
Issued as an HCO PL on 25 Mar. 63.)

—PRIMARY—

To accomplish the purposes of the organization and/or his department on a continuing basis by the use of adequate organization and personnel.

To get people in his or her department or organization to get the work done.

To understand the jobs of staff members and to get them to ably wear all of their hats.

—SECONDARY—

To gain compliance with old or create new standard policy as necessary and to gain compliance in particular with the policy laid down by the board and the policy already existing in standard hats.

Planning of campaigns and activities to create new or fulfill old demands and to utilize thereby personnel.

Personnel: Improving his personnel's understanding of their posts and duties and improving their interest and activity on that post.

Acquiring new personnel as needed and reducing personnel when not needed.

Adjusting work burden.

An executive must realize that this is his whole hat as an executive and that any other activity in which he is engaged than the above is another hat and should be written up as such and is no part of his executive hat. He must also be certain that an adequate amount of his time is spent filling his executive post, not another post he holds as a staff terminal.

See HCO Bulletin of 27 Aug. 58, entitled EXECUTIVES OF SCIENTOLOGY ORGANIZATIONS.

The task of an executive is to put hats *on* people. Therefore, he should be very careful not to violate hats by introducing *emergency* programs which pull off hats or by "temporarily" pulling people off post to do jobs not covered by their hats. If he has such jobs not covered by hats, he should make provisions for their accomplishment in existing hats or create new hats.

Executives should not write critical or confusing despatches to terminals having to do with their performance of duty.

Such matters as conduct or rearrangement of post should be taken up with the terminal directly. The only writing is done after the fact of arrangements.

Wide-open comm lines such as we have cannot tolerate critical, confusing or distempered despatches. There is no reason here to learn by experience what is already known — entheta on free comm lines can disturb an organization's comm system beyond belief. This applies equally to despatches from terminals to executives.

In the case of an executive in one part of the world having difficulty with the conduct of a terminal in another part of the world, do not despatch the terminal. Despatch instead the executive in that part of the world closest to the terminal — explain the situation to that executive and have him take it up personally with the terminal. Even in a local operation, if you cannot interview the terminal in question, do not send a critical despatch to him. Have the nearest executive to the terminal take it up with that terminal. No despatch goes directly to such a distant terminal.

(THE ABOVE IS FACT; THE FOLLOWING IS MY OPINION AND MAY BE CONSIDERED CONTROVERSIAL:)

Anyone will discover, in actually dealing with people, that these factors dominate:

1. People are willing to do their best and will until hammered about it.
2. Most causes for complaint are based not on misconduct but on misunderstanding.
3. Only personal contact can restore understanding.
4. Written criticism or anger is rarely repaired by more writing. A breach opened by writing is usually susceptible to being healed only by personal contact. The moral is, therefore, don't open the breach with a distempered despatch.
5. Don't let a detected error drift. Take it up and correct it when found.
6. Don't accumulate "bad marks" against a terminal before acting. Forget old "bad marks" when they have been corrected.
7. A terminal has his side of the story. As the person on the job he has more valid data than the executive. Listen and question before you decide you're outraged.

8. The only capital an executive has is the *willingness* to work. Preserve it. No person can be driven to labor—as every slave society has found out. They always lose. When a man is whipped, that work he then does still stems from his willingness alone. Anger made it smaller.

Terminals that are confused and have gone wrong are patched up just as an auditor patches up an ARC break. The terminal is also conscious of his own overt acts and thoughts.

The only persons an executive cannot handle are those who continually say or dramatize: "It can't be done." These persons are already spoiled by bad 8-C in life. No matter if the person is the attorney or the accountant or the head sweeper, if his response to all solutions offered is "It can't be done" (either stated or acted out), the executive has only two answers: order him to intensive intensives or fire him. Short of this action, the executive has no other course to take. Threats, penalties, scoldings, all accomplish nothing.

We have then three classes of possible personnel:

1. the Willing,
2. the defiant negative,
3. the wholly shiftless.

To handle these we have three classes of action only and none in between. (An authentic case of white is white and black is black.)

Class One (above): Handle them as outlined here with understanding, intelligence, helpfulness, courage and compassion.

Class Two (above): Process only or fire.

Class Three (above): Process only or fire.

Classes two and three are nonemployable. Why burden the staff or economics of the organization with them?

The Willing include the overbearing, the meek, the swift, the slow, the efficient, the worried. Threats and punishing regulations do not help them—only hurt the innocent with the guilty. Tight scheduling, insistence, reason, crispness, and ARC help them.

The Unwilling are bait only for auditors or the unemployment bureau. Leave a post vacant rather than hire them. You'll wish you had.

Don't confuse a clash of personalities, independence and lack of subservience with unwillingness to do. The military does this and look at it! If you only want a staff that won't talk back, join the army—they punish people for communicating or deserting. Some very high-class bastards can do some high-class jobs.

The Unwilling only do or say "can't" no matter what solution or task is offered. Usually they don't talk. Sometimes they are models of meekness. But like a hunting dog that won't kill chickens, they are no good to you. If they're out of your organization or

department, you have only the willing left — so why look further in executing than being decent. The man who doesn't appreciate it isn't with you anyway. So that leaves only one code of conduct for an executive to follow, the one outlined here. His personnel hat excludes the Mr. No and Miss Can't and Master Flop. An executive needs as much discipline and anger as he lets the Unwilling in. The first principle of an executive is to accomplish the goals of the organization and department. He must employ the Willing and maintain ARC. And remember that there's an R in it.

A quarter of a century of leadership in this life has taught me that the only underprivileged posts there are, are posts of leadership. As one rises on the scale of authority his flaws magnify and so does his power to hurt and destroy. It would take an archangel to be a perfect executive. Despite the trying nature of an executive post it yet must be filled — and filled with understanding, intelligence, helpfulness, courage and compassion. When a lack of these enter upon an organization's comm lines, the organization sickens and is gone — just as our world at large is doing.

Our staff are willing. I believe in them and trust them. Nobody could ever do the job we're all doing — but we're doing it.

A hundred thousand years of future are looking at us — we can only measure up by doing our jobs as best we can today — with understanding, intelligence, helpfulness, courage and compassion — to the greatest good of the greatest number of dynamics. It is a large order — but the first to fill it must be our executives.

HOW TO ISSUE INSTRUCTIONS TO PERSONNEL

1. Have a definite clear-cut and correct estimate of the situation.
2. Make a precise, properly communicative statement in writing of exactly what you want done.
3. Reissue 2.
4. Reissue 2.
5. Reissue 2.

There are no other steps.

Every time you issue a direct, precise and orderly order you may generate a confusion. It runs out as the order is repeated over and over. The "reasons why" "the order is hard to duplicate" is the runoff of a confusion. Don't Q-and-A with the confusion. Just issue the order again while maintaining good ARC.

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 NOVEMBER 1970
ISSUE I

REMIMEO

ORG SERIES 12

THE THEORY OF SCIENTOLOGY ORGANIZATIONS

This "HCO Bulletin" 21 Sept. 58 explains how a Scientology organization differs from "the industrial ideal."

The industrial idea of organization is a cogwheel-type organization with each member of it totally fixed on post, doing only exact duties, with all cogwheels intending to mesh. The industrial idea does not differentiate between a *machine* and a human or live organization.

The product laws (Products 1, 2, 3 and 4 as given in this Org Series) apply to both a live organization and a machine organization and any organization. Since a live and a machine organization hold these laws in common, the industrialist confuses the live organization and the machine organization.

HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT, also carries a mention of this difference between a live and a machine organization.

As the industrial idea has already been mentioned in this Org Series, and as this Org Series mainly applies to live (not machine) organizations, and as people tend to fall into a machine organization pattern (and also to use a live organization to *not* know their own specialty best) this earlier issue on live organization is published in full:

HUBBARD COMMUNICATIONS OFFICE
LONDON (ISSUED AT WASHINGTON)

HCO BULLETIN OF 21 SEPTEMBER 1958

FOR ALL STAFF
MEMBER HATS

THEORY OF SCIENTOLOGY ORGANIZATIONS

An organization is a number of terminals and communication lines united with a common purpose.

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The actions of an organization can all be classified under the heading of particle motion and change. To analyze a post or a department or an organization, make a list of each particle it handles (whether types of bodies, types of comm or any other item) and follow each item from the point it enters the post or department or organization to the point it exits. If a particle isn't handled *properly* and passed along *properly* there is a confusion or a dead end. To organize an organization requires more than theory. One has to inspect and list the particles and get their routes and desired changes of character en route. Then he has to see that terminals and comm lines exist to receive, change and forward the particle. All types of particles belong to somebody, are handled some way, come from somewhere and go somewhere. There are no confusions when lines, terminals and actions exist for each type of particle.

Judgment and decision are needed in every staff post. If the handling of items are just "petty details" then so is your fellow man a "petty detail."

There are no laborers in a Scientology organization. We are all managers of these particles.

Routes of handling are not orders to handle but directions to go. A route is not necessarily correct for all cases. It is only correct for most cases. Robots can't handle livingness. Robot organizations and robot civilizations fail. They only *seem* to work — like the commie empire *seems* to work until you find out everyone is starving to death in it. A *perfect* organization is not a machine but a pattern of agreements. A route is only the *agreed upon* procedure. It is not only occasionally broken, it now and then should be. The terminals involved make the agreement or the route doesn't work. A route along terminals that never agreed is no route but a labyrinth. People agree to postulates they can understand and appreciate. Hence, a route and handling begins with a particle, develops with a theory, comes to life with an agreement and continues to work because of judgment and decision.

The routing, the comm lines, the pattern of an organization do not do the work. The work is done by living beings using good sense and skill. The organizational pattern only makes their work easier and lessens confusion and overburden. Governments, armies, big research bureaus reduce themselves down to routes and titles. They don't work. They don't do work. They allow for no human equation. Therefore, slave societies (composed only of routes and unthinking terminals) are always beaten eventually by free peoples. There is a point where routes and exact procedures become unworkable, just as there is a point, facing a volume of work, that individuality and no teamwork becomes unworkable. An optimum organization is never severely either one. Total individualism and total mechanization alike are impossible. So if you or your department or your organization seem to be too heavily inclined to either one, *yell* don't talk. A bad organization will fire you and you can do something more profitable. A good organization will listen. BUT — always have a *better* idea than the one in use. Grumbling, refusing to work don't work. A better idea, talked over with the terminals on either side of you, put down in concise writing, submitted, will be put into action in a good organization. Of course, there's always a chance that the new proposed handling throws something out of gear elsewhere. If it does, you have the right to know about it.

An "organization" doesn't get the work done. As an orderly plan it helps its terminals get the work done. The staff as individuals do the work. An organization can

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help or hinder getting the work done. If it helps, it's good. If it hinders, it should be examined thoroughly.

An organization can work wholly at "taking in its own laundry." All the work that gets done is the work generated inside the shop by unreal routes and weird changes of particles. This is a government circa mid-twentieth century. Its highest skill is murder which in its profundity it makes legal.

A totally democratic organization has a bad name in Dianetics and Scientology despite all this talk of agreement. It has been found by actual experiment (LA 1950) that groups of people called on to select a leader from among them by nomination and vote routinely select only those who would kill them. They select the talkers of big deeds and ignore the doers. They seem to select unerringly the men of average skill. That is never good enough in a leader and the people suffer from his lack of understanding. If you ever have occasion to elect a leader for your group, don't be "democratic" about it. Compare records as follows: Take the person who *is* a good auditor, not just says he is. Take the person who has a good, not necessarily the highest, profile and IQ. Take the person who can grant beingness to others. And look at the relative serenity and efficiency of any past command he may have had. And even then you're taking a chance. So always elect temporarily and reserve the right of recall. If his first action is to fire people, recall him at once and find another leader. If the organization promptly prospers, keep him and confirm the election by a second one. If the abundance of the organization sags in a month or so, recall and find another. Popularity is some criteria — but it can be created for an election only, as in the US. Select in an election or by selection as an executive the person who can get the work done. And once he's confirmed, obey him or keep him. He's rare. But beware these parliamentary procedure boys and girls who know all the legal and time wasting processes but who somehow never accomplish anything except chaos. A skilled, successful leader is worth a million impressive hayseeds. Democracies *hate* brains and skill. Don't get in that rut. In the US War between the States militia companies elected their officers with great lack of success in battle. They finally learned after tens of thousands of casualties that it was skill not popularity that counted. Why be a casualty — learn first. Democracy is only possible in a nation of Clears — and even they can make mistakes. When the majority rules, the minority suffers. The best are always a minority.

WHAT IS YOUR JOB?

Anything in an organization is your job if it lessens the confusion if you do it.

Your being exactly on post and using your exact comm lines lessens confusion. *But* failure to wear another hat that isn't yours now and then may cause more confusion than being exactly on post.

The question when you see you will have to handle something not yours is this: "Will it cause less confusion to handle it or to slam it back onto its proper lines?"

Example: A preclear wandering around looking for somebody to sell him a book. You see him. The book sales clerk isn't there. The books are. Now what's the answer? You'll create a little confusion if you hand him a book, take his money and give it to the book sales later. You'll create confusion for your own post and the organization if you go chasing around trying to find "book sales terminal." You'll create a feeling of unfriendliness if you don't help the preclear get his book. Answer it by deciding which

is less confusing. You'll find out by experience that you can create confusion by handling another's particles *but* you will also discover that you can create confusion by not handling another's particles on occasion.

The only real error you can make in handling another's particles is to fail to tell him by verbal or written comm *exactly* what you did. You stole his hat for a moment. Well, always give it back.

Remember, in a Scientology organization every *Scientologist* on staff potentially wears not just his own but *every* hat in the organization. He has to know more jobs than his own. Particularly jobs adjacent to his post. He often has to do more jobs than his own because those jobs have to be done and he sees it. A non-Scientology member of an organization is only limited in what he can do in the organization by lack of know-how. But the limitation is applicable only to instruction and auditing. But a Scientologist: he may find himself wearing any hat in the place including mine. And others may now and then wear his hat.

A staff member gets the job done of (1) his own post, (2) his department and (3) the whole organization.

People who are *always* off-line and off-post aren't doing their own jobs. When we find somebody always off-post and in our hair, we know if we look at *his* post we'll find a rat's nest. So there are extremes here as well.

HOW TO HOLD YOUR JOB

Your hat is your hat. It is to be worn. Know it, understand it, do it. Make it real. If it isn't real, it is *your fault* since you are the one to take it up and get it clean with an executive. If he doesn't straighten it up so you can do it, it's still your fault if it's not done.

You hold a job in a Scientology organization by doing your job. There are no further politics involved — at least if I find out about it there aren't. So do your job and you've got a job. And that's the way it is.

But on post or off, we only fail when we do not help. The "public" only objects to us when we fail to help or when we fail to answer their questions. So we have two stable data on which we operate whether we're on post or not:

HELP PEOPLE!

ANSWER PEOPLE'S QUESTIONS EXACTLY!

When you don't you let everybody down.

NEATNESS OF QUARTERS

— THE PUBLIC KNOWS US BY OUR MEST —

A part of everyone's hats is keeping a good mock-up in people, offices, classrooms, quarters.

Keep your desk and your MEST neat and orderly. It helps.

And when you see things getting broken down or run down or dirty, fix them or clean them or if you can't, yell like hell on the right comm line.

THE DESPATCH SYSTEM

The despatch system is not there to plague you but to help you.

Except when you've got to have speed, *never* use an interoffice phone to another terminal. And never write a despatch and present it and *you* at some other point at the same time. That's "off-line" just as a phone is "off-line." A good use of the organization's lines reduces confusion. The other guy is busy, too. Why interrupt him or her unnecessarily with routine that should go on the lines? You'll usually get an answer in the same day or at least in 24 hours. The organization's comm lines are pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

A comm line can be jammed in several ways. Principal of these is *entheta.* Ask yourself before it goes on the lines—it's bad news but is it necessarily important? Another is *overburden.* Too much traffic jams a line. Too long a despatch doesn't get read. Another is *too little* data. That can jam a line but thoroughly. It takes more despatches to find out what goes. Another way is to bypass the line itself—this jams the terminal. The final way, in broad classes, to jam a comm line is to *put erroneous data* on it.

The last is a pet hate of Scientology people. Generally its form is "everybody knows." Example: "They say that George is doing a bad job," or "Nobody liked the last newsletter." The proper rejoinder is "Who is Everybody?" You'll find it was one person who had a name. When you have critical data omit the "everybody" generality. Say who. Say where. Otherwise, you'll form a bad datum for somebody. When our actions are said to be unpopular, the person or persons saying so have names.

IN SUMMARY

A post in a Scientology organization isn't a job. It's a trust and a crusade. We're free men and women—probably the last free men and women on Earth. Remember, we'll have to come back to Earth someday no matter what "happens" to us. If we don't do a good job *now,* we may never get another chance.

Yes, I'm sure that's the way it is.

So we have an organization, we have a field we must support, we have a *chance.*

That's more than we had last time night's curtain began to fall on freedom.

So we're using that chance.

An organization such as ours is our best chance to get the most done. So we're doing it!

L. RON HUBBARD
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HCO POLICY LETTER OF 26 MAY 1959
ISSUE I

CENOCON
SHSBC STUDENTS
MISSIONS
FIELD

WHAT AN EXECUTIVE WANTS ON HIS LINES

There are only four things which an executive wants on his incoming communication lines.

These are:

1. Information,
2. Appointments and dismissals of personnel for his action or confirmation,
3. Financial matters,
4. Acknowledgments.

He does not want on his lines:

1. Demands for decisions,
2. Backflashes and can'ts,
3. Entheta.

Demands for decision are always indicative of irresponsibility; people want the executive to make the mistakes; and an executive can make mistakes if he is asked to make decisions distant from his zone of action equipped with insufficient data to make the decision correctly.

Backflashes, by definition, are an unnecessary response to an order. This can get fairly wicked. They are not acknowledgments, they are comments or refutals. Example: "Sell the bricks" as an order is replied to by "Bricks are hard to sell" or "We should have sold them yesterday." This is a disease peculiar to only a few staff members. They cannot receive an order directly and are seeking to be part of the comm, not the recipient. This goes so far as senseless "Wilcos" or "I'll take care of it" when the executive only wants to know Is it done? Despatches or orders, in most instances, are held until completed. We assume that they got through or rely on other means of saying they didn't. Only a few situations require an acknowledgment to an order over long lines and all of these occur when there is doubt that the recipient is there.

In the matter of can'ts, an executive seldom orders the impossible and generally consults with people before issuing an order. A persistent "Can't be done" means "I am unwilling." I have learned this the long way. Person A on a job, saying "Can't" all

the time, changed to Person B, receiving the same orders, discovered to me that the job *could* be done since B, on the same post, receiving the same orders, never said "Can't" and the job did get done.

Entheta means embroidered reports. Data is data. It is not opinion. Data, not entheta, brings about action. All entheta does is cut the lines.

To jam an executive's lines is a serious thing to do. The result is a cut line. A bottleneck is created by staff when staff jams a line to an executive. Eating up an executive's time and patience destroys harmony, dissemination and income.

Depending on an executive for petty decisions is sure to jam lines and cost units.

The role of an executive is to plan and execute actions and to coordinate activities.

To do this he gets people to do their jobs and establishes the overall plan of action. Only an executive can string lines and coordinate actions and resolve the jams that impede things. For an executive to decide for people decisions applicable only to the sphere of *one* job is folly.

WHAT AN EXECUTIVE'S LINES SHOULD LOOK LIKE

INFORMATION:

When a member of an organization does something of importance, he should always info the executive after the fact. It is perfectly all right to take actions within one's organizational purpose. It is not all right to keep it a secret.

1. Do it.
2. Tell the right people and the executive by adequate communication at the speed necessary to the case.

Similarly, an executive ought to tell people his goals and plans and, when he does something of any importance to others, he ought to say so. The captain who tells the ship how the action is going saves a lot of nerves and useless motion.

APPOINTMENTS AND DISMISSALS:

Minor hirings and firings in a department by authorized persons should always be subject to confirmation at least after the fact. Major appointments and dismissals of key personnel must be okayed by a senior executive before the fact and action taken only on the senior executive's authority.

For example, it is a board action to appoint, transfer or dismiss an Association Secretary or an Organization Secretary. It is an Executive Director action to appoint or dismiss department heads and then only on the advices of an Association Secretary or Organization Secretary. It is an Association Secretary or Organization Secretary action to appoint, transfer or dismiss deputies or section chiefs. It is a department head's action to appoint or dismiss other staff but always, in every case, with permission from the next superior and info all the way up.

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FINANCE MATTERS:

Consistent finance information as in Advisory Committee minutes and authority for changes and capital expenditures are an executive matter. My own authority is needed only on major changes of policy or expenditures and on extreme financial emergencies. Ordinary financial planning and routine actions are better handled locally by the Association Secretary, Organization Secretary or the Director of Accounts. I do need financial information. But where I have done planning and promotion and it is agreed upon, further handling of finance is handled under a blanket authority from me except for extreme financial emergencies or major capital outlays which are local matters.

These are the things I want on my lines. I change personnel as the answer where information is chronically withheld, where appointments and dismissals are irregular, or when an organization starts getting insolvent. Where people are continuously demanding that I make the decisions they should be making, I again recognize other ills and again change personnel.

If we all understand what's wanted, we can do it.

Well, let's look this over and do it and win.

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HCO POLICY LETTER OF 12 SEPTEMBER 1959

REMIMEO

PROGRAMING

(Originally written as an HCOB on 12 Sept. 59.
Issued as an HCO PL on 23 Oct. 69.)

(Refer also to HCO PL 4 Dec. 66, AKH Series 9, EXPANSION, THEORY OF POLICY, and HCO PL 24 Dec. 66 I, AKH Series 10, HOW TO PROGRAM AN ORG, SAINT HILL PROGRAMS.)

Dianetics and Scientology have never suffered from lack of programs. There have always been programs. And there will always be better programs and, maybe for dissemination purposes, the PERFECT program.

But what happens to all these programs?

Alas, I found out the facts of this some years ago, and out of it came the organizational pattern which is working so splendidly in Central Orgs. But the facts that I found out had all to do with execution of programs.

We get a wonderful idea. It's a slayer. It will tear the tops right off the skyscrapers and send them in for a book. And months later we wonder what happened to this marvelous program.

Well, I'll tell you what happened. Nobody did it.

That's the swan song of most every program that gets thought up. It was great, but nobody did it. . . .

And before you think I am being critical of all the staffs everywhere or that we're ever critical of all the staffs, I'll give you the rest of my findings on this subject.

Programs didn't get done because everybody was so overloaded with what they were already doing that they didn't have a chance to start the new program no matter how good it was. Programs were already in the run. Many of these were so fundamental — such as sale of books or answering letters to incoming preclears and students — that nobody could start on the new program. And as a result the new program didn't get started no matter how marvelous it seemed to be.

The reason executives used to keep pulling people off post all the time was this thing programing. The executive had, he thought, a better idea or was trying to carry out an old idea. And to get it going he would draft the whole staff to do it and the basic programs would go begging.

Do you know that nearly every function of a Central Org was at one time a brand-new wonderful program? Well, it was. And this gradually sifting out of activities brought us to a rather final form with one more step to go and that step is programs, a Department of Programs. A department which can carry through new or stunt programs without bringing the whole place in ruins by tearing everybody off their standard programs.

Programing is important enough to pay a lot of attention to. And there is a lot of gen about it. And the gen all adds up to no matter how many programs you have, each one consists of certain parts. And if you don't assemble those parts and run the program in an orderly fashion then it just won't spark off. These are some of the principles about programs. And you had better have them because your new HAS Co-audit Course is a program and has to be done like a successful program. And your preclears are a program and have to be done like a program. If you don't know these facts of life, here they are:

MAXIM ONE: Any idea no matter if badly executed is better than no idea at all.

MAXIM TWO: A program to be effective must be executed.

MAXIM THREE: A program put into action requires guidance.

MAXIM FOUR: A program running without guidance will fail and is better left undone. If you haven't got the time to guide it, don't do it; put more steam behind existing programs because it will flop.

MAXIM FIVE: Any program requires some finance. Get the finance into sight before you start to fire, or have a very solid guarantee that the program will produce finance before you execute it.

MAXIM SIX: A program requires attention from somebody. An untended program that is everybody's child will become a juvenile delinquent.

MAXIM SEVEN: The best program is the one that will reach the greatest number of dynamics and will do the greatest good on the greatest number of dynamics. And that, my people who want to become victims by going broke, includes dynamic one as well as dynamic four.

MAXIM EIGHT: Programs must support themselves financially.

MAXIM NINE: Programs must ACCUMULATE interest and bring in other assistance by the virtue of the program interest alone or they will never grow.

MAXIM TEN: A program is a bad program if it detracts from programs which are already proving successful or distracts staff people or associates from work they are already doing that is adding up to successful execution of other programs.

MAXIM ELEVEN: Never spend more on a program than the income from one person signing up can repay.

MAXIM TWELVE: Never permit a new program to inhibit the success of a routine one or injure its income.

Let us now take a squint at this all in one piece. *Wrong example:* We decide to run an ad in the Hatmakers' Weekly to attract people into the PE Course. We place the ad.

We forget the time this special course is to start. We have nobody there to answer the phone on inquiries as to the course. We have nobody there to greet the people and make them feel at home when they arrive. We have nobody to instruct the course. We get a bill for monies three weeks later that we can't pay.

Right example: We decide to hit the hatmaker trade as a source of PE. We rule out seven other programs in favor of this one. We have a staff meeting on it and gen everybody in on the existence of this program. We see that we have made a lot of money from co-audit enrollments and we earmark this to pay for the advert, for the salary of the person who will run the program. We appoint a specific person to administer this program. When the advert has been placed and appears, our person appointed to it goes on to it full time. Reception is genned again to send all hatmaker calls to this person and to refer to this person all hatmaker bodies. All persons who may also be acting as Reception are genned with this data. The person appointed doesn't sit back to wait for the business to come in. This person reaches for hatmakers with letters and phone calls. This same person that has been contacted by the hatmakers is then on deck the zero-hour evening to greet them all and get them into their seats and to make sure the instructor is there and to instruct it himself if no instructor appears. If the program is sweepingly successful in terms of new enrollees, then we make sure we leave the person appointed for it in the first place right on duty pushing hatmakers into the PE. And we have a program. And it was successful. And we got somewhere.

A pitiful wrong example of the above was when I was running the first American College PE as the experimental setup some years ago. We started to get in longshoremen by the squad. And they brought in other longshoremen. The person in charge thought longshoremen were low cast and tried to get intellectuals in instead, thus switching off the program. You never saw a program dwindle quite so fast as the longshoremen did. The correct action would have been to notice that longshoremen were responding heavily and to put somebody maybe even out of their ranks onto the payroll to pressure away at longshoremen. A million-pound program was let go up in a puff of nowhere.

A wonderfully right example is the Director of Processing–staff auditor setup of a Central Organization. That was once just a program. It prospered. It's still with us. Every field auditor looks at it with envy and snarls and tries to copy it. But he doesn't program. He is doing everything else in the shop. He can't program a special clinic drill with his attention everywhere at once. It's now thoroughly against the law in a Central Organization to let a Director of Processing take preclears. That's how far it goes. And we get wonderful results and all is well and the only squawks you hear about HGCs are from pure green-eyed jealousy or maybe an occasional real goof that the Central Organization jumped on days before anybody else did.

Programing requires execution. It requires carry-through. It requires judgment enough to know a good program and carry it on and on and to recognize a bad one and drop it like hot bricks.

There's nothing wrong with the will to do amongst Scientologists. Now let's see if we can't up dissemination by adherence to good, steady programing that wins.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 DECEMBER 1963

CONT DIRS
HCO CONT SECS
ASSOC/ORG SECS
HCO AREAS

THE "MAGIC" OF GOOD MANAGEMENT

(Some tips of value which, while they do not form the rationale back of my own actions, will be found of practical use.)

(Hat Check: HCO Secs should hat check this policy letter on Assoc/Org Secs and Assoc/Org Secs should hat check it on HCO Secs up to continental level.)

The sole actual criteria by which skill in management is estimated in this society and by us in any one management person is financial volume and solvency.

This does not mean that Scientology is obsessed with making money. But money does buy a lot of things orgs and staffs need and under poverty-inspired propaganda, "making money" has come into bad repute. In actual fact, the only real sin in our present system of economics is to be poor, even in Russia.

Financial volume and solvency are the final test of any manager of a Scientology organization or area, large or small. If the organization isn't making lots of money, if the staff isn't well paid, if there's no good cash surplus to hand, if book stocks are not well up and paid for, if the tape bills aren't paid up-to-date and the 10 percent is overdue and behind, then the natural conclusion at headquarters is that there isn't much good managing being done. The criticism is leveled solely at the person managing the org or its HCO and no other factors or explanations are taken into account.

Finance, in this society, is still our best index, and so we use it to judge the competence of management. People who say we shouldn't have money merely want us to fail. The data is looked at this way: A good manager's organization is highly solvent; a bad manager's organization is broke. Staff, conditions of the area, local flaps, these are never taken into account. There are no forgivenesses for insolvency from the society and there is no better index of the kind of job the manager is doing.

To have high financial volume and to be solvent, a manager need only (a) follow established patterns, (b) see that there are competent people on staff and that they are doing their work, (c) that service gets rendered on a highly personal basis, (d) that there isn't a lot of entheta and natter coming from disaffected staff members and hangers-on, (e) that the spirit of Scientology is recognizable in the organization, (f) that people aren't overrestimulated by the "dangerous environment," (g) that there are lots of bodies moving through the shop and (h) that the place is obviously for Ron and

in agreement with his plans. Given just these things, success is certain. Given one or more of these poorly done or badly out and failure starts to creep in; given several out and there's no org, much less no manager.

These points of success mean many other things but they also mean high-volume solvency. And high-volume solvency is the index of success in the present economic framework of society no matter how socialistic the society appears.

The route to volume and solvency is milestoned by following these few points:

A. ESTABLISHED PATTERNS

Follow established patterns of the org. Don't keep breaking them up (or distracting personnel on post) with new projects and wild ideas. And don't follow them so Simple Simon that there's no initiative ever displayed in handling org problems. The best promotion channels are already built into the org pattern.

B. UPGRADE STAFF STATUS

See that people want to work for the org and make it a pleasant and happy thing to work for the org. Stamp ruthlessly on propaganda that interferes with org personnel procurement in the field. Continuously hold up the proper image that staffs are made up of the better Scientologists and make it true. Make it worthwhile to be on staff. Arrange it so that a staff member has more status than a field Scientologist. Discourage the idea that a staff member is there "just to help out" as a favor. Permanent staff membership should be a coveted status and an enduring career. After all, we'll be running things one of these days. And who will we count on? Staff members of tried and proven record, of course. Get competent people on staff, give them status and hold them on staff. Don't go in for transience. And see that they do their own job, not a lot of others. And treat them with courtesy and respect.

C. SERVICE

Be sure service gets rendered. The person trained must be well and interestedly trained and his or her problems in training handled. The person there for processing must be processed at the case level to get a win and processed interestedly and personally to a win. Tear the place apart if nontrained students drift off or nonwinning pcs emerge from the HGC. Don't ignore these ever. Give good service. Give the people what they came for. Schedule their time briskly and oversee their progress alertly. Look at the students and pcs every week and see *how* they look and act accordingly.

D. MALCONTENTS

See that the place stays clean of entheta and natter. Use O/W liberally. Spot the spinning malcontent and do something energetic. Don't get reasonable about natterers. If they're hypercritical they have overts. If they have a real complaint they'd talk to the management, not everybody else. These people are just nuts and they spread disaster. They drive off all the good staff members and prevent new ones, yet there they stay nattering madly about things they don't understand and haven't read.

As they drive off good personnel, if you don't watch it you wind up with only nuts. So the natterer is no light problem. Don't hire them in the first place, but if you do by accident, deep-six them during the probation period provided. Don't fill up an org with disaffected persons just because you have to have bodies. This is a tough one because at least half the people about are incapable of understanding what's going on but capable of howling like mad about it. They prevent work. They're just chaos merchants. Natterers that hang around an org with "an apartment nearby where all the students go" should be processed or shot from guns.

E. THE ATMOSPHERE OF AN ORGANIZATION

The spirit of Scientology is one of help, a flippancy for the Authorities Who Know Best, a hope of getting onward, the one possible escape from the condemnation of this place. It doesn't include doubt and "I've an open mind" or reasonableness about those who would stop us. It's an aura of new horizons, a better life, an invitation out of the muck of all the misspent yesterdays. It's an offer to be born again. When it is discounted, played down, put alongside of psychology, medicine or self-betterment Carnegies, it's being betrayed. The door is being closed on the millions. Omit playing my tapes, omit remembering why we're here, go into agreement with the idea we're just another org like Murray's and you've had it. The atmosphere of Scientology is a lot more important than new buildings and modern furniture.

F. THE DANGEROUS ENVIRONMENT

Keep down the danger in the environment by actually winning steadily against it. As per Scientology Zero, don't increase it. Only the merchant of chaos does that. The natterer is obsessively selling a dangerous environment, trying to frighten others, trying to decry their belief in Scientology because it gets in the road of their desire to alarm and frighten others. Don't increase the danger in the staff member's environment by sudden firings, wholesale staff reductions, etc. It's the manager's job to find work for his staff to do, not reduce the staff to fit the work. Use job security, reassurance and nice steady wins to reduce the danger of the environment. Some day every Scientology org will be sanctuary for any person within it, by civil law. Just now, handle this by keeping morale up and winning against the outside. Don't fire or let off permanent staff members. Increase the volume of work to do. And laugh at these attacks. That's all such puny attacks deserve anyway, no matter the noise they make. The staff uncertain of its jobs, uncertain of the staying power of Scientology and the org, cowed by raging executives and threats is in an apathy of no-work. One sweeping firing can wreck a place for a year. One threatening staff meeting can reduce work for weeks. Raise staff tone with raised security, good temper, wins they know about, and steady even if small progress against our enemies. And publish the wins so they don't come only on a rumor line. And boot out the chaos merchant — whose sole task is selling "dangerous, hopeless environment."

G. BODIES IN THE SHOP

Make sure that lots of bodies move through the shop, no matter whether they're spending or not. Just work all the time to move lots of bodies through the place. Don't let Letter Registrars drive them off with high prices threatened. Don't let Reception

turn everybody away. Hold open evenings and Sunday teas and tape plays and congresses and co-audits. Move bodies through the shop in volume. The instinct unfortunately is to keep the place quiet and stop traffic. Don't let it happen. Just keep people pouring in and out, no matter how or for what. And your standard promotion lines if in place will get their shares of course sales and intensives and books. The manager's first job is not to "run an organization" but to see that bodies move through the shop and build an organization to care for them and then to keep bodies moving through the shop and increase the body volume. All else, if other points here are in place, will follow. You can forecast any slump coming by a body count. When that public body traffic drops, watch it. Within a few weeks, there goes the unit.

Mail in the mailbox is an index of how many bodies are going to be in the shop. Get large volumes of letters out and large volumes of answers. Any letters out are better than no letters out. Too much emphasis on quality of letters is just another way of excusing low mail volume. And will result in few bodies in the shop. Do your best to hold quality up and keep goofs down — but get mail pouring into the mailbox.

Get books avalanching into the public (your first line of reach, actually) and you'll have more bodies in the shop.

An org is home to Scientologists. If you've no place for them to sit and talk or leave the shopping bag, you'll have closed the door on a lot more bodies in the shop. So field auditors prowl and steal pcs. All right, hang up a sign: "We are not responsible for any bad results from cut-rate co-auditing or processing not supervised by us."

Open the door with books, mail, events and interest and keep it open. And you'll soon have a volume of bodies in the shop. *Then* accommodate the flow. And still keep the channels open for *new* bodies, no matter how crowded you get.

No organization was ever solvent without bodies in the shop and channels for new bodies to put in the shop. However you get them in or why, do it. Concentrate hard on new traffic flow.

H. A HUBBARD SCIENTOLOGY ORG

This final bit is added not out of any pride or conceit or bid for loyalty. It has been consistently observed by many observers that when a place seems to be critical of or in disagreement with Ron or cool toward his plans, the public falls rapidly away. No squirrel has ever survived. Treat a bust or a personal office of mine with disrespect and the public falls away. Apologize for my policies and the public stays off in droves. There's nothing of superstition about this. The public wants Scientology, Ron's brand and they don't buy other brands. In thirteen years, every squirrel or disaffected or critical office has miserably failed.

The "we agree in most things with Ron but———" sees the coattails of the public, not their faces. Only recently a large office nearly crashed on this one alone. I repeat that this is no self-interested observation. It is just fact. "This office doesn't fully agree with Ron" is a sure trademark of failure. I can name nearly a hundred (independent, nearly all of them) failed centers who for all their work and often creditable actions, new furniture and exteriors, failed and failed hard on just that point. Just fail to keep the nameplate on the door of my personal office bright, just let some student's critical

remark about a tape go by and you've promptly got less public. Of course, the one who discounts this point of success the most is already failing the worst. It's bad taste for me to mention it but it is true and has to be brought up in any monograph on the success of a Scientology office. I know of two or three million dollars spent and lost on forming offices because this was not appreciated as a factor in success — and this at times when anti-Ron newspaper stories were at their peak!

Success in our times is measured by quantities and material gains. By our society's operational system, spiritual gains are often unobtainable in the absence of material things. However much you may regret this, we do live in this society and operate within its financial framework.

The manager's record before the board's eyes, whether he or she be Central Org or HCO, is considered basically successful or unsuccessful by measure of balance sheets. It is just a measure. Good income means good quarters, a cheerful staff, successful service and everything listed above in place. It means Scientology is winning. I do not receive direct benefit from that balance sheet. But I receive direct information from it. And the basic point, not forgiven by any other point, is that good and well-done organizational Scientology is high-volume and solvent Scientology. And all new appointments and changes in org top personnel are made by the board with that point in mind.

Of course, you can sell Scientology short, grab a lot of money for no service and have an apparent solvency. But I have found that this takes about six months to catch up with an org, at which time it starts to go broke in earnest in a soured community. So all solvency is measured by yearly averages, not sudden spurts. Consistent income means all above points in.

I just thought you'd like to know. We're not in it for money. But solvency is our best broad yardstick of consistent service and high activity and the quality of management of any org is judged accordingly.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 FEBRUARY 1965
ISSUE III

LIMITED NON-REMIMEO
SAINT HILL EXECUTIVES
HAT FILE

EXECUTIVE DIRECTOR COMM LINES

SEC EDs

The Executive Director comm lines now include *Secretarial Executive Director* in all orgs including Saint Hill. This consists of a note or cable typed out by the HCO Steno (or Communicator where no HCO Steno exists or by the HCO Area Secretary where no Communicator exists). It is sealed with the corporation seal in the lower left-hand corner over the signature of the HCO personnel typing it. It is headed "Secretarial Executive Director." It is on blue paper. The signature of the Executive Director or the Acting Executive Director is typed below the message. Date and subject are included. Each Sec ED is numbered by the issuing Executive Director. The exact text of the note or cable is duplicated without additions or deletions. This is *never* a mimeographed item. The original sealed Sec ED, with the note or cable, goes to HCO files. A copy is immediately posted on the staff bulletin board by the HCO personnel who typed it and signed and sealed it. Another copy goes to the Org/Assoc Sec. Another copy goes to the HCO Area Sec. All copies issued of Sec EDs are signed and sealed by the HCO personnel typing it, as well as the original.

The Executive Director makes a copy of the note or cable being issued, numbers it as part of the message and files it for own reference.

Sec EDs are high-speed, urgent communications having the force of policy and require instant emergency compliance. Nonissue by HCO personnel or noncompliance by the person or department to which it is addressed immediately becomes a matter of a Committee of Evidence and can result in the demotion, transfer or dismissal of the offender.

Falsification of or counterfeiting a Sec ED must result in a Committee of Evidence with dismissal as the minimum penalty.

The Sec ED is the high-velocity comm line used to change personnel, to handle emergencies or to make limited-time policies or to handle personnel conflicts or chronic slumps.

All Sec EDs expire fully one year from date of issue but are kept on record although no longer in force.

The subjects of Sec EDs are not general in application to all orgs but only to the particular org to which they are addressed.

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ADMINISTRATIVE LETTERS

Normal, general policy enforcement or advices by the Executive Director are carried in Administrative Letters. These are on yellow paper, are mimeographed and are usually designated general non-remimeo. The Executive Director's Administrative Letters are different from others in being headed above their subject title: EXECUTIVE DIRECTOR DIRECTIVE.

They remain in force unless cancelled.

HCO EXECUTIVE LETTERS

The normal comm line from the Executive Director to Assoc/Org Secs and HCO Secs or department heads in orgs is the HCO Executive Letter of Date.

This is on legal-size blue paper, is mimeographed and is headed "TO:, FROM:, SUBJECT:, REFERENCE:," with numbered paragraphs.

It is always sent general non-remimeo and goes to all orgs even when addressed only to one org or even to a person in that org. It may also be meant for every org.

A copy of every HCO Executive Letter issued is distributed to all Saint Hill executive personnel and a copy is posted on the staff bulletin board.

HCO Executive Letters carry advices, how to do things, short-term projects, requests for data, information, reports on the state of things in general or some activity in particular or how some emergency was caused or how some emergency is progressing.

The Executive Director uses these rather than individual despatches in answering requests for instructions from some org officer so that these rundowns are available to everyone rather than just the querying person. In such cases the Executive Letter is addressed to the person, but the person's query begins the Executive Letter and is answered in the body of the Executive Letter.

The purpose is to save the repeating of similar orders or advices in numerous places by separate despatches which, received by only one person and having no publishing system, thereby lose technology and data.

When an Executive Letter requests data it is headed under the "HCO Executive Letter of Date" line "REPORT REQUIRED." This is done only when reports are required from all orgs. A report requested from one org is not so headed.

The International Org Supervisor at Saint Hill, on seeing a REPORT REQUIRED HCO Executive Letter, immediately makes a folder for it with title and date one month hence and holds it ready.

All reports received as a result (usually written on the Executive Letter received by the org by the reporting officer) are instantly and accurately filed in that folder by the Int Org Supervisor.

In exactly one month, as visible by its date on the folder, this folder is given by the Int Org Supervisor to the Executive Director, whether all orgs have reported or not.

The Executive Director then makes use of the folder and either gets the number of reports completed by cable action or otherwise handles or uses the data. It is not further handled by the Int Org Supervisor.

When such a folder is completed, a summary of the reported data received back by the Executive Director is commonly made the subject of a new HCO Executive Letter referring to the old and is issued, thus putting everyone in the picture. It is possible that this new HCO Executive Letter also carries a summary of the orders given by the Executive Director as a result, but the actual orders are issued as Sec EDs or Admin Letters. But when the Executive Director is through with it the folder and all notes and a record of all actions are filed in the Int Org Dept files at Saint Hill under Executive Director Executive Letter Reports.

The Executive Director tries not to pour out volumes of despatches and individual advices to isolated individuals but uses the Executive Letter system instead. This has the effect of staff audiences being given on all manner of interesting matters and is useful to many staff members and orgs.

Distribution of HCO Executive Letters is as by general non-remimeo but in the orgs the spare is posted on the staff board on a clipboard and a copy must go to the person or staff hat to which it is addressed. Saint Hill distribution is to all Saint Hill executives and a copy is posted on the staff board.

Addressees in an HCO Executive Letter as in all other comms are to a hat, not a person.

Comments on entheta despatches are avoided on the HCO Executive Letter line. Entheta can usually be dropped anyway in all comms unless it is a matter involving an emergency.

CLIPPINGS

The vast number of clippings from papers and magazines sent to the Executive Director can be filed in clipping books without further handling or acknowledgment. While they often have importance, people sending them expect no ack as the clipping is not really an origin by the person sending.

BOOKS AND MAGAZINES

The large flow of books and magazines should be filed properly or discarded.

Books sent by individuals are always acknowledged.

PRESENTS

Presents arriving for the Executive Director, board members or the chairman should have a thank you letter attached for signature and sent on to the intended person for receipt and signing the thank you letter. Presents must have a thank you letter attached before being forwarded to the Executive Director or board member or LRH.

ANNOUNCEMENTS

Births are acknowledged by an associate membership in the name of the new baby.

Marriages are replied to by a note of congratulations.

Divorces are neglected.

Deaths are acknowledged by a note of condolences for the signature of the chairman to the next of kin or informing person requesting condolences be given to interested parties.

HCO POLICY LETTERS

HCO Policy Letters (green ink on white paper) are not issued by the Executive Director or other persons than the Chairman of the Board.

HCO BULLETINS

HCO Bulletins (red ink on white paper) are not issued by the Executive Director but by the Coordinator of Research, which remains an LRH hat.

REPORTS

Reports from orgs including Saint Hill received by the Executive Director are usually due on Tuesday of each week. If the report is standard and not forthcoming the Executive Director chases it up.

A table of such reports should be kept and checked off as received.

The Executive Director handles any matters arising from the reports such as slumps or good news promptly, by rush despatch via the appropriate channels or cable or if general by Executive Letter or if emergency by Sec ED.

The full story of Scientology locally and over the world should be fully and precisely received every Tuesday by the Executive Director in such a form that it can be swiftly viewed and followed up if divergent.

The authority of the Executive Director is maintained mainly by being the person who receives reports and where these are neglected it is a symptom of deteriorating authority.

Therefore, routine reports are demanded crisply and received and reviewed with great attention and acted upon with great interest.

The number of different reports demanded by the Executive Director should not be great, and the form should not be complex, as these two things break down the line and burden reporting personnel, who, after all, have other duties. But once a routine report is arranged it must be demanded to be complete, accurate and punctual and when received must be given alert, interested attention by the Executive Director and

when not received must become the subject of urgent communications and if still not received must become the subject of a full investigation of the nonreporting area.

Data received at Saint Hill from other orgs is digested for the Executive Director by the department heads at Saint Hill. If the Executive Director sees reason for further interest the full data can be gone into in the department along with all related despatches *before* action is taken. Then the action is taken, the gains are complimented, the slumps scolded and whatever else that needs to be done or put right is done.

It is a word of warning here that data received from an ailing department or org is nearly always inaccurate and that to base decision or advice on that alone is to be accused of wrong solutions as the solutions the Executive Director applies would only be as good as the data supplied to the Executive Director.

Raw figures not otherwise evaluated, compared to similar periods or similar orgs tell the best story. Reasons why given by reporting agencies already in error are usually (but not always) worthless.

Bad spots in reports then must become the subject of intensive and intelligent personal investigation by the Executive Director. False bits in reports must be somehow ferreted out. And lack of reports must be dealt with summarily. Report analysis is a high skill requiring much personal experience, intuition, intelligence and other data for comparison.

The bulk of the job of the Executive Director is getting existing policy applied and detecting where it isn't being applied, forecasting slumps, repairing emergencies and keeping orgs on the increase, and all in such a way as not to add further upset to the mess. The power of the office is such and the velocity of the comm line so capable of impact that one has to take care to (a) get factual data without (b) upsetting the apple cart in order to (c) take intelligent measures which (d) do not bring about further confusion.

Usually one can forecast an org or department slump about a year before it happens if one has the report lines straight.

The Executive Director depends on routine reports rather than despatches or rumors for data and thereby keeps things going well without adding to the confusion.

Demands for data must be precise, detailed, exact and crisp without explanation and censures for not receiving it but only stating one has not, never why not.

If the report is still not received, bypass the nonreporting person but demand only the same report.

When reports are consistently not received, despite all efforts to obtain them, begin looking over personnel in that area and get somebody there who can function. You will never be wrong in this. People who can't report aren't too busy if the report volume is reasonable. They just can't work and so are the probable source of the slump.

Report lines are the most vital lines of the Executive Director.

COMM STRESS

The most attention, next to reports, is given by the Executive Director to the execution of programs already laid down and spotting and discouraging projects or actions not part of the basic programs.

The org pattern in any org is the most basic series of programs. Each department by the design of its actions is its own promotion and execution program.

Thus, nonfunctioning departments are broken-down programs. The Executive Director is mainly concerned with preventing orgs and departments from breaking down on standard actions and in units carrying out the admin to keep the org going.

Technical departments are given the greater attention as sudden spurts in income will collapse if not followed up by good tech. Solvency is based on good standard departmental actions backed up by good tech full of good results in students and preclears.

The whole organizational operation the world over as covered in earlier 1965 policy letters and in 1964 programs and org patterns and hats is very simple and straightforward so long as it is executed. When it isn't being done or has been unduly complicated or altered, avalanches of despatches and reports of slumps or absence of reports call the errors to attention.

Using the policies on dev-t and enforcing them keeps Executive Director comm within reason and brings the bad spots to attention, making supervision by comm line analysis a most effective means of getting the job done.

THE DATA THE LINES SHOULD CARRY

The primary commodity of the Executive Director is data.

The Executive Director should at all times know (a) the exact financial condition of every org, (b) the current traffic volume (pcs, students, book sales) of every org, (c) the condition of tech in every org, (d) the condition of the staff training program in every org, (e) the condition of the staff co-audit in every org and (f) the junior executive member efficiencies in an org so as to know who could replace what at any given moment in emergency. And this of course includes Saint Hill.

Knowing those things and enforcing policy where it is out or getting better personnel on the job, the hat of Executive Director becomes easy to wear and everything prospers.

All this data comes from the Executive Director comm lines. These therefore should be concentrated on (a) to (f) above and all other concerns given secondary importance. Despatches or comms which do not serve (a) to (f) above can be neglected or put on an automatic answer basis.

The Executive Director's task is to (1) get the important data in order to act if needed without (2) getting a volume of paper too heavy to review.

Therefore much of the comm of the Executive Director is predigested. This is done so as to not remove important data and not overburden the comm line.

Of all Executive Director duties, this is the neatest trick, and the post only fails when it is not pulled off.

The Executive Director hat does not conflict with the International Org Supervisor hat as the latter is only a portion of the sphere of responsibility of the former. The Executive Director deals mainly with Org/Assoc Secs and HCO Secs, and the Int Org Supervisor reaches much deeper into orgs. Further, the Int Org Supervisor has the responsibility of obtaining the 10 percent org payments for Saint Hill, that they are correct, and that all org bills are paid to Saint Hill. Additionally, the Int Org Supervisor lines are handled as whole lines to orgs, not predigested lines. The relationship of the two posts is similar to the relationship of Executive Director to every other hat in Scientology — the person wearing any hat acts on policies procured from the board or outlined or stressed by the Executive Director and coordinated by the Executive Director.

The Executive Director also obtains reports from the field, missions, books and advertising, even governments and the general public, and also Saint Hill departments and coordinates the whole with org activities.

MAGAZINE COMM LINES

The Executive Director has numerous magazine comm lines which are two-way, not one-way lines.

To the public the Executive Director has the minor issues of continental magazines.

To the field the Executive Director has *The Auditor* from Saint Hill and all major continental magazine issues.

Public answers and reactions concerning magazines should be watched but with the reservation that such mail is never a cross section of "public opinion" — that the true index of magazine acceptability is not letters from readers but traffic in orgs and book sales. It is fatal to modify magazines on the basis of "public letters" about them. Ten readers stuck in snarl don't make a public. Total absence of mail is more important as a gauge of ineffectiveness of magazines. The mail opinion is no opinion at all but is measured by volume, not content.

TECH ARTICLES

Part of the Executive Director comm lines is a copy of every magazine and brochure and pamphlet published by orgs.

These are carefully reviewed for the following points and/or actions:

1. Compliment an unusually good issue.

2. Call typographical errors to attention and warn that they can make a reader stop reading or even leave Scientology if a newcomer.

3. Technical material errors. These are made the subject of cables.

4. Hard sell. If the selling is soft and mousy, if ads for the Academy, HGC, books, memberships, extension course, congresses, etc., are omitted, investigate the connected personnel and get some hard sell going or some changes made in personnel. "Public criticism" brings about soft sell even though the "public" was always only one or two anti-Scientology bums. (London could have been saved earlier twice by this and Johannesburg twice and Washington once if this point had been used rather than more obvious symptoms seen and corrected months later.)

5. Articles or letters by other persons on tech. This is a sure sign of an org about to do a swan dive. The area of the mag is doing screwball tech because it doesn't think there is standard tech or isn't applying it.

6. Mentioning creditably people known to be rank squirrels. This is an org that can bolt, for it has a lot of squirrel connections, is therefore squirreling. A power push will develop from the area if rapid investigation is not undertaken and the facts *acted upon* swiftly.

7. Minors with big words in them.

8. Majors that have no appeal at all to old-timers.

9. Mags devoted entirely to local leaders.

10. Departures from byline policy.

11. Limited or curtailed distribution (for reasons of economy or others). This last is not detectable from the mag, so the Executive Director should require a circulation figure, as part of his reports, for both major and minor issues, PABs and *Auditors* as well as number of address plates currently in CF and number of brochures furnished mission holders each month.

OKAY TO MIMEO

The mimeo lines of any org are overused. Lack of planning causes heads of departments to fail to meet deadlines for printed mags. They then want to send mimeo mailings to everyone.

Sometimes it has to be done. But generally the Executive Director seeks to curb it.

Okay to mimeo by Executive Director before anything can be mimeoed is unreal for distant orgs. These should submit a copy of everything mimeoed to the Int Org Supervisor so that the Executive Director can occasionally review it and caution them, for it is very costly and poor. Receiving these also tells one when policies are being "interpreted" or local policies are being issued in divergence to mainline policies.

In the org where the Executive Director is located, this is easy. Therefore, the order is that *nothing* can be mimeographed by Mimeo in the Executive Director's nearest org unless it has "Okay to mimeo" and the Executive Director's initials on it must be enforced.

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This is sometimes gotten around by an Executive Director's despatch saying, "Rewrite before mimeoing," and they then rewrite and mimeo without the actual copy being reviewed or okayed. Thus, the initial *must* be on the actual copy to be mimeoed.

This permits review and coordination of releases, curbs tech cross-advices and forces promotion into *The Auditor* or PAB and saves jamming mimeo lines. Mimeo is too costly for wide-distribution use and can get out of hand very quickly. When widely used (in hundreds or thousands of copies) it is prohibitive in cost — a thing an inexperienced org or executive never notices.

Hence, everything mimeoed in his nearest org and all repeats of existing stencils require Executive Director permission before being cut or run.

BOOKS

The Executive Director's comm lines include books. Selection of what books to reprint or push is the main part of this line. Indexes of what books are selling, what books obtain org traffic, are points of vital analysis by the Executive Director. This is the *primary* comm line of Scientology and it is regulated and reinforced by the Executive Director, and is one of the more vital portions of the hat.

ADVERTISEMENTS

As only book advertisements are placed, one is limited as to what one can say, but this advertisement copy is an Executive Director comm line and is watched carefully and straightened out when it goes wrong or started again if it ceases to exist. It is a definite comm line and an important one.

SO #1

The SO #1 line (formerly only for LRH addressed mail) is the public and general incoming mail line to LRH, MSH and the Executive Director, and is watched and kept in order by the Executive Director.

It is a very important line in that *no major org breakdown has ever occurred without being preceded by entheta* SO #1 mail from that area!

One can estimate the condition of service, admin and tech (dominantly the latter) from the character of SO #1 letters from an area.

A year before the Victorian Enquiry, SO #1 from the Melbourne area went bad and stayed bad.

Thus, this SO #1 line, we learn from this and other instances, is an important index of the character of Scientology operation in an area.

The SO #1 line is used by the Executive Director as an alerting bell, not as a subject to be responding to directly.

SO #1 answers are severely regulated by policy — the maxim is "Give them what they want and keep them happy."

Respond casually to entheta, or noncommittally.

Forward complaints received to the org or auditor involved for their or his or her comment. Forward the response from the org or auditor to the originator, when it comes, if it is politic to do so, or condense it if it is not as a second letter; the first written at once is only an ack. Never let orgs use the SO #1 line as a sales line. Never let a critical letter go to anyone in answer to an SO #1. Just listen and understand. Ask SO #1 writers for clarification if you don't understand and want to.

Keep the line itself all "Good Roads and Good Weather" (which everybody is in favor of). Never criticize an auditor or an org in responding to SO #1 letters. Peace and understanding is the keynote of responses to people writing SO #1 letters. Save the thunder for the true source of entheta in the area, such as a bad D of P, but even then only when the evidence of his guilt is in plain view.

This SO #1 line is a *detection* line. One never responds to originators in any other way than peace and understanding. One uses the condition (theta or entheta) of SO #1 letters from an area to get a view of how well the field, missions and orgs are practicing Scientology there.

There is *never* bad SO #1 from an area where the field, missions and org are doing their jobs well. So it is a reassuring point when SO #1 is all theta from an area.

But *no* SO #1 at all from an area is an index that that area is not pushing *us*. It may even be active, but if no SO #1 arrives then that area is pushing Joe Squirrel at our expense, or worse, running us down to the public.

BUSINESS MAIL

Great respect is generally shown on commercial lines to Saint Hill and the Executive Director.

Where it is not, somebody in some important staff position is goofing like mad. It could be said somebody amongst us is being outrightly destructive.

For we are commercially *very* well regarded and respected.

One always uses the commercial-line answers from the Executive Director (or Org/Assoc Secs) to *increase credit* one way or another — not by asking for it but by casually remarking how well we're doing, how we're expanding, etc.

Never pull a "poor mouth" in a business letter. "It's too costly for us." "We are a charitable organization so we should be given favors." Be bold in all such replies, be the image of success and expansion at the slightest pretext — which is, of course, the truth.

STATIONERY

Executive Director stationery must always be top grade. Never use regular org paper for despatches — use special paper with a printed caption.

Don't use air letters if you can possibly help it.

Hand-laid antique paper, heading embossed, for first and second sheets and envelopes is a *must* for all commercial letters from the Executive Director.

TYPING

Never let out-of-alignment typewriters, faint ribbons or erased messes go out on the Executive Director or SO #1 lines, no matter who is going to receive it.

Credit and importance is estimated by the only view they have of you — the letter in hand. Letters are small ambassadors.

MOOD

The mood of comm lines throughout Scientology is dependent on the Executive Director's alertness.

Scientology comms contain ARC. They are familiar.

Our lines are too wide open to put much entheta on. It arrives like a bullet when it was meant as a small tap.

You can blow up our comm lines with annoyance, much less anger, on them. So discourage anything but ARC.

If a long-distance comm line starts acting up, be very very careful how it's handled.

The safest course is don't reply directly to snarling or critical despatches from org personnel anywhere. Consider the line temporarily wrecked. Do something about it but use another line or approach. It's too risky in orgs to try to run off somebody's overts 12,500 miles away with a despatch to that person. Use it as a symptom and explore it carefully. How much of the org does it represent? Call for other filed despatches available to you at once from other persons in that org. Do they contain any misemotion? Trace it all down without sending a single cable or despatch back. *Never* surrender to an impulse to flash back. Use a misemotional despatch to correct an org *condition* and be very sure that you really know the exact condition before you try to correct it.

When you're sure, act. The action perhaps will be getting somebody audited, or a transfer, or getting somebody retrained or finding a new Org/Assoc Sec or getting an HCO Sec's hat on. But *don't* reply — just handle.

In his or her own turn, curb misemotional materials or origins from the Executive Director area or self.

You can be critical only if you have a remedy that will work. Example: "Ds of P should never Q-and-A with auditors; one recently messed up a case . . ." Never "You messed up a case! Stop your Q and A . . . !" It's a tolerant, sometimes tongue-clucking attitude. Not a bull charge.

RESTIMULATION

An Executive Director (or any staff member) is liable to restimulation by reason of comm lines or hats.

This nearly *always* comes from being forced to wear somebody else's hat without noticing it.

To remain sweet tempered, refuse to wear other people's hats for them and *always* check up at least once a month to see if you are wearing somebody else's hat. Otherwise your origins may become misemotional, whether verbal or by despatch.

Analysis of your comm lines will rapidly show whose hat you're wearing. Lots of despatches will concern that hat, not your own hat. Example: You have a mail clerk but you are always sorting mail or querying about lost or misrouted mail. You are wearing a mail clerk or a Communicator or an HCO Sec hat. You will soon be furious with somebody, not always the right person. Example: Keokuk is always involved with something you have to solve. Recognize you are wearing the Org Sec Keokuk hat or the HCO Area Sec Keokuk hat long before you start getting snarly, and act, not by wearing the hat but getting it worn by the incumbent or failing that finding somebody who can wear it.

Executives who sweep doorsteps instead of chewing up janitors are already in deep apathy from having had to wear, without noticing it, somebody else's hat too often.

It affects your comm lines this way: You are working to pay a janitor's salary. You are also being the janitor which detracts from the time you must spend to earn enough to pay the janitor. Thus, you *double* work, both to cover the salary and to do the work being paid for. Thus you must either get the janitor to do his job or transfer or fire him, thus reducing your load by twice. Even if you only fire the janitor without replacement *and* sweep up yourself, you have still reduced your load to the degree you had to earn his pay. So not noticing whose hat you're wearing when one is foisted off on you, increases your workload double and will shortly pull you off your routine lines which then again reduces income. The end product is a feeling you have no time to do your job. And this messes up comm lines remarkably by causing one to short-cut and omit which in turn develops new situations which further reduce one's available time.

So to handle a set of comm lines one must be very wary of inheriting a hat from somewhere.

This, as Executive Director, is very easy to do as one is responsible for such a multitude of things it seems natural to wear a lot of hats to the neglect of one's own hat of coordination and supervision.

VERBAL COMM

Executive Director verbal comm, by phone or in person, is usually denied comm and causes trouble unless special actions are taken.

The decisions or arrangements made by the Executive Director verbally with one or two people are unknown then to other staff and act as a withhold.

Always record conferences and originate at once orders that come out of them.

Discourage staff body traffic.

Also write down and publish any verbal order given.

Confirm arrangements made by letter or despatch.

PUBLISH DATA

If only the Executive Director knows it, that's not enough. It will cripple staff members and orgs.

Hidden data and information, particularly estimates of situations and reasons why, must be published so staff can see them.

Release lots of information, particularly by posting on boards. Staffs try to hide data from the public. Don't bother to hide anything.

JAMMED LINES

The Executive Director lines can be jammed by

1. Too complex a report system.
2. Letting others use Executive Director lines.
3. Failing to police dev-t.

If you outflow a lot, put it in a general form to reach many and don't make it a concentrated despatch line to one person. Thus people can read it at leisure when their own job lines are cleared. Use bulletin boards, Executive Letters, that sort of thing for the release of news and info. Keep such out of despatches. Never write newsy despatches or more than one subject per despatch. Write newsy Executive Letters instead. It is doubtful if you can jam your outflow lines by general releases in this fashion as people are interested and want the news and if they don't have to answer it always as a despatch it will seep in somehow. So the amount of outflow an Executive Director does would have to be huge before people totally ignored it.

However, one can jam one's own lines by getting too report-form happy. When getting up report forms remember it's you who must get data off them so make them awfully plain, concise and few. If you add a new type of form, always discard an old one if you can. Regularly review report forms with an eye to discarding some or condensing them. "What forms being sent directly to the Executive Director are really useful to the Executive Director?" is the main question. Amputate those forms or data that are not. Still, don't fail to make up a new report line if you really can use the data in the time you have to study it. And don't fail to kill it when you no longer want it.

Letting other more junior staff members use the Executive Director lines or sign a type of Executive Director comm (such as an HCO Executive Letter) is a certain way to jam its line and confuse everyone.

By letting dev-t exist and not policing it you jam everyone's lines. For not only you are getting dev-ted from a dev-t source.

Never sign isolated checks offered one by one.

Never sign checks unless you have

1. A tape adding up the full sum of all checks offered,
2. The bank statements in hand to make sure you can cover,
3. Copies or originals of the statements or bills being paid,
4. Assurance that "this packet" is *all* the checks to be signed for the next thirty days.

Always do "dateline paying" no matter what the account line is.

Never be eager to sign checks. If demanding better preparation by Accounts will consume time, consume it.

In disbursement, accuracy and safety are senior to speed.

In all accounts matters don't be afraid to overwork accountants and never listen to why it can't be well done. Just get another accountant.

Always cause to be transferred or sacked any Accounts personnel who (a) act like it's their money, (b) who won't dig up funds for LRH or Executive Director concerns, (c) who get you into danger by poor or false submissions or (d) who won't enforce PO systems. Such have too much wrong in their units to set right under their control. It just won't ever go right under them.

The above also applies to orgs who make the mistakes of (a) to (d), only in this case investigate the senior executives for any one of a dozen possible crimes or delinquencies and don't be afraid to act once you have the straight information on what's what.

In fourteen years I have never found any of the above (a) to (d) attitudes without also finding hidden insolvency or, usually, theft. That is what those data (a) to (d) always add up to when investigation is complete.

Assoc/Org Secs and HCO Secs who yowl at you about your money requests or orders should be promptly looked over and usually should be demoted and transferred. They're too parasitic or too proprietorish of our money to be trusted.

Lazy accounting units are equally dangerous. In this case too, doing the work is always substituted for by a lie of some sort. So accounts lies add up to either crooked or *no* accounting system, never to overwork.

With these above data one can handle Accounts comm lines easily without sudden shocks or financial emergencies, the two most detrimental things that can happen to an Executive Director. So preventing the shocks and emergencies when the symptoms above are first noted will save literally tens of thousands of pounds as well as Executive Director overwork and overloaded comm lines and getting all Scientology at risk.

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SLOPPY LINES

Keep all comm lines and comm procedures taut and crisp.

The time to police sloppy lines is *not* when emergencies are in progress.

Any line may be needed suddenly without warning.

Therefore, be very harsh on floppy attitudes toward failures to acknowledge despatch forms, routings, distribution, copy filing, etc., etc. Then when they're needed, the comm lines are available and in working order. And you never know when you'll need them. They may be unused for months and then bang! they're vital. HCOs or orgs that don't answer up or properly should be investigated at once.

THE VASTNESS OF EXECUTIVE DIRECTOR LINES

One can easily be intimidated by the hugeness of expanse of Executive Director territory and lines.

Two errors can be made:

1. Fall back into specializing in some and ignoring the rest;

2. Trying to receive and answer *all* comm oneself.

About once a month solve (1) by viewing the whole network. Look for neglected areas and brush them up. Example: One, on review, finds he hasn't a clue what goes on in missions lately. Recognize it's an area of lines one is neglecting. Look over the report system on missions for faults or get one going. Look over the other lines one has been doing to find out what clandestine hats are being worn there or what makes them seem so important so as to exclude mission lines. Sort it out and regeneralize one's coverage. It's routine and common to be sucked into tech reports or finance and neglect other zones. The crime is not to discover it, find out why, act to handle the real cause and exteriorize.

In getting too much comm from too many places one gets to a point of being able to handle none of it. This happens only when one doesn't grant existence to relay points on one's lines or when one loses confidence in the ability or effectiveness of a lot of relay points or of really faulty relays. The thing to do is work on patching up relay points, not going on handling the huge volume, as the more you handle it the worse it will become.

SPHERE OF INFLUENCE

The Executive Director's sphere of influence is too large to be handled on a part-time basis. It is a full-time job even when its comm lines are predigested to next to nothing.

Therefore, an Executive Director must not take on specialized posts "in addition to . . ."

The symptoms of not handling the post are all to be found in:

1. Reduced overall org income and

2. Increase of Executive Director incoming traffic.

Thus, very heavy increases in Executive Director traffic will coincide with lowering org and mission incomes.

The things to do are (a) analyze the lines for dev-t and act on the analysis, (b) get neglected promotion policies and programs back in action fast, (c) trace back what old program has been dropped or replaced and get it back in force quickly and drop the later one substituted for it.

After any new program is put into action in any activity, be alert for dropping income in that activity for at least three months and don't breathe easy until income is shown to rise because of the new program. It's best to pretest. Use it in just one org before going all out in all orgs. Saint Hill sometimes serves to pilot.

Reports come into their own in scouting down a change that went sour.

When org incomes drop and Executive Director incoming traffic increases go into the files and trace the first recent symptom of failing incomes in orgs general to all orgs. Then go earlier by a few weeks and look for any new programs or changes. You will often find it easily. Act accordingly and *very fast* to get it straightened up (the new one out, the old one back in).

This done very broadly over a long time period will spot up all successful general programs subsequently abandoned and could increase org income everywhere.

LOCAL TRAFFIC

Give local comm traffic less attention than exterior traffic.

Because an Executive Director is in an org the org will pull him or her onto its lines for various functions. Seek to avoid this.

Concerns of the local org where the Executive Director is located should occupy the following fraction of Executive Director traffic: one over the total number of orgs in Scientology.

If that proportion is violated (taking into account reports from outside condensed or relayed by the local org for the Executive Director) then the local org has put one or more hats on the Executive Director. If these are not spotted and removed, Executive Director comm traffic will increase internationally and international gross income will reduce (also reducing the local org's income).

PURPOSE OF COMM LINES

The main reasons the comm lines to the Executive Director exist are:

1. To disseminate Scientology as widely as possible through standard channels;
2. To increase the international (as opposed to local) gross income steadily and stably;
3. To coordinate Scientology activities;

4. To keep top org executives on their toes and functioning;
5. To hold a high tech standard;
6. To hold in policy;
7. To detect new policy when really needed and get it formulated at board level;
8. To catch the ball when it's dropped at high executive levels (Org/Assoc Sec, HCO Sec);
9. To design new promotion, test it and get it going if successful;
10. To keep Scientology research and compilation well financed;
11. To keep everyone in the know on current Scientology actions and news.

These (not in order of importance) comprise most of the functions of the office and therefore regulate the character of the comm lines.

One can do these things only if one keeps his comm lines going and within reason as to volume.

When feeling one isn't getting anywhere, the first place to look is at the comm lines and the first thing to do is straighten up the comm lines so they can be used easily without strain.

Probably the first thing one notices about Executive Director comm lines is that one isn't originating anything; one is only answering up. If one is doing this then the whole of the lines have to be gone into, dev-t rooted out, clandestine hats shed, slack personnel demoted, transferred or sacked, and actions taken to get policy and programs back in.

If it has gone too long, one does the above on a gradient, not all at once, starting with crisp new promotion or a furious carrying out of old promotion; getting dev-t, getting that spotted and its chronic originators handled; looking for hidden hats on one's head and shedding them and so on.

I have found that when the Executive Director comm lines had me backed off from origin, I have always had to abandon the whole lot for a bit and, bypassing them, get promotion going fast. Because when lines get that way, income has dropped or will shortly drop and always, part of such a picture has *turned out to be* a forthcoming financial crisis. After furiously promoting and getting promotion done one usually can look back in view of what one *now* knows and say, "Whew! That was close! If I hadn't gotten promotion started in December, we'd now be wiped out."

Promoting into a comm-line overwhelm is nonsense. One acts by bypass of his in-basket. *Then,* having acted, one straightens up his lines by analyzing and tabulating every despatch as he answers it. Then one shucks the accumulated hidden hats by getting them worn where they should be.

And all turns out well.

The only genius required is fast reliable promotion action. Sometimes this requires a lot of inspiration. Example: Getting the idea to publish *The Auditor* and getting it in

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the run over the near-dead bodies cluttering up the place. It took four months to get it out in people's hands, but during those four months, a lot of the other above actions were also taken. By the time it came out the org had almost collapsed, owed thousands and thousands. But it was out and the ball was caught. At the moment I started the promotion the only visible symptom of trouble was that I could not find time to originate anything and was smashed back into only answering. Things smelled bad but not one single cause could be isolated and little data was known about what might be wrong. I promoted, then found what was wrong. So always take that order of precedence of action. Get in old promotion or design new and get it in the run. Then, straighten up the comm lines and shed the hats. The latter two actions can take eight or nine months. The financial emergency which will occur after a period of sour, flooded comm lines will occur *before* the effect of straightening up comm lines will correct the financial situation. Hence, promote and then straighten up comm lines any time there has been a prolonged period of Executive Director overwork or nonorigin.

The only hitch is to promote so that income will flood in and no existing income will be blocked.

In this respect, I never abandon known income in favor of hoped-for income. So the promotion done must take that into account. Example: A promotion scheme advanced by executives consisted of selling a lot of different memberships instead of receiving mission 10 percents. A lot of reasons were given as to why the mission 10 percent idea was poor and how much money would be made by memberships. I looked up mission income and found it was one-tenth the income of Saint Hill! Without being worked on at all. It offered great potential increase. I did not therefore abandon missions but arranged promotion to improve it. The advice to abandon it, if followed, would have blocked the 1964 book-ad promotion!

So no new promotion should be allowed to knock out successful functions. The thing to do is increase successful functions by newly promoting them, not something new.

Also, never go outside Scientology for income. That's a symptom of sure flop. Every Scientologist who does lays an egg. Use Scientology to produce income always, and despatches or comms advising other courses should be put in File O and ignored.

Reports will tell you what actions are producing income where. Use *those* actions for increased promotion.

Example: The failure to send *Certainty* to the whole list and a gradual decay of content and abandoning hard sell was coincident with London income decline. Pepping up *Certainty* increased London income. Therefore publishing *The Auditor* was based on old known promotion. So it didn't require vast genius to dream it up after all. And that it would save the bacon at Saint Hill by April 1964 was a foregone conclusion.

Reliable old promotion prettied up *and done* is usually best.

So promotion takes precedence over the condition of comm lines on the Executive Director (or Assoc/Org Sec) posts.

Thus there is something routine comm lines are junior to — promotion.

If you try to straighten up comm lines and the org or orgs in the face of threatened financial disaster, you will always be too late. *When financial slumps are in view* or forecast, always promote first and fast, ignoring the lines and orgs, and straighten up comm lines and orgs afterwards.

If you know this and do it, you won't ever have a complete financial disaster.

If you tried to straighten up the lines and org or orgs in order to use them to promote, the disaster will be upon you before you have a straight set of lines and an org. So the result is always a *smaller org* if you reverse the correct sequence of action.

Orgs that grow smaller have not promoted first and reorganized second. They reorganize first and so can only save themselves by reducing staff. They should have promoted first and *then* reorganized in the time thus bought.

You buy time with promotion and in that time you can straighten up the house.

Never, when promoting orgs out of a threatened financial disaster, consider whether or not it is easy to do or if staff can do it. Remember that the staff involved started the slump. Just promote, and regardless of anyone and if necessary over any number of dead bodies, get it executed. Then revive or bury the corpses. Handling things otherwise when the future goes gray will ruin everything.

Years ago it was obvious to me, as Executive Director, that orgs either could not or would not promote and that *I had to do all their effective promotion.* I used to wait in vain for orgs to generate promotion. When they didn't, disaster would loom, then I would grab the promotion ball, promote like mad, save them and then wait again hopefully for orgs to promote.

I never realized why. Now I know. Orgs (any organization, not only a Scientology group) try to handle *everything* by administration first, last and always. They would promote routinely but when "organized for it."

Thus, when things were close to disaster financially (brink close and bill collectors calling, which alerted even the dullest person present) they sought to "change Registrars" or hire new typists or sit around and try to find out where the breakdown had been.

One, they hadn't any system to advise them of future slumps and wouldn't have put much time in using it, and it required an earthquake to alert them; and two, being introverted by threatened catastrophe, sought to remedy their org faults as the only solution.

True, if they had a smooth org the inherent promotional actions of departments would save them.

But it takes longer to repair an org system than it does to promote new business. So the length of time of their solution, begun on at the brink of disaster, overran the last possible moment available.

Promote, *then* repair the lines and personnel malfunctions or improper placements.

This is a new idea. The world of business and government does not know it. They sometimes accidentally use it. Some dynamic director or manager might instinctively

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do it. But the high incidence of business failure (one in nineteen fail in the first year) and chronic governmental failures and insolvencies show the datum is not used by man even if known. Big businesses with huge sinking funds alone can use the system of "make it solvent next year by improving our structure" successfully. And even many of those miss and go bankrupt.

The shrinking empire has always (a) experienced but failed to handle financial emergencies, (b) sought to resolve the situation by administrative changes and economic measures.

Nobody can save himself or a country out of a slump. You can't save what you haven't got. Therefore, enforcing economy is aimed only at keeping outgo from being more than income. Enforced economies is no solution to a slump. When it is used as a sole salvage measure everything gets smaller and the former position is never regained. When politicians start talking economy more than they talk of prosperity, the country is going to shrink in its sphere of influence.

England has done and is doing just this. Its empire shrank for no other reason than that it sought to reorganize itself out of too many financial crises and failed to promote.

Talk economy, yes. But talk promotion harder and sooner.

No empire stands still. They expand or shrink. They expand by (1) intelligent promotion and (2) good administration and (3) sensible economy, in that order. They shrink by using the wrong order—(1) economy, (2) more administration and (3) some promotion. They shrink because they never regain the former position by administrative management alone and the economy has nothing to economize on.

The Scientology empire must continue to expand in order to live at all. Therefore, one (a) keeps promotion going, (b) administers intelligently, (c) practices necessary economies, in that order. And in emergencies one promotes before one even thinks about reorganization. Doing that maintains the expansion.

Where an org has the same income year after year they will soon begin to have less income. They are handling their various crises by administration and economy only.

If they watched their comm lines and every executive kept on his executive hat and corrected all dev-t, they would never have to do frenzied promotion as by the design of orgs they would be promoting constantly. And if they handled bad crises by everyone grabbing some old tried-and-true promotional project and making it fly before they even wondered why they got into a slump and afterwards put their house in order when the promotion project was done, they would only expand.

You use comm lines to detect areas of *potential* slump. By analysis of dev-t, by observance of non-ack, by watching volume of action, quality and content of magazines, the Executive Director can accurately predict future slumps—literally a year or two before they happen. Predicted at this remoteness one can make the small changes that will bring them up before they really start to fall. One has bought time. To do this one has to be very alert in comm analysis, believe its maxims and not "be reasonable about it," *and act* on what one finds when he really establishes what he thought he observed. This buys time.

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When comm analysis and reports are not given close attention or when falsified for some time or bad spots don't come to view in spite of it all, then one approaches financial disaster.

When income itself starts to fall in an org or orgs, one then uses this datum—Promote first and ask questions afterwards. Always use sure-fire-type promotion, broad and huge, an old action in a bigger new dress; never use risky, untried ideas. Now, with *that* getting done (and making sure it is being done by inspecting its progress day by day personally or doing it yourself) start getting lines and personnel straight. If the promotion idea is big enough and practical enough it will pull through the period of reorganization and the resultant income should be arriving just before the sheriff or bailiff knock on the door. You then smilingly pay them off and the reorganized org is now capable of rendering the service sold.

Promoted business always has a delay. It takes six weeks to get the first response to a magazine or a barrage of letters. It may take five months to flood the place with money.

You can never promote too early. You can often promote almost too late.

My early days maxim about org finance was "make more than they can waste." Later it became "make more than they can waste and patch them up so they can deliver." Now it's "make sure they will make enough and hide some of it and make sure they deliver so they will make even more."

Intelligently observed and handled comm lines will buy enough time to make frenzied promotion unnecessary. Orderly promotion over a long term can then be done. It's the short-term money necessity that makes promotion genius level. The shorter the time available, the more genius it takes.

So vigilance on the comm lines and good analysis of them buys the time necessary to do long-term promotion and keep orgs grooved in before they go into a long slide.

All this—the prevention of shrink and the continuation of expansion—is the prime reason for the Executive Director's existence.

To do it the Executive Director must have the proper comm lines and handle them.

Beyond this there is no real reason for an Executive Director or the comm lines to and from that hat.

CSW

Completed staff work is always demanded by the Executive Director when asked to make any decision or okay anything.

This prevents errors.

However, requests for authority to depart from the usual are dangerous when okayed as they then set up areas of difference and cause policy to wander and misfit at the joints.

Given intelligent existing org patterns and programs, one would be right more often than wrong by far if one turned down all requests for authorities or changes in action.

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So while one always demands *completed staff work* (CSW) on requests for decision, one tends to say "No." If one begins to say "Yes" the whole program begins to slide into some unworkable hash.

Many requests for decision from a post means either (1) the post is improperly held or (2) the hat of the post isn't understood. In either case one should originate despatches or Executive Letters to obtain data about the person and the hat and should either rewrite the hat or educate or transfer the person.

SUMMARY

The Executive Director comm lines are the carriers of data and commands and must be well handled. The traffic must be policed and kept grooved.

The lines must be handled with considerable speed. But no matter the urgency that may be urged upon the Executive Director, decisions or actions must be based on complete data.

If the Executive Director's comm lines are good and complete and well handled the position becomes very easy to deal with and all will go well.

Emergencies, on good lines, can be foreseen by at least a year and handled long before they happen.

The only real troubles on the Executive Director lines come from incomplete or random reports and a failure to believe the raw data of income and statistics in some area and act when bad spots are consistently observed.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 MARCH 1965
ISSUE III

GEN. NON-REMIMEO

DIVISIONS 1, 2, 3

THE STRUCTURE OF ORGANIZATION
WHAT IS POLICY?

The only reason anyone fights good policy is they're too stupid or too inexperienced in an org to understand it. Unable to grasp it, they are too lazy to work at trying. They miss words, don't see reasons, imagine situations are otherwise and in general can't grasp it. So they try not to use it or dream up their own. People with bad study histories can't grasp policy. For policy also follows the rules of study.

Therefore never put a person with bad study history on a key executive post. They can't grasp policy as they can't study it either.

Only personnel with quick study histories, fast passages through courses, can be counted on to put in an org or department pattern and keep it wheeling. The others are too involved in their own troubles and too imperceptive to be of any use in making an org boom.

Such people do however sometimes have a use even when not straightened up. They do well in pioneer areas where they have to do it all off the cuff and where their very inability to accept anything causes them also to refuse defeats and discouragements. Their inability to grasp a situation is often of benefit when bravery is required. This does not however excuse efforts to make them more capable and as they grow older and more experienced, they will also become brave and quick and *will* follow policy.

Following policy is a matter of grasping situations and knowing policy well enough to apply the right policy to the right situation. Where no policy covers, an experienced, quick person can easily extend the idea of general policy to cover it, knowing it isn't covered.

The dull person has never even grasped basic general policy and so confronted with usual or unusual situations alike, can't find any policy to cover anything and so acts in any old way.

On the other hand, policy, to fit and be of benefit, must be itself born out of great insight *and* familiarity with the facts. Government policy is usually written by clerks who have never heard a shot fired in anger. Therefore almost all current government policy is completely silly. Nobody can apply it as it fits nothing and just gets everyone in trouble. Therefore a quick person with good judgment in the field and in the real

situation can get through only by following his own policies and insights. This is easily mistaken for a dull person acting against policy that is good.

But even dull policies provide wide agreement as a basis for work coordination and so something happens on a larger scale. Individual policy-making on every post is the definition of chaos. Thus even bad policy is usually more workable than individual policy and can make stronger orgs.

Brilliant policy based on experience of course can cause orgs to zoom.

We conclude then that where we see a person constantly off-policy in an area that has worked well when *on*-policy, that we must act.

Where we have a *large* organizational scope we must have workable policy that is followed. For just lacking policy, good or bad, and lacking its being followed, we stay small by definition.

NO POLICY EXISTING MAKES SMALL, NONEXPANDING DEPARTMENTS OR ORGS.

POLICY, GOOD OR BAD, EXISTING BUT NOT FOLLOWED MAKES CHAOTIC DEPARTMENTS OR ORGS AND CAUSES SHRINKAGE.

GOOD POLICY BASED ON ACTUAL SITUATIONS EXPERIENCED, FOLLOWED WELL, MAKES AN EXPANDING DEPARTMENT, ORG OR CIVILIZATION.

The smaller the org unit or department the less policy is needed. Reversely, the less policy is used the smaller will become the org unit or department.

One can always safely assume, when policy is available, that nonexpansion is the direct result of the policy remaining unknown or not followed. The steps to take are therefore:

Expansion formula:

1. PROVIDE GOOD POLICY.

2. MAKE IT EASILY KNOWABLE.

3. BE STRENUOUS IN MAKING SURE IT IS FOLLOWED.

This is the most broad possible formula for expansion.

Profitable expansion of a unit, department, org, company, empire or civilization depends utterly on the above formula being applied.

If it is well applied, literally thousands of other impeding factors drop into unimportance.

This applies to anything, even a person, but the bigger the number of individuals involved the more rigorously it has to be followed.

The bigger the size of the activity concerned (the more people involved in it) the more damage can result from failures to follow policy.

Thus orgs or companies which halt expansion mysteriously only need to have more policy, or to make policy more easily available or to be more vigorous in requiring it to be followed.

Policy is a *guiding* thing. It is composed of ideas to make a game, procedures to be followed in eventualities and deterrents to departures.

The basic policy of an activity must be the defining and recommending of a successful and desirable basic purpose.

Take a navy, to get a more distant comparison. If a navy has the basic purpose of defending a nation and its citizens and expanding their scope, and if the policy is the guiding principle behind all other policies and if these in turn are developed from experience and made known and followed, then oddly enough even new inventions or new philosophies of state could not prevent that navy from doing its job and expanding the nation. The US Navy might very well have won the war with Japan in its six weeks if those who headed it in Washington had not been mere political puppets subject to every Congressional and Presidential whim. The textbooks were very clear about what the navy should do. But King, Nimitz and Short, the admirals involved, had been chosen by whim, favoritism and capacity for liquor, not by raw statistics of "good navy activity." They had been trained at an academy where the basic principles of "good navy" and raw statistics on personnel had not been used to choose an academy head or instructors. So King, Nimitz and Short, as admirals, *listened to current political rumors or whims* (being only confirmed in political not naval policy) and so let Pearl Harbor happen. How? Their own naval textbooks said, "During times of negotiation with an unfriendly state, the position of the fleet should be at sea, whereabouts unknown." That is line one of the navy textbook on tactics and strategy. Where was it? In Pearl Harbor during many days of hostile negotiation between Roosevelt and the Japanese — the most dangerous naval rival. Where were King and Nimitz? At a cocktail party with the politicians. Where was Short? Giving his all ashore, having given his men full weekend liberty and having ordered all ammunition stowed below for a coming admiral's inspection. So Pearl Harbor could happen. But did the humans learn? No. True, Short, acting on his Washington orders notwithstanding, was removed and eventually court-martialed. But King and Nimitz took over the whole navy for more than four heartbreaking years of "promote by political whim," "what policy?" and defeat in battle after battle until aircraft turned the tide of war and the army and an atom bomb finally finished it. Now the navy is really no more. A few subs. A few patrol ships. The rest in mothballs. People think the navy is small now because of new weapons. No, it is small because it (a) didn't clearly express its basic purpose, (b) didn't educate its people well in the policy it did have, (c) let political opinion shift it about, (d) chose its officers by rumor, cabal and *social* presence and (e) forgot its texts when the emergency loomed. Result, long war, now no navy worth anything — officers palling with men, ships in the boneyard. Could the navy have done its job in 1941? Yes. Had its original policies regarding officer training and selection been followed ruthlessly despite all politics over the years, King, Nimitz and Short would not have been in charge or would have acted by policy had they been. The fleet would have been at sea during negotiations and the strike on Pearl Harbor would have been a Jap bust. The fleet would have been there to knock out the Jap in his own home ports. The war might have ended with Japan in the first six weeks. The

point is not whether it is good or bad to have a navy. The point is that here is an actual organization and an actual occurrence.

Therefore one can learn that:

An individual, species, organism, organization, to succeed, survive and expand in influence must have a formulated BASIC PURPOSE.

To keep beings from growing, the reactive bank is almost entirely made up of false and booby-trapped purposes. Thus we can see that, by its having been impeded so thoroughly in past ages, the idea of having a personal or organizational or group basic purpose is an extremely valuable one.

Without one expressed or unexpressed, a being or an organization or group without one doesn't grow but shrinks and becomes weak—in this universe nothing can remain long in an unchanging state. Given a potentially successful basic purpose that is acceptable to the being, organization or group, one can then formulate POLICY.

POLICY is a rule or procedure or a guidance which permits the BASIC PURPOSE to succeed.

The basic purpose runs through time. When it is impeded, distracted from, not complied with, thwarted or stopped, a state of failure of the basic purpose occurs in greater or lesser degree. Sometimes challenges to it cause it to strengthen but only when the challenges are consistently overcome.

A being, organism, organization, group or species or race *learns* in forwarding its basic purpose or meeting challenges to its basic purpose certain *lessons*. Certain procedures or courses of action, rules or laws were conceived at times of stress and some of them were successful. Those that were not successful or helped the opposition were *bad*. Those that were successful forwarded of course the basic purpose and were *good*.

The successful ideas or procedures that assisted the basic purpose were then dignified by the status of proper ideas, acts, procedure or *policy*.

Those that were unsuccessful in assisting the basic purpose became *bad policy*.

Ideas or procedures that distracted from or balked the basic purpose were called *offenses*.

Things, groups, other-determinisms that challenged or sought to stop or refused to comply with the basic purpose became *enemies* or opposition.

Therefore *policy* is derived from successful experience in forwarding the basic purpose, overcoming opposition or enemies, ending distractions and letting the basic purpose flow and expand.

Policy laid down which is thought up independent of experience in similar situations is either the result of great foresight and is successful or it is simply stupidity, in that it seeks to handle situations which will never exist or if they do, won't be important.

Policy based solely on bad rumors, unverified, which may or may not reflect actual existing conditions or which is laid down at the insistence of some self-interested person or minority without taking the rest of the group into account is very destructive policy simply because it does not match the conditions which actually exist and so, *in itself,* may impede or distract from the basic purpose. An example of this is legislation by legislators who, otherwise uninformed, act because of pressure groups, minority riots or simply sensational press that seeks not legislation but simply to feed the appetite of a disaster-hungry public.

If bad policy or laws or actions based on rumor rather than raw facts become too frequent and general, then the basic purpose of a being, organization or group becomes itself distracted, smothered and forgotten and the result is shrinkage, loss of power, death and oblivion. Although it is often too late when bad policies or pressure-group laws have been the order of the day to slash them all from the books and exhume the basic purpose, the action of sweeping away unreal, unapplicable and impeding laws and policies which were based originally on rumor and bad sources can have the effect of rejuvenation on a being, a group or an organization which has begun to die. Periodic sweep-outs of antiquated and didactic laws (rather than general concepts and subpurposes) *must* be undertaken by a being, organization, group or race or species. However, such an action must be carefully done, selecting only those laws or rules which came into being because of pressure groups or infrequent enemies or which were derived from no experience. And before throwing any policy away, one must carefully examine its history to see if it is still restraining an enemy or forwarding some subpurpose. For throwing away a *lot* of lessons could also collapse the forward thrust of the basic purpose which has "gotten this far for *some* reason."

SUBPURPOSES are the purposes of the various sections or parts of the being, organism, group, race or species which forward the basic purpose. They must amplify, qualify and/or describe the action or procedure of the part of the whole in a brief and crisp way so as to hold them in function in their support of the basic purpose. They could also be called, the PURPOSE OF A PART OF THE WHOLE, or as we use them, the purpose of a post, unit, department or an org with a special function. When one hears of the PURPOSE of his hat or section, unit, department, org or division, he is observing the SUBPURPOSE of a part of the whole organism which is vital to the action of forwarding the BASIC PURPOSE of the movement. Indeed he may never know what the BASIC PURPOSE really is and only know the SUBPURPOSE of his own hat, section, unit or department. However, by studying the various SUBPURPOSES of several hats or sections, he could probably figure out the SUBPURPOSE of the department and by studying the various SUBPURPOSES of the departments of an org, he could probably guess at the BASIC PURPOSE of the whole being or organization or movement. If study of SUBPURPOSES either fails to locate any or ends in being unable to relate them into any large PURPOSE, one is of course studying a disorganized movement.

One can change a SUBPURPOSE (cautiously indeed) or add parts with new SUBPURPOSES, and leave a movement (a) unaffected, (b) increased in scope or (c) decreased in size and influence.

One can, up to a point, add policies on and on, limited only by the ability to get them known and leave an organization or movement (a) unaffected, (b) increased in readiness to meet emergencies or (c) crippled. The wisdom of the policy and whether

or not it was a successful solution to some actually possible confusion or crisis determines whether or not it should be added or deleted. Foresight plays a large role in formulating a SUBPURPOSE or a policy. These two are never wholly the product of chance or experience; indeed they may be 80 percent wise foresight and 20 percent experience and still be good usable SUBPURPOSES or policies. Twentieth-century science sought to discount wisdom entirely and beings and organizations were educated or developed with no SUBPURPOSES whatever and all policies were developed either by clerks, teachers or legislators inexperienced in any part of life or were taken from past experience only, with no refinement of any wisdom. The failures of governments and systems and races in the first half of the twentieth century were wholesale and the wars frequent and senseless.

Personal, state, or organizational or social chaos results from adding parts with no well-defined SUBPURPOSES, enforcing policies based on rumor or taken from the data of mere theoreticians in their ivory towers, an irresponsible press or legislators in their self-interested heads and smoke-filled rooms. A study of how the pressure groups, clerks, theoreticians and irresponsible press and duly elected but completely unselected and uneducated legislators destroyed individualism, states, businesses, civilizations and races would be only a study of how not to organize and survive, how to ignore, abandon or discredit all basic purposes, subpurposes and successful policies. The scene was one of indescribable chaos that filled one with protest and dismay. If there was a wrong way to do things it became the order of the day and youth went into a complete apathy, purposeless and drifting, and the world began to die a little each day, the mental hospitals became flooded, life ceased to be any fun at all. Things are not always like this and indeed don't have to be.

Mismanagement or misgovernment of self, an organization, group or state would then consist of failing to forward the BASIC PURPOSE, not grasping and specifying SUBPURPOSES, and not experiencing and formulating policies to strengthen successful ideas or actions that forward the basic and subpurposes and impede ideas or actions that retard them, and not recognizing actual enemies or oppositions or planning and carrying out successful campaigns to handle them. Failing in any of these actions the individual, group, organization, state, civilization, race or species will falter, fail and die.

Recognizing the basic purpose, supplementing it with subpurposes for the parts of the whole, and learning and enforcing the policies which bring success, spotting actual enemies or oppositions and planning and carrying out campaigns to overcome them, removing distractions, rewarding the forwarding of basic purpose and subpurpose and penalizing actions which retard, an individual, group, organization, civilization, race or species survives, gets better, lives on higher and higher planes.

The game of life has the formula of having and forwarding a basic purpose and supplemental subpurposes.

This is done by the Formula of Policy which consists of:

1. Conceiving, recognizing, testing and codifying successful ideas, actions and procedures that forward the basic purpose and retard its opposition;

2. Making these policies known and in greater or lesser degree understood; and

3. Getting these policies followed.

If in (3) policy is to be followed, there must be discipline, but even more important, there must be ways of choosing personnel other than by sloppy rumor or social presence.

Personnel can *only* be chosen on raw statistics supported by ample data containing figures. If the raw data is good, then one assumes that basic purpose is being forwarded as it is meeting with success. The raw data already has a curve in it as it is tabulated against the success of basic policy. So the person whose raw data is good *must* have been forwarding basic purpose, therefore must be either a screaming genius at originating ideas that forward the basic purpose or a wizard at knowing, applying and following policy. Either way he or she is worth all the diamonds of Kimberley.

Such a person will inevitably rise in the organization or group if raw data alone is observed in selecting and promoting personnel.

If the person is a screaming genius at originating policy and has not made enough errors to reduce his successful raw data, and has stayed on-policy otherwise so as not to reduce the effectiveness of those around him, he will eventually rise to a level which makes policy and the whole organization will benefit. Similarly a person who grasps and follows policy very well and forwards the basic purpose well and who is very capable will sooner or later rise to a position of trust that safeguards against sweeping changes that will retard or crash the group or organization and so is vital at higher levels.

Out of these two general types of being one gets the leadership levels of a movement. But they will never arrive at all if those in charge ever use anything but statistics in judging them since their very success will cause enough cabal to influence high levels against them if these high levels ever use fragmentary rumors or opinions in handling personnel.

RAW DATA means assembled but otherwise unevaluated data. It is "uncooked" and "unflavored" and "untouched by human hands." It, in short, is uncontaminated or unchanged data. It is native and natural and unspoiled. And the only data that answers those qualifications is statistical data. "How many or how few and how much or how little in what time." That is the *only* data that a senior official in a group, organization or state ever *dare* use in selecting and promoting personnel.

The "state" of the person, the "result of his tests," "the examination figure," are all *useless* to a senior official deciding upon who to promote or pass over. His decision will be wrong in exact proportion that he permits opinion to enter and raw data to drop out.

Introducing opinion into personnel selection is a study of "how crazy can one get." How much liquor a man can hold, how acceptable socially is his wife, his breath, his taste in ties are all completely disrelated data. For how does anyone know at the top really what the environment is now like at the bottom? Maybe that lovely music room–board room requires a pink necktie, a purring wife and endless capacity for drink, but is that the organization's environment? It is not! Maybe the organization's environment demands an allergy to liquor, a complete tart for a wife, overwhelming breath and neon ties. And maybe tomorrow's board level will too! The world changes, it does not become softer. Only some people do.

The psychiatric or school test alike are written and administered by people in ivory towers who again have no contact with the organization's real environment. Statistical as they may try to be, such tests are utterly worthless. They are not on-the-job statistics. They are classroom or laboratory statistics. They are definitely cooked data. And when used for personnel and promotion they cook a lot of careers. And by putting eggheads on post, they cook a lot of parts of an org if not the whole thing. They have some small value in determining someone's quickness or slowness, but the conditions are too unreal and the necessity level of real environmental emergency is missing. It's like a plane crash synthesized in bed. No jolt. So, poor (but not the worst of) cooked data.

Maybe the working environment demands a dumb guy who is too slow to panic at awesome futures! Yet bright enough to see what policy applies. When men with small experience in it can qualify to run the world, they can only then administer tests to advise who should run it.

Only statistics that represent action and accomplishment are fair tests of ability and who deserves promotion or the gate.

Therefore the only organization that is a sound organization is one WHOSE EVERY ACTIVITY can be tabulated by statistics.

If you wish to reorganize you must do so with an eye toward "Can this post (dept or division) be statisticized?" Any body of people such as "the typing pool" or "the instructors" must be broken down to individuals one way or another. One has three things then that must be tabulatable: (a) the individual, (b) the part and (c) the whole. Each of these must be so organized as to be capable of being seen through accomplishment or lack of it. Only this is fair organization. All other types are unfair, will not select out leaders or good workers and subject these to the enturbulence of the lazy or those with other philosophies to fry.

If you have any other type, people are promoted or fired by rumor, backbiting or common brag, and either type have only liability. In using them one destroys empires and every great civilization that is dead died because opinion and rumor were the key causes of personnel changes.

It is unfair to every decent staff member to have an org that cannot be tabulated by relative income, work or traffic.

The common way of the dead-and-dying past was to put some fellow in charge and then shoot him or reward him if things went wrong or well and neglect the rest. This works unless a society only protects the man at the bottom and routinely weakens the man at the top. When that happens, the system is useless. Only by chance do things go well. So chance is added to rumor as the means of promotion or the gate. No wonder the Asiatic, a member of our oldest civilizations, says "Fate!" and explains it all. He had too many rulers who ruled by rumor or chance or didn't rule at all. And so the power died. Only when you can find out who did which or why can you be just. And only when an organization can be fully viewed top to bottom through raw data of how much or how little can individual show be rewarded and individual nuisance be weeded out.

REALITY

Reality in policy, in orders, in advice, depends upon either great insight or great experience. Combining both gives great success.

But no matter how great the insight may be, viewing the actual condition is a vital step to resolving it. Remote solutions not based on experience or close inspection are usually unreal.

Therefore no orders should ever be issued without data and experience and insight. Data comes from tabulation of actions and amounts in organizations. Experience comes from working in similar or parallel situations. Insight comes from the ability to observe coupled with the courage to see and the wit to realize without any thought of personal importance.

Therefore, the soundest leadership comes from the most extended experience and intimate knowledge of that or parallel circumstances. Leadership without this will lack judgment.

Remote leadership is best when it itself is involved close to its hand with the same problems. Therefore remote leadership must have under it similar organizational problems and traffic at home that exist at the remote point. Then understanding is quick and solutions are real.

For one organization to command another, they must be similar.

Management–labor problems evolve from the communications formula "cause-distance-effect with intention at cause, attention at effect, and duplication." A boardroom is not a machine shop. The machinists seek to duplicate the board or refuse to. If they fail to they always refuse to. Thus only a working org of similar pattern can command a working org.

The commanded org will always seek to follow the pattern of the commanding org and duplicate what it thinks the commanding org consists of. A great tension exists at all points of nonduplication. This tension stems from the effort to duplicate. If foiled, trouble or breakage will occur at that point. Where the subordinate org is unable to duplicate what it thinks exists at the senior org then it suffers an ARC break of greater or smaller magnitude. Patterns, officer authority, comm lines, all must be similar. Size is not important in this. Org pattern is. If the subordinate org has any hope of ever attaining the size, and if the purposes, pattern and policies are the same, that is enough. ARC will remain high, execution will be good and expansion is assured, providing of course that the basic purpose is good in the first place.

EXPANSION

All that is needed to expand an org or its business, given a good basic purpose and an area to expand into, is the knowledge of the expansion formula:

DIRECT A CHANNEL TOWARD ATTAINMENT, PUT SOMETHING ON IT, REMOVE DISTRACTIONS, BARRIERS, NONCOMPLIANCE AND OPPOSITION.

The basic formula of *Living* (not Life) is:

HAVING AND FOLLOWING A BASIC PURPOSE.

Thus expansion is an increase in living. To increase living and raise tone and heighten activity, one need only apply the expansion formula to living. Clean away the barriers, noncompliance and distractions from the basic purpose and reduce opposition, and the individual or group or org will seem more alive and indeed will be more alive.

All an executive has to do to expand a part or the whole of an org is to divine the basic purpose, divine or issue the subpurposes, point out an area to expand into and then remove the distractions from, barriers to and noncompliance with the basic purpose and subpurposes, and put something on the channels that augments existing impulses and expansion will begin. It will be successful to the degree that the basic purpose is good, the subpurposes real and the policies are taken from real experience and interpreted by persons facing similar current problems.

By the process, thereafter, of just removing barriers, distractions and noncompliance, expansion can be accelerated to a point where it overwhelms all hostile efforts to contain it and the result is extremely gratifying in terms of expansion at velocity. It seems completely magical. For life instantly appears.

One must remember to *channel* a basic purpose. A channel has two boundaries, one on either side of it. These must exist in an org. They consist of discipline of those who would distract or stray or wander or who help the opposition or suppress the basic purpose or subpurposes or who cannot seem to learn or comply with policies or orders. Discipline must only be aimed at the above and, where it is random or doesn't serve to channel, then it itself is a distraction or a barrier and will breed noncompliance. But when entirely absent, the force is let to wander and expansion does not occur. Discipline must be precise, known, uniformly applied and inevitable when the rules are broken. Those who do their job welcome it as it helps keep others from preventing them from working or acting or complying or getting their own jobs done.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 29 MARCH 1965
ISSUE II

GEN. NON-REMIMEO

ADMINISTRATION

FLOWS AND EXPANSION
THE FAST FLOW SYSTEM

We have introduced many new principles in administration in recent policy letters. Here is one which if left out would cause mystery.

This is the principle of traffic flows we now use. It is called the FAST FLOW SYSTEM OF MANAGEMENT.

A being controlling a traffic or activity flow should let the flow run until it is to be reinforced or indicates a turbulence will occur and only then inspects the part of the flow that is to be reinforced or is becoming enturbulated and inspects and acts on only that one flow.

This principle would operate on a committee of three in this fashion: The committee does not act as a body. Each member acts individually in three spheres of influence (three types of flow). There is no *committee* (collective) action until one of the three members wants concurrence from the other two on greatly reinforcing a flow or until the other two, by observation, see the third is going adrift. Only in these cases does the committee act as a committee. In other words all three members go about their work independently until there is a change in one of their three spheres and *then* they act. Otherwise the flows of orders and actions are independent. Not doing it like this is why committees have gotten the reputation of being unable and a waste of time.

To do this, one of course needs another principle: that of indicators.

An indicator is something that signals an approaching change rather than finding the change is already present and confirmed.

We get this from auditing. An auditor audits so long as things go evenly. He knows when they will *begin* to deteriorate or change by an indicator. He acts on seeing the indicator. He doesn't wait until the collapse or total change of the pc occurs and *then* look it over and act. The pc could be run into the ground or a good process that was bettering the case could be neglected if an auditor could not PREDICT from indicators how it was going before it was gone.

In supervising a number of sections or departments, it would work this way:

The person in charge does not examine *every* action or decision on the lines. If all despatches of all the activities went through his or her one pair of hands, the volume

NAVIGATE
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would be too great and would jam. The executive's "plate" would be too full and this would *halt any expansion* of the activities as the executive would feel overworked, yet in actual fact would be getting nothing much done. The flows which *needed* watching would be buried in a huge volume of flows that did not need watching.

Instead, the principle of flows tells us that the executive should have statistical INDICATORS such as OIC charts on every part of the activity each week and should act only on the basis of the charts' behaviors.

If a chart went down, the executive would not wait for that area to collapse before inspecting it. At a dip point the executive should go over all the plans and traffic and despatches of the area dipping down and unearth the *real* reason why it did dip. If the matter needs minor remedy, it should be corrected. If then the graph still dipped down, the executive would not only be advised of it by the OIC indicators but would know, having inspected earlier, what had to be done on a more drastic scale to get the graph going up again.

The OIC system *must* be used and all data plotted and circulated to the executives in an org before this system will work.

If the OIC system is put into effect fully, the executive can then (and *only* then) let go the comm lines and let the traffic flow.

He then only needs to:

1. Keep alert for and correct dev-t (off-line, off-policy, off-origin and noncompliance),
2. Keep an eye on the weekly OIC charts,
3. Find from OIC the upward trends and inspect and find out what's working so well so it can be reported,
4. Be alert to any down dip and inspect the activity itself and correct the matter and
5. Spend most of his time getting his own job done (since executives *do* have jobs besides supervision).

The one thing he mustn't do is "get reasonable" about dips or zooms and not act to really check the decline or to reinforce the rise. (a) Thinking one does know when he has not gotten it inspected closely and (b) not believing the graph and indicators and (c) not acting, are the fatal errors. Doing (1) to (5) tells us who's an executive and doing (a), (b) and (c) tells us who shouldn't be an executive.

If this system is in effect the org can't help but boom.

We will call this the FAST FLOW SYSTEM OF MANAGEMENT.

It is a very precise art. It's like auditing. One predicts the slumps and reinforces the tendency to boom.

It can't miss. If it's done completely.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 MAY 1965R
ISSUE III
REVISED 29 AUGUST 1990

GEN. NON-REMIMEO
HANG NEAR NEW ORG BOARD
VARNISHED OVER OR RELETTERED

ORGANIZATION
THE DESIGN OF THE ORGANIZATION

As our org board and org pattern we have not only an org board but a "philosophical system," which gives us the levels of able and extra able beings and an analysis of one's own life as well.

If you look at the levels written above the departments you find the spans of *the* Bridge which are followed to Release, Clear and OT. You can easily see which ones are missing in one's own life and the lives of others. These are the upper end of the awareness scale.

When you look at the department names you can see what is missing in your own life.

You can also see where your post or your job breaks down for every job has all these "department names."

When you look at the division names you see what the Cycle of Production must be in this universe to be successful. By studying this you can see why other businesses fail. They lack one or another of these divisions.

Although the organization seems to have a great many departments, and would fit only a large group, it fits any org of any size.

The problem presented me in deriving this board was how to overcome continual org changes because of expansion and applying it to organizations of different sizes. This board goes from one person to thousands without change. Just fewer or more posts are occupied. That is the only change.

The staff ratio here is one administration person in the five nontechnical divisions to one technical person in the Technical and Qualifications Divisions (excepting only Staff Staff Auditors and field staff members who count as admin personnel). Staff is added *in rotation* amongst the nontechnical divisions every time a technical person is put in the Technical or Qualifications Divisions.

The board is entered from the left and proceeds to the right.

It is actually a spiral with 7 higher than and adjacent to 1.

The organization corrects itself through the Qualifications Division, under the authority of the 7th Division.

Organizations go in phases. The phases agree with the Cycle of Production.

There are two tendencies man has that this board resolves.

Man's systems are based on groups and masses of people.

Every person on *this* org board is "statisticized." That means the job he does is a statistic that can be verified. He is not lost in a group.

The tendency of filling up every box indicated on an organization chart (which man usually does) is checked by the formula that there must be only one admin staff member for every tech as above. Thus Divisions 4 and 5 are heavy with personnel containing five times as many as all the other divisions.

In expanding, each department acquires seven sections, every section then acquires seven subsections, every subsection acquires seven units.

At this time of issue we find Scientology itself just at the end of its Dissemination Cycle (Division 2) and just entering upon the Organization Cycle (Division 3). There will be a full and long Organization Cycle. This will eventually be followed by a Qualifications Cycle in which we adjust civilization. After that will come a Distribution Cycle in which we use Scientology elsewhere in the universe and then will come the Source Cycle again, finding us all on a higher plane.

This pattern will probably be in use for a very long time.

This board is one of the *very* few things in Scientology which is not completely new. It is taken from an ancient organization and which I have refined through considerable experience by adding Scientology and our levels to it. It is based on an extremely successful pattern.

This org pattern is designed not to make money or Scientologists as one might think. Its whole purpose is to make the "Ability to Better Conditions," which is the mission of Scientology.

THE LEVELS

Your main interest in this board is of course its levels.

There are over thirty-two levels to the left of the board, covering the average human states.

Our board shows how we move up onto the Bridge at Communications (Level 0), and then progress division by division to Level VII. One division equals one level left to right.

The abilities recovered in these levels are marked above the department names (Communication, Perception, Orientation, Understanding, etc.) and take us all the way to a new state at VII.

As he progresses along this line left to right, a level is given the person each time a division is passed.

At Level V we find we can move people from the lowest human states onto the Bridge before we ourselves exit at the top.

Thus we leave behind us a Bridge.

In 1950 when I said, "For God's Sake Build a Better Bridge," I had to do it on my own.

But here it is, not only a bridge but also an organization to carry the weight of the spanning, a very needful thing.

L. Ron Hubbard
FOUNDER

Revision assisted by
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and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 JANUARY 1966
ISSUE I

REMIMEO
EXEC SEC HATS
SECRETARY HATS

HOLD THE FORM OF THE ORG DON'T BRING ABOUT DANGER CONDITIONS

As long as executives fail to hold firm the form and channels of the org, their own posts *and* the org will be a confusion. Worse, it will cease to exist.

Executives *must* insist upon the privileges and responsibilities of their posts and not permit bypass and misrouting.

The whole org is run on statistics. It is not run on rumors. The more you follow statistics and the less you listen to rumor the better off you will be.

Orders are issued to form the org and better statistics and that's all. There are no other reasons for orders, chits and upsets. Actions which don't increase statistics should be eliminated. Irrelevant orders and chits having nothing to do with statistics should never be issued.

To hold the form of the org it is vital that:

1. The Ad Council minutes only order secretaries and only on gross divisional statistics as they appear.
2. Executive Secretaries order and chit only secretaries.
3. That secretaries order and chit only directors.
4. That directors only order and chit section officers.
5. That section officers only order and chit persons in charge or, if there are none, the staff directly under them.
6. Exec Secs and secretaries can cross-chit.
7. Directors can request and chit only via secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

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SEC EDs

Sec EDs issued by the Ad Council may only change secretaries as personnel. They can advise the secretary on personnel but may not demote, transfer or dismiss a secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status I).

An Ad Comm's orders forwarded to the Office of LRH for a Sec ED always go via the Ad Council. But again an Ad Comm may only order directors and may not demote, transfer or dismiss a director's personnel.

A director should order officers.

Officers should order in-charges.

When personnel is assigned directly to an executive, such as a personal secretary, one may of course order or chit that person directly as there is no command echelon.

REASON

Danger conditions are handled on bypass. Where a Danger condition is assigned, the senior can bypass anyone to get the job done and does.

The conditions in sequence are:

6. Power
5. Power Change
4. Affluence
3. Normal
2. Emergency
1. Danger
0. Non-Existence.

It is true of all conditions that if you use one lower than you are in, you will bring the *next* lower one about. If you use the Normal Operation Formula when you are in Affluence you will certainly descend into Emergency.

Therefore, if you are in Normal or Emergency condition and start bypassing, you will quickly descend into Danger condition (statistics will drop steeply) and achieve the only condition below Danger which is Non-Existence.

Thus, if you bypass you infer the condition is Danger when it isn't. And you drop the org or any portion of it into Non-Existence.

So don't bypass unless you *are* in Danger condition. A Danger condition exists where statistics show continuing Emergency or a steep, steep fall. If a Danger condition exists, you handle the situation, bypass anyone at all and then the personnel who ignored it. So if you bypass all the time (Exec Secs issuing orders to directors, secretaries ordering officers, directors ordering general staff members), you will infer a Danger condition and get Non-Existence of the section, department, division or the whole activity.

Moral: Only when a Danger condition exists should a senior bypass the command chain, so if you are only in Emergency or only in Normal Operation or even Affluence, DON'T BYPASS or you will crush statistics.

SUMMARY

Learn your org board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't bypass (except in Danger condition).

Don't infer a Danger condition that doesn't show on a graph.

Hold the org firm by holding its lines and chain of command firm.

And you will prosper and expand.

L. RON HUBBARD
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HCO POLICY LETTER OF 19 JANUARY 1966
ISSUE III

REMIMEO
EXECUTIVE HATS

DANGER CONDITION RESPONSIBILITIES OF DECLARING

BYPASS = Jumping the proper terminal in a chain of command.

If you declare a Danger condition, you of course must do the work necessary to handle the situation that is dangerous.

This is also true backwards. If you start doing the work of a post on a bypass, you will of course unwittingly bring about a Danger condition. Why? Because you unmock the people who should be doing the work.

Further, if you habitually do the work of others on a bypass, you will of course inherit all the work. This is the answer to the overworked executive. He or she bypasses. It's as simple as that. If an executive habitually bypasses, he or she will then become overworked.

Also the condition of Non-Existence will occur.

So the more an executive bypasses, the harder he works. The harder he works on a bypass, the more the section he is working on will disappear.

So purposely or unwittingly working on a bypass, the result is always the same — Danger condition.

If you *have* to do the work on a bypass, you *must* get the condition declared and follow the formula.

If you declare the condition, you must also do the work.

You must get the work being competently done, by new appointment or transfer or training or case review. And the condition is *not* over when the hearings are over. It is over when that portion of the org has visibly, statistically recovered.

So there are great responsibilities in declaring a Danger condition. These are outweighed in burdensomeness by the fact that if you DON'T declare one on functions handled by those under you which go bad, it will very soon catch up with you yourself, willy-nilly and declared or not *you* will go into a Danger condition personally.

There's the frying pan — there's the fire. The cheerful note about it is that if the formula is applied you have a good chance of not only rising again but also of being bigger and better than ever.

And that's the first time *that* ever happened to an executive who started down the long slide. There's hope!

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There is one further footnote on a Danger condition. I have carefully studied whether or not HCOBs and policy letters and actions by me were bypasses. And a search of statistics refutes it, as when I give the most attention to all echelons of an org, wherever the org is, its statistics rise and when I don't they fall. Therefore we must assume that advice is not a bypass, nor is a general order by me.

Where there is disagreement on a command channel I am trying to forward *then* a bypass occurs.

So we can assume correctly on experience and statistics that Danger conditions occur only when there are fundamental disagreements on a command channel.

If you yourself then ferret out the disagreement ones of those under your orders, you will clear your command lines.

Review can always find disagreements when they exist with a meter.

Where Danger conditions are declared, the declaring executive should make an effort to find the disagreement with himself, policy, the org or Scientology as a basic review action on persons found responsible for a Danger condition. The only errors are not to look for them and not to find *all* the disagreements the person has on the subject of his superiors and post, policy, technology or orders.

This is why a low leadership-survey-grade person can be counted on to put wherever he is in Danger. His disagreements are too many and he doesn't execute and thereby secretly puts his superior into bypassing and a Danger condition inevitably occurs.

It needn't occur.

We have the data, now.

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HCO POLICY LETTER OF 1 FEBRUARY 1966
ISSUE II

GEN. NON-REMIMEO
EXEC SEC HATS
LRH COMM HAT

EXEC DIV
DANGER CONDITIONS

INSPECTIONS BY EXECUTIVE SECRETARIES, HOW TO DO THEM

An Executive Secretary who does not get around his or her divisions now and then and see what is going on can make a lot of mistakes.

Inspections are desirable. But when an Executive Secretary makes one he or she commonly issues an order or two, and if this is done without that division's secretary being present it is a bypass and willy-nilly begins the formula of the Danger condition and can unmock a section or department or even that division.

A senior can inspect, chat, advise but must never issue an order on a bypass unless he or she means to handle a dangerous situation and start the formula. For the formula will run, regardless, if a bypass begins.

The way to inspect, then, is to collect the seniors and go around, and issue orders only to the next senior on the command channel, never to his or her staff.

Example: HCO Exec Sec wants to see if books are stored safely. The HCO Exec Sec can nip out and look on his or her lonesome *providing* no orders are issued. Or the HCO Exec Sec grabs the Dissem Sec and the Dir Pubs and the head of the books section and goes out and looks. And if the HCO Exec Sec wants a change in it all, the order is issued to the Dissem Sec only.

It is a great temptation to tell Books In-Charge how and where to put what, for an HCO Exec Sec is one normally because he or she is smarter and more knowledgeable about orgs. But if one is to advise Books In-Charge, one had better have the rest of the command chain right there and talk to the next senior below HCO Exec Sec.

You would be surprised how many random currents a senior-type senior like an Exec Sec can set up with a few comments that skip the command channels and what a mess it can make for a secretary or director, no matter how wise the comments.

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Secretaries who order a director's officers in the absence of the director or, much worse, section staff without director or section officer thereby court and make trouble.

You can unmock a section or a whole department by sloppy command lines. It is not merely the "correct" thing. It's the vital thing to follow command channels as nobody can hold his job if he is being bypassed by a senior. He *feels* unmocked, and the Danger condition formula begins to unroll.

The correct way to route an order to a person two or three steps down the command channel is to tell the next one below you to order the next, and so on.

If you have to tell the Director of Tech Services to have his Housing Officer post a list of houses on the bulletin board, you really don't have a Director of Tech Services anyway as he would have done it as the natural thing. So an order in such an obvious case is not the right comm. The right comm is an ethics chit on the Dir of Tech Services for not posting the available houses on the bulletin board.

A smart senior is a senior because he is smarter. But when this is not true and the junior is smarter, you get an intolerable situation where the senior interferes. If a dull senior interferes continually on a bypass, it's a sure way to start a mutiny. And a senior who doesn't inspect or get inspections done does not know and so looks dull to his juniors who have looked.

The safe way in all cases is to issue orders that are very standard on-policy and obvious and to issue them to the next one on the command channel and then in the future inspect or get an inspection. If on the inspection one finds noncompliance with a standard on-policy order, one promptly calls for a hearing on the next one down the line who received the order.

Here's a terribly simple example: Org Exec Sec sees statistic for Tech Div down. Issues order to Tech Sec, "Get the gross divisional statistic up at once." Now nothing could be plainer or more standard. In two weeks the Org Exec Sec looks at the statistic, sees it is even further down and calls for a hearing on the Tech Sec for noncompliance or a Comm Ev to get all the evidence in about the matter.

This is about as basic as you can get with an inspection, an order and a further action all by a senior, the inspection being done by OIC and reported by graph.

Life in actual fact is very simple and an org is today a very elementary mechanism.

It is easy to run an organization providing one makes it run and handles things in it that refuse to run.

Where an Exec Sec is baffled on occasion is the apparent unwillingness of a section to function. Now this is so far down the command channel that info on it does not easily arrive back at the top.

The thing to do where possible is personally inspect, or get it inspected. One often finds the silliest things.

Example: Book Shipping statistic is really down, man, down. One orders and harangues and argues trying to get books shipped. One gets the quantity of books

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looked into. It's okay. One gets shipping materials looked into. They're okay. A Shipping Clerk is on the org board. But orders to the Dissem Sec just never get books shipped. So finally one gathers up the Dissem Sec, Dir Pubs and Books In-Charge and goes down to Book Shipping. Lo! They have been building a machine that wraps books tightly when a rock is rolled off a bench! (This actually happened in DC in about 1958.) It has taken a month to build it and will require another to finish it and one and all in that division are convinced this is the answer. The order? "Break that machine up and start wrapping books by hand and I want that backlog gone in one week." To the Dissem Sec, of course, in front of everyone for his soul's sake. And publish the order in writing as soon as possible.

So you see, you have to inspect because what seems logical and okay to juniors may be completely silly. Remember, that is why they are juniors and have seniors.

Frankly you can never guess at what holds some things up. You have to look. Often you can solve it for them. But solve it with their agreement and on command channel if you want it done.

You can't always sit in an ivory tower and issue orders. You have to know the ground and the business.

Over a period of fifteen years of active management of these organizations I have a pretty good idea of what can happen in one. And to one.

I try to be right more often than wrong. I don't try to be perfect as one's best plans are often goofed. I try to get done what can be gotten done. And I carry a *little* more pressure on the org than it can really accomplish.

I inspect. You would be surprised at how often I do and what I find out.

It sometimes looks to people that I use a crystal ball in taking the actions I take because they see no possible route by which the data could have reached me.

They forget how many lines I keep in operation. And also, I *do* operate on a "sixth sense."

For instance all accounting summaries today are done for governments, not for management. A manager has to develop a sixth sense concerning financial status of the org. One has to be able to *know* when the bills are up, the income inadequate and to know when to promote hard and stall creditors *even with no data from Accounts* or *contrary data that proved false.*

Today with OIC this is easy. But I ran orgs successfully with no OIC for years just by sensing the financial situation. In theory Accounts keeps one fully posted. In actual fact they often goof in filing bills owed and even in depositing money.

There are many things one can sense, OIC or no OIC.

The thing to do is to inspect or to get the area you sense is wrong inspected.

I have today LRH Communicators. They are pushing projects home. They also can tell me why projects won't push home because they have *looked.*

An Exec Sec or a secretary has HCO's Inspection and Reports and a time machine to check compliance. And this is how it should be.

But nothing will substitute for inspection by one or for one.

And the Exec Sec who thinks it's a desk job is being very naive. The org would run better if Exec Secs had no in-baskets.

If an Exec Sec watched statistics like a hungry cat at a mousehole and inspected like fury every time one went down or stayed down, the org would expand and prosper.

Providing inspection was done.

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HCO POLICY LETTER OF 28 FEBRUARY 1966

REMIMEO
EXEC SEC HATS
SEC HATS
LRH COMM HAT
DIRECTOR HATS

DANGER CONDITION DATA

WHY ORGANIZATIONS STAY SMALL

The size of an organization depends upon this law:

A LARGE ORGANIZATION IS COMPOSED OF GROUPS. A SMALL ORGANIZATION IS COMPOSED OF INDIVIDUALS.

If you *really* understand this principle and use it properly you will be able to have a large organization.

There are other factors such as (1) the desirability and quality of one's commodity, (2) the able promotion of it, (3) the ability of the heads of groups in the organization to catch dropped balls and (4) the close following and comprehension of the policies of the organization and its groups.

But the gross monitoring law is as above. When one does not know this and apply it one has a small, semibankrupt organization that overworks everyone and underpays.

This rule applies to a planet or a nation and is most readily seen in these gross terms. A planet with nations will be far more prosperous than a planet with one central government governing the individuals of a planet.

Socialism fails (and it always fails) because of two factors:

a. The government seeks to run the individual, and

b. Socialism unmocks *companies*.

At this writing the prosperity difference (and there is one, Russia currently starving) between the democracy of the US and England and the Super Socialism of Russia is that the "West" still has companies and the "East" (Russia and China) have abolished them. Russia seeks to run the individual. It has collective farms, etc., but they won't leave a manager alone — to manage — they govern his workers.

To the degree that England and the US tax the *individual* and seek to govern him they will dwindle in size.

England at this writing is undergoing an unmock of the whole empire *solely* because it is bypassing the manager and the governor and directly seeking to govern individuals through income tax, "benefits," etc.

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The US is about to come to pieces. Like all big countries on the way out, it never looks so good as when it is already about to fall apart. The US is bypassing the states and US companies and is therefore putting the governors, managers and the states and companies in Danger condition. This, unrepaired, will unmock states and companies and collapse the subgroup on which the big group called the US depends, for an organization is composed of *groups*. Non-Existence is the condition just below Danger. A Danger condition carried on too long drops down scale to Non-Existence. A large group made up of Non-Existences is of course nonexistent itself. Thus bypass by the heads of a big organization of the heads of its internal small organizations works toward Non-Existence. It is really quite simple.

To make an organization get smaller all one has to do is bypass the subgroups and run the individuals only and the org will collapse or struggle along at near-collapse; NO MATTER HOW BRIGHT ITS MANAGER MAY BE OR HOW HARD HE OR SHE WORKS OR HOW BRIGHT THE STAFF IS, OR HOW GOOD THE PRODUCT, the violation of the law in the second paragraph will bring decay.

Fantastic, isn't it?

All one has to do to make an organization grow is apply the law that a large organization is composed of groups. It is NOT composed of individuals.

In absolute proof of this, in a tiny org it is always observed that everyone there wears each one all the hats. It is a madhouse of individual cross-endeavor. Show me an org that stays small and I will show you an org where every staff member is wearing all the hats in the place. They *can't* grow because they violate the law that a large organization is composed of groups.

Russia, just yesterday sweeping the world, has begun to lose ground and her empire withdraws. Russia won't allow companies. She never says to the head of Georgia, "Get your statistics up, bub" and leaves him to it. Instead she governs the Georgian individual with spies, secret police and even income tax and is more apt to shoot the head of Georgia if his statistics *do* rise as he is then looked on by a paranoid central government as capable enough to be a menace. Russia once governed via cells and did so as long as she was expanding. Now she has income tax! Russia expanded despite bad management solely because she was composed of cells and collectives—but she went too far and erased the individual entirely, so, though growing, she starves. Her groups were mainly dedicated to politics, not production, which is a frailty of governments anyway. But the basic group *is* composed of individuals. (For heaven's sakes don't tell Russia as we don't want her growing—tell her she *must* govern her individuals individually and she'll vanish! You can tell the US, if you like, but only because no president yet ever listened to anything except his popularity poll and, with only a four-year career, isn't likely to. In the US, the government itself vanishes regularly and only the companies, with plenty of interference, keep the civilization going.)

England's sad old empire was great as long as India was run by the East India Company, etc., etc. Its colonies and dominions did fine right up to the moment the government in Westminster and Whitehall started to run the natives as individuals, bypassing the company-controlled colonies. Then the "Empire" started to go broke because *it never was a political empire* but a commercial one. As a political empire it

uniformly failed until about 350 years ago it began to charter companies to rule and govern foreign lands. Then it got an "empire." When it began to bypass its company heads and set up crown-controlled governors and then bypass these, it ceased to be an English empire and it looks today that soon there won't even be an England. It could not control even one colony the moment it started to govern individual colonial citizens on a bypass of the colonial companies.

You can use the same argument *they* use. That "concentrating only on groups is hell on the individual." Marx used that line. Well it isn't true. When you get too big a group, the individual in it, suffering the whole pressure of the state, *suffers*. The reverse is true — "by concentrating only on groups the individual is protected and prospers."

Now we get to the philosophic question in the law, how large is large, how small is small?

Oddly this is easily answered, unlike most philosophic conundrums. You have to have the answer to "how big should a group be in order for the individuals in it to be effectively managed without oppression in order to get the job done?" That asks and answers it. A correct group size is one where the individuals in it are not made too small by the group being too large. This is a ratio question. The government of England! and the individual Englishman are of incomparable magnitude. What the hell can Joe Cockney, a citizen, do against the government of England! Nothing! So Joe Cockney goes to pieces. You can't have a comm line between a Billion-horsepower motor and one grasshopper! Something is going to explode and it isn't the Billion-hp motor. It's the grasshopper. Therefore when the management unit is too big, the individual (despite all the protection laws in the world) becomes apathetic and can't work or doesn't see himself as important enough to bother about.

So what is a proper-sized basic group?

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FAMILIAR, FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY'RE DOING AND WHY AND IF THEY'RE DOING IT.

The individual in that group is not oppressed. His charm counts. He feels up to arguing with that manager. The executive (with a deputy on his side) feels up to confronting the rest of the group. His own personality counts.

The only reason you have strikes and labor unions is that this group law has been violated. Too many individuals in the group for them to know intimately their manager on a friendly, cooperative basis.

This is all Marx is about. Marx is really a protest against too big a group solved by creating a protective state (an overwhelmingly large group) that "rescues" the individual! So communism is a mess. For by making a state group, one overwhelmed the individual and sure enough the only criticism of communism that a communist will tolerate is that it has too big a "bureaucracy," by which he means too big a government for an individual to confront. Communism goes even further. It abolishes the individual utterly! It *forces* him to be a group. And that is very bad, for individuals are the building block of the small group. So Marx neither knew nor solved the basic

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problem of government. He didn't know the above two laws about organizations and groups so communism, supposed to solve individual oppression, is the most individually oppressive form of government on this planet.

How many individuals can effectively compose a group?

It depends on the ability of the manager to handle men on an individual basis. This varies. But such men or women as can handle a large number are very, very rare. So we take a *safe* answer.

A fairly safe answer is six — the manager of the group plus five individuals, one a deputy manager.

This is determined by the answer to this question:

How many subordinates are you willing to work with on the job? Five others is about all you'd care to stretch it. Two others would be too comfortable — even too dull. But you can stretch it up to five.

Thus we could stretch out an org composed of groups of six persons — a manager, a deputy and four — making six maximum in each group.

And you now have the size of the largest building blocks it takes to make a big org. Six persons in each.

If we pyramid this we have (each maximum):

Five staff members and their in-charge as a unit;

Five units and the section executive in a section;

Five sections plus the department's director in a department;

Three departments and the secretary, a deputy and a communicator in a division;

Four divisions in a portion and the Org Exec Sec and a deputy and a personal sec;

Three divisions and the HCO Exec Sec plus her deputy and a personal sec in the HCO portion.

Or with a full Exec Division setup:

Four Exec Sec Comms in an Office and the Org Exec Sec and a personal sec;

Three Exec Sec Comms in an Office for the HCO Exec Sec and her personal sec.

But we build *down*wards by groups of six if we expand further, rarely exceeding five and an executive.

You see then that the moment the HCO Exec Sec starts handling Address In-Charge, the jump is too great as it puts Address In-Charge up against the equivalent of the total executives of units and sections of HCO! It makes his group too big. It makes him too small (being such a small part). He gets rattled, feels oppressed, tends to snarl because he is overwhelmed — his group is too big so he is too small. Simple as that.

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So long as an executive only handles two, three, four, five people, he *can* handle his job because they know him. The people under him can handle *their* subgroups so long as they contact only two, three, four, five people and themselves.

For instance, so long as there are only five Continental Orgs, Exec Sec Communicators will feel comfortable, providing the Continental Orgs have each two, three, four, five orgs under them and have in their turn Exec Sec Communicators.

So proper organization for expansion builds in blocks of six maximum — five plus an executive. That can be five groups plus an executive as you go up or five staff members plus an executive as you go to the bottom.

Wherever this is violated, the organization (whether a nation or a company or us) will dwindle. Where it is kept, the organization will grow.

I warn you that five-plus-an-executive-sized groups is hard work, even a strain at times, but it can be done. Six or seven plus an executive is quite too much. And a government versus Joe Doakes is a complete smash, as Joe is only maybe 1/70,000,000th as big as the government!

So *never* bypass. Completely aside from the true mechanics of the Danger Formula where bypass results in Non-Existence, it is hell on the executive *and* every member of the organization to have continual violation of the maximum group's size.

If an executive feels overworked, even with all dev-t cared for and policed, then that executive has below him violations of group size *and* is bypassing some point that should have an executive below him, with a group under that executive. The overworked executive is trying to handle more than five other people directly (five staff members or five group executives).

It's like boxes in boxes in boxes. But in this case six boxes at the most fit comfortably.

If a department has eight sections under its director, then we have to group the sections by giving the director two who each control four sections. This is a very comfortable director, for he has a group of two plus the director. He can loaf. But his assistants will sweat. So add one assistant and divide the department's sections into three groups — three, three and two — and you will have a more efficient department.

That's the way you juggle it about to prevent overwork by executives and overwhelm of individuals.

If you want to increase efficiency on a five-plus-executive group, always make one of the five a deputy and slightly senior to the other four. The four can then approach the deputy to see if they should approach the executive on matters they feel uneasy about. This adds a gradient.

There are various ways to juggle this about. An executive with seven sections can take three himself and give a deputy four, etc. Lots of ways to do it but just stay at or below one plus five if you can. The senior to the group exec is not counted as a member of the group.

Here and there we violate this. A Comm Ev is not as acceptable as a Hearing because one person faces more people. Jury trials are a horrible strain and a cruelty because one has to face about fourteen people! (Judge, prosecutor, jury.) Too many!

So those are the laws which underlie organization.

But you can have it all on the org board and not practice it and collapse. If an Exec Sec is approaching fifteen staff members past their executives, it can wreck the place as the staff members go into apathy, the secretaries go into Non-Existence and bang! no org.

So completely aside from Danger condition violations of *following* proper group organization will bring any organization, a planet, a state, an org, into a mess.

This is what underlies the decline and fall of civilizations: the state begins to govern the individual!

An organization is composed of *groups,* not individuals. And that truth followed and practiced in the flesh as well as on paper will bring about a happy civilization, a happy nation and a flourishing org.

SUMMARY

A LARGE ORGANIZATION IS COMPOSED OF GROUPS, A SMALL ONE IS COMPOSED OF INDIVIDUALS.

The primary difference between the opulent West and the starving East is that the West still permits companies. This means to some extent the Western nations are composed of groups so they are still somewhat successful.

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY ARE DOING AND WHY AND IF THEY ARE DOING IT.

More than five persons plus their executive tends to be too large a group.

The five persons under an executive can of course be executives of groups. And the five persons below each of *those* executives can be executives of groups.

If things aren't organized this way, the individual is crushed. The executive is crushed by overwork and the persons under him are overwhelmed.

Bypass of an executive, aside from putting him in danger, overwhelms the members of his group and makes them do less and makes them feel attacked and lessens their sense of their own power.

Two plus an executive is also a group but the executive is not really working to capacity.

With all dev-t cared for, an executive will be overworked if he is over more than five subordinates.

The principal reason orgs stay small is no matter how fancy their org boards they do not actually practice what is on the board but bypass or pay no real attention to command lines and so in actual practice are only one or two oversized groups—which results in them staying small and being overworked and also underpaid as their system in actual practice is inefficient.

The moral is, practice proper grouping as provided by the org pattern, never bypass and so expand and have a happy staff.

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HCO POLICY LETTER OF 12 MARCH 1971
ISSUE III

REMIMEO
COs/EDs
EXEC SECS
ALL SO AND SCN ORGS
MISSIONS

CO/ED INSPECTIONS

(Originally written by LRH as Flag Order 2773 on 12 Mar. 71.
Issued as an HCO PL on 18 Aug. 81.)

To further the purposes of a Commanding Officer or Executive Director it is vital that the CO/ED make daily inspections of his org.

These are not just cleanliness inspections. They embrace general establishment and production observations.

Every smallest cranny is looked into to see if things are as they should be.

Personnel and their activities or absence of them in assigned areas are noted.

Usually a clipboard is carried to make any notes, plus or minus, of things that are observed.

Keeping such daily notes in a folder in consecutive date order then gives one some comparison over a period of time and answers the question of "Are we getting better or worse?" "Are ordered projects proceeding?" "Are we producing?" "Are there dangers in out-security?"

It is courtesy to pick up the I/C of an area one is entering so he overhears any remarks passed to his staff. The I/C is dropped on leaving the area. If there is no I/C to be found, one notes it and inspects anyway.

Receptions in orgs are generally queried as to knowledge of routing and duties to establish some idea of their competence.

The general tone level (by Tone Scale Chart) is noted on the clipboard by area. Low tones will indicate possible no production or faulty production as morale depends on production to a major degree.

The daily inspection is informal. One can have a formal inspection weekly or monthly.

The daily inspection is an effort to see the existing scene as it is when one is not there, rather than changing the scene by excessive formality.

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Inspections are made at different hours, not as a set scheduled action.

Daily inspections are a morale factor in that it shows someone is interested and gives an acknowledgment whether voiced or not. It makes the work of the staff seem more valuable to them. They seldom realize how valuable their work actually is.

Obvious unworn hats, threats to materiel by neglect, general orderliness and busyness, state of lines, confusions, lack of signs, bad signs, these and many other points are observed.

Only in this way, by CO/ED inspection, is a CO/ED kept informed and staff advised of executive presence.

The CO/ED inspection action has no real substitute.

A survey by LRH Comms showed that the hardest thing to get an executive to do was inspect his own area. Thus a CO/ED cannot expect that executives will reliably and uniformly report the true state of their areas. Despite executive inspection or lack of it, a CO/ED should still inspect.

It is a fact that when a CO/ED does not inspect daily he does not make it *his* organization.

A CO/ED who is very well qualified such as an OEC Class VI or better, an FEBC Class IX who is also a Course Super can *also* do another type of action *in addition* to his inspection. (It does not substitute for informal daily inspections.) He can take over a jammed or faulty post for four or five hours and see *why* it is messed up. There is often some impossible situation — example, an illegal counter-policy that a student has to be star-rated first on anything he checks out on another which makes then all twin checkouts impossible — and can unjam the line by correcting what he finds. A 48-hour tour on a completely messed up post or area is an extreme action. It however pays off.

There are then two different types of actions a CO/ED does. One is a daily inspection pure and simple.

The other is a post and line survey and is part of a CO/ED's hatting and forming actions.

Both are needful. The daily inspection is mandatory.

A CO/ED who never looks, just issues orders, operates by reports only, has no stats available, is not totally in control of his command and is running at risk.

He can keep his own confront up and know what is going on only if he inspects daily.

L. RON HUBBARD
FOUNDER

The Admin Know-How Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 OCTOBER 1966
ISSUE II

REMIMEO
ALL EXECUTIVE HATS

ADMIN KNOW-HOW SERIES 1

EXECUTIVES AND GOVERNING BODY ERRORS AND ANSWERS

Anyone in an executive position must be in possession of information concerning his post and the functions of the organization or unit he is heading. Lacking it he becomes the effect of post and organization and begins to create unreal orders and situations which result in down statistics all around.

In principle anyone in charge of anything should know the workings and functions of every unit, item or action of which he has charge. If he lacks such he should be careful to take advices from his juniors before issuing any order to make certain it *can* be carried out, is necessary and conforms to workable practice.

Anyone while learning an executive post and yet acting as that executive should spend the bulk of his time in study and should issue NO orders and approve of NO orders until he has taken up the matter with those who will be affected by those orders before they are issued.

Eventually as one learns his post, after months or years, he or she can begin to issue orders independent of taking advices first from those the orders will affect.

In this way an executive not yet well trained or experienced can keep things going while he is studying his position and those things under him.

An executive cannot call himself fully competent or informed until he has studied all literature, past orders and policies which affect his position or any activity under him and can handle any machine or operation in any unit of which he has charge.

Until then he had better adhere closely to the rule that before he issues any order he had better consult with all those it will affect.

However, in doing this, he must not at the same time issue only popular orders or orders tending to break down the existing structure just to reduce labor or hours on the job or raise pay.

A great many persons fail as executives solely because they:

a. Do not proceed as above on a new job or promotion or

b. Fail to hold together and control the activities in which they find themselves in charge or

c. Use their position solely to buy popularity or

d. Form a clique for their own self-protection against the mob.

It takes a very sensible person to succeed on a new job as an executive without previous experience or previous study but if a person follows this advice as given herein, he or she can win and hold the statistics up and even raise them.

GOVERNING BODIES

Any council or conference or board becomes bogged only for one of the following reasons:

A. It is inactive or

B. It seeks to solve the wrong problem or

C. It fails to notice and nullify arbitraries that have been introduced.

(A) The inactive council or conference or board may be inactive for a number of reasons.

It can simply be inactive.

It can be inactive as a governing body while individually very busy issuing orders. This is quite fatal as such orders will conflict with orders issued by other members of the body also acting individually. The consequence is that the activity so governed will then seek orders elsewhere to resolve the confusion of conflicting orders from members of the governing body—this is how mutinies and revolutions occur and also why some activities will suddenly create dictators. To use one's *status* as a member of a governing body as an individual authority and yet not see that it is the body that governs will surely bring about mutiny and revolt and new leaders.

The remedy is of course to permit no orders not agreed to in the actual conference of the governing body and to reprimand and cancel any orders issued independently.

If the body is simply inactive and won't become active at all, despite everything, it should be disbanded as a governing body and its powers delivered to a single individual. A body inactive that won't act as a body must not be permitted any power. For example, if an Ad Council is actually inactive, it should be disbanded and its powers individually delegated to its individual Exec Secs. However, if this is done, no powers may overlap. Some "governing bodies" exist only to satisfy the law and have no power at all.

(B) Solving the *wrong* problem means also neglecting to locate the right problem. There is nothing wilder than orders to remedy situations which are not the real problems or the vital problems of an activity.

When a governing body is bogged, a well-schooled administrator should be able to see if the body is working on the right problem and, if not, to shift that body's attention to the real problem they should be solving.

An example would be a government seeking to resolve heavy spending when they have no earning. The real problem is lack of money. Conversely, a government can seek only to earn more money when they may have a real problem of fantastically foolish expenditure. In either case, by working on the wrong problem that government can fully crash a country.

A governing body can ride prejudices rather than handle existing problems, which is another way to solve the wrong problem.

(C) Arbitraries can be introduced which thereafter require constant and changing solutions which even then do not improve things.

When this happens, one must locate the arbitrary itself that is causing the need of solution and abolish it.

The only mistake one can make is calling *any* rule an arbitrary, thus destroying form. One has to isolate a *real* arbitrary that *is* causing needless solutions. When found, it should be removed.

However one can be so sweeping in doing this that it simply gets unreal and wrecks the lot. For example, one's laziness or unwillingness to confront can condemn something as an arbitrary which when removed causes one to collapse. It is not then an arbitrary but a form or necessity.

An arbitrary by definition is an interjected law or rule or decision which does not fit or is unnecessary.

Such things can cause a governing body to box about for years and eventually fail.

Here is an example of an arbitrary that caused endless solutions and which when not removed destroyed a nation. "Our currency must not circulate beyond our borders." This was kept unwittingly in force. As money depends for its value on its scope of potential circulation, the money became worthless and the country caved in. Literally millions of governmental and individual solutions became necessary after that one arbitrary was introduced.

So an "arbitrary" can be said to be something which actually violates natural law and which becomes, when held in place, an enforced lie. This causes endless board or governing body trouble wherever it occurs.

Here is another example: "Unions have the right to strike." This was assumed and is not part of any law code as it says, "A body of men has the right to injure business and property without at least civil recourse for damages by the business." Protection racketeers assumed the same right. This arbitrary is a lie since nobody has that right. It laid France open to World War II, for instance, as France through the 1930s was one long strike. True, *unions* have improved pay and working conditions. But there is no right to damage businesses which support one. By introducing this arbitrary without seeking sensible means, the Western world was opened to inflation, unrest and conquest by lawless political elements.

So an arbitrary must be something contrary to the general scheme of things and, while a lie, is yet held in place by law or public ignorance.

Arbitraries are usually introduced by those who aren't quite bright enough to achieve a result through wise measures. And otherwise wise men thereafter can spend decades and invent whole law codes trying to handle the problems so set up.

BOGGED ORG

When an org is bogged after a period of success, it is almost always true that an earlier program or order has been dropped or forgotten.

I have always been able to trace bogs to skipped orders.

An example is the Qualifications Division program order. Outer org recovery was planned so as to improve Qual in each org, then to get staff training in and then to improve the Tech Division. This order was at first executed, then was not followed up and the beginning recovery slumped again. The remedy was to reinstitute the original program.

Ordinarily one doesn't need new programs but needs the follow-through on programs that have not been complied with.

When I see a slump occur, I first ask what program wasn't executed or got dropped. I always find it and when reinstituted, things surge. *Then* I find who dropped it and reorganize personnel with nondroppers.

In this admin failure the dropped program is seldom a little one. Recently at Saint Hill when statistics slumped, I found the program that was out was selling the Saint Hill Special Briefing Course. It was being taught but never mentioned. Yet it, not Power Processing, was the mainstay of Saint Hill.

Look for the program or orders that were dropped or forgotten before you start originating new ones. You may find the dropped one is so huge that nothing could remedy it. In many orgs the dropped program was the original one — to put an org there! Of course no other order will revive the place as the org wasn't put there in the first place and people think they are *running* an org whereas they didn't finish up putting one there to be run. It's often as simple as that.

DEV-T

An administrator (any executive) who does not know and enforce dev-t policies is letting the org down severely. It isn't just his own basket or office, it's the fact that dev-ters are annoying *other staff* too if they are into an executive's hair.

A towering in-basket is *always* a sign of an executive not enforcing dev-t policy. The whole org will sag if executives don't enforce these.

WHOSE HAT

Once you have dev-t in hand, your basket traffic shrinks but you may still be overworking by reason of another factor — wearing, unknown, the hats of others.

I always look up every month or so to see whose hats I am wearing besides my own.

If I find I am wearing hats not mine, I begin to look around the people and areas that *should* be wearing those hats.

If I find the people whose hats I am wearing have seniors below me but above them, I then examine the work areas of the seniors.

I always find one of two things:

a. The seniors are not active at all or

b. The seniors are doing something else than their own hats.

On the staff whose hats I am wearing, I usually find they are doing something else — not just inactive.

I then examine the statistics involved. *And* any finances.

I can then clean up this area by reorganization.

As the seniors are being bypassed, I have to assign a Danger condition to them and apply the Danger Formula (ethics action vital).

I get the statistics up and things going in that area and then get the hats *worn.*

In this way only an executive can wear his *own* hats and do his own work.

So if you are training an executive or if you are seeking to get a governing body or council or committee to function or trying to make an org recover, you can use these bits of know-how.

They are vital, senior data which, properly employed, can make organizations run despite lack of training by executives and even very strange governing bodies.

Just apply the data contained herein and magic! — all will resolve.

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HCO POLICY LETTER OF 31 OCTOBER 1966
ISSUE I

REMIMEO
ALL EXECUTIVE HATS

ADMIN KNOW-HOW SERIES 2

ACTIONS, EXECUTIVE, FOR HANDLING DISASTROUS OCCURRENCES

There are three steps necessary on the part of a senior executive who discovers a situation which may be disastrous to the org.

The executive's actions are as follows:

1. Issue orders of a remedying or preventive nature instantly by directive, to remain in effect until all data is in. This is called an urgent directive.

2. Appoint a Board of Investigation to investigate the matter, with orders to investigate fully and couch findings in terms of a directive or policy for issue.

3. Pass or modify the board's findings as orders to supplant the urgent directive issued as (1) above. This is called the final directive or policy.

THE URGENT DIRECTIVE

To do (1) — issue a sweeping order to handle the situation. This is vital as there isn't time to get all the facts. The order may be fair or unfair, correct or incorrect, but at least it does *something* to arrest a deteriorating situation.

This urgent directive may however be in fact wide of the mark, but it is only going to remain in force until superseded by orders based on all the data obtained at leisure.

Dictatorships are somewhat successful as proven in the past and they run only on urgent directives. So the system is not all bad. However for such a directive to remain law forever is obviously wrong as it may be wholly arbitrary and may eventually get in somebody's hair. But not to issue it just because one has little data is to ask for disaster.

So in the face of disaster issue an urgent directive as best you can and hope you are right in your directed action.

THE BOARD

Convene now a Board of Investigation composed of impartial members who will investigate thoroughly.

Order them to turn in their findings in the form of law that can be issued exactly as they wrote it.

Trouble with such boards, they "recommend" in an often rambling way and, as they aren't really writing *law,* they tend to overlook things.

Democracies have a terrible habit of only appointing committees to investigate without issuing any urgent directive first. This leaves a vacuum of direction and courts disaster. Such bodies may take a long time to bring in their findings. This is a great weakness — to let an abuse go on while one investigates.

THE FINAL DIRECTIVE

When the Convening Authority has the board's findings to hand, he studies the proceedings and findings to make certain that the disaster is fully handled by the findings and that further disasters of like nature are inhibited by these findings from occurring.

If he is satisfied on this score (that the findings are adequate), he must now see that they do not violate the fast flow system of management to any great degree and that they are as adequate as the urgent directive in arresting the disaster. If so, the executive sends the findings through regular channels with all papers to make them into law. Until actually law, the urgent directive is still in force.

If he is *not* satisfied or doubtful that the findings are adequate, he can convene another board to do a better job. If he does convene another board, the urgent directive remains in force.

The findings actually become law only when:

a. The Convening Authority has passed them as they are or modified by himself or another board.

b. The findings have gone through all steps necessary to become law.

c. The findings are finally the law.

Then the urgent directive is cancelled. It *must* be cancelled when the findings become law and may not remain as a possible arbitrary.

The above is good administration.

Some governing bodies use only urgent directives.

Some use only committees or boards or senates.

To use less than all three in the face of a disastrous situation is poor admin.

Example: Income goes down like a shot. (1) Issue an urgent directive calculated to get income up like a shot, (2) Convene a board to find out why it went down and to discover what was dropped out and find how to get it back up, (3) Supplant the urgent directive with the findings.

Where policy is concerned, the channel is longer as more people must pass on it. But directives are also law. So one should not issue a directive in the face of disaster and just hope. One should do all three steps above.

By disaster is meant a circumstance or situation that is crippling and may adversely affect a whole or a part of an org. Low income is a heavy risk that may result in disaster. A heavy, continual expenditure may result in a disaster. Any gross divisional statistic going down and staying down is courting disaster. And such should be handled with the three steps as above. Then the org form and duties, if bent out of shape by the urgent directive, won't stay out of shape forever.

As a comment, statistics when they change suddenly and go down mean that something has been dropped or some arbitrary order has been given. Stats going steeply up also mean a change has occurred and it can be very disastrous not to find what it was that was so good. So one can also use the three steps to handle a sudden soaring statistic to maintain it rather than stay in the dark. Example: Letters out soars to an all-time high. Issue an urgent directive, "No person or line may be changed in the Dissem Division on peril of a Comm Ev." Then convene a board and find why and get some law on it. Then supplant the urgent directive with the new directive resulting.

This in no way alters the need of a directive to be passed by the LRH Comm or a policy letter to be passed by all specified terminals before it becomes policy.

PERSONNEL

Steps 1, 2 and 3 can also be used on personnel where the executive thinks a staff member is the reason. Suspension from post pending investigation would be the urgent directive in this case. However, the staff member so suspended may not be deprived of wages and must be given an apology if found not to be the reason. And no real action may be taken unless there is an ethics action recommended by the board and only if the person is found guilty in that ethics action.

In this case there are four steps:

1. Urgent directive

2. Board of Investigation

3. Ethics action or no ethics action

4. Final directive either (a) restoring the personnel and stating the real causes in the form of a separate directive with long-range actions to handle the situation or (b) appointing a new personnel and recommending in a separate directive long-range actions to handle the situation.

The steps are four because there are two matters involved: (a) the personnel and (b) the situation. Even if the personnel was at fault, there must be something else wrong too if a personnel got into a post who didn't belong there.

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FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 OCTOBER 1966R
ISSUE II
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REMIMEO
STAFF STATUS II
CHECKSHEET

GENERAL FOR ALL STAFF

ADMIN KNOW-HOW SERIES 3

JOB ENDANGERMENT CHITS

If you are given orders or directions or preventions or denied materials which make it hard or impossible for you to raise your statistics or do your job at all, you MUST file a Job Endangerment Chit on your next highest superior.

If you are admonished or ordered to a Hearing for NOT doing your job and having low statistics and have NOT *previously* filed a Job Endangerment Chit at the time it occurred, you have no defense.

You should not come to a Hearing as a defendant and *say* you were prevented or inhibited from doing your job. Unless you have filed a Job Endangerment Chit previously when your job was endangered, the statement MAY NOT BE ACCEPTED by the Hearing Officer or the Comm Ev.

POLICY

Most people who have trouble with policy or admin do so simply because they don't know it or can't or don't use it.

Such a person can be told anything and tends to take it as fact.

Policy exists to speed the wheels and make a job doable.

But sometimes one has a senior who continually says this or that is "against policy."

Always respectfully ask for the date of the policy letter and to see a copy of it.

Then you will know that what you propose is or is not against policy. If no policy letter can be produced or if what you proposed is NOT against policy and is still refused, you must file a Job Endangerment Chit.

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WHERE TO FILE

FORMERLY ONLY ONE COPY WAS WRITTEN. THIS IS NOW MODIFIED.

USING CARBON PAPER, MAKE AN ORIGINAL AND TWO COPIES.

SEND ONE COPY TO THE PERSON BEING FILED ON.

SEND TWO COPIES TO THE ETHICS OFFICER.

THE ETHICS OFFICER WILL FILE ONE IN THE FILE OF THE PERSON NAMED AND ONE IN THE FILE OF THE PERSON WRITING THE CHIT.

THESE COPIES MUST BE CAREFULLY PRESERVED IN EVENT OF A COMM EV OR HEARING AS THEY ARE NECESSARY DEFENSE PAPERS.

WHAT TO FILE

Full details, without rancor or discourtesy, must be given in the report, including time, places and any witnesses.

VEXATIOUS FILING

Anyone filing Job Endangerment Chits on superiors or equals or juniors must be able to back them up.

One cannot be given an Ethics Hearing or Comm Ev for a false Job Endangerment Chit unless it contains a willful and knowing false report which endangers somebody else's job. But even so, no Ethics Hearing may be ordered for the fact of filing, only for a willful and knowing false report.

So if your facts are straight there is no slightest risk in filing a Job Endangerment Chit. On the contrary, it is dangerous NOT to file one. For then one has NO defense.

PERSONAL MATTERS

Sometimes a staff member is imposed on in such a way as to prejudice his job such as having to do off-line favors.

This is an occasion for a Job Endangerment Chit.

If one is threatened with punishment if one files a Job Endangerment Chit, one must then file a second chit based on the threat.

If an org as a whole seems to refuse Job Endangerment Chits or ignore them, one can be filed with Worldwide simply by sending it direct to "HCO Ethics Worldwide, Saint Hill Manor, East Grinstead, Sussex."

WRONGFUL DISMISSAL

Dismissal without following proper procedure of a Hearing may be sued in the Chaplain's Court, Division 6. If no Chaplain's Court exists in the local org then one surely does in the Continental Org and one can file such a suit there or at Saint Hill.

CHITS BY SENIORS

Seniors let down by juniors had better file Job Endangerment Chits before calling a lot of ethics actions. Staff members are seldom willful, they are just unknowing. Senior chits on juniors should carry a copy to the junior on channels as well as Ethics.

FALSE REPORTS

When one finds he has been falsely reported upon, he should file a Job Endangerment Chit.

HEARINGS ON CHITS

Ethics action is not necessarily taken because a chit has been filed on one. But if too many chits occur in a staff member's file, an investigation should be ordered and only if the board so recommends does ethics action then occur.

STATE OF MIND

Don't sit around muttering because you are being kept from doing your job.

And don't be timid about filing a Job Endangerment Chit.

Don't accept orders you know are against policy or at least unworkable. File a Job Endangerment Chit.

There is no vast THEY weighing you down. There is only ignorance of policy or misinterpretation or arbitrary interference.

If you are willing to do your job, then *know* your job and do it. And if you are being shoved off so you can't do it, you MUST file a Job Endangerment Chit.

You have a right to do your job, you know.

L. RON HUBBARD
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HCO POLICY LETTER OF 3 NOVEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 4

LEADERSHIP

Leadership is one of the most misunderstood subjects in man's dictionary. But it is based almost solely on the ability to give and enforce orders.

An order or directive is necessary to bring about coordination of function and activity without which there could be disagreement and confusion.

In an organization there is more than one person functioning. Being of comparable rank and having different purposes (hats) they can come into conflict and disagreement in the absence of a plan or order or directive. So, without orders, plans, programs, one does not have an *organization*. One has a group of individuals. We see in earlier policy letters that a group composed only of individuals cannot expand and will remain small.

Oddly enough, such a group will also remain unhappy. It will have a low affinity with the public and each other and if you know the affinity-reality-communication triangle, you will realize that all three points drop if one does. Agreement being the basis of reality, you will find a group of individuals will disagree with each other and have a low reality on what they are doing or what to propose and even what to do.

Most people confuse a "taut ship" with a harshly led ship. Actually harshness has nothing to do with it. The right word is *positiveness*.

If a group is led by someone whose programs and orders are very positive, then the group has a chance of going into agreement with one another and so their affinity improves and so does their communication and reality.

So if one issues *no* orders, a group will remain a group of individuals, out of agreement with each other, will do little and will remain small or at least nonexpanding.

Bill, of equal rank to Joe, cannot give an order to Joe nor vice versa. Thus no orders exist between them. Occasional agreements do occur but as their jobs are different, they rather tend to disagree on what is important.

A person with a senior standing to both Bill and Joe can give the two an order and this becomes the basis of an agreement.

The order doesn't even have to be liked by Bill and Joe. If they follow it, they thus "agree" to it, and being in agreement on this they get reality and communication on it as well.

Even poorly thought out orders angrily given, if issued and enforced, are better for a group than no orders at all. But such orders are the low end of the scale.

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Positive, enforced orders, given with no misemotion and toward visible accomplishment, are the *need* of a group if it is to prosper and expand.

The group is full of "good fellows." This does not give it success.

The group is full of plans. These do not give it success.

What it needs are positive orders leading to a known accomplishment. Many obstacles can exist to that accomplishment, but the group will function.

We call it "leadership" and other nebulous things, this ability to handle a group, make it prosper and expand.

All leadership is, in the final analysis, is giving the orders to implement the program and seeing that they are followed.

One can build this up higher by obtaining general agreement on the how, why and what of programs. But to maintain it there have to be orders and directives and acceptance or enforcement thereof — else the group will fall apart, sooner or later.

Positive orders and directions on positive programs inevitably cause expansion.

Being wise or a good fellow or being liked does not accomplish the expansion. People in the group may be cheerful — but are they going anywhere as a group?

So the whole thing boils down to:

Positive directions and their acceptance or enforcement on known programs bring about prosperity and expansion.

No or weak orders bring about stagnation and collapse.

The ideal is to have programs with which the whole group or a majority agrees fully. Then to forward these with positive orders and obtain compliance by acceptance or enforcement.

But regardless of the enthusiasm for a program, it will eventually fail if there is no person or governing body there to issue and enforce orders to carry on the program.

Thus we have the indicators of a very bad executive whose group will disintegrate and fail no matter how cheerful they are with the executive.

Bad leaders:

1. Issue no or weak orders,

2. Do not obtain or enforce compliance.

Bad leadership isn't "grouchy" or "sadistic" or the many other things man advertises it to be. It is simply a leadership that gives no or weak orders and does not enforce compliance.

Good leadership:

1. Works on not unpopular programs,

2. Issues positive orders and

3. Obtains or enforces compliance.

These facts are as true of a governing body as they are of an individual.

A typical example of a bad governing body, at the present stage of its formation at least, is the United Nations.

It has great ideas about how better man should be perhaps, but

1. It issues a confused babble of orders when it issues any and

2. It issues orders for which it can obtain little or no compliance.

Note that it is also insolvent, at war within itself and that it has not made a dent in its prime program — the prevention of war.

However these things came about they are nevertheless true. It is a very poor governing body and far more likely to vanish than expand.

You can count completely on the fact that an executive or a governing body that does not adhere to not unpopular programs, that does not issue positive orders and does not obtain or enforce compliance will have down statistics.

And you can be sure that an executive or governing body that formulates or adheres to not unpopular programs, that issues positive orders and that obtains or vigorously enforces compliance, will have up statistics.

Wisdom? Popularity? These unfortunately have little or nothing to do with it.

The way to have up statistics, a prosperous and happy group, is far more simple than complex man has ever realized.

L. Ron Hubbard
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HCO POLICY LETTER OF 6 NOVEMBER 1966R
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REMIMEO

ADMIN KNOW-HOW SERIES 5

STATISTIC INTERPRETATION
STATISTIC ANALYSIS

Refs:

HCO PL	9 Nov. 79	HOW TO CORRECTLY DETERMINE A STAT TREND
HCO PL	3 Oct. 70R Rev. 9.11.79	STAT INTERPRETATION
HCO PL	6 Mar. 66 II	STATISTIC GRAPHS, HOW TO FIGURE THE SCALE
HCO PL	5 May 71R II Rev. 9.11.79	READING STATISTICS

The subject of making up statistics is probably well known. How one draws one. But the subject of what they mean after they are drawn is another subject and one which executives should know well.

Things are not always what they seem in statistics.

BACKLOGS

A backlog caught up gives one a high soaring statistic which promptly slumps. To call the soar Affluence and the slump Emergency is an executive error.

When you see a leaping and diving pattern on something that *can* be backlogged, you can be very sure it has been.

This activity is working in fits and starts, usually only occasionally manned.

For a long time, nothing is done or counted, then suddenly a month's worth is all counted in one week.

So when you see one of these, realize that the one surge in stats is averaged out with the smaller peaks and the depressions. You have to visually average the peaks and valleys and note the trend the entire stat is taking.

CAUSATIVE STATISTICS

In any set of statistics of several kinds or activities, you can always find one or more that are not "by luck" but can be directly caused by the org or a part of it.

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Examples are the "letters out" and "completions." Gross divisional statistics. Whatever else is happening, the org itself can improve these as they depend only on the org, not on "fate."

So if you see the gross divisional statistics generally down or going down for the last couple or three weeks and yet see no beginning upsurge in the current week in "letters out" and "completions" you know that the org's management is probably inactive and asking to be removed. For if they saw all stats going down they should have piled in on "letters out" and "completions" amongst other things as the least they could do. They *can* push those up.

So amongst any set of statistics are those which can be pushed up regardless of the rest and if these aren't, then you know the worst — no management.

ENROLLMENT VERSUS COMPLETIONS

If you see a statistic going up in "completions" and see a falling "enrollment" statistic, you know at once the body repeat sign-up line is *out*.

People who graduate are not being handed their certs and awards by a Registrar but are being given them by Certs and Awards or in mass meetings, or in some way repeat sign-up is not being procured.

Thus the 40 percent to 60 percent repeat sign-up business is being lost.

This also means, if continued over a long period of time, that bad technology is present as poor word-of-mouth advertising is going around.

Look in such a case at a third statistic, Qual collections. If this is poor or very, very high, you can be sure that lack of enrollments is caused by bad tech.

A very high Qual collections statistic and a low enrollment statistic is a terrible condemnation of the Tech Division. Gross income will soon after collapse as tech service just isn't good.

COMPARING STATISTICS

Thus you get the idea. Statistics are read against each other.

A statistic is a difference between two or more periods in time so is always comparative.

Also two different statistics are comparative such as in examples above.

PREDICTION

You can predict what is going to happen far in advance of the occurrence, using statistics.

High book sales mean *eventual* prosperity. Low book sales mean eventual Emergency all along the line.

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High gross income and low completions mean eventual trouble as the org isn't delivering but is "backlogging" students and pcs simply by not getting results. Carried on long enough this means eventual civic and legal trouble.

Low FSM commissions may only mean no FSM program. But if there is an FSM program, then it may mean bad tech. So a low completion and low Qual will mean an eventual collapsed FSM statistic also as the FSM's own area is being muddied up by failed cases.

High book sales, high letters out, high Tech and high Qual statistics mean the gross income statistic will soon rise. If these are low then gross income will fall.

Bills owed and cash in hand are read by the distance between the two lines. If it is narrowing, things are improving; if widening, things are getting worse. If they are far apart and have not closed for a long while, with the cash graph below, the management is dangerous and not at all alert.

THE DANGEROUS GRAPH

When all statistics on one set of graphs show a sinking *trend* line, it is a dangerous situation.

Trend means an inclination or tendency toward a general course or direction. Thus to get the trend one would look at several weeks' worth of stats.

To read the stat trend, one needs to visually average the peaks and valleys over a specific time period on the graph. It is done with the eye; there is no internal system of lines that can be drawn to assist this. One sits back and looks at the pattern as a whole and there is a definite pitch or slant that one can determine by this. That is the stat trend.

If all of these stat trends or most of them are down, the management is inactive.

FALSE COMBINATIONS

When a Continental Org includes its own org on its combined graphs for area orgs, it can have a very false picture.

Its own org's stats obscure those of the area orgs which may be dying.

Thus if you include a big function with a lot of small ones on a combined graph, you can get a very false idea.

Thus, graph big functions as themselves and keep them out of small functions of the same kind.

The Continental Org should not be part of a Continental Exec Div's statistics. Similarly SH stats should not be part of WW's.

A combined statistic is of course where you take the same stats from several functions and add them up to one line. A very large function added into a combined graph can therefore obscure bad situations. It can also obscure a totally inactive senior

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management as the big function under its own management may be wholly alert and competent but the senior management is masked from view by this one going concern whereas all its other points except the big one may be collapsing.

THE BIGGEST MISTAKE

The one big god-awful mistake an executive can make in reading and managing by graph is *being reasonable* about graphs. This is called JUSTIFYING A STATISTIC.

This is the single biggest error in graph interpretation by executives and the one thing that will clobber an org.

One sees a graph down and says, "Oh well, of course, that's _____" and at that moment you've had it.

I have seen a whole org tolerate a collapsed completions graph for literally months because they all "knew the new type process wasn't working well." The Tech Sec had JUSTIFIED his graph. The org bought it. None thought to question it. When it was pointed out that with the same processes the preceding Tech Sec had a continual high graph and a suppressive was looked for, it turned out to be the Tech Sec!

Never JUSTIFY why a graph continues to be down and never be reasonable about it. A down graph is simply a down graph and somebody is goofing. The only *explanation* that is valid at all is, "What was changed just before it fell? Good. Unchange it fast!" If a graph is down it can and *must* go up. How it is going to go up is the only interest. "What did we do each time the last few times just before it went up? Good. Do it!"

Justifying a graph is saying, "Well, graphs are always down in December due to Christmas." That doesn't get it up or even really say why it's down!

And don't think you know why a graph is up or down without thorough investigation. If it doesn't stay up or continues down then one didn't know. It takes very close study on the ground where the work is done to find why a graph suddenly rose or why it fell.

This pretended knowledge can be very dangerous. "The graph stays high because we send out the XY Info Packet," as a snap judgment may result in changing the Dissem Sec who was the real reason with his questionnaires. And the graphs fall suddenly even though no info packet change occurred.

GROSS REASONS

Graphs don't fall or rise for tiny, obscure, hard-to-find reasons. As in auditing, the errors are always BIG.

Book sales fall. People design new fliers for books, appropriate display money, go mad trying to get it up. And then at long last one discovers the real reason. The bookstore is always shut.

A big reason graphs fall is there's nobody there. Either the executive is double-hatted and is too busy on the *other* hat, or he just doesn't come to work.

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STICKY GRAPHS

Bad graphs which resist all efforts to improve them are *made.* They don't just happen.

A sticky graph is one that won't rise no matter what one does.

Such a graph is *made.* It is not a matter of omission. It is a matter of action.

If one is putting heavy effort into pushing a graph up and it won't go up, then there *must* be a hidden counter-effort to keep it down.

You can normally find this counter-effort by locating your biggest area of noncompliance with orders. That person is working *hard* to keep graphs down.

In this case it isn't laziness that's at fault. It's counter-action.

I have never seen an org or a division or a section that had a sticky graph that was not actively pushing the graph down.

Such areas are not idle. They are not doing their jobs. They are always doing *something else.* And that something else may suddenly hit you in the teeth.

So beware of a sticky graph. Find the area of noncompliance and reorganize the personnel or you, as an executive, will soon be in real hot water from that quarter.

Those things which suddenly reared up out of your in-basket, all claws, happened after a long period of sticky graphs in that area.

Today's grief was visible months ago on your stats.

SUMMARY

The simple ups and downs of graphs mean little when not watched over a period of time or compared to other graphs in the same activity.

One should know how to read stats and what they mean and why they behave that way so that one can take action in ample time.

Never get *reasonable* about a graph. The *only* reason it or its trend is down is that it is down. The thing to do is get it up.

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HCO POLICY LETTER OF 10 NOVEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 6

GOOD VERSUS BAD MANAGEMENT

The difference between good management and poor management can be the loss or gain of the entire organization.

Financial planning is a vital part of management. Good financial estimations and the ability to figure out, without vast accounting, the way things are in an org is an ability which is vital to good management.

The manager, given a few vital facts, who then needs an accountant to tell him how things are is of course incompetent.

Management is a high skill. Socialist or worker governments are flat on their uppers because they do not comprehend the degree of insight required in a successful manager. When they harass, mess up and sometimes shoot their managers, they promptly begin eras of starvation as in Russia, China and to some extent under their socialisms in recent years, England and the US. The amount of time *any* manager has to spend in the US or England battling with government clerks who aren't skilled enough to run a tricycle, assisted, is easily a third of the manager's time.

The essence of good management is CARING what goes on. The worker-oriented fellow cares for the worker but not for the organization. So we have a final extinction of the worker by the organization vanishing and no longer able to employ. The consequence is the widespread depression just beginning. *Real* help for the worker is also making sure there will be work for him to do. When the organization is gone, there is only misery, the dole, revolution and sudden death. The "worker-oriented" manager lacks the insight into the skill necessary to manage. So to him an organization is something to be bled. It is a bottomless pit of money. Such a person's total "skill" is how to get something out of the organization. But you can't take out more than comes in. Management is entirely beyond the ability of such people. They don't know what it is all about. They do not care what happens to the organization. Then suddenly the machinery all stops and everyone starves.

Whole countries go this way when the mess begins.

The basic difference between organizations that run and those that collapse is simply somebody caring what happens to the organization itself.

A good manager takes care of the workers. He also takes care of the organization. A worker-oriented fellow — union leader, agitator, do-gooder — cares only for the

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worker and *thus does the worker in.* So he is actually a suppressive. For the whole bang shoot goes to pieces and the end product is dismal unemployment, depression, malnutrition, starvation. You have to have lived through such a period to learn dread of it. And that's what caring nothing for the organization finally results in.

A worker-oriented person is deficient in pan-determinism. He or she cannot see that the health of all demands he take into account workers *and* the org. Therefore he or she is below the ability to determine both sides of things and so makes a very poor executive, being lopsided, given to "them and us," playing favorites and unable to see two sides of a question. Such abilities are *vital* in an executive, so he isn't one.

A worker-oriented person is not nice to individual workers — he or she may shoot them — but only about collective "workers."

Poor source identification goes with lack of pan-determinism so a person cannot see or solve the *real* problems around. So such people can't even operate as executives.

Thus you can know them. The org or country always fails.

So you want to watch this "poor-worker" pitch in an executive. If he cares only for the worker and nothing for the org, if he is only interested in what he or the workers can get out of an organization, then you are looking at somebody who in the long run will put one and all on the street.

You see here and there bared teeth at the org or the idea of the org. Along with it, if you look, you will find a heavy carelessness about the org's money and property and also a heavy effort to get something for the workers. Here you have a full-bodied case. This person won't ever succeed and should never be an executive. Never. For he'll do the workers in.

A good manager cares what happens, what's spent, what prosperity can occur, how the work is done, how the place looks, how the staff really fares. He is dedicated to getting the show on the road and he takes out of the lineup obstacles to the org's (and staff's) progress.

Caring what goes on and not caring is the basic difference. Caring for something else while working is the mark of the laborer, not the executive.

If you have to start an economy drive, look for the people who fight it. Quietly remove them from executive posts. You have a laborer, steeped privately in "us-poor-workers" and "get what you can" and "spend the org out the window."

If you care what happens to the org and the size of the paycheck as well, you will be very careful to develop an insight into finance, efficiency and the state of the org.

If you see bills owed soaring above cash on hand, you will also see executives who care nothing for the org. They are worker-oriented, anti-org people and you had better put a thumb down on continuing them as executives. Along with that unfavorable graph you will also find demands to borrow money, sell assets to pay bills and a near refusal to promote or make money.

I have learned all this the hard way. I pass it on for what it is worth. I can say these things because no man on Earth could seriously challenge me for not caring about

people or staffs. I do care. And the ultimate in caring is to make sure there is an org there.

So please be alert to these points in conducting Ad Council meetings. Inevitably the hardest job is financial planning. But in that sphere you will show up the executives and the laborers. Watch and when you find you have a worker-oriented person there, realize you don't have an executive. Get one.

SUMMARY

Bad management is therefore detectable on these points:

1. The bills-cash ratio will be high in bills and low in cash.
2. There is an effort to borrow money rather than earn it.
3. There is a heavy effort to sell assets rather than make money.
4. There is more effort to collect debts, particularly from seniors, than to make new income.
5. There will be an effort to be supported.
6. There will be low affinity in the org for the org and its public.
7. There will be protest and flashback at efforts to get them solvent.
8. There will be noncompliance with orders of senior management.

The remedy is to:

A. Find the most worker-oriented senior executive and remove him or her.

B. Find the anti-org executives and staff and remove them.

C. Put in the senior posts those who most care what happens to the org.

D. Enjoin and conduct careful financial planning and measures.

E. Remove from executive posts those who object to them or don't comply (that may have been missed in A and B).

F. Resurrect neglected orders and main programs and get them complied with.

G. Be exceedingly careful not to appoint people there in the future who don't care what happens to the org.

It does not much matter how one goes about this. If one wants the org *and its staff* to prosper, the above measures must be done and quickly when the bills-cash ratio of an org threatens the continuance of it and the staff their jobs.

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HCO POLICY LETTER OF 16 NOVEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 7

EXECUTIVE FACILITIES
FACILITY DIFFERENTIAL

When a senior executive has the ability to make money for the organization or greatly raise statistics and when this ability has been demonstrated, that executive should have facilities.

This ability is often discoverable by the absence of the executive from post for a period or when the executive is pulled off by emergencies. In such a time the income of the org may sink.

The degree the income shrinks is the "facility differential" of that executive. It is worth that much to the org in facilities to have the executive on post. Example: With that executive on duty—income $8,000 per week. With that executive absent—$5,000 per week. This is the "facility differential" of that *executive*. It is, in this example, $3,000 per week. This means that the org could afford $3,000 per week extreme to provide that executive with facilities for his work to keep him from overload. For it will lose $3,000 a week if this executive is distracted or overloaded. Of course nobody expects the org to spend $3,000. It just shows the extreme amount it could spend. One cannot afford not to spend *some* of it for facilities for this executive. The moment it does spend some of it—providing this executive does have this influence on income or production—the differential rises as the org makes more money or as the stat goes up. This trend can be pushed up and up.

Executives don't *deserve* secretaries or communicators. They earn them. If an executive has no "facility differential," he should not have special personal help.

The "facility differential" can also be judged from other statistics but income is the primary one.

For instance, we have just found my "facility differential" for Saint Hill org only. It is, based on losses during a six months' absence and gains for the last part of the year, £244,000 per annum for just this year. Thus the org *could* afford to spend £244,000 per annum to furnish me management facilities.

In this case the computation is made by the org's increased indebtedness for the first six months plus the lack of reserves set back and the rate of dismissal of debt in the last six months plus the reserves set aside. The increasing debt and reserve absence for six months is added to the debt reduction and reserve presence for the last six

months, giving the total. Income and other personnel remained similar all through the year but began to fail and was picked up by me at the half year.

The value is actual cash wasted in my absence and a beginning failure set up by bad tech and the recovery in terms of cash retained and income upsurge.

Naturally, this is a very high sum at this time (though quite accurate).

The org, however, cannot afford *not* to give me every facility required to keep me on its lines.

These total only a few thousand a year for extra personnel and admin facilities, not anywhere near £244,000. Thus, if the org (SH only) permitted me to move off its lines and failed to provide me facilities, it would lose on the current balance sheet, £244,000 per annum in actual cash and would in fact go broke. It can't stand that much loss. So the answer, nothing to do with my wishes, is that SH *must* provide me facilities for its own sake. Pay has nothing to do with it as I don't get paid. But SH staff pay would cease entirely as they would have no jobs.

An org is very lucky to have a few persons who can make money for it, fortunate to have one and in a mess if it has none.

Post title may mean nothing. A Registrar who, on post, brings in $5,000 a week and off post the org gets only $2,000 a week, is obviously such a person. The facility differential is $3,000 a week!

A Treasury Sec who on post has a cash-bills ratio equal but off post, the org, through lack of his financial planning, gets a gap of $20,000 for the three months he is off, means a facility differential of $80,000 a year for that Treas Sec.

The usual reward is promotion but the org often loses income by promoting a good Reg to a poor Dissem Sec.

The answer is to give the person facilities as there is a "facility differential." This may include more pay on post but *must* include more facilities, beyond that of other staff members.

Just doing a normal job on post is *maintaining* income. It takes quite an executive to raise it markedly beyond normal expansion.

Mary Sue, by actual data of times past, is worth to an org on any single executive post about 50 percent of its regular gross income. The fall and rise of about half the income has been demonstrated in several orgs over many years. Had she also been subtracted from the SH org, the facility differential added to my subtraction would have put it out of existence before the year was out.

It would be very foolish not to give her facilities. *Yet* she has never been known to ask for any and facilities have had to be *initiated* for her when they occurred. Thus top executives themselves have to notice this and demand facilities for the person. If they do not, the person at the very least will go off post or their services lost because of overwork.

So one doesn't have a communicator because one is an Exec Sec or senior executive. One has one if he or she has a "facility differential" beyond normal expectancy.

And that tells one who has communicators in an org. And who has the facilities.

And it says who *must* be given communicators and facilities and who shouldn't have them.

Granted it is sometimes hard to determine this "facility differential" in a staff member. But long experience will establish it.

FACILITIES

Facilities normally include:

a. Those that unburden lines,

b. Those that speed lines,

c. Those that gather data,

d. Those that compile,

e. Those that buy leisure,

f. Those that defend,

g. Those that extend longevity on the job.

One can think of many things that do each of these.

The bare minimum are accomplished by giving the executive a communicator.

The communicator more or less covers all the categories above. Then, as the facility differential rises, the communicator sheds hats by providing other people to take over these functions as outlined above.

ANALYSIS

The org board pattern (names of divisions, departments and their code words as per any of our org boards) is an analysis system which can be applied to any person or job. He is light or heavy on one or more of these and the pattern gives him or her a clue as to what is wrong.

Write them down for yourself and you will see. Which ones don't exist in your actions, which are in Emergency, which are Normal and which are high?

This is an ultimate analysis of the state of one's post. Or of one's life for that matter. One can progress simply by doing this now and then.

These also comprise a total pattern of facilities.

However one needn't go so far to help an executive with a facility differential at first. Later, such an analysis is absolutely necessary to keep facilities in balance.

At first one only need give the person a better desk in better space and a better phone and more ballpoints.

But a real facility differential amounting to 25 percent or more of the org's income (on or off job difference, proven) demands not only these but also a communicator.

WHAT IS A COMMUNICATOR?

A communicator is one who keeps the lines (body, despatch, letter, intercom, phone) moving or controlled for the executive.

The communicator, when not helped by others, really assumes all of (a) to (g) above and *does nothing else for anyone else.*

PRIMARY COMMUNICATOR DUTIES

The primary actions of a communicator concern despatch lines and are as follows:

1. Receives all written comm for the executive of all kinds with no bypass.
2. Identifies and returns to sender all dev-t. The executive never sees it. Notes the senders in a book. Attaches the appropriate dev-t PL to each returned despatch. Monthly reports the names of offenders and the number of times to the executive. (For these people are ruining other staff members too.)
3. Puts all directives, PLs, HCOBs and Ethics Orders and any statistics in a folder so marked each day.
4. Puts the org despatches in a folder so marked each day. (If several org areas or divisions are being handled, puts the despatches in folders by areas or divisions.)
5. Puts the personal despatches in a folder so marked each day.
6. Deletes from the lines anything that may be routinely answered by letter and answers it and puts the originals and typed answers for signature in a folder so marked each day.
7. Presents the folders named in 3 to 5 inclusive in the executive's in-basket at the beginning of the executive's workday (and holds all the rest that come in after, until the next day).
8. Puts the signature folder as per 6 above in the in-basket at the latest moment of the day sufficient to get them signed for the evening mail.
9. Lays cables and telegrams and phone messages in the center of the blotter on the executive's desk.
10. Comes in for cable answers when called.
11. Picks up and files properly for the executive all PLs, directives in the executive's own file.
12. Keeps the executive's own files for the executive's use.
13. Keeps excess paper, magazines, books picked up and filed.
14. Leaves alone things the executive is working on but files them if not being worked on after a while.

15. Oversees cleanliness and arrangement of desk and office.

16. Oversees ampleness of pertinent supplies: paper, pens, stapler, clips, etc.

17. Doesn't take up the executive's time with chitchat or verbal reports or rumors.

18. Handles by-hand rushes for the executive in and out.

19. Blocks all body traffic until its business established, then routes it properly (except where body traffic is the executive's business on post, in which case the communicator smooths and regulates it).

20. Handles phone traffic and keeps it very low, lists abusers as dev-t.

21. Takes down names of staff body traffic that is not a routine part of the line and reports it with the monthly dev-t report.

22. Takes the entheta off the lines but not items which if not handled will endanger the org.

23. Notes staff who hand the executive problems but do no compliance with solutions ordered and recommends ethics action.

24. Finds out bits of data when instructed to do so by the executive.

25. Keeps alert to malfunctions of lines and reports them for handling to appropriate persons.

26. Does not take up time of other staff or executives by unnecessary visits and does not prolong such visits beyond a crisp minimum transaction.

27. Blocks all lines if the executive engrossed in a project.

28. Keeps own desk and materials neat.

29. Demands a communicator's secretary if differential great enough and lines are jamming.

30. Demands other facilities as per (a) to (g) above if the facility differential is great enough and there is overload.

COMMUNICATOR'S TITLE

A communicator's title is always his or her executive's followed by "'s Communicator." To that, when there are more than one, may be added "for _____" being a function or division.

COMMUNICATOR'S PURPOSE

The communicator is to help the executive free his or her time for essential income-earning actions, rest or recreation, and to prolong the term of appointment of the executive by safeguarding against overload.

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COMMUNICATOR EXEC ACTIONS

The communicator has his own executive actions. These come under the Admin Know-How HCO PLs of contemporary date.

If a communicator can get these and dev-t policies grooved in for the executive, the communicator is invaluable.

A communicator should know the dev-t and Admin Know-How policies star-rated.

It should be no surprise to an executive to receive from his or her communicator a notice that the executive is violating Admin Know-How or dev-t policy. "May I call to your attention that you are wearing the Dir Clearing hat and have been for two weeks," or "You should request from Ad Council appointment of a board after your 10 July urgent directive."

COMPLIANCE

Policing compliance for a senior executive is a vital function of a communicator.

When an executive issues orders and they are not complied with then, as this builds up, that executive will suddenly behold a shock situation squarely on his plate.

Noncompliance lets entheta situations backfire right up to the executive. The degree of noncompliance regulates the number of screaming emergency messes the executive will have to handle.

The communicator then keeps an LRH Comm-type log and notes in it the orders or directives issued and notes as well compliance (using Dept I&R and time machine). At length, the communicator will have a noncompliance list.

This usually involves only a few persons or outside firms.

The communicator should inform the executive of this by presenting orders ready to sign nominating Ethics Hearings or Executive Ethics Hearings (or dismissal of outside firm) on certain persons who consistently noncomply.

If the executive has a junior post and a communicator, then for noncompliance one substitutes "job endangerment" actions which harass the executive and must be filed and remedied before the executive's statistic is shattered.

Only in that way can a communicator defend his or her executive from being hit by sudden shocks. Noncompliance (or job endangerment) lets the barriers down on the whole incoming line to a nasty situation which will then, unhandled, hit the executive with no time lapse left. So he has to handle a deteriorated situation in a screaming rush. He probably handled it months before but noncompliance let it worsen. And job endangerment, let it build up, has the same effect on a junior executive. The amount of bad news an executive gets in is in direct proportion to the failure of compliance (or job endangerment) and the communicator's failure to spot it at the time. The shorter the time one has to handle a bad mess, the harder and more shocking it is.

This is the *sole* reason a competent executive grows tired, wants to quit, leaves his job.

It is basically communicator failure to warn him of noncompliance (or job endangerment) early, so he can get people who *will* comply (or get those who endanger him off his back with their ineffectiveness or suppression). Or who will do their jobs and not leave them to the executive or let the executive suffer from their deeds or lack of them.

The fashion of a "private secretary" for every title is of course nonsense. As not every title by far is an income producer or statistic raiser.

Giving facilities to titles instead of high statistics denies the real producer what he needs by soaking up available help into corners that cannot benefit the org with it.

A *normal* action of a post is the usual covered (not uncovered) post which if replaced changes nothing. A real facility differential is a large change.

Thus if you give facilities to those who have no more than normal (covered post) facility differential and those who have a marked facility differential are given no help, you will eventually wipe out by overwork those who have the facility differential and the org will collapse.

It is not flashy new ideas so much that raise income but efficient standard actions.

New ideas are fine. When all the old programs are *also* working.

An executive who is brilliantly successful is one who can get all the formal, standard functions going and then add the garnish of bright new angles that augment the proven track.

Facilities give a valuable executive "think time" and "consider time" and a fresh, alert attitude toward what is going on.

If you want to raise your income as an org, then:

a. Get all standard actions functioning and staff working and

b. Spot those with "facility differential" and give them facilities.

c. Don't falsify any "facility differential" for sake of face or status.

d. Make sure that facilities granted know their business or work.

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HCO POLICY LETTER OF 17 NOVEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 8

INTERVENTION

The urgent directive system (see HCO PL of 31 Oct. 66 I, Admin Know-How 2) is the one most commonly used, when they have to intervene, by senior executives such as the following:

Founder
A Senior Ad Council
Exec Sec
LRH Comm

The routine in this case is more or less as follows:

1. The senior on discovery of a bad situation or noncompliance issues an urgent directive. (If more than one is issued at the same time by different seniors, the list above is the precedence list of what order to follow.)

2. The senior directs investigation. A Senior Ad Council usually appoints a Board of Investigation, sometimes directly orders a Comm Ev. The Founder might only require an ED from his LRH Comm in that area. An Exec Sec might require only an ED from his or her communicator if he or she has one. Or any on the list may order a board.

3. The ordering senior, on receipt of the requested directive in draft form, then returns it to the Ad Council of the org or orgs to which it will apply. Until the Ad Council acts or *some* directive to handle the situation is passed, the original most senior urgent directive remains in force.

The above would be the most common admin action, most calculated to bring things right in the long run.

It is important that until some form of ED is formally passed by the Ad Council of the org or orgs concerned, the urgent directive must be followed by those to whom it is addressed.

This keeps arbitraries from entering into admin.

Nothing of course prevents a senior executive as listed above from simply issuing straight orders with no follow-through of an ED. In such case, the directive is not called an urgent directive but is simply an order in ED form.

DIRECT ORDER

Example: A senior executive discovers that a high unreasonable rental compared to income is being contemplated. By any means or ED, he forbids it and demands other quarters be looked for quickly. This requires no follow-through beyond the senior executive making sure other quarters ARE found and the order is complied with.

URGENT DIRECTIVE

Example: The Founder finds a long string of people are being labeled suppressive because they won't separate from Joe Blow. He writes an urgent directive to stop labeling people this way and convenes a board on the whole subject in that org, gets their findings in the form of an ED, sends it to that Ad Council. They pass it after some, none or many changes. The urgent order ceases to be in force at that moment. He could also have simply issued a direct order.

Example: An HCO Exec Sec finds Central Files is not increasing. She issues an urgent directive to round up all CF names lying around the org. Then investigates personally, writes an ED and puts it before the Ad Council. They work on it, modify it or expand it and pass it. The urgent directive ceases to be valid. Remember, she could as easily simply have issued a direct order as above. It could even have been in Executive Directive form.

PETITION

A direct order or a straight directive can be petitioned against *after* compliance. The Ad Council simply passes a petition and gives any data required or an ED to substitute.

It is usually wise to give a better remedy in the form of an ED and get that ED conditionally passed with the approval of the original issuer of the direct order or straight directive.

THEORY

Those who do the work sometimes know best and those nearest the scene are sometimes better armed with data.

A senior executive sometimes has to act without all the data and a wise senior often so acts when the situation is bad.

But the senior is only trying to remedy the situation in the final analysis. After his ordered fast action is taken, he is ordinarily quite happy to have help improving the remedy.

DIRECT SUBMISSION

An urgent directive or direct order may also be handled as follows by a senior:

1. Issue it.
2. Send it to the Ad Council of the org to which it applies with the note: "After you've done this, pass a directive to handle this sort of thing."

DEMANDED DIRECTIVE

A senior can simply demand an Ad Council pass a directive to remedy a situation and let them sort it out. This is only done when one has almost *no* data.

In this case the Ad Council passes one, puts it in force and sends a copy to the senior via channels stating, "Compliance herewith."

LABELING DIRECTIVES

When an Executive Directive is passed by an Ad Council, if it wipes out an urgent directive or a direct submission or a demanded directive, the resulting ED must bear the fact under its title: Executive Directive after Board of Investigation — "Cancels Urgent Directive PE 96 GET INCOME UP"; or direct submission after urgent directive — "As requested by HCO Exec Sec WUS to augment her direct order, 'Get Income Up'"; or by demand for a directive — "As demanded by Ad Council WW in their cable 239 WW, Pass a directive increasing income."

DANGER FORMULA

The Danger Formula applies when such orders bypass those responsible, meaning at least an ethics investigation must occur to find who was asleep if any.

However, the Founder can issue an urgent directive or direct order to any org and order the Ad Council of any org, as he is in fact a senior of that immediate org, without having to take ethics action on the Ad Council WW or the senior Ad Council to that org. However in such cases Ad Council WW and the senior Ad Council are informed.

If, however, the Founder has to do too much too often, he steps back upstairs and investigates the senior Ad Councils. This has been the usual practice.

The Founder usually uses his LRH Comm to effect orders, get data and submit to Ad Council.

A senior Ad Council uses its area representative in its own group or the LRH Comm in the junior Ad Council to do the same thing.

In practice one issues urgent directives when the situation is rough and simply demands a directive when things look like they will get rough.

Intervention by seniors is hard for juniors to cope with. The best defense is don't develop bad situations that then require intervention and keep all stats up and the org expanding.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 DECEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 9

EXPANSION
THEORY OF POLICY

It is not very hard to grasp the basic principle underlying all policy letters and organization.

It is an empirical (observed and proven by observation) fact that nothing remains exactly the same forever. This condition is foreign to this universe. Things grow or they lessen. They cannot apparently maintain the same equilibrium or stability.

Thus things either expand or they contract. They do not remain level in this universe. Further, when something seeks to remain level and unchanged it contracts.

Thus we have three actions and only three. First is expansion, second is the effort to remain level or unchanged and third is contraction or lessening.

As nothing in this universe can remain exactly the same, then the second action (level) above will become the third action (lessen) if undisturbed or not acted on by an outside force. Thus actions two and three above (level and lessen) are similar in potential and both will lessen.

This leaves expansion as the only positive action which tends to guarantee survival.

The point of assumption in all policy letters is that we intend to survive and intend so on all dynamics.

To survive, then, one must expand as the only safe condition of operation.

If one remains level, one tends to contract. If one contracts, one's chances of survival diminish.

Therefore there is only one chance left and that, for an organization, is expansion.

PRODUCT

To expand, any company needs a demanded product and will and skill to produce and deliver it. It can be a service or an item.

If a company has a demanded product and will and skill to produce and deliver it, it must organize to expand. If it does, it will survive. If it organizes to stay level or seeks to grow smaller, it will perish.

This is easily observed in nations. Whenever one seeks to remain the same or to lessen itself, it usually perishes. It need not seek only to expand its borders. It can also expand its influence and service. Indeed, the effort to expand borders in a nation without increasing a demand for its influence and products is a primary cause of war. If a nation expanded the demand for its influence and products, it would expand without war. When a nation seeks to merely expand by force of arms and does not expand the demand for its products, one gets a dark age or at least a social catastrophe.

Rome, early on, was in great demand for its social technology and manufacturing skill and only a cruel streak in her made her wage war to expand. Britain for instance was ready to welcome Roman baskets and pottery and art and had been demanding them for nearly a century when Caesar's vicious ambitions actually wrecked the smooth progress of Rome by enforced expansion by arms in excess of the demand for Roman products. This was one Roman product nobody wanted — Caesar and his legions.

Psychiatry's product of further insanity was not in demand by the people but by the state which sought to crush people or at least hold them down. So psychiatry expanded by government regulation, not by popular demand, and so at this writing stands in danger of complete extinction, for its influence depends utterly on "expanding" into the legislatures and government treasuries and no expansion whatever of any demand from the public and no product except slaughter.

The Roman Catholic Church once had a healing product, by actual treatment and by relics and miracles and was in great demand by the public and eventually even the barbarians. But she began to fight progress in science and knowledge and her product turned into exported ignorance backed by autos-da-fé (burning heretics) and thus ceased to expand and today is rapidly shrinking.

Buddhism, earlier than that, expanded continuously as it never sought new extension of territory other than that of learning. Buddhism failed in India alone because its monks became licentious, ceased to deliver true teachings and were swept up, most likely, in India alone, by the Muslim conquest of that unhappy country sometime around the seventh century.

Britain of the twentieth century actively sought to contract her empire and did so to the tune of internal economic catastrophe.

SINGLE PRINCIPLE

Thus it should be obvious that contraction leads to death and expansion to life, providing that one maintains a demand for itself and the will and skill to produce and deliver a product.

If, as ours is, the product is very beneficial and if we continue to produce and deliver, the demand is assured. In this we are fortunate. And we are also fortunate that, try as they will, no squirrel is ever able to duplicate our product since one variation (that of changed brand) leads to others and they promptly have neither product nor demand — that observation is itself empirical. No squirrel has lasted more than two or three years in the past sixteen years. And there have been many. That they squirrel shows enough bad faith to drive away the public the moment the public hears of the original.

Thus providing we maintain the will and skill to produce and deliver we can expand and proper expansion that will continue is possible.

All our policy then is built on EXPANSION.

It assumes we wish to survive.

And it stresses the production and delivery of a straight, nonsquirrel product.

It is calculated to ensure a continued and widening demand by ensuring that product remains good and beneficial.

The technology itself is complete but it expands also by experience of administration of it and simplifying its presentation.

But to alter the basics of the technology will stop expansion because it is what we are producing, not what we are building.

We are building a better universe. It has not been a good universe to live in so far but it can be.

Our punitive force is our ethics system and it exists to ensure the quality of the product and to prevent the blunting of demand for the product.

INTERPRETATION OF POLICY

The organization then has all its policy rigged to expand.

It takes many things to ensure expansion.

Thus when you are interpreting policy, it should be interpreted only against EXPANSION as the single factor governing it.

This can serve to clarify questions about policy. The correct interpretation always leads to expansion, not holding a level or contraction.

For example, policy bars the entrance of the healing field. This is solely because there is too much trouble with the occupiers of that field and only outright war (with no demand) could solve them. This seems to be a brake on expansion. It is only a brake on expanding by war in the absence of demand. Therefore the right way to expand is to gradually build up general public demand, let experience by the public see that we heal and when the demand is there and howling for us, reinterpret the policy or abolish it as a brake to expansion. As one can only expand by external demand for the product, if one seeks to expand in the absence of a specific demand for the product, one has war and war doesn't lead to expansion any more than burning heretics and other brutalities expanded the Catholic movement.

So one interprets policy against *proper expansion* that is proper.

CORRECT EXPANSION

Expansion which when expanded can hold its territory without effort is proper and correct expansion.

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Hitler (like Caesar) did not "consolidate his conquered territory." It was not possible to do so, not because he did not have troops but because he didn't have a real demand for German technology and social philosophy before conquering. Thus Hitler lost his war and fascist Germany died. It is almost impossible to consolidate territory where one was not invited in in the first place and force had to be used in order to expand.

One can remove a real suppressive by force to ensure demand will then build, providing he does not seek to force the product on the suppressive and all those around the suppressive.

The suppressive, as an individual, can be removed by force because he is an antidemand factor using falsehood and lies to prevent demand from occurring. But one, in removing the suppressive, has to be sure one's own product and delivery are still correct and straight and in no way suppressive of anything but suppressives.

Further one must leave at least a crack in the door and never close it with a crash on anyone because a demand still may develop there.

The only way to start a full scale revolution is totally and thoroughly slam the door. One must always leave a crack open. The suppressive can recant and apologize. The pauper can by certain actions no matter how improbable secure service. Etc.

In short, use force only to shut down false antidemand factors. Yet leave the door at least a crack open in case demand without duress develops. Never finally shut off a possible demand.

You can stimulate demand. You can create it. But you may only comfortably and properly expand into demand.

Removal of a suppressive only brings a potential appearance of demand from the area he dominated. That potential, by some means, the best of which are good dissemination and service examples, must become demand before one can truly occupy territory.

Thus areas taken purely by force of arms can never be held by force of arms in the absence of demand for product and thus demand by the area for occupation and consolidation.

As we have a product that frees in an ultimate sense and de-aberrates, there is of course an end to the game. But it is so far ahead, embracing a whole universe, that it requires minimal consideration.

Expansion requires area to expand into. And we are in no danger of running out of that.

If we were dependent as nations often think they are on boundary expansion on one planet, or into one planet's populations as companies think they are, we would have brakes on expansion due to territorial or population limitations alone. But we are not likely to encounter such barriers for a period of time so long we can consider our expansion potential as infinite — and are the only organization that honestly can so consider. We are not conquering land in the government sense anyway.

All factors, then, in policy are rigged for expansion.

And this brings about a possibility one can be asked about, that of *over*expansion.

One can "overexpand" by acquiring too much territory too fast without knowing how to handle it. One can conquer new territory as fast as one wants IF he knows how to handle the situation.

There are several ways one can "overexpand." They all boil down to overextended administration lines in a *single* administrative unit.

In this, one must know the principle on which the org board was originally conceived. It is that of Thetan–Mind–Body–Product.

If there is a thetan, a mind (organization potential, not a harmful mass) can be set up — a mind which will organize a body which will produce a product.

If any one of these elements (Thetan–Mind–Body–Product) are missing, then an organization will fail.

Man is so aberrated all mental actions seem to him to be reactive mind actions. But there has to be in organizations a data and problem-solution coordination unit in order to set up a body. (A thetan can do this without a lot of mass, having his memory and perception and intelligence.) We have then an Advisory Council to coordinate acquired data, recognize and resolve problems. Above it, there has to be a thetan somewhat detached from it. This may be a higher mind (Ad Council) operating as a director to the lower Ad Council.

The mind must operate to form a body. This body is the MEST (matter, energy, space and time) and staff of the organization.

This body must produce a product. This in the HGC for instance is resolved cases.

Any smaller part of the whole organization is also a Thetan–Mind–Body–Product. Often the executive is both thetan and mind but as soon as traffic gets too heavy, he must form a separate mind such as an administrative committee or a personal staff to compose the mind. In such a smaller unit than the whole org, there is yet a body (the staff and MEST of the unit). And there *must* be a specific product. The product sometimes is absent and sometimes incorrectly assigned but if so the unit won't function.

Overexpansion occurs only when one tries to handle the larger volume with the same Thetan–Mind–Body–Product numbers one had before.

This tells you why single practitioners can't expand their practices without overwork.

It also tells you why some executives are upset at the idea of expansion as they (lacking organizational insight) see it solely as overwork. They don't see that when you expand volume and traffic you must expand the organization.

There is a wrong way and a right way to expand an organization.

The wrong way is to add staff and facilities endlessly (like governments tend to do) without adding to the organization itself.

If you had huge affluences occurring steadily, you would soon go into collapse if you did not expand also *by organizational units* or branches.

In taking over a new field or area of operation, for instance, one errs when he adds that traffic to the basic organization's traffic.

In the presence of huge escalating affluences, one must analyze what is causing them and reinforce them. BUT one must also see what new KIND of traffic is being added.

If one finds a new KIND of traffic, then one sets up a suborganization unit to handle it which is complete in itself.

If we are now getting "businessmen" in quantity, we set up, under the control of the original organization:

1. a thetan to supervise it,
2. a mind to coordinate it,
3. a body to handle it, and
4. a new product called "released/cleared businessmen."

If we then were to find the new unit (struggling to form itself into seven divisions on its own by now) gets a lot of demand and statistics on an Org Exec Course, it must cease to gratuitously coach it and set up its "Business Academy" teaching the Org Exec Course as Dept 10, appointing a thetan, mind, body and achieving a product "trained businessmen" and see that units to support it occur in other divisions and an ethics unit to prevent blunting of demand and re-aberration.

This can even go backwards. One sets up in Dissem a unit called "Business Course Project Promotion Section" and stimulates the demand and then when it is there puts in its Department 10.

Soon all seven divisions have extra units to care for this new action, each unit with a Thetan–Mind–Body–Product. The products are different but they all add up to "trained businessmen," whether they are creating demand, financing or servicing.

So *over*expansion is only underorganization in the main.

One can of course "overexpand" by attempted servicing in the absence of demand causing thus losses in finance. In such a case only concentrate on creating *new* demand, not on servicing old demands. This by the way is the most common error in organizations of ours. They shrink because they are not creating *new* demand and concentrate only on creating demand in those already demanding (which is lazy-easy).

New demand is expensive to develop. Thus you often see finance units frowning on "new demand" expenses and cutting down magazines in number of issue, not buying new mail lists, etc.

To start a new suborganization, one sets up on the basis of potential demand, sets up ethics to prevent demand-blunting or bad internal service or performance, works on increasing the demand, introduces service, sets up external ethics to prevent blunted demand, increases the demand by dissemination to *new* and *old* areas of demand, increases service, ensures product, increases the organization (not just staff), increases demand in new and old areas, stiffens up ethics, improves service facilities, etc., etc.

It's continuous expansion of volume, continuous expansion of organization, continuous expansion of demand. Where one lags behind the others one gets trouble.

It is almost impossible to run a nonexpanding organization with ease. One gets into financial crises, staff troubles and overwork. Decay has set in. And fighting it is sure to overwork an executive. The easiest course is to expand. Then one has the help.

Summary: In understanding policy one must understand its key and that is expansion.

Only a Scientology organization has an unlimited horizon. But any organization must expand to survive.

The only ways you can "overexpand" are to fail to expand with new demand and keep pace with it evenly with organizational expansion as well as numbers.

It is easier to expand than to "remain level."

Organizations and units which do not expand cannot stay level and so contract.

Org executives and personnel are overworked only when they cannot afford to expand and thus cannot get the help they need to do the work, quite in addition to there being more problems made by contraction than by expansion.

Scientology organizations are designed for expansion.

Expansion requires an expansion of all factors involved and when something expands out of pace with the rest which is not expanding at the same rate, trouble is caused.

Uniform expansion of demand, ethics and service into new fields and areas as well as old areas of operation are needful to trouble-free activities.

Each member and unit of an organization has a product which, if different, contributes to the whole product of an organization.

The ultimate product of Scientology is a universe that is decent and happy to live in, not degenerated and made miserable by suppressives as it has been. This is accomplished by the de-aberration of individuals and the prevention of blunted demand and re-aberration by suppressives and this is the method of expansion.

If in these early days of Scientology we have any troubles, they occurred by an earlier imbalance of expansion.

Demand was created without handling suppressives, which unequal expansion gave us a backlog of unhandled ethics in the society. All we need do is catch up our backlog in those organizational functions which were not expanded when they should have been and all will go smoothly.

Any time you do not expand uniformly with all functions you get an appearance of overexpansion by some functions. The best answer is not to cancel the expanded functions which overreached but to catch them up by expanding the ones one neglected in support. You will have trouble wherever you cut back an expansion as that is contraction. The answer, within reason, is to advance all else to catch up to the expanded portion while still, more calmly, expanding it.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 DECEMBER 1966
ISSUE I

GEN. NON-REMIMEO
EXECS SH
ORG EXEC COURSE

ADMIN KNOW-HOW SERIES 10

HOW TO PROGRAM AN ORG SAINT HILL PROGRAMS

In past years we have had many problems resulting in programs as follows:

The sequence of *major* programs at Saint Hill:

To provide a home for LRH and family in Commonwealth area so Commonwealth area could be organized and made self-supporting.

To provide admin facilities for LRH in Commonwealth area.

To make Commonwealth area self-supporting regardless of US funds or customers. (Not yet resolved.)

To train technical and admin staffs for Commonwealth orgs.

To make Commonwealth outer orgs run on their income without their using all the bills sums owed SH or Ron as part of their operating funds.

To find financial support for SH activities resulting in the SHSBC which also accomplished the next above.

To handle Commonwealth activities and organizations and also handle US activities. (Solved by telex and OIC and later the Exec Div WW.)

To establish SH general broad promotion. (Solved by *The Auditor*.)

To provide facilities for administering critical high-level tech such as Power Processes. (Solved by SH HGC.)

To organize SH so it could be administered (made needful by '63–'64 collapse of multiple corporative setup). (Solved by seven-div system completed by end of 1965.)

To refine the Qual Div to prevent all "failed cases," train staff and improve tech.

To get reports of tax, etc., off continual crash programs. (Solved by Treasurer but incomplete of any guarantee of chartered accountant compliance.)

To get field auditors to cooperate and stop conflicts with orgs. (FSM program.)

To refine the Tech Div. (Finished about August 1966.)

To get in smooth operation an Ethics system.

To operate the Clearing Course and to assembly-line Clears. (Still under refinement but more or less complete.)

To establish and operate OT Course. (Just now under development.)

To beat back continuous attacks by suppressives in the third and fourth dynamics. (Solved by establishing Intelligence Branch.)

To train up staffs at SH and in outer orgs by staff status and Org Exec Course.

To improve the cash-bills ratios of orgs.

To safeguard income once earned by better financial planning.

To reform Ad Councils into representative bodies (now complete with the formation of an Executive Council).

To assemble all Scientology materials. (Flopped by reason of noncompliance but lately reinstituted.)

Dictionary Project to prevent misunderstood words. (In sporadic and jerky action to this day.)

To handle legal situations which built up by noncompliance by attorneys internal and external in org. (Under solution.)

To improve and maintain affluences. (Just begun.)

To help Scientology dissemination and attack more broadly to prevent such quantities of legal defense. (OT activities program just begun.)

To safeguard, continue and expand all Scientology orgs. (Worked on a bit, not really concentrated on except for cash-bills and staff status.)

General improvement of finances. (OT activities.)

Buildings for Scientology orgs. (OT activities.)

To establish better audiovisio educational facilities. (Barely begun.)

These have been and are the major program steps which have been implemented or are under development at Saint Hill since 1959 and forward to the end of 1966.

Some of the years covered acquired names such as

1965 — The Year of Organization.
1966 — The Year of the Clears.
1967 — Will probably be the Year of the OTs.

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It will be noted that each of these programs solved a self-evident problem.

It must be realized then that these problems did exist.

If the problems exist again, remember there was already a solution program and usually it has only been dropped and the problem reappeared because it had been dropped. The proper directive action is to reimplement and improve the solution which is to say, in the case of SH, the carrying out of the successful programs noted above.

Ad Councils are always advancing new programs and often it is only an old program dropped out that needs reinstituting, not a new solution. Certainly an old problem has cropped up again.

There have been other programs of course. Many solutions to old problems, and of major importance, are found in policy letters. Some programs, although necessary, have never been successfully implemented. There was the motion picture program but it is dogged by technical bugs and became part of the audiovisio program now being attempted. There has been the rewrite of all books program but I've been too overworked to attempt it.

Other future, self-evident programs will come into being. They will only fail if earlier programs, dropped out or not given reorganization when needed, bring old problems into view by exposing them. All the problems underlying the program solutions above still potentially exist, held in abeyance only by the programs.

The best way to form programs is to isolate *actual* problems at any level of operation and solve them either by removing elements that make them or by instituting a program. Sensible planning tends toward both actions.

An unsuccessful program usually will be found to be solving the wrong problem or is itself an improper solution to an actual problem.

If you want to establish the validity of a new program offered by someone, ask him what problem it is seeking to solve. You can then see if you already have a solution to the problem, but most often you will see that no clarified idea of the problem existed and so the solution is poor or inadequate.

The common problem of an org is not the development of programs but failure to execute existing ones.

Another difficulty with orgs is that they often alter the existing program so that it no longer resolves the problem the program was set up to handle. A current example is magazines. Magazines exist to solve the problem of public unawareness of an org. An org has no space unless it is sending out anchor points to make it. And it is in nonexistence for its *Scientology* public unless it mails magazines regularly. Magazines do not develop much new public — that is another, largely unsolved, problem. Magazines exist to continue the awareness of the existing Scientology public. Now as these people are already aware of Scientology, the awareness one is trying to develop is that of the org and its services. Recently continental magazines began to issue only Scientology *data*. The ads making the Scientology public aware of the *org* were toned down and omitted

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and the cash-bills ratio worsened in orgs. The orgs started toward nonexistence. Significantly the trend was begun by a someone who did not like orgs but was in favor of Scientology. Issue Authority erred in not looking at old magazines and comparing them to the current layout. There was a vast difference. No ads in current ones. The program had been altered.

Artists are taught to be "original" and to alter. Yet successful artists painted the same picture their whole lives under different names. These just seemed new.

To change, alter or drop a program one must know what the program was there to solve. Just change for change's sake is mere aberration (making the lines crooked).

It's a good exercise for a senior executive to list the problems the org really does have. To know the programs of an org that are *in* is to see what problems an org *would* have if they were dropped.

It's healthy to revert a program now and then by meticulously examining how it was originally when it was very successful and then put it back the way it was originally. This is done not by adjusting lines but by looking up old magazines, old policy, old despatches and issue pieces, even old tapes. What did it used to consist of? If it is no longer successful:

a. The program was altered or dropped and

b. The org will have a problem it once had long ago or

c. (rare) The causes of the problem have been removed and the problem no longer exists.

There's lots of trial and error in developing a program. That's why any *new* program should only be a "special project" for a while, off the org main lines really, under special management. If a "special project" starts to show up well in finance (and only in finance), then one should include it "in" with its new staff as an org standard project.

To run new programs in on existing lines is to disturb (by distraction and staff overload) existing programs and, even if good, the new program will fail and damage as well existing programs.

Provide, then, staff and money to pioneer a new program as a "special project." If you don't have money or staff to do this, you would do far, far better simply looking over the problems the org faces and get in the *old* programs that handled them. These are known winners, and don't forget, they cost a lot to find and prove as *the* thing to do. And they took a long time.

Take the Central Files–Letter Reg setup in orgs. That's a standard program. Developed in London and DC in the mid '50s. If you dropped it out, an org would fail. The problem is "how to achieve special individual contact with *existing* clientele and maintain *existing,* already developed business." One large firm, I was told the other day, that has put in our seven-division system was stunned to find they had *never* contacted their existing business clientele. They only had done business with *new* clientele. This cost them perhaps 200,000 sales a year! They promptly put in our CF–Letter Registrar system with a vengeance.

In their case (as in a forming or reorganized org) they weren't even aware of the problem and so had no program for it.

It is often the case that one can develop a program that removes the need of some other program. If one removes the factors that make the problem, one can dispense with the program that solves it. But this is so rare it is nonhuman in most instances.

For instance, doctors are a public solution to the problem of human body illness. If one removed this problem, one could remove the "doctor program" safely. That's why doctors sometimes fight us. We are thought to be working to remove the problem to which they are a program. One would have to have more than a better *cure*. One would have to remove in the fourth dynamic (mankind) the *causes* of illness. These would not be what people think they are as the problem persists and so does the "doctor program" in the society. It can't be the right problem. Only enough is known of the causes of illness to make the problem *appear* to be handled. Actually the bad statistic of ill people is rising. We have entered the field in research only far enough to know that suppressives make people ill but that's a sufficient departure to make it an ethics problem, not one in treatment! By extension of this theory, one might find this problem not caused by Pasteur's germs but by suppressive groups. In that case one would increase ethics programs. Eventually, if this solved it, the "doctor program" would be diminished as no longer the only solution.

The above is not a statement of intention or a plan. It is an example of how an old standard program can become less important. Note that one would have to (a) state the problem better than it had been stated, (b) isolate causes of the real problem, (c) institute a "special project" to handle *those* causes, (d) see if the problem was now better handled, (e) abandon it if it didn't handle the problem, or (f) make it a standard program if it did prove effective, (g) diminish the old program.

So just dropping a proven program (without going at it as above [a] to [f]) can be a catastrophe as it can let in an old problem when one has quite enough problems already.

Abandoned programs that were successful are currently the main cause of orgs being in any difficulty.

You can always make an org run better by studying old successful programs and getting them back in.

If you were to take the above list at Saint Hill, the major SH programs since 1959, and simply *revert* them (make them more like the original) and reinforce them, income would probably double.

If we abandoned as few as five of these programs, the SH org would undoubtedly collapse.

If we added six new programs directly into the org without seeing the problem to be solved, we could distract staff to a point where the old standard programs would suffer and the org would collapse.

Sometimes, even in our orgs, we enter new arbitraries which make new problems we don't need. Those are the sources we can do without. If we didn't routinely abolish such org-generated problems, we would fade away in a year.

Therefore we cherish and forward the existing programs we have and study them continually to be sure they don't "go out."

This is not a list of the *problems* faced at Saint Hill; it is a list of solutions. For these programs may accidentally be solving problems we cannot yet clearly state.

This is not a list of all major programs in Scientology. These are found in the policy letters of past years and particularly 1965.

This is a list of the major SH programs for use by SH executives and as an illustration to others on how to program and to show them that as Scientologists we use our knowledge of the mechanics of life, problems and solutions to govern programs.

If *all* the problems we faced were ours only we could of course simply audit them out. But we exist in a third and fourth dynamic which is not merely aberrated but quite batty. This thrusts problems on us (finance, international ignorance and intolerance, religious and psychiatric cults, suppressive governments, retarded or misused scientific technology, lack of human dignity and a host of other factors).

We exist, therefore, in a rather madly tossing sea, beset by numerous counter-currents.

As we grow we can remove vicious causes that make our problems problems. Only then can we begin to drop certain programs as the problems will cease to exist. But at this writing those problems do exist and holding them in check are numerous solutions we call programs.

Where one of our standard programs fails through lack of recognition we then see a problem charging in on us demanding crash programing by higher executives.

When we let uninformed or worse people put in new arbitraries or solutions that solve no problem, we disturb old programs and soon have heavy trouble through unnecessary programing. (Watching a new, inexperienced Ad Council propose "programs" is a painful experience to a trained and effective executive. These proposed measures look silly because they confront no real problems of the org and are dangerous because they will distract the org from correct existing programs of which the new Ad Council seems blissfully unaware.)

When an org doesn't know its programs, it can get pretty silly and deeply in trouble. If it also knows its problems it is fortunate.

But any Scientology org is rich in programs already proven and tested and in exact drill. If it just keeps these going it will win even if it doesn't see the problems.

As it wins the org expands, can afford more assistance, is less under duress. Then it can begin to examine the problems themselves (still keeping the solution as a program) and possibly remove some of the causes of the actual problem. Only when the problem is gone can one drop a program.

A *Scientology* org is best fitted to do this as its staff is going uptone by processing and is more and more able to confront and see source. Therefore it eventually can remove the causes of its problems since it can (a) see the problem and (b) see the bad sources which make the problem.

Until it *can* see, it is not safe to drop any of the solutions. And as orgs are a channel or a way in themselves they always will have a bottom strata of people who cannot yet see the problems and so need explicit programs to follow. As the lower strata moves up, a new lower strata, by expansion, takes its place so there is no real end to programs until the day comes when the universe is sane.

And that's not tomorrow or even the day after.

But we *are* making steady, relentless progress in that direction. Mainly because of our programs, well applied.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 DECEMBER 1966
ISSUE II
CORRECTION AND ADDITION

GEN. NON-REMIMEO
EXECS SH
ORG EXEC COURSE

ADMIN KNOW-HOW SERIES 11

HOW TO PROGRAM AN ORG CORRECTIONS AND ADDITION SEQUENCE OF PROGRAMS CORRECTION

The sixth SH program from the top on page one states, "To find financial support for SH activities resulting in the SHSBC *which also accomplished the next above.*" This does not refer to "next above" but to two above, "To train technical and admin staffs for Commonwealth orgs." The Saint Hill Special Briefing Course was founded (a) to train tech and admin staffs for Commonwealth orgs and (b) was found to be the solvency factor of Saint Hill which was being looked for.

"Next above," "To make Commonwealth outer orgs run on their income without their using all the bills sums owed SH or Ron as part of their operating funds" has only partially been solved and the SHSBC was not founded to solve it although it helped. The 7 div system began to solve it (financial independence of outer orgs) but only where a *good* Qual Div was put in first and all area failed or overrun cases were picked up. It is notable that Sydney and Adelaide, reported by Auckland to have put in *no* Qual Div even after 2 years of urging, were low orgs on the totem pole. Others that did get in a Qual Div and pick up their failed cases and overruns improved very markedly. So the solution to solvent outer orgs that could run without using SH or Ron's income lay in (a) establishing a fine Qual Div, (b) picking up their area's "failed cases" and also repairing *all* overruns, (c) training their staffs on tech and admin in the new Qual and (d) putting in a fine Tech Div. Those that really did that are going very well. Sydney, which butchered cases once by overrun R2-12, evidently completely neglected the program and remains insolvent.

ADDITION

To make a simpler statement of What Is a Program, the following is offered:

1. The org has a problem relating to its function and survival.
2. Unless the problem is solved, the org will not do well and may even go under.
3. The *solution* is actually an org activity or drill. We call this a PROGRAM.

4. To find and establish a *program,* one conceives of a solution and sets it up independent of org lines with its own staff and finance as a SPECIAL PROJECT.

5. When a special project is seen to be effective or, especially, profitable, it is then put into the org lines as worked out in the "special project," bringing its own staff with it.

6. The usual place to carry a special project is under the Office of LRH or the Office of the HCO Exec Sec or Office of the Org Exec Sec. Programs go in their appropriate departments and divisions one to six, not seven.

OVERHAULING A PROJECT

When a program goes bad, gets altered to a point of unworkability or carelessly conducted or is dropped without orders to do so, two things may happen.

1. The Exec Sec (or LRH or the LRH Comm) over that division puts the executives which should have seen to the program in DANGER condition and personally pushes to get the program back in as a program.

2. If this fails, the Exec Sec (or LRH or the LRH Comm) hauls the whole program into his own office as though it were a new special project, gets it personnel and finance and sets it all up and then gives it over to its correct dept and division.

The second step comes about when one finds any noncompliance in doing (1) above. As a Danger condition was already set up and the Exec Sec (or other senior) is handling it on a bypass already, if one *still* can't get the program restarted there is no other action one can take than pulling the whole thing into one's own office. For sure somebody has a foot on it. Although one can try to find WHO has, this is no reason to continue to stall the program. After a Danger condition on a program has existed for a while with no change of activity, one is wasting one's time to keep pushing on a via. The *easier* course is simply to say, "As Address has been in Danger for some time and still continues to goof, I, the HCO Exec Sec, hereby take Address into my office in Division 7 where I will personally straighten it out and meanwhile the Ad Council is to nominate for the Exec Council a new HCO Area Sec."

In actual operation — I often do (1) above — call a Danger condition on a program that is not functioning, handle it personally and use ethics action on those bypassed.

Sometimes when (1) doesn't work, I realize there is interference still and haul the whole section into my office as a function of my office. It may stay there quite a while. Then I will put it elsewhere as a complete section transfer. Sometimes after the transfer I again have to haul it back. Usually that's because it went into the wrong place in the org. If you put a section in the wrong dept or division, it just won't function. The exception is the Exec Div and anything can be put in there for a while.

The common error in (2) is to forget one has it and forget to transfer it when formed up properly. If one looks over what hats he is wearing, one usually finds a program or two he has been handling and which he ought to finish up in final form and put into the org proper.

In theory any exec or even an in-charge can do (1) and (2) above.

If (1) doesn't work then do (2). The main mistake is to forget to complete the action of (2) by putting the program back in place in the org. To prevent that from happening, when you do (2), change it also on the org board. Then it stays in view. Otherwise one forgets and soon begins to feel overworked.

Almost any executive is holding on to a special project or two or even a program. So one should routinely look over one's own hats and refind these and complete cycle on them.

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HCO POLICY LETTER OF 26 DECEMBER 1966

REMIMEO

ADMIN KNOW-HOW SERIES 12

PTS SECTIONS, PERSONNEL AND EXECS

An org has certain sections, units, personnel and executives who go PTS to suppressive elements in the society.

If one knows this, one becomes less puzzled by noncompliances and trouble in those quarters. One can also do something effective if one realizes why.

Legal, Accounts and Construction and lesser units tend to go PTS very easily.

A "PTS" is a *potential trouble source* by reason of contact with a suppressive person or group.

Suppression is "a harmful intention or action against which one cannot fight back." Thus when one can do *anything* about it, it is less suppressive.

Thus Legal goes PTS being in contact with SP courts and with SP or PTS attorney firms as well as confronting suppressives who are seeking to injure the org through various suppressive actions.

Accounts goes PTS through various tax and government supervision suppressions.

An Estate Branch listening to Town and Country Planning or zoning suppressives tends to go PTS.

In a standard issue corporation the labor relations contact point, continually messed up by labor agitators who could do the company in and regulations protecting such, tends to go PTS.

An Ethics Officer may become PTS.

The Dead File Unit may go PTS on all the entheta letters.

As such PTS personnel impinges on top executives, these can also go PTS and the org gets harmed to say the least.

HANDLING

As one cannot easily disconnect from suppressive society points without leaving the society, it remains that an executive must handle, if not the SP social groups, at least the situation developing from them and into the org.

Ideally one removes the SPs in the social groups. But where that is not possible one can do several things:

a. Limit the number of org personnel such groups contact.

b. Give such org personnel as do contact such suppressive elements S&Ds occasionally.

c. Change such personnel frequently.

d. Develop a system to restrain the SP from easily influencing such org personnel as may remain in contact.

e. Work gradually but steadily into a position to be able to remove suppressives from the social groups in question, such as becoming more influential as an org, suing, exposing, public education and other means.

INDICATORS

The first indicator an org executive has of a unit or staff member going PTS is noncompliance. Such personnel are being overwhelmed in various ways by the SP social groups and have no energy left to undertake their duties or forward org programs.

Another indicator is the amount of illness and lack of case progress on the part of such PTS staff members.

A third indicator is an executive getting the hat of such a personnel on his own plate.

An executive who doesn't notice such indicators and act is being in turn PTS, or simply isn't of executive caliber.

METHODS OF BALKING

There are several methods by which a staff member acting as an org contact point in connection with suppressives can balk the agents of SP groups.

One is to always tape-record *visibly* whatever the agent from such a suppressive group says. "Ah. Mr. Figuretwist of the Tax Division? Good. Now wait a moment so I can record whatever you say. Good. It's now recording. Go ahead." We used to handle the Internal "Revenue" Service of the US this way quite successfully. The org contact point always stopping the IRS inspector they sent around, turning on a portable recorder and then, and not until then, letting the man speak. Quite effective. That org only got into tax trouble when it stopped doing this. After the recording was dropped out as drill, the SP utterances of IRS agents were in full cry at the staff and they went PTS and began to make crazy errors and ignore org orders re tax.

Any time such agents come around they try to get as many staff into it as possible. And yap and yap and threaten and enturbulate. One *must* put them in Coventry (silence treatment) from staff other than the contact point. Staff members of a unit that could go PTS must be ordered to walk off without a word whenever such an agent

shows up. *No* "bull sessions" or arguments with such a person. The staff personnel who handles should point at the agent if other staff is about and say some key word like "This is a government man" at which all other staff in the unit turns its back or pointedly walks off. If you do this, such agents can't take offense but they get very uneasy, transact quickly, forget their mission to be enturbulative and go away soon. Don't ever think politeness will help you. Tipping one's hat to snakes never stopped a person getting bitten. Walking off has.

Staffs are so "reasonable" they think these SP group representatives are there for necessary purposes or serve some purpose or can be reasoned with — all of which is nonsense.

There are no good reporters. There are no good government or SP group agents. The longer you try to be nice, the worse off you will be. And the sooner one learns this, the happier he will be.

Some staff member in such contact points in the org should be the only one who handles and all other staff should be given chits for talking to such a person.

This limits the area of enturbulation. The handling staff member can become expert. But even so, watch for bad indicators in that staff member, and the moment they show up, change the contact point.

Never give such persons access to persons high up in the org — or unit. Turn such over to special personnel who can get the business over with at once and get the agent off the premises soon.

If you see a manager snapping terminals with such agents, transfer him to another post in the org. Unless you do so, he'll soon cease complying with policy and will soon have the place falling apart.

When such agents act or sound *very* suppressive, get them investigated, find the scandal and attack. It is a fortunate truth that such people *also* have crimes in their background that can be found. Find and expose them.

SPs are at war. Pleasant conduct, mean conduct, *any* conduct at all is simply more war. So wage the back action as a battle.

In all the history of Scientology no interviewing reporter ever helped. They all meant the worst when they acted their best and we are always sorry ever to have spoken. Even if the reporter is all right, his newspaper isn't and will twist his story. We have done best when we have blocked off reporters and worst when we've been nice. So the moral is, a person from an SP group will eventually make an org or some part of it PTS regardless of the agent's conduct.

These words may seem harsh and unreasonable, yet truth is truth and only when we ignore it do we get fouled up. Agents from SP groups lead to PTS staff, units or sections, leads to noncompliance, leads to a mess.

It isn't just imagination that SPs attack Scientology. The evidence has been around in plenty for sixteen years.

We began to prosper the day we cut public SPs' correspondence off the org lines and sent it to dead file. Our executives began to function, policy began to be followed and we began to grow.

So we'll attain new expansion just by applying what is in this policy letter.

I personally find such agents rather pitiful in their attempts to make trouble.

I think the contemporary attempts to upset us and accusations of things we never do quite prove the fact such mean us no good. But many staff and executives try desperately to be nice to them.

Handle the business they present as effectively as possible on special channels. Don't be nice. Limit their reach. And have less noncompliance and a far more effective and happier org. After all, real suppressives only constitute about 2½ percent of the total population. Why spend more than 2½ percent of your time on them?

The whole stunt is realizing that certain groups are SP and recognizing them and then handling them.

Be alert and stay alive. It won't always be this way.

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HCO POLICY LETTER OF 12 FEBRUARY 1967
(Also issued as an HCOB, same date and title)

ORG EXEC COURSE

ADMIN KNOW-HOW SERIES 13

THE RESPONSIBILITIES OF LEADERS

A few comments on POWER, being or working close to or under a power, which is to say a leader or one who exerts wide primary influence on the affairs of men.

I have written it this way, using two actual people, to give an example of magnitude enough to interest and to furnish some pleasant reading. And I used a military sphere so it could be seen clearly without restimulation of admin problems.

The book referenced is a fantastically able book, by the way.

THE MISTAKES OF SIMON BOLIVAR AND MANUELA SAENZ

Reference: The book entitled:

The Four Seasons of Manuela
by Victor W. von Hagen, a biography.
A Mayflower Dell paperback. Oct. 1966. 6 shillings.

Simon Bolivar was the liberator of South America from the yoke of Spain.

Manuela Saenz was the liberatress and consort.

Their acts and fates are well recorded in this moving biography.

But aside from any purely dramatic value, the book lays bare and motivates various actions of great interest to those who lead, who support or are near leaders.

Simon Bolivar was a very strong character. He was one of the richest men in South America. He had real personal ability given to only a handful on the planet. He was a military commander without peer in history. Why he would fail and die an exile to be later deified is thus of great interest. What mistakes did he make?

Manuela Saenz was a brilliant, beautiful and able woman. She was loyal, devoted, quite comparable to Bolivar, far above the cut of average humanoids. Why then did she live a vilified outcast, receive such violent social rejection and die of poverty and remain unknown to history? What mistakes did she make?

BOLIVAR'S ERRORS

The freeing of things is the reverse unstated dramatization (the opposite side of the coin) to the slavery enjoined by the mechanisms of the mind. Unless there is something

to free men *into,* the act of freeing is simply a protest of slavery. And as no humanoid *is* free while aberrated in the body cycle, it is of course a gesture to free him politically as it frees him only into the anarchy of dramatizing his aberrations with NO control whatever and without something to fight exterior; and with no exteriorization of his interest, he simply goes mad noisily or quietly.

Once as great a wrong as depraving beings has been done, there is of course no freedom short of freeing one from the depravity itself or *at least* from its most obvious influences in the society. In short, one would have to de-aberrate a man before his whole social structure could be de-aberrated.

If one lacked the whole ability to free man wholly from his reactive patterns, then one could free man from their restimulators in the society at least. If one had the whole of the data (but lacked the Scientology tech), one would simply use reactive patterns to blow the old society apart and then pick up the pieces neatly in a new pattern. If one had no inkling of how reactive one can get (and Bolivar of course had no knowledge whatever in that field), there yet remained a workable formula used "instinctively" by most successful, practical political leaders:

If you free a society from those things you see wrong with it and use force to demand it do what is right, and if you carry forward with decision and thoroughness and without continual temporizing, you can, in the applications of your charm and gifts, bring about a great political reform or improve a failing country.

So Bolivar's first error, most consistent it was, too, was contained in the vital words "you see" in the above paragraph. He didn't look and he didn't even listen to sound intelligence reports. He was so *sure* he could *glow* things right or fight things right or charm things right that he never looked for anything wrong to correct until it was too late. This is the ne plus ultra of personal confidence, amounting to supreme vanity. "When he appeared it would all come right" was not only his belief but his basic philosophy. So the first time it didn't work, he collapsed. All his skills and charm were channeled into this one test. Only that could he observe.

Not to compare with Bolivar but to show my understanding of this:

I once had a similar one. "I would keep going as long as I could and when I was stopped I would then die." This was a solution mild enough to state and really hard to understand until you had an inkling of what I meant by keeping going. Meteors keep going—very, very fast. And so did I. Then one day ages back, I finally *was* stopped after countless little stoppings by social contacts and family to prepare me, culminating in a navy more devoted to braid than dead enemies and literally I quit. For a while I couldn't get a clue of what was wrong with me. Life went completely unlivable until I found a *new* solution. So I know the frailty of these single solutions. Not to compare myself but just to show it happens to us all, not just Bolivars.

Bolivar had no personal insight at all. He could only "outsight" and even then he did not look or listen. He *glowed* things right. Pitifully, it was his undoing that he could. Until he no longer could. When he couldn't glow he roared, and when he couldn't roar he fought a battle. Then civic enemies were not military enemies so he had no solution left at all.

It *never* occurred to him to do more than personally *magnetize* things into being right and victorious.

His downfall was that he made far too heavy a use of a skill simply because it was easy. He was too good at this one thing. So he never looked to any other skill and he never even dreamed there was any other way.

He had no view of any situation and no idea of the organizational or preparatory steps necessary to political and personal victory. He only knew military organization, which is where his organizational insight ceased.

He was taught on the high wine of French revolt, notorious in its organizational inability to form cultures, and that fatally by a childhood teacher who was intensely impractical in his own private life (Simon Rodriguez, an unfrocked priest turned tutor).

Bolivar had no personal financial skill. He started wealthy and wound up a pauper, a statistic descending from one of the, if not the, richest man in South America down to a borrowed nightshirt to be buried in as an exile. And *this* while the property of royalists was wide open, the greatest land and mine valuables of South America wide open to his hand, and that's not believable! But true. He never collected his own debt of loans to governments even when the head of those governments.

So it is no wonder we find two more very real errors leading to his downfall: He did not get his troops or officers *rewarded* and he did not aim for any solvency of the states he controlled. It was all right if there were long years of battle ahead for them to be unpaid as no real riches were yet won, but not to *reward* them when the whole place was at his disposal! Well!

The limit of his ability consisted of demanding a bit of cash for current pay from churches — which were not actively against him at first but which annoyed them no end — and a few household expenses.

He could have (and should have) set aside all royalist property and estates for division amongst his officers, their men and his supporters. It had no owners now. And this failure cost the economy of the country the tax loss of all those productive estates (the whole wealth of the land). So it is no wonder his government, its taxable estates now inoperative or at best hoarded by a profiteer or looted by Indians, was insolvent. Also, by failing to do such an obvious act, he delivered property into the hands of more provident enemies and left his officers and men penniless to finance any support for their own stability in the new society and so for his own.

As for state finance, the great mines of South America, suddenly ownerless, were overlooked and were then grabbed and worked by foreign adventurers who simply came in and took them without payment.

Spain had run the country on the finance of mine tithes and general taxes. Bolivar not only didn't collect the tithes, he let the land become so worthless as to be untaxable. He should have gotten the estates going by any shifts and should have state operated all royalist mines once he had them. To not do these things was complete, but typically humanoid, folly.

In doing this property division he should have left it all up to officers' committees operating as courts of claim without staining his own hands in the natural corruption. He was left doubly open as he not only did not attend to it, he also got the name of corruption when anybody did grab something.

He failed as well to recognize the distant widespread nature of his countries despite all his riding and fighting over them and so sought tightly centralized government, not only centralizing states but also centralizing the various nations into a federal state. And this over a huge landmass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even footbridges repaired after a war of attrition.

A step echelon from a pueblo (village) to a state, from a state to a country and a country to a federal state was only possible in such huge spaces of country where candidates could never be known personally over any wide area and whose opinions could not even be circulated more than a few miles of burro trail, where only the pueblo was democratic and the rest all appointive from pueblo on up, himself the ratifier of titles if he even needed that. With his own officers and armies controlling the land as owners of all wrested from royalists and the crown of Spain, he would have had no revolts. There would have been little civil wars of course but a court to settle their final claims could have existed at federal level and kept them traveling so much over those vast distances it would have crippled their enthusiasm for litigation on the one hand and on the other, by dog-eat-dog settlements, would have given him the strongest rulers — if he took neither side.

He did not step out and abdicate a dictatorial position. He mistook military acclaim and ability for the tool of peace. War only brings anarchy, so he had anarchy. Peace is more than a "command for unity," his favorite phrase. A productive peace is getting men busy and giving them something to make something of that they *want* to make something of and telling them to get on with it.

He never began to recognize a suppressive and never considered anyone needed killing except on a battlefield. There it was glorious. But somebody destroying his very name and soul and the security of every supporter and friend, the SP Santander, his vice-president, who could have been arrested and executed by a corporal's guard on one one-hundredth of available evidence, who could suborn the whole treasury and population against him, without Bolivar, continually warned, loaded with evidence, ever even reprimanding him. And this brought about his loss of popularity and his eventual exile.

He also failed in the same way to protect his military family or Manuela Saenz from other enemies. So he weakened his friends and ignored his enemies just by oversight.

His greatest error lay in that while dismissing Spain he did not dismiss that nation's most powerful minion, the Church, and did not even localize it or reward a South American separate branch to loyalty or do anything at all (except extort money from it) to an organization which continually worked for Spain as only it could work — on every person in the land in a direct anti-Bolivar reign of terror behind the scenes. You either suborn such a group or you take them out when they cease to be universal and become or are an enemy's partner.

As the Church held huge properties and as Bolivar's troops and supporters went *unpaid* even of the penny soldiers' pay, if one was going to overlook the royalist estates, one could at least have seized the Church property and given it to the soldiers. General Vallejo did this in 1835 in California, a nearly contemporary act, with no catastrophe from Rome. Or the penniless countries could have taken them over. You don't leave an enemy financed and solvent while you let your friends starve in a game like South American politics. Oh no.

He wasted his enemies. He exported the "godos" or defeated royalist soldiers. They mostly had no homes but South America. He issued no amnesties they could count on. They were shipped off or left to die in the "ditch"—the best artisans in the country among them.

When one (General Rodil) would not surrender Callao fortress after Peru was *won,* Bolivar after great gestures of amnesty failed to obtain surrender and then fought the fort. Four thousand political refugees and four thousand royalist troops died over many months in full sight of Lima, fought heavily by Bolivar only because the *fort* was fighting. But Bolivar had to straighten up Peru urgently, not fight a defeated enemy. The right answer to such a foolish commander as Rodil, as Bolivar did have the troops to do it, was to cover the roads with cannon enfilade potential to discourage any sortie from the fort, put a larger number of his own troops in a distant position of offense but ease and comfort and say, "We're not going to fight. The war's over, silly man. Look at the silly fellows in there, living on rats when they can just walk out and sleep home nights or go to Spain or enlist with me or just go camping," and let anybody walk in and out who pleased, making the fort commander (Rodil) the prey of every pleading wife and mother without and would-be deserter or mutineer within until he did indeed sheepishly give up the pretense—a man cannot fight alone. But battle was glory to Bolivar. And he became intensely disliked because the incessant cannonade which got nowhere was annoying.

Honors meant a great deal to Bolivar. To be liked was his life. And it probably meant more to him than to see things really right. He never compromised his principles but he lived on admiration, a rather sickening diet since it demands in turn continuous "theater." One is what one is, not what one is admired or hated for. To judge oneself by one's successes is simply to observe that one's postulates worked and breeds confidence in one's ability. To have to be *told* it worked only criticizes one's own eyesight and hands a spear to the enemy to make his wound of vanity at his will. Applause is nice. It's great to be thanked and admired. But to work only for that?

And his craving for that, his addiction to the most unstable drug in history—fame—killed Bolivar. That self-offered spear. He told the world continually how to kill him—reduce its esteem. So as money and land can buy any quantity of cabals, he could be killed by curdling the esteem, the easiest thing you can get a mob to do.

He had all the power. He did not use it for good or evil. One cannot hold power and not use it. It violates the Power Formula. For it then prevents *others* from doing things if *they* had some of the power, so they then see as their only solution the destruction of the holder of the power, as he, not using power or delegating it, is the unwitting block to all their plans. So even many of his friends and armies finally agreed he had to go. They were not able men. They were in a mess. But bad or good, they had to do *something*. Things were desperate, broken-down and starving after

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fourteen years of civil war. Therefore they either had to have *some* of that absolute power or else nothing could be done at all. They were not great minds. He did not need any "great minds," he thought, even though he invited them verbally. He saw their petty, often murderous solutions and he rebuked them. And so held the power and didn't use it.

He could not stand another *personality* threat.

The trouble in Peru came when he bested its real conqueror (from the Argentine), La Mar, in a petty triumph over adding Guayaquil to Colombia. Bolivar wished to look triumphant again and didn't notice it really cost him the support and Peru the support of La Mar — who understandably resigned and went home, leaving Bolivar *Peru to conquer*. Unfortunately it had already been in his hands. La Mar needed some troops to clean up a small royalist army — that was all. La Mar didn't need Peru's loss of Guayaquil — which never did anybody any real good anyway!

Bolivar would become inactive when faced with two areas' worth of problems — he did not know which way to go. So he did nothing.

Brave beyond any general in history on the battlefield, the Andes or in torrential rivers, he did not really have the bravery needed to trust inferior minds and stand by their often shocking blunders. He feared their blunders. So he did not dare unleash his many willing hounds.

He could lead men, make men feel wonderful, make men fight and lay down their lives after hardships no army elsewhere in the world has ever faced before or since. But he could not *use* men even when they were begging to be used.

It is a frightening level of bravery to use men you know can be cruel, vicious and incompetent. He had no fear of their turning on him ever. When they finally did, only then he was shocked. But he protected "the people" from authority given to questionably competent men. So he really never used but three or four generals of mild disposition and enormously outstanding ability. And to the rest he denied power. Very thoughtful of the nebulous "people" but very bad indeed for the general good. And it really caused his death.

No. Bolivar was theater.

It was all theater. One cannot make such errors and still pretend that one thinks of life as life, red-blooded and factual. Real men and real life are full of dangerous, violent, live situations and wounds *hurt* and starvation is desperation itself, especially when you see it in one you love.

This mighty actor, backed up with fantastic personal potential, made the mistake of thinking the theme of liberty and his own great role upon the stage was enough to interest all the working, suffering hours of men, buy their bread, pay their whores, shoot their wives' lovers and bind their wounds or even put enough drama into very hard-pressed lives to make them want to live it.

No, Bolivar was unfortunately the only actor on the stage and no other man in the world was real to him.

And so he died. They loved him. But they were also on the stage too, where they were dying in his script or Rousseau's script for liberty but no script for living their very real lives.

He was the greatest military general in any history measured against his obstacles, the people and the land across which he fought.

And he was a complete failure to himself and his friends.

While being one of the greatest *men* alive at that. So we see how truly shabby others in leaders' boots amongst men must be.

MANUELA SAENZ

The tragedy of Manuela Saenz as Bolivar's mistress was that she was never *used,* never really had a share and was neither protected nor honored by Bolivar.

Here was a clever, spectacular woman of fantastic fidelity and skill, with an enormous "flair," capable of giving great satisfaction and service. And only her satisfaction ability was taken and that not consistently nor even honestly.

In the first place, Bolivar never married her. He never married anybody. This opened up a fantastic breach in any defense she could ever make against hers or his enemies who were legion. So her first mistake was in not in some way contriving a marriage.

That she had an estranged husband she had been more or less sold to was permitted by her to wreck her life obliquely.

She was too selfless to be real in all her very able plotting.

For this marriage problem she could have engineered any number of actions.

She had the solid friendship of all his trusted advisers, even his old tutor. Yet she arranged nothing for herself.

She was utterly devoted, completely brilliant and utterly incapable of really bringing off an action of any final kind.

She violated the Power Formula in not realizing that she had power.

Manuela was up against a hard man to handle. But she did not know enough to make her own court effective. She organized one. She did not know what to do with it.

Her most fatal mistake was in not bringing down Santander, Bolivar's chief enemy. That cost her everything she had before the end and after Bolivar died. She knew for *years* Santander had to be killed. She said it or wrote it every few days. Yet never did she promise some young officer a nice night or a handful of gold to do it in a day when *dueling was in fashion.* It's like standing around discussing how the plainly visible wolf in the garden that's eating the chickens must be shot, even holding a gun, and never even lifting it while all one's chickens vanish for years.

In a land overridden with priests she never got herself a tame priest to bring about her ends.

She was a fantastic intelligence officer. But she fed her data to a man who could not act to protect himself or friends, who could only fight armies dramatically. She did not see this and also quietly take on the portfolio of secret police chief. Her mistake was waiting to be asked — to be asked to come to him, to act. She voluntarily was his best political intelligence agent. Therefore she should have also assumed further roles.

She guarded his correspondence, was intimate with his secretaries. And yet she never collected or forged or stole any document to bring down enemies, either through representations to Bolivar or a court circle of her own. And in an area with that low an ethic, that's fatal.

She openly pamphleteered and fought violently as in a battle against her rabble.

She had a great deal of money at her disposal. In a land of for-sale Indians, she never used a penny to buy a quick knife or even a solid piece of evidence.

When merely opening her lips she could have had any sequestrated royalist estate, she went to litigation for a legitimate legacy never won and another won but never paid.

They lived on the edge of quicksand. She never bought a plank or a rope.

Carried away by the glory of it all, devoted completely, potentially able and a formidable enemy, she did not *act*.

She waited to be told to come to him even when he lay dying and exiled.

His command over her who never obeyed any other was too absolute for his own or her survival.

Her assigned mistakes (pointed out at the time as her caprice and playacting) were not her errors. They only made her interesting. They were far from fatal.

She was not ruthless enough to make up for his lack of ruthlessness and not provident enough to make up for his lack of providence.

The ways open to her for finance, for action, were completely doorless. The avenue stretched out to the horizon.

She fought bravely but she just didn't take action.

She was an actress for the theater alone.

And she died of it. And she let Bolivar die because of it.

Never once did Manuela look about and say, "See here, things mustn't go this wrong. My lover holds half a continent and even I hold the loyalty of battalions. Yet that woman threw a fish!"

Never did Manuela tell Bolivar's doctor, a rumored lover, "Tell that man he will not live without my becoming a constant part of his entourage and tell him until he believes it or we'll have a new physician around here."

The world was open. Where Theodora, the wife of Emperor Justinian I of Constantinople, a mere circus girl and a whore, ruled harder than her husband but for her husband behind his back — and made him marry her as well — Manuela never had

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any bushelbasket of gold brought in to give Bolivar for his unpaid troops with a "Just found it, dear" to his "Where on earth . . . ?" after the royalist captives had been carefully ransomed for jail escapes by her enterprising own entourage and officer friends. She never handed over any daughter of a family clamoring against her to Negro troops and then said, "Which oververbal family is next?"

She even held a colonel's rank but only used it because she wore man's clothing afternoons. It was a brutal, violent, ruthless land, not a game of musical chairs.

And so Manuela, penniless, improvident, died badly and in poverty, exiled by enemies and deserted by her friends.

But why not deserted by her friends? They had all been poverty-stricken to a point quite incapable of helping her even though they wanted to — for she once had the power to make them solvent. And didn't use it. They were in poverty before they won but they did eventually control the land. After that why make it a bad habit?

And so we see two pathetic, truly dear but tinsel figures, both on a stage, both *far* removed from the reality of it all.

And one can say, "But if they had not been such idealists they never would have fought so hard and freed half a continent," or "If she had stooped to such intrigue or he had been known for violent political actions they would never have had the strength and never would have been loved."

All very idealistic itself. They died "in the ditch" unloved, hated and despised, two decent, brave people, almost too good for this world.

A true hero, a true heroine. But on a stage and not in life. Impractical and improvident and with no faintest gift either one to use the power they could assemble.

This story of Bolivar and Manuela is a tragedy of the most piteous kind.

They fought a hidden enemy, the Church; they were killed by their friends.

But don't overlook how impractical it is not to give your friends power enough when you have it to give. You can always give some of it to another if the first one collapses through inability. And one can always be brought down like a hare at a hunt who seeks to use the delegated power to kill you — if you have the other friends.

Life is not a stage for posturing and "Look at me!" "Look at me." "Look at me." If one is to lead a life of command or a life near to command one must handle it as life. Life bleeds. It suffers. It hungers. And it has to have the right to shoot its enemies until such time as comes a golden age.

Aberrated man is not capable of supporting, in his present state, a golden declared age for three minutes, given all the tools and wealth in the world.

If one would live a life of command or one near to a command, one must then accumulate power as fast as possible and delegate it as quickly as feasible and use every humanoid in long reach to the best and beyond his talents if one is to live *at all*.

If one does not choose to live such a life, then go on the stage and be a real actor. Don't kill men while pretending it isn't real. Or one can become a recluse or a student or a clerk. Or study butterflies or take up tennis.

For one is committed to certain irrevocable natural laws the moment one starts out upon a conquest, either as the man in charge or a person near to him or on his staff or in his army. And the foremost law, if one's ambition is to win, is of course to win. But also to keep on providing things to win and enemies to conquer.

Bolivar let his cycle run to "freedom" and end there. He never had another plan beyond that point. He ran out of territory to free. Then he didn't know what to do with it and didn't know enough, either, to find somewhere else to free. But of course all limited games come to end. And when they do, their players fall over on the field and become rag dolls unless somebody at least tells them the game has ended and they have no more game nor any dressing room or homes but just that field.

And they lie upon the field, not noticing there can be no more game since the other team has fled and after a bit they have to do *something* and if the leader and his consort are sitting over on the grass being rag dolls too of course there isn't any game. And so the players start fighting amongst themselves just to have a game. And if the leader then says, "No, no," and his consort doesn't say, "Honey, you better phone the Baltimore Orioles for Saturday," then of course the poor players, bored stiff, say, "He's out." "She's out." "Now we're going to split the team in half and have a game."

And that's what happened to Bolivar and Manuela. They *had* to be gotten rid of for there was no game and they didn't develop one to play while forbidding the only available game — minor civil wars.

A *whole continent* containing the then major mines of the world, whole populations were left sitting there, "freed." But none owned any of it though the former owners had left. They weren't given it. Nor were they made to manage it. No game.

And if Bolivar had not been smart enough for that, he could at least have said, "Well! You monkeys are going to have quite a time getting the wheels going but that's not my job. You decide on your type of government and what it's to be. Soldiers are my line. Now, I'm taking over those old estates of mine and the royalist ones nearby and the emerald mines just as souvenirs and me and Manuela, we're going home." And he should have said that five minutes after the last royalist army was defeated in Peru.

And his official family with him, and a thousand troops to which he was giving land, would have moved right off smartly with him. And the people after a few screams of horror at being deserted would have fallen on each other, sabered a state together here and a town there and gotten busy out of sheer self-protection in a vital new game, "Who's going to be Bolivar now?"

Then when home he should have said, "Say those nice woods look awfully royalist to me, and also those 1,000,000 hectares of grazing land, Manuela. Its owner once threw a royalist fish, remember? So that's yours."

And the rest of the country would have done the same and gotten on with the new game of "You was a royalist."

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And Bolivar and Manuela would have had statues built to them by the TON at once as soon as agents could get to Paris with orders from an adoring populace.

"Bolivar, come rule us!" should have gotten an "I don't see any unfree South America. When you see a French or Spanish army coming, come back and tell me."

That would have worked. And this poor couple would have died suitably adored in the sanctity of glory and (perhaps more importantly) in their own beds, not "in a ditch."

And if they had *had* to go on ruling they could have declared a new game of "pay the soldiers and officers with royalist land." And when that was a gone game, "Oust the Church and give its land to the poor friendly Indians."

You can't stand bowing back of the footlights forever with no show even if you are quite an actor. Somebody else can make better use of any stage than even the handsomest actor who will not use it.

Man is too aberrated to understand at least seven things about power:

1. Life is lived by lots of people. And if you lead, you must either let them get on with it or lead them on with it actively.

2. When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become "getting you."

3. If you have power, use it or delegate it or you sure won't have it long.

4. When you have people, use them or they will soon become most unhappy and you won't have them anymore.

5. When you move off a point of power, pay all your obligations on the nail, empower all your friends completely and move off with your pockets full of artillery, potential blackmail on every erstwhile rival, unlimited funds in your private account and the addresses of experienced assassins and go live in Bulgravia and bribe the police. And even then you may not live long if you have retained one scrap of domination in any camp you do not now control or if you even say, "I favor politician Jiggs." Abandoning power *utterly* is dangerous indeed.

   But we can't all be leaders or figures strutting in the limelight and so there's more to know about this:

6. When you're close to power get some delegated to you, enough to do your job and protect yourself and your interests, for you can be shot, fellow, shot, as the position near power is delicious but dangerous, dangerous always, open to the taunts of any enemy of the power who dare not really boot the power but can boot you. So to live at all in the shadow or employ of a power, you must yourself gather and USE enough power to hold your own—without just nattering to the power to "kill Pete," in straightforward or more suppressive veiled ways to him, as these wreck the power that supports yours. He doesn't have to know all the bad news and if he's a power really, he won't ask all the

time, "What are all those dead bodies doing at the door?" And if you are clever, you never let it be thought HE killed them — that weakens you and also hurts the power source. "Well, boss, about all those dead bodies, nobody at all will suppose you did it. *She* over there, those pink legs sticking out, didn't like me." "Well," he'll say if he really is a power, "why are you bothering me with it if it's done and you did it. Where's my blue ink?" Or "Skipper, three shore patrolmen will be along soon with your cook, Dober, and they'll want to tell you he beat up Simson." "Who's Simson?" "He's a clerk in the enemy office downtown." "Good. When they've done it, take Dober down to the dispensary for any treatment he needs. Oh yes. Raise his pay." Or "Sir, could I have the power to sign divisional orders?" "Sure."

7. And lastly and most important, for we all aren't on the stage with our names in lights, always push power in the direction of anyone on whose power you depend. It may be more money for the power or more ease or a snarling defense of the power to a critic or even the dull thud of one of his enemies in the dark or the glorious blaze of the whole enemy camp as a birthday surprise.

If you work like that and the power you are near or depend upon is a power that has at least some inkling about how to be one and if you make others work like that, then the power-factor expands and expands and expands and you too acquire a sphere of power bigger than you would have if you worked alone. Real powers are developed by tight conspiracies of this kind pushing someone up in whose leadership they have faith. And if they are right and also manage their man and keep him from collapsing through overwork, bad temper or bad data, a kind of juggernaut builds up. Don't ever feel weaker because you work for somebody stronger. The only failure lies in taxing or pulling down the strength on which you depend. All failures to remain a power's power are failures to contribute to the strength and longevity of the work, health and power of that power. Devotion requires active contribution outwards from the power as well as in.

If Bolivar and Manuela had known these things, they would have lived an epic, not a tragedy. They would not have "died in the ditch," he bereft of really earned praise for his real accomplishments even to this day. And Manuela would not be unknown even in the archives of her country as the heroine she was.

Brave, brave figures. But if this can happen to such stellar personalities gifted with ability tenfold over the greatest of other mortals, to people who could take a rabble in a vast impossible land and defeat one of Earth's then foremost powers, with no money or arms, on personality alone, what then must be the ignorance and confusion of human leaders in general, much less little men stumbling through their lives of boredom and suffering?

Let us wise them up, huh? You *can't* live in a world where even the great leaders can't lead.

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FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 MARCH 1967
ISSUE II
(Also issued as an HCOB, same date and title)

REMIMEO
HCO HATS

IMPORTANT

ADMIN KNOW-HOW SERIES 14

ALTER–IS AND DEGRADED BEINGS

Alteration of orders and tech is worse than noncompliance.

Alter-is is a covert avoidance of an order. Although it is apparently often brought about by noncomprehension, the noncomprehension itself and failure to mention it is an avoidance of orders.

Very degraded beings alter-is. Degraded ones refuse to comply without mentioning it. Beings in fair condition try to comply but remark their troubles to get help when needed. Competent higher-toned beings understand orders and comply if possible but mainly do their jobs without needing lots of special orders.

Degraded beings find *any* instruction painful as they have been painfully indoctrinated with violent measures in the past. They therefore alter-is any order or don't comply.

Thus in auditing pcs or in org, where you find alter-is (covert noncompliance) and noncompliance, given sensible and correct tech or instructions, you are dealing with a degraded low-level being and should act accordingly.

One uses very simple low-level processes on a degraded being, gently.

In admin, orgs and especially the Tech Div where a staff member alter-ises or fails to comply, you are also dealing with a degraded being but one who is too much a pc to be a staff member. He cannot be at cause and staff members *must* be at cause. So he or she should not be on staff.

This is a primary senior datum regulating all handling of pcs and staff members.

A degraded being is not a suppressive as he can have case gain. But he is so PTS that he works for suppressives only. He is sort of a super-continual PTS beyond the reach really of a simple S&D and handled only at Section III OT Course.

Degraded beings, taking a cue from SP associates, instinctively resent, hate and seek to obstruct any person in charge of anything or any Big Being.

Anyone issuing *sensible* orders is the first one resented by a degraded being.

A degraded being lies to his seniors, avoids orders covertly by alter-is, fails to comply, supplies only complex ideas that can't ever work (obstructive) and is a general area of enturbulence, often mild seeming or even "cooperative," often even flattering, sometimes merely dull, but consistently alter-ising or noncomplying.

This datum appeared during higher-level research and is highly revelatory of earlier unexplained phenomena — the pc who changes commands or doesn't do them, the worker who can't get it straight or who is always on a tea break.

In an area where suppression has been very heavy for long periods, people become degraded beings. However, they must have been so before already due to track incidents.

Some thetans are bigger than others. None are truly equal. But the degraded being is not necessarily a natively bad thetan. He is simply so PTS and has been for so long that it requires our highest-level tech to finally undo it *after* he has scaled up all our grades.

Degraded beings are about 18 to 1 over Big Beings in the human race (minimum ratio). So those who keep things going are few. And those who will make it without the steam of the few in our orgs behind them are zero. At the same time, we can't have a world full of them and still make it. So we have no choice.

And we can handle them even when they cannot serve at higher levels.

This is really OT data but we need it at lower levels to get the job done.

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HCO POLICY LETTER OF 1 OCTOBER 1967

REMIMEO

ADMIN KNOW-HOW SERIES 15

USES OF ORGS

There are two uses (violently opposed to each other) to which Scientology orgs can be put. They are:

1. To forward the advance of self and all dynamics toward total survival.

2. To use the great power and control of an org over others to defend oneself.

When a decent being goes to work in an org, he uses (1).

When a suppressive goes to work in an org, he uses (2).

When you get in ethics the decent one raises his necessity level and measures up. The suppressive type blows (leaves).

It is of vital interest to all of us that we have orgs that serve to increase survival on all dynamics. And that we prevent orgs being used as means to oppress others.

The answer, oddly enough, is to GET IN ETHICS exactly on-policy and correctly. And we will advance.

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HCO POLICY LETTER OF 16 OCTOBER 1967

REMIMEO

ETHICS

ADMIN KNOW-HOW SERIES 16

SUPPRESSIVES AND THE ADMINISTRATOR
HOW TO DETECT SPs AS AN ADMINISTRATOR

There are three areas of detection which an administrator can utilize in the detection of a suppressive person.

These are:

1. no ethics change,
2. no case change,
3. no admin change.

An SP (suppressive person) is unable to change because he cannot, himself, confront. He is badly "out of valence." Therefore, not being able to look at things directly, he is unable to erase them or even see what they are. Such people often have a curtain of pictures they look at instead of the universe around them. They do not see a building. They see a picture of a building in front of the building. They are not at the point from which they view things.

Thus they are peculiar in that they can't change.

The three principal zones in a Scientology org are:

1. Ethics,
2. Tech,
3. Admin.

We have the natural laws of these subjects, each one.

If you can get in ethics, you can get in Scientology technology. If you can get in Scientology technology, you can get in admin. If you can get all three in, you have an org and have expansion.

If you can't get in tech, ethics is out. If you can't get in admin, both tech and ethics are out.

The sequence of things that have to be "gotten in" to make an org is first ethics, second tech, third admin.

Where one of these goes out, the org contracts.

We have these three sciences. To really handle things one has to be a master of all three, even to live a good personal life.

By "get in" we mean get it applied and effective.

We live in a very woggy world at this time. The wog is so out-ethics he is living in what amounts to a criminal society.

When we try to get tech in on the planet we run into the out-ethics areas and this is the real source of our troubles where we have any. We are getting in tech before we get in ethics. It *can* be done (obviously, since we are doing it). But it is a heavy strain at best.

Just because we do not at once get ethics in on the planet does not mean we can't get any tech in.

By handling small sectors, beginning with self and Scientology groups and orgs, we can continue to repeat the cycles of three — ethics, tech, admin. Gradually we enlarge the numbers we have and gradually our sphere of ethics-tech-admin expands. And we one day have ethics in on the planet, tech in on the planet, admin in on the planet.

The only stumbling block is the SP. This person (about 10 percent of the population) is unable to change. We can process them if we can get them to sit still.

But these are the hidden booby traps which make one's life, one's family, one's org, one's nation, one's planet a rough-rough proposition.

Ninety percent of the people say, "Ethics great. Tech great. Admin great." And away we go.

Ten percent say, "Horrible, horrible, horrible." And cannot *either see or change.* They are the true psychotics no matter how "sane" they sound. The people in institutions are generally only their victims.

This 10 percent, one must be able to detect and weed out so they don't contaminate areas we are bringing up in ethics, tech and admin.

Our policy is we don't waste time on them. To cater to them is to betray 90 percent of the population. So we set them aside for another day.

We get them off lines, out of orgs and to one side.

The true character of these people is usually masked in many ways. They are expert only in deception and can take on any guise.

To listen to them one would suppose he was talking to his best friend sometimes. Except the knife in one's back is also driven in by them.

We have much tech to describe them.

But one does not have to be an auditor with a meter to find these people.

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An administrator only needs to know the three things about them:

1. no change in ethics,
2. no change in case,
3. no change in admin.

These people have:

1. thick ethics files,
2. thick (or no) case files,
3. thick, full (or no) comm baskets.

If you just dismissed anyone who had all three, you would have gotten rid of an SP.

It works this way. When you start to get in ethics, most people "learn the ropes" fast. They may have a few down conditions and chits or even Courts or Comm Evs but you see the frequency dwindles and eventually vanishes or nearly so.

When you start to get in tech on a person, it may be a hard haul for a while and then it begins to level out and get easier.

When you start to get in admin, the confusion around some person may be great but after a while the lines and policies straighten out.

None are good little angels. But 90 percent make progress in these three fields of ethics, tech and admin.

The SP does NOT make any consistent progress at all and lapses every time.

As only 10 percent of the people then are making nearly all the tough work in ethics, tech and admin, the thing to do then is to get them off the lines rather than betray 90 percent.

And the SP is detectable in ALL THREE AREAS. It needs no microscope to find out who on a staff has the seniors working so hard for so little gain.

Their ethics file is huge, their case file either doesn't exist at all or is very fat, their comm lines are jammed, their policy is out and their stats are on the bottom eternally.

So as an administrator you can detect SPs. You better had. YOUR OWN STATS WILL BE DOWN TO THE DEGREE YOU FAIL TO DETECT THEM.

Just go to your files and look at the desks and sack whoever satisfies all three conditions above and you can't miss and WILL be able to breathe.

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HCO POLICY LETTER OF 20 OCTOBER 1967
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 17

CONDITIONS, HOW TO ASSIGN

Every post and part of an org must have a statistic which measures the volume of product of that post. The head of a part has the statistic of that part.

Every post or part of an org has a product. If it has no product, it is useless and supernumerary.

An Exec Sec has the products of his or her portion of the org. The first product of an Exec Sec is of course his or her portion of the org's divisions. If the portion itself does not exist then of course the Exec Sec has no stat at all as an Exec Sec even if very busy—so he or she is not an Exec Sec despite the title. This is true of a department head, a section head and a unit head. One can't really be the one in charge if the thing one is in charge of doesn't exist. Also things that don't exist themselves can have no product.

The whole rationale (basic idea) of the pattern of an org is a unit of 3. These are:

THETAN
↓
MIND → BODY → PRODUCT

In Division One the HCO Sec is the thetan, Department One the MIND, Department Two the BODY and Department Three the PRODUCT. The same pattern holds for every division.

It also should hold for every department and lower section and unit.

And above these it holds for a portion of an org.

In the HCO portion of the org we have the HCO Exec Sec as the thetan, the Exec Div (7) as the MIND, Division One as the BODY and Division Two as the PRODUCT. And so with other parts of an org. They always go:

THETAN
↓
MIND → BODY → PRODUCT

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Now, if you know and understand and can apply this, you can not only plan or correct an org or one of its parts, you can also assign conditions correctly. You need data gained from inventories or counts of items or the statistic assigned and drawn.

It is *not* enough to ***only*** follow graphs. That is a *lazy lazy lazy* no-confront method when used alone. Graphs can be falsified, can be too fixed on one thing and can ignore others unless you read *all* the graphs of the part you are interested in.

Graphs are a *good indicator* and should be used wherever possible. BUT you must also keep in mind that it requires ALL the graphs to be wholly accurate in a conditions assignment and the most accurate conditions assignment possible and that the graphs must be based on ACTUAL figures.

So, to begin, you look at the graphs. You look for recent ups and downs. Then you look for trends (long-range drifts up or down). Then you look for discrepancies. Like high enrollment–low income, high letters out–low enrollment weeks later.

It is safe enough *at first* to simply assign moderate conditions (Emergency, Normal, Affluence) by the current ups and downs of the graphs. This should result in *expansion*.

EXPANSION (product increase) is THE WHOLE REASON you are assigning conditions in the first place, so you expect reasonably that if you assign conditions by graph you will get *expansion*.

Now, after a while (weeks or months) you see you *are* getting expansion so you go on assigning conditions by graph. An Exec Sec would also inspect the physical areas of Dangers and Affluences as a matter of course.

BUT let us take the reverse case. You assign conditions by graph (and inspections of Danger and Affluence) and what you are assigning conditions to DOESN'T expand!

Well, now we get to work. There is something wrong.

The first thing that can be wrong is that what you are assigning conditions to really doesn't exist. The Director of Comm does not have a Department of Comm. He has only a messenger/telex operator, no way to handle his other departmental functions and answers the phone himself.

So, finding no department, REGARDLESS OF OTHER REASONS ("can't get staff," "income too low," "no quarters"), you bang him with a condition of Non-Existence. Because he obviously doesn't exist as a Dir Comm, having no Comm Dept. (Non-Existence is also assigned for NO USE and NO FUNCTION.)

Now, if this assignment to the Dir Comm of Non-Existence — with no further help from you, mind — does not result in a Comm Dept in a reasonable time, you assume he doesn't want one to be there and you assign a condition of Liability.

You don't *explain* it all away. That's what *he's* doing so why imitate him?

You don't say, "He's just overwhelmed — new — needs a review — natter natter figure figure." You simply ASSIGN!

He STILL doesn't get a Comm Dept there.

You inspect. You find the Ethics Officer isn't enforcing the Liability penalty ("Pete is my pal and I . . ."). So you assign the Ethics Officer a condition of Liability as he gets, naturally, what he failed to enforce.

Now they mutiny and you assign a condition of Treason, shoot both of them from guns and fill the posts.

The new incumbents you tell, "The boys before you aren't here now and aren't likely to be trained or processed until we get around to the last dregs so we hope you do better. You begin in Non-Existence. I trust you will work your way out of it at least into Danger before the week is out. As you are just on post, the penalties do not apply for Non-Existence. But they will after 30 days. So let's get a Dept of Comm and an Ethics Section."

Now of course, if the E/O had to be shot from guns, Dir I&R is at once assigned a DANGER CONDITION complete with penalties as that section was in his/her dept.

If there's no HCO (Div 7, 1, 2) part of the org, the LRH Comm of that org yells for the next senior org to act. And if there's no LRH Comm, the next senior org should see that it's gone by lack of stats or reports or expansion and act anyway.

Now you say, "But that's ruthless! No staff would . . ."

Well, such a statement is contrary to the facts.

The only time (by actual experience and data) you lose staff and have an unstaffed org is when you let low-stat people in. Low-stat personnel *gets rid of* good staff members. An org that can't be staffed has an SP in it!

Orgs where ethics is tight and savage grow in numbers!

Man thrives oddly enough only in the presence of a challenging environment. That isn't my theory. That's fact.

If the org environment is not challenging, there will be no org.

We help beyond any help ever available anywhere. We are a near ultimate in helping. At once this loads us up with SPs who would commit suicide to prevent anyone from being helped and it lays us wide open as "softies" to any degraded being that comes along. They are *sure* we won't bite so they do anything they please. Conditions correctly assigned alone can detect and eject SPs and DBs.

So if we help so greatly we must also in the same proportion be able to discipline. Near ultimate help can only be given with near ultimate discipline.

Tech can only stay itself where ethics is correctly and ruthlessly administered. Admin like ours has to be high because our orgs handle the highest commodity—life itself. So our admin only works where tech is IN. And our tech works only where ethics is in.

Our target is not a few psychiatric patients but a cleared universe. So what does THAT take?

The lowest confront there is is the confront of evil. When a living being is out of his own valence and in the valence of a thoroughly bad even if imaginary image, you

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get an SP. An SP is a no-confront case because, not being in his own valence, he has no viewpoint from which to erase anything. That is all an SP is.

BUT the amount of knowing havoc an SP can cause is seen easily if only in this planet's savage, cruel wars.

An executive who cannot confront evil is already en route to becoming suppressive.

Next door to the "theetie-weetie" case is the totally overwhelmed condition we call SP (suppressive person).

It is so *easy* to live in a fairyland where nothing evil is ever done. One gets the image of a sweet old lady standing in the middle of a gangster battle with bodies and blood spattering the walls saying, "It's so nice, it's only a boy's game with toy guns."

The low-statistic staff member who never gets his stats up is *making* low stats. He isn't idle. It's a goody-goody attitude to say, "He just isn't working hard." The chronic low-stat person is working VERY HARD to keep the stat DOWN. When you learn that, you can assign conditions and make an org expand.

When stats WON'T come up, you drop the condition down. Sooner or later you will hit the REAL condition that applies.

Conversely, as you upgrade conditions you will also reach the condition that applies. Some staff members are in chronic *Power*. Who ever assigns it? They take over a post—its stats soar. Well, to measure just stats of the post taken over as his condition is false since his personal condition is and has been *Power*. And if it *is* Power, then that personal condition should be assigned.

That is very easy to see.

BUT what if you have a personnel who whenever he or she takes over a post the stat collapses!

Well, you better assign that one too. For just as the one in Power *works* to maintain up stats, the one in the lower condition, whether one cares to confront it or not, works too and is just as industriously collapsing not only his own post stats but also the stats of posts adjacent to his! So he is at least a condition of Liability as the post if vacant would only be in Non-Existence! And as somebody next to it might do a little bit for it, it might even get up to Danger condition, completely unmanned!

DISCREPANCIES

When there are discrepancies amongst statistic graphs, SOME graph is false.

When you find a false graph, you assign anyone who falsified it intentionally and knowingly a condition of Liability for that action is far worse than a noncompliance.

And you had better be alert to the actual area where the false graph originated as it has a tiger in it. Only physical inspection of a most searching kind (or a board if it is distant) will reveal the OTHER crimes going on there. There are always *other* crimes when you get a false report. Experience will teach one that if he really looks.

It is more than policy that one gets the condition he fails to correctly and promptly assign *and* enforce.

It's a sort of natural law. If you let your executives goof off and stay in, let us say, a Danger condition, yet you don't assign and enforce one, they will surely put YOU in a Danger condition whether it gets assigned or not.

Remember *that* when your finger falters "on the trigger."

That *natural* law stems from this appalling fact.

We didn't, a long, long time ago, get in ethics. We goofed. And the whole race went into the soup where it remains to this day.

And if we are to live in this universe at all, at all, we are going to have to get in ethics and clean it up.

Whether that's easy to confront or not is beside the point. The horrid truth is that our fate is FAR more unconfrontable!

Now we have to have highly skilled tech to bail us out. And I assure you that that tech will never get *in* or be used beneficially at all unless:

1. We get ethics in, and

2. Unless Scientology orgs expand at a regular rate.

Only then can we be free.

So that's how and WHY you assign and enforce conditions. It's the only way everyone finally will win.

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HCO POLICY LETTER OF 8 FEBRUARY 1968
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 18

STATISTIC RATIONALIZATION

"Rationalizing a statistic" is a derogatory term meaning finding excuses for down statistics.

Finding excuses or reasons why a stat is down does NOT bring it up and at best is a scathing comment on the lack of foresight or initiative of the executive in charge of the area.

What is wanted is (1) prevention of stats going down and (2) quick action to bring them up.

Being reasonable about their being down should be regarded as AGREEMENT WITH THEIR BEING DOWN. Which is, of course, suppressive.

"Well, the letters out stat is down because we were paying a girl so much per letter and 'policy' stated we could not hire anyone so we fired her and that's why letters out is down."

That was an actual rationalization given in Washington, DC, for the collapse of the org last year.

To begin, there is no such "policy" and surely no policy exists to have down stats. So, here the felony is compounded by seeking to blame policy for a down stat which for sure revealed the action as a suppressive effort to rationalize (and get away with) a down stat.

The only reason stats are down, ever, is because somebody didn't push them up. All other reasons are false.

IDÉE FIXE

Some people have a METHOD of handling a down stat which is a fixed idea or cliché they use to handle *all* downstat situations in their lives.

These people are so at effect they have some *idea* sitting there "that handles" a down statistic.

"Life is like that."

"I always try my best."

"People are mean."

"It will get better."

"It was worse last year."

They KNOW it isn't any use trying to do anything about anything and that it is best just to try to get by and not be noticed — a sure route to suicide.

Instead of seeking to prevent or raise a declining stat in life, such people use some fixed idea to *explain* it.

This is a confession of being in apathy.

One can always make stats go up. Hard work. Foresight. Initiative. One can always make stats go up. That's the truth of it, and it needs no explanations.

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HCO POLICY LETTER OF 22 FEBRUARY 1968

REMIMEO

ETHICS AND ADMIN

ADMIN KNOW-HOW SERIES 19

SLOW ADMIN

The secret of any executive success is the ability to Complete Cycles of Action Quickly.

The operative word is COMPLETE.

Ability is the ability to complete a cycle of action, to handle the matter so it does not have to be handled again.

Referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or are afraid of responsibility. People who are afraid of taking responsibility are not executives. They are laborers.

An executive who doesn't handle but puts something on wait is also irresponsible. Slowing an admin line by not acting NOW is also suppressive.

Suppressives cannot complete cycles of action. They either act in an altered direction or they continue an action beyond any possible expectancy. In either case they do not COMPLETE.

THEREFORE this ethics policy is brought into being:

EXECUTIVES WHO DO NOT HANDLE MATTERS SO AS TO COMPLETE THEM, WHO REFER OR SLOW ADMIN ARE LIABLE TO A COMM EV ON A CHARGE OF OUT–ADMIN.

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HCO POLICY LETTER OF 30 MAY 1968
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 20

ADMINISTRATION

(Issued from Flag Order 805.)

When admin is OUT, tech is OUT and ethics has long ceased to exist.

You can never send administrative orders into an out-admin area; you can only get ethics in. To do other than to get ethics in is to only invite further noncompliance and dev-t.

In reality, *ANY* administration is a symptom of out-ethics. Any order is really a criticism. If a post was really being worn, orders would be unnecessary.

If someone started giving me orders, then I would wonder about my post. DO YOUR JOB WITH A PLUS AND A PREDICT. Wear your hat so well, you never need an order.

Remember: NEVER ISSUE AN ORDER TO GET AN ORDER YOU HAVE ALREADY ISSUED COMPLIED WITH. Ethics has gone out. When ethics has to be put in, responsibility is out.

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HCO POLICY LETTER OF 25 OCTOBER 1968

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ADMIN KNOW-HOW SERIES 21

ADMIN KNOW–HOW

When trying to get stats up, you must realize that what GOT stats up will GET stats up.

Using new, unusual experiments can crash your full intention.

In *new* programs the BUGS have not been worked out. It's like a newly designed piece of machinery. The clutch slips or the hp is sour.

New programs are undertaken on a small scale as PILOT PROJECTS. If they work out, good. Spot the bugs, streamline them and prove them. Only then is it all right to give them out as broad orders.

So it isn't good for an EC to hand out strings of orders. Or for an executive to start a lot of new projects.

There is a thing called STANDARD ADMIN. It comes from the policy letters.

When we produced the wild, soaring tech stats with the Sea Org Class VIII Auditor program, IT WAS BY PUTTING IN THE EXACT PROCESSES AND GRADES. By going super *standard* we got 100 percent case gain.

It is the same with policy. If you get an org in with super standard policy—promotion, form and admin—the stats SOAR.

TELEX ORDERS

Instead of sending out a mad avalanche of orders on telex, an exec should only send the number and date of the PL he wants in AND THEN SHOULD RIDE THAT ONE ORDER until it *is* in.

To choose WHAT policy letter is of course the trick. One has to know something about the conditions of the org before sending the order.

TRYING TO GET ALL PLs IN at once can also swamp an org. "Get on policy" is a meaningless remark. Get on such and such a policy, if it is obviously out, is a very valuable action.

EDs are there to say WHAT policy should be concentrated on, not to give *new* orders.

An executive who is wise, gets in policy on a gradient (little by little, building it up higher and higher, keeping the old in while adding in the new).

To understand how to do this, one must be able to conceive of basic outnesses. It requires real genius to discover how gross and how basic an outness can be.

An exec pounds away with a high-level policy on how to do accounting. Is his face red when he finds the reason for the muddle is that there isn't anyone in the division!!!

Once we almost "did our nut" trying to find what outness had unmocked an org. All sorts of involved conclusions were reached. All manner of orders given without any improvement. And then "murder outed." EVERY Registrar in the org had been removed and no new ones appointed. The public couldn't find anyone to sign them up.

I once sent a continent into Power simply by discovering that it had not appointed people to the posts of Exec Sec in any org! How "out" can it get? As soon as Exec Secs were appointed, the whole continent went into Power.

I once read an ED which (a) removed all executives but one and then (b) gave 20 complex orders "to be done at once." The one remaining personnel could not have executed *any* of them. I at once cancelled ALL EDs not issued by myself and shortly up went the stats.

Wondering why no mail is ever mailed does not call for a complex policy. It calls for a policy about the form of the org, how it must have Exec Secs, divisional secs. For there to be no mail going out can only mean there's nobody on post!

A divisional sec trying to get in his division's policy must look first for GROSS outnesses. They are never small. And then he must get them in by policy. Then they'll stay in.

There IS a *standard admin.* It deals in simplicities. People are on post. Particles flow. Promotion is done. Tech is delivered. The org board is up and is followed.

If policy isn't in at *that* level of largeness, it will never go in on higher points.

Knowing an org inside out is also knowing who to tell to do what and what policy to get in when. It's like knowing how to drive a car. It won't go if you don't know where the ignition switch is located. Policy outnesses occur and unusual ideas are put forth only by those who don't know what is usual in the first place.

Like standard tech, in standard policy the results come from getting in the basics and doing them well.

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HCO POLICY LETTER OF 14 SEPTEMBER 1969

REMIMEO
SENIOR OEC

ADMIN KNOW-HOW SERIES 22

THE KEY INGREDIENTS

When we look at organization in its most simple form, when we seek certain key actions or circumstances that make organization work, when we need a very simple, very vital rundown to teach people that will produce results, we find only a few points we need to stress.

The purpose of organization is TO MAKE PLANNING BECOME ACTUALITY.

Organization is not just a fancy complex system done for its own sake. That is bureaucracy at its worst. Org boards for the sake of org boards, graphs for the sake of graphs, rules for the sake of rules only add up to failures.

The only virtue (not always a bad one) of a complex, unwieldy, meaningless bureaucratic structure is that it provides jobs for the friends of those in control. If it does not also bring about burdensome taxation and threatened bankruptcy by reason of the expense of maintaining it, and if it does not saddle a people or production employees with militant inspections and needless control, organization for the sake of providing employment is not evil but beyond providing employment is useless, and only when given too much authority is it destructive.

The kings of France and other lands used to invent titles and duties to give activity to the hordes of noble hangers-on to keep them at court, under surveillance, and out of mischief out in the provinces where they might stir up their own people. "Keeper of the Footstools," "Holder of the Royal Nightgown" and other such titles were fought for, bought, sold and held with ferocity.

Status seeking, the effort to become more important and have a personal reason for being and for being respected gets in the road of honest efforts to effectively organize in order to get something done, in order to make something economically sound.

Organization for its own sake in actual practice usually erects a monster that becomes so hard to live with that it becomes overthrown. Production losses, high taxes, irritating or fearsome interference with the people or actual producers invites and accomplishes bankruptcy or revolt, usually both even in commercial companies.

Therefore to be meaningful, useful and lasting, an organization has to fit into the definition above:

TO MAKE PLANNING BECOME ACTUALITY.

In companies and countries there is no real lack of dreaming. All but the most depraved heads of companies or states wish to see specific or general improvement. This is also true of their executives and, as it forms the basis of nearly all revolts, it is certainly true of workers. From top to bottom, then, there is in the large majority, a desire for improvement. More food, more profit, more pay, more facilities and, in general, more and better of whatever they believe is good or beneficial. This also includes less of what they generally consider to be bad.

Programs which obtain general support consist of more of what is beneficial and less of what is detrimental. "More food, less disease," "more beautiful buildings, less hovels," "more leisure, less work," "more activity, less unemployment," are typical of valuable and acceptable programs.

But only to have a program is to have only a dream. In companies, in political parties, useful programs are very numerous. They suffer only from a lack of execution.

All sorts of variations of program failure occur. The program is too big. It is not generally considered desirable. It is not needed at all. It would benefit only a few. Such are surface reasons. The basic reason is lack of organization know-how.

Any program, too ambitious, partially acceptable, needed or not needed could be put into effect if properly organized.

The five-year plans of some nations which are currently in vogue are almost all very valuable and almost all fall short of their objectives. The reason is not that they are unreal, too ambitious or generally unacceptable. The reason for any such failure is lack of organization.

It is not man's dreams that fail him. It is the lack of know-how required to bring those dreams into actuality.

Good administration has two distinct targets:

1. To perpetuate an existing company, culture or society.

2. To make planning become actuality.

Given a base on which to operate, which is to say land, people, equipment and a culture, one needs a good administrative pattern of some sort just to maintain it.

Thus (1) and (2) above become (2) only. The plan is "to continue the existing entity." No company or country continues unless one continues to put it there. Thus an administrative system of some sort, no matter how crude, is necessary to perpetuate any group or any subdivision of a group. Even a king or headman or manager who has no other supporting system to whom one can bring disputes about land or water or pay is an administrative system. The foreman of a labor gang that only loads trucks has an astonishingly complex administrative system at work.

Companies and countries do not work just because they are there or because they are traditional. They are continuously put there by one or another form of administration.

When a whole system of admin moves out or gets lost or forgotten, collapse occurs unless a new or substitute system is at once moved into place.

Changing the head of a department, much less a general manager and much much less a ruler, can destroy a portion or the whole since the old system, unknown, disregarded or forgotten may cease and no new system which is understood is put in its place. Frequent transfers within a company or country can keep the entire group small, disordered and confused, since such transfers destroy what little administration there might have been.

Thus, if administrative shifts or errors or lack can collapse any type of group, it is vital to know the basic subject of organization.

Even if the group is at effect — which is to say originates nothing but only defends in the face of threatened disaster — it still must plan. And if it plans, somehow it must get the plan executed or done. Even a simple situation of an attacked fortress has to be defended by planning and doing the plan, no matter how crude. The order "Repel the invader who is storming the south wall" is the result of observation and planning no matter how brief or unthorough. Getting the south wall defended occurs by some system of administration even if it only consists of sergeants hearing the order and pushing their men to the south wall.

A company with heavy debts has to plan even if it is just to stall off creditors. And some administrative system has to exist even to do only that.

The terrible dismay of a young leader who plans a great and powerful new era only to find himself dealing with old and weak faults is attributable not to his "foolish ambition" or "lack of reality" but to his lack of organizational know-how.

Even elected presidents or prime ministers of democracies are victims of such terrible dismay. They do not, as is routinely asserted, "go back on their campaign promises" or "betray the people." They, as well as their members of parliament, simply lack the rudiments of organizational know-how. They cannot put their campaign promises into effect, not because they are too high-flown but because they are politicians not administrators.

To some men it seems enough to dream a wonderful dream. Just because they dreamed it they feel it should now take place. They become very provoked when it does not occur.

Whole nations, to say nothing of commercial firms or societies or groups, have spent decades in floundering turmoil because the basic dreams and plans were never brought to fruition.

Whether one is planning for the affluence of the Appalachian Mountains or a new loading shed closer to the highway, the gap between the plan and the actuality will be found to be lack of administrative know-how.

Technical ignorance, finance, even lack of authority and unreal planning itself are none of them true barriers between planning and actuality.

Thus, we come to the exact most basic steps that comprise administration.

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First is OBSERVATION. From beginning to end, observation must serve both those in charge and any others who plan. When observation is lacking, then planning itself as well as any and all progress can become unreal and orders faulty and destructive. Observation in essence must be TRUE. Nothing must muddy it or color it as this can lead to gross errors in action and training.

Next is PLANNING itself. *Planning* is based on dreams but it must be fitted to what is needed and wanted and what men can do, even with stretched imaginations or misgivings. Planning has to be targeted and scheduled and laid out in steps and gradients or one will be laying railroad tracks that pass through oceans or boring tunnels in mountains that do not exist or building penthouses without putting any building under them to hold them up.

The essence of planning is COMMUNICATION and the *communication* must be such that it can be understood and will not be misunderstood. For unless those who oversee and those who do know what their part of the plan is, they cannot execute their share and very well may oversee and do quite some other action, leaving a monstrous gap and even a structure that ate up their time and funds but now has to be torn down.

The next is SUPERVISION and supervision is dually needful. It serves as a relay point to which plans can be communicated and from which observations as reports can be received; and it serves as the terminal which communicates the plans as orders and sees that they are actually done. This gives one the genus of the org board as a central ordering point which has other relay ordering points taking care of their part of the whole plan or program. These points are often also the points which care for local occurrences which must be handled, and their frailty is that they become so involved with local occurrences, oddities and purely local concerns that they do not or cannot give any attention to receiving, relaying and overseeing their part of the main plan.

Then there are the PRODUCERS who *produce* the service or the structure or the product required by the plan. Many plans are marvelous in all respects but putting somebody there to actually DO the required actions that make the plan real. The primary fault is to use persons who already have projects and duties to which they are committed and, with their local knowledge, see must be continued at any cost but who are forced to abandon existing programs or duties to start on this new activity, solely because the new activity has the stress given it in orders and the old activities are seemingly ordered left alone. Old companies and old countries could be said to be "that collection of incomplete and abandoned projects which is confused and failing."

Finally there is the USER, those who will *use* or benefit from the program when it is realized and completed. When planning fails to take this element into account, only then can the whole program fail utterly for it, regardless of dreams, labor and expense, is finally seen to be of no value anyway. Thus all great programs begin with an understanding or a survey of what is needed and wanted and a nose and value count of those who will use it and a costing action in time, labor, materials and finance, compared to the value of it — even if only aesthetic — of those who will use it in any way, if only to know they have it or to be proud of it or to feel better or stronger because they have done it.

Thus one gets the points which are the true administrative points:

1. OBSERVATION even down to discovering the users and what is needed and wanted.
2. PLANNING which includes imaginative conception and intelligent timing, targeting and drafting of the plans so they can be communicated and assigned.
3. COMMUNICATING which includes receiving and understanding plans and their portion and relaying them to others so that they can be understood.
4. SUPERVISION which sees that that which is communicated is done in actuality.
5. PRODUCTION which does the actions or services which are planned, communicated and supervised.
6. USERS by which the product or service or completed plan is used.

Administrative systems or organizations which lack at least the rudiments of the above system will not bring off the dream and will accumulate an enormous lot of uncompleted actions. Not a few failures, bankruptcies, overthrows and revolutions have occurred because one or all of the above points were awry in an existing organization.

The amount of heroic executive overwork which comes from the omission of one or more of these vital essential points accounts for the ulcers which are the occupational disease of those in charge.

When some or all these points are awry or gone, an executive or ruler or his minister is reduced to an anxiety which can only watch for the symptoms of bankruptcy or attack or revolt.

Even if so reduced, an executive who fends off disaster while getting in a system which satisfies the above points has an enormously bettered chance of winning at long last.

The dual nature of an administrative system or an organization now becomes plain.

Let us pry apart (1) and (2) above. The effort to hold an existing organization together is really different than trying to get a plan into actuality. In practice one *has* an organization of some sort. It has functions and it has local concerns and problems. And it has programs and actions from past control centrals or which were locally generated.

To push in upon this plans which, no matter how well conceived or intentioned, are additional to its load will cause a great deal of confusion, incomplete projects left dangling and general upset.

To place new programs into action, two prior actions are necessary:

A. Put in a whole new system paralleling the old existing system.

B. Survey the old system and its existing programs to preserve them, eradicate them or combine them with the new plans.

To leave (A) and (B) undone is to court disaster. Whether one is aware of the old programs or the old organization or not, THEY REMAIN AND WILL CONTINUE even if only as a pile of undone, unsorted papers nobody knows where to file or as a pile of odd unfinished masonry some future generation can't identify or will identify with scorn of administrations in general.

New leaders are sometimes looked upon as a worse scourge than a foreign enemy and new patterns of rule are often subjected to overthrow simply because they did not, out of ignorance or laziness, do (A) and (B) above.

One sometimes finds a company unit or a military officer left in some unheard-of place for years, at continuing expense, guarding or nibbling at some project in a bewildered or philosophic fashion. The activity remained unremembered, unhandled when a new broom and new planners entered the scene.

This can get so bad that a company or a nation's resources can be broken to bits. The old plans, disorganized, not known, discredited are superseded by new plans and new ambitions. The old plans are in the road of the new plans and the new plans prevent old plans from completing. The result is an impasse. And the men in charge, even at the level of junior executives, become even more puzzled and bewildered than the workers and begin to believe no new plans can ever be done, blame the ignorance of the populace and the cruelty of fate and give up.

All they had to do was put in a complete new parallel system as in the (1) to (6) outline above for their new plans and to meanwhile preserve and continue the old system while they surveyed for preservation, eradication or combination of it. It is sometimes even good sense to continue old projects to completion currently with new projects just to maintain stability in the company or country and somehow find new finance and new people for the new plans. It is often far less costly than to simply confuse everything.

Furthermore, all NEW and untried plans should have PILOT PROJECTS which by test and use must be successful before one incorporates them and their new workers into the old system as a parallel dependable activity.

A "chicken in every pot" as a campaign promise could easily succeed if organized as in (1) to (6) above.

There is a lot to organization. It requires trained administrators who can forward the programs. But a "trained" administrator who does not grasp the principles of organization itself is only a clerk.

At this current writing man has not had administrative training centers where actual organization was taught. It was learned by "experience" or by working in an organization that was already functioning. But as the principles were not the same company to company and nation to nation, the differences of background experiences of any set of administrators differed to such a degree that no new corps could be assembled as a team.

Thus it was said to require a quarter to a half a century to make a company. But the number of ineffective bureaucracies and national failures which existed stated clearly that there were too few skilled administrators and too few training activities.

Man's happiness and the longevity of companies and states apparently depend upon organizational know-how. Hiring specialized experts to get one out of trouble is a poor substitute for knowing what it is all about in the first place.

Organization is actually a simple subject, based on a few basic patterns which if applied produce success.

If one would dream and see his dreams an actuality, one must also be able to organize and to train organizational men who will make those dreams come true.

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HCO POLICY LETTER OF 7 OCTOBER 1969

REMIMEO

ADMIN KNOW-HOW SERIES 22-1

FUNDAMENTALS OF ADMINISTRATION No. 2

(No. 1 is HCO PL 14 Sept. 69, AKH Series 22, THE KEY INGREDIENTS.)

(See also HCO PL 28 Feb. 66, WHY ORGANIZATIONS STAY SMALL.)

An expert on administration, called in to straighten out or develop admin for a company can ALWAYS be sure of one thing: IT WILL BE JAMMED AT THE TOP.

Thus he can always do one thing very effectively: HE CAN UNJAM IT AT THE TOP.

Old-time business efficiency experts sometimes knew that the jam was at the top but considered this meant it was necessary to retrain the top man, and this being infeasible and unpopular, went down into the plant to do time-motion studies. As it remained jammed at the top, the firm seldom got more efficient.

Many tales are told about how the top needed retraining, was old-fashioned and hampered things and almost none of them were true.

All organizations that are surviving at all are driven directly from the top or by a strata of executives immediately below the top and senior to anyone else.

The first action in any attempt to improve an organization is, of course, observation. The first thing to observe is who at or near the top in executive capacity is driving the organization.

Someone, at the top or several someones just below the top are overloaded.

This will be the one or several most important logjams or bundles of stopped flows.

A jam or inefficiency can exist on very low stratas of an organization without greatly impeding much of anything. But when such a jam occurs high up it can reduce efficiency, revenue and threaten the whole organization.

The one or more at the top are trying. They are trying hard. Otherwise nothing would be going at all.

To even hint that any retraining is needed at the top is an invalidation. Further, there is no time available there for retraining.

What is wrong and what causes overwork and despair is that the staff-type persons serving the high-level people are not trained or organized to handle the abundance of action.

This is well within the province of an administrative expert to handle. Here he is dealing with secretaries, typists, phone operators and junior executive types who are only too willing to learn how to expedite the action for the high-level key people.

All one needs to tell the key person is that he needs administrative help and that you'll see that he gets it to take the load off.

Then you organize and groove in those who directly serve him.

He operates actually on a 9 div, 27 dept system as a person and as an executive. Those services are fully listed on a standard org board.

The larger the organization being headed, the more numerous must be the service corps that serves the key executive.

If the organization is small or he is a very junior exec he often has a secretary but really does not have a communicator. If he can't have more than one person, one would convert the secretary to a communicator who is trained to be aware of all the functions involved in a 9 div, 27 dept org board. When his secretary learns all this well, in terms simply of basic duties, the load will come off.

But let us go much bigger. In a million man organization, the personal staff of the upper exec who carries the load would have to be several dozen people who comprise his personal admin staff only.

All the training the top man would need would come when the rest were organized and trained and would consist only of "This is your personal staff. For these functions (divisional) here is who you call." You give him the personal org board like a new phone card and let him play with it until he learns it in actual use.

The load would come off, the lines would speed up and the result in production or accomplishment would be fantastic.

This personal staff would be trained by the admin expert, not to run the business but simply to handle and expedite all the actions of the top exec.

Overloaded execs who are near the top should also have an organized personal staff, less numerous, but still with the basic org board fully covered.

Training these personal staff members is not hard. They are usually very willing and very amazed that order can exist and that there *is* a way to help.

Unless one has sat in or near a top spot he might not have any idea of how overloaded these are. Or how this overload can delay or prevent expansion. Where every interview is personal and where every action contains minor confusions, the brilliance and competence of the most well-meaning high executive is drained into minor chaos.

The president of the United States usually ages twenty years for every four in office. They go in looking well, they come out of office a wreck. Look at their pictures before and after. This is the toll of a relatively efficient if poorly organized personal staff.

Therefore, to handle this, a *real,* an efficient, a fully trained personal staff that is groomed to near perfection is vital.

The jammed condition is at the top.

If the top is served by people who fully understand admin (as per Key Ingredients, an org board based on natural laws instead of whim, precise duties and hats) then the observations and inspections bring in the data, plans go out, get followed up, get executed, the lines fly, the users are satisfied and the load comes off.

The exact adaption of the standard org board has to be worked out on a basis of what the top exec or execs have to handle. But it will contain every division and every department and will be capable of sending out observation or supervision missions and survey users or voters and doing all the other things expected of that executive.

The admin expert will find, with one look at the top execs in almost all companies and countries where this has not been done that no one man can possibly carry the loads and functions required of his post. Yet in almost all cases the job is somehow being done.

What an admin expert has to do is study and list all the functions — unobtrusively — of that post and recruit and train a personal 9 division, 27 department-type staff for it, even though it is as few as one or three or as many as hundreds, depending on the organization size.

The result will be magical in its effectiveness throughout the entire organization. Plans become actuality, confusions vanish and the statistics rise.

You can thereafter work out ways to unstop lower executive posts. But you begin and make your biggest increase at the top.

They need help up there.

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HCO POLICY LETTER OF 14 MAY 1971
ISSUE II

REMIMEO

ADMIN KNOW-HOW SERIES 22-2

OUT–OF–SEQUENCE

(Originally written by LRH for the *Apollo* OODs on 14 May 71.
Issued as an HCO PL on 3 Sept. 80.)

Refs:

HCO PL	14 Sept. 69	AKH Series 22 THE KEY INGREDIENTS
HCO PL	14 Sept. 70 I	Org Series 2 COPE AND ORGANIZE
HCO PL	19 Sept. 70 III	Data Series 18 SUMMARY OF OUTPOINTS

Out-of-sequence is the most common outpoint according to a survey of despatches and projects a couple months ago.

The thing which gets most commonly out of sequence is the pattern of the Key Ingredients.

The correct sequence for a piece of work would be to plan, obtain materials, and then work.

If this is made into work — plan — materials, everyone works hard but no product will result.

As production is what morale depends upon, a smash of morale would occur if the Key Ingredients were thrown out of sequence.

Omitted data runs a close second to out-of-sequence as the most common outpoint.

When the sequence of a work project is thrown out and then data like technology of how to do it is omitted, a group could work itself half to death and have down morale as well from no product.

The right way to go about it is to have the tech of a job, plan it, get the materials, and then do it. This we call *organizing*.

When this sequence is not followed, we have what we call *cope*. Too much cope will eventually break morale. One copes while he organizes. If he copes too long without organizing he will get a dwindling or no product. If he organizes only he will get no product.

Coping while organizing will bit by bit get the line and action straighter and straighter and with less work you get more product.

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HCO POLICY LETTER OF 27 OCTOBER 1969
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 23

DEV-T

The entire, complete and only major source of dev-t is ignorance or failure to grasp CONFUSION AND THE STABLE DATUM as covered fully in *Problems of Work* (and LRH tapes of 1956).

Unless an executive or staff member fully grasps the basic principles of confusion and a stable datum then the org board is completely over his head, the reason for posts is not understood and dev-t becomes routine.

A post on the org board is the STABLE POINT. If it is not held by someone it will generate confusion. If the person that is holding it isn't really holding it, the confusion inherent in that area on the org board zooms all over the place near and far.

Any executive getting dev-t knows at once what posts are not held because dev-t is the confusion that should have been handled in that area by someone on post. With that stable terminal not stable, dev-t shoots about.

Excessive transfers in an org promote fantastic dev-t as the posts do not really get held as people are on them too briefly. "Musical chairs" (excessive transfers) can destroy an org or area.

The remedy is to get people trained up (OEC) to handle their posts, to get people on post who do handle their posts.

An essential part of such training is a *study* of *Problems of Work* and a full grasp of how a stable terminal handles and prevents confusion. If the person cannot fully grasp this principle, he is below the ability to conceive of terminals and barely able to perceive lines. He cannot communicate since there are no terminals to him.

REMOTE AREAS

If an area remote from an executive does not contain a stable point to which he can send his comm and get it handled, then his comm only enters dev-t into the area and he gets back floods of despatches and problems but no real handling. The area is not organized and does not have people in it who have grasped *Problems of Work* or how it applies to an org board or even why there is an org board.

Communicating into a disorganized area without first organizing it to have at least one stable terminal is foolishness.

An org board is that arrangement of persons, lines and actions which classifies types of confusions and gives a stable terminal to each type. It is as effective as its people can conceive of terminals and understand the basic principle of confusions and stable data.

A good executive arranges personnel and organization to handle types of actions and confusions. He does not broadly comm into disorganized areas except to organize them.

Any area which gives an executive excessively developed traffic (dev-t) is an area where the persons supposed to be the stable terminals in that area are *not* holding their posts and do NOT understand what they are or why and do not know what an org board is and have never understood the Scientology fundamental known as confusion and the stable datum. They are NOT doing their post or organizing their areas.

An executive's evidence of this is the receipt from there of dev-t.

The executive's action is to get somebody THERE, get him to understand confusion and the stable datum and how it applies to posts as stable terminals, get him trained up and use that now stable point to handle further confusions.

If an executive goes on handling dev-t of people who are not stable terminals that handle their areas, HE WILL BE FORCED TO WORK HARDER THAN IF THE POST WERE EMPTY. At least if it were empty, he would get only the confusion of that area. As it is, if the post is improperly held and wobbly he gets not only the area confusion but also the enturbulation of the wobbly incumbent.

Volumes could be written about this subject. But there is no reason whatever not to be able to grasp the fundamentals concerning confusion and stable data, confusion and stable terminals, apply it to org boards, to areas and to expansion.

Chaos is the basic situation in this universe. To handle it you put in order.

Order goes in by being and making stable terminals arranged to handle types of action and confusion.

In organizing units, sections, divs, depts, orgs or areas of orgs, you build by stable terminals.

You solve areas by reinforcing stable terminals.

Executives who do not grasp this live lives of total harassment and confusion.

The whole secret of organization, the whole problem of dev-t, the basic ingredient of all expansion is contained in this.

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HCO POLICY LETTER OF 8 MAY 1970

REMIMEO

ADMIN KNOW-HOW SERIES 24

DISTRACTION AND NOISE

Noise is a technical term used in the field of public relations to describe the medley of messages hitting a member of a public besides one's own message.

The clamoring for attention of many different people, firms, situations brings about a condition where another voice or despatch is just ONE MORE DISTRACTION.

We can profitably use NOISE to describe the demands for attention put upon a staff member, executive, office or org that is being distracted off a main line of action.

A law evolves — THOSE INDIVIDUALS OR AREAS THAT ARE THE LEAST WELL ORGANIZED ARE AFFECTED THE MOST BY DISTRACTIONS.

Let us take an office in Gus Falls, south Alabama. The Public Exec Sec chooses personnel and audits, the HCO ES lectures, the OES mows the lawn. The rest of the staff are assigned to no divisions particularly, they try to cope but the org makes little money naturally so they "moonlight" (have other jobs).

The place is a mess, of course. Public, bills collectors, salesmen all clamor endlessly for the org's attention. The more disorganized the place is, the more messages each distractor has to originate to get anyone there to listen. Routine actions, having no lines on which to travel and no one to handle them, become frantic *oft* repeated emergencies, each one with multiples of messages.

SO, you are an executive in a remote city. This Gus Falls office is in your area.

SO, you write them despatches.

You get no answers.

You write more despatches.

And they go unanswered.

Gus Falls just isn't reporting up.

WHY? You are just one more noise in a screaming chaos.

The office manifests mainly DEFENSE. It is being hit so hard with random voices and despatches that it develops a ridge against all voices, all despatches.

Anything from you, if it gets read at all, is resented as it's "just one more awful impossible."

So there are only three conditions wherein you get no answers or compliance:

1. There is no one there.

2. Your terminal there isn't wearing his or her hat.

3. The place is a howling disorganized madhouse.

The remotely located executive who keeps writing despatches into an area and gets no action or answers has these situations:

A. His orders are unreal in that they are not based on good observation.

B. His orders are contrary to policy and would produce upsets or disorganization.

C. There is no one there at the receipt-point.

D. The terminal addressed isn't wearing his/her hat.

E. The place is a howling disorganized madhouse.

In any of these cases we get this law:

> WHEN YOUR DESPATCHES OR ORDERS AREN'T GETTING ANSWERED OR ACTIONED, DON'T EVER KEEP ISSUING MORE OF THE SAME.

In the special case of (E) you haven't got a chance of attracting attention.

There are many things you can do in the case of (E).

Whatever you do, if observation and real data to hand (not rumor or opinion) shows (E) to be the case, there is one basic rule:

> WHEN A PERSONNEL OR PLACE IS DISTRACTED, GET IN ONLY EASY BASICS ONE AT A TIME.

Problems of Work data applies. Stable datum and confusion.

Whatever you do, you have to get correct factual observation that is actual data, not propaganda or opinion.

It could be somebody there is suppressive and is tearing the place apart.

It could be they just don't know what organization is, that it means that specialized personnel are assigned to different posts with specific duties and that command and flow lines are established throughout the organization. Maybe they don't know that.

It could be only the top strata is in a mess with the staff working well out of sight from a remote observer. That has happened.

A remote executive or one on the ground confronting this sort of thing gets his first inkling of it from no-reports or noncompliance or slow compliance.

His next action is to collect factual data on actual conditions.

His next action is to find out WHO if anyone is disorganizing the place and handle that one. But this is with care as such action if remotely taken can be wrong and the place will just disintegrate.

His next action is to get in simple basics like an org board, then hats, then a Comm Center, then recruitment, then decent promotion and decent service.

Often such a group as in (E) has generated howling financial or even public emergencies and these are what are screaming for attention. The thing to do is to put a special section IN CHARGE OF THAT EMERGENCY and route anything related to it to that special section for full orderly handling. Get the rest of the place properly organized and conducting business as usual.

It takes a while for an organized activity such as an office to become a shattered wreck. However, an SP put into it as an exec can speed this process up greatly.

Therefore, anyone seeking to handle the confused area must detect the symptoms early and handle early.

THE LATER THE SITUATION IS NOTICED THE HARDER IT WILL BE AND THE LONGER IT WILL TAKE TO BUILD IT BACK UP AGAIN.

The next time you get a DEFENSIVE ANSWER, a SLOW COMPLIANCE or a NO–REPORT, realize that you have on your hands right there, whether in one person or an org, the symptoms of a situation you must handle. It is any one of from (A) to (E) above.

Honestly and dispassionately figure out which one it is. And realize if it is (D) (not wearing a hat) it could be a symptom of an SP so watch it until you know his (a) case status, (b) ethics record and (c) production record or you could make a mistake.

If it's any one of these, (A) to (E), you can find out by dispassionate analysis based on facts.

But in any event the situation MUST be handled. What is wrong *must* be remedied.

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HCO POLICY LETTER OF 22 JULY 1971R
REVISED 22 JANUARY 1991

REMIMEO
ALL BUREAUX HATS
OEC

ADMIN KNOW-HOW SERIES 25

CLOs, OTLs AND FLAG

Refs:

HCO PL	14 Sept. 69	AKH Series 22 THE KEY INGREDIENTS
HCO PL	8 May 70	AKH Series 24 DISTRACTION AND NOISE

The PLs of the Data Series

PURPOSE OF CLOs

TO MAKE PLANNING BECOME AN ACTUALITY is the key message of the Key Ingredients.

This also unlocks the door to an understanding of Continental Liaison Offices and Operation and Transport Liaison Offices.

Unless the staff of a CLO or OTL knows the purpose of its existence it ceases to exist as it will be of no real use.

A CLO or OTL must be of USE to FLAG and ORGS and missions and the public. If it is not, then it will become valueless and a burden.

If it does know and if every staff member in it knows its purpose then it will prosper and its staff will prosper. If not it will become unmocked and confused.

THE MAJOR PURPOSE OF A CLO OR OTL IS TO MAKE FLAG PLANNING BECOME AN ACTUALITY IN ORGS, MISSIONS AND THEREBY THE VARIOUS PUBLICS.

STEPS

In THE KEY INGREDIENTS you find a cycle of management as follows:

1. Observation
2. Planning
3. Communicating
4. Supervision

5. Production

6. Users

Plans in this PL include programs and projects and are the duty of FLAG.

CLOs and OTLs fit exactly at (1) *Observation* and (4) *Supervision.*

Orgs fit at (5) *Production* and the Publics at (6) Users.

(3) Communication occurs internally at Flag; between Flag and CLOs; internally at CLOs; between CLOs and orgs and missions; and between orgs and missions and the publics. There is also internal communication amongst the publics and within each public, known as "word-of-mouth advertising" and "goodwill." Laying out this network of communication is an interesting exercise for you will see that it is becoming global — over the whole world. In addition to increasing understanding this will give one a concept of the true size of the operation. "Publics" is a public relations term meaning a type of "users."

OTLs are an extension of CLOs for the CLO.

If you can conceive of this network of communication you can then work out the remaining KEY INGREDIENTS.

OBSERVATION

Orgs observe for CLOs. OTLs observe for CLOs.

The Stats In-Charge of an org, the Finance Banking Officer of an org, the Bureaux Liaison Officer in an org, the mission holders and individuals of the publics are all *Observers* (No. 1 of Key Ingredients). They send their observations to OTLs and to CLOs.

In the Data Bureau of a CLO these observations are duplicated and CIC processed for local CLO use but are at once also sent swiftly on to Flag.

In the Data Bureau at Flag all these observations are assembled by continent and org and evaluated.

From this Flag evaluation (see Data Series on how it is done exactly), (2) of the Key Ingredients, PLANNING can occur. This step, for our purposes, includes finding the major international successes and outnesses and the big WHYS or reasons for them. Flag puts these into programs and projects and sends them out via CLOs to orgs and sometimes missions.

CLOs and their OTLs now come into their own. They SUPERVISE getting these programs and projects in and done. This is the bureaux system's PRODUCTION.

The organization and its production results are of course expressed with the publics which are thereby served and increased as USERS.

Thus all the KEY INGREDIENTS line up.

FLAG PLANNING

On Flag the basic overall effort is *designed* and *planned*. The *big broad* situations are spotted and the WHYS (reasons for them) found.

The plans, programs and projects turned out by Flag are designed to press on with the major international designs and to spot major falterings or outnesses.

The results are policy, tech, programs and projects.

In general Flag does not work on things that fit only an individual org.

What Flag plans and makes projects for fit a type of org or all orgs and are for the applications of orgs to the various publics.

By proven statistics, what Flag plans will improve or boom an area if it is applied.

Where Flag planning, represented by programs or projects, is actually gotten into full action in an org, that org will boom.

Also, by long historical proof, where an org or area neglects or doesn't execute Flag planning and its programs and projects, there is a collapse.

This isn't PR. This is the story of the years.

If Flag planning got into full activity in every area we would have the planet.

For instance the GI boom is the old Flag Tours orders suddenly reactivated and carried brilliantly into effect in the Pac area. Flag was putting tours data and tours training together for a year before the present GI boom. This was then beautifully carried out by splendid initiative in the Pac area and spread.

The resulting production of GI came about because Sea Org officers brilliantly did it with a spark and spirit beautiful to behold. And it was successful because orgs were now being headed by Flag-trained Flag Executive Briefing Course grads. *Policy* was now going in. And the only falter was where policy was departed from or was not asked for.

So Flag planning *if executed* has a long historical background of huge success.

CLO ACTIONS

This brings us straight to the real duties of a Continental Liaison Office and its branches called OTLs.

A CLO is in charge of its continental areas. It has direct comm with orgs. Has or will have Finance Banking Officers and Bureaux Liaison Officers in each org.

The first duty of a CLO is to observe and get those observations into its own Continental Information Center (CIC) and observations and reports and lists of *its own activities* to Flag.

What are these activities? They are:

A. To observe.

B. To send observations by users, orgs and the publics to Flag.

C. To push in Flag programs and projects.

D. To FIND the WHY (reasons) that any *Flag* program or project is *not* going in in an org or mission or public and REMEDY THAT WHY so the Flag program or project DOES go in.

E. Keep itself set up and operating on the pattern planned for its establishment by Flag.

F. Handle sudden emergencies.

Those are the TOTAL duties of a CLO.

They are also the duties of an OTL in respect to its CLO.

ORGS

Orgs and missions push in Flag programs and projects by department and division and also by individual staff members.

At org level and the level of its publics the org is doing (A) to (F) above.

A Bureaux Liaison Officer or an FBO in an org is doing (A) to (F) and answering to an OTL or CLO.

The OTL handles one or more orgs as an expanded arm of the CLO and it is doing (A) to (F).

The CLO is working at the level of individual orgs and missions and their publics through them.

Flag works through CLOs then to OTLs or orgs to the publics.

It would be highly informative to lay all this out in clay. For it IS the winning pattern. Where it is not understood an area breaks down and needs emergency actions.

SIMPLICITY

The floods of information pouring through these lines make them appear far more complex than they are.

That a CLO runs its own service org does not violate this in any way. That's just another *org* to run.

Let us take an actual example.

Data coming in to Flag over a long period indicated few auditors being made and slow (unbelievably slow) courses over the whole world. Several observations were ordered by Flag at one time and another.

The situation was very serious. Slow courses meant no real delivery. It meant an org had to work too long for too low a payment. It meant no auditors available. It meant no students would enroll because they couldn't spare that much time. Orgs couldn't get Class VIs home from SHSBCs.

Observations piled up and up and up. A three-week course on Flag would become a six-month course in orgs. It defied belief.

After a long long study of all this and firsthand experience at Flag, some Whys began to show up. The HCO PL 16 Mar. 71R I, KSW Series 27, WHAT IS A COURSE? was one answer. The Flag Course Supervisors Course designed to be taught in the service org of a CLO. TRs the Hard Way came out of this.

Each one of these and projects based on them went out from Flag to CLOs and thus to orgs.

Then the big outness exploded into view. The June–Sept. 1964 Study Tapes were NOT in use in courses!!!! That was the major WHY.

At once the Word Clearing tech was repiloted on Flag. Simplified versions were worked out. HCOBs were written.

Projects to get them in were written.

A whole series of drills, one for every possible Supervisor action, were swiftly put into form by an on-Flag mission and piloted.

These, as programs and projects, are pouring out to CLOs to orgs by rapid communication as fast as packaged from Training and Service Bu Flag.

Assistant Training and Service Aides in CLO Training and Service Bureaux should see that they get into each org and mission, using CLO's LRH Comm and External Comm Bureaux.

In orgs, LRH Comms or Bureaux Liaison Officers should get them checked out and *in*.

And EVERY ORG WHICH DOES NOT AT ONCE GET THEM IN AND IN FULL USE is of immediate interest to the CLO Data Bureau. The Training and Service Assistant Aide should be working to get his org contacts to give him data to find out WHY they are not IN. And Action should be alerted so it can send a CLO mission to find out WHY or remedy the already found WHY.

OTHER DUTIES

"Noise" (HCO PL 8 May 70, AKH Series 24, DISTRACTION AND NOISE) is the main reason this does not happen.

The org is in a flap of unworn hats, no personnel and the milk bill.

The CLO Training and Service Bu is trying to handle a sick exec.

Noise! Every bit of noise being generated is because the main situations are not being handled, only the dev-t around them.

Like an HAS who has no time to hire because he is so busy with internal personnel demands, an org or CLO can be so knocked around by nonsense generated on the fringes of an unhandled situation that the real reasons do not get handled.

So "other duties" seem to be so important in an org or a CLO that they do not carry the line through. Why are they so distracted by so many outnesses? Because the main line is not in!

There are NO other duties more important than remedying the reason one has so many other duties!

FLAG REMEDIES

The remedies come from Flag. They are based on area observations from many sources.

CLO DUTY EXAMPLE

To construct an example of a real CLO in action:

The Asst Management Aide of a CLO finds her project board blank for Bongville. CIC of the CLO states no reports are coming in from Bongville org. The last stats sent were poor. There is natter in Bongville's field.

On A/Mgmt Aide request, CLO's Action Bureau writes the MOs for, briefs and fires a single observer missionaire.

In Bongville, the CLO's missionaire manages to find the "Exec Director" Bongville (who is not the ED supposed to be there according to CLO personnel records).

The following conversation takes place:

The org's ED says, "Your CLO has no reality on what's going on here in this org." Question: (from CLO missionaire) Do you ever send any data or reports or stats? "No, we haven't time for that. We keep going broke." Question: Do you know Flag policy relating to pricing and financial planning? "No, we're too busy. All this questioning is just too distracting. The landlord is threatening eviction." Question: How much money have you invoiced in the last month? "Oh, very little." Question: But I see you have a full classroom of students. Have they all paid? "Oh, they've been here a year. They paid long ago . . . I think." Question: Have you put the Flag Word Clearing Project into effect so they'll finish their courses? "The what?" Question: Have you sent anyone to the CLO Tours Course? "Please, I've got to go now. The HAS just transferred the Course Super to the Estate Section and our only auditor to Ethics Officer and I've got to tell our afternoon pcs to come back tomorrow . . ."

TELEGRAM: TO CO CLO. ADVISE YOU SEND A MISSION WITH A HAS AND AN AUDITOR AND FBO TO BONGVILLE FAST TO HOLD IT. SUGGEST TWO

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BONGVILLE STAFF MEMBERS TO CLO TOURS COURSE AND TWO OF THESE EXECS TO FEBC. NO FLAG PROJECTS IN. CURRENT ED JOQUIM SOKUM DISTRACTED DISCOURTEOUS TO S.O. CHECK OF INVOICES REVEALS $18,000 UNCOLLECTED FROM STUDENTS NOW ON COURSE. NEEDS FBO AND FINANCE INSPECTOR TO SET UP TREAS AND COLLECT. ADVISE OFFICE OF SPECIAL AFFAIRS RE LANDLORD EVICTING ORG. NO DSA HERE. BEST = MISSION BONGVILLE OBSERVER.

Now the observation mission went out because the CLO Data Bureau found Bongville was not reporting.

This telegram meets up in CLO's Data Bureau CIC with a ton of public complaints in the Bongville area.

A rapid evaluation is done by the CLO CIC Evaluator using any current data on Bongville.

The WHY taken from CLO CIC evaluation turns out to be an illegal promotion to Bongville ED of a blown PTS staff member from Chongton org who put the whole staff in Treason and blew them.

The CLO Product Officer goes into action for the product of a functioning org.

CLO Action Mission Orders for a new SO temporary ED and HAS for Bongville are quickly written, the mission briefed and 24 hours later they are in Bongville handling. The Office of Special Affairs is put in touch with the landlord. The CLO Finance Office sends an FBO. A/Dissem Aide reroutes a tour to include Bongville.

The new FBO forces $7,000 in collections by Friday and gets a Treasury Sec on post and hatted and the Flag invoice pack goes in.

The HAS phones the fired Bongville auditors, gets three back. Auditing resumes. Six students are word cleared and completed on course and the Flag Intern program goes in and they begin to work in the HGC making nine auditors now delivering.

The tech member gets the Mini Super Hat on the Course Super. The Flag Word Clearing pack goes in.

Two tours students and two execs get routed via the CLO for training on the Flag checksheet courses.

The ex-ED and the ex-HAS are put on as "HCO Expeditors" pending further handling.

The HAS reverts the org to cancel out the mad musical chairs, begins to recruit, form an expeditor pool, train and hat by Flag project orders and checksheets.

The temporary SO ED produces by coping.

The scene begins to untangle to the degree that policy and Flag projects begin to go in.

The Flag ARC break program begins to go in and begins to straighten out ARC breaks in Central Files.

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One month later, the Tours students are back from CLO. The org is rebuilt enough to deliver. Money begins to roll in.

Two months later the first FEBC comes back, is genned in as Exec Dir.

The second one returns. Is genned in as HAS.

They are told to get two more people to the FEBC fast and a DSA is sent for training at OSA request.

Flag projects are well in.

The CLO mission pulls out.

The org remains stable but is carefully watched by the Asst Management Aide at the CLO via her project board.

Meanwhile all reports and data have been flowing to the CLO and to Flag.

Flag compares its data, evaluates this and other orgs. Finds ex-staff members who have blown from an org are uniformly PTS. A local Flag project to develop more data and tech on PTS begins . . .

And the cycle repeats.

The CLO gets in the PTS project.

When an org doesn't get it in according to a CLO Management Bu project board, data is looked for in the files and an evaluation is done on the orgs that didn't get it in. If no data, an observer is sent . . .

And that's the cycle.

The Flag WHY for the Bongville incident would be a CLO in that area not manned up and operating fully and not getting Flag projects in.

The CLO basic WHY that let Bongville go to pieces would be that the CLO did not watch its Flag project board and did not notice Bongville was not getting in any projects and was not reporting.

The basic WHY in Bongville was the promotion of unqualified persons to ED and HAS who did not know or try to get in Flag projects and instead went ethics-mad when they began to fail.

SUMMARY

A CLO is there to observe and to get Flag programs and projects in.

When a CLO doesn't report or backlogs, it gets Bongvilles.

It handles Bongvilles. It must have its Assistant Aides, its bureaux, especially a Data Bu, and a management project board, a Missionaire Unit, and an Action Bureau to handle Bongvilles.

But every Bongville it has to handle will be because Flag programs and projects weren't going in in Bongville and the CLO didn't find WHY they weren't going in soon enough.

Flag Level — International WHYS applying to all orgs.

CLO Level — Continental WHYS to remedy to get Flag programs and projects in.

Org Level — Divisional and departmental and individual WHYS that prevent Flag programs and projects from going in.

So that's the reason for a CLO:

To observe and to send all data to Flag and to continentally find out WHY Flag projects and programs are not going in in an org and remedy that WHY and get the programs and projects in.

That's a CLO.

L. Ron Hubbard
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JULY 1971

REMIMEO
EXEC HATS

ADMIN KNOW–HOW No. 26

(Cancels HCO PL 19 Dec. 69, EXECUTIVE DUTIES, which cancelled HCO PL 19 July 63.)

Note: HCO PL 19 July 63, ADMINISTRATIVE STABLE DATA, stated that an executive should "get people to get the work done." HCO PL 19 Dec. 69, EXECUTIVE DUTIES, cancelled it and stated other duties.

This cancellation probably robbed some people of a stable datum that they got people to get the work done.

When an executive was no longer told he should get people to get the work done, hatting tended to go out and a great deal of overload began to occur on executive posts.

From an executive not doing "work" the viewpoint swung to the other extreme that executives only do all the work.

Both policy letters (HCO PL 19 Dec. 69 and 19 July 63) were correct in their way.

Therefore they are restated as follows.

PHASE I— BEGINNING A NEW ACTIVITY

AN EXECUTIVE SINGLE–HANDS WHILE HE TRAINS HIS STAFF.

When he has people producing, functioning well and hatted, he then enters the next phase:

PHASE II—RUNNING AN ESTABLISHED ACTIVITY

AN EXECUTIVE GETS PEOPLE TO GET THE WORK DONE.

SINGLE–HANDING

By "single-handing" one means do it himself, being the one responsible for actually handling things.

This phase occurs when an executive is forming up his personnel.

(HCO PL 19 Dec. 69, EXECUTIVE DUTIES, is therefore requoted for this phase of the activity — he is on the post, most of the rest are new and flubby.)

An executive handles the whole area while he gets people to help.

An executive in charge of an org would "single-hand" (handle it all) while getting others to handle their jobs in turn.

This gives a practical and workable approximation of what top-stat executives actually do do.

The executive who sits back and waits for others to act when a situation is grave can crash an entire activity.

Essentially an executive is a working individual who can competently handle any post or machine or plan under him.

He is a training officer as well. He designates who is to do what and sees that a training action is done by himself or others to be sure the post will be competently held. An executive who accepts the idea that if a person has a school degree in "waffing wogglies" or sewing on buttons he can at once be trusted to waff wogglies or sew buttons is taking a personnel by recommendation, not by his experience with the personnel whose work-organization potential has never been tested *under that executive*. A camouflaged hole (undetected neglect area) may very well develop in such a circumstance, which can suddenly confront the executive with a time-consuming disaster.

Thus an executive accepts help conditionally until it is demonstrated to be help, and meanwhile does not relax his control of a sector below him until he is sure it is functioning.

In this way an executive is one who does and backs off spots continually. He could be said to always be doing himself out of a job by getting the job competently done. However, in actual practice, as post personnel does shift, he has to be prepared at any time to wade back in and put it right.

The supreme test of an executive (as in the HCOB SUPREME TEST OF A THETAN) is to MAKE THINGS GO RIGHT.

To the degree he can maintain his observation, communicate and get supervision done (see HCO PL on the Key Ingredients), he can achieve production or service and satisfy users.

As observation is often faulty, especially over long distances, as communication is not always received or studied and as supervision is often absent, the executive must develop a sensitivity to indicators of outnesses and systems to correct them.

A very good executive knows how to "play the org board" under him. He has to know every function in it. He has to know who to call on to do what or he disorganizes things badly.

An executive also has to know neighboring org board arrangements in the same org, the org board of allies and of enemies.

An executive has to know what users need and want and furnish it. When normal and routine posts fail under him, the executive is of course forced into Non-Existence as an executive, has to find what is needed and wanted and produce it. He applies the whole Non-Existence Formula to the situation.

Only if he does not handle fully once he does see an outness does an executive go into Liability.

An executive deals with the frailty of human variations and distractions. When these engulf his area and he is confronted with the fruits of alteration and noncompliance, of posts not held and duties suddenly found left undone, it is up to the executive to get them done any way he can. Having handled, he applies the Danger Formula (or lower as it appears) to the neglected area.

An executive has to be somebody who cares about his job and wants to get things done. If he only wishes the title for status, he is of course heading himself and his area for disaster and it could be said that such an executive, not meaning to do the job but only wanting the title, is in Doubt or lower on the third dynamic.

The executive thinks of the area and organization first and repairs. Then he thinks of the individual and straightens him out.

An executive who is worker-oriented winds up hurting all the workers. The workers depend on the organization. When that is gone they have nothing.

An organization cannot have more taken out of it than is being put into it. Efforts to bleed an organization of more blood than it has destroys it.

The preservation of his organization is a first consideration of an executive.

In an executive's hands an organization or one of its areas must be "VIABLE." That is, it must be capable of supporting itself and thus staying alive. When his area is parasitic, dependent on others outside it, without producing more than it consumes, the area and its workers are at severe risk and in the natural course of events will be dispensed with, if not at once, eventually.

Thus an executive is someone whose own sweat and energy keeps an organization or an area of it functioning. In this he earns and uses help and they in turn take over executive roles in their subordinate areas and keep them alive and producing.

An executive is in the business of SURVIVAL of his area and its people and providing with service or production an abundance which makes the area, his own services and that of his subordinates valuable.

If an executive so functions his own survival and increase is guaranteed even by natural law. If an executive functions for other reasons it is certain the ground will vanish from under him eventually again by natural law.

An executive is in fact a worker who can do all and any of the work in the area he supervises and who can note and work rapidly to repair any outnesses observed in the functioning of those actions in his charge.

The best liked executive who is most valued by his workers as someone they need is an executive who functions as described above. One who seeks to survive on favors given and does not otherwise measure up is not in fact regarded highly by anyone.

Whatever ideology one finds himself in, the above still applies. The way to the top may well be marrying the boss's daughter, but the way to stay there still requires the elements described herein. As bosses' daughters are few, a sounder way is to learn all the jobs well and study this policy and just become an executive.

PHASE II IN FULL

Now we come to PHASE II. The executive has inherited from a competent former executive or has himself built (and has prevented transfers and lack of apprenticeship from destroying) his unit, department, division, org or orgs.

Now to continue to single-hand will destroy anything that has been built.

The other policy letter (HCO PL 19 July 63) now applies and is so reissued.

When an executive in charge of a working activity continues to retain the idea "Do all I can," chaos then results. An already formed activity will collapse.

The only possible datum on which an executive could work effectively in a formed activity is *"Get people to get the work done."*

Otherwise the executive does as much as he can and leaves the willing personnel standing around unhelped and unguided. If we all did this, Scientology would go nowhere. One auditor can't audit the world. One personnel cannot do all the work of a Scientology organization.

If each person in the organization wears all the hats or one wears all and the rest wear none, you will have:

1. Bad morale,
2. Overburdened personnel,
3. Underburdened personnel,
4. Rapid staff turnover,
5. Bad dissemination, processing and instruction,
6. Low income,
7. Even lower income,
8. Public flaps,
9. Chaos.

An executive in a formed org has only two jobs:

1. Policy, promotion and planning,

2. Getting people to get the job done.

A post or terminal is an assigned area of responsibility and action which is supervised in part by an executive. Supervision means helping people to understand their jobs. Supervision means giving them the responsibility and wherewithal to do their jobs. Supervision includes the granting of beingness. Supervision does not mean doing the job supervised.

Thus you have two phases and shades of gray in between.

At a slight sag or a mess-up or failure to hire and hat and apprentice properly, a PHASE II situation can drop back into a single-handing PHASE I. An executive who again doesn't see that he has dropped out of comfortable Phase II and gotten into a PHASE I must at once again single-hand, if only for a day.

But now the executive MUST get in ethics, hire, hat and apprentice people and build once more to PHASE II.

In short, an executive has to know how to change gears!

To BOOM dissemination and income and hold the boom, study this well and be able to shift not only from comfortable II to hectic, overworked I but also to push back to Phase II.

This is the reality of it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 AUGUST 1971

REMIMEO
ALL ORGS
ALL MANAGEMENT
PERSONNEL
ALL EXECUTIVES
ALL STAFF

ADMIN KNOW-HOW SERIES 27
TARGET SERIES 7

WRITING PROGRAMS AND PROJECTS

Refs:

HCO PL	18 Aug. 82 I	AKH Series 42 Target Series 9 Computer Series 3 TARGETS AND PRODUCTION
HCO PL	9 Jan. 80	Exec Series 20 DEPARTMENTAL MINI PROGRAMS: THE KEY TO ACHIEVEMENT
HCO PL	19 Aug. 71	AKH Series 28 Target Series 8 PROGRAMS, USE OF — HOW TO SAVE USELESS WORK
HCO PL	12 Sept. 59	PROGRAMING

(The data in this issue has been excerpted from CBO 129, WRITING PROJECTS, 9 Aug. 71 as it contains pertinent and valuable data for hatting those engaged in writing programs or projects. Issued as an HCO PL on 30 Dec. 82.)

Some years back, in hatting an Aide, I asked her to visualize a project she had written being read and done at the receipt-point — in other words to assume the viewpoint of the receiver, and to see if she would then do the project.

After a study of this she wrote the following excellent analysis of the action.

"COMPLIANCE REPORT

8 August 1971

Re Hatting Action

Dear Sir,

I reread five of my projects to visualize a project of mine being done and to see if I would do it and could easily do it if I received it.

I then also read some LRH written projects to see the difference and compare.

1. I found I would not do a project or would not be interested in doing it if:

   a. I didn't understand it well at first reading (unclear).

   b. If it was too long and complex and therefore unconfrontable.

   c. If the reality of WHY it was needed and what improvements it would bring to my post or area was not clearly expressed in the INFO or SITUATION of the project. In other words if the purpose of the project wasn't real.

   d. If, just in reading the project, I didn't KNOW what I was supposed to *DO* with it or while it was underway.

2. Then I would have difficulty doing it:

   a. If each target didn't call for an ACTION, a DOINGNESS.

   b. If each target called for more than one action (confusing).

   c. If each target was not specifically directed to or assigned to one person (me) or to somebody else on my orders.

   d. If NO ONE in particular was responsible to get the project done.

   e. If it went in such detail that it didn't give me any leeway to operate in the existing scene and achieve the target, and if I was left without any initiative to do it.

   f. If each target wasn't a START–CHANGE–STOP with a definite time sequence, it would be more difficult to put it in.

From this I get some POSITIVE points to look for when writing a project:

1. Clearly assign project responsibility to one terminal or group of terminals.

2. Make the info and the situation REAL to the person by showing what the existing scene is.

3. Show why the project needs to be done and what it will accomplish, and *sell* it by doing so.

4. Have one ACTION per target and not more than one.

5. Have the time sequence properly indicated and visible in the project and make it a clear start-change-stop cycle.

6. Don't go into too many details. Better even, refer to a PL where details on HOW to do an action are contained.

7. On the other hand, don't assume that the receipt-point knows policy at the fingertip. He most probably doesn't. Don't skip gradients on the receipt-point.

8. Make it very clear as to who does what target.

9. Keep it short and simple, and each target short and words simple.

10. Watch for outpoints.

There are also the regular policies about targets and their types and how they relate, which are observed.

I'm not saying all my projects were bad and not getting done! FEBC projects are a bit too long maybe, but do have lots of doingness in them. One project is too detailed. One project, as you indicated, has good info but is unclear as to who does what.

A good one, which had most points above in, got completed well.

Thank you for the hatting action."

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 AUGUST 1971

REMIMEO

ADMIN KNOW-HOW SERIES 28
TARGET SERIES 8

PROGRAMS, USE OF
HOW TO SAVE USELESS WORK

Staff time is very often wasted by the failure to use a program-project system.

Example: Dept 4 does a full layout for promo. Then finds it is off-policy and it isn't used. Means wasted work.

Example: Tech Pc Admin is ordered to make a huge board to give pc addresses. After a lot of work it is never used.

WHY? The job never had any part of a program in the first place. It was not part of any general activity. Thus it is not part of a team action.

The correct procedure in ordering staff to ANY project that is going to consume time is to:

1. See if there *is* a situation.
2. Find out its WHY.
3. Get a general program drawn up. Get it approved as a program with who is to do each part.
4. Get the different parts of the program drawn up as a TARGETED project. With who is to do each project. Get these approved.
5. Get the projects executed.
6. Complete *all* the projects.
7. Report the program as done.

This is a correct sequence. To do anything else is to omit steps in the sequence. This gives two outpoints — omitted steps and altered sequence.

Thus when this procedure is shortcut, the whole org can look batty. It can also have its staff frantic and overworked without producing anything.

Usually the product officer draws up a program.

It is vital that he refer to policy to support his program.

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The LRH Comm should approve the program as not off-policy.

Division heads usually write up the projects. These are approved by the product officer and then the LRH Comm.

The program is issued as a local ED when approved.

The projects refer by number to the program and are issued separately as local EDs.

Their completion is chased up by the product officer.

The fully completed program is reported to the LRH Comm.

This *looks* like a lot of writing. It *saves* a lot of work.

Programs and projects are easily corrected and brought on-policy. The actual *work* is costly and impossible to correct.

The wise staff member would clamor for this system. Further he would ask, when told to repaint the students, "Where is the program and the project order?" He'd routinely find that he was often doing a job not approved by anyone but his senior. And disapproved of by the rest of the org.

Programs set priorities. They let a staff work as a team. They get the coins of the org correctly invested in needful work.

The Ad Council is a wise Ad Council if it demands the right to pass on all programs originated by its executives before projects are written or work is done.

Needless to say, a program must handle actual situations, the situations which depress production and prosperity.

These are vital steps in running an org or working in it.

Don't run about frantically or sink into apathy. Get your execs and staff program-project conscious, *save* work, get prosperous.

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HCO POLICY LETTER OF 26 JANUARY 1972

REMIMEO
ALL EXEC HATS

ADMIN KNOW-HOW SERIES 29
EXECUTIVE SERIES 5

NOT–DONES, HALF–DONES AND BACKLOGS

There is a very definite, often unsuspected effect concealed in a backlog. And it is of such violence that it can crash an area's stats while seemingly working frantically.

BACKLOG *(Webster's)* noun: 3. an increasing accumulation of tasks unperformed or materials not processed; verb: to accumulate as a backlog.

NOT–DONES AND HALF–DONES

Backlogs occur for various reasons. But the two main classes are (1) NOT–DONES and (2) HALF–DONES.

For lack of seeing that a backlog exists, lack of supervision of existing personnel, other-intentionedness of personnel, lack of personnel to handle the usual or peak volumes, lack of know-how to handle, lack of resources, and outright sabotage are some of the reasons that account for NOT–DONES.

HALF–DONES are as bad as NOT–DONES as they bit and piece an area into a quagmire. Suppose Detroit began to make half-cars. All their resources would be devoured, yet nothing would really be produced, yet everyone would look frantically busy; the executive worries would mount up to an inconceivable fever pitch unless the half-done factor was handled.

But half-dones are not always as visible as half-cars. "Have you handled Bets and Company suit?" "Oh yes." But the case is lost because the filing papers were only half-prepared and half-filed.

The same reasons apply for HALF–DONES as are listed above for NOT–DONES.

The Why of many failures is found in NOT–DONES and HALF–DONES.

The primary effect (there are others) of NOT–DONES and HALF–DONES is the building up of *backlogs*.

Now, no backlog ever quietly lies there. So long as anything else depended upon the actions being done, there will be pressure or threat of one kind or another on the backlogged area.

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Thus when an activity becomes backlogged IT GENERATES NEW WORK NOT CONCERNED WITH REDUCING THE BACKLOG AMOUNT.

Example: An insurance company backlogs claims payments. Torrents of queries then demand why. The claims section spends its time answering the queries, not reducing the number of claims. The volume of work doubles, trebles, but no claims get paid.

BACKLOGGING AT ONCE DOUBLES THE WORK BY THE ADDITION OF DEMAND HANDLING.

Example: A Central Files fails to stay filed into up to present time. Demands for items in it cause others to consume all the file clerk's time tearing CF apart to find particles.

A BACKLOG CAN INCREASE ITSELF BY ADDING DISORDER THAT UNDOES THINGS ALREADY DONE.

Thus a backlog tears up the past work while building up future work.

Example: Personnel backlogs its files, causing it to backlog appointments. This overloads areas. These areas start crashing down on Personnel in mobs demanding it provide people. Personnel is then so busy fending off people it can't appoint. Yet is in frantic action.

A BACKLOG PREVENTS ITSELF FROM BEING HANDLED.

An org that has several backlogs in it becomes frantic and then goes into apathy.

The cure is to:

1. Get people and do ALL HANDS actions to get the most important backlogs done.
2. To find the real WHY of the backlog and handle it so a present time state is then maintained. (Requires a program, followed and *done*.)
3. Check out staff on the book *The Problems of Work*.
4. Get staff to do Training Drill Zero on their work areas.
5. Get staff to reach and withdraw from their materials of operation or areas.
6. Do a survey of attitudes which reveal complaints and reasons for not-dones, half-dones, backlogs.
7. Based on the survey, campaign hard to remedy NOT–DONES and HALF–DONES.
8. Be very severe with any beginnings of any future backlogs.

When you see an area or org in apathy, know it has gone the route of not-dones, half-dones and backlogs and handle.

When you see an area going frantic, know you are looking at not-dones, half-dones and backlogs and handle fast before it goes into the much worse condition of apathy.

Production is the basis of morale.

Not-dones, half-dones result in backlogs.

Backlogs destroy the possibility of future production.

Thus you know the situation of not-dones and half-dones will result in backlogs.

The backlogs will prevent further handling.

This subject *is* the subject which makes executives harassed.

Behind every upset there will be NOT–DONES, HALF–DONES and BACKLOGS.

So be very alert.

Dynamite is stick candy alongside of this very explosive subject.

Don't say I didn't tell you.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 1 SEPTEMBER 1973

REMIMEO

ADMIN KNOW–HOW No. 30

How is it that the highest paid salaried men in our current civilization are administrators? They draw from a quarter to a third of a million dollars per year. They are paid far, far more than professional people, far more than scientists, more than politicians who above all people should be excellent administrators. Why? Because they are so rare. Business schools may turn out graduates by the millions but very, very, very few of them ever become top-flight executives who can really administer. Why does the civilization develop so very few of them? Because this civilization has not had much workable administrative tech and has not even known the basic natural laws which underlie administration.

The subject of administration is so poorly known because there is so little data. And because there is so little, the subject itself is not understood at all by the general population of the planet. Yet there are very few on the planet who are not the direct effect of administrators.

You hear an administrator talk about PRODUCTION or GROSS INCOME and possibly suppose this is just a peculiarity or a fixation and that these facts are distant from general living. Perhaps some people suppose that such talk and urgings is part of the capitalistic system or something for a board of directors. General public reaction to such things is usually a nothing-to-do-with-me. The usual attitude to law and accounting is a "beyond me" and an "it's confusing" yet the person is subject every day of his life to them. It is quite similar but even more mysterious with administration.

Administration is not peculiar to capitalism. Or to any special field. It embraces all of them, even law and accounting which are, in actual fact, administrative specialties.

Let us look at this abundant and glaring evidence: Russia cannot feed her people. She cannot clothe them. She has fantastic troubles in moving them about. Russia, despite her PR, is a failure. She is a failure not because few people agree with her ideology, indeed, that ideology has crept reachingly over the world.

And let us look at the capitalist juggling money, moneybags and paper gold and look as well at the health problems and cultural unrest that ride as problems in his train. The severest criticism of the capitalist is that communism and socialism grew up and flourished during his reign.

And look at the clanking, swanking military dictators who have replaced the weak and diseased kings who once ruled the world. They are themselves replaced by their own kind as fast as firing squads can be assembled by newly ambitious dictators.

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Why do these ideologies fail and why are they so oppressive while they last?

THEY HAVE TOO FEW TRAINED AND SKILLED ADMINISTRATORS WHO CAN GET A SHOW ON THE ROAD.

The SURVIVAL of any group depends utterly upon things like PRODUCTION and EXCHANGE. That is the way the universe runs. When these factors are not competently handled, the group is in poverty or vanishes.

Civilizations have not vanished because they had the wrong ideologies or ran out of resources. First and foremost they vanished because they had no technology of the mind and could not handle people because they did not know the basic fundamentals of life. And right along following that they did not really know the tech of administration or even what administrators were or could do.

Their survival was in question the moment they did things with individuals contrary to the basic laws of life: They began to believe they would get reaction A by some strange rite, but instead of that got reaction B. They not only did not have mental technology, they adopted practices contrary to basic laws. And so they were torn with revolts. And wars.

And their survival fell to nothing when they did not know or practice fundamental administration and violated the basic rules through ignorance or sloth.

If one is going to have a group in this universe that survives and wins through its obstacles, it must have and apply basic laws. It does not have to be a perfect group but it must not be an ignorant group.

While the happiness of the individual may depend upon mental tech, apart from any group, he cannot survive well as a group member if he has no knowledge or understanding of administrative tech.

If one goes on living in this universe, he is sooner or later the subject of administration as a member of a group. In cave days, if one had to stay in his cave starving because of a saber-toothed tiger prowling, he would have had two choices: He either stayed in his cave and starved to death or he learned about saber-toothed tigers; when he knew about saber-toothed tigers he would now have new choices of how to avoid, how to kill or even how to employ saber-toothed tigers; when he had settled this he would now have a path of action he could predict. The jungle in which he lived was subject to certain rules, no matter who laid them down, God or the old, old Biological Survey. In other words, even in cave days one was the effect of an administrator.

When one had solved the crude tooth-and-claw existence, one could rise to a small niche of administering on his own; animals could be domesticated, plants when planted would grow, wood when carved would make things, metal when formed would make things that made things.

The moment one was headed in the direction of survival he was headed in the direction of production. So many killed deer made so many meals, it also made so many hides which made so many beds and jackets. The exchange with the deer was quite unequal as there was nothing for the deer and the deer protested by ceasing to exist and one got into goats and cattle. Similarly when the wild roots gave out, for

there was no exchange for the roots, one had to plant them and tend them. Consumption any way one looked at it eventually got into production that equalized or tended to, exchange.

When one could administer a small area, so many plants, so many goats, he was in his own right something of an administrator. He learned there was technical tech and he learned there was administrative tech also. And these things of all others continued to guide his survival.

One can of course decide not to go on living in this universe. But now he falls into two new choices: He either goes to another universe or drops into a sort of self-cave. In the other universe he will probably find himself under a new administrator or a new set of rules even if he alone makes them. And if he chooses a sort of nowhere self-cave, he has done so because he never solved the saber-toothed tigers.

Thus one is confronted with certain incontrovertible facts. (1) HE MUST SEEK THE TECH OF SURVIVAL AND APPLY IT; (2) HE WILL SURVIVE AS WELL AS HE CAN ADMINISTER OR HANDLE ADMINISTRATION.

As a member of any group, the PRODUCTION and GROSS INCOME or EXCHANGE he hears his executives talking about APPLIES TO HIM DIRECTLY. What ideology or system one embraces, his well-being, his safety, his happiness, will relate to PRODUCTION and EXCHANGE and the ease with which these are attained or maintained is determined directly by his understanding of and ability to handle administration.

There are thousands and thousands and thousands who might give you far, far different basics for life. But watch it! They are touting for some administrator or seeking to avoid ALL administration in every case, one or the other!

One either lone-wolfs his life or one gets through with a group. In the first place one must think mainly of personal money or one must think of the group's survival. The regulating factors in either case are ADMINISTRATION resulting in PRODUCTION and EXCHANGE.

Bank robber or bank president, these harsh facts of life still apply. Democratic politician or autocratic commissar, these are still the main determining factors of life.

The welfare state seems so wonderful a dream to the socialist: Why is it then that ghetto people riot because THEY HAVE NO JOBS but are only on welfare? It is true, surveys show. The recipients of welfare, whether a Roman guttersnipe, a white Swede or a Black American become crippled as beings: They are the TOTAL effect of administration, they have no cause factor short of a riot. They want JOBS. For they instinctively realize that they are in little better position than the cave man with the saber-toothed tiger outside. They have been disenfranchised as members of the group, dwellers of the universe. They cannot exchange, a somewhat fearful thing, they do not produce and they are forbidden causative control or causative administration. They recognize no matter how dimly that they have been set up as zeros. And this is not only unhappy, it is dangerous.

Reversely, when people offer nothing in exchange, do not produce and cannot or will not administer, they become pawns. Sometimes they think they are merely the

subject of meanness or rancor. But if they do not produce or exchange and cannot share in administration, they become zeros. Their fate is decided already, by themselves. It would not matter for a moment what some administrator did or did not do, such people have reduced their survival to a point that it is prey to the lightest wind. These facts are as inevitable as "apples fall," as harshly real as a tiger's claw and as predictable as tonight's darkness. Their only possible choices are (1) to cease to exist (which is impossible for a thetan) or (2) get in a position or situation or state of mind to produce, exchange and administer. There is a third choice — to leave this universe.

Life is, or can be, a pretty grim proposition. One may float along on the production of others like the recently demised "leisure class" of nineteenth century infamy or like a hobo being chased by every householder and cop. One can go along in the numb world of the middle class watching his public docility while he hypocritically sins behind doors and conforms with a capital C. One can creakingly labor in the world of the endlessly being dug ditch for some unknown pipe. Or one can simply confront the whole thing, pain, misemotion, punishments, rewards and all and produce and exchange and learn to handle the administrative system he is in and himself administer his life and environ.

One can hear countless reasons why it is too awful or too deadly to find out about the tiger. But you hear these reasons from the cowardly dead.

One can hear a million arguments against being a tiger or the administrator who orders tigers about. But one is talking to people who are not *living*.

The stark facts are these: One knows and handles administration, one produces, one exchanges OR one dies as far as this universe is concerned.

That's why you hear an administrator who means well for the group talking about PRODUCTION and EXCHANGE. That is why one never hears a politician who means ill for the group mention them.

And that's why the person who can use administration to bring about production and exchange is so highly paid by status and respect or why his group is so highly paid. He is dealing in SURVIVAL. And the skills he uses are well worth knowing and using.

Caves are damp.
Bring on the tigers!
The sun is shining.

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HCO POLICY LETTER OF 15 OCTOBER 1973

REMIMEO

ADMIN KNOW-HOW SERIES 31
ESTABLISHMENT OFFICER SERIES 29

ADMINISTRATIVE SKILL

An administrator is one who can make things happen at the other end of a communication line which result in discovered data or handled situations.

A very good administrator can get things handled over a very long distance. A mediumly skilled administrator has a shorter reach.

As this scale declines, we get people who can make things happen only at arm's length.

It is interesting that administrators are valued in direct proportion to the distance they can reach and get things handled over. Persons who can handle things only at arm's length are valued but not in proportion to a long-reaching administrator.

The complexity of situations and things handled is also a test of the administrator. If one began at the highest level of capability of handling things thousands of miles away and at the bottom of the scale handling things at arm's length, one would also find complexity entering the picture.

The artisan can, by means of heavy MEST communication lines and tools, make all manner of things occur but mostly within his visual sight line.

The day laborer who can only handle a shovel usually can only handle the simplicity of lifting a few pounds of dirt to a definite position.

One of the troubles PTS people have, as an example, is handling something over a long-distance communication line. One can tell them to handle the suppressive, but one must realize he may also be giving the order to someone to handle another person several thousand miles away. This is a high level of administrative skill and is usually no part of a PTS's ability, whatever other technical considerations may intervene.

Estimating situations thousands of miles away and handling them terminatedly is actually comparable to an OT ability.

There is no effort here to include artists and technicians who do work with their hands, for this is another class of activity requiring enormous technical skill and ability.

However, very few people understand the administrator or what he is or what he can do, yet the whole world is the effect of good or bad administrators.

The administrator has technology with which to discover and handle situations and if he is a very good administrator his handling is ordinarily constructive; but whatever it is, it is firm.

A skilled administrator therefore can be defined as ONE WHO CAN ESTABLISH AND MAINTAIN COMMUNICATION LINES AND CAN THEREBY DISCOVER, HANDLE AND IMPROVE SITUATIONS AND CONDITIONS AT A DISTANCE.

When you fully grasp this and realize it is the basic simplicity that is the basic all of an administrator's further complex technology, you can estimate an administrator's efficiency or effectiveness.

If you are engaged in administration, this basic truth will serve you very well if you fully understand it and use it.

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HCO POLICY LETTER OF 5 DECEMBER 1973R
REVISED 12 DECEMBER 1974

REMIMEO

ADMIN KNOW-HOW SERIES 32

Q AND A CHECKSHEET CHECKSHEET OF THE HUBBARD CAUSATIVE LEADERSHIP COURSE

Any executive or officer or human being who does not know what Q and A is and indulges in it will inevitably cause dev-t, produce little or nothing and succumb.

Therefore this checksheet is a MUST for any executive.

NAME: _____ DATE STARTED: _____

ORG: _____ DATE COMPLETED: _____

POST: _____

1.	HCOB	21 Nov. 73	THE CURE OF Q AND A, MAN'S DEADLIEST DISEASE	___ ___ ___
2.	Demo each paragraph and look up the Mis-U each time you can't.			___ ___ ___
3.	HCOB	5 Dec. 73	THE REASON FOR Q AND A	___ ___ ___
4.	Demo each paragraph and look up the Mis-U each time you can't.			___ ___ ___
5.	HCOB	24 May 62	Q AND A, star-rate	___ ___ ___
6.	HCOB	13 Dec. 61	VARYING SEC CHECK QUESTIONS	___ ___ ___
7.	HCOB	22 Feb. 62	WITHHOLDS, MISSED AND PARTIAL	___ ___ ___
8.	HCOB	29 Mar. 63	SUMMARY OF SECURITY CHECKING*	___ ___ ___
9.	HCOB	7 Apr. 64	Q AND A	___ ___ ___

*[*Editor's Note:* HCOB 29 Mar. 63 was later cancelled.]

10. TRs the Hard Way ___ ___ ___

11. Upper Indoc the Rough Way ___ ___ ___

12. Handling the not done, or "no interest" drug items from Drug RD or getting a full Drug RD. ___ ___ ___

13. 35 hours Op Pro by Dup given and received in co-audit (17½ each way). Received ___ ___ ___

Given ___ ___ ___

13a. Introspection RD ___ ___ ___

14. HCOB 29 July 63 section "Q and A Drill"* ___ ___ ___

15. HCOB 20 Nov. 73 II, C/S Series 89, F/N WHAT YOU ASK OR PROGRAM ___ ___ ___

16. Do in clay: An auditor example of Q and A. ___ ___ ___

17. Do in clay: An administrator's example of Q and A. ___ ___ ___

18. Do in clay: How you have Qed and Aed with life. ___ ___ ___

19. Do in clay: A Q and A with a body. ___ ___ ___

20. Do in clay: A Q and A with a group. ___ ___ ___

21. Do in clay: A correct auditor action in getting a question answered. ___ ___ ___

22. Do in clay: A correct C/S action in getting a pc handled. ___ ___ ___

23. Do in clay: An administrator correct non-Q and A action in getting a target done. ___ ___ ___

24. Do in clay: A personnel correct non-Q and A action in getting a target done. ___ ___ ___

25. Do in clay: Correct non-Q and A action in verifying a target reported done. ___ ___ ___

26. Do in clay: A direct life handling of own life. ___ ___ ___

27. Do in clay: A direct non-Q and A handling of own body. ___ ___ ___

*[*Editor's Note:* HCOB 29 July 63 was later cancelled.]

28. Do in clay: Straightforward handling the hell out of a situation. ___ ___ ___

29. Do in clay: Straightforward handling of a group. ___ ___ ___

30. A final life result in real life demonstrating that non-Q and A handling is successful, attested and as a success story. ___ ___ ___

31. Certificate as a "Competent Being" from Certs and Awards. ___ ___ ___

Auditor Attest

Super Attest

Student Attest

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HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE I

REMIMEO
ALL EXECS
ALL PURCHASERS

ADMIN KNOW-HOW SERIES 33
ESTABLISHMENT OFFICER SERIES 31

PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT

The product–org officer system, covered fully in Flag Executive Briefing Course tapes, contains the key phrase for any product officer. This is:

NAME, WANT AND GET YOUR PRODUCT.

Breaking this down into its parts we find that the most common failure of any product officer or staff member or Purchaser lies in the first item, NAME YOUR PRODUCT!

On org boards and even for sections, one has products listed. Departments have valuable final products. Every staff member has one or more products.

IF PRODUCTION IS NOT OCCURRING, THE ABILITY TO NAME THE PRODUCT IS PROBABLY MISSING.

Misunderstood post titles were collected once on a wide survey. Whenever it was found a staff member did not seem to be able to do his job, it was checked whether he knew the definition of the word — or words — that made up his post title. It was found, one for one, that he could not define it even though no unusual or special definition was being requested. In other words, the first thing about the post could not be defined — the post title. This may seem incredible, but only until you yourself check it out on staff that habitually goof.

The ability to NAME the product required goes further than a mere, glib definition. Some engineers once drove a Purchaser halfway up the wall by glibly requesting "one dozen bolts." The Purchaser kept bringing back all different thicknesses and lengths and types of bolts. The Purchaser was going daffy and so were the engineers. Until the engineers were forced to exactly name what they were seeking by giving it ALL its name. The Purchaser trying to purchase could not possibly obtain his product without being able to FULLY name it. Once this was done, nothing was easier.

A product officer can ask, beg, plead, yell for his product. But maybe he isn't naming it! Maybe he isn't naming it fully. And maybe even he doesn't know the name of it. A product officer should spend some time exactly and accurately naming the

exact product he wants before asking for it. Otherwise he and his staff may be struggling around over many misunderstood words!

When you see a staff whirling around and dashing into walls and each other and not producing a thing, calmly try to find out if any of them or their product officer can NAME what products they are trying to produce. Chances are, few of them can and maybe the product officer as well.

Handle and it will all smooth out and products will occur.

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HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE II

REMIMEO
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ALL PURCHASERS

ADMIN KNOW-HOW SERIES 34
ESTABLISHMENT OFFICER SERIES 32

PRODUCT–ORG OFFICER SYSTEM
WANT YOUR PRODUCT

A product officer has to name, WANT and get his product.

Where no real or valuable production is occurring, one has to ask the question, does the product officer really WANT the product he is demanding? And does the staff member or members he is dealing with WANT the product?

The reason that a psychotic or otherwise evilly intentioned person cannot achieve anything as a product officer or staff member is that he does NOT want the product to occur. The intentions of psychos are aimed at destruction and not at creation.

Such persons may SAY they want the product but this is just "PR" and a cover for their real activities.

People who are PTS (potential trouble sources by reason of connections with people antagonistic to what they are doing in life) are all too likely to slide into the valence of the antagonistic person who definitely would NOT want the product.

Thus, in an org run by or overloaded with destructive persons or PTS persons, you see a very low level of production if you see any at all. And the production is likely to be what is called "an overt product," meaning a bad one that will not be accepted or cannot be traded or exchanged and has more waste and liability connected with it than it has value.

One has to actually WANT the product he is asking for or is trying to produce. There may be many reasons he does not, none of which are necessarily connected with being psycho. But if it is a creative and valuable product and assists his and the survival of others and he still does not want it, then one should look for PTSness or maybe even a bit of psychosis. And at the least, some withholds.

One does not have to be in a passionate, mystic daze about wanting the product. But one shouldn't be moving mountains in the road of a guy trying to carry some lumber to the house site either.

The question of WANT the product has to be included in any examination of reasons why a person or an org isn't producing.

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HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE III

REMIMEO
ALL EXECS

ADMIN KNOW-HOW SERIES 35
ESTABLISHMENT OFFICER SERIES 33

PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE

A product officer and ESPECIALLY an org officer has to know how to GET a product.

All science and technology is built around this single point in the key phrase "Name, want and get your product." Managers and scientists specialize in the HOW TO GET part of it and very often neglect the rest.

There are many product officers who do NOT know enough about organization to organize things so they actually GET their product. These, all too often, cover up their ignorance on how to organize or their inability to do so by saying to one and all, "Don't organize, just produce!" When you hear this you can suspect that the person saying it actually does not know the tech or know-how of organizing or how to put an organization together. He may not even know enough about organizing to shove aside other paper on his desk when he is trying to spread out and read a large chart — yet that is simple organization.

A bricklayer would look awfully silly trying to lay no-bricks. He hasn't got any bricks. Yet there he is going through the motions of laying bricks. It takes a certain economic and purchasing and transport tech to get the bricks delivered — only then can you lay bricks.

A manager looks pretty silly trying to order a brick wall built when he doesn't have any bricks or bricklayer and provides no means at all of obtaining either one.

A product officer may be great at single-handing the show. How come? He doesn't realize that building a show comes before one runs it. And even though economics demand at least a small show before one builds a large show, a very bad product officer who can't really organize either, will, instead of making the small show bigger, make the small show smaller by trying to run a no-show.

There is a HOW of organization. It is covered pretty well in the Org Series and elsewhere. Like you can't put in comm lines unless you put in terminals for them to connect with. Like you can't get particles flowing in a profitable way unless they have something for them to run *on*. That's simply the way things go in the universe in which you are operating. Now of course you could build a new universe with

different laws but the fact is, that would require a knowledge of organization as well, wouldn't it?

The tech of how to produce something can be pretty vast. One doesn't have to be a total expert on it to be able to manage the people doing it, but one has to have a pretty good idea of how it goes and know enough NOT to stop the guys who do know how to make bricks when one wants bricks.

If the product is to get somebody to come in to see you, then you have to have some means of communication and some tech of persuasion to make him want to come in to see you. Brute force may seem okay to cops but in organization it seldom works. There is more tech to it than that.

If a product officer does not know there is tech involved in GETTING the product, then he will never make his staff study it or teach anybody to do it. And he will wind up with no product. So beware the product officer who won't give time off for hatting! He doesn't know one has to know the tech of getting his product. What do you think the OEC (Org Exec Course) Volumes and the technical bulletins are all about?

One has to spend some time organizing in many different ways — the organization itself, the hatting, the technical skill staff members would have to have, to get anywhere in GETTING a product.

Sure, if you only organize and never produce you never get a product either. But if you only produce and never organize, the only brick wall you'll ever see is the one you run into.

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HCO POLICY LETTER OF 14 NOVEMBER 1976

REMIMEO
FLAG BU
ALL ORGS
EXT HCO FB

ADMIN KNOW-HOW SERIES 36
EXECUTIVE SERIES 18
PERSONNEL SERIES 28
ORG SERIES 36

MANNING UP AN ORG

THE SEQUENCE OF POSTING DEPTS AND DIVS

You need an org board first and an allocation board.

The sequence in which an org is manned up is roughly:

- Dept 1
- Dept 11
- Reg and Body Routers and Intro people in Div 6
- Dept 12 (enough auditors and C/Ses to approach 2 admin to 1 tech in org)
- Dept 6
- Dept 7
- Dept 3
- SSO and Supers in Qual to train staff
- Dept 5 for CF, Address and Letter Reges
- Dept 4 for promo
- Dept 21 (LRH Comm)
- Dept 10
- Dept 20
- FR and execs
- Full Div 6
- Full Div 1
- Full Div 4

– Full Div 2

– Full Div 5

– Full Div 7

– Full Div 3

(Note, an AO always mans up the AO Dept or Div along with the SH one in each case.)

Wrong sequence of manning is Dept 6, Dept 12, Dept 6, Dept 12, Dept 6, Dept 12, as you wind up with a stuck clinic that won't expand.

Wrong sequence will contract an org while trying to expand it, as the org will go out of balance, bad units, noisy and unproductive.

If manned in a correct sequence, its income has a chance to stay abreast of its new staff additions.

Emphasis on GI without comparable emphasis on delivery and organization can throw an org into such a spin only a genius can run it.

Manned in proper sequence, and hatted as it goes, an org almost runs itself.

Single handing from the top comes from long-standing failures to man or man in sequence, from earlier noncompliance with explicit orders or from not understanding orgs in the first place.

An unhappy org that doesn't produce has usually been manned only partially and out of sequence.

The trick is planned manning, ignoring the screams of those who know best or demand personnel; just manning by posting those who have been screamed for the loudest is a sure way to wind up with no people and total org problems instead of a total org that is prosperous and producing.

Incidentally, this is a rough approximation of the sequence of hats the ED gradually unloads as his org takes over.

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HCO POLICY LETTER OF 29 NOVEMBER 1978

REMIMEO

ADMIN KNOW-HOW SERIES 37
PERSONNEL SERIES 29

HOW YOU HANDLE DEMANDS FOR PERSONNEL

Refs:

HCO PL	15 Sept. 59 II	HATS AND OTHER FOLDERS
HCO PL	1 July 65 III	HATS, THE REASON FOR
HCO PL	22 Sept. 70	Personnel Series 9
		Org Series 4
		HATS

HCOs get continual demands for personnel from all areas of an org. To keep an HCO from going mad with all these demands, they must, on every request, (1) have the Dir of I&R do a full utilization survey on the division, dept or section requesting personnel and (2) do a full hat inspection on all personnel in that division, dept or section.

Only if these two steps are done for *each* personnel request will sanity reign in HCOs on the subject of personnel.

HCO PL 15 Sept. 59 II, HATS AND OTHER FOLDERS (Vol 0), HCO PL 1 July 65 III, HATS, THE REASON FOR (Vol 0) and HCO PL 22 Sept. 70, Personnel Series 9, Org Series 4, HATS (Vol 0) must be well known by all staff in Depts 1 and 3.

Personnel can recruit madly, answering every frantic demand for personnel, and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

The whole org can sag and even vanish under these conditions.

So Personnel has a vested interest in hats being complete and staff trained on them. For Personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce."

So for every demand for personnel, *ALWAYS* demand a utilization survey *AND* an inspection of hats in that area.

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HCO POLICY LETTER OF 9 AUGUST 1979RA
ISSUE II
REVISED 31 DECEMBER 2000

REMIMEO
ALL ORGS
ALL STAFF

ADMIN KNOW-HOW SERIES 38
ORG SERIES 39
ESTABLISHMENT OFFICER SERIES 37

SERVICE PRODUCT OFFICER

Refs:

Taped Lectures		The Flag Executive Briefing Course tape lectures
HCO PLs		The Org Series
HCO PLs		The Establishment Officer Series
HCO PL	9 Aug. 79 I	CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME
HCO PL	7 Aug. 76 I	AKH Series 33 Esto Series 31 PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT
HCO PL	7 Aug. 76 II	AKH Series 34 Esto Series 32 PRODUCT–ORG OFFICER SYSTEM WANT YOUR PRODUCT
HCO PL	7 Aug. 76 III	AKH Series 35 Esto Series 33 PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE
HCO PL	20 Nov. 65RB I Rev. 13. 3. 99	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL	28 May 72	BOOM DATA PUBLICATIONS BASIC FUNCTION
HCO PL	15 Nov. 60R I Rev. 4. 2. 91	MODERN PROCUREMENT LETTERS
HCO PL	14 Feb. 61 II	THE PATTERN OF A CENTRAL ORGANIZATION
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	23 Aug. 79R I Rev. 23. 8. 84	Esto Series 38 Product Debug Series 1 DEBUG TECH
HCO PL	23 Aug. 79R II Rev. 24. 6. 88	Esto Series 39 Product Debug Series 2 DEBUG TECH CHECKLIST
HCO PL	9 Aug. 79 III	AKH Series 39 SERVICE CALL–IN COMMITTEE
HCO PL	10 July 65	LINES AND TERMINALS, ROUTING

The post of SERVICE PRODUCT OFFICER is hereby established in the Office of the CO/ED, Dept 19, of all Class IV and Sea Org orgs. His direct senior is the CO/ED.

Until such time as a SERVICE PRODUCT OFFICER is posted the responsibilities and duties are covered by the Service/Call-in Committee as fully laid out in HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME and HCO PL 9 Aug. 79 III, SERVICE CALL–IN COMMITTEE.

The VALUABLE FINAL PRODUCTS of this post are (1) flawlessly serviced and completed paid pcs and students who re-sign up for their next service, and (2) high quality promotional items in the hands of volumes of public who come in, sign up and start an org service.

The main statistics for the SERVICE PRODUCT OFFICER are:

1. Number of pcs and students completed and re-signed on to their next service. (This includes those actually routed on to the next upper org for services and who do re-sign.)

2. Number of public in and started on to a service.

Completion: By completion is meant those actions completed and attested at C&A and accompanied by an acceptable success story.

Re-sign: By re-sign-ups are meant pcs and students who, after completion of a service, see the Registrar to sign up *again* for another service while in the org.

Promotional Items: Those items which will produce income for the organization. By promotional items are meant those things which make Scientology and our products known and will cause people to respond either in person or by written reply to the result of receiving Scientology commodities. These are: tours, book outlets, Sunday services, events, upstat image, fliers, info packs, handouts, books, ASR packs, specified service promotion, etc.

There are of course many other stats that reflect the SERVICE PRODUCT OFFICER'S subproducts and these are: VSD, TOTAL GI, INTENSIVES COMPLETED, BULK MAIL OUT, NUMBER OF PROMOTIONAL ACTIONS OF THE ORG IN, NUMBER OF FULLY AND PARTIAL PAIDS GOTTEN INTO THE ORG AND ON TO THEIR NEXT SERVICE. These are very important parts of the SERVICE PRODUCT OFFICER HAT, as they reflect his subproducts which lead to his valuable final product.

SERVICE PRODUCT OFFICER RESPONSIBILITIES AND DUTIES

The purpose of an organization is to deliver service to the public. The primary functions which add up to delivery to the public are: promotion, sales, call-in, delivery itself and re-sign. The Service Product Officer is responsible for the flow of *products* through these areas. He is a *product officer*. He names, wants and gets products in these areas and thus ensures that the organization is accomplishing its purpose of service to the public.

The full technology of product officers is explained in the Flag Executive Briefing Course lectures, where the product–org officer system was developed. This system is still fully valid and is, in fact, the tech of the Service Product Officer. He is solely interested in products. When the Service Product Officer comes across a situation that

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requires organizing, he gets his organizing officer to handle it. The O/O (organizing officer) should actually be operating a few steps ahead of the Service Product Officer at all times — organizing for immediate production, per the product–org system. A full study of the product–org system, as contained in the FEBC tapes, the Org Series and AKH Series 33, 34 and 35, NAME, WANT AND GET YOUR PRODUCT is recommended in order to attain a thorough understanding of the actions of the Service Product Officer and his organizing officer.

The Service Product Officer is not a stopgap at any point of the promotion, sales, call-in, delivery and re-sign lines, where executives have failed to post and hat staff. This would be the responsibility of the Exec Establishment Officer per Esto Series 1. Establishment Officers see that short- and long-range establishment are occurring in the organization in the form of recruiting, hatting and training of staff. The Esto system is a necessary and very vital tool for the Service Product Officer and the organization and should definitely be in full use.

The Service Product Officer has the authority to directly order or work with any terminal involved in the promotion, sales, call-in, delivery or re-sign areas so long as he maintains direct liaison with their seniors.

The Service Product Officer must be fully aware of every post in the org and what their jobs consist of. He must know who handles what cycles and what cycles are on the lines. For instance, it is up to the Service Product Officer to be aware of all promotional actions occurring in the org and who is doing them, or if they aren't getting done. He must be aware of what public aren't getting serviced and he ensures those responsible get them serviced. He doesn't do this himself, as a serious goof of any product officer would be to go down the org board and do the job himself. The Service Product Officer *must* ensure others get the work done. Otherwise, he would wind up doing everyone's post and not getting anything done. It's actually pretty overwhelming to think of a Service Product Officer as responsible for doing everyone else's post duties. That's the surefire way to sink fast. Where a product isn't getting out the Service Product Officer debugs it using HCO PL 23 Aug. 79R I, DEBUG TECH, in order to get production. He is not interested in first finding the person's Mis-U or excuse, he is interested in getting production occurring now. Let the org officer and Qual worry about the staff member's Mis-Us.

Divisional Secretaries are the product officers for their division per the product–organizing officer system. The Service Product Officer sees that the product officers over the whole delivery cycle are getting their products. He coordinates the flow of products from division to division. A Service Product Officer doing his post fully and properly is, in fact, the person that makes the org board work. He sees that products aren't jamming up at one point of the line, but that they continue through the organization.

The Service Product Officer walks into the Tech Div and finds the Tech Sec sitting at his desk, shuffling paper and the pcs are piling high and complaining about no service. The last thing the Service Product Officer would do is start organizing the Tech staff around and scheduling the pcs. No sir, that's a serious offense. The first thing he would do is find out what can be produced RIGHT NOW, what auditors can be gotten into session right now and make the Tech Sec do it and GET IT DONE. This all takes about fifteen minutes and he gets the area flowing again and then,

WHAM! . . . he's out and into his next area. The Service Product Officer would not sit down and just start word clearing or doing Exchange by Dynamics on the Tech Sec. He would unstick the flows and get them moving. Then he would alert HCO and Qual to this serious problem of unhattedness and demand it be handled.

The basic sequence of the Service Product Officer on getting the products flowing off the lines is PUSH, DEBUG, DRIVE, NAME IT, WANT IT, AND GET IT. That's the only way you ever get a product. Products don't happen on their own.

This means he tells the Tech Sec to get Joe Blow there in session now! There is no general "audit these pcs." You'd never get a product that way.

The CO/ED has no authority to order the Service Product Officer to perform the total duties of any one post. The Service Product Officer must guard against being stuck into one post after another, doing it all himself. Nor is the Service Product Officer an "expeditor" for the CO/ED.

It is also very important that the Service Product Officer advise seniors that he is going into their areas so as not to create a Danger condition and wind up having to run the entire org. He also does this by getting the seniors to handle their juniors so a product is gotten. He does not walk in and cross-order the seniors of areas but works with them to see that products are produced.

The Service Product Officer is one who comes up with BIG IDEAS on getting public flooded into the org and being serviced swiftly. He is the one who thinks along the line of PRODUCTS, PRODUCTS, PRODUCTS. By spanning the divisions, he coordinates the product wanted and ensures each division is aware of its part in getting this product and that their actions are uniform. Where the Service Product Officer spots diversity, or lack of uniformity, he must alert his org officer or HCO. By doing the actions of coordination for a product and product demand, the product officer creates a team and more importantly sets the pace of the org's production and morale.

ORG LINES AND THE SERVICE PRODUCT OFFICER

There are certain aspects of the organization which the Service Product Officer must be thoroughly trained in to do his job properly.

The Service Product Officer must be fully aware of all the Valuable Final Products (VFPs) of each department and each division of the org. Without this the Service Product Officer can create havoc, as he would be ordering Division 6 to recruit or the Reges to supervise. By not knowing cold the org VFPs, the Service Product Officer would certainly jam the flows throughout the org board.

A serious fault in any executive is not knowing the functions of terminals and the relation of one terminal to another. A key function of any executive is that of routing. An executive that misroutes communications and particles will tie his org in knots and wonder why no products are coming out. Therefore, a Service Product Officer must know cold every post function in the org and what particles belong on what lines.

He has got to know where a product comes from and where it goes in order to see it through the lines. A product officer's job is to name, want and get a product. However, he must first know where that product is to come from and where it is to go. This is an incredibly fundamental point.

In order for org lines to flow, routing forms (RFs) must be used. A routing form is a full step-by-step road map on which a particle travels. Every point a particle (which could be a student, a pc, mail, etc.) must go through to wind up at its destination must be listed on the routing form.

The Service Product Officer's Organizing Officer must ensure routing forms exist and are in use for each and every line in an org he deals in. Both he and the Service Product Officer must know these forms cold and be able to instantly spot when a line is being abused or ignored so as to slam in the correct routing.

A Service Product Officer must fully clay demo all the lines of an organization for each and every product. This must include each particle from entrance to the org and through all lines on which that particle would flow until it leaves the org. Lines are the most fundamental point of administration. To not have a full grasp of these lines would be detrimental to any product officer.

SERVICE PRODUCT OFFICER SEQUENCE OF ACTIONS

It is very easy for the Service Product Officer to become wrapped up in one area while neglecting the others; however, this must not be done as, while products might be getting through in one area, they may well be seriously bogging in others.

The Service Product Officer is concerned with promotion, sales, call-in, delivery and re-sign. He begins his product officering in promotion and gets products out there or started and moves on to sales and gets them on to getting their products and so on through call-in and delivery and re-sign. He then returns to the beginning, promotion, and follows up on what he started there and gets even more production out. This is basically how the Service Product Officer moves through the org.

Daily, the Service Product Officer must plan and battle plan out his day. He must list those products he intends to achieve in each one of his areas and then get them.

The Service Product Officer is not an "information courier" or "data gatherer." He is ahead of the game and *knows* the data. He must know what public haven't been regged in the org yet, he must know who hasn't been taken into session that day, or who has been stuck in Ethics for three days, and ensure these things get handled. Therefore he must be quicker and faster than anyone else in the org and run run run.

PROMOTION

Promotion is the first action of the SERVICE PRODUCT OFFICER. He must ensure the many promotional pieces and actions are getting done. Some of these are:

1. Selling of books.
2. Staff selling books.

3. Books placed in public bookstores.
4. Selling of books to FSMs, missions, distributors, retailers and salesmen.
5. Books sold on each public contact.
6. Books advertised in mags, ads, posters, fliers, etc.
7. ASR packs.
8. Info packs.
9. Div 6 handouts for lectures and free testing.
10. Posters on major services in Div 6.
11. Promo to field auditors, FSMs, Gung-ho Groups, Dianetic study groups.
12. Org mags.
13. Flag shooting boards.
14. Promo for future events and tours.
15. *The Auditor* (for SHs).
16. *Clear News*.
17. *Advance!* mag (for AOs).
18. *Source* mag (FSO).
19. I Want to Go Clear Club promo (AOs).
20. SHSBC/NED/internships/NOTs/grades, etc., specified in promo.
21. Promo at points of public inquiry.
22. Free testing ads.
23. Fliers inviting people to buy Scientology books.
24. More Info Cards used in books.
25. Ads in newspapers.
26. Questionnaires to detect people's plans for training and processing.
27. Enough letters to public so they come in.
28. All promotional actions per HCO PL 20 Nov. 65RB I, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION.
29. Book seminars, public campaigns and lectures.
30. Public Reception display (books, posters, handouts, etc.).

31. Tours and events, Sunday service.

32. Free testing line.

33. Handling of Gung-ho Groups, keeping FSMs well supplied and supervision of Dianetic study groups and FSMs.

34. Test Centers outside the org as an extension.

35. Radio and TV advertisements.

36. Dept 17 services.

37. Reception greeting, handling, routing, chasing up people for appointments and handling incoming calls with ARC and efficiency.

38. Formation of Dianetic Counseling Groups.

39. Weekly tape and film plays.

40. Promotes the org and standard tech to Auditors Association.

41. Contacts and sees any sign of ARC broken field and alerts Chaplain to clean up the field.

The first thing a Service Product Officer would want to do is get out a large volume of promo to at least get some activity occurring. This would entail Dissem getting any promo laying around the org dug up and sent out to students and pcs. They would get it out in letters and mailings, they would get it handed out to students and pcs, they would pick up the half-completed promo piece, have it fixed up and sent out. They would have promo placed in Reception, in any public inquiry, etc. In other words, the Service Product Officer ensures that the org fully utilizes what promo they do have. He would also have specific promo pieces done to enlighten the field on what services the org has. Where any of this bogged he would push — debug — drive — name it — want it — and get it.

The Service Product Officer, in trying to get in any promotional items, must review what resources he has. For example, is there a Dir Clearing, is there a Receptionist, etc.? He must concentrate on getting those terminals that already exist busy on promotional actions that will create the largest volume of inflow, while his organizing officer works on getting more immediate resources to increase the volume even further. It would be senseless to have the Dir Clearing running around trying to form up groups in an inactive field, single-handing, when he has FSMs that need to be gotten on to selecting and driving in new public. The Service Product Officer is concerned with priorities of promotional actions, so must be totally aware of all the promotional items and actions that an org can produce.

Actions such as "improved org appearance," "high ARC handling," and "correct and efficient routing of public" can be put in instantly. If he has two people in all of Dissem he still can and must get the particles flowing and products coming off the line.

SALES

The sales lines consist of enlightening the public, having lines to sign people up, getting public into the org and signed up for service.

The following gives you an idea of some of the sales actions and lines in an org:

1. Body Reg phones and schedules public to come in for interview.
2. Use of CF to produce business.
3. Reges who accept advance registrations.
4. D of T procurement of students.
5. D of P procurement of pcs.
6. Receptionist sells to public coming in.
7. SHs in communication with the Class IV org Tech Secs and Registrars and targeting them for public completing and routing on to the higher org.
8. AO's and SH's case consultant actions.
9. AO/SH events to Class IV org Academies to encourage upper-level auditor training.
10. Use of FSMs, Auditors Associations, personal contact, etc., to get public into the org and on to their next service.
11. Fast lines so public are not left waiting to see the Reg.

The lines of routing a public person to the Reg, or from the Reg to a service, must be tight so public aren't lost and the Reg is continuously kept busy with the public. Therefore, the Service Product Officer must police these lines and where he notices any lack of uniformity he gets his org officer onto it. Nonuniform or slow routing interferes with the product, so the Service Product Officer gets it speeded up now by push — debug — drive — name it — want it — and get it.

The first actions of the Service Product Officer in the sales area are to get all "in-the-org" public routed to the Reg on breaks or after course end to be further signed up for additional service. He can also have Dissem drilling done with Reges so as to increase sales in the org. His operating procedure is products, products, products, now, now, now. His org officer or HCO and Qual can worry about organize, organize, organize.

CALL-IN

Call-in is the action of getting fully paids into the org on to their next service. This also includes getting partially paids fully paid and on to their next service. These functions are of great concern to the SERVICE PRODUCT OFFICER as undelivered services to the public can mess up a field and increase the chance of refunds. The Service Product Officer should see to it that the Call-in Units are given stiff targets and that their production is not monitored by low auditor hours or low-producing training

areas. The execution of needed programs to get Call-in Units fully operational is under the Service Product Officer per HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME. This same policy also lists out the functions of the Call-in Units. Call-in falls between sales and delivery, as it deals with those either fully or partially paid and needing only to finish payment and be called in and gotten on to service.

DELIVERY

The Service Product Officer must ensure that the service lines of the org are fast and 100 percent standard, that pcs and students do complete quickly and don't get lost off the lines.

The Service Product Officer is to have an alert line with the public set up whereby if a student or pc's study or auditing is slowed, or if the public person is dissatisfied in any way, he can alert the Service Product Officer so it can be handled.

Some of the actions and lines to be product officered by the Service Product Officer are as follows:

1. Tech Services arranges housing, has the pc met when he is arriving and generally operates as the pc's host while in the org.

2. The many lines such as pc to Ethics, pc to Examiner, student to Ethics, student to Qual, C/S Series 25 line and pc to D of P line must be drilled so they are flawless and handled with ARC.

3. The most senior policy applied to this area is HCO PL 21 Nov. 68 I, SENIOR POLICY, "WE ALWAYS DELIVER WHAT WE PROMISE."

4. There must be an adequate amount of auditors, Tech Pages and FESers, Ds of P, Supervisors, Course Admins, etc.

5. The auditing line must be fast so no pcs wait to be serviced.

6. Use of all hands tech terminals in the org auditing when required to handle backlogged service.

7. Getting students through their courses and on to their internship at which point they can audit in the HGC.

8. Proper scheduling so every pc gets in 12½ hours a week minimum.

9. Recovering blown auditors, getting them fixed up and auditing.

The Service Product Officer ensures tech lines are fast. For instance, a pc's folder not getting C/Sed for days, or idle auditors and Ds of P "waiting" for pcs when they can be made to procure pcs, must be spotted and handled by the Service Product Officer.

The Service Product Officer must be kept briefed on what pcs and students arrive and how they are going to be handled. He must get around to these areas (Training and HGC) to ensure that there are no slows with public or anything that would get in the way of public receiving top-quality service.

Service to the public is the reason the org is there and service must be kept fast and 100 percent standard and plentiful. This is a primary duty of the Service Product Officer; he is there to ensure this occurs.

It is losses on service that keep public away, org income down and staff pay low.

RE–SIGN–UP

The re-sign-up line is also very key to an organization's prosperity. It brings further income, and proves conclusively that the last service received by the public person was of high quality. This is why the Service Product Officer must be very alert to the amount of re-signs. Some of the things that should be watched for are:

1. That the Reg is supplied with an upstat cert for his last completed service to present to the student or pc.
2. That the Reg knows fully how to handle the public person that won't re-sign (by sending them to Qual).
3. The Reg must be provided with tech estimates, Grade Chart information, etc., so he is aware ahead of time of what the student or pc's next action is.
4. Tech terminals are fully briefed and the line is in that every completion gets routed to the Reg. This must be drilled.

The public person should be serviced in your org until he/she requires upper-level service that your org cannot deliver, at which point they should be directed to the next higher org.

PITFALLS

The Service Product Officer can lose his effectiveness if he takes any "hey you" orders or gets stuck in at various points. He is not an expeditor. He is not an information and full-time coordinator terminal. He is an executive, a *product* officer, and he is there to ensure the entire machine runs.

He must be well versed on actions occurring in the org. He must also pay strict attention to completing actions he has started and to carrying a handling through to a done. Otherwise he can wrap himself around a pole with incomplete cycles which will ball up the line and prevent the service lines from flowing flawlessly.

Where the Service Product Officer post bogs it is undoubtedly due to a lack of an organizing officer, as with the speed in which a Service Product Officer demands products, he requires a fast-moving org officer. So it is essential this post be provided with an org officer as soon as possible.

Those personnel in the org who are responsible for organization, any Esto personnel, etc., are the people who put the units in the org there. It is not the duty of a Service Product Officer to man and hat the org. Therefore, it is a lot of sweat off the Service Product Officer's brow to have a fully functioning Esto team backing up his actions in getting the flow of products out of the organization.

SUMMARY

The Service Product Officer ensures all the actions of getting public into, through and out of the org are *accomplished* with high quality results.

It is extremely important that this post be manned in each and every org. It doesn't just make the difference between a poor, empty org and a good org. This post makes the difference between a good org and a booming org.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 JUNE 1972

REMIMEO

ADMIN KNOW-HOW SERIES 38-1
ORG SERIES 39-1
ESTABLISHMENT OFFICER SERIES 37-1

PRODUCT OFFICERS

(Originally written by LRH for the *Apollo* OODs of 11 June 72.
Issued as an HCO PL on 21 Sept. 80.)

Worked last evening getting Tech to start shooting them through to completions.

The PL on Selling and Delivering Auditing (HCO PL 28 Sept. 71) tells why you have to audit a pc all at once, whole program. Dribbling it out means repairs due to life upsets before the guy made it.

So crowd it on and get a pc *through*. Then we'll have some products for our coins.

A product officer has to name, want and get his products.

This means one says, "You there. Joe Blow. Want him completed. All right get it DONE." Product by product. There is no general "Audit these pcs." "Get up the hours." Hell, you never get a product that way.

"You there, George Thunderbird. I want you through your Primary and onto and through course and classified. Get going, man, get going. Oh, you were told to weedle the toofle before you woofled by Dorance Doppler. Org Officer? Get that name — to Flag MAA, get the cross orders the hell off my lines. Now you George Thunderbird, I want you through your Primary and onto and through course by 1 July. You got it? You got it now! Good. Well, get with it. Get going!" Note on clipboard: Org Off to get cross order by Dorance Doppler invest and report. "There's your slip." Note on progress board. Geo Thunderbird HSDA 1 July. "Now you Tobler Tomias, what's the tale; how are you going? . . . Well, standing there smoking and looking at the scenery isn't going to do anything. If your girl doesn't like you anymore the thing to do is drown your sorrows in the Primary Rundown. . . . Okay, you are to be an Expanded Dianetics. All right, that's fine. I want you completed by 16 July. . . . I don't care if that's a 16-hour day. Let's see, Primary Rundown by _____ and Class IV Acad by _____ and _____. Yes, that's 16 July AT NOON. Man, to hell with your PTPs. Get going, man." And on the progress board. And from the board — "And here's Bill Coal. He should be off the Primary today, where is he? All right Bill — ah, you made it that far. Now you're on schedule. That's great. HSDA. Get with it, man. You completed Primary 20 minutes ago and aren't on the next course. Super! What the _____."

That's the way it goes for a Tech Prod Off. "We are finishing Agnes, Torp and Goshwiler today. Today. Yes today. Certified and off lines. Got it, D of T? Well, do it!"

Push, debug, drive. Name it, want it, get it.

That's the *only* way you ever get a product.

Sad but true.

They don't ever happen by themselves.

And all the public relations chatter in the world is not a product. I know this product officer beat.

It's a piece of cake.

But it has to be DONE.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 AUGUST 1979
ISSUE III

REMIMEO
ALL ORGS
ALL STAFF

ADMIN KNOW-HOW SERIES 39

SERVICE CALL–IN COMMITTEE

Refs:

HCO PL	9 Aug. 79 I	CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME
HCO PL	9 Aug. 79 II	AKH Series 38 Org Series 39 Esto Series 37 SERVICE PRODUCT OFFICER
LRH EDs Int	302 & 302-1	DEBUG TECH BREAKTHROUGH and DEBUG TECH CHECKLIST
HCO PL	7 Aug. 76 I	AKH Series 33 Esto Series 31 PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT
HCO PL	7 Aug. 76 II	AKH Series 34 Esto Series 32 PRODUCT–ORG OFFICER SYSTEM WANT YOUR PRODUCT
HCO PL	7 Aug. 76 III	AKH Series 35 Esto Series 33 PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE
HCO PL	20 Nov. 65 I	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL	28 May 72	BOOM DATA, PUBLICATIONS BASIC FUNCTION
HCO PL	15 Nov. 60 I	MODERN PROCUREMENT LETTERS
HCO PL	14 Feb. 61 II	THE PATTERN OF A CENTRAL ORGANIZATION
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	28 Feb. 65 I	DELIVER

As it takes time to appoint and train a Service Product Officer, until this is done a Service Call-in Committee is created.

This committee is placed in Dept 19, Office of the CO/ED. Its purpose is to ensure the Call-in Units for both fully and partially paids are functional and the org is servicing the public in volume.

This committee is directly responsible for getting the programs listed out in HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME, fully and completely done. It also carries out the functions of the Service Product Officer as fully outlined in HCO PL 9 Aug. 79 II, SERVICE PRODUCT OFFICER, until such

time as one is appointed, trained and apprenticed and ready to assume post at which point the Service Call-in Committee would still remain in operation under the Service Product Officer's chairmanship.

The ED/CO of an org is first and foremost responsible for these duties until such time as he forms and gets this committee operational.

This committee is to be chaired by the HCO Executive Secretary (HES) and the Org Executive Secretary (OES) is deputy chairman. The Treasury Sec is a member of this committee as it is Treasury that is most intimately interested in getting rid of advance payments received (APRs). Public who have either partially or fully paid and have not yet come into the org for their service are a backlog and could potentially break the org in refunds.

The committee is to consist of:

CHAIRMAN: HES

DEPUTY CHAIRMAN: OES

MEMBERS: Advanced Scheduling Registrar

Treasury Secretary

Director of Processing

Director of Training

(NOTE: At such time as a Service Product Officer is posted and operating he would take over chairmanship of this committee with the HES and OES becoming members.)

COMMITTEE RESPONSIBILITIES

This committee's foremost responsibility is to see to the execution of the issues referenced on page one, particularly HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME and HCO PL 9 Aug. 79 II, SERVICE PRODUCT OFFICER.

This committee is responsible for ensuring and product officering all promotion, sales, call-in, delivery and re-sign actions occurring in the org so they are produced in ever-increasing quantity and quality. This basically consists of:

1. Promotion to new and old public so Scientology services are well known and public are driven to the org in droves.

2. The action of selling Scientology services to all new and old public either currently in the org, new to the org or returning to the org.

3. Call-in of all partial and fully paid public so they do come into the org for services.

4. Fast, high quality services delivered to the public.

5. The re-signing of all in-the-org public on completion of a service.

This committee is responsible for seeing that the above actions do occur, through product officering and debugging they ensure the products are flowing off the line. Each member of the committee has a personal responsibility to see that this occurs.

COMMITTEE DUTIES

The committee meets daily off production hours and battle plans out all actions needed to get products flowing in each area of promotion, sales, call-in, delivery and re-sign. The specific products are fully listed out in HCO PL 9 Aug. 79 II, SERVICE PRODUCT OFFICER. They ensure the products they are going to get are known and the "figure out how to do" has been done and is coordinated. When this is done each committee member knows what his or her part is in getting out the products. For instance, the Director of Training knows he will have a student graduating shortly, and that this student will need to go on the re-sign line. Therefore the D of T informs the HES at the meeting who takes notes and ensures the Dissemination Division correctly handles the re-sign, or the HES may need to get a Tech Estimate from the C/Ses for a registration cycle. The Director of Processing is then alerted to this at the committee, so the cycle will flow smoothly and quickly.

Each member of this committee is assigned appropriate targets on the committee's battle plan to get done that day.

EXAMPLE: The HES would see to it that the promotional actions are being done. He would expedite those "few students left in Ethics" and get them back onto their course and serviced using debug tech (covered in LRH ED 302) as necessary. Using his Dissem Sec he would get the ASR Call-in Unit producing products, people fully paid and in, targeting the unit for maximum production and debugging as necessary.

EXAMPLE: The OES finds every student and pc fallen off lines and gets them either back on course or in session. Using his Tech Sec and Director of Tech Services (DTS) the OES product officers the Fully Paid Call-in Unit, targeting them and getting the public in now.

The Treasury Secretary would ensure both Call-in Units are well supplied with complete lists of who is fully or partially paid per HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME.

The Director of Training and the Director of Processing provide excellent service to pcs and students and get them through their courses or case actions.

This is a fast-pace activity and the committee deals in real products and real beings. Their effectiveness determines the viability of the org.

The committee is to ensure both Call-in Units have adequate personnel and where there is not, all hands of idle auditors and part-time use of Letter Reges and other Dissem Div personnel is immediately put into use so as to cover the functions of call-in.

The committee is also to set up an alert line so that if a student or pc is not getting serviced or is getting slow service, he can write to the committee to get it handled. This line must be made well known to the public. The committee is to have an

emergency meeting whenever they receive such an alert. They are to get the situation brought up by the public person handled fast, within 24 hours. This alert line will uphold the reputation of the org.

The committee is to guard against call-in actions being monitored by low auditing hours. Call-in Units must call in. HGCs (Hubbard Guidance Centers) and Academies must deliver. Where either of these are not occurring, it is up to the Service Call-in Committee to remedy it.

An important duty of this committee is to immediately appoint a Service Product Officer and to see to it he is trained and apprenticed. Once the Service Product Officer is on post, if it is found that he is having to handle organizational matters and thus bogging, the committee must then provide him with an org officer.

COMMITTEE STATS

The stats for this committee are: (1) Number of pcs and students completed and re-signed onto their next service. (This includes those actually routed on to the next upper org services and who do re-sign.) (2) Number of public in and started onto a service.

SUMMARY

Without someone overseeing and directly product officering the flow lines into, through and out of the org, public get lost off the lines and the org contracts. It is of the utmost importance that this committee act and get the products flying off the line.

So, when you're standing in the Academy or HGC of your org and it is deserted without a student or pc in sight ask yourself, "Why didn't I form a Service Call-in Committee like Ron said?" Form one and win.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 FEBRUARY 1980

REMIMEO
ALL ORGS
ALL STAFF

ADMIN KNOW-HOW SERIES 40

COORDINATION COMMITTEES AND MANAGEMENT COMMITTEES, DIFFERENCES IN PURPOSE AND FUNCTION

If effective, coordinated management is to occur there are two basics which must be understood at the outset.

The first of these is what a management body is and what it does.

The second is what a coordination council or committee is and what it does.

Someone has to see that the work gets done. That's management. Management organizes and runs things. Each network or sector of management has its own senior. The senior is responsible for the governing, the planning, the activities, the statistics and the expansion of his own sector of the overall organization. And each of these seniors is a member of the management committee. The handling of situations, the origination of needed or missing policy, the initiation of management actions to be taken and orders to be issued — all of this is done by the individual members of the management committee.

But such management units can be hit from various quarters unless they have a hard core of united resistance in the form of agreed-upon procedures and policy, and unless there is some coordinating body existing which has the authority to clear their strategy and their tactics.

Thus, there is a need for a coordinating committee which clears the actions and orders of management to ensure that these *are* coordinated so as not to work against the interests of any one network or sector.

That would be what a coordinating committee would do and what it would consist of. The coordinating committee would be made up of the members of the management units or their deputies — such members then acting only in a *coordinating* capacity.

The membership of a management executive on a coordinating committee gives him the chance to clear what he is doing with the other sectors who are also represented on the coordinating committee, to demand cooperation and action from them and to call to their attention points in their activities which make his post difficult for him, and to prevent them from setting policies that influence his sector but are not cleared by him.

A coordinating committee, then, is composed of the seniors who do this for their sectors, or by representatives of those seniors.

A coordinating committee exists to clear orders and certify that they are not contrary to or harmful to the activities of other committee members.

Indiscriminate policies have been issued from time to time by various units and activities which, if they do not take other units and their functions into consideration, create points of confusion. Unless some council or committee exists which has the authority to clear such policies and actions, the confusion will continue. In other words, without a coordinating committee, policies get issued which are contrary to the best interests of the overall organization.

What a coordinating committee *isn't* is some kind of group that gets together and discusses how they would solve things. That's not how a coordinating committee operates.

What a coordinating committee *is,* is a committee that clears solutions and policies originated by different autonomous units within the overall organization, so that these solutions and policies are coordinated with the functions of other units and are known to all. Such a committee also exists so that modifications can be requested by management individuals where a policy or an activity affects his sector.

Thus a coordinating committee is quite different from a management committee which organizes and runs things.

Though the membership on such committees may be composed of the same individuals or their deputies (and should be, as management must be represented in coordination), it is the capacities in which they act in these two different bodies which is different.

When one is acting as a management executive he manages. When he sits on a coordinating committee he ensures that all the management functions are *coordinated* for the good of the overall organization.

HOMEWORK

For a coordinating committee to be able to function swiftly and efficiently, as it must do, certain rules and regulations must be set up. Otherwise, such a committee will find itself spending (wasting) long hours mulling over and trying to sort out incomplete or confusing cycles and, actually, slipping down into management functions (and not even effective management functions, at that).

A coordinating committee must have some executive perpetually in charge of it. This executive must be in communication with the liaison officer or the seniors of all networks. These networks must demand that certain subjects be taken up or the coordinating committee executive must himself be familiar enough with the scene to see that certain things have to be taken up and coordinated. From this data, this executive compiles an agenda with times and dates saying what is going to be taken up when. The agenda is issued in time for other units to gather their specialized information on these subjects and the problems connected with them so as to help resolve them.

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The committee should be run on exact and specific rules as laid down by the executive.

Such rules would need to provide that each committee member arrived with his homework done. That would include homework done without the person having gone past misunderstoods. It would include homework done that takes into consideration, within reason, some knowledge of the purpose and functions of the other units which his plans might affect.

So a good, workable solution for a coordinating committee to operate on is to have a committee "pot" to accumulate fines for anyone violating the rules.

With any violation, the offending member puts a specified fine in the pot, then and there. When the pot gets full, the committee has a party.

The rules would be:

1. Arriving with homework for any proposed policy, order or action *done.*
2. Such homework done on a certain knowledge of the area being addressed.
3. Such homework done with a real understanding of the terms and functions involved — and *not* having been done over misunderstoods.
4. Such homework done with a reasonable working knowledge of the other areas and units which may be affected.
5. And, if an objection is raised to another's proposal without coming up with a solution to it, it's also a violation of the rules.

A person then arriving with incomplete or no homework, or found to have an MU, or who is found not to know very much about it, must deposit a specified sum of money in the pot — then and there. Or, if it's found afterwards that he's had a misunderstood on the activity, he contributes his money to the pot at that time.

For objecting to something but not bringing up a solution to it costs double the fine.

If coordinating committees set up firm rules based on the above, set their fines for the various infractions and *stick* to them, they'll get a lot of effective coordinating done.

And if they understand the difference between management committees and coordinating committees and operate solely and only on that clear understanding, they'll be successful.

That is what it takes to bring about effective, coordinated management.

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HCO POLICY LETTER OF 1 JULY 1982

REMIMEO
ALL STAFF

ADMIN KNOW-HOW SERIES 41

MANAGEMENT COORDINATION

COORDINATION is the essence of management.

The word "management" implies there is something and some someones to manage.

A business or company or organization implies others are present and are engaged in a similar activity. It is a *team*.

Any organization, no matter how complex, is bound together by common purposes.

If the different parts of such an organization are not *coordinated*, they begin to cross each other's lines and tangle.

With such a tangle, one gets no forward progress.

The energy of the overall organization is absorbed by cross orders, cross actions and the general purpose of the activity makes little if any forward progress. This can be called "internal noise." The staff can be numerous, appear busy, even frantic, yet no production is really accomplished.

What is missing is COORDINATION. The efforts of each part of the organization are not being directed and meshed into flows which would achieve the common purpose.

THAT is what a manager is for.

The manager and his immediate assistants have to *know* where they are going and have to make certain each part of the organization knows and that the efforts of each individual segment of the organization are devoted to forwarding the same general purpose.

Without that coordination action, the different elements of the organization go into a tangle that results not in the forwarding of the general purpose but into confusion and frayed temper and nerves.

The elements of coordination are *planning, knowledge, information, agreement* and *production*.

Good coordination of team effort results in high ARC. This is called "team spirit, morale, esprit, etc." But what it is in fact is agreement and understanding within the team so they can each forward the general purpose of the group. Confidence in the

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group by each individual part of it is built with the above factors. Out of that one can achieve meaningful and worthwhile production.

Without it one gets various versions of catastrophe. The "hey you" organization, the one-star team with everyone else on the sidelines inactive or confused — there are many aspects of a lack of coordination.

Coordination is why we have Executive Councils, Advisory Councils, staff meetings, mini programs for departments and all the rest of it. It is even why we have an org board.

Any manager, at whatever level, will most certainly fail if he does not brief his troops, get their viewpoints, establish agreement and program the general ongoing activity and see that the program is executed.

A manager at any level has to use the tools of coordination. Otherwise his organization's product will just be noise.

Oh, it is true that groups do not develop new ideas, that boards cannot plan. This is beside the point. This does not mean they do not serve a vital purpose. A manager uses them to coordinate! If he omits this, he has lost his most valuable tool, the form of the organization and he cannot possibly achieve any lasting results.

An org that doesn't hold Executive Council, Advisory Council and staff meetings on a regular basis and does not use them to brief and iron out disagreements and get cooperation is lost. It will have down statistics very surely. For no one will know what the blazes is going on, so how can they get their own job done? An answer is to splinter off and go one's own way as best he can. And that fragments a group and it ceases to be an organization but is just a lot of individual efforts.

The failure in such a case is simply a failure to coordinate!

Oh yes, management is there to plan. Good. If it is planning that will forward the general purpose of the organization, if the various units of the organization are briefed and the plan is adjusted to handle their disagreements and if the plan is real and understood by one and all and if they then cooperate and produce along these lines, you have forward progress.

In our case all we're doing is selling and delivering a product. If we do that we have a planet. Otherwise we don't.

Whether we do it in a few years or a few millennia is determined by management. Does it *coordinate* or not?

L. Ron Hubbard
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HCO POLICY LETTER OF 18 AUGUST 1982R
ISSUE I
REVISED 28 FEBRUARY 1984

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ALL ORGS
ALL MANAGEMENT PERSONNEL
ALL EXECUTIVES
ALL STAFF
ALL COMPUTER USERS

ADMIN KNOW-HOW SERIES 42
TARGET SERIES 9
COMPUTER SERIES 3

TARGETS AND PRODUCTION

There is a direct coordination between the clarity and doability of the targets of a program and any increase in stats.

If one can write good, simple, doable programs on matters important to get done, they can get done. If the program is cloudy or the targets too general, little comes of it. It does not show up in stats and can even clutter up lines and impede production.

So it is *very* important to an exec and to staffs that the exec be able to write clean, concise programs and staffs to recognize when they are not and plead for correction.

Strategic planning gets bugged most often because middle management does not put it in target form or if they do, put it in such cloudy or general targets it cannot be done and does not achieve the desired result.

Faults in this can cost — factually — millions in unmade income or actual losses and overwork.

But now today *another* factor is entering the scene. The world has gone *computer*.

Computers can keep track of things and operate to catch things which, undone, wreck things.

In a very short while, at this writing, computers will exist at management echelons to keep track of stats, demand programs and keep track of their effectiveness. The computer will be able to detect very early noncompliance both in writing and getting done programs.

Life will be much smoother as debugs will be demanded more quickly and bad targets or line jams or staff overloads will be detected sooner and remedied, resulting in more income, more service and more pay.

But all this will depend on three things:

1. The existence and soundness of the strategic planning and evaluation. (This has never much been in doubt.)

2. The clarity with which planning can be programed. (This is currently not good at all.)

3. The execution of targets called for at various echelons and staff level. (This depends, to a large measure, on 2 above.)

To a computer, which cannot really think, a target is a target. If not done in the expected time, it will squawk. If still not done, it will demand a debug.

The debug will find (a) the organization ordered did not give it to a correct or the right staff member to do, (b) had no one there to do it or (c) the target was simply neglected at staff level or (d) the target was undoable in its existing form. The right one will be found, action will be taken and the overall scene will advance once more.

So it is *very* important, whether one is writing major, minor or mini programs, that they be written absolutely on-policy from here on out.

This starts now, not waiting for computers, as it is valid in its own right and Programs Ops are on the line. With computers there will still be Programs Ops to run them but the precision and speed will increase amazingly.

The organizations in the world are getting bigger. They have to be more efficient to also pay well. And this all comes down to the 1, 2, 3 above.

It is a miserable thing to be hit with a lot of confused, undoable orders. And dangerous to one at staff level for one can be charged with noncompliance when there was really nothing precise to comply with!

So the ability to coordinate programs and write excellent target-policy targets is vital to the ability of all to work.

And when computers get on the job, electronic sparks will be flying all over the place if target policy is not adhered to carefully and precisely.

So this policy is vital, computers or no computers.

OPERATING TARGETS MUST HEREAFTER BE WRITTEN IN SUCH A WAY THAT THEY ARE FINITE AND NOT A GENERALITY SO THEY ARE PRECISELY DOABLE. Targets like "Keep stats rising" or "Be nice to Joe" are not doable targets from a computer's viewpoint or anybody else's.

But, computers aside, the one that does the target is NOT a computer and with target clarity can do it far more easily.

Hear me, the 1, 2, 3 above are the make-break point of expand or not expand.

So heed it.

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HCO POLICY LETTER OF 22 AUGUST 1982

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ALL MANAGEMENT PERSONNEL
ALL EXECUTIVES
ALL STAFF

ADMIN KNOW-HOW SERIES 43
TARGET SERIES 10

BATTLE PLANS

A "battle plan" is defined as:

A list of targets for the coming day or week which forward the strategic planning and handle the immediate actions and outnesses which impede it.

Some people write "battle plans" as just a series of actions which they hope to get done in the coming day or week. This is fine and better than nothing and does give some orientation to one's actions. In fact someone who does not do this is quite likely to get far less done and be considerably more harassed and "busy" than one who does. An orderly planning of what one intends to do in the coming day or week and then getting it done is an excellent way to achieve production. But this is using "battle planning" in an irreducible-minimum form as a tool.

Let us take up definitions. Why is this called a "battle plan" in the first place? It seems a very harsh military term to apply to the workaday world of admin. I did not select this term, it sort of grew up by itself amongst Sea Org executives. But it is a very apt term.

A war is something that happens over a long period of time. The fate of everything depends on it. A battle is something which occurs in a short unit of time. One can lose several battles and still win a war. Thus one in essence is talking about short periods of time when one is talking about a battle plan.

This goes further. When one is talking about a war, one is talking about a series of events which will take place over a long period of time. No general, or captain for that matter, ever won a war unless he did some strategic planning. This would concern an overall conduct of a war or a sector of it. This is the big upper-level idea sector. It is posed in high generalities, has definite purposes and applies at the top of the Admin Scale. (Ref: HCO PL 6 Dec. 70, Personnel Series 13, Org Series 18, THIRD DYNAMIC DE–ABERRATION)

Below strategic planning one has tactical. In order to carry out a strategic plan one must have the plan of movement and actions necessary to carry it out. Tactical planning normally occurs down the org board in an army and is normally used to implement strategic planning. Tactical planning can go down to a point as low as "Private Joe is to keep his machine gun pointed on clump of trees 10 and fire if anything moves in it."

"Middle management" — the heads of regiments right on down to the corporals are covered by this term — is concerned with the implementation of strategic planning.

The upper planning body turns out a strategic plan. Middle management turns this strategic plan into tactical orders. They do this on a long-term basis and a short-term basis. When you get on down to the short-term basis you have battle plans.

A battle plan therefore means turning strategic planning into exact doable targets which are then executed in terms of motion and action for the immediate period being worked on. Thus one gets a situation whereby a good strategic plan, turned into good tactical targets and then executed, results in forward progress. Enough of these sequences carried out successfully gives one the war.

This should give you a grip on what a battle plan really is. It is the list of targets to be executed in the immediate short-term future that will implement and bring into reality some portion of the strategic plan.

One can see then that management is at its best when there is a strategic plan and when it is known at least down to the level of tactical planners. And tactical planners are simply those people putting strategic plans into targets which are then known to and executed from middle management on down. This is very successful management when it is done.

Of course the worthwhileness of any evolution depends on the soundness of the strategic plan.

But the strategic plan is dependent upon programs and projects being written in target form and which are doable within the resources available.

What we speak of as "compliance" is really a done target. The person doing the target might not be aware of the overall strategic plan or how it fits into it, but I assure you that it is very poor management indeed whose targets do not *all* implement to one degree or another the overall strategic plan.

When we speak of coordination (Ref: HCO PL 1 July 82, Admin Know-How Series 41, MANAGEMENT COORDINATION), we are really talking about conceiving or overseeing a strategic plan into the tactical version and at the lower echelon coordinating the actions of those who will do the actual things necessary to carry it out so that they all align in one direction.

All this comes under the heading of *alignment*. As an example, if you put a number of people in a large hall facing in various directions and then suddenly yelled at them

to start running, they would, of course, collide with one another and you would have a complete confusion. This is the picture one gets when strategic planning is not turned into smooth tactical planning and is not executed within that framework. These people running in this hall could get very busy, even frantic, and one could say that they were on the job and producing but that would certainly be a very large lie. Their actions are not coordinated. Now if we were to take these same people in the same hall and have them do something useful such as clean up the hall, we are dealing with specific actions of specific individuals having to do with brooms and mops — who gets them, who empties the trash and so forth. The strategic plan of "Get the hall ready for the convention" is turned into a tactical plan which says exactly who does what and where. That would be the tactical plan. The result would be a clean hall ready for the convention.

But "Clean up the hall for the convention" by simple inspection can be seen to be what would be only a small portion of an overall strategic plan. In other words the strategic plan itself has to be broken down into smaller sectors.

One can see then that a battle plan could exist for the ED or CO of an org which would have a number of elements in it which in their turn were turned over to subexecutives who would write battle plans for their own sectors which would be far more specific. Thus we have a gradient scale of the grand overall plan broken down into segments and these segments broken down even further.

The test of all of this is whether or not it results in worthwhile accomplishments which forward the general overall strategic plan.

If you understand all the above (it would be a good thing to do it in clay) you will have mastered the elements of coordination.

Feasibility enters into such planning. This depends upon the resources available. Thus a certain number of targets and battle plans, to an organization which is expanding or attempting big projects, must include organizational planning and targets and battle plans so that the organization stays together as it expands.

One writes a battle plan, not on the basis of "What am I going to do tomorrow?" or "What am I going to do next week?" (which is fine in its own way and better than nothing), but on the overall question, "What exact actions do I have to do to carry out this strategic plan to achieve the exact results necessary for this stage of the strategic plan within the limits of available resources?" Then one would have the battle plan for the next day or the next week.

There is one thing to beware of in doing battle plans. One can write a great many targets which have little or nothing to do with the strategic plan and which keep people terribly busy and which accomplish no part of the overall strategic plan. Thus a battle plan can become a liability since it is not pushing any overall strategic plan and is not accomplishing any tactical objective.

So what is a "battle plan"? It is the doable targets in written form which accomplish a desirable part of an overall strategic plan.

When one is talking about "mini programs" in an org, one is actually talking about small battle plans at the lowest tactical levels. These must be based upon a middle-management tactical plan and this in turn must be based on a strategic plan.

The understanding and competent use of targeting in battle plans is vital to the overall accomplishment that raises production, income, delivery or anything else that is a desirable end.

It is a test of an executive whether or not he can competently battle plan and then get his battle plan executed.

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HCO POLICY LETTER OF 30 NOVEMBER 1982

REMIMEO
ALL ORGS
ALL EXECS
FBOs
D/FBOs

ADMIN KNOW-HOW SERIES 44
ORG SERIES 43
ESTABLISHMENT OFFICER SERIES 44
FINANCE SERIES 32

THE DEPUTY CO OR DEPUTY ED FOR DELIVERY AND EXCHANGE

Refs:

HCO PL	9 Aug. 79R II Rev. 19.11.79	AKH Series 38 Org Series 39 Esto Series 37 SERVICE PRODUCT OFFICER
HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	29 Jan. 71	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	10 Mar. 71R I Rev. 27.10.82	Finance Series 5 FBO HAT
HCO PL	27 July 82R Rev. 20.9.82	Finance Series 25 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)
HCO PL	3 Sept. 82	Finance Series 27 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE

(NOTE: The pilot for this post has been long and successful: it is the FCCI PO [Flag Case, Course, Internship Product Officer] whose duties were covered by the famous Bulldozer EDs issued on Flag. However, the FCCI PO also covers the post of what is now called D/FBO for MORE [D/FBO for Marketing of Org Resources for Exchange]. Without this post effectively manned, the FSO — Flag Service Org — collapses and any sag in its stats is instantly traced to the nonfunctioning of the FCCI PO post. The post once functioned well in the Office of the Staff Captain and has functioned less well in the Office of the CO FSO. Therefore, the D/CO [or D/ED] for Delivery and Exchange post is put in close liaison with the strong and powerful International Finance Office Network, while remaining under the authority of the CO or ED of the org.)

The Service Product Officer in any org should have D/CO or D/ED status.

His key function is to see that the org operates at the highest level of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

Therefore, his post is now retitled D/CO (or D/ED) for Delivery and Exchange and he is located in the Office of the CO/ED, Department 19, of all Class IV and Sea Org orgs.

He is the bridge between the D/FBO for MORE and the FBO.

This creates a flow:

You have the D/FBO whipping up business by seeing that the public is made aware of the org's products and services, and driving more business down on the org than it can waste.

The D/CO (or D/ED) for Delivery and Exchange makes sure this public gets SIGNED UP and SERVICED. He is a product officer who names, wants and gets promotion, sales, call-in, delivery itself and re-sign occurring.

The FBO, then, sees to the org's solvency by ensuring income is greater than outgo, that production is properly financed, that staff are well paid for their production and that Flag is recompensed for good management of the org. And all of this makes it possible for the org to then expand and deliver in greater volume.

The flow goes from public (D/FBO) to ⟶ the whole sign-up and service line (D/CO or D/ED for Delivery and Exchange) to ⟶ solvency and volume (FBO).

It is this incredibly workable lineup that takes an org stably up the conditions of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

But the line breaks down where there is no D/CO or D/ED for Delivery and Exchange posted. And where it breaks down most specifically and ruinously is in the area of CALL–IN.

If one wants call-in to occur and the org's exchange with its public kept in, the only way to do it and also expand the org is to get a D/CO or D/ED for Delivery and Exchange on post and functioning.

Public interest may be kindled, public reach may be occurring, public may be paying partially or in full for goods or services, but if goods and services aren't being delivered in full the flow is broken and the org is in a condition of only partial exchange. Delivery in full means calling in the person so the service CAN be delivered. In this way the org maintains "fair exchange" with each and every public on its lines.

So the answer for any org that is sitting in a condition of only partial exchange, or an org that is ANYWHERE below the fourth condition of exchange — exchange in abundance — is to immediately, at once and yesterday, and without ripping off some vital post, post a D/CO or D/ED for Delivery and Exchange.

The first and primary function of the D/CO (or D/ED) for Delivery and Exchange is CALL–IN and this means he personally gets call-in done all by his little lonesome. With his own hands and voice he himself begins to call in fully and partially paids. Call-in is his first duty and when he's got that going he posts a Call-in Officer to take over the hat which he has already begun and he then expands onto the other functions of his D/CO or D/ED for Delivery and Exchange post, as covered in HCO PL 9 Aug. 79R II,

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SERVICE PRODUCT OFFICER. But he FIRST and PERSONALLY and BY HIMSELF gets call-in going and exchange occurring at once.

What is involved here is the administrative principle that in order to get something done that is an expanding function you give it to somebody and tell him to expand it.

A CO or ED, whose responsibility it is to see that the main functions of the org are getting done, also wears the planning and coordination hat for the whole of the org's activity. If he's going to get the show on the road he needs to delegate some of this responsibility. He needs a deputy — the Deputy CO (or D/ED) for Delivery and Exchange — and that deputy needs the authority and the clout to see that, through promotion, sales, call-in, delivery and re-sign, the main products of the org do get produced.

Getting this post filled competently enables the ED to fully wear his planning and coordination hat and makes it possible for the flow from D/FBO to D/CO (or D/ED) for Delivery and Exchange to FBO to occur.

As some orgs in recent times have experienced both external and internal suppression on the subject of calling people in and servicing them, the D/CO (or D/ED) for Delivery and Exchange is given the additional powers of immediate communication to the International Finance Office and the Inspector General Network without vias to report and get help to remedy internal and external situations in orgs which suppressively inhibit call-in, delivery or expansion whether by inattention, refusals to post vital posts, failures or refusals to contact or call in interested persons, theft of org prospects or business or outright rip-offs to the end of ensuring successful execution of his duties and the expansion of the org. A form for such a report will be provided but absence of a form or a supply of such forms must not inhibit such reports.

This IS the winning combination by which an org moves up to "fair exchange" with all of its public and from there up to the highest level of exchange.

And it is the highest level of exchange toward which the whole activity of the D/CO or D/ED for Delivery and Exchange is geared — exchange in abundance!

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HCO POLICY LETTER OF 29 DECEMBER 1982RA
ISSUE II
REVISED 21 JANUARY 1991

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ALL ORGS
ALL EXECUTIVES
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 45
EXECUTIVE SERIES 24
ORG SERIES 45
ESTABLISHMENT OFFICER SERIES 45

THE TOOLS OF MANAGEMENT

Refs:

HCO PL	11 Apr. 70 I	THIRD DYNAMIC TECH
HCO PL	28 July 72	Exec Series 16 Org Series 32 Esto Series 26 ESTABLISHING, HOLDING THE FORM OF THE ORG
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION

There is a simplicity to managing effectively. It begins with the basics of management.

Although it may appear so to some, successful management is not a highly complicated, esoteric activity. But, just as an auditor or a C/S must know and be able to use the exact tools of first dynamic tech in handling cases in order to achieve exact and standard results on a one-for-one basis, so must an executive or manager know and be able to use the exact tools of third dynamic tech in handling groups to achieve successful and exact results in every instance.

Within the wealth of data on third dynamic tech contained in HCO Policy Letters, the OEC Volumes and recorded LRH lectures and books on the subject, there are certain definite, specific *tools* a manager uses. These are the tools of management.

The difference between brilliant management and mediocre or no management, at any level, lies in:

1. Knowing what the *tools* of management are, and

2. Knowing how to use them.

Many people are not aware that, like a carpenter or any other workman, a manager uses specific and exact *tools*. Thus, we see people here and there who are doing the equivalent of using the handle of a chisel to drive nails into wet concrete.

It is a common fault with inexpert workmen to find them using their tools wrongly or not using them at all. They make a breakthrough when they discover what the specific tools are for.

One can see this in people who can't mix sound or can't become mixing engineers. They sit with all these knobs in front of them, reach out and grab this knob or that one, hoping hopefully something will happen to the sound. Yet every component they have in front of them is an exact tool to do an exact thing with sound!

There are a lot of comparisons one could make, but the point is that people in management positions have precise *tools* available to them in Dianetics and Scientology which happen to be far better tools than have ever been available on the planet.

One can have very good people on management posts who still can drown if they don't know and put to use the management tools.

But without these being specified as exact tools, one might not see the simplicity of it.

MANAGEMENT ECHELONS

Operating as it does into an expanding scene, Scientology has grown into the need for and use of various echelons of management.

In orgs, for some time we have had division heads and above them we have the Executive Council, headed by the CO or ED of the org.

Above the level of service orgs we have middle management and still above that we have the Senior Executive Strata of management. And each of these echelons must know the tools of management and how to use them.

The OEC (Org Executive Course) and the FEBC (Flag Executive Briefing Course) have long been established as the essential courses for training executives at service org level and above.

These courses, and the OEC and Management Series Volumes upon which they are based, teach the form of the org and how to use the parts and posts and functions that go to make up the whole. They give us executives who know how to correctly utilize staff and their assigned posts and duties. We call it "knowing how to play the piano"—it's a matter of knowing what key to hit when and which keys to use in combination to produce a desired result. (Ref: HCO PL 28 July 72, ESTABLISHING, HOLDING THE FORM OF THE ORG) In other words, it's a matter of knowing and using one's tools. The OEC and FEBC courses teach this data and much, much more.

While at this writing there are numerous OEC and FEBC grads and more in the making, thousands more will be needed to handle the current rate of expansion.

Meanwhile an executive at any level and whatever his training needs to know and use his management tools NOW if he is to function at all.

A div head must "know how to play the piano" within his division.

The posts of CO or ED, Chief Officer, Supercargo, Org Exec Sec and HCO Exec Sec require executives who are capable of "playing the piano" across the divisions of the entire org and using hats and posts and functions correctly in order to achieve immediate production from the org as a whole.

At middle management one is handling not one function nor only one org but many orgs and their functions, which requires "knowing how to play the piano" at that level.

And at the Senior Executive Strata of management, we get into the vital need for "knowing how to play the piano" across a much wider sphere, using the full scope of management tools and using them with high skill. One might be using the same tools as lower stratas of management but a higher level of expertise is required as one's planning, decisions and actions are influencing far, far broader areas.

What has brought this about is the rapid expansion of Scientology into wider zones of responsibility and therefore increased responsibility with a resultant increase in traffic. This naturally has to be handled by increasing efficiency. What it has done, in effect, is push some up from lower-level management status to upper-level management status, necessarily. Without realizing it, some executives have been climbing a status stairs in terms of influence and zones of control. And they can go only so high without being terribly precise in their use of tools. After that, without this acquired precision, they drown.

The obvious answer to all of this is an executive training program which instant-hats executives on the fundamental tools of management and provides Management Status checksheets through which an executive or manager raises his status by *becoming more and more expert with these and an even wider range of tools*. And such a program has now been developed!

MANAGEMENT STATUS CHECKSHEETS

The new executive training program consists of three status levels.

These levels are to be covered in a series of Management Status checksheets.

The Management Status One checksheet has a prerequisite of Staff Status II. It *instant-hats* an exec on the basic tools of management, such as:

The Admin Scale, target policy, strategic plans, programs, specific lines and org terminals, org boards, despatches and telexes, statistics and graphs, conditions, hats and hatting, files, personnel folders, ethics folders, etc. Each one is a specific tool.

The Management Status Two checksheet (with an OEC prerequisite) consists of a profound review of the basic management tools and study of the upper-level tools of management, which include:

Surveys, PR, pilots, review of past performance, general economics, finance systems, cost accounting, control through networks, admin indicators, morale, legal, goodwill, exchange, missions (Action missions), economical management and managing by dynamics.

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The Management Status Three checksheet (with FEBC prerequisite) would be a more profound review of the basic *and* upper-level management tools, in addition to training on the twelve ingredients of expansion upon which the Senior Executive Strata operates.

Even an OEC or FEBC grad would do the Management Status checksheets as, when he comes out of an OEC or FEBC, all in the clouds, the Management Status checksheet is needed to bring him back down to earth and tell him he's dealing with tools which are very finite tools.

What is being communicated to executives by these checksheets is that they have tools, what the tools are exactly, and that they must use them.

EXECUTIVE STATUS LEVELS

There are specific requirements to be met by a manager to attain each of the three Executive Status levels.

Working up through these status levels, a manager not only becomes more proficient in handling an org, any org, but becomes fully certified to operate at middle or senior echelons of management.

The Executive Status levels are:

1. EXECUTIVE STATUS ONE: At this level, the person is simply thrown on post, the basic management tools are put into his hands via a brief, rat-a-tat-tat Management Status One checksheet and he gets on with it.

2. EXECUTIVE STATUS TWO: For one to be certified at this level, one must have completed the OEC, done the Management Status Two checksheet and have an adequate production record.

3. EXECUTIVE STATUS THREE: For one to be certified at this level, he must have completed the FEBC, done the Management Status Three checksheet and have a proven production record.

When the steps for Executive Status certification are complete, the exec must present adequate evidence of such to the Qualifications Division. After verification of the evidence, he is awarded the appropriate Executive Status certificate.

By use of these Executive Status levels, executives at management levels could see what executives they had (or not had). The designation "ES I" (Executive Status I) would tell them at once what they were dealing with, etc. Also, from the viewpoint of the individual, he would know where he had to go to get an upper-level rating.

Once these Management Status checksheets are issued, middle and central management personnel should not draw full pay or be bonus eligible until they have completed the Management Status One checksheet, as they will not be operating effectively until they have done this.

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EXECUTIVE STATUSES AND STAFF STATUSES

The Exec Status levels do not replace Staff Status training. All staff and execs are programed and move up the Staff Statuses so as to have a better idea of the org as an org; these levels are also indicative of the training and experience of a staff member and show his promotion eligibility.

An executive should attain Executive Status One by completing the Management Status One checksheet as soon as possible upon assuming post, so he has the management tools available for his immediate application.

Once an exec attains Staff Status VI (Org Exec Course graduate), he can attain Executive Status Two by fulfillment of the requirements listed above. An FEBC graduate achieves Executive Status Three in a similar fashion.

SUMMARY

With the release of the new Management Status checksheets, precise and gradient training levels for all echelons of management will exist comparable to the precise and gradient training levels required for all echelons of technical delivery.

Quite an unbeatable combination!

One winds up with managers fully familiar with their exact tools, having the one-two-three of management tech at their fingertips, and "knowing how to play the piano" effectively across an org, a continent, a planet!

So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!

It begins with the basic tools of management.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 JANUARY 1983

REMIMEO
ALL ORGS
ALL FOLOs
ALL MANAGEMENT UNITS
ALL EXECUTIVES

ADMIN KNOW-HOW SERIES 46

STRATEGIC PLANNING

Refs:

HCO PL	22 Aug. 82	AKH Series 43 Target Series 10 BATTLE PLANS
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION
HCO PL	18 Aug. 82 I	AKH Series 42 Target Series 9 Computer Series 3 TARGETS AND PRODUCTION
HCO PL	29 Dec. 82 II	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT
HCO PL	9 Jan. 83 III	AKH Series 47 CHECKLIST FOR A STRATEGIC PLAN

What is strategic planning?

Although it has already been described at some length in HCO PL 22 Aug. 82, BATTLE PLANS, strategic planning is of such vital importance in the scheme of things that it merits more emphasis and in-depth study by those responsible for it. So let us examine strategic planning further, both as to its definition and use as well as its relationship to other aspects of management.

STRATEGIC PLANNING— WHAT IT IS

The term "STRATEGY" is derived from the Greek words:

strategos, which means "general,"

stratos, which means "army,"

agein, meaning "to lead."

STRATEGY, therefore, by dictionary definition, refers to a plan for the overall conduct of a war or sector of it.

By extrapolation, it has also come to mean a plan for the skillful overall conduct of a large field of operations, or a sector of such operations, toward the achievement of a specific goal or result.

This is planning that is done at upper-echelon level, as, if it is to be effective, it must be done from an overview of the broad existing situation.

It is a statement of the intended plans for accomplishing a broad objective and inherent in its definition is the idea of clever use of resources or maneuvers for outwitting the enemy or overcoming existing obstacles to win the objective.

It is the central strategy worked out at the top which, like an umbrella, covers the activities of the echelons below it.

That tells us what strategic planning is.

WHAT IT DOES

What strategic planning does is provide direction for the activities of all the lower echelons. All the tactical plans and programs and projects to be carried out at lower echelons in order to accomplish the objective stream down from the strategic plan at the top. It is the overall plan against which all of these are coordinated.

This gives a clear look at why strategic planning is so vitally important and why it must be done by the upper-level planning body if management is to be effective and succeed.

What happens if strategic planning is missing? Well, what happens in the conduct of a war if no strategic planning is done?

Key troops can be left unflanked and unsupported in key areas while other troops fight aimless battles at some minor outpost. Supplies and ammunition could be deployed to the wrong area or not forwarded at all. Conflict of orders, jammed lines and maneuvers, wasted resources and lost battles all result. With the lack of a plan, coordination is missing and it's a scene of confusion and dispersal. In short, disaster.

What a difference between this and a strong, coordinated, positive thrust toward attaining the objective!

Transposing all of this over into our own activity gives an even clearer look at why strategic planning must be done at the upper levels of management. The key word here is "done." It cannot be neglected or dropped out. It cannot be *assumed* to be done. Strategic planning must be done and stated and made known at least to the next lower levels of management so coordination and correct targeting can take place.

PURPOSE AND STRATEGIC PLANNING

A strategic plan begins with the observation of a situation to be handled or a goal to be met.

It always carries with it a statement of the definite purpose or purposes to be achieved.

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Once the purpose has been established, it is possible to derive from it various strategic plannings.

Strategic planning is actually a very postgraduate form of "bright idea." (Ref: HCO PL 17 Feb. 72, Data Series 23, PROPER FORMAT AND CORRECT ACTION)

In fact, STRATEGY CAN BE SAID TO BE HOW ONE IS GOING TO ACTUALLY EFFECTIVELY AND SWIFTLY GET A PURPOSE MANIFESTED AND ROLLING IN THE REAL PHYSICAL UNIVERSE AT SPEED AND WITH NO FLUBS.

Some strategic plannings are the result, really, of thumbnail evaluations done on the broad overall scene.

Any strategic plan can encompass a number of major actions required from one or more different sectors in order to achieve the purpose. These are expressed in highly general terms as they are a statement of the initial overall planning that has been done. From them one can then derive tactical plannings. But all of these things have to fit together.

EXAMPLE:

Situation: The ABC Paper Company, though continuing to produce its formerly successful line of paper products, is also continuing to concentrate solely on its regular, already-established clientele while neglecting a number of its potential publics. The company is rapidly going broke and losing its execs to companies where there is "more opportunity for expansion."

Purpose: Put a full-blown paper company there which reaches all of its potential public for volume sales of existing and new products, while it also continues to sell and service its regular clientele in volume, and thus restore the company's solvency and build its repute as a lucrative, progressive concern with opportunities for expansion.

Strategic Plan: The strategic planning, based on the situation and established purpose, might go something like this:

1. The most immediate and vital action needed to arrest the losses is to (without interrupting any ongoing business or unmocking any other unit) set up and get functioning a new sales unit (alongside the existing one) which will have as its first priority the development of immediate new clients for the current line of products from among (a) retail paper outlets, (b) wholesale paper outlets, and (c) direct mail order. Clean, experienced salesmen will need to be procured to head up each of these sections, and other professional salesmen will need to be located in volume. These can be hired at very low retainer and make the bulk of their money on commissions. This operation can then be expanded over broader areas using district managers, salesmen who start other salesmen and even door-to-door salesmen. As a part of this plan, commission systems, package sales kits and promotion and advertising will need to be worked out. Getting this going on an immediate basis will boost sales and offset losses and very shortly expand the company into the field of stellar profits.

2. While the immediate holding action is going in, current sales and servicing of clients must be maintained. At the same time, sales and production records of

existing staff will need to be reviewed as well as a thorough accounting done of company books to find where the losses are coming from. Any deadwood will need to be weeded out and those who do produce retained. Should any embezzlement or financial irregularity be found this will need to be handled with appropriate legal action. In other words, the current operation is to be fully reviewed, cleaned up and its production not only maintained but stepped up all possible, with production targets set and met.

3. A program is to be worked out whereby surveys are done of all publics to find out what new paper products the publics want or will buy. Based on these survey results, a whole new line of paper products (additional to the old established line) can then be developed, produced, promoted and sold broadly. The program for establishing the new line of goods will need to cover financing, the org boarding of the new production unit (including clean executives, competent designers, any needed additional workmen) as well as any additional machinery or equipment required. It will also need to cover broad PR, promotion and sales campaigns that push the new products as well as the old for volume sales of both. Inherent in this planning would be a campaign to enhance the company's image as pioneers in the field of new paper products with opportunities for expansion-minded executives.

Such a strategic plan not only corrects a bad situation but turns it around into a highly profitable and expanding scene for the future of the whole company.

What one is trying to accomplish is digging the scene out of the soup and expanding it into a terrific level of viability.

From this strategic plan, tactical planning would be done, taking the broad strategic targets and breaking them down into precise and exactly targeted doingnesses which get the strategic planning executed.

One would have many people working on this and it would be essential that they all had the purpose straight and that there be no conflicting internal spots in the overall campaign. Somebody reading over such plans might not see the importance of it unless they understood the situation and had a general overall riding purpose from which they could refine their tactical planning.

It is quite common in tactical execution of a strategic planning to find it necessary to modify some tactical targets or add new ones or even drop out some as found to be unnecessary.

The tactical management of a strategic planning is a bit of an art in itself so this is allowed for.

Given a good purpose, then, against which things can be coordinated, the strategic action necessary to accomplish it can then be worked out and the tactical plans to bring the strategic plans into existence can follow.

This way a group can flourish and prosper. When all strengths and forces are aligned to a single thrust a tremendous amount of power can be developed.

So one gets the purpose stated and from that works out what strategy will be used to accomplish the purpose and this then bridges the purpose into a tactical feasibility.

When the strategic plan, with its purpose, has been put forward, it is picked up by the next lower level of command and turned into tactical planning.

STRATEGIC VERSUS TACTICAL PLANNING

Strategy differs from tactics.

This is a point which must be clearly understood by the various echelons of management.

There is a very, very great difference between a strategic plan and a tactical plan.

While tactical planning is used to win an engagement, strategic planning is used to win the full campaign.

While the strategic plan is the large-scale, long-range plan to ensure victory, a tactical plan tells exactly who to move what to where and exactly what to do at that point.

The tactical plan must integrate into the strategic plan and accomplish the strategic plan. And it must do this with precise, doable targets.

And that, in essence, is management.

BRIDGING BETWEEN PURPOSE AND TACTICAL

One error that is commonly made by untrained personnel is to jump from purpose to tactical planning, omitting the strategic plan. And this won't work. The reason it won't work is that unless one's targeted tactical plan is aligned to a strategic plan it will go off the rails.

The point to be understood here is that strategic planning *creates* tactical planning. One won't get one's purpose achieved unless there is a strategy worked out and used by which to achieve it. And, based on that strategy, one works out the tactical moves to be made to implement the strategy. But jumping from purpose to tactical, ignoring the strategy, one will miss.

So, between purpose and tactical there is *always* the step of strategic planning. We could say that by a strategic plan is meant some means to get the purpose itself to function.

It is actually a plan that has to do with cleverness.

One might be well aware of the purpose and might come up with a number of tactical targets having to do with it. And possibly the targets will work, in themselves. But the purpose is to get a situation handled and, lacking a strategic means to do this, one might still find himself facing the same problem.

Putting the actual bridge there between purpose and tactical, which bridge is the strategic side of it, the purpose will have some chance of succeeding.

Strategic planning is one of the vital tools of management.

Getting a truly strategic plan worked out can necessitate calling all the other tools of management into play.

One needs to know org boards, lines and terminals, programing and target policy, to name just a few of these tools. One has to have a familiarity with personnel policy, statistics, graphs, conditions and the use of ethics. A knowledge of finance policy is often required. Knowing and utilizing the various networks can enter into it. And certain situations will very clearly indicate the need for surveys or the use of PR tech which, cleverly used, can not only correct a sour scene but can actually turn it around to one's advantage.

These are all resources. Anyone doing strategic planning has got to be able to use them and to be able to use them *strategically*, as that is what this planning is all about.

The management terminal who does have these tools under his belt and who clearly understands the sequence of purpose followed by strategic planning which can then be turned into tactical planning will be a stellar manager indeed!

L. RON HUBBARD
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HCO POLICY LETTER OF 9 JANUARY 1983
ISSUE III

ALL ORGS
ALL FOLOs
ALL MANAGEMENT UNITS
ALL EXECUTIVES
ALL AVC UNITS
AND ISSUE AUTHORITY
TERMINALS

ADMIN KNOW-HOW SERIES 47

CHECKLIST FOR A STRATEGIC PLAN

Refs:

HCO PL	5 Jan. 83	AKH Series 46 STRATEGIC PLANNING
HCO PL	22 Aug. 82	AKH Series 43 Target Series 10 BATTLE PLANS
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION
HCO PL	18 Aug. 82 I	AKH Series 42 Target Series 9 Computer Series 3 TARGETS AND PRODUCTION
HCO PL	29 Dec. 82 II	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT

Those writing strategic plans as well as those passing them have the responsibility for ensuring:

1. That strategic plans are correct and will handle what they are designed to handle.

2. That strategic planning *is done* to handle existing situations.

3. That no situation or goal requiring strategic planning is left uncovered by an overall plan for its handling.

Additionally, those writing strategic plans have the responsibility for getting themselves trained to proficiency in the use of this vital management tool.

And those passing on strategic plans have the added responsibility of correctly critiquing submitted plans, with no caprice or opinion entered into the line. With standard, in-tech criticism given, those in planning positions can be brought up to

greater proficiency in their planning through cramming, additional training and, as needed, ethics.

The following checklist is therefore offered as a guide for those writing strategic plans and those whose job it is to approve such plans and authorize them for issue.

CHECKLIST FOR A STRATEGIC PLAN

1. a. Has the strategic plan been preceded by correct observation of the situation to be handled?

   b. Is it a valid situation?

   c. Has all the applicable data been examined?

   (These points would show up in verification of the information section of the plan.)

2. Is there a clear and comprehensive statement of the situation the plan is designed to handle?

3. Is there a clear statement of the purpose to be achieved?

4. Is the purpose, as stated, based on and consistent with the situation?

5. Is the purpose broad enough and stated in sufficiently broad terms so that, when achieved, it will not only handle the situation but result in increased viability?

6. Is the strategic plan itself aligned to and consistent with the purpose?

7. Is the plan clearly expressed and understandable?

8. Does the plan include a strategy that will actually and effectively implement the purpose and swiftly get it rolling in the physical universe?

9. Is the proposed strategy actually clever and bright enough to achieve the purpose?

10. Is the plan broad enough to fully accomplish the purpose?

11. Is it doable?

12. Does it cover, in broad general terms as required in a strategic plan, the major actions and areas which need to be programed in order to accomplish the purpose?

13. Where it uses any of the other tools of management, does it use these correctly?

14. Does it take existing resources or lack of them into consideration?

15. Does it include strategic use of lines, terminals or networks where the need for this is obvious?

16. Does it include the use of surveys and/or PR handling where these are obviously indicated by the situation?

17. Does it tend to collapse purpose and tactical planning and omit the needed strategy? (If so, it needs correction.)

18. Does the strategic plan effectively bridge between purpose and tactical so that it can be used for coordination in tactical planning and serve as an orientation point for precisely targeted actions?

The above checklist is not in any way intended to be used by planning or approval terminals as a substitute for study of the references and full data on strategic planning.

While other factors than those listed might need to be taken into consideration, the checklist provides the main points upon which any strategic plan would be judged.

And it is probably safe to say that any plan which had all of the above positive points in would be worthy of the title "strategic" and highly effective when executed.

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HCO POLICY LETTER OF 31 JULY 1983R
ISSUE I
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 48
EXECUTIVE SERIES 26
ORG SERIES 46
ESTABLISHMENT OFFICER SERIES 47

BASIC MANAGEMENT TOOLS

Refs:

HCO PL	29 Dec. 82RA II Rev. 21.1.91	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 II	AKH Series 49 Exec Series 27 Org Series 47 Esto Series 48 MANAGEMENT TOOLS BREAKTHROUGH

The following is a list of the materials which, out of the many tools of management, comprise the BASIC MANAGEMENT TOOLS.

1. *ADMIN SCALE:* A scale for use which gives a sequence (and relative seniority) of subjects relating to organization. The scale, from the top down, includes: Goals, Purposes, Policy, Plans, Programs, Projects, Orders, Ideal Scenes, Statistics, Valuable Final Products. The scale is worked up and down until it is (each item) in full agreement with the remaining items. In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

2. *TARGET POLICY:* A series of policy letters which describe each type of target and how they are to be used by staff, executives and management personnel to get something *done.*

3. *STRATEGIC PLANS:* A STRATEGIC PLAN is a statement of the intended plans for accomplishing a broad objective and inherent in its definition is the idea of clever use of resources or maneuvers for outwitting the enemy or overcoming existing obstacles to win the objective. It is the central strategy worked out at the top which, like an umbrella, covers the activities of the echelons below it.

4. *PROGRAMS:* A PROGRAM is a series of steps in sequence to carry out a plan. Programs are made up of all types of targets coordinated and executed on time.

5. *PROJECTS:* A PROJECT is a series of guiding steps written in sequence to carry out one step of a program, which, if followed, will result in a full and successful accomplishment of the program target.

6. *ORDERS:* An ORDER is the direction or command issued by an authorized person to a person or group within the sphere of the authorized person's authority. It is the verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy. Some program steps are so simple that they are themselves an order or an order can simply be a roughly written project. By implication an order goes from a senior to juniors.

   All orders of whatever kind by telex, despatch or mission orders must be coordinated with current written command intention. You can destroy an org by issuing orders to it uncleared and uncoordinated. Coordinate your orders! Clear your orders!

7. *COMPLIANCE REPORTS:* A COMPLIANCE REPORT is a report to the originator of an order that the order has been done and is a completed cycle. It is not a cycle begun, it is not a cycle in progress, it is a cycle completed and reported back to the originator as done.

   When an executive or manager accepts "done" as the single statement and calls it a compliance, noncompliance can occur unseen. Therefore, one must (1) require explicit compliance to every order and (2) receive the evidence of the compliance pinned to the compliance report. Such evidence might be in the form of copies of the actual material required by the order and procured, or photographs of it, ticket stubs, receipts, a signed note stating the time and place some action was carried out, etc. Evidence is data that records a "done" so somebody else can know it is done.

   It is up to LRH Comms, Flag Reps or execs to verify reports of dones or get dones done. True compliances to evaluated programs are vital.

8. *TERMINALS:* A TERMINAL is something that has mass and meaning which originates, receives, relays and changes particles on a flow line. A post or terminal is an assigned area of responsibility and action which is supervised in part by an executive.

   A fixed-terminal post stays in one spot, handles specific duties and receives communications, handles them and sends them on their way.

   A line post has to do with organizational lines, seeing that the lines run smoothly, ironing out any ridges in the lines, keeping particles flowing smoothly from one post to another post. A line post is concerned with the flow of lines, not necessarily with the fixed-terminal posts at the end of the lines.

9. *LINES:* A LINE is a route along which a particle travels between one terminal and the next in an organization; a fixed pattern of terminals who originate and receive or receive and relay orders, information or other particles.

A COMMAND LINE is a line on which authority flows. It is vertical. A command line is used upward for unusual permission or authorizations or information or important actions or compliances. Downward it is used for orders.

A COMMUNICATION LINE is the line on which particles flow; any sequence through which a message of any character may go. It is horizontal.

The most important things in an organization are its lines and terminals. Without these in, in an exact known pattern, the organization cannot function at all. The lines will flow if they are all in and people wear their hats.

10. *ORG BOARDS:* An ORG BOARD (ORGANIZING BOARD) is a board which displays the functions, duties, sequences of action and authorities of an organization. The org board shows the pattern of organizing to obtain a product. It is the pattern of the terminals and their flows. We see these terminals as "posts" or positions. Each of these is a hat. There is a flow along these hats. The result of the whole org board is a product. The product of each hat on the board adds up to the total product.

11. *HATS:* HAT is a term to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post to a point of full application of the data therein. A HAT designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs. HATTING is the action of training the person on the checksheet and pack of materials for his post.

12. *TELEXES:* A TELEX is a message sent and received by means of telex machines at specific stations hooked up with one another. This is a fast method of communication, similar to a telegram or cable.

    Use telexes as though you were sending telegrams. Positiveness and speed are the primary factors. Cost enters as a third. Security enters as a fourth consideration. All have importance but in that order.

    Telexes must be of such clarity that any other person in the org can read and understand them. You must take responsibility for both ends of a communication line. Write your communication (telex) so that it invites compliance or answer without further query or dev-t. Entheta in telexes on a long-distance comm line is forbidden.

    Don't use telexes when despatches will do. Nonurgent communications on telex lines jam them. Do NOT put logistics (supply) on a telex line. Telex lines should only be used for communications concerning operations.

13. *DESPATCHES:* A DESPATCH is a written message, particularly an official communication. When writing a despatch, address it to the POST — not the person. Date your despatch. Route to the hat only, give its department, section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination. Sign it with your name but also the hat you're wearing when you write it.

As with telexes, despatches must be written so clearly that any other person in the org can read and understand them, with the originator taking responsibility for both ends of the communication line. And, as with telexes, entheta in despatches on a long-distance comm line is forbidden.

14. *STATISTICS:* A STATISTIC is a number or amount *compared* to an earlier number or amount of the same thing. STATISTICS refer to the quantity of work done or the value of it in money. Statistics are the only sound measure of any production or any job or any activity. These tell of production. They measure what is done. Thus, one can manage by statistics. When one is managing by statistics they must be studied and judged alongside the other related statistics.

15. *GRAPHS:* A GRAPH is a line or diagram showing how one quantity depends on, compares with or changes another. It is any pictorial device used to display numerical relationships.

16. *CONDITIONS:* A CONDITION is an operating state. Organizationally, it's an operating state and oddly enough, in the MEST universe, there are several formulas connected with these operating states. The table of conditions, from the bottom up, includes: Confusion, Treason, Enemy, Doubt, Liability, Non-Existence, Danger, Emergency, Normal, Affluence and Power or Power Change. There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is *actually* in. One has to *do* the steps of a condition formula in order to improve one's condition.

17. *PERSONNEL FOLDERS:* A PERSONNEL FOLDER is kept in HCO for each person employed by the org. The folder is to contain all pertinent personnel data about the person: name, age, nationality, date employment started, address (if other than the org), next of kin, social security number, test scores, previous education, skills, previous employment, case level, training level, name of post, former posts held and dates held, production record on post(s), date employment ceased, copies of all tests, and any other pertinent data.

    Copies of contracts, agreements or legal papers connected with the person are filed in the personnel folder. The originals of such papers are kept in the val doc files.

    A personnel folder is used for purposes of promotion and any needful reorganization and so should contain anything that throws light on the efficiency, inefficiency or character of personnel.

    Personnel folders are filed by division and department in HCO, with the personnel in separate folders filed alphabetically in their department. There should be two sections in the personnel files: (1) present employees and (2) past employees.

18. *ETHICS FOLDERS:* An ETHICS FOLDER is kept in HCO for each individual staff member. It is a folder which should include his complete ethics record, ethics chits, Knowledge Reports, commendations and copies, as well, of any

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justice actions taken on the person, such as Courts of Ethics or Comm Evs, with their results.

Filing is the real trick of Ethics work. The files do 90 percent of the work. Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. When one file gets fat, call up a Court of Ethics on the person and his area gets smooth.

19. *FILES:* A FILE by definition is an orderly and complete deposit of data which is available for immediate use. As FILES are the vital operational line it is of the GREATEST IMPORTANCE that ALL FILING IS ACCURATE. A misfiled particle can be lost forever. A missing item can throw out a whole evaluation or a sale. It is of vital interest both in ease of work and financially that all files are straight.

20. *DATA SERIES:* The tool to discover causes. The administrative technology described in these policy letters is applied to find what is logical by ferreting out what is illogical, using this to reveal the greatest outness which, when remedied, will resolve the scene.

There is considerably more data on each of these tools contained in the policy letters in the OEC Volumes and Management Series Volumes, *none* of it complicated or difficult to grasp.

The purpose of this policy letter is simply to advise the exec that these *are* his tools — his most fundamental and basic management tools. And that they are for USE and it is VITAL that he USE them.

Why? Because use of these simple, basic tools means the difference between a failing org and a flourishing one.

And we want organizations to flourish!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983
ISSUE II

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ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

VITAL — IMPORTANT

ADMIN KNOW-HOW SERIES 49
EXECUTIVE SERIES 27
ORG SERIES 47
ESTABLISHMENT OFFICER SERIES 48

MANAGEMENT TOOLS BREAKTHROUGH

Refs:

HCO PL	29 Dec. 82R II	AKH Series 45
	Rev. 30.7.83	Exec Series 24
		Org Series 45
		Esto Series 45
		THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 I	AKH Series 48
		Exec Series 26
		Org Series 46
		Esto Series 47
		BASIC MANAGEMENT TOOLS

THE FIRST THING AN EXECUTIVE OR MANAGER AT ANY LEVEL NEEDS TO KNOW IS THAT HE HAS *TOOLS* WITH WHICH TO MANAGE.

This applies to top levels of management, to middle management echelons and in every org from the CO or ED down through the Exec Council and every head of a division or department.

BREAKTHROUGH

This datum is the result of a recent, eye-opening breakthrough.

The breakthrough was not a matter of discovering or developing or improving the materials which make up the tools of management. Org boards, the Admin Scale, target policy, planning and programing, statistics, graphs and conditions (to name a few of these tools) have been a part of our technology, well defined, available for use and used for quite some years now.

THE BREAKTHROUGH WAS IN DISCOVERING THAT A GREAT MANY EXECUTIVES DID NOT LOOK UPON THESE AS *TOOLS*.

But unless one does recognize them as tools, unless one actually puts them in the *category of tools,* like rakes and shovels and wheelbarrows, he is apt to think of them as opinions or theories or something of the sort. He won't recognize that he does have actual *tools* with which to manage. And, not realizing this, he won't USE them in managing.

Such a scene could be compared to somebody building a house who didn't even know he was trying to build a house and, should this be pointed out to him, he would look at hammers and saws as if they were total strangers. He wouldn't wind up with a house.

Any activity has its tools. And if one is going to engage in an activity, he had better know what its tools are and that they are for use.

BASIC MANAGEMENT TOOLS

We are rich in management tools but the most fundamental of them, required for use at any executive level from the highest to the lowest, are these:

ADMIN SCALE

TARGET POLICY

STRATEGIC PLANS

PROGRAMS

PROJECTS

ORDERS

COMPLIANCE REPORTS

ORG TERMINALS

SPECIFIC LINES

ORG BOARDS

HATS AND HATTING

TELEXES

DESPATCHES

STATISTICS AND GRAPHS

CONDITIONS

PERSONNEL FOLDERS

ETHICS FOLDERS

FILES

DATA SERIES

Each of these fundamental tools is defined and covered briefly in HCO PL 31 July 83 I, BASIC MANAGEMENT TOOLS.

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None of these are complicated. They are actually SIMPLE but VITALLY, VITALLY IMPORTANT.

One gets some terminals, gets them some lines, gets the channels of command and echelon worked out, gets in strategic planning and with that one can achieve some coordination.

But it is necessary to be able to conceive of purpose (which, in target policy, becomes objectives). And it is necessary to be able to write targets that will accomplish that objective or that purpose. To get the targets done one needs lines and terminals there. And to have lines and terminals, of course, one has to have an org board.

SIMPLE. But VITALLY IMPORTANT.

In laying out these tools we are laying out the fundamentals of organization as that, most definitely, is what these tools are. And these tools will give one an organization. Without them, you don't have an organization, you have a mob. And if one cannot figure out purpose or objectives or write targets and telexes and get hatting done and hats worn they'll just keep on being a mob. But correct use of just this basic list of management tools can turn a mob into a producing organization!

EXEC STATUS ONE CHECKSHEET

A fast, instant-hat type of checksheet called Exec Status One is being provided to swiftly train execs and managers at all levels on these tools.

This is not a substitute for an OEC or FEBC. But it is vital that an exec starts using these tools right now, instantly and at once yesterday, if he considers himself an executive or is in a position of handling an organization of any type, size or kind. Because if he doesn't use these tools, he's going to lay an egg.

ETHICS

Once the exec has passed this first checksheet, Exec Status One, it's an ethics offense to fail to use these tools properly. One would handle a first or second offense with cramming, but after that it's a Court of Ethics and, in the case of a person having trained on these tools continuing to misapply or not apply these tools, it becomes a matter for a Comm Ev.

SUMMARY

1. First, an executive or manager must know that actual TOOLS EXIST for his use in managing.
2. Second, he needs to know WHAT his tools are.
3. Third, he must realize that these tools are SIMPLE but VITALLY, VITALLY IMPORTANT, that they are for USE and he must *USE THEM*.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE I

REMIMEO
EXECS
ALL STAFF
ALL STAFF HATS

ADMIN KNOW-HOW SERIES 50

KEEPING ADMIN WORKING

Refs:

HCO PL	7 Feb. 65	KSW Series 1 KEEPING SCIENTOLOGY WORKING
HCO PL	24 Sept. 70RA Rev. 3.7.77	ISSUES — TYPES OF

In 1965 I wrote the policy letter KEEPING SCIENTOLOGY WORKING. It appears as the first item of nearly every Dianetics and Scientology course checksheet. And with good reason. Unswerving and relentless application of that one issue by every Scientologist is our only certain means of keeping the technology pure and the future hope of mankind alive.

It may not be generally understood, however, that the principles given in that policy letter do not apply only to what is commonly referred to as "tech" — the first dynamic technology given in HCO Bulletins. You see, when "tech" goes out, the pc suffers. When "admin" goes out, the org declines.

Therefore, to keep Scientology working, *all* of Scientology, one must insist on standard tech *and* admin. The principles of unvarying adherence to precise technology, constant alertness to tech alter-is and insistence that every Scientologist abide by these rules apply *just* as severely to the third dynamic technology of standard administration — POLICY.

POLICY

POLICY embraces the basic duties of a staff member, the precision technology of management in all its aspects and at every echelon, and standard ethics and justice procedures. Policy is found in HCO PLs, Flag Orders, Central Bureaux Orders, LRH EDs, taped lectures and other duly authorized and on-source administrative issues.

Just as with our technology of handling the individual, our policies for the establishment and expansion of effective organizations are based on fundamental laws of life derived through exhaustive research and experience. Every policy we have has been put to the acid test — "Does it work?" — and passed. Neither tech nor policy admit interpretation, alteration or "new ideas" generated by the bank. Bright, constructive application of exact principles, yes. Embellishment and know-best, never.

To you, the individual executive or staff member, "Keeping Admin Working" means making sure that you have all the policy relating to your post and to your hat as a staff member. It means insisting that your org's Qual Division maintains a complete library of policy for use by staff and that it is not unmocked or hidden away or rendered unusable. It means knowing the policies of one's job, through standard hatting and training. It means insisting that standard staff courses exist complete with WHAT IS A COURSE? policy in down to the last comma, whose graduates go livid at the idea of anyone alter-ising standard policy. It means demanding that Qual provides a tough, standard Cramming Section that detects deviation from policy at the first pause of a stat and handles the hell out of it right now — including finding out how the scene was allowed to go awry in the first place and correcting THAT, too. It means total dedication on the part of every last Scientologist to putting in standard admin, straight by the book. It means holding an utterly unreasonable line on KEEPING standard admin IN.

OUT–ADMIN

While our overall record of success is stellar in the extreme, the history of our organizations is dotted here and there with stat crashes brought about by out-admin. These range in scope from the collapse of one staff member's post up to the near collapse of the whole international Scientology network in the 60s when squirrel "execs" at Worldwide were "managing" on their own know-best and over scores of misunderstoods on basic policy. That scene was salvaged by getting the admin squirrels off the lines, their orders cancelled and the simple on-policy usual done: org boards set straight and made known, hat checksheets and packs compiled, studied up and used by all staff, a schedule posted and adhered to, etc. Very simple, really. It just had to be DONE.

The fact is that every organizational failure or decline in our history can be traced to standard admin going OUT. Likewise, every boom or recovery can be traced to policy being put IN. It is a one-for-one.

EXAMPLES

It was once found that a senior exec (long since discovered and removed) was attempting to run a major org from his upper-management post on a day-to-day basis even though it was several echelons below him and despite numerous vividly clear policies forbidding such an activity. But this person "knew best." And he managed (not accidentally) to crash the org's delivery and leave a major mess for other, on-policy execs to come in and bail out on an emergency basis.

This same Mr. Know Best was also found to have worked his way onto the comm lines of some staff doing a vital project to revive a faltering org. He was covertly feeding them his own instructions (which were completely contrary to policy and the approved steps of the project) and getting them to forward his "successful actions" instead of policy. The result was a failed project which had to be redone from scratch. Had those executing the project adhered to policy instead of forwarding someone's know-best and alter-is, their project could have ended in success instead of a crash.

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SOURCE

People's failure to recognize what standard policy is can sometimes get in your road. As an example, an executive once went into an org and established a standard, by-the-book (OEC Volume 4) Dept 10 with Dir Tech Services, HGC Admin, Tech Pages, Tech Receptionists, etc. The stats, of course, boomed. But after that, people kept referring to this exec's actions as though they were something new and strange and referred to the project instead of the OEC Volume! From this, one can conclude that you have to put in policy with an ax and call it such and take no nonsense concerning it. For even when people see the fruits of the application of policy materialize, they have to be told again that that was POLICY and IS IN THEIR OEC VOLUMES.

The way to do this is to get in a competent Qual that hats the staff on HCO PLs, from basic staff status checksheets all the way up to FEBC, and crams them when they flub. Unless Qual is strong and functioning and pounds home green-on-white as *the* tried and true way to go about something, the staff are open to some suppressive moving in and leading them off into squirreldom.

We work, in our organizations, in the face of a bank that says that the group is all and the individual nothing. This you know. Know too that that same bank is constructed to make very sure that no one ever succeeds in forming anything resembling an *effective* group with true survival goals or purposes. So we face quite a challenge. But in standard admin policy we have a potent weapon with which to meet this challenge: a codified system of organization which, where it has been applied purely, has resulted in the most powerful and effective organizations this planet and sector have ever known. Required are only the courage, determination and confront to master and use this weapon.

I count on you — the individual Scientologist — to take up the challenge, to put standard Scientology administrative policy to work, and to WIN. You can, you know. And the victory will be not only for you but for Scientology and for all mankind.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE II

REMIMEO
ALL ORGS
ALL MISSIONS
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ADMIN KNOW-HOW SERIES 51

ADMIN DEGRADES

Refs:

HCO PL	17 June 70RB I	KSW Series 5
	Rev. 25.10.83	TECHNICAL DEGRADES
HCO PL	7 Feb. 65	KSW Series 1
		KEEPING SCIENTOLOGY WORKING

How does standard "green-on-white" policy get lost? Just as with the "red-on-white" tech of auditing or training, it can potentially be obscured or made to seem unimportant by the actions of an ill-intentioned individual.

Someone considers that the best way to get a new staff member quickly onto post is to shorten his hat checksheet or label key hat materials as "old." The new staff member fails, dragging a whole unit or department down with him in a maelstrom of dev-t.

In a hurry to get something accomplished, someone skimps on the usual, on-policy procedures and routings and soon his improvised (squirreled) "handling," tolerated by others, becomes "the way it's always done around here." And crash goes that area.

Seeking to get his own stats up at any cost (and ignoring the effects of his actions on the org as a whole), an "expert" manages to obscure standard, on-policy lines and routings and implements his own "successful actions," then torpedoes any attempt to get policy in. The result — the org falls far short of what it could be producing if it were operating by the book.

Such actions are suppressive. They are HIGH CRIMES. And they carry the same penalties as the suppression of the technologies of Dianetics and Scientology auditing or training — a condition of TREASON or cancellation of certificates or dismissal and a full investigation of the person's background.

The following actions or omissions are classified as HIGH CRIMES:

1. Abbreviating an official course in standard Scientology administrative policy so as to lose the full theory, administrative procedures and effectiveness of the subject.

2. Adding comments to the Org Exec Course or other administrative checksheets or instructions, policies or directives labeling any material "background" or "not used now" or "old" or "it doesn't need to be followed *exactly*," or any similar action which will result in the student not knowing, using and applying the standard administrative data in which he is being trained.

3. Employing any checksheet for any administrative course not authorized by the Authority, Verification and Correction Unit International (AVC Int) or, in the case of hat checksheets, duly authorized per HCO PL 30 Sept. 70 I, CHECKSHEET FORMAT.

4. Failing to strike from any administrative or hat checksheet any such comments as "historical," "background," "not used," "old," etc., or VERBALLY STATING IT TO STUDENTS.

5. Failing to hat and apprentice a staff member on the full policy and actions of his post.

6. Discouraging or preventing a staff member, administrator or executive from training on the full Org Exec Course and Flag Executive Briefing Course.

7. Failing to insist upon precise and exact application of the Data Series policy letters in investigations and evaluations.

8. Running any organization on squirrel "policy" or third dynamic administrative or management procedures that are contrary to approved policy.

9. Using any squirrel administrative procedure in managing an organization while falsely labeling it Scientology policy.

10. Using Scientology policy but calling it something else or attributing it to some other source.

11. Acting in any way calculated to lose standard Scientology policy to use or impede its use or shorten its materials or its application.

Our policy is the result of years of hard-won experience. It works. It must be applied vigorously, intelligently and to the letter. Our own lives and happiness are at stake. This planet and universe are at stake. To carry off the task we need only keep and use these tools of standard admin.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE III

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ALL EXECS
EXEC SEC HATS
HCO
HAS HAT
DIR I&R HAT
MAA/ETH OFF HAT
ALL STAFF HATS
QUAL
CRAM OFF HAT
LRH COMM HAT
INCOMM

URGENT — IMPORTANT

ADMIN KNOW-HOW SERIES 52
COMPUTER SERIES 7

ADMIN HIGH CRIME

Refs:

HCO PL	8 Mar. 66	KSW Series 13 HIGH CRIME
HCO PL	19 Aug. 79RA Rev. 27.8.84	Word Clearing Series 47 HIGH–CRIME CHECKOUTS AND WORD CLEARING
HCO PL	10 July 86 I	AKH Series 50 KEEPING ADMIN WORKING
HCOB	22 Feb. 72RA Rev. 8.7.74	Word Clearing Series 32 WORD CLEARING METHOD 4

With this issue, checkouts on policy by all administrative personnel become mandatory.

It has long been policy that technical personnel study, word clear, and star-rate check out on any technical materials before they apply those materials on their jobs. Pro auditors and interns at any level study, word clear and check out on the processes they are to run in session. Supervisors and Word Clearers star-rate on the basic materials of study tech and Word Clearing before they are allowed to deliver Scientology courses. And as new materials are issued, the Qual Division sees to it that the tech delivery personnel to whom the materials apply get them checked out IMMEDIATELY. Such checkouts have come to be known as "high-crime checkouts," from the title of the policy letter which brought them into being: HCO PL 8 Mar. 66, HIGH CRIME. And it is through the use of such checkouts that tech application is safeguarded and kept in step with the latest technical discoveries and advances.

Tech people take great pride in keeping on top of their subjects in this way. Understandably so; for when they do, the results they achieve are consistent and

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spectacular. Miracles are the order of the day. The public pour in for service. The organization thrives.

Where tech terminals don't KNOW and USE their materials, results are only anxiously hoped for. The public come in for service reluctantly, when they can be coaxed in at all. The organization dwindles.

HIGH–CRIME CHECKOUTS ON POLICY LETTERS

Just as there is STANDARD TECH, so is there STANDARD ADMIN.

The fact is that any organization can be seen to fail when standard administrative policy is not known and used by its people. And every successful organization will be found to be composed of people who DO know and DO apply the basic principles found in our policy letters.

Therefore the following is classified as a HIGH CRIME:

NEGLECTING, ADVISING AGAINST THE APPLICATION OF, FAILING TO ENFORCE OR TOLERATING THE OMISSION OF STANDARD WORD CLEARING AND STAR–RATE CHECKOUTS ON ALL NEW OR NEWLY REVISED HCO POLICY LETTERS, AS WELL AS THE KEY HCO PLs OF THE BASIC STAFF MEMBER HAT AND THE KEY POLICIES OF THE STAFF MEMBER'S SPECIFIC ASSIGNED POST, BY EVERY STAFF MEMBER. IN THE SEA ORGANIZATION THIS APPLIES TO LRH CBOs AND FLAG ORDERS AS WELL AS HCO POLICY LETTERS.

STAFF MEMBER RESPONSIBILITY

Once an exec or staff member has completed study of his hat by proper checksheet, he should report to the SSO in Qual to be word cleared Method 4 and star-rate checked out on the key policies of his staff member hat as well as those policies specifically relating to his post. And when any new policy is issued relating to his post (or which is an essential part of his hat as a staff member), he must get it word cleared, checked out and into application immediately.

Such checkouts can be done by Qual personnel or by another staff member on a twinned basis. They must be tough standard star-rate checkouts which consult the staff member's understanding and demand that he demonstrate his ability to apply the material.

Staff on technical posts are included under this policy, as they are responsible for their hats as staff members.

QUAL RESPONSIBILITY

The SSO must alert all staff of new or revised LRH policies received, must keep a log of policies checked out by each staff member (just as a log is kept for technical). He must ensure that this is done within a matter of days of receipt of the issue — NOT allowed to drag out so that a backlog accumulates. The SSO is responsible for

determining which policies are to be checked out by which staff, and logging them under the staff member's name in his checkout log. He should coordinate with the HCO Hatting Officer in making such determinations and in getting the checkouts done.

VIOLATIONS

The MAA or Ethics Officer, in investigating any post or area with down statistics must include an inspection of the Qual checkout log entries for the persons in the area being investigated. Where violations of this policy are found, the matter is reported to the HCO Area Secretary. The HCO Area Secretary must at once order a full and searching investigation into any persons who might have instigated it and report the matter with all particulars to the HCO Executive Secretary.

The HCO Exec Sec must then convene a Committee of Evidence with the persons accused as interested parties and must locate amongst them any suppressive or suppressives. When so located, they are duly declared as suppressive by HCO Ethics Order and dismissed.

If any Ethics Officer, Director of Inspections and Reports or HCO Area Secretary cannot obtain cooperation by superiors in carrying out this policy quickly, a report must be handed to the LRH Communicator directly, with a copy sent to the Inspector General Network via Flag.

The LRH Comm must act swiftly and effectively to handle the matter with proper justice action, reporting actions taken and results on LRH Communicator Network lines to LRH Comm International, with a copy to the Inspector General Network.

COMPUTER VERIFICATION

The International Network of Computer Organized Management (INCOMM) will be preparing a computerized system to verify that this policy is in force in every organization, and to call for HCO ethics action where it is found to be out.

With STANDARD ADMIN known and conscientiously in use on every post, the game is ours.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 21 SEPTEMBER 1995

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ADMIN KNOW-HOW SERIES 53
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LOST TECH

(Written on 8 Nov. 79. Issued as
an HCO PL on 21 Sept. 95.)

Modifies: HCO PL 9 May 74 PROD–ORG, ESTO AND OLDER SYSTEMS RECONCILED

I've just realized that the Esto and the prod–org system, both of which were successful in their day, have been totally dropped. One executive apparently had a confusion on the two systems and could not reconcile them and so stopped pushing both of them. That is my Why for some org failures.

The prod–org system was enormously successful and has been dropped. The Esto system had limited success and has been dropped. The reason for the failure of the Esto system was earlier isolated — the Supervisors let the Esto trainees fake their way through their study of the subject. They just didn't study the subject and then went around running into walls. This was true even though they were given heavy intensive training on it. They didn't do the training.

This comes up because of a cram done on this executive which states that he could never reconcile the two systems and has had a confusion on them. This definitely must have shown up during his tenure as an executive and it brings to mind right this minute that the prod–org system and the Esto system may never have been pushed in. This executive violated the normal actions of prod–org and org establishment. But this bares the fact that management and orgs may not be pushing either the prod–org system nor the Esto system and this could, in large measure, account for the fact that orgs in some cases became disestablished and ceased to produce and deliver.

The exact goof which this executive made is important to understand — he put the Service Product Officer over the Esto and made the Esto the org officer of the Service Product Officer, and hoped from this that his org would be established. Of course it wouldn't be established at all because a product officer's org officer normally specializes in disestablishment — org officers have tended mainly to tear up the org in

the name of production. That is by our experience. An org having an Esto, recruits up an Esto corps. That is the only thing that will get posts filled and hatted.

These two systems must be represented on any org board. The product officer must be on those org boards, the product officer's org officer must be on those org boards. And the Executive Esto must be on those org boards. Otherwise these systems will continue to be submerged.

I mention this in order to get into action both the prod–org system and the Esto system. They must be called strongly to attention, otherwise they will go on being neglected.

This could be a major downfall of management and orgs if one just ceased to push these two successful points.

Thus I am calling to your attention the fact that you should use these systems so that we can recover this lost tech.

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FOUNDER

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HCO POLICY LETTER OF 29 OCTOBER 2000
ISSUE I

REMIMEO

ADMIN KNOW-HOW SERIES 54

THEORY OF BUILDING AN ORGANIZATION

(Originally issued 5 Jan. 83 as LRH Executive Training Instructions.)

Ref: HCO PL 28 July 71 ADMIN KNOW–HOW No. 26

One of the things an executive does is "back off posts" leaving them in the hands of another. An executive is continuously doing this.

An executive can go down the org board or up the org board. Well, one of the ways he goes up the org board is to get a sector functioning, get somebody apprenticed in it and then give him the hat. The executive then backs off this post while still keeping an eye on it.

If an executive doesn't do this, he finds himself lumbered up with so many hats, he doesn't know which way to turn. If he does the selection of personnel to take such a post well, apprentices it well, he will then, when he turns it over, have avoided the risk of going down the org board to take it over again.

That actually is the overall working theory of building an organization.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

THE TARGET SERIES

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 JANUARY 1969
ISSUE I

REMIMEO
STAR-RATE ON
ALL EXECS

TARGET SERIES 1

OT ORGS

What it takes to make an org go right is the intelligent assessment of what *really* needs to be done, setting these as targets and then getting them actually fully *DONE*.

We have all the data necessary to make orgs boom.

Therefore we find that when they don't, these faults must be present:

1. Completely unreal analysis of what needs to be done to make things really *go*.
2. Cross orders - juniors setting other targets *across* vital targets.
3. Noncompliance with vital target accomplishment.
4. False reports on actions or false data concerning targets.
5. Failures to doggedly follow through on one action and get it done fully and completely.
6. Distractions leading to any of the above.

MAJOR TARGET

The desirable overall purpose being undertaken. This is highly generalized, such as "to become an auditor."

VITAL TARGET

By definition a VITAL target is something that must be done to operate at all.

Man's worst difficulty is his inability to tell the important from the unimportant. "Every target is the same as every other target" is part of A=A=A.

It takes good sense to be able to survey an area and find out:

1. What MUST be done.

2. What SHOULDN'T be done.

3. What is only desirable to be done.

4. What is trivial.

As man all too easily specializes in stops, he tends to stress what SHOULDN'T be done. While this enters into it, remember that it's a STOP.

STOPS ALL OCCUR BECAUSE OF FAILED PURPOSES.

BEHIND EVERY STOP THERE IS A FAILED PURPOSE.

A stuck picture or a motionless org are similar. Each has behind it a failed purpose.

THERE IS A LAW ABOUT THIS — ALL YOU HAVE TO DO TO RESTORE LIFE AND ACTION IS TO REKINDLE THE FAILED PURPOSE. THE STOPS WILL AT ONCE BLOW.

That law (it comes out of OT VIII materials) is so powerful it would practically revive the dead!

It applies to orgs.

It applies to cities or nations.

When you diverge from a constructive purpose to "stop attacks," the purpose has been abandoned. You get a *stop*. The real way to stop attacks is to widen one's zone of responsibility. And pour the coal on the purpose. Thus all attacks one makes should be in THE DIRECTION OF ENLARGING ONE'S SCOPE AND AUGMENTING BASIC PURPOSE.

Thus, in the case of Scientology orgs, one should attack with the end in view of taking over the whole field of mental healing. If our purpose was this then it had to be this on all dynamics. We only got into trouble by failing to take responsibility for the whole field!

We'll win back by reasserting that responsibility and making it good.

Targets, to that degree, are purposes.

Purposes must be executed. They are something to DO.

OT

Let us look at the definition of OT — cause over thought, life, form, matter, energy, space and time.

As one falls away from that one becomes a SPECTATOR. Then one becomes an effect. Then one is *gone*.

One causes things by *action.* Not by thinking dim thoughts.

One can be doing an IN-basket as simply a spectator.

In the society today *spectatorism* is very common. Magazine writers, reporters, write weird pieces that look at how odd things are. The writer doesn't understand them at all. He just watches them.

Spectatorism is not so low as total effect.

The total effect — no cause — person has mainly a case. He doesn't even *look*.

Thus there is a gradient scale of OT. It's not an absolute. One is as OT as he can CAUSE things.

One of the things to cause is target attainment. When somebody can push through a target to completion, he's to that degree OT.

People who don't push targets are either just spectators or they are total effect.

ORG STATE

An org is somewhere on the OT scale. Any org is. Of any kind.

An org can figure out the vital targets and push them through to completion or it can't.

It's a gradient scale.

An org succeeds or fails to the degree its individual executives and staff members can measure up to the OT formula: Cause.

Scientology orgs must become cause over their environments.

They do this by each executive and each staff member *accomplishing* targets, small and large.

Thus:

a. If the targets of what MUST be done to operate at all are set and

b. Are carried out with no noncompliance and

c. If no false reports are entered into it,

Then:

That org is way high on the OT scale

AND IT WILL CONQUER ITS ENTIRE ENVIRONMENT COMPLETE.

That's really all there is to it.

One way to fail at it is do (a) with things that are so general that they invite no doingness.

Some guys are so bad off they set targets like "move the mountain" and give one and all a big failure. Since there's no way to do it and probably no reason to either. That's an SP target. So what MUST be done means just that. What is vital and necessary. Not what is simply a good idea.

Here's some MUST targets as examples:

A. Get tech delivered 100 percent in the org itself.

B. Get the public aware of its being delivered and wanting it.

C. Get the admin machinery in to get the public in and out.

Or another series:

D. Get 10,000 trained auditors into the org field.

E. Get the public aware of the project and wanting training.

F. Set up terrific 100 percent snap-pop courses to handle the flow.

Or another:

G. Get a £100,000 reserve cushion.

H. Get all Accounts staff and executives checked out on finance policy.

I. Shove the throttle down on promotion.

J. Deliver fantastic service.

K. Get enough tech people in training to handle the flows.

L. Find bigger, poshier quarters to handle the flow *when* it rises.

M. Get all staff onto the OEC to diminish flow line flubs.

You get the idea.

An exec who is just a spectator to his in-basket flow is doing nothing but cultivating dev-t.

You *can* assess the situation.

You can drive targets home to full completion.

Every executive and every staff member is somewhere on the OT scale. And he can rise higher just by setting up the targets and plowing them through to done, done, done.

Yes, it requires ideas. But ideas come from interested looking and sizing it all up before you set the target in the first place.

You can even raise an org by gradients so as not to overwhelm it. Set and *make* small targets. Then bigger and bigger ones.

Well, you get the idea.

It's the ORG's road to OT.

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HCO POLICY LETTER OF 16 JANUARY 1969

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REMIMEO

TARGET SERIES 2

TARGETS, TYPES OF

There are several VALUES of targets. Not all targets are the same value or importance.

There are, in any org, "understood" or continuing targets which came from FOs or PLs and Mission Orders.

PRIMARY TARGETS

There is a group of "understood" targets which, if overlooked, brings about inaction.

The first of these is:

SOMEBODY THERE

Then:

WORTHWHILE PURPOSE

Then:

SOMEBODY TAKING RESPONSIBILITY FOR THE AREA OR ACTION

Then:

FORM OF ORGANIZATION PLANNED WELL

Then:

FORM OF ORGANIZATION HELD OR REESTABLISHED

Then:

ORGANIZATION OPERATING

If we have the above "understood" targets, we can go on BUT IF THESE DROP OUT OR ARE NOT SUBSTITUTED FOR then no matter what targets are set thereafter they will go rickety or fail entirely.

In the above there may be a continual necessity to reassert one or more of the "understood" targets WHILE trying to get further *targets* going.

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VITAL TARGETS

Under this heading comes WHAT WE MUST DO TO OPERATE AT ALL.

This requires an inspection of both the area one is operating into and the factors or materiel or organization with which we are operating.

One then finds those points (sometimes WHILE operating) which stop or threaten future successes. And sets the overcoming of the vital ones as targets.

CONDITIONAL TARGETS

It is interesting that one can go into an art-type "perfection" with targets and groom up primary targets *far* beyond the need to accomplish purposes.

You've seen chaps work all their lives to "get rich" or some such thing in order to "tour the world" and never make it. Some other fellow sets "tour the world" and goes directly at it and *does* it. So there is a type of target known as a *conditional* target: If I could just _____ then we could _____ and so accomplish _____. This is all right of course until it gets unreal.

There is a whole class of conditional targets that have no IF in them. These are legitimate targets. They have lots of WILL in them, "We *will* _____ and then _____."

Sometimes sudden "breaks" show up and one must quickly take advantage of them. This is only "good luck." One uses it and replans quickly when it *happens*. One is on shaky ground to count on "good luck" as a solution.

A valid conditional target would be:

"We will go there and see if the area is useful."

All conditional targets are basically actions of gathering data first and if it is okay, then go into action on a vital target and operating target basis.

This could add up like this:

CT 1 — Survey Lower Slobovia to see if it would be a suitable place for an org. This survey done, if it is positive, one then goes into primary targets and operating targets.

The primary targets would be:

Lower Slobovia One: Appoint local Organization Officer here for Lower Slobovia.

Lower Slobovia Two: Form up Lower Slobovian Org. (Personnel)

Lower Slobovia Three: Train up org. (Staff Training Officer)

Lower Slobovia Four: Translate texts. (Translation Section)

Lower Slobovia Five: Finance formation. (Finance Section)

Lower Slobovia Six: Transport LS Org. (Transport Section)

Lower Slobovia Seven: Prepare LS bldg in LS BEFORE ORG ARRIVES. (LS Org Officer)

Thus we would establish Lower Slobovia. AND IT WOULD ALL GO OFF WELL TO THE DEGREE THE PRIMARY TARGETS WERE MADE, DONE, COMPLETED.

Primary target setting on Lower Slobovia would fail if some primary target were omitted in the first place (never set) or if the conditional target findings on LS were a false report.

Thus we are very hot on "false report" and very hot on "noncompliance."

OPERATING TARGETS

An operating target would set the *direction* of advance and qualify it. It normally includes a scheduled TIME by which it has to be complete so as to fit into other targets.

Sometimes the time is set as "BEFORE _____." And there may be no time for the event that it must be done "before." Thus it goes into a rush basis "just in case."

To get all the shoe salesmen in Boston enrolled on a PE Course would be an operating target. This would *then* go into the framework of a *primary* target as to the remaining targets set.

Operating targets often look like "basic purpose." They can come before or after primary targets. But an operating target has its *own* series of primary targets. To enroll all the shoe salesmen you need somebody in charge of it, a PE Supervisor, literature, a handbook for salesmen, etc., etc., which are all set as primary targets.

Sometimes an elaborate operating and primary target series falls apart because there was no conditional target set, i.e., to find out if Boston had any salesmen and *which* types were responsive. You might find the operating target had been set with no inspection.

So, again, we can move backward and find that an operating target needs a conditional target ahead of it — to wit, an inspection.

PRODUCTION TARGETS

Setting quotas, usually against time, are *production* targets.

These often fail because they are unreal or issued for other reasons than production (i.e., propaganda).

As *statistics* most easily reflect production, an org or activity can be so PRODUCTION TARGET conscious that it fails to set conditional, operating or primary targets. When this happens, then production is liable to collapse for lack of planning stated in other types of targets.

Production as the only target type can become so engulfing that conditional targets even when set are utterly neglected. Then operating and primary targets get very unreal and stats go DOWN.

YOU HAVE TO INSPECT AND SURVEY AND GATHER DATA AND SET OPERATING AND PRIMARY TARGETS BEFORE YOU CAN SET PRODUCTION TARGETS.

A normal reason for down statistics on production is the vanishment of primary targets. These go out and nobody notices that this affects production badly. Production depends on other prior targets being kept *in*.

PROGRAMS

Programs are made up of all types of targets coordinated and executed ON TIME.

Programs extend in time and go overdue to the extent the various types of targets are not set or not pushed home or drop out.

Programs fail only because the various types of targets are not executed or are not kept in.

SUMMARY

You can get done almost anything you want to do if types of targets are understood, set with reality, held in or completed.

People whose own purposes have failed often cannot either set or complete targets. The remedy is to rehabilitate their own purposes which then blows off the stops.

People who stop targets actively have failed so badly that they can only think in terms of stops.

This whole subject of targets and purposes is probably a large one. These are just rough notes and the naming of the different types which is itself a considerable advance.

It is of help in grasping what is going on and gets one somewhere.

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REMIMEO

TARGET SERIES 3

PLANNING AND TARGETS

(There are at this writing three HCO PLs of near date on this subject of targets. The area has never before been examined or written up as a philosophic subject.)

Plans are NOT targets.

All manner of plans can be drawn and can be okayed. But this does not authorize their execution. They are just plans. When and how they will be done and by whom has not been established, scheduled or authorized.

This is why planning sometimes gets a bad name.

You could *plan* to make a million dollars but if when, how and who were not set as targets of different types, it just wouldn't happen.

A brilliant plan is drawn as to *how* to convert Boston Harbor into a fuel tanker area. It could be on drawings with everything perfectly placed. One could even have models of it. Ten years go by and it has not been started much less completed. You have seen such plans. World's fairs are full of them.

One could also have a plan which was targeted — who, when, how — and if the targets were poor or unreal, it would never be completed.

One can also have a plan which had no CONDITIONAL TARGET ahead of it and so no one really wanted it and it served no purpose really. It is unlikely it would ever be finished. Such a thing existed in Corfu. It was a half-completed Greek theater which had just been left that way. No one had asked the inhabitants if they wanted it or if it was needed. So even though *very* well planned and even partially targeted and half-completed, there it is — half-finished. And has remained that way.

A plan, by which is meant the drawing or scale modeling of some area, project or thing, is of course a vital necessity in any construction and construction fails without it. It can even be okayed *as a plan.*

But if it was not the result of findings of a conditional target (a survey of what's needed or feasible) it will be useless or won't fit in. And if no funds are allocated to it and no one is ordered to do it and if no scheduling of doing it exists, then, on each separate count it won't ever be done.

One can define *planning* as the overall target system wherein all targets of all types are set. That would be *complete planning.*

To get a complete plan okayed one would have to show it as:

a. A result of a conditional target (survey of what's wanted and needed),

b. The details of the thing itself, meaning a picture of it or its scope plus the ease or difficulty in doing it and with what persons or materials,

c. Classification of it as vital or simply useful,

d. The primary targets of it showing the organization needed to do it,

e. The operating targets showing its scheduling (even if scheduled not with dates but days or weeks) and dovetailing with other actions,

f. Its cost and whether or not it will pay for itself or can be afforded or how much money it will make.

Complete planning would have to include the targets and the plan of the thing.

Thus, by redefining words and assigning labels to target types we can get a better grip on this.

A *plan* would be the *design* of the thing itself.

Complete planning would be all the targets plus the design.

Thus we see why some things don't come off at all and why they often don't get completed even when planned. The plan is not put forward in its *target* framework and so is unreal or doesn't get done.

Also it's a great way to lose or waste money.

Sometimes a conditional target fails to ask what obstacles or opposition would be encountered or what skills are available and so can go off the rails in that fashion.

The whole subject of plans, targets and target types is new in the realm of analyzed thought.

It is a subject to "get the feel of" and "learn to think concerning" rather than a fully "canned" subject.

But if these points are grasped, then one sees the scope of the subject and can become quite brilliant and achieve things hitherto out of reach or never thought of before.

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HCO POLICY LETTER OF 24 JANUARY 1969
ISSUE I

REMIMEO

TARGET SERIES 4

TARGET TYPES

(Note: This is a developing subject, new in philosophy. It is part of the *philosophy* of Scientology.)

You should learn the names and types of targets for quick use and classification of what you are trying to do.

MAJOR TARGET — The broad general ambition, possibly covering a long, only approximated period of time. Such as "To attain greater security" or "To get the org up to 50 staff members."

PRIMARY TARGET — The organizational, personnel, communication-type targets. These have to be kept *in*. These are the terminals and route and havingness and org board-type targets. Example: "To put someone in charge of organizing it and have him set remaining primary targets." Or "To reestablish the original comm system which has dropped out."

CONDITIONAL TARGETS — Those which set up EITHER/OR, to find out data or if a project can be done or where or to whom.

OPERATING TARGETS — Those which lay out directions and actions or a schedule of events or timetable.

PRODUCTION TARGETS — Those which set quantities like statistics.

PROGRAM — The complete or outline of a complete target series containing all types.

While there may be other types of targets, these (more fully described in HCO PLs 14 Jan. 69 I, Target Series 1, OT ORGS; 16 Jan. 69, Target Series 2, TARGETS, TYPES OF; 18 Jan. 69 II, Target Series 3, PLANNING AND TARGETS; and this one, HCO PL 24 Jan. 69) should be studied and every target set should be classed as one or more of the above.

"Complete planning" and "programs" are synonymous at this time and PROGRAMS is the preferred word.

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HCO POLICY LETTER OF 24 JANUARY 1969
ISSUE II

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TARGET SERIES 5

PURPOSE AND TARGETS

Out of the data of OT VIII has come some material that cannot be relegated to that level. It is minor to that level but major to our operations.

The reason we are fought, where we are fought, is contained in its major part in purposes.

Purposes often fail and wind up in *stop*.

Stopped purposes can then be dramatized.

In Scientology we use (quite correctly) FREEDOM. While not the most basic purpose, TO BE FREE is a common purpose to all thetans.

This tends to key in (restimulate) in some persons the stop of being free. They themselves wanted to be free. They were stopped, they dramatize the STOP of being free and try then to stop us. We restimulated (keyed in) their own purpose to be free or free others and where we are opposed the person or persons dramatize the stop or disagreement.

Also where we not only restimulate the stop but oppose and deny him *as well,* we get an enemy.

We are then stopping stoppers. While this is necessary to save the day, it is *preventable* if begun early enough.

The psychiatrist is not the only "freedom stopper" we will ever meet. Many people who have been in healing and mental treatment in the times before we came along had only failures. So anything offered to them (including their own) will be looked on as a failure at best or at worst a fraud.

That it really *can* be done in Scientology is not only outside their reality but regenerated the failed purpose they have had to be free and free others and they dramatize STOP.

While this is not the total reason (interrelations also restimulate ethnic values, meaning customs), it is a big reason for dedicated opposition to us.

We restimulate their failed freedom efforts and they dramatize what stopped *them*. So they irrationally seek to stop Scientology.

This would also be true for products of a commercial nature. It is good advertising technology.

Freedom is one of the buttons that gets us forward. It is also the button that restimulates the opposition into efforts to stop us.

In dissemination then to such people, theoretically one need only get them remembering when *they* wanted to be free or free others to blow their stops. But as they may have many crimes now built up on top of it, some may just spin.

But in all discussions with persons opposing Scientology, one should try the approach of getting them to remember their efforts to be free or to free others and let them talk. As you listen you will realize they were without Scientology to help them and they didn't have a chance.

Led in from that point you *may* get a very receptive person.

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REMIMEO

TARGET SERIES 6
COMPUTER SERIES 2

TARGETS AND COMPUTERS

It is interesting to note that my new developments on targets and purposes in recent HCO PLs are possibly adaptable to COMPUTER PROGRAMING. Meaning they apply to and could make a new level of computer action and usefulness.

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HCO POLICY LETTER OF 9 AUGUST 1971

REMIMEO
ALL ORGS
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ADMIN KNOW-HOW SERIES 27
TARGET SERIES 7

WRITING PROGRAMS AND PROJECTS

Refs:

HCO PL	18 Aug. 82 I	AKH Series 42 Target Series 9 Computer Series 3 TARGETS AND PRODUCTION
HCO PL	9 Jan. 80	Exec Series 20 DEPARTMENTAL MINI PROGRAMS: THE KEY TO ACHIEVEMENT
HCO PL	19 Aug. 71	AKH Series 28 Target Series 8 PROGRAMS, USE OF — HOW TO SAVE USELESS WORK
HCO PL	12 Sept. 59	PROGRAMING

(The data in this issue has been excerpted from CBO 129, WRITING PROJECTS, 9 Aug. 71 as it contains pertinent and valuable data for hatting those engaged in writing programs or projects. Issued as an HCO PL on 30 Dec. 82.)

Some years back, in hatting an Aide, I asked her to visualize a project she had written being read and done at the receipt-point — in other words to assume the viewpoint of the receiver, and to see if she would then do the project.

After a study of this she wrote the following excellent analysis of the action.

"COMPLIANCE REPORT

8 August 1971

Re Hatting Action

Dear Sir,

I reread five of my projects to visualize a project of mine being done and to see if I would do it and could easily do it if I received it.

I then also read some LRH written projects to see the difference and compare.

1. I found I would not do a project or would not be interested in doing it if:

   a. I didn't understand it well at first reading (unclear).

   b. If it was too long and complex and therefore unconfrontable.

   c. If the reality of WHY it was needed and what improvements it would bring to my post or area was not clearly expressed in the INFO or SITUATION of the project. In other words if the purpose of the project wasn't real.

   d. If, just in reading the project, I didn't KNOW what I was supposed to *DO* with it or while it was underway.

2. Then I would have difficulty doing it:

   a. If each target didn't call for an ACTION, a DOINGNESS.

   b. If each target called for more than one action (confusing).

   c. If each target was not specifically directed to or assigned to one person (me) or to somebody else on my orders.

   d. If NO ONE in particular was responsible to get the project done.

   e. If it went in such detail that it didn't give me any leeway to operate in the existing scene and achieve the target, and if I was left without any initiative to do it.

   f. If each target wasn't a START–CHANGE–STOP with a definite time sequence, it would be more difficult to put it in.

From this I get some POSITIVE points to look for when writing a project:

1. Clearly assign project responsibility to one terminal or group of terminals.

2. Make the info and the situation REAL to the person by showing what the existing scene is.

3. Show why the project needs to be done and what it will accomplish, and *sell* it by doing so.

4. Have one ACTION per target and not more than one.

5. Have the time sequence properly indicated and visible in the project and make it a clear start-change-stop cycle.

6. Don't go into too many details. Better even, refer to a PL where details on HOW to do an action are contained.

7. On the other hand, don't assume that the receipt-point knows policy at the fingertip. He most probably doesn't. Don't skip gradients on the receipt-point.

8. Make it very clear as to who does what target.

9. Keep it short and simple, and each target short and words simple.

10. Watch for outpoints.

There are also the regular policies about targets and their types and how they relate, which are observed.

I'm not saying all my projects were bad and not getting done! FEBC projects are a bit too long maybe, but do have lots of doingness in them. One project is too detailed. One project, as you indicated, has good info but is unclear as to who does what.

A good one, which had most points above in, got completed well.

Thank you for the hatting action."

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HCO POLICY LETTER OF 19 AUGUST 1971

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ADMIN KNOW-HOW SERIES 28
TARGET SERIES 8

PROGRAMS, USE OF
HOW TO SAVE USELESS WORK

Staff time is very often wasted by the failure to use a program-project system.

Example: Dept 4 does a full layout for promo. Then finds it is off-policy and it isn't used. Means wasted work.

Example: Tech Pc Admin is ordered to make a huge board to give pc addresses. After a lot of work it is never used.

WHY? The job never had any part of a program in the first place. It was not part of any general activity. Thus it is not part of a team action.

The correct procedure in ordering staff to ANY project that is going to consume time is to:

1. See if there *is* a situation.
2. Find out its WHY.
3. Get a general program drawn up. Get it approved as a program with who is to do each part.
4. Get the different parts of the program drawn up as a TARGETED project. With who is to do each project. Get these approved.
5. Get the projects executed.
6. Complete *all* the projects.
7. Report the program as done.

This is a correct sequence. To do anything else is to omit steps in the sequence. This gives two outpoints — omitted steps and altered sequence.

Thus when this procedure is shortcut, the whole org can look batty. It can also have its staff frantic and overworked without producing anything.

Usually the product officer draws up a program.

It is vital that he refer to policy to support his program.

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The LRH Comm should approve the program as not off-policy.

Division heads usually write up the projects. These are approved by the product officer and then the LRH Comm.

The program is issued as a local ED when approved.

The projects refer by number to the program and are issued separately as local EDs.

Their completion is chased up by the product officer.

The fully completed program is reported to the LRH Comm.

This *looks* like a lot of writing. It *saves* a lot of work.

Programs and projects are easily corrected and brought on-policy. The actual *work* is costly and impossible to correct.

The wise staff member would clamor for this system. Further he would ask, when told to repaint the students, "Where is the program and the project order?" He'd routinely find that he was often doing a job not approved by anyone but his senior. And disapproved of by the rest of the org.

Programs set priorities. They let a staff work as a team. They get the coins of the org correctly invested in needful work.

The Ad Council is a wise Ad Council if it demands the right to pass on all programs originated by its executives before projects are written or work is done.

Needless to say, a program must handle actual situations, the situations which depress production and prosperity.

These are vital steps in running an org or working in it.

Don't run about frantically or sink into apathy. Get your execs and staff program-project conscious, *save* work, get prosperous.

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HCO POLICY LETTER OF 18 AUGUST 1982R
ISSUE I
REVISED 28 FEBRUARY 1984

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ADMIN KNOW-HOW SERIES 42
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TARGETS AND PRODUCTION

There is a direct coordination between the clarity and doability of the targets of a program and any increase in stats.

If one can write good, simple, doable programs on matters important to get done, they can get done. If the program is cloudy or the targets too general, little comes of it. It does not show up in stats and can even clutter up lines and impede production.

So it is *very* important to an exec and to staffs that the exec be able to write clean, concise programs and staffs to recognize when they are not and plead for correction.

Strategic planning gets bugged most often because middle management does not put it in target form or if they do, put it in such cloudy or general targets it cannot be done and does not achieve the desired result.

Faults in this can cost — factually — millions in unmade income or actual losses and overwork.

But now today *another* factor is entering the scene. The world has gone *computer*.

Computers can keep track of things and operate to catch things which, undone, wreck things.

In a very short while, at this writing, computers will exist at management echelons to keep track of stats, demand programs and keep track of their effectiveness. The computer will be able to detect very early noncompliance both in writing and getting done programs.

Life will be much smoother as debugs will be demanded more quickly and bad targets or line jams or staff overloads will be detected sooner and remedied, resulting in more income, more service and more pay.

But all this will depend on three things:

1. The existence and soundness of the strategic planning and evaluation. (This has never much been in doubt.)

2. The clarity with which planning can be programed. (This is currently not good at all.)

3. The execution of targets called for at various echelons and staff level. (This depends, to a large measure, on 2 above.)

To a computer, which cannot really think, a target is a target. If not done in the expected time, it will squawk. If still not done, it will demand a debug.

The debug will find (a) the organization ordered did not give it to a correct or the right staff member to do, (b) had no one there to do it or (c) the target was simply neglected at staff level or (d) the target was undoable in its existing form. The right one will be found, action will be taken and the overall scene will advance once more.

So it is *very* important, whether one is writing major, minor or mini programs, that they be written absolutely on-policy from here on out.

This starts now, not waiting for computers, as it is valid in its own right and Programs Ops are on the line. With computers there will still be Programs Ops to run them but the precision and speed will increase amazingly.

The organizations in the world are getting bigger. They have to be more efficient to also pay well. And this all comes down to the 1, 2, 3 above.

It is a miserable thing to be hit with a lot of confused, undoable orders. And dangerous to one at staff level for one can be charged with noncompliance when there was really nothing precise to comply with!

So the ability to coordinate programs and write excellent target-policy targets is vital to the ability of all to work.

And when computers get on the job, electronic sparks will be flying all over the place if target policy is not adhered to carefully and precisely.

So this policy is vital, computers or no computers.

OPERATING TARGETS MUST HEREAFTER BE WRITTEN IN SUCH A WAY THAT THEY ARE FINITE AND NOT A GENERALITY SO THEY ARE PRECISELY DOABLE. Targets like "Keep stats rising" or "Be nice to Joe" are not doable targets from a computer's viewpoint or anybody else's.

But, computers aside, the one that does the target is NOT a computer and with target clarity can do it far more easily.

Hear me, the 1, 2, 3 above are the make-break point of expand or not expand.

So heed it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 AUGUST 1982

REMIMEO
ALL ORGS
ALL MANAGEMENT PERSONNEL
ALL EXECUTIVES
ALL STAFF

ADMIN KNOW-HOW SERIES 43
TARGET SERIES 10

BATTLE PLANS

A "battle plan" is defined as:

A list of targets for the coming day or week which forward the strategic planning and handle the immediate actions and outnesses which impede it.

Some people write "battle plans" as just a series of actions which they hope to get done in the coming day or week. This is fine and better than nothing and does give some orientation to one's actions. In fact someone who does not do this is quite likely to get far less done and be considerably more harassed and "busy" than one who does. An orderly planning of what one intends to do in the coming day or week and then getting it done is an excellent way to achieve production. But this is using "battle planning" in an irreducible-minimum form as a tool.

Let us take up definitions. Why is this called a "battle plan" in the first place? It seems a very harsh military term to apply to the workaday world of admin. I did not select this term, it sort of grew up by itself amongst Sea Org executives. But it is a very apt term.

A war is something that happens over a long period of time. The fate of everything depends on it. A battle is something which occurs in a short unit of time. One can lose several battles and still win a war. Thus one in essence is talking about short periods of time when one is talking about a battle plan.

This goes further. When one is talking about a war, one is talking about a series of events which will take place over a long period of time. No general, or captain for that matter, ever won a war unless he did some strategic planning. This would concern an overall conduct of a war or a sector of it. This is the big upper-level idea sector. It is posed in high generalities, has definite purposes and applies at the top of the Admin

Scale. (Ref: HCO PL 6 Dec. 70, Personnel Series 13, Org Series 18, THIRD DYNAMIC DE–ABERRATION)

Below strategic planning one has tactical. In order to carry out a strategic plan one must have the plan of movement and actions necessary to carry it out. Tactical planning normally occurs down the org board in an army and is normally used to implement strategic planning. Tactical planning can go down to a point as low as "Private Joe is to keep his machine gun pointed on clump of trees 10 and fire if anything moves in it."

"Middle management" — the heads of regiments right on down to the corporals are covered by this term — is concerned with the implementation of strategic planning.

The upper planning body turns out a strategic plan. Middle management turns this strategic plan into tactical orders. They do this on a long-term basis and a short-term basis. When you get on down to the short-term basis you have battle plans.

A battle plan therefore means turning strategic planning into exact doable targets which are then executed in terms of motion and action for the immediate period being worked on. Thus one gets a situation whereby a good strategic plan, turned into good tactical targets and then executed, results in forward progress. Enough of these sequences carried out successfully gives one the war.

This should give you a grip on what a battle plan really is. It is the list of targets to be executed in the immediate short-term future that will implement and bring into reality some portion of the strategic plan.

One can see then that management is at its best when there is a strategic plan and when it is known at least down to the level of tactical planners. And tactical planners are simply those people putting strategic plans into targets which are then known to and executed from middle management on down. This is very successful management when it is done.

Of course the worthwhileness of any evolution depends on the soundness of the strategic plan.

But the strategic plan is dependent upon programs and projects being written in target form and which are doable within the resources available.

What we speak of as "compliance" is really a done target. The person doing the target might not be aware of the overall strategic plan or how it fits into it, but I assure you that it is very poor management indeed whose targets do not *all* implement to one degree or another the overall strategic plan.

When we speak of coordination (Ref: HCO PL 1 July 82, Admin Know-How Series 41, MANAGEMENT COORDINATION), we are really talking about conceiving or overseeing a strategic plan into the tactical version and at the lower echelon coordinating the actions of those who will do the actual things necessary to carry it out so that they all align in one direction.

All this comes under the heading of *alignment*. As an example, if you put a number of people in a large hall facing in various directions and then suddenly yelled at them to start running, they would, of course, collide with one another and you would have a complete confusion. This is the picture one gets when strategic planning is not turned into smooth tactical planning and is not executed within that framework. These people running in this hall could get very busy, even frantic, and one could say that they were on the job and producing but that would certainly be a very large lie. Their actions are not coordinated. Now if we were to take these same people in the same hall and have them do something useful such as clean up the hall, we are dealing with specific actions of specific individuals having to do with brooms and mops — who gets them, who empties the trash and so forth. The strategic plan of "Get the hall ready for the convention" is turned into a tactical plan which says exactly who does what and where. That would be the tactical plan. The result would be a clean hall ready for the convention.

But "Clean up the hall for the convention" by simple inspection can be seen to be what would be only a small portion of an overall strategic plan. In other words the strategic plan itself has to be broken down into smaller sectors.

One can see then that a battle plan could exist for the ED or CO of an org which would have a number of elements in it which in their turn were turned over to subexecutives who would write battle plans for their own sectors which would be far more specific. Thus we have a gradient scale of the grand overall plan broken down into segments and these segments broken down even further.

The test of all of this is whether or not it results in worthwhile accomplishments which forward the general overall strategic plan.

If you understand all the above (it would be a good thing to do it in clay) you will have mastered the elements of coordination.

Feasibility enters into such planning. This depends upon the resources available. Thus a certain number of targets and battle plans, to an organization which is expanding or attempting big projects, must include organizational planning and targets and battle plans so that the organization stays together as it expands.

One writes a battle plan, not on the basis of "What am I going to do tomorrow?" or "What am I going to do next week?" (which is fine in its own way and better than nothing), but on the overall question, "What exact actions do I have to do to carry out this strategic plan to achieve the exact results necessary for this stage of the strategic plan within the limits of available resources?" Then one would have the battle plan for the next day or the next week.

There is one thing to beware of in doing battle plans. One can write a great many targets which have little or nothing to do with the strategic plan and which keep people terribly busy and which accomplish no part of the overall strategic plan. Thus a battle plan can become a liability since it is not pushing any overall strategic plan and is not accomplishing any tactical objective.

So what is a "battle plan"? It is the doable targets in written form which accomplish a desirable part of an overall strategic plan.

When one is talking about "mini programs" in an org, one is actually talking about small battle plans at the lowest tactical levels. These must be based upon a middle-management tactical plan and this in turn must be based on a strategic plan.

The understanding and competent use of targeting in battle plans is vital to the overall accomplishment that raises production, income, delivery or anything else that is a desirable end.

It is a test of an executive whether or not he can competently battle plan and then get his battle plan executed.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 MARCH 1984

REMIMEO
ALL EXECS
ALL STAFF

TARGET SERIES 11

TARGETS, MORE ABOUT

Your first program target must always be a production target — but you can't, in actual fact, write a pure production target. It would be impossible to write a pure production target because somebody would have to do it, and the moment that you have somebody there to do it, you have organization. So there is a certain amount of organization that comes into it.

If I were evaluating an org right now, say its Dept 7, I would have to include in it, as its second target, beefing up Dept 7. First target would be for Dept 7 to do anything it could to handle its collections. And the second target would be to beef up that department forthwith, bang bang! Otherwise the production would not continue. It would break.

So there has to be immediate organization for production.

TERMINABLE TARGETS

Now how do you like a target like this: "Maintain friendly relations with the environment." How do you like that target? It is utterly, completely not a doingness target. It isn't a target at all!

Now if it said "Call on so-and-so and so-and-so and make them aware of your presence . . ." and so forth, it could have a DONE on it.

Targets should be terminable — doable, finishable, completable.

REPEATING TARGETS

There is such a thing as a repeating target. You can accomplish it many times — it's like when you do org rudiments. Every time they do one of those targets a compliance is added to the compliance stat.

This is especially true of some targets in expansion programs.

L. RON HUBBARD
FOUNDER

The Computer Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 FEBRUARY 1984

REMIMEO
EXECS
ALL STAFF
COMPUTER
COURSES

COMPUTER SERIES 1

WHAT IS A COMPUTER?

COMPUTER — An electronic machine for making calculations, storing and analyzing information fed into it, and controlling machinery automatically. *(Oxford American Dictionary)*

That, simply stated, is what a computer is.

A computer is capable of feats just so long as one does not make the mistake that it is thinking. It isn't thinking. But it can sure be made to look like something that thinks. In actual fact, the ones doing the thinking are the computer system designer, the programer and the user.

I should mention that what I mean by "user" is not a typist or someone who simply feeds in data. The user is somebody who knows how to get data into the computer and out of it. He knows that the computer can be *made to do work,* and he is running that computer for blood.

Operating a computer is not operating a calculator. A computer is not something which "eases the work" or "saves time" or "permits staff to do other things." That comes under the heading of wasting a computer. Used right, they can dig up and generate income by the steam shovelful, and boost efficiency and production to the sky. They are a tool with mammoth capabilities. The state of mind to assume in using a computer is "Now how can I use this thing to enormously increase the production and income of an area?"

What's happened on this planet, obviously, is that they think the computer will think — when it can't — and so they don't do enough thinking for the computer in terms of developing uses for it and putting these into action.

One point should be mentioned which is very valuable: and that is the speed of operation which can be attained using a computer. The computer can contribute enormously to operational speed in its ability to rapidly relay information over long distances, its ability to keep constant and accurate track of thousands of individual data and actions, and its capacity for rapid data collection and evaluation for action.

The datum here is that power is proportional to the speed of particle flow. This is the real secret behind the prosperity which can arise in connection with a computer operation.

Given good ideas, a good heart, a worthwhile project and the addition of near instantaneous computer particle flow, the power of an organization becomes almost unlimited.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 JANUARY 1969
(Also issued as an HCOB, same date and title)

REMIMEO

TARGET SERIES 6
COMPUTER SERIES 2

TARGETS AND COMPUTERS

It is interesting to note that my new developments on targets and purposes in recent HCO PLs are possibly adaptable to COMPUTER PROGRAMING. Meaning they apply to and could make a new level of computer action and usefulness.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 AUGUST 1982R
ISSUE I
REVISED 28 FEBRUARY 1984

REMIMEO
ALL ORGS
ALL MANAGEMENT PERSONNEL
ALL EXECUTIVES
ALL STAFF
ALL COMPUTER USERS

ADMIN KNOW-HOW SERIES 42
TARGET SERIES 9
COMPUTER SERIES 3

TARGETS AND PRODUCTION

There is a direct coordination between the clarity and doability of the targets of a program and any increase in stats.

If one can write good, simple, doable programs on matters important to get done, they can get done. If the program is cloudy or the targets too general, little comes of it. It does not show up in stats and can even clutter up lines and impede production.

So it is *very* important to an exec and to staffs that the exec be able to write clean, concise programs and staffs to recognize when they are not and plead for correction.

Strategic planning gets bugged most often because middle management does not put it in target form or if they do, put it in such cloudy or general targets it cannot be done and does not achieve the desired result.

Faults in this can cost — factually — millions in unmade income or actual losses and overwork.

But now today *another* factor is entering the scene. The world has gone *computer*.

Computers can keep track of things and operate to catch things which, undone, wreck things.

In a very short while, at this writing, computers will exist at management echelons to keep track of stats, demand programs and keep track of their effectiveness. The computer will be able to detect very early noncompliance both in writing and getting done programs.

Life will be much smoother as debugs will be demanded more quickly and bad targets or line jams or staff overloads will be detected sooner and remedied, resulting in more income, more service and more pay.

But all this will depend on three things:

1. The existence and soundness of the strategic planning and evaluation. (This has never much been in doubt.)

2. The clarity with which planning can be programed. (This is currently not good at all.)

3. The execution of targets called for at various echelons and staff level. (This depends, to a large measure, on 2 above.)

To a computer, which cannot really think, a target is a target. If not done in the expected time, it will squawk. If still not done, it will demand a debug.

The debug will find (a) the organization ordered did not give it to a correct or the right staff member to do, (b) had no one there to do it or (c) the target was simply neglected at staff level or (d) the target was undoable in its existing form. The right one will be found, action will be taken and the overall scene will advance once more.

So it is *very* important, whether one is writing major, minor or mini programs, that they be written absolutely on-policy from here on out.

This starts now, not waiting for computers, as it is valid in its own right and Programs Ops are on the line. With computers there will still be Programs Ops to run them but the precision and speed will increase amazingly.

The organizations in the world are getting bigger. They have to be more efficient to also pay well. And this all comes down to the 1, 2, 3 above.

It is a miserable thing to be hit with a lot of confused, undoable orders. And dangerous to one at staff level for one can be charged with noncompliance when there was really nothing precise to comply with!

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L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 AUGUST 1982
ISSUE II

REMIMEO

COMPUTER SERIES 4

COMPUTERS— DANGER OF RELYING ON

1. Lack human values.
2. They work on data fed them and that data not only can be corrupted but is in a large percentage false. The computer cannot detect false or imperfect data save by the system of considering repeated reports correct. (All one has to do is feed a computer the same report in several versions and it "finds it correct.") There are various intelligence systems of evaluating data and all of them are extremely faulty.

The computer is no better than the organization that feeds it.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 FEBRUARY 1984

REMIMEO
ALL COMPUTER USERS
EXECS
ALL HCOs
ETHICS OFFICERS/MAAs

COMPUTER SERIES 5

COMPUTER ETHICS POINTS

As they are vital tools in forwarding the rapid expansion of Scientology, there has to be ethics about computers. Therefore, the following are classified as CRIMES:

1. MISFILING IN A COMPUTER.
2. NOT FILING IN A COMPUTER. In other words, it's against the law *not* to feed it.
3. PUTTING FALSE DATA INTO A COMPUTER.
4. MAKING CORRECTIONS TO SOMETHING AND INVALIDATING THE DATA IN A COMPUTER.
5. FAILING TO KEEP A COMPUTER CLEAN AND IN REPAIR.
6. RUNNING A COMPUTER WITHOUT FULLY CHECKING OUT AND STAR–RATING ON IT.
7. PERMITTING UNAUTHORIZED ACCESS TO A COMPUTER.
8. ALLOWING DAMPNESS AND/OR MAGNETIC FIELDS IN THE VICINITY OF A COMPUTER.
9. NOT USING A COMPUTER ONCE IT IS INSTALLED.
10. PRETENDING DIFFICULTIES WITH A COMPUTER THAT DO NOT EXIST.
11. FAILURE TO RECRUIT COMPETENT PEOPLE TO RUN A COMPUTER.

All justice policy applies, including ignorance of these regulations which is no excuse as well as the HCO PL 22 July 1982, KNOWLEDGE REPORTS.

Knowledge Reports written on any of the above CRIMES are routed per existing policies on staff member reports, but with an additional copy forwarded to INCOMM COMPUTER BANKS.

Any of these CRIMES may be reclassified as HIGH CRIMES if the offense or offenses are severe or repeated.

The computer is a tool and like any other tool it can be misused or abused or neglected. Used properly and with in-ethics, a computer system can be formidable and bring about prosperity.

After all, flourishing and prospering is what Scientology is all about.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 NOVEMBER 1985

REMIMEO

COMPUTER SERIES 6

INCOMM

INCOMM is the International Network of Computer Organized Management.

PURPOSE AND PRODUCT

INCOMM's purpose is to establish and operate a major international management computer system which enforces the standard application of Scientology policy and technology and, as a result, brings about rapid planetary expansion.

INCOMM's product is:

> DEVELOPED, DISTRIBUTED, MAINTAINED AND PROPERLY USED COMPUTERIZED MANAGEMENT SYSTEMS WHICH ENORMOUSLY INCREASE THE PRODUCTION AND INCOME OF AN AREA.

INCOMM researches, develops, tests and implements operating programs for the international management computer system. All such computer programs must be based solidly on the principles of organization, operation and management found in HCO PLs, LRH EDs and other written and taped source materials on these subjects.

INCOMM has the responsibility of ensuring the stats, reports and other data put into its computer banks are true and verified. It polices and cross-checks incoming data and isolates false data and false stats and corrects.

ORGANIZATION

INCOMM is part of Church of Scientology International.

There are representatives of INCOMM posted outside its central headquarters, whose duty is to see that the computer systems in their assigned areas are kept functioning properly, to see that users are correctly hatted and to police in standard, on-policy use of the computer system.

INCOMM has the authority to take any needed steps to ensure that those who are supposed to use INCOMM computers are thoroughly hatted in computer use, and that they then *do* put the computers to work to greatly increase production.

POLICY

The design and structure of all INCOMM computer programs and systems are based on the third dynamic tech of Scientology as contained in the OEC Volumes and other source works.

Any INCOMM staff member who designs, produces or implements a computer program or system that is at variance with Scientology policy while calling it "Scientology," or one which uses Scientology while attributing it to some other source, may be called before a Committee of Evidence and charged with high crimes. (Ref: HCO PL 23 Dec. 65RA, SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS) Such action can also result in disciplinary measures taken by the Inspector General Network for the purpose of enforcing the trademarks of Scientology and Dianetics.

EQUIPMENT

INCOMM is responsible for the computer equipment used in its network. It directs what equipment is to be used and sees to its correct installation, upkeep, upgrade and repair, and ensures that users are thoroughly hatted on its use and care.

Computer users are themselves fully responsible for the use and care of any computer equipment assigned to them. It is a very strict requirement that anyone using computer equipment be fully hatted on its care and use and it is INCOMM's responsibility to see that this hatting occurs. Computer equipment is signed out to a specific user, who is thereafter responsible for it. (Ref: HCO PL 15 Feb. 64, THE EQUIPMENT OF ORGANIZATIONS)

AUTHORITY OF INCOMM COMPUTER PROGRAMS

While INCOMM's authority extends to its own personnel and network, and to ensuring that its computers are fully and standardly utilized by staff and execs, the authority of INCOMM computer *programs* is a different matter.

INCOMM computers are programed under the direct supervision of and monitored closely by senior management. And these programs are designed to be able to originate orders and also take steps to get them complied with. (For example, if an INCOMM computer program detects that compliance to a target assigned to a particular staff member is overdue, the computer program can nudge the target, issue an ethics chit for noncompliance per HCO PL 1 May 65 I, STAFF MEMBER REPORTS, and, if compliance is still not received, order further ethics action per policy.) In originating or following up on such orders, the computer is actually executing what its programers have set it up to do, per OEC policy. Orders and other communications issued by an INCOMM computer program are therefore valid and stem from the authority of senior management, authorized by AVC and governed by existing policy on compliance.

BACKGROUND

The power and capabilities of computers are almost unlimited. Unfortunately, the existing state of administration in the society today is so poor that most computers, no

matter how fancy their "circuitry," are being wasted. Computers end up being used only for counting up how much tax someone has to pay or predicting how many auto accidents will occur next year.

But I'll let you in on a little-known fact. On the track, real computers (not Earth's current home or business entertainment toys) have successfully administered whole planets. They actually were able to do work. They were *not* merely consoles and recorders that a person punched data into so that they would spit the data back at him.

The point here is that this planet's current popular concept of how to use a computer would make a baby laugh. It's a bit like using a nuclear reactor to boil water, which is also being done on this planet at this time.

FUTURE

But this is going to change. Today's current stone-age computers will be updated with "new" computer technology. (Sounds odd, but that's it.) The *use* of one will become real, for blood, doing work and getting work done use, which this planet has never seen (though seen on other planets).

Additionally something actually new will be done. Real computers will be applied to Scientology management. They are being programed based on OEC policy and HCOBs and will have something to operate on which is very sane, logical and prosurvival. The potentials of the whole track computer will be harnessed to the tremendously powerful administrative policy of Scientology to help get that policy IN and increase production.

Give an executive a few investigations and evaluations and these whole track computer operations and the computers and programs and let him use them to apply Scientology and the potential is there to send stats out through the top of the solar system. And on a planet in the shape this one is in, there is no time to lose in doing so. Getting a real computer network factual and functioning is about the same order of importance and magnitude as sending for a fire truck!

INCOMM is depended on and is there to get that job done.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 JULY 1986
ISSUE III

REMIMEO
ALL EXECS
EXEC SEC HATS
HCO
HAS HAT
DIR I&R HAT
MAA/ETH OFF HAT
ALL STAFF HATS
QUAL
CRAM OFF HAT
LRH COMM HAT
INCOMM

URGENT — IMPORTANT

ADMIN KNOW-HOW SERIES 52
COMPUTER SERIES 7

ADMIN HIGH CRIME

Refs:

HCO PL	8 Mar. 66	KSW Series 13 HIGH CRIME
HCO PL	19 Aug. 79RA Rev. 27.8.84	Word Clearing Series 47 HIGH–CRIME CHECKOUTS AND WORD CLEARING
HCO PL	10 July 86 I	AKH Series 50 KEEPING ADMIN WORKING
HCOB	22 Feb. 72RA Rev. 8.7.74	Word Clearing Series 32 WORD CLEARING METHOD 4

With this issue, checkouts on policy by all administrative personnel become mandatory.

It has long been policy that technical personnel study, word clear, and star-rate check out on any technical materials before they apply those materials on their jobs. Pro auditors and interns at any level study, word clear and check out on the processes they are to run in session. Supervisors and Word Clearers star-rate on the basic materials of study tech and Word Clearing before they are allowed to deliver Scientology courses. And as new materials are issued, the Qual Division sees to it that the tech delivery personnel to whom the materials apply get them checked out IMMEDIATELY. Such checkouts have come to be known as "high-crime checkouts," from the title of the policy letter which brought them into being: HCO PL 8 Mar. 66, HIGH CRIME. And it is through the use of such checkouts that tech application is safeguarded and kept in step with the latest technical discoveries and advances.

Tech people take great pride in keeping on top of their subjects in this way. Understandably so; for when they do, the results they achieve are consistent and

spectacular. Miracles are the order of the day. The public pour in for service. The organization thrives.

Where tech terminals don't KNOW and USE their materials, results are only anxiously hoped for. The public come in for service reluctantly, when they can be coaxed in at all. The organization dwindles.

HIGH–CRIME CHECKOUTS ON POLICY LETTERS

Just as there is STANDARD TECH, so is there STANDARD ADMIN.

The fact is that any organization can be seen to fail when standard administrative policy is not known and used by its people. And every successful organization will be found to be composed of people who DO know and DO apply the basic principles found in our policy letters.

Therefore the following is classified as a HIGH CRIME:

NEGLECTING, ADVISING AGAINST THE APPLICATION OF, FAILING TO ENFORCE OR TOLERATING THE OMISSION OF STANDARD WORD CLEARING AND STAR–RATE CHECKOUTS ON ALL NEW OR NEWLY REVISED HCO POLICY LETTERS, AS WELL AS THE KEY HCO PLs OF THE BASIC STAFF MEMBER HAT AND THE KEY POLICIES OF THE STAFF MEMBER'S SPECIFIC ASSIGNED POST, BY EVERY STAFF MEMBER. IN THE SEA ORGANIZATION THIS APPLIES TO LRH CBOs AND FLAG ORDERS AS WELL AS HCO POLICY LETTERS.

STAFF MEMBER RESPONSIBILITY

Once an exec or staff member has completed study of his hat by proper checksheet, he should report to the SSO in Qual to be word cleared Method 4 and star-rate checked out on the key policies of his staff member hat as well as those policies specifically relating to his post. And when any new policy is issued relating to his post (or which is an essential part of his hat as a staff member), he must get it word cleared, checked out and into application immediately.

Such checkouts can be done by Qual personnel or by another staff member on a twinned basis. They must be tough standard star-rate checkouts which consult the staff member's understanding and demand that he demonstrate his ability to apply the material.

Staff on technical posts are included under this policy, as they are responsible for their hats as staff members.

QUAL RESPONSIBILITY

The SSO must alert all staff of new or revised LRH policies received, must keep a log of policies checked out by each staff member (just as a log is kept for technical). He must ensure that this is done within a matter of days of receipt of the issue — NOT allowed to drag out so that a backlog accumulates. The SSO is responsible for

determining which policies are to be checked out by which staff, and logging them under the staff member's name in his checkout log. He should coordinate with the HCO Hatting Officer in making such determinations and in getting the checkouts done.

VIOLATIONS

The MAA or Ethics Officer, in investigating any post or area with down statistics must include an inspection of the Qual checkout log entries for the persons in the area being investigated. Where violations of this policy are found, the matter is reported to the HCO Area Secretary. The HCO Area Secretary must at once order a full and searching investigation into any persons who might have instigated it and report the matter with all particulars to the HCO Executive Secretary.

The HCO Exec Sec must then convene a Committee of Evidence with the persons accused as interested parties and must locate amongst them any suppressive or suppressives. When so located, they are duly declared as suppressive by HCO Ethics Order and dismissed.

If any Ethics Officer, Director of Inspections and Reports or HCO Area Secretary cannot obtain cooperation by superiors in carrying out this policy quickly, a report must be handed to the LRH Communicator directly, with a copy sent to the Inspector General Network via Flag.

The LRH Comm must act swiftly and effectively to handle the matter with proper justice action, reporting actions taken and results on LRH Communicator Network lines to LRH Comm International, with a copy to the Inspector General Network.

COMPUTER VERIFICATION

The International Network of Computer Organized Management (INCOMM) will be preparing a computerized system to verify that this policy is in force in every organization, and to call for HCO ethics action where it is found to be out.

With STANDARD ADMIN known and conscientiously in use on every post, the game is ours.

L. RON HUBBARD
FOUNDER

The Executive Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 OCTOBER 1971
ISSUE I

REMIMEO
ALL EXECUTIVE HATS

EXECUTIVE SERIES 1

THE EXECUTIVE

(Note: Those personnel in orgs who are titled as executives are: the board members, the Commanding Officer or Executive Director or head of the org, the HCO Executive Secretary, the Org Executive Secretary, the Public Executive Secretary, the heads of divisions and the heads of departments. In very large orgs the title is extended to heads of large sections. To these listed persons especially this data on executives applies.)

Before one can adequately perform the duties of an executive in an organization one would have to know what an executive is.

EXECUTIVE: One who holds a position of administrative or managerial responsibility in an organization.

To give one some idea of the power associated with the word, Noah Webster, in 1826, defined it as "The officer, whether king, president or other chief magistrate, who superintends the execution of the laws; the person who administers the government; executive power or authority in government. 'Men most desirous of places in the executive gift, will not expect to be gratified, except by their support of the *executive*.' Josiah Quincy."

Executive is used in distinction from legislative and judicial. The body that deliberates and enacts laws is legislative; the body that judges or applies the laws to particular cases is judicial; the body or person who carries the laws into effect or superintends the enforcement of them is executive, according to its nineteenth-century governmental meaning according to Webster.

The word comes from the Latin "*Ex(s)equi* (past participle *ex(s)ecutus*), execute, follow to the end: *ex-*, completely + *sequi*, to follow." In other words, he follows things to the end and GETS SOMETHING DONE.

Taking up the definition part by part we can achieve a considerable understanding of the nature and beingness of an executive.

"One who holds a position . . ." A *position* is a place or location. It is social standing or status; rank. It is a post of employment; job. The sense of this is that an executive is

a STABLE TERMINAL for his staff and assistants. He is not continuously elsewhere or missing. He actually holds his position, social standing, status, rank and performs his duties from that position. He is known and visible and in one way or another reachable or himself reaches those areas which need to be handled.

". . . of administrative . . ." in the definition would refer to his actions in administering his area. *Administer* means "to have charge of; direct; manage." It is taken from the Latin *administrare,* to be an aid to: *ad-,* to + *ministrare,* to serve. From *minister,* servant. By this we see that he has charge of, directs, manages and SERVES his area.

". . . or managerial . . ." refers to management, which is the act, manner or practice of managing, handling or controlling something. Skill in managing, executive ability, which means that the activity is HANDLED or CONTROLLED by the executive.

". . . responsibility . . ." means the state, quality or fact of being responsible, and responsible means legally or ethically accountable for the care or welfare of another. Involving personal accountability or ability to act without guidance or superior authority. Being the source or cause of something. Capable of making moral or rational decisions on one's own and therefore answerable for one's behavior. Able to be trusted or depended upon; reliable. Based upon or characterized by good judgment or sound thinking. This means essentially that an executive DOES NOT WAIT FOR ORDERS TO ACT. He is the one who, guided by policy, acts on his own initiative to handle and supervise his area and others and does not himself require supervision.

". . . in an organization." An organization means the act of organizing or the process of being organized. The state or manner of being organized: "a high degree of organization." Something that has been organized or made into an ordered whole. A number of persons or groups having specific responsibilities and united for some purpose or work. Thus an organization is an activity or area that is being organized or has been organized or made into an "ordered whole."

Thus, from the words and definitions taken from the language itself and the tradition of the culture, we can see what an executive is, what he does and what he eventually has — an organization.

It is very interesting that one can examine the above definition and subdefinitions and analyze an executive's general competence. Where any of these things are missing in his character or duty or general conduct, there is very likely to be a flaw in the activity he has under his authority. One could go over these items one by one, for himself or for another, and he would see at once what had to be improved and what was satisfactory in his or others' executive beingness.

In order to competently achieve the beingness of an executive, one would have to have the technology of how to organize and would have to have, as well, a concept of the ideal scene of an organization in order to compare it to any existing scene and would have to be familiar with the technology required in that specific organization by which it produces the products necessary for its survival.

In that every organization has value only to the degree it produces, one can see that an executive should be able to achieve production long before his organization is perfected and to be able to perfect the organization while producing. Otherwise the organization would not be sufficiently viable to survive and his status as an executive would cease.

Good executives are very valuable and the value consists of their ability to obtain production and form the necessary and adequate organization in order to do so. There are no stellar executives who do not meet every piece and part of the above definitions.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 OCTOBER 1971
ISSUE II

REMIMEO
ALL EXECUTIVE HATS

EXECUTIVE SERIES 2

LEADERSHIP

In order to get his job done, an executive must be someone from whom others are willing to take orders.

The first test any follower of a leader requires the leader to meet is competence. Does the leader know what he is doing? This is already covered in the definitions of an executive. For if an executive meets these definitions, those to whom he must give orders are very likely to receive them in confidence.

There is a great deal of mystique (qualifications or skills that set a person or thing apart and beyond the understanding of an outsider) connected with leadership. Most of this mystique is nonsense; however, it is necessary that one who leads can attract attention and that he can enthuse and interest others. Simply knowing more about the subject than others or knowing more about organization than others can cause an executive to be regarded respectfully or even with awe.

A common denominator to all good executives is the ability to communicate, to have affinity for their area and their people and to be able to achieve a reality on existing circumstances. All this adds up to understanding. An executive who lacks these qualities or abilities is not likely to be very successful.

Understanding, added to competence, is probably the most ideal character of an executive.

The ability to lead can also be compounded of forcefulness and demandingness, and these two qualities are often seen to stand alone in leadership without regard to competence and, though acceptable to juniors to the degree that they will obey, are no long-term guarantee of an executive's supremacy. While they are often part of a successful executive's personality, they are not a substitute for other qualities and will not see him through. He must truly understand what he is doing and demonstrate competence on a long-term basis in order to achieve distinction and respect.

In all great leaders there is a purpose and intensity which is unmistakable. Plus there is a certain amount of courage required in a leader.

A man who merely wants to be liked will never be a leader. Others follow those who have the courage to get things done even though they *say* they follow those they like. A broad examination of history shows clearly that men follow those they respect. Respect is a recognition of inspiration, purpose and competence.

The qualities of leadership are not difficult to attain, providing they are understood.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 NOVEMBER 1971
ISSUE I

REMIMEO

EXECUTIVE SERIES 3
FINANCE SERIES 6-1

MONEY

So you think the GI should be higher.

So you wonder why the staff isn't paid better.

In order to successfully solve these riddles it is necessary to know something about MONEY.

Basically *money* is "an idea backed by confidence."

The idea is that the exchange of goods or services kind for kind is too clumsy. To carry your dozen eggs all over town until you find someone who has bread he will exchange for your eggs so you can have bread is too clumsy. That is called a "barter (trading) system" and is used in primitive tribes. To solve this, men get the idea of making metal or slips of paper represent the eggs and the bread. Thus you don't need to look all over town. Anyone will buy your eggs that wants eggs and give you money and anyone who has bread will accept money for it. Like: one money particle is worth five loaves of bread or one dozen eggs or two hours of manual labor or one booklet or a square inch of land or — or — or.

Confidence comes in that the money particle (piece of metal or paper or some such symbol) WILL be further accepted after you have accepted it for your eggs. This extends to confidence in the country that issued the coin or the paper.

As metal has other uses — gold, silver, copper, bronze — it is more likely to have confidence placed in it as the country could go broke and one would still have his metal. With paper one has to have more confidence in the country.

So MONEY is only something that can be exchanged confidently for goods or services. It is a symbol which represents value in terms of goods or services.

When money is paid out without buying value (as in welfare handouts or war materials or bad stocks or just a promise with no backing) it itself gets into trouble. It begins to buy less because it no longer represents production or services or value.

When one begins to receive and spend money he gets into a field known as ECONOMICS.

To understand money one *must* understand economics. Or he'll be made a fool.

ECONOMICS in modern language means "the social science that studies the production, distribution and consumption (using) of commodities (things)."

If you like money or want money or use money you cannot remain ignorant of "economics."

The reason Marx and socialists in general can fool everyone is that there are very few people who know economics and economics itself is not a science but a primitive art. So just as you may stumble on this word "economics," so can the supertotalitarian socialists make whole societies stumble and fall into their hands.

The word originally meant "the science or art of managing a house or household" and that is still its first meaning. From this grew up a study of the whole community as a connected activity.

Remember, *money* represents *things*. It is a substitute for goods and services.

What governments, people and even our orgs can't get understood is that NO PRODUCTION = no money.

If one performs a valuable service *and* exchanges it for goods, he does so through the item of *money*.

Production can mean producing a service or an item that can be exchanged for goods and services.

If an activity does not produce *and* deliver *and* exchange with other activities, no money is possible.

Example: Lack of good Division 6s (Public Division) in orgs makes it impossible to *exchange* with the community. Equals no money.

This is what is behind low gross income.

The steps to take are, get the org so it can produce a valuable service in some volume and then *exchange* through Div 6 contacts that service with the community for *money*. Then increase the volume and quality of the service and increase the exchange through more Division 6 contacts. That builds up to a big GI that will continue to be big and not slump.

As soon as one ceases to deliver the service the *exchange* breaks and the GI collapses. No matter how hard you *sell*, if you don't deliver, you get into trouble.

The staff member, as part of the org, may think his pay comes from mysterious places. It does not. It comes from his own personal production.

The combined services of staff members give the org the valuable final services it can exchange for *money*. If it does this, then the staff member gets paid and cared for.

It is up to Division 6 to build up a DEMAND for the services and a volume of people who then demand the service. It does this with surveys of what the public will buy that the org can offer. It then makes the public aware of this by ads and

contacts. The public comes in and pays. The rest of the org keeps itself functioning and delivers it.

That is really all there is to it.

When you see a staff unpaid or an org not very solvent, it is the data above that is not grasped.

When you see an org solvent and its staff well paid, then the majority there have grasped this and are doing it.

When they do it well enough and in enough volume, they control more and more goodwill and expand.

People today are very badly taught on this subject. All money comes from daddy. Governments roll it out in endless streams (and the currency becomes worthless).

It's no wonder people believe in "luck" as the only thing that makes them rich and powerful. Or some wild idea that was never tried and would be a flop.

The truths of wealth are:

Income of money on sales must be greater than outgo on bills.

Books, auditing and training, tapes and meters, must be sold for more than they cost the org to produce or buy.

Money is simply that which represents delivered production.

Morale also depends upon accomplished and exchanged production.

Money does *not* equal morale. The idle rich are a wonderful study in psychosis.

And welfare money degrades because it is not exchanged for delivered production.

These are all factors in economics.

The way to good pay is an understanding of the subject as above and the work necessary to make it so.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 3 DECEMBER 1971

REMIMEO

EXECUTIVE SERIES 4
FINANCE SERIES 6-2

EXCHANGE

So many tricks have been entered into economics systems, and so many political fixations exist that a manager is often very hard pressed trying to bring about solvency for his activity.

Money can be manipulated in a thousand different ways.

There are "speculators" who seek to buy something (like land) cheaply and sell it dear. Or sell it dear, depress the market and buy it back cheaply. In either case they make a profit.

It is less well understood that "speculators" also operate on the subject of money itself. By manipulating the value of one currency against another they seek to obtain a profit. This is the "international banker" at his daily work. He buys a hundred billion French francs for x dollars. Then he causes a panic about dollars. The franc gets very valuable. He sells his hundred billion French francs for 2x dollars. Then he says dollars are great. He has "made" a huge new lot of dollars for himself.

Or he finds a crummy politician like Hitler, builds him a war machine, gets paid back out of the plunder of Europe before Hitler collapses.

The banker loans George Manager 100,000 to modernize his plant. George wanted 200,000. But he takes the 100,000. The banker holds the whole plant as security. George doesn't make it as it really took 200,000 to do it. He goes broke. The banker grabs the 5,000,000 plant. This includes the 100,000 now spent on new machines. The banker sells it to a pal for 2,500,000 and makes that sum on his "loan."

The shareholders of Bide-a-Wee Biscuit are told Bide-a-Wee is busted. The stock falls. A group buys the stock up for peanuts, emerges as the owners of Bide-a-Wee which turns out not to be busted.

All these and a thousand thousand other systems for making money, indulged in too often, spoil CONFIDENCE and destroy money.

Eventually a whole religion like communism will grow up dedicated only to the destruction of capitalism. What has been dropped out is the idea of EXCHANGE.

Money has to *represent* something because it is not anything in itself but an idea backed by confidence.

It can represent gold or beans or hours of work or most anything as long as the thing it represents is real.

Whatever it represents, the item must be exchangeable.

If money represents gold, then gold must be exchangeable. To prove this, the moment gold couldn't be individually owned, the dollar, based on it, became much less valuable.

There has to be enough of the thing that money represents. By making the thing scarce, money can be manipulated and prices sent soaring.

Economics by reason of various manipulations can be made into the most effective trap of the modern slave master.

Periodically through history, not just in current times, monied classes or those believed to control money have been torn to bits, shot, stoned, burned and smashed. The ancient Pharaohs of Egypt periodically lost their country through tax abuses.

Money, in short, is a passionate subject.

Modernly, the lid is coming off the economic pot which is at a high boil.

Too many speculators, too many dishonest men generating too much hate, too many tax abuses, too many propagandists shouting down money, too many fools, all add up to an explosive economic atmosphere.

A group has to be very clever to survive such a period. Their economic arrangements and policies must be fantastically wise, well established and followed.

As it exists at this writing, the only real crime in the West is for a group to be without money. That finishes it. But with enough money it can defend itself and expand.

Yet if you borrow money you become the property of bankers. If you make money you become the target of tax collectors.

But if you don't have it, the group dies under the hammer of bankruptcy and worse.

So we always make it the first condition of a group to make its own way and be prosperous on its own efforts.

The key to such prosperity is *exchange*.

One exchanges something valuable for something valuable.

Processing and training are valuable. Done well, they are priceless.

In many ways an exchange can occur. Currently it is done with money.

In our case processing and training are the substances we exchange for the materials of survival.

To *exchange* something one must find or create a *demand*.

He must then supply the demand in EXCHANGE for the things the group needs.

If that is understood, then at once it is seen that (a) a group can't just process or train its own members and (b) a group cannot give its services away for nothing and (c) the services must be valuable to those receiving them, (d) that the demand must be established by surveys and created on the basis of what is found and (e) that continual public contact must be maintained.

Thus, by bringing the problems of viability down to the rock-bottom basics of *exchange,* one can cut through all the fog about economics and money and be practical and effective.

If one is living in a money economy, then bills are solved by having far more than "enough money" and not spending it foolishly. One gets far more than "enough money" by understanding the principles of EXCHANGE and applying them.

In another type of economy such as a socialist state, the principles still work.

The principles of exchange work continuously. It does not go high and collapse as in speculation or demanding money but failing to deliver. Or delivering and not demanding money.

We see around us examples that seem to violate these principles. But they are nervous and temporary.

What people or governments regard as a valuable service is sometimes incredible and what they will overlook as valuable is also incredible. This is why one has to use surveys — to find out what people want that you can deliver. Unless this is established, then you find yourself in an exchange blockage. You can guess, but until you actually find out, you can do very little about it.

Once you discover what people want that you *can* deliver, you can go about increasing the demand or widening it or making it more valuable, using standard public relations, advertising and merchandising techniques.

The fundamental is to realize that EXCHANGE is the basic problem.

Then and only then can one go about solving it.

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HCO POLICY LETTER OF 26 JANUARY 1972

REMIMEO
ALL EXEC HATS

ADMIN KNOW-HOW SERIES 29
EXECUTIVE SERIES 5

NOT–DONES, HALF–DONES AND BACKLOGS

There is a very definite, often unsuspected effect concealed in a backlog. And it is of such violence that it can crash an area's stats while seemingly working frantically.

BACKLOG *(Webster's)* noun: 3. an increasing accumulation of tasks unperformed or materials not processed; verb: to accumulate as a backlog.

NOT–DONES AND HALF–DONES

Backlogs occur for various reasons. But the two main classes are (1) NOT–DONES and (2) HALF–DONES.

For lack of seeing that a backlog exists, lack of supervision of existing personnel, other-intentionedness of personnel, lack of personnel to handle the usual or peak volumes, lack of know-how to handle, lack of resources, and outright sabotage are some of the reasons that account for NOT–DONES.

HALF–DONES are as bad as NOT–DONES as they bit and piece an area into a quagmire. Suppose Detroit began to make half-cars. All their resources would be devoured, yet nothing would really be produced, yet everyone would look frantically busy; the executive worries would mount up to an inconceivable fever pitch unless the half-done factor was handled.

But half-dones are not always as visible as half-cars. "Have you handled Bets and Company suit?" "Oh yes." But the case is lost because the filing papers were only half-prepared and half-filed.

The same reasons apply for HALF–DONES as are listed above for NOT–DONES.

The Why of many failures is found in NOT–DONES and HALF–DONES.

The primary effect (there are others) of NOT–DONES and HALF–DONES is the building up of *backlogs*.

Now, no backlog ever quietly lies there. So long as anything else depended upon the actions being done, there will be pressure or threat of one kind or another on the backlogged area.

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Thus when an activity becomes backlogged IT GENERATES NEW WORK NOT CONCERNED WITH REDUCING THE BACKLOG AMOUNT.

Example: An insurance company backlogs claims payments. Torrents of queries then demand why. The claims section spends its time answering the queries, not reducing the number of claims. The volume of work doubles, trebles, but no claims get paid.

BACKLOGGING AT ONCE DOUBLES THE WORK BY THE ADDITION OF DEMAND HANDLING.

Example: A Central Files fails to stay filed into up to present time. Demands for items in it cause others to consume all the file clerk's time tearing CF apart to find particles.

A BACKLOG CAN INCREASE ITSELF BY ADDING DISORDER THAT UNDOES THINGS ALREADY DONE.

Thus a backlog tears up the past work while building up future work.

Example: Personnel backlogs its files, causing it to backlog appointments. This overloads areas. These areas start crashing down on Personnel in mobs demanding it provide people. Personnel is then so busy fending off people it can't appoint. Yet is in frantic action.

A BACKLOG PREVENTS ITSELF FROM BEING HANDLED.

An org that has several backlogs in it becomes frantic and then goes into apathy.

The cure is to:

1. Get people and do ALL HANDS actions to get the most important backlogs done.
2. To find the real WHY of the backlog and handle it so a present time state is then maintained. (Requires a program, followed and *done*.)
3. Check out staff on the book *The Problems of Work*.
4. Get staff to do Training Drill Zero on their work areas.
5. Get staff to reach and withdraw from their materials of operation or areas.
6. Do a survey of attitudes which reveal complaints and reasons for not-dones, half-dones, backlogs.
7. Based on the survey, campaign hard to remedy NOT–DONES and HALF–DONES.
8. Be very severe with any beginnings of any future backlogs.

When you see an area or org in apathy, know it has gone the route of not-dones, half-dones and backlogs and handle.

When you see an area going frantic, know you are looking at not-dones, half-dones and backlogs and handle fast before it goes into the much worse condition of apathy.

Production is the basis of morale.

Not-dones, half-dones result in backlogs.

Backlogs destroy the possibility of future production.

Thus you know the situation of not-dones and half-dones will result in backlogs.

The backlogs will prevent further handling.

This subject *is* the subject which makes executives harassed.

Behind every upset there will be NOT–DONES, HALF–DONES and BACKLOGS.

So be very alert.

Dynamite is stick candy alongside of this very explosive subject.

Don't say I didn't tell you.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 FEBRUARY 1972

REMIMEO
STAFF HATS

EXECUTIVE SERIES 6

EXECUTIVE INTENTION

Executive intention plays a major role in the successful production of an org or activity.

An executive who disagrees with policy, disagrees with Flag or the CLO, will find that his area does not produce well, if at all. Internal cross orders are rampant, no one locates or applies the pertinent policies, and the activity declines from there.

The executive who is in conflict with Flag or the CLO or policy will find his staff in conflict too. And the staff will be in conflict with the executive as well!

This piles up to no real production.

The cycle goes like this:

Executive in combat with senior management body issues orders counter to general policy. Staff members try to do the action as ordered but find they cannot — as it is against policy and so is against the structure of the organization. Staff members mess up and wind up in confusion, no production, ethics trouble.

Eventually it reaches the point that the exec won't be able to get any of his orders complied with at all — as staff have lost confidence in his leadership — and there goes the exec.

THE SOLUTION

The way out of all this is for the executive to himself set a *good* example for his staff — to himself reinforce the orders, policies and intention of command and senior management.

ONLY IN THIS WAY CAN REAL PRODUCTION OCCUR.

The more familiar the exec is with authorized policy and the more he agrees and reinforces it, the better the organization will run.

STAFF RESPONSIBILITY

It is the responsibility of every staff member to know the policy in his hat and do it.

LRH policies are always senior to any Mission Orders, Project Orders or other types of issues.

By not following policy line by line, the staff member is set up for a rough time.

By accepting illegal orders, a junior staff member knows he is facing the potential collapse of his post or area and the eventual decline of the org.

POLICY

Therefore, the following policy is laid:

A JUNIOR WHO IS GIVEN ILLEGAL OR CONTRARY ORDERS AND WHO FOLLOWS THEM INSTEAD OF POLICY LETTERS, EDs AND FLAG ISSUES AND WHO DOES NOT REFUSE THE ILLEGAL ORDERS AND WHO DOES NOT REPORT THE MATTER IS SUBJECT TO COMM EV FOR ACCEPTING ILLEGAL ORDERS.

LEGAL ORDERS ARE DEFINED AS ORDERS KNOWN TO AND AUTHORIZED BY FLAG IN WRITING OR AS FOUND IN POLICY, EXECUTIVE DIRECTIVES, FLAG DIVISIONAL DIRECTIVES AND ISSUES.

IF IT IS NOT WRITTEN AND SEEN IN WRITING, IT IS NOT TRUE. VERBAL RELAYS OF FLAG COMMANDS ARE NOT ACCEPTABLE.

RELAYING, ORDERING OR CARRYING OUT A LEGAL ORDER IN SUCH A WAY AS TO MAKE IT UNWORKABLE IS A COMM EV OFFENSE.

Staff members should point out this policy to an executive who has issued an illegal order, along with the Flag-authorized issue to show why the order is illegal. In this way a staff member can get the illegal order changed and prevent further upset. Any refusal to withdraw a provenly illegal order may be reported by any means available to any LRH Comm, Flag Rep, or to Flag, with copies of the evidence.

The LRH Comm should be consulted if conflict persists.

Further the LRH Comm must cancel any illegal orders encountered, whether verbal or written, and refer the matter to the proper HCO PL, ED or Flag issue.

IT HAS BEEN PROVEN CONCLUSIVELY THAT ORGS "NOT QUITE WITH" THE SEA ORG AND FLAG HAVE BAD STATS AND THE PUBLIC STAYS AWAY IN DROVES.

ORGS THAT ARE WITH US — COOPERATIVE AND GUNG–HO TOWARDS US — ARE MAKING IT WITH GOOD STATS AND PUBLIC POPULARITY.

A NATURAL COINCIDENCE THAT OCCURS OF ITS OWN ACCORD.

L. RON HUBBARD
FOUNDER

Assisted by
LRH Comm Aide

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 FEBRUARY 1972R
REVISED 21 OCTOBER 1980

REMIMEO
ALL EXECS
ALL STAFF

EXECUTIVE SERIES 7

TARGETING OF DIVISIONAL STATISTICS AND QUOTAS

According to HCO Policy Letter of 16 Dec. 65 II, 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 PL of 31 Jan. 72, Data Series 22, 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

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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 P.M. 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.

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 FEBRUARY 1972

REMIMEO

EXECUTIVE SERIES 8

THE TOP TRIANGLE

The explanation of the Scientology Symbol, the S and double triangle, should be more generally known.

And it should be very well known to executives.

There are *two* triangles, over which the S is imposed.

The S simply stands for Scientology which is derived from "SCIO" (knowing in the fullest sense).

The lower triangle is the A-R-C triangle—its points being AFFINITY, REALITY and COMMUNICATION. These are the three elements which combined give UNDERSTANDING.

The upper triangle is particularly applicative to an executive but applies to all Scientologists. It has not been widely known.

It is the K-R-C triangle. The points are K for KNOWLEDGE, R for RESPONSIBILITY and C for CONTROL.

It is difficult to be responsible for something or control something unless you have KNOWLEDGE of it.

It is folly to try to control something or even know something without RESPONSIBILITY.

It is hard to fully know something or be responsible for something over which you have no CONTROL, otherwise the result can be an overwhelm.

A being can of course run away from life (blow) and go sit on the backside of the moon and do nothing and think nothing. In which case he would need to know nothing, be responsible for nothing and control nothing. He would also be unhappy and he definitely would be dead so far as himself and all else was concerned. But as you can't kill a thetan the state is impossible to maintain and the road back can be gruesome.

The route up from death or apathy or inaction is to KNOW something about it, take some RESPONSIBILITY for the state one is in and the scene and CONTROL oneself to a point where some control is put into the scene to make it go right. Then KNOW why it went wrong, take RESPONSIBILITY for it and CONTROL it enough to make it go more toward an ideal scene.

Little by little one can make anything go right by

INCREASING KNOWLEDGE on all dynamics,

INCREASING RESPONSIBILITY on all dynamics,

INCREASING CONTROL on all dynamics.

If one sorts out any situation one finds oneself in on this basis, he will generally succeed.

Field Marshal Montgomery was supposed to have said that leadership was composed of "knowledge, willpower, initiative and courage." These are assumed qualities in a man. This was good advice but offered no road out or no avenue of INCREASE in capability.

The KRC triangle acts like the ARC triangle. When one corner is increased the other two also rise.

Most thetans have a dreadfully bad opinion of their capabilities compared to what they actually are. Hardly any thetan believes himself capable of what he is really capable of accomplishing.

By inching up each corner of the KRC triangle bit by bit, ignoring the losses and making the wins firm, a being at length discovers his power and command of life.

The second triangle of the symbol of Scientology is well worth knowing.

It interacts best when used with high ARC. Thus the triangles interlock.

It is for *use* as well as all of Scientology.

L. RON HUBBARD
FOUNDER

(*Note:* For *much* more information on this subject obtain and listen to the LRH tape "Zones of Control and Responsibility of Governments" No. 6001C03 SMC No. 7, State of Man Congress, 1960. This tape is also on the Class X checksheet. —LRH)

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 FEBRUARY 1972

REMIMEO

EXECUTIVE SERIES 9

ROUTING

Strangely enough, a major duty of an executive is ROUTING. This means pointing out the channels on which bodies, materials, products or despatches and letters flow. Or making channels on which such things can flow and putting terminals there to handle or change them.

An executive who does NOT route and who does not himself conduct a continual *line police action* is soon drowned. He will lose his grip on his post and his activity and "feel overwhelmed" and worked to death. Further, the whole unit under him and units around him will go to pieces.

The difference between order and chaos is simply straightforward planned flows and correct particles. It is the executive who controls this. So it is in his hands whether he or she has chaos (no line or particle control) or order (good line and particle control).

It is SO much simpler than it looks and SO easy to overlook that many persons on executive posts look everywhere for "the answer" to their troubles when it lies right under their nose — actually.

It begins with one's own desk and office. It is simple. Does one have an in-basket? Does one have an out-basket? Does one use them? Is there any way for things to get into the in and out of the out?

Does one spend a part of each day clearing ALL traffic at once?

Is the traffic divided up into areas and types?

You say, "That's too simple. It's even silly. Here I am a Big Executive and you're asking about these little pieces of paper . . ."

Those little pieces of paper are what keep one informed and extend one's reach! And they can turn into a blizzard and blow one right off post!

There is power in those lines.

So they must be in a neat pattern or the power recoils.

What drives one (and one's organization) off post is *mishandled* items. The *volume* is not at fault. One can handle TONS of this stuff. It is the mishandled bits that make the TONS look hopeless.

One often unwittingly generates mishandlings. And if he does NOT police his lines, he can snow the whole org under.

A sharp executive can spot "developed traffic" (needless) miles away. The slang term "dev-t" has been of vast use.

Pieces of paper that don't belong to one are sent back to originator.

Things originated by a post that aren't the business of that post.

These are the two basics of dev-t — "off-line" and "off-origin."

Juniors that don't do Completed Staff Work but load you up with problems *they* should have solved are responsible for the worst of one's traffic.

So if all you knew was the above — baskets in and out and ways for traffic to get in and out, what should come to you and what certain posts should be sending — AND POLICED IT, you could reduce your traffic worries by three quarters.

AN UNHATTED ORG is a madhouse to work in as no one knows what he's supposed to handle or what others should do. They don't go idle. They introduce Sahara sandstorms of dev-t.

An unhatted org is also a lazy org and *refers* everything to someone else.

Bodies won't channel, correct materials won't arrive, money can't get in or out, production is destruction and the place unpleasantly goes insolvent.

To move such a scene up toward the ideal, one can at least begin to police his own immediate desk and lines. Then one can police his own immediate staff's lines and clean that up.

He can HAT those around him. "This is what you're supposed to handle. This is what you DO."

He can even hat at a distance on his comm lines, "This despatch belongs to Supply. Send it to Supply, not to me."

"CSW please" = "Work out how this problem should be handled and recommend. Don't be dumping problems of your post on my plate" is the real meaning of "CSWP."

Get an Admin Cramming in and send anyone who is dev-ting to it to get checked out.

But mainly and foremost, get the place HATTED so it knows what it should handle.

And first, last and always conduct a line police action.

One of the first duties of an executive is ROUTING.

Now do you see where the "overload" is coming from?

Note: See dev-t policies, *The Problems of Work* and the Org Series to get the full scope and know-how of ROUTING. But the main thing is DO it. Do it before you drown.

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HCO POLICY LETTER OF 29 FEBRUARY 1972
ISSUE I

REMIMEO

EXECUTIVE SERIES 10

CORRECT COMM

Dev-t (developed or wrong traffic) destroys any real production in an org while making the org seem frantically busy.

The downfall of HCO was THE FAILURE TO POLICE DEV-T.

The CAUSE of DEV-T is UNHATTEDNESS.

People who do not know what they are supposed to do or produce take on traffic that does not belong to them, originate traffic they have no business with *and* send it to wrong terminals who don't handle.

Not knowing their hats or posts, they *refer* things *they* should handle to others who don't handle them either. The org loads up with not-dones and half-dones and backlogs.

People who should refer what they know don't originate at all and sit on hot emergencies and leave them unhandled. And if they *do* send them on, not knowing the org board, they send them to the wrong terminals. And if they send it to the right terminal it goes in a way it can't be handled for lack of comm expertise.

This goes for any type of particle — despatches, letters, bodies, money, customers, materials, supplies, any particle.

Problems are brought to seniors instead of Completed Staff Work (requiring a recommendation).

DEV-T means an UNHATTED UNTRAINED OFF–POLICY STAFF.

It means loads of overwork and little production or income.

AND DEV-T AND UNHATTEDNESS MEAN THAT THE PERSON AT THE TOP OF A DEPARTMENT, DIVISION OR THE ORG HAS TO SINGLE–HAND.

It isn't an org, it's a mob.

Unhatted staff "go criminal," so ethics will be very heavy.

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DISCIPLINE

A first action for an executive or any terminal is to demand CORRECT COMM.

In its basic elements this means:

1. The staff member originates things that apply or are the business of HIS OWN POST. *(On-origin)*
2. The origin is sent to the right terminal that handles that. (On-line)
3. If a post is supposed to originate, it does so. (Communicates)
4. If a problem is encountered it is forwarded ONLY with a full recommendation for handling. (Completed Staff Work or CSW)
5. One does NOT accept a comm that is not the post business of the originator. (Enforces on-origin)
6. One does NOT accept a comm that does not belong to him. (Enforces on-line)
7. One insists that a post should originate or do the duties or furnish the product or service of that post. (Enforces correct action)
8. One never accepts a problem unless it has with it a sound recommendation by the originator accompanying it. (Enforced CSW)
9. One demands specific names and instances, not generalities. (Nonsuppressive comm)
10. One demands full particulars, not half-reports or vague generalities. (Non-suppressive comm)
11. One demands comm be in proper form. (Correct despatch or completed)
12. One has a place to receive the comm. (In-basket or place in org)
13. One has to have a place to put the comm for delivery. (Out-basket or comm center)
14. One has to have standard lines and routes for particles to follow. (Comm system or lines)
15. One demands use of the system 1 warning, 1 admin cramming, 1 retread as an expeditor or in Estates to redo basics for frequent offenders.
16. One demands HATTEDNESS and people performing the duties of their posts!
17. One demands an up-to-date org board and staff drilled on it.
18. One NEVER STALEDATES. He handles when he is expected to.
19. One does NOT go soft in the head or get reasonable or find exceptions. THERE IS NO SUBSTITUTE FOR CORRECT COMM AND CORRECT LINES.

MADHOUSE

An org that has no comm discipline is a madhouse. It will be expensive. It will produce very little. It will try to deliver overt products.

And it will drive its execs up the chimney.

The immediate result will be a conclusion on the part of the execs, "These blankety-blank-blanks are doing us in!" "The place is full of suppressive people." "These guys are no-good bums!" And "Start shooting."

Heavy ethics and offloads occur. These are almost always the result of a whole org gone around the bend from dev-t.

Accidents happen. People get ill.

And the place falls apart.

CURE

The only known cure is TRAINING and HATTING.

For years we underestimated the number of persons needed to train and hat a staff. The whole civilization has troubles because it hasn't even known about hatting, much less that it took someone to do it.

Any failure of HCO was caused by its drowning in dev-t, even at last generating it because it never had enough people devoted to training and hatting, getting in org lines and comm lines.

HCO can do its job relieved of the whole burden of hatting.

The solution is THE ESTABLISHMENT OFFICER.

This person operates in a division, not under its secretary but under a senior Establishment Officer.

He performs the duties of the departments of HCO for that division.

In a small org it requires a trained Establishment Officer for Divisions 7, 1 and 2 and another for Divisions 3, 4, 5 and 6.

In a larger org there is one in charge of all Establishment Officers and an Establishment Officer in each division.

As the org grows, the larger divisions get assistant Establishment Officers to the divisional one.

They do not establish and run away. They establish and maintain the division staff, personnel hats, posts, lines, materiel and supplies.

Their first job is to get staff working at their posts producing something and their next task is TO DRIVE DEV-T OUT OF EXISTENCE IN THAT ORG.

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SUMMARY

The booms and depressions of orgs, their successes and fall-aparts are signaled by

CORRECT COMM — SUCCESS
DEV-T — FAILING.

The underlying cause is unhattedness.

So we are dealing in dev-t with a symptom. Like any disease it soon catches up with the body of the org and its health.

Dev-t is an expression of untrained, unhatted staff. It shows they do not do the functions of their posts regardless of how busy or exhausted they are.

And most important for an executive to know: There is seldom any malice in it. It is just confusion. Even new people or new execs coming into such an area all full of enthusiasm and bushy-tailed will cave in from the fantastic do-less motions of such an org.

Morale will be bad because PRODUCTION IS THE BASIS OF MORALE and who can produce in the midst of all that noise????

The place will go into apathy and tiredness as one is hit all day with OFF–LINE, OFF–ORIGIN COMM.

The executive's solution is to HAT HAT HAT and get help hatting hatting hatting, get the org board up and DRILL, DRILL, DRILLED. Demand demand demand the products of the post the person holds and only those products. And police his lines and get the dev-t in his own area handled handled handled and never never never pull dev-t blunders himself and ALWAYS ALWAYS ALWAYS DO AND INSIST UPON CORRECT COMM.

The solution is do what you can and all you can to hat and reduce dev-t and scream for an Establishment Officer to save the org.

CORRECT COMM IS THE SYMPTOM OF A HEALTHY, PRODUCING ORG AND A VALUABLE EXECUTIVE AND STAFF MEMBER.

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HCO POLICY LETTER OF 1 APRIL 1972

REMIMEO

EXECUTIVE SERIES 11
ESTABLISHMENT OFFICER SERIES 12

MAKING AN EXECUTIVE

FLOW LINES

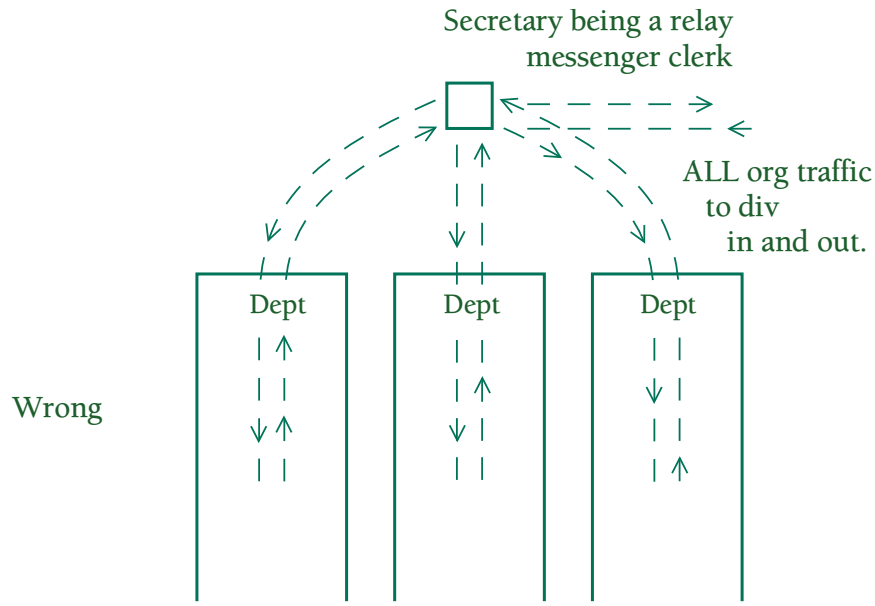
If an executive has his flow lines wrong he will NEVER be a product officer but only a comm clerk.

For some poor reason executives get themselves onto all comm lines in their area. Probably it is an individual Why for each one. But the fact remains that they *do* do it!

And they promptly cease to be useful to anyone. While they "work" like mad!

Basically *they have confused a comm line with a command line.* These are two different things. A comm line is the line on which particles flow, it is horizontal. A command line is a line on which authority flows. It is vertical.

Here is an example of a divisional secretary who can get nothing accomplished while sweating blood over her "work."



Now quite obviously this secretary is suffering from "fear of juniors' actions" or "having to know all." Exactly nothing will happen because the person is plowed under with paper. No real actions are taken. Just relays.

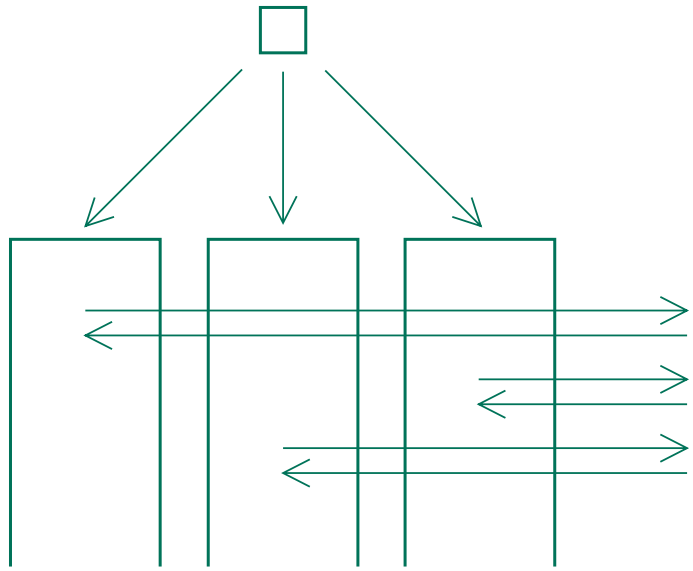
One such secretary of a division even acted as the relay point on all out and in BODY traffic. In short, just a divisional receptionist.

No product. Nothing happening at vast expense.

Here is another example. The correct one.

Div secretary as product officer

Right



This is known as horizontal flow.

It is a fast flow system.

The correct terminals in each department are addressed by terminals outside the dept, directly. And are so answered.

Now we have a divisional secretary who is a PRODUCT OFFICER and whose duty is to get each department and section and unit producing what it is supposed to produce.

MISROUTE

So long as a command line is confused with the comm line an org will not produce much of anything but paper.

INFORMATION

It *is* vital that an executive keep himself informed.

The joker is, the despatch line does NOT keep him informed. It only absorbs his time and energy.

The data is not in those despatches.

The data an executive wants is in STATISTICS and REPORTS and briefings.

Statistics get posted and are kept up-to-date for anyone to look at, especially but not only the executive. They must ACCURATELY reflect production, volume, quality and viability.

Reports are summaries of areas or people or situations or conditions.

The sequence is (a) statistic goes unusually high, (b) an inspection or reports are required in order to evaluate it and reinforce it.

Or (a) the statistic dives a bit and (b) an inspection or reports are needed to evaluate and correct it.

Thus an executive is NOT dealing with the despatches or bodies of the division's inflow and outflow lines but the facts of the division's production in each section.

An executive makes sure he has comm lines, yes. But these are so he can make sure stats get collected and posted, so reports can be ordered or received and so he can receive or issue orders *about these situations.*

Despatchwise that is all an executive handles.

INSPECTIONS

Personally or by representative, an executive INSPECTS continually.

His main duties are:

OBSERVATION

EVALUATIONS (which includes handling orders)

and SUPERVISION.

All this adds up to the production of what the division is supposed to produce. Not an editing of its despatches.

A good executive is all over the place getting production done.

On a product he names it, wants it, gets it, gets it wanted, gets in the exchange for it.

He cannot do this without doing OBSERVATION by (1) stats, (2) reports, (3) inspections.

And he can't get at what's got it bugged without evaluation. And he can't evaluate without an idea of stats and reports and inspections.

Otherwise he won't know what to order in order to SUPERVISE. And once again he supervises on the basis of what he names, wants, gets, gets wanted and gets the exchange for.

THE SCENE

This *is* the scene of an executive.

If he is doing something else he will be a failure.

The scene is an active PRODUCTION SCENE where the executive is getting what's wanted and working out what will next be wanted.

ABILITY

An actual executive *can* work.

A real fireball can do any job he has getting done under him better than anyone he has working for him or under him.

He can't be kidded or lied to.

He *knows*.

Thus a wobble of a stat has him actively looking in the exact right place. And evaluating knowingly on reports. And getting the exact right WHY. And issuing the exact right orders. And seeing them get done. And knowing it's done right because he knows it can be done and how to do it.

Now that's an ideal scene for an exec.

But any exec can work up to it.

If he does a little bit on a lower job each day, "gets his hands dirty" as the saying goes, and masters the skill, he soon will know the whole area. If he schedules this as his 1400 to 1500 stint or some such time daily, he'll know them all soon. And if he burns the midnight oil catching up on his study.

And he *knows* he must watch stats and then rapidly get or do observations, so he can evaluate and find real Whys quickly and get the correction in and by supervision get the job done.

That's the ideal scene for the exec himself where he's head of the whole firm or a small part of it.

If he can't do it he will very likely hide himself on a relay despatch line and appear busy while it all crashes unattended.

An exec of course has his own admin to do but they don't spend hours at it or consider it their job for it surely isn't. Possibly an hour a day at the most handles despatches unless of course one doesn't police the dev-t in them.

Most of their evaluations are not written. They don't "go for approval" when they concern somebody's post jam. They are done by investigation on the spot and the handling is actual, not verbal.

A desk is used (a) to work out plans, (b) catch up the in-basket, (c) interview someone, (d) write up orders. Two-thirds of their time is devoted to production. Even if a thousand miles away they still only spend one-third of their time on despatches.

An executive has to be able to produce the real products and to get production. That defines even an Esto whose product has to do with an established person or thing.

Any department, any division, any org, any area responds the same way—favorably—to such competence.

ANALYSIS

To attain this ideal scene with an executive, one can find out WHY he isn't, by getting him to study this PL and then find WHY he can't really do it and then by programing him to remedy lack of know-how and other actions, increase his ability until he is a fireball.

If you are lucky you will have a fireball to begin with. But only the stats and *the truth of them* tell that!

Esto action: Can you do all this and these things? If the answer is no or doubtful or if the executive isn't doing them, find the Why and remedy.

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HCO POLICY LETTER OF 3 MAY 1972RA
REVISED 7 SEPTEMBER 2000

REMIMEO
EXECUTIVE HATS

IMPORTANT

EXECUTIVE SERIES 12

ETHICS AND EXECUTIVES

Any person holding an executive post (head of department or above) is deemed an EXECUTIVE.

Evaluation has revealed that the breakdown in many orgs is a failure on the part of executives to wear their ethics and justice hats.

It has been found that below administrative Whys there is usually an ethics situation as well, which unhandled causes the administrative Why not to function or raise stats.

In an area which is downstat, it is the duty of an executive to investigate and find any out-ethics situation and get it corrected.

Ethics is a personal thing in relation to a group. Unethical people are those who do not have ethics in on themselves personally.

It is the responsibility of the executive to see to it that persons under his control and in his area *get their personal ethics in and keep them in.*

Dishonesty, false reports, an out-ethics personal life, should be looked for and, by persuasion, should be corrected.

When an executive sees such things, he or she must do all he can to get the person to get his own ethics in.

When an area is downstat, the executive must at once suspect an out-ethics scene with one or more of the personnel and must investigate and persuade the person to be more honest and ethical and correct the out-ethics condition found.

If this does not correct and if the person or area remains downstat, the executive must declare the person or area in Danger and apply HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING.

The situation, if it does not correct, thereafter becomes a matter of full group justice with Courts and Comm Evs. Persons whose ethics have remained out must be replaced.

The seniors of an executive are bound to enforce this policy and to use it on any executives whose personal ethics are out and who fail to apply it. It will be found that those who do not apply this policy letter have themselves certain dishonesties or out-ethics situations.

IT IS VITAL TO ANY ORGANIZATION, TO BE STRONG AND EFFECTIVE, TO BE ETHICAL.

THE MOST IMPORTANT ZONE OF ETHICAL CONDUCT IN AN ORGANIZATION IS AT OR NEAR THE TOP.

Ethical failure, at the top or just below it, can destroy an organization and make it downstat.

Historical examples are many.

THEREFORE IT IS POLICY THAT AN EXECUTIVE MUST KEEP ETHICS IN ON HIMSELF AND THOSE BELOW HIM OR BE DISCIPLINED OR COMM EVED AND REMOVED FROM ANY POST OF AUTHORITY AND SOMEONE FOUND WHO IS HIMSELF ETHICAL AND CAN KEEP ETHICS IN ON THOSE UNDER HIS AUTHORITY.

The charge in any such case for a staff member or executive is FAILURE TO UPHOLD OR SET AN EXAMPLE OF HIGH ETHICAL STANDARDS.

Such offenses are composed of:

1. DISHONESTY,
2. Use of false statements to cover up a situation,
3. Representing a scene to be different than it actually is to cover up crimes and escape discipline,
4. Irregular 2D connections and practices,
5. Drug or alcoholic addiction,
6. Encouraging out-ethics,
7. Condoning or failing to effectively handle an out-ethics situation in self or others as an in-charge, officer or executive.

TECHNICAL

People with out-ethics withholds cannot see. This is proven by the brilliant return of perception of the environment in people audited effectively and at length on such processes.

Such people also seek to place a false environment there and actually see a false environment.

People whose ethics are low will enturbulate and upset a group as they are seeking to justify their harmful acts against the group. And this leads to more harmful acts.

Out-ethics people go rapidly into Treason against the group.

A person whose ethics have been out over a long period goes "out of valence." They are "not themselves."

Happiness is only attained by those who are HONEST with themselves and others.

A group prospers only when each member in it has his own personal ethics in.

Even in a PTS (potential trouble source) person there must have been out-ethics conduct toward the suppressive personality he or she is connected with for the person to have become PTS in the first place.

People who are physically ill are PTS *and are out-ethics* toward the person or thing they are PTS to!

Thus a group to be happy and well, and for the group to prosper and endure, its individual members must have their own ethics in.

It is up to the executive or officer to see that this is the case and to DO the actions necessary to make it come about and the group an ethical group.

EXEC OR OFFICER'S STEPS FOR GETTING IN ETHICS ON A STAFF MEMBER

STEP 1

Inform the person personally he is in Danger condition by reason of acts or omissions, down stats, false reports or absence or 2D or whatever the circumstances are.

He is in fact IN danger because somebody is going to act sooner or later to hit him.

He may be involved already in some other assignment of condition.

But this is between you and him.

HE IS IN DANGER BECAUSE YOU ARE HAVING TO BYPASS HIM TO GET HIS ETHICS IN, A THING HE SHOULD DO HIMSELF.

If he cooperates and completes this rundown and it comes out all right, you will help him.

If he doesn't cooperate you will have to use group justice procedures.

This is his chance to get ethics in on himself with your help before he really crashes.

When he accepts this fact, Step 1 is done. Go to Step 2.

STEP 2

Ethics is gotten in by definition on the person.

GET THE DEFINITIONS FULLY UNDERSTOOD.

The following words must be Method 4 word cleared on all the words and the words in their definitions on the person being handled.

"ETHICS: the study of the general nature of morals (morals [plural] [noun]: *the principles of right and wrong conduct) and the specific moral choices to be made by the individual in his relationship with others.*"

"The rules or standards governing the conduct of the members of a profession."

"JUSTICE: (1) moral rightness; equity. (2) honor, fairness. (3) good reason. (4) fair handling: due reward or treatment. (5) *the administration and procedure of the law*."

"FALSE: contrary to fact or truth; without grounds; incorrect. Without meaning or sincerity; deceiving. Not keeping faith. Treacherous. Resembling and being identified as a similar or related entity."

"DISHONEST: disposed to lie, cheat, defraud or deceive."

"PRETENSE: a false reason or excuse. A mere show without reality."

"BETRAY: to be disloyal or faithless to."

"OUT–ETHICS: an action or situation in which an individual is involved contrary to the ideals and best interests of his group. An act or situation or relationship contrary to the ethics standards, codes or ideals of the group or other members of the group. An act of omission or commission by an individual that could or has reduced the general effectiveness of a group or its other members. An individual act of omission or commission which impedes the general well-being of a group or impedes it in achieving its goals."

Do not go to Step 3 of this until all the above words are cleared by Method 4 Word Clearing.

STEP 3

Ask the person what out-ethics situation he or she is involved in.

It may take the person some time to think of it or he may suppress it and be afraid to say it for fear of consequences. Reassure him that you are only trying to help him.

He may have brought it up in a session but did not apply it as out-ethics. Coax him through this.

If his conduct and actions are poor or downstat, he for sure will be able to come up with an out-ethics personal scene.

Sometimes the person is secretly PTS and is connected to a suppressive or antagonistic person or group or thing. In such an instance he will roller-coaster as a case or on post or have accidents or be ill frequently. (See PTS tech for material on this

and for future handling HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING, but go on handling with these steps.)

Sometimes the person just uses PR (brags it up and won't come clean). In this case, an auditing session is required.

If the person gets involved in self-listing, get him audited on HCOB 20 Apr. 72 II, C/S Series 78, PRODUCT PURPOSE AND WHY AND W/C ERROR CORRECTION, which gives the auditing session procedure. A person can become very upset over a wrong item. It is easily repaired, but it *must* be repaired if this happens.

By your own 2WC or whatever means or repair get this Step 3 to a clear-cut out-ethics situation, clearly stated. Do not forget to go on with this eventually if there is a delay in completing it. GIs will be in if correct.

STEP 4

Have the person work out how the out-ethics situation in which he or she is involved would be a betrayal of the group or make them false to the group or its ideals.

Do not make the person guilty. Just get them to see it themselves.

When they have seen this clearly and have cognited on it completely, go to next step.

STEP 5

The person is now ready to apply the FIRST DYNAMIC DANGER FORMULA to himself.

Give him this formula and explain it to him.

FIRST DYNAMIC FORMULA

The formula is converted for the first dynamic to:

1st 1: Bypass habits or normal routines.

1st 2: Handle the situation and any danger in it.

1st 3: Assign self a Danger condition.

1st 4: Get in your own *personal ethics* by finding what you are doing that is out-ethics and use self-discipline to correct it and get honest and straight.

1st 5: Reorganize your life so that the dangerous situation is not continually happening to you.

1st 6: Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur.

Now, usually the person is already involved in another *group* situation of down stats or overt products or bad appearance or low conditions, Courts, Comm Evs for something.

It does not matter what other condition he was in. From you he is in *Danger*.

So 1st 1 and 1st 2 above apply to the *group* situation he finds himself in.

He has to assign *himself* a Danger condition as he recognizes now he has been in danger from himself.

1st 4 has been begun by this rundown.

It is up to him or her to finish off 1st 4 by applying the material in Steps 2 and 3. He or she has to use self-discipline to correct his own out-ethics scene and get it honest and straight, with himself and the group.

1st 5 is obvious. If he doesn't, he will just crash again.

1st 6, in formulating and adopting firm policy he must be sure it aligns with the group endeavor.

When he has worked all this out AND DEMONSTRATED IT IN LIFE, he has completed the personal Danger Rundown.

He can then assign himself Emergency and follow the Emergency Formula (HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, Vol 0 OEC, "Emergency").

STEP 6

Review the person and his stats and appearance and personal life.

Satisfy yourself that the steps above and the out-ethics found were all of it. That no wrong item has been found. That the person is not PTS.

Handle what you find. But if you find that the person did not improve and gave it all a brushoff, you must now take the group's point of view and administer group justice.

Your protection of the person is at end because he had his chance and is apparently one of those people who depend on others to keep his ethics in for him and can't keep them in himself. So use group justice procedures thereafter.

If the person made it and didn't fall on his head and is moving on up now AS SHOWN BY HONEST STATS AND CONDITION OF HIS POST, you have had a nice win and things will go much much better.

And that's a win for everybody.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 MAY 1972R
REVISED 27 OCTOBER 1982

REMIMEO
INT FINANCE NETWORK
FOR ENFORCEMENT

ETHICS

EXECUTIVE SERIES 13
PERSONNEL SERIES 25
FINANCE SERIES 12

PTS PERSONNEL AND FINANCE

PTS means Potential Trouble Source. This is a person who is connected to a suppressive person, group or thing. (For further data on PTSness see HCOB 24 Nov. 65, SEARCH AND DISCOVERY, and HCO PL 27 Oct. 64, POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE.)

NCG means No Case Gain despite good and sufficient auditing.

A chronically ill person, whether the person is known to be connected to a suppressive or not, is always found to have been so connected and PTS.

IT IS UNSHAKABLE POLICY HEREAFTER THAT NO PERSON WHO IS PTS OR CHRONICALLY ILL OR WHO GETS NO CASE GAIN MAY BE ON FINANCE OR REGISTRAR LINES OR IN TOP COMMAND POSTS OR AS HAS OR ETHICS OFFICER OR MAA.

TECHNICAL FACT

A person who is connected to a suppressive person, group or thing will dramatize a "can't-have" or an "enforced overt-have" on an org or staff members.

A "can't-have" means just that — a depriving of substance or action or things.

An "enforced overt-have" means forcing upon another a substance, action or thing not wanted or refused by the other.

The technical fact is that a PTS person got that way because the suppressive *was* suppressive by depriving the other or enforcing unwanted things upon the person.

The PTS person will dramatize this characteristic in reaction to the suppression.

Therefore, a PTS person as an ED, CO, product officer, org officer, Treasury Sec, Cashier or Body Reg will run a can't-have on the org and its staff by:

a. Refusing income,

b. Wasting income made,

c. Accepting wrong customers (like psychos) and forcing them on the org,

d. Fail to provide staff or service,

e. Advocate overt products.

HISTORICAL

When staffs went on proportionate pay in the late 1950s, so long as I ran the orgs directly the staffs made more money than before.

When I moved off these lines directly, the staffs began to receive less money personally.

At that time it seemed to me that proportionate pay served as an excuse to some in an org to run a can't-have on the staff.

We knew that some Registrars could take money in easily and others never seemed to be able to.

The technical reason for this has just emerged in another line of research entirely.

In completing materials and search on Expanded Dianetics, I was working on the mechanism of how a PTS person remained ill.

I found suppressives became so to the person by running a "can't-have" and "enforced overt-have." This pinned the PTS person to the suppressive.

Working further I found that a PTS person was a robot to the suppressive. (See HCOB 10 May 72, ROBOTISM)

This research was in the direction of making people well.

Suddenly it was apparent that a PTS person, as a robot to SPs, will run "can't-haves" and "enforced overt-haves" on others.

Checking rapidly, it was found that where finance lines were very sour a PTS person was on those lines.

RECOVERY

PTS tech, Objective Processes, PTS Rundowns, Money Processes and Expanded Dianetics will handle the condition.

However, one cannot be sure that it has been handled expertly in orgs where a money "can't-have" has been run as its tech quality will be low due to an already existing lack of finance.

Only stats would tell if the situation has been handled fully.

Thus the policy stands. Handled or not handled, no person who is PTS or who has no case gain will be permitted in top command or any lines that influence finance.

Any org which has consistently low income should be at once suspect of having PTS or NCG persons on the key finance posts, and an immediate action should be

taken to discover the PTS or NCG condition and replace such persons with those who are not connected to suppressives or who do get case gain.

Nothing in this policy letter permits *any* PTS person to be in an org or cancels any policy with regard to PTS.

This policy letter *requires* direct check, close investigation and handling of PTS or SP situations on these posts that may go undetected otherwise.

NOTHING IN THIS POLICY LETTER PERMITS ANY KEY ORG POST TO REMAIN EMPTY.

NATIONAL

As a comment on something that may impinge on orgs and might affect them, the FOREMOST reason for a failing national prosperity and inflation is a personal income tax agency. This runs a vicious can't-have on every citizen and makes them PTS to the government. Individuals even begin to run a can't-have on themselves and do not produce. This IS the cause of a failing national economy. It can be a factor in an org and must be handled on the individuals so affected.

L. RON HUBBARD
FOUNDER

Revision written at the request of the Church of Scientology International

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 JULY 1972

REMIMEO

EXECUTIVE SERIES 14
ORG SERIES 30
ESTABLISHMENT OFFICER SERIES 22

ESTO FAILURES

For several months I have been studying the Esto system in operation and have finally isolated the exact points of any failures so they can be turned to successes.

PUTTING IN THE SYSTEM

An Esto returning to an org can crash it.

The exact reasons for this are:

A. The execs who heretofore did organizational work say, "Ah, here's the Esto system at last," and promptly drop their organizational and personnel actions.

Yet here is this lone E Esto, no divisional Estos, no one trained to support him.

The right answer is when an E Esto goes into an org where there are no Estos or only a TEO or QEO, he must gather up the execs and tell them it will take him weeks to recruit and train Estos and that THEY MUST CONTINUE ANY ORGANIZATIONAL ACTIONS THEY ARE DOING and that the HAS IS STILL ESTABLISHING THE ORG.

Otherwise they let go their lines.

B. The new E Esto takes key production personnel from the divisions to be Estos and they crash.

The answer to this is to RECRUIT the new Estos.

This is easier than it looks if you recruit idle area *auditors* to be Estos.

If you do this, remember that they went idle as auditors because they had out-ethics, were PTS, had misunderstoods and out-TR 0. To get them you do a 3 May 72 (ETHICS AND EXECUTIVES) PL, a 5 Apr. 72 (PTS TYPE A HANDLING) PL, Method 4 on their courses and make them do *real* TRs, especially zero. And they'll be ready.

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You get a list of area auditors and contact them and do the above on them and you'll have Estos who are half-trained already.

Failing this or in addition to it just plain recruit.

C. The first post a new E Esto should take is Dept 1.

He does NOT "hat the HAS" or "just do programs." He rolls up his sleeves and WORKS as director of Dept 1.

He recruits, he posts up Dept 1. He hats the hell out of Dept 1.

He makes a Department 1 that really, really flows in personnel, puts up org boards and hats.

WHEN he has a Department 1 FUNCTIONING he can begin to recruit Estos as well as other org staff.

If he can't get a Dept 1 whizzing he has no business being an Esto, does he?

He does NOT put in Dept 2 or act as Dept 3. He makes the HAS handle these.

With a *strong working* Dept 1, an Esto system can then go in.

D. Musical chairs is the commonest reason any org collapses.

A "new broom sweeps clean" complex will wreck any org.

An E Esto on arrival, taking over Dept 1, FREEZES ALL PERSONNEL TRANSFERS. He does not permit even one transfer.

The only exception would be where a musical chair insanity has just occurred. If this was followed by a stat crash then one REVERTS THE ORG TO THE UPSTAT PERIOD and *then* FREEZES PERSONNEL TRANSFERS.

But before one reverts one must evaluate the earlier period by stats to be sure it WAS the upstat period.

By freezing personnel one protects what he is building.

Almost all musical chairing is the work of a suppressive except when it is the work of an idiot.

E. Anyone trying to hold Dept 1 in a personnel starved org is holding a hot seat as any HAS or Personnel Director can tell you.

Body traffic to this dept in any medium-sized org defies belief.

It looks like Grand Central Station at the rush hour.

"I have to have _____," "Where is my Course Super _____?" etc., etc., etc., is the constant chant.

You can spend the whole day interviewing staff execs and get nothing done.

There is a right way to do all these things and a billion wrong ways.

Obviously the answer to all their problems is to get and train new people. Yet how can one in all the commotion.

Ninety percent of these requests are from people who are not hatting and using the people they already have.

The right way is on any new personnel demanded one gets Dept 3 to do an Inspection and Report Form for people in the area of the exec doing the demanding. You will find very often unhatted, untrained and wasted personnel and many outnesses.

You hold the line on personnel by saying: "Handle these unutilized or half-working staff or these outnesses. You are here on my procurement board as entitled to the (give priority, 3rd, 8th) person we hire or recruit."

And get industrious in recruiting, using all standard actions, for that is the only way things can be solved.

Most orgs would run better on less people because the personnel are not hatted or trained. One org, two years before this writing, made *four* times as much money on *half* the personnel it now has.

Unhatted, the staff is slow and uncertain. Unproducing, the div heads demand little.

But they sure can scream for more personnel!

No org ever believes it is overmanned.

F. Some divisions (like the usual Treasury or Dissem) can be undermanned. Key income posts most often are empty.

When one mans up an org one sets priorities of who gets personnel.

This is done by PRODUCTION paralleling. One mans up against production.

New people come in through Div 6. They are signed up by Div 2. Delivery is done by Div 4. Money is collected by Div 3. That gives you a sequence of manning up.

You man income and delivery posts with new hirings.

The E Esto is trying to get in a Dept 1 so of course he gives this a priority as well.

Until the income is really rolling in and the delivery rolling out, one does very little about other areas.

Having gained VOLUME, one now begins to man up for quality. This means a Cramming and a W/C Section in Qual. It means more HCO.

One now hits for future quantity by getting auditors in training, more upper execs in training.

When the org is so built and running and viable it is time the whole Esto system got manned up.

G. Every 5th person hired on an average should be put in Dept 1 as a *Dept 1* extra personnel who does Dept 1 duties and trains part time as an Esto.

This gives the E Esto additional personnel in Dept 1.

It also begins an Esto right.

His most essential duties as an Esto *are* Dept 1 type duties.

You eventually have a bulging Dept 1. You have a basic Dept 1 that functions well and will continue so. You have the Esto trainees who are working in Dept 1 as Dept 1 personnel. And you have of course some new people who are HCO Expeditors until they get in enough basics for real regular posting.

This makes a fat Dept 1 and proves one can Esto!

SUCCESS

If an E Esto introduces the Esto system exactly as above and in no other way, he will be a success.

Like an auditor varying processes or altering HCOBs, a new E Esto who varies the above will bring about disaster.

Where E Estos have gone into orgs other ways or where the system has been varied, stats have crashed.

By going in this way, as above, it can be a wild success.

How fast can you put in an Esto system? It takes months of hard work. It depends really on how good the E Esto is at recruiting, org boarding and hatting.

If he's good at these things the time does not stretch out to forever.

For comparison, it took half a year each to build DC, Johannesburg and SH to their highest peaks. They were all built from a Dept 1 viewpoint of recruiting, org boarding and hatting hard enough to get production.

So this is the oldest pattern we have — Dept 1 evolves the org.

When the org gets too big Dept 1 loses touch. You extend it into each div and you have the Esto system. And you have Estos.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 JULY 1972RB
REVISED 11 JANUARY 1991

REMIMEO

EXECUTIVE SERIES 15
PERSONNEL SERIES 26
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THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact:

HATTING = CONTROL

A person who is hatted can control his post.

If he can control his post he can hold his position in space — in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN ESTO ARE:

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING

1. Recruited or hired. Signs contract.
2. Instant-hatted for the job assigned as an HCO Expeditor.
3. Staff Status 0.
4. Basic Study Manual (if the staff member has not previously done the Student Hat or Primary Rundown).
5. Staff Status I.
6. Staff Status II.
7. Posting as other than an HCO Expeditor.
8. Full hatting with a checksheet and pack fully done with M6, M7, M9, M3 and M4 Word Clearing.
9. Eligibility for study and auditing (OR for staff service or study).
10. Must have a stat and demonstrated he has produced on post.
11. Purification Rundown.
12. Objective Processes: CCHs, 8-C, SCS, Havingness, etc.
13. Scientology Drug Rundown (if required).
14. Method One Word Clearing, Student Hat.
15. Administrative or tech training (OEC or auditing).

Flag Orders in the Sea Org may change this lineup slightly but it is basically the same.

No one should have any other training, much less full-time training, before step 12 in the above.

After a staff member has completed Staff Status 0 he may receive PTS handlings and study the PTS checksheet and may have emergency assists. He may also be audited by students and TTC if he has rising stats.

There are time limits placed on how long it takes to do SS I and SS II. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

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TIME–TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full-time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors — they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old-timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the Hatting Officer in HCO and the Staff Training Officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASes or HQSes. You recruit or hire somebody to be part of the team.

OPEN GATE

If *any* opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSes and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared."

In a short-staffed org "looking only for the best people" the guy nobody will have gets put in an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained step 10 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the gate.

ALL the great executives in Scientology came up in such orgs.

With a *flow* of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble.

IN A FAST FLOW HIRING ORG THE HAS AND ESTOs *MUST* BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT *HAT* AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast flow hiring only breaks down and gets protested where HCO and Estos are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org, and only then could it produce.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JULY 1972

REMIMEO

EXECUTIVE SERIES 16
ORG SERIES 32
ESTABLISHMENT OFFICER SERIES 26

ESTABLISHING
HOLDING THE FORM OF THE ORG

If a person who could not play a piano sat down at a piano and hit random keys, he would not get any harmony. He would get noise.

If the head of a division gave orders to his staff without any regard to their assigned posts or duties, the result would be confusion and noise.

That's why we say a division head "doesn't know how to play the piano" when he knows so little about org form that he continually violates it by giving his various staff members duties that do not match their hats or posts.

But even if one could play the piano, one would have to have a piano to play.

SPECIALISTS

Each org staff member is a specialist in one or more similar functions. These are his specialties.

If he is fully trained to do these he is said to be HATTED.

The combined specialties properly placed and being done add up to the full production of an org.

The org form is then the lines and actions and spaces and flows worked out and controlled by specialists in each individual function.

These specialists are grouped in departments which have certain actions in common.

The departments having similar functions are grouped into divisions.

The divisions combine into the whole org form.

It is *far* less complex than it looks. It would be very complicated and confusing if there weren't divisions and departments and specialized actions. Without these you would get noise and very limited production and income, and at great strain.

Take a theater as an example. There are people who advertise it; these are the public relations people; they are hatted to get publicity and make people want to come to the play; call them the PR Division. There are the producers and directors; they are hatted to present a performance and make it occur; call them the Production Division. There are the actors and musicians; call them the Artists Division. There are the property men; they are hatted to get costumes and items needed; call them the Property Division. There are the stagehands and electricians and curtain and set men; call them the Stage Division. There are the ticket sellers and money handlers and payroll and bills payers; they are hatted on money and selling; call them the Finance Division. There are the people who clean the theater and show people to seats and handle the crowds; call them the House Division. And there are the managers and playwrights and score writers and angels (financiers); call them loosely the Executive Division.

Now as long as they know their org board, have their flows plotted out, are hatted for their jobs and do a good job, even a half-good play can be viable.

But throw away the org board, skip the flows, don't hat them and even a brilliant script and marvelous music will play to an empty house and go broke.

Why? Because an org form is not held. Possibly an untrained unhatted producer will try to make the stagehands sell tickets, the actors write the music, the financiers show people to their seats. If he didn't know who the people were or what their hats were he might do just that.

And there would be noise and confusion even where there was no protest. People would get in one another's road. And the general presentation would look so ragged to the public they'd stay away in droves.

ESTO ACTION

Now what would an Esto (or an Executive Director) have to do with, let us say, an amateur, dilettante theatrical company that was about to bog.

Probably half the people had quit already. And even if there were people in the company they would probably need more.

The very first action would be to Esto Series 16 the top men to make money quick.

The first organizing action would be to kick open the hiring door. This would begin with getting out hiring PR and putting someone there to sign people up who came to be hired (not to test and audition and look at references, but just to sign people up).

The next action would be to do a flow plan of public bodies and money. So one sees where the org form reaches. Then a schedule.

Next action would be to do an org board. Not a 3-week job. (It takes me a couple hours to sketch one with a sign pen for posting.) AND GET IT POSTED.

One then takes the *head* of each of these divisions and *hats* him on what his division is supposed to do and tell him to *do* it. NOW.

You make and post the flow plan, org bd and terminal locations plan where the whole company can see them.

Chinese drill on a flow plan to show them what they're doing and what has to be done.

Chinese drill on the org board including introducing each person named on it and getting it drilled, what he does and who he is.

You Chinese drill the terminal locations where each of these persons (and functions) is to be found.

You get agreement on schedules.

You now have a group that knows who specializes in what and what's expected of each.

You get the head of the whole company to work with and hat the heads of his divisions.

Now you get the heads of divisions to hat their own staffs while you help.

And you get them busy.

You then put the polishing touches on your own Dept 1 (personnel PR, personnel hiring, personnel placement, org bds, hat compilations, hat library and hatting, hatting, hatting).

And by hatting and insisting on each doing his specialized job and getting seniors to HOLD THE FORM OF THE ORG by ordering the right orders to the right specialists and targeting their production and MAGIC! This amateur theatrical company gets solvent and good enough to wind up on Broadway. It's gone professional!

You say, yes, but what about artistic quality? What about the tech of writing music and acting . . .

Hey, you overlooked the first action. You kicked the door open on hiring and you hatted and trained. And you let go those who couldn't get a stat.

Eventually you would meet human reaction and emotion and would put in a full HCO and a full Qual particularly Cramming. But you'd still do that just to be sure it kept going.

Yessir, it can't help but become a professional group IF you, the Esto, established and made them HOLD THE FORM OF THE ORG and produce while they did it.

An Executive Director can do all this and produce too. The great ones do things like this. But here it is in full view.

A Scientology org goes together just like that. Which could be why, when we want to get something started, we say:

"Get the show on the road!"

But there is no show until it is established and the FORM OF THE ORG is held.

You are luckier than the amateur theatrical company's Esto. You have policy for every post and a book of it for every division and all the tech besides.

So there is no valid reason under the sun you cannot establish and then hold the form of the org.

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FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 SEPTEMBER 1976

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17
ORG SERIES 35

THE STAT PUSH

WHAT exactly is a stat push?

The danger in talking about this subject at all is that someone can do an immediate make-wrong by saying, "This means don't try to raise any stats."

So to understand this subject at all, one must have a pretty clear idea of exactly what is meant by "Don't push stats."

First of all one has to know precisely that STATISTICS ARE AN INDICATOR, THEY ARE NOT AN OBJECT.

WHEN YOU PUSH THE INDICATOR YOU DO NOT OBTAIN THE OBJECT IT REPRESENTS.

PRODUCTION IS COMPLETED CYCLES OF ACTION, NOT JUST NUMBERS.

The figure "1" in "1 apple" is not the apple.

Therefore pure, raw, naked stat pushing is an outpoint called "wrong target."

Pushing a stat without doing anything to bring about the stat is therefore an aberration.

Demanding a stat without doing anything to see that it occurs or putting anything there to make it or correcting anything that is preventing it is an aberration built out of either psychosis or ignorance of what should really be done.

It is quite true that stats must be kept up. But unless they are kept up by putting something there or correcting something that is there and getting all the cycles of actions done by all those who should do them, the stats will DECREASE and eventually vanish.

An order, a telex, a yell to the effect "GET THE STATS UP" is so much wasted time.

Further, such an order or telex or yell in any form has a very deteriorating effect. Individuals or staffs look at it in a properly weird light. They are there, they are doing what they can, they have problems and tangles and barriers. And telling them to "Get the stats up" causes various reactions, none of them very good. Essentially, it gives

them neither help nor direction and even subtly informs them that the person ordering either does not know or does not care what is going on and is not about to help. The eventual reaction can become an ignoring of that command channel.

There are some specialized actions in stat pushing. Chief amongst them is the "GI push."

The usual indicator of this is a neglect or abandonment of staff or caring about staff. One sees no real effective attention on recruitment, training, apprenticing, hatting, future execs. And when one sees this it usually follows that there is a "GI push" going on somewhere in the executive strata. Why this indicator? Well, you see, it only takes a small handful of people to get in GI, and where executive attention is fixated on a "GI push," the various production staff, HCO and the rest of the org aren't "necessary." You find this with EDs who reg instead of getting Registrars and putting an org there, with EDs who go for credit unions and odd financial deals. And you will also find they have the biggest number and amount of refunds and the biggest backlogs AND a shrinking and unhappy org. Unfortunately, they soon also get a crashing GI, for none of the support actions are being done across the divisions.

The reason "GI pushing" happens so often is the structure of the society itself. The only real crime for which one can be punished by the governments of today is lack of money. In other crimes if one has the huge sums necessary to hire lawyers, one can often get off. But the crime of having no money is the only crime one cannot get out of. There are even laws which cause the arrest on the street of persons who do not have so much money in their pockets or wallets: it is called "vagrancy." So with the whole aberrated society on a big "GI push," with Wall Street measuring values only in how much something costs, with wages and prices soaring, at this writing, to total social disaster, it is no wonder that shortsighted and untrained or even aberrated executives get into a "GI push."

The answer to not having money is, of course, to make more money. And there is nothing whatever wrong with that. BUT that is *not* done with a "GI push." It is done with putting a whole org there, every part of it functioning and delivering, with all the bugs out of its lines, *and* making a lot, lot, lot more money. Fifty trained staff producing everything an org is supposed to produce will make far more money than five guys concentrating on GI only and letting the rest of the org go to blazes. The GI made by the fifty will go on increasing. The GI made by the five (and not backed up by the rest of the org) will decrease week by week and then crash.

Let us take some examples of "stat pushing":

The room is cold and the staff is wearing overcoats and using blankets. Mr. Stat Pusher walks over to the thermometer on the wall and sees that it reads very low. So he yells at the thermometer, "Get the stat up!" Nothing happens of course, it still says 15 degrees, so he yells at the staff, "Get that stat up!" Now, in this instance, having a stat pusher around, the org has no Treasury Div and so there was nobody to pay the bills and the fuel company has refused to deliver further fuel. The janitor is missing because there is no HCO to hire one or keep one on post so there's no one to light the furnace even if it had fuel. And due to an unhatted Financial Planning Committee, that also doesn't meet or exist, no new boiler was ordered when the old one blew up last year. The stat pusher seems incapable of observing these facts, and is too unskilled

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to bring them to rights. So he continues to yell "Get the stat up" and the staff wears more and more coats and blankets until at last it is just a quiet scene of solid ice.

If the letters out stat is down, this is a bad INDICATOR. It is vital that one keeps stats and observes when one goes down. It is extremely hard to manage on one's post or in an org unless one has a stat. But, in going down, WHAT is being indicated? A lack of letters out. So what does one do? Does he yell "Get the letters stat up"? Or does he look into this? If he looked into it, he could find the real Why, handle it and the letters stat would go up. He might find that the Letter Reges were all sacked so as to increase the unit pay one week and that he has somehow gotten a nut onto a personnel or finance post (whose R/Ses make even his head jerk back and forth). He might find that the typewriters had broken down. He might find that Dept 5 people were all being used by Div 5 to handle their files. At the very least he will find something aberrated or ignorant going on which has to be handled before the letters can be flooded out again. WHEN this is found and handled, THEN the letters out stat will go up.

So Mr. Stat Pusher is essentially operating on a short circuit. He cannot or will not look.

And there is another variety of stat aberration which comes about after a lot of "Get the stat up" has failed. This is Mr. Stat Ignorer.

Mr. Stat Ignorer is driving along in a car and he looks at the speedometer. It says 15 mph. He glares at the needle for a moment and then handles it. He pastes a piece of paper over it so it can't be seen. And sits back and drives contentedly. If he'd looked, he would have found he had three flat tires and an engine about to run out of oil and explode.

Then there is also Mr. Stat Faker. He knows that he will get in trouble if his STAT is down. So he simply dreams up a figure and puts it on graph paper. He is encouraged and rendered confident in this because he is sure that no senior will come around and notice the towers of unanswered letters or the huge backlogs of cramming orders or the mobbed waiting room of unhandled public or the mountain of uncorrected and unfiled address plates. He is confident because no senior has in the last year or two. And he can say "I'm an upstat" when the Ethics Officer tries to hit him for keeping the front door to the org obstructed with his motorcycle. And he is recognizable by a caved-in case, low morale and a hunted look of glee as he creeps through the org.

There is one common denominator the stat pusher, the stat ignorer and the stat faker have. And that is AN ABSENCE OF SKILLED MANAGEMENT.

We have investigatory tech. It is there for use. We have the Data Series evaluation tech. It is there for use. We have administrative tech. And it is all published and there for use. And further, when it *is* known and used, proven times without number now, production and prosperity occur AND show up as statistics which INDICATE that production and prosperity are occurring.

Yes, it is very, very true that an org or a manager or an auditor or file clerk gets in trouble if their stats are down.

Yes, it is true that stats should exist and be used.

But it is equally true that the way to get a stat is to put something there that can get something done and get the lines debugged and the scene handled.

The fate of the stat pusher, the stat ignorer and the stat faker is to look around one day and find no org.

It's a very long way between yelling or telexing or writing "Get the stat up" and handling things and getting production cycles completed so that the stat WILL go up.

The stat, properly stated and honestly kept, IS a vital indicator of the scene. If you know how to use them you can get the areas that have to be handled. And if you know your policy and tech you can find the real Whys and get real handlings and get things whizzing.

We mean to have all the stats going up because this INDICATES a bettering state of affairs for everyone.

The job of the product officer is NOT to yell "Get the stats up." The product officer is there to notice and order things like "Get those letters answered so they get answers." And the job of the org officer is to carry out the handlings the product officer finds necessary to get production rolling.

A fire-breathing product officer is worth his weight to every staff member IF he is trying to get and is getting production which results in bettered conditions, better products, better prosperity and THIS will incidentally show up in the stats.

It's a world of things that have to be done and coordinated before the stats go up.

We are in the business of people, we are in the business of a bettered world. We have to have completed cycles of action. And these are shown in stats.

We are also in a world of exchange and would be no matter what ideology we lived under. We have to "make GI" and we have to have "the stats up."

But our success is measured in terms of the ACTIONS we do, for only those show up in the indicators called statistics.

So, okay. Let's go about it the right way. And find what is holding the stats down and handle and correct those things and so, honestly and swiftly become upstat.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 SEPTEMBER 1976-1
ADDITION OF 17 APRIL 1977

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17-1
ORG SERIES 35-1

STAT PUSH CLARIFIED

This policy letter is revised. The second paragraph of the original said that it was dangerous to talk about the subject because somebody could do an immediate make-wrong by saying, "This means don't try to raise any stats."

Well, exactly that happened. There was a heavy campaign run into all Flag Operations Liaison Offices and to orgs designed to discredit asking for raises in stats. (The person who did it and failed to push production quotas is suspended and under Comm Ev.)

The whole point seems to have been missed. It was this: You can't ask for a NUMBER; you CAN and MUST ask for a SOMETHING.

That something is a *product*. It is a thing, a tangible item.

Right this minute, as a result of a mission, HCO PL 16 Nov. 76, Exec Series 19, Org Series 37, PRODUCTION QUOTAS, has now been provided with thoroughly researched subproducts one has to push in order to get the PRODUCTS. These are the real tangible actions you have to take to get a number of actual products. In other words, by getting many exact minor products, you then can achieve the valuable final product.

STATISTICS are those numbers which simply count the products attained or obtained.

Stat management is the only kind of management you can do on a production scene. Management by statistics was brought to a fine art in Scientology admin tech. To discredit it is, of course, to court failure.

Abusing statistical management is also something of a crime. It has been done by some managers who said "Get the stats up" without ever saying what subproducts you had to get that would then make up the product.

Stat management is a valuable tool and has gotten us over the years. To discredit it first by saying first just "Get the stats up" without saying how or what or why was one side of the pendulum. Then the pendulum swung clear to the extreme and people were being made guilty for even watching stats or demanding or working to raise them.

So let's get a little middle swing of the pendulum now.

It is perfectly all right to demand that stats rise so long as one says what subproducts and products make up those stats and gives some indication of what people should do to get the stats rising.

It is perfectly all right to do stat management.

And it is perfectly okay to come down hard on people or orgs who fail to get their stats in viable range.

So long as you give them some idea of what small products (subproducts) they have to get to make up the real products, you are NOT doing a stat push.

So long as you give people some direction and guidance, you can yell for stat increases all you want.

And you better.

L. RON HUBBARD
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HCO POLICY LETTER OF 14 NOVEMBER 1976

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ALL ORGS
EXT HCO FB

ADMIN KNOW-HOW SERIES 36
EXECUTIVE SERIES 18
PERSONNEL SERIES 28
ORG SERIES 36

MANNING UP AN ORG

THE SEQUENCE OF POSTING DEPTS AND DIVS

You need an org board first and an allocation board.

The sequence in which an org is manned up is roughly:

- Dept 1
- Dept 11
- Reg and Body Routers and Intro people in Div 6
- Dept 12 (enough auditors and C/Ses to approach 2 admin to 1 tech in org)
- Dept 6
- Dept 7
- Dept 3
- SSO and Supers in Qual to train staff
- Dept 5 for CF, Address and Letter Reges
- Dept 4 for promo
- Dept 21 (LRH Comm)
- Dept 10
- Dept 20
- FR and execs
- Full Div 6
- Full Div 1
- Full Div 4

– Full Div 2

– Full Div 5

– Full Div 7

– Full Div 3

(Note, an AO always mans up the AO Dept or Div along with the SH one in each case.)

Wrong sequence of manning is Dept 6, Dept 12, Dept 6, Dept 12, Dept 6, Dept 12, as you wind up with a stuck clinic that won't expand.

Wrong sequence will contract an org while trying to expand it, as the org will go out of balance, bad units, noisy and unproductive.

If manned in a correct sequence, its income has a chance to stay abreast of its new staff additions.

Emphasis on GI without comparable emphasis on delivery and organization can throw an org into such a spin only a genius can run it.

Manned in proper sequence, and hatted as it goes, an org almost runs itself.

Single handing from the top comes from long-standing failures to man or man in sequence, from earlier noncompliance with explicit orders or from not understanding orgs in the first place.

An unhappy org that doesn't produce has usually been manned only partially and out of sequence.

The trick is planned manning, ignoring the screams of those who know best or demand personnel; just manning by posting those who have been screamed for the loudest is a sure way to wind up with no people and total org problems instead of a total org that is prosperous and producing.

Incidentally, this is a rough approximation of the sequence of hats the ED gradually unloads as his org takes over.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 16 NOVEMBER 1976

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 19
ORG SERIES 37

PRODUCTION QUOTAS

Ref: HCO PL 8 Feb. 72 — Exec Series 7 TARGETING OF DIVISIONAL STATISTICS AND QUOTAS

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

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

And it was also found:

WHERE SUBPRODUCTS ARE NOT GIVEN A QUOTA, QUOTAING A GDS FAILS.

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 student points were heading for bad down stats 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 subproducts 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 D of T would understand how these made up the stat.

"The next step after that was to change 1–4 above into 'number of.'

"This brought about what 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 a lot 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 subproducts 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 18 lines, so that Tours and external Reges are no longer pushed on GI and bodies only. There is a pilot project with Flag Service Consultant WUS since a few days which puts in a whole subproduct 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 subproducts 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 HFA) 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 subproducts that would produce NNCF.

"4. The Dir Income was working on subproducts 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 subproducts 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 that 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 paids 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 has to be through I/A and on to 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 8 Feb. 72, Exec Series 7, TARGETING OF DIVISIONAL STATISTICS AND QUOTAS, is also very important in all this."

Therefore these conclusions can be considered valid and vital:

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

And:

EVERY SUBPRODUCT MUST BE QUOTAED FOR A GDS QUOTA TO BE ATTAINED.

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HCO POLICY LETTER OF 24 JULY 1978

REMIMEO

EXECUTIVE SERIES 19-1
ORG SERIES 37-1

SUBPRODUCTS
HOW TO COMPILE A SUBPRODUCT LIST

If you take any VFP and trace it backwards step by step, using a BE–DO–HAVE breakdown of what it took to create it and then wrote up the list as preliminaries, you would have a subproduct list.

Let us take a cup of coffee as the VFP. The minimum subproducts list would divide into what you had to be, what you had to do and what you had to have to wind up with a cup of coffee.

Be: Somebody who wanted a cup of coffee, somebody hatted to make coffee.

Do: Boil water, add coffee, put coffee in a cup, put it someplace where it could be drunk, let it cool until it was drinkable.

Have: Money to buy the necessary, or the ability to make money so you can buy the necessaries or the skill to create the necessaries: water, a pot to boil water in, fuel to make a fire, a fire to put a pot on, time to boil the water, coffee, the skill to make a cup of coffee, a cup to pour it in when made, a place to put it or drink it.

Now when you put this into a sequence of actions you will see that it looks like a doingness list. So you would have to add the havingness list and there would be no point in it unless you brought about the beingness list.

Now, from the above you could work out the subproduct list of a cup of coffee. Now, if at some future date you found out there was something wrong with the coffee valuable final product all you would have to do is assess this list and find out how come no VFP. The subproduct omits and wrong targets would leap at you and, if handled, could result in the VFP of a cup of coffee quite promptly.

And if you yourself were not involved in making the cup of coffee you would be able to debug how come no cups of coffee.

And if other departments or people had to be convinced there was valid reason for no cup of coffee you would use the list.

So as an exercise why don't you compile the subproduct lists for a cup of coffee.

When you get into anything as vast and complex as an org you can see that subproduct lists are vital to the understanding and accomplishment of VFPs.

And you would not be asking do you have to have one staff member for making each step of making a cup of coffee.

Now, as a second exercise take a valuable final product and break it down yourself, just like we broke down the cup of coffee, and searchlights will play against the sky, bands will strike up and understanding will reign everywhere and so will VFPs.

Not getting pcs audited? Not getting students trained? Not getting mobs of people walking in the front door? Not buying new buildings? Not having a highly trained expert staff? Do some subproduct lists and assess them and you'll know all about it.

USE AS ORDERS

If a valid subproduct list is used as a basis for issuing orders to a staff member, a section, department, division or org, they will be right targeted and valuable final products result.

It will greatly increase org efficiency and show up holes.

When the orders are issued and VFPs do not appear you will know what you are getting and what you are dealing with: Noncompliance? Sabotage? Overload? No recruitment? No hatting? R/Sers? Misguided staff? or what? Well that would be up to you to investigate and you have a guide of the subproduct list and what didn't or couldn't occur and get busy and do something about it.

USE AS QUOTAS

Subproducts can be quotaed and should be but they can only be quotaed in view of what can be done with what one has.

When you quota just one subproduct in a long line-up of other unquotaed subproducts, you can get into a situation where the subproduct or the quotaed subproduct is lacking support and so won't occur. In this case you can see that the subproduct gets the support while being obtained on a cope basis.

You can't just chant a lot of figures at a staff.

It is safer to quota the doable and then gradually add quotas to new doables as your facilities and capacity expand.

You can quota an HGC on pcs gotten into session. But remember you will also have to quota Tech Services phone calls and letters.

To do quotaing you have to know how to "play the piano" and have to be totally knowledgeable of existing scenes at any given moment. It is not an ivory tower job.

You can quota 500 file folders filed but remember you had better quota, for that time only, 500 file folders if there are none.

Quotaing does result in subproducts which result in VFPs and should be done.

But it is a highly educational process. The response can be anything from "They don't make them anymore" to "The auditors have no pens" or "It's busted" but the point is whatever turns up on quotaing, you can handle it.

If you don't quota you probably won't have anything to handle and the result is a nice soft idle life of total poverty for one and all.

Subproduct lists are made for those who are not dedicated to the cult of poverty and destitution.

So quota and very soon you will find out more about playing the org piano than ever before and you may even get some VFPs too which is after all the label of the game. If you misquota too often and don't learn in the process you'll probably get a mutiny.

It's fairly certain that if you quota nothing you won't ever get a cleared area. So quota away and quota intelligently.

DEBUG USE

A major use of subproduct lists is debugging the absence of high quantity, high quality valuable final products or no product at all.

As it is VFPs which keep an org going, not promises or hope you can see that a subproduct list is vital to straighten out an area.

By assessing the subproduct lists against a direct inspection of the area to which it applies one can see the major things that are missing. It is these missing things which are preventing the attainment of the valuable final product of the area, so vital to the org's survival.

UNDERSTANDING

A subproduct list enormously assists an understanding of what an area is supposed to be doing.

It will be found that staffs in a section or department or even division don't really know what it is supposed to be doing.

By simply taking up the subproduct lists with them point by point, they will suddenly envision the VFP and see what it really is.

PRODUCTION

People can be very busy without producing anything. The busyness of people can sometimes be rather misdirected.

By having an exact list of subproducts, a staff gets a very good reality on what productive busyness is. They will coordinate their busyness and drop out nonproductive busyness and real org VFPs will begin to appear.

ORGANIZATION

As an org is compartmented, staff members in one part of an org or even in one part of a department have no view of other areas and don't know what they are supposed to be doing. A subproduct list is highly informative to them. What *is* supposed to be coming out of that other area?

Also a staff member is a part of a flow line. If he has no idea what the point earlier on the line is supposed to be doing and what the point later on the line is supposed to be doing, he sometimes can't see the value of what he is supposed to be doing and does not take adequate responsibility for it as he may not conceive how important it is to the VFP.

A case in point of this — you won't believe it — was where a Division 2 could not understand why they got no re-signs until they found out that F/Ning students were a subproduct of the Academy. When they discovered this — and that there were no F/Ning students in the Academy but an awful lot of high TA students — they couldn't do anything about their own plight. (Needless to say the fur flew at the staff meeting.) Thus, using subproduct lists, a part of an org can improve itself and its own VFP by knowing what subproduct another part is supposed to be producing.

INCOMPLETE LISTS

Where you have incomplete subproduct lists — and probably no subproduct lists are perfect — you can get a false sense of security.

An incomplete list does not operate well as a debug list. Thus subproduct lists have to be intelligently used and often recompiled. They also have to be suitable to the activity for which they are compiled.

WRONG LISTS

Where a subproduct list is wrongly worked out the staff in that area can be mistargeted and can be made very busy again with no VFP.

The test of any subproduct list is: Is it resulting in VFPs? If not, somebody has been busy making a staff busy.

The test of a correct subproduct list is does it result in good VFPs when used.

And knowing all this, you can now act and the VFPs will now magically appear.

It's all just magic after all isn't it.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JANUARY 1980

REMIMEO
ALL STAFF
ALL ORGS,
SO AND SCN

EXECUTIVE SERIES 20

DEPARTMENTAL MINI PROGRAMS: THE KEY TO ACHIEVEMENT

Ref: Target Series PLs, OEC Volume 0

This policy letter is based on LRH ED 293R, which was issued originally as the 78–79 BIRTHDAY GAME FOR ORGS and reissued as the 79–80 BIRTHDAY GAME BY OVERWHELMING DEMAND FROM STAFF THE WORLD OVER.

As the program was highly effective, all of its steps and actions now become firm policy, in order to preserve and continue its use, and this policy letter, which includes the full content of the program, is to be maintained as a standard org CO/ED tool.

To achieve the product of a flourishing, prosperous org, a CO or ED with the help of the LRH Comm and Flag Rep, the Executive Council and Ad Council and staff, must have control of his org.

An ED or CO who takes the initiative in controlling and running his org and does so with know-how is worth his weight in gold. The same is true of a divisional secretary or department head in an org.

In orgs where such initiative was taken and the actions contained in this policy letter were carried out by the executives, the stats rose and the org thrived.

The key to such achievement was and *is* MINI PROGRAMS based on policy for each department of the org.

These programs are done FOR EACH DEPARTMENT by:

1. Personally inspecting the department.

2. Writing up a simple mini program THAT CAN BE DONE, and is WITHIN THE AVAILABLE RESOURCES, IS BASED ON SPECIFIC HCO PLs APPLIED WITH EXPERIENCE AND IN THE KNOWLEDGE OF SUCCESSFUL ACTIONS, LRH EDs AND APPROVED EVALS AND CONTAINING BRIGHT IDEAS DEVELOPED FROM POLICY AND THE EXISTING SCENE ON HOW TO ACTUALLY BRING ABOUT A RESURGENCE OF THAT DEPARTMENT AND GETTING IT TO GET THE WORK DONE THAT HAS TO BE DONE BY THAT DEPARTMENT TO BOOST THE ORG.

3. Issuing the program.
4. Making the execs and staff of the area adhere to that program and not cross-order it and get it done.
5. Reinspecting the area daily to see how it is going.
6. Get the program DONE.
7. When the first program is done, examine the resulting VFP and stats for that department.
8. Reinspect and do a new, simple mini program for the department.
9. Issue the new program.
10. Make the execs and staff of the area get it done.
11. Reinspect the area daily to see how it is going.
12. Get that program DONE.
13. When the second program is done, examine the resulting VFP and stats for that department.
14. Personally inspect the department.

Continue the above cycle.

Give copies to staff in that dept and to the execs so they'll know what you're working on.

Send two copies of each mini program to the FOLO which will keep one and forward the other to Data Files Flag.

Neither the FOLO nor Flag has to okay a mini program.

GUIDELINES

Use the following rules:

A. Organize only toward actual production.

B. Post only in the direction of production.

C. Make execs of the affected area handle any flaps. The CO or ED is not "flap crossroads."

D. Use OEC and Management Volume admin tech and quote it in orders.

E. Don't be reasonable.

F. Don't take the conclusions of a junior.

G. When people can't get it done, find people who can.

H. Don't tolerate out-ethics.

I. Use Esto tech.

J. Realize an org is a purveyor and service depot for standard tech, Dianetics and Scientology.

K. Realize that an org controls and expands its field and keeps it active and happy.

L. Realize that the staff welfare and status depends on the activity and prosperity of the org.

M. Realize that the org is not a commercial company but the center of a religious movement which is changing the society.

DELIVERY

Completed intensives and completed courses are the keynote to an org's prosperity. These stats continue to be reported.

Gear up to really deliver. This requires a TTC, auditor recruitment and a well-staffed Academy and HGC that works and is on the ball.

There is not one single staff member, unit, section, department or division of an org that does not have an individual delivery demand or quota and that does not contribute to the overall delivery of Scientology to the public, directly or indirectly.

Exchange within the org and between the org and every member of the public and the broad public is accomplished only by delivery. All mini programs must reflect this.

GI

There are several distinct sources of GI in an org. Make each one work to independently support the org.

These are:

Department 6

Department 18

Department 5

Qual

Department 7

Department 4 (books, packs, meters, etc.)

Income comes from different sections of the departments within the department.

All this data is in OEC Volumes.

Every one of these points of GI entrance should be producing.

There is also a system of examining invoices to find out what geographical areas the org's people come from and saturating these areas with promo.

FSMs have to be built up and cultivated — and paid promptly.

Refunds have to be held to a minimum by actually delivering and delivering very standard tech.

One has to get all the GI doors open and functioning — a thing to remember in doing departmental inspections. Is there any door there to open? And if it *is* there, is it open?

PRODUCTION VERSUS ORGANIZATION

You can organize with no production and you can try to produce without organizing.

You have to keep a nice balance between these two.

You will find that in the current disorganized family and educational scene that personal concepts of organization and order are not very high and must be developed in individual staff members as well as units, sections, departments, divisions and the whole org. This is as simple as learning to put things down where they belong and where they can be found again when needed and actually creating folders and files. Without this seemingly unimportant order and organization, production of simple cycles takes ages. This must be given attention in mini programs.

MINI PROGRAM

As you will be getting these done regularly in short spaces of time, write *do*able ones that don't take long to finish.

You can defeat an org with 10-page, 200-target programs.

An org can be put into a productive, winning frame of mind with short, *do*able programs.

It takes good sense to do a mini program that lets the department win. It's easier to keep track of when you pin the individual programs on a target board and get the dones marked in so you know what mini program has to be debugged and when you have to do a new one.

FOLOs

The FOLO handles the overall org health of a continent.

The FOLO must get this policy letter in and being done effectively and to ensure the ED *does* have control of his org.

Where he doesn't as shown by lack of stat response, particularly paid comps, GI and intensives sold and delivered and courses sold and completed and Div 6 services being delivered to a happy public and books pouring out into public hands, the FOLO must intervene — not piecemeal but thoroughly and only on a broad failure of an org to prosper and deliver.

NETWORKS

The duties of networks in reporting and executing remain unchanged and their PL authority is undiminished.

FLAG

Evaluations of continents and individual orgs are done at Flag. This policy letter is a factor in all such evaluations. Flag also manages FOLOs and sees that they operate properly.

Flagrant FOLO, continental or org out-ethics or out-tech, high refunds or lack of a prosperous and delivering org are the primary targets of Flag intervention.

Flag actions are not piecemeal but are directed at whole orgs or continents.

CROSS ORDERS AND INTERFERENCE

Where networks, Flag and FOLO orders cross-order each other into an org, or where a program for the org is unreal, the CO or ED of a FOLO or org must telex the Emergency Officer of the Senior Executive Evaluation and Execution Office, which is situated in the Office of LRH, Flag for clarification.

Protection claimed by reason of upstats, if claimed on falsely reported or padded stats can result in Comm Ev or removal. Therefore, any clarification request must also carry "I attest my stats are true."

Clarifications will be done mainly by policy reference.

Request for clarification is not to be actionable by a FOLO, Flag Bureaux or Aides in any way.

NEW TECH

There have been tons of new tech, new rundowns, new shorter checksheets issued in the past year or two. 1978 was a year of tremendous tech breakthroughs, followed by more tech breakthroughs in 1979 and even now further breakthroughs are evolving from these.

You have been getting these *and* their marketing packages straight along and will continue to get them. There is even a new unit exclusively devoted to exporting these to you.

You have had NED for some time now. Rave, rave successes are still pouring in about it. An org that can't sell, train and deliver that, ain't.

Class IV orgs now have new shorter checksheets with all their bright new tech for their Class 0–IV students. So getting Dianetics and Scientology auditors trained is a snap now. You have a world monopoly on the only and finest tech.

So there's nothing holding you back.

The only claims for such that can exist would be in your imagination.

SUMMARY

What you want, isn't it, is a happy, productive, prosperous org that is servicing its area to make it happy and prosperous.

So (as production is the basis of morale), ask this of any mini program you write: Will this give us a happy, productive, prosperous department?

Well, have at it. You've got the steering wheel. Where's the throttle?

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 FEBRUARY 1980

REMIMEO

EXECUTIVE SERIES 21
ORG SERIES 41
FINANCE SERIES 17

PRODUCTION AND ONE'S STANDARD OF LIVING

Refs:

HCO PL	19 Mar. 71 II	Finance Series 6 BEAN THEORY, FINANCE AS A COMMODITY
HCO PL	9 Mar. 72 I	Finance Series 11 INCOME FLOWS AND POOLS PRINCIPLES OF MONEY MANAGEMENT
HCO PL	27 Nov. 71 I	Exec Series 3 Finance Series 6-1 MONEY
HCO PL	3 Dec. 71	Exec Series 4 Finance Series 6-2 EXCHANGE
FEBC Tapes		

(*NOTE:* I realize that management units, orgs and staffs are daily pounded with false economic data. The real facts of life collide with much false data. Such crippling data comes from many sources — school, advertisers, government, bankers, propagandists, even parents who insisted Johnny be a doctor so he could "live well" or set a horrible example themselves. Many have had a hand in messing up people's wits on the subject. It is a factor in inhibiting the individual prosperity of executives, staff members and orgs. Where an area is not prospering, this PL should be star-rated on its people and the false data they have on this subject stripped so that they then can prosper as they should.)

"Standard of Living" can be defined as the relative quality of a person's or group's possessions, quarters, food, equipment, tools and conditions of their area of work and existence. It is the state of the person's living, including working, environment. Where its potential continuance exists it is related to survival. It is a basic natural economic law that personal production of VFPs and one's standard of living are intimately related.

This applies to the individual as well as the team.

Where violations occur, inequities exist.

At a personal level one must produce in excess of his standard of living just to retain and maintain it.

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Actually the "excess" means that because of overload, taxes, services, plant, utilities, raw materials, machine and other costs additional to his own work sphere, a person cannot expect to get the full value of his VFPs all to himself. That is not economically feasible. The "excess" varies from post to post and job to job but is never less than 5x minimum. In industry it is considered to be at least 10x to maintain company standards and solvency. The "excess" can be very high indeed in some industries. But in any case any idea that it should be one-for-one is fatal. People who know little of economics or management sometimes propose a worker should get the full value of his VFPs—but all work and all VFPs require support services and to neglect these would quickly bring on poverty. Even when working for oneself alone these "excess" factors exist and seldom drop below 5x as one still requires support services. Corrected gross income divided by staff has to be at least 5x the cost of the standard of living of the individual staff member for that standard to be barely maintained. This does not mean staff pay should be 1/5 of that figure. It means that all the things (pay included) that go into maintaining their welfare and work environment would have to be covered by 1/5 of that figure. A fairly efficient and prosperous org with a hatted, industrious, gung-ho staff can very easily maintain quite acceptable standards at 1/10 that figure. The actual cash value of every piece of work done by a person can actually be calculated. It is intricate and tricky to do and much subject to over- and underestimation but it can be done. It is not vital to do this but one might just be curious about it. If so, do it for yourself. Thus VFPs can be priced against what they bring in as part of the overall scene even when they seem indirect. All the above figures are very rough and subject to variation but this gives you some idea of what is meant by "excess" in that law.

Where a number of people in a group or on a team do not produce VFPs in excess of their standard of living, they depress the standard of living of the group or team.

Where some in a group do not only not produce VFPs but produce overt products, they actively depress the standard of living of everyone in that group or on that team.

Many economists and theorists seek to avoid that law. They do it to gratify politicians or aggrandize some false philosophy whose true purpose is suppression under other colors. But the law remains and its violation breeds an epidemic of economic ills. Amongst such ills are inflation, superbureaucracy, chaos with the marketplace and a decay of the civilization.

When a whole society demands a high standard of living and yet doesn't concentrate on the personal production of VFPs, it is finished.

Products are the basis of a standard of living. They don't appear from midair. They come from work truly done. Not from hope or false data.

It is a druggie's dream that machines, computers, under the dictatorship will do it all. Machines can raise a standard of living by assisting in production. But they can't do man's living for him. Intelligently designed and used they permit, within limits, increases in population. But machines are just tools. They have to be thought up, designed, built, run and serviced and their raw materials and fuel have to be found and delivered and their products promoted, delivered, used and often in their turn serviced. The machine age was actually recognized as failed when world leaders first began to urge population reduction on the planet to "improve the individual standard

of living." If machines were going to solve it all, why is the civilization now in such a steep decline? It took producing men *working* in and with a machine age to make the society go. Not idle mobs on welfare expecting a high standard of living while a few guys work their guts out. Pie in the sky is nice but did anyone ever get to eat it? This misinterpretation of the machine age was a heavy violation of the above economic law. But the real harm of the machine age was creating a false belief that one did not have to produce much to survive. This lowered people's estimate of how much they would themselves have to produce to survive, much less have a high standard of living. Factually one normally has to work fast and expertly and in high volume to bring about any acceptable standard of living for himself and his group. This is a point the machine age obscures. But it remains vividly and demonstrably true.

An executive who works hard yet wonders about his own low standard of living should look over his people to find those who are not producing VFPs or who produce even overt products while yet demanding a living. *They* are absorbing the potential raised standard of living of the group.

Where a group has a very low standard of living, it need only review the above law and its potential violations to understand why.

One cannot, in fact must not, increase the standard of living of a group in ways that violate the above law. It will eventually bring calamity on that group.

In a society led astray by crackpot economics, violations of the above law create a vast number of wrong examples. The rich (most of whom work like mad) are seen as idle or even criminals. The best way of life is made to appear to be idleness. One seems to be owed a living without any effort on his own part. The producing worker should be fined by higher taxation. These are not seen to be simply false data spread about to wreck the place but are held as "truths." And in their wake comes a funeral for that group or society.

There is even an economic theory spread about today called "equalitarianism." It declares everyone should get the same pay and have the same standard of living. It does not mention that anyone should do any work. It holds that the better worker should not be better rewarded. It would crash any society.

Then there is the "monetarist" who believes you can manipulate a whole society with money alone. And no thought of any production. His answer to production? (You won't believe this.) Decrease demand! In other words, reduce everyone's standard of living!

Basic economics eventually catches up with all these weird false pretenses. It may take time but, as in the law of gravity, the apple eventually falls. No matter how many crackpots advance theories to say it can't fall, will go up or vanish. Real basic economic laws are like that. They catch up. So don't wonder about inflation and depression and decayed civilizations. Basic economics caught up with the crackpots.

An executive has to pay attention to the basic law about a standard of living. If he doesn't pay close attention to it, the standard of living of himself and of his group will cave in.

He can be "a good fellow" and seek popularity by attempting to raise the standard above what is earned. He and his group will crash.

He can be foolish and seek to raise his own rewards above what he personally is earning in terms of VFPs. But both he and his group will fail.

He can ignore the real producers of the group and not see that their standard of living is comparable to their individual production. And he and the group will fail.

He can ignore the nonproducers and the overt product makers and, by so ignoring them, tear his own and the group's standard of living to bits.

He can listen to a bunch of PR from a staff member about how valuable that staff member is and surrender to it without ever really counting up the real VFPs that staff member is not producing (or even preventing). (It happens.) Only real VFPs count.

He can work himself half to death without demanding production from others and have his own standard of living crash.

There are swarms of false data flying about today on this subject. It is taught in schools, the very best schools; it is heard on the radio and seen on TV and in the papers. The civilization, as it caves in, is blinded by literally thousands of false ideas about what and how a standard of living occurs. These, where they conflict with the basic law, actively prevent one from prospering as they blind him to the truth of his scene.

In an org or management unit in Scientology, the real VFP is valuable fine people who produce valuable final products who then make up a valuable fine public. Every piece of work and duty in a management unit or an org contributes to that.

The standard of living of an executive, a management unit, an org or a staff member is determined by that one basic economic law: The personal production of VFPs for the group and one's standard of living are intimately related.

L. RON HUBBARD
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HCO POLICY LETTER OF 17 JANUARY 1982

REMIMEO

EXECUTIVE SERIES 22

WHAT IS AN EXECUTIVE?

What is an executive? Is it someone who is important? Who gets more pay? Who has authority? Perhaps. But these are not the real reasons that such posts exist.

Most successful executives can personally do more work than other people: their output, quite usually, is very large. And though this is often necessary, that isn't the reason either.

Let us take up the meaning of the word "executive." It is derived from the word "executor" which means "a person who gets something done or produced." The word comes from the Latin *ex*—completely + *sequi*—to follow, and means "to follow through to the end." In other words, to get something DONE!

In any business or production organization, its prosperity depends upon GETTING THINGS DONE!

The executive is there to ensure that the people produce what they are supposed to produce and in viable quantity and with no overt products.

And that is why an executive is there and that is what he is supposed to do.

In these druggie days of supersocialism, people can get other ideas of why an executive is there. And, unfortunately, executives themselves can get other ideas of their role.

It is an unfortunate fact, whether in a capitalism or a communism, that when an individual human being does not produce, he not only, in the short run or long run, cuts his own throat but he also drags the whole team down. A team or organization that does not produce not only loses its morale and pride, it also is committing eventual suicide.

The graveyards of history are full of "leisure classes" that did not produce: The peasants get real tired of seeing the aristocrats loaf and eventually cut off their heads. Modern times are crammed with beautiful experiments of "workers' paradises" where everyone is starving to death.

One sees the TV commercials and reads the paperbacks and they tell him that his goal is expensively bought leisure and that the ideal is to lie beneath the palm trees and do no work. Whole ideologies get built around this beautiful dream of a world in which no single person ever lifts a finger and sighs away his days in loafing bliss.

Unfortunately, this does not align with the facts. The unhappiest little kids in the world are those who have nothing to do: They whine and mope and quarrel and are quite a burden to their mamas. People on relief or living on social security are the most miserable lot, morale-wise, one ever collided with: They will tell you they would rather have a job. The death rate of men who have retired is startling: Cast aside and feeling purposeless, no longer producing anything, they, as insurance companies will tell you, mostly pine away and die. In short, people who don't produce are very unhappy people.

Union agitators, once upon a time, promised all the workers that in a few decades they would be in clover. Less work and more pay was the slogan. And where today is this dream? Failing to produce, union members are out there in their millions, unemployed! And this lack of production is making the cost of living so high that even if they did work, they would have trouble finding enough dollar bills to buy a hamburger.

A certain amount of lying in the sun is a good thing. A laborer should not be worked to death.

But all things are best in moderation. The "leisure class" goes to extremes of purposeless loafing, the working man produces far less than he's paid for and in either case down comes the organization or the country.

A worker-oriented executive is trying to be liked by not requiring work from his organization: What is he actually accomplishing? He is lowering their living standards; he is pushing them into poverty; if he keeps on failing to persuade them to produce, he will kill them off. It categorizes as a suppressive act. "Go on, Joe, take the day off." "Oh, you poor fellow, you shouldn't work so hard." "Who cares about the stats, let's only work from eleven A.M. to noon." "Are you all comfortable as you doze? Oh, that's good, snore on." Such a person is surely not an executive: He's an impostor with a pistol leveled at the staffs' head. For surely, surely it is HE who has them drawing such low pay and it is HE who will at last, through their tolerated indolence, get them fired. It is HE who will lose the org. That's a pretty high price to pay for "being a good fellow."

Holding a post on which he is entrusted to get things DONE, he is a traitor to his organization and to his staff.

Of course, there are penalties connected to getting people to produce. They are often green and unhatted and need somebody to show them where to put what when. They are often bewildered and don't understand why these papers have to go in the right folders. And when one tries to get them to do some work, they sometimes snarl back or walk off and won't play pool with one anymore.

But if one thinks that by taking it easy on staff he will make points, an executive is VERY mistaken. Usually such an executive is actually despised. Down deep the staff knows what he SHOULD be doing with them and if he, having the title, doesn't do it, they see him as a fake.

It is interesting that staffs respect competent executives who get the job done. They respect the one that makes them work and they trust him.

It is a maxim that crews, staffs and employees respect only those in power who do their jobs and get them to do theirs. Oh, yes, they will elect people who tell them they don't have to work. But it's interesting that the first ones they blame when things go wrong are these worker-oriented softies: In the chaos of their wake, the next one people will support is a tough, strong one who knows his business.

The only executives that staffs and crews really respect are those who get them to produce and get the job done.

Look at Carter, the past unlamented president. Although he talked a lot about leadership, although he was the darling of the working man and all that, in office he was so wishy-washy, soft and incompetent — everybody's pal — that they eventually threw him out with a landslide victory for his opponent, a very tough talking man who was actually antisocialist.

However one tries to coat the pill, there is no substitute, in an executive, for the ability to get the crew to produce.

The fire-breathing product officer will be followed and supported when the wishy-washy old pal guy will be stepped all over in the rush to follow a real leader.

Across the world, looking at organizations, one can spot every company and org which has executives who do not get their crews to produce. Such areas loom up like danger flags of trouble. Although their executives might think they are being good fellows, loafingly cheered by all, the fact is that their crews, behind their backs, despise them, the public regards them with contempt and the upper management echelons look at those loafing stats and put the names of those executives in a little black book for soonest firing.

It is not hard to detect a happy, cheerful org: Its stats are up. And it is not hard to detect executives who are NOT making their crews produce: There's lots of conflict and trouble in the place and their stats are down.

Management looks everywhere for executives who can get their crews to really produce. And oddly enough, so do the crews. If you don't believe it, try it.

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HCO POLICY LETTER OF 19 MARCH 1982

REMIMEO

EXECUTIVE SERIES 23
MARKETING SERIES 18
FINANCE SERIES 22

EXECUTIVE SUCCESS

The whole story of marketing is told in just a few words:

ONE FINDS OR STRENGTHENS OR CREATES A DEMAND.

The whole story of economics is told in a few words:

ONE SUPPLIES OR DOES NOT SUPPLY A DEMAND AND GETS ADEQUATELY PAID OR DOES NOT GET PAID FOR IT.

The speed with which one can collect information, debug, write immediate bright, applicable, doable programs or evaluations on each area that will handle marketing, economics, delivery and collection and, above all, the speed with which one can get out letters, despatches and telexes based on the programs and get real dones on them back determines the volume of income in any given time period.

And that's the full essence of executive success.

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HCO POLICY LETTER OF 29 DECEMBER 1982RA
ISSUE II
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
ALL EXECUTIVES
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 45
EXECUTIVE SERIES 24
ORG SERIES 45
ESTABLISHMENT OFFICER SERIES 45

THE TOOLS OF MANAGEMENT

Refs:

HCO PL	11 Apr. 70 I	THIRD DYNAMIC TECH
HCO PL	28 July 72	Exec Series 16 Org Series 32 Esto Series 26 ESTABLISHING, HOLDING THE FORM OF THE ORG
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION

There is a simplicity to managing effectively. It begins with the basics of management.

Although it may appear so to some, successful management is not a highly complicated, esoteric activity. But, just as an auditor or a C/S must know and be able to use the exact tools of first dynamic tech in handling cases in order to achieve exact and standard results on a one-for-one basis, so must an executive or manager know and be able to use the exact tools of third dynamic tech in handling groups to achieve successful and exact results in every instance.

Within the wealth of data on third dynamic tech contained in HCO Policy Letters, the OEC Volumes and recorded LRH lectures and books on the subject, there are certain definite, specific *tools* a manager uses. These are the tools of management.

The difference between brilliant management and mediocre or no management, at any level, lies in:

1. Knowing what the *tools* of management are, and

2. Knowing how to use them.

Many people are not aware that, like a carpenter or any other workman, a manager uses specific and exact *tools*. Thus, we see people here and there who are doing the equivalent of using the handle of a chisel to drive nails into wet concrete.

It is a common fault with inexpert workmen to find them using their tools wrongly or not using them at all. They make a breakthrough when they discover what the specific tools are for.

One can see this in people who can't mix sound or can't become mixing engineers. They sit with all these knobs in front of them, reach out and grab this knob or that one, hoping hopefully something will happen to the sound. Yet every component they have in front of them is an exact tool to do an exact thing with sound!

There are a lot of comparisons one could make, but the point is that people in management positions have precise *tools* available to them in Dianetics and Scientology which happen to be far better tools than have ever been available on the planet.

One can have very good people on management posts who still can drown if they don't know and put to use the management tools.

But without these being specified as exact tools, one might not see the simplicity of it.

MANAGEMENT ECHELONS

Operating as it does into an expanding scene, Scientology has grown into the need for and use of various echelons of management.

In orgs, for some time we have had division heads and above them we have the Executive Council, headed by the CO or ED of the org.

Above the level of service orgs we have middle management and still above that we have the Senior Executive Strata of management. And each of these echelons must know the tools of management and how to use them.

The OEC (Org Executive Course) and the FEBC (Flag Executive Briefing Course) have long been established as the essential courses for training executives at service org level and above.

These courses, and the OEC and Management Series Volumes upon which they are based, teach the form of the org and how to use the parts and posts and functions that go to make up the whole. They give us executives who know how to correctly utilize staff and their assigned posts and duties. We call it "knowing how to play the piano"—it's a matter of knowing what key to hit when and which keys to use in combination to produce a desired result. (Ref: HCO PL 28 July 72, ESTABLISHING, HOLDING THE FORM OF THE ORG) In other words, it's a matter of knowing and using one's tools. The OEC and FEBC courses teach this data and much, much more.

While at this writing there are numerous OEC and FEBC grads and more in the making, thousands more will be needed to handle the current rate of expansion.

Meanwhile an executive at any level and whatever his training needs to know and use his management tools NOW if he is to function at all.

A div head must "know how to play the piano" within his division.

The posts of CO or ED, Chief Officer, Supercargo, Org Exec Sec and HCO Exec Sec require executives who are capable of "playing the piano" across the divisions of the entire org and using hats and posts and functions correctly in order to achieve immediate production from the org as a whole.

At middle management one is handling not one function nor only one org but many orgs and their functions, which requires "knowing how to play the piano" at that level.

And at the Senior Executive Strata of management, we get into the vital need for "knowing how to play the piano" across a much wider sphere, using the full scope of management tools and using them with high skill. One might be using the same tools as lower stratas of management but a higher level of expertise is required as one's planning, decisions and actions are influencing far, far broader areas.

What has brought this about is the rapid expansion of Scientology into wider zones of responsibility and therefore increased responsibility with a resultant increase in traffic. This naturally has to be handled by increasing efficiency. What it has done, in effect, is push some up from lower-level management status to upper-level management status, necessarily. Without realizing it, some executives have been climbing a status stairs in terms of influence and zones of control. And they can go only so high without being terribly precise in their use of tools. After that, without this acquired precision, they drown.

The obvious answer to all of this is an executive training program which instant-hats executives on the fundamental tools of management and provides Management Status checksheets through which an executive or manager raises his status by *becoming more and more expert with these and an even wider range of tools*. And such a program has now been developed!

MANAGEMENT STATUS CHECKSHEETS

The new executive training program consists of three status levels.

These levels are to be covered in a series of Management Status checksheets.

The Management Status One checksheet has a prerequisite of Staff Status II. It *instant-hats* an exec on the basic tools of management, such as:

The Admin Scale, target policy, strategic plans, programs, specific lines and org terminals, org boards, despatches and telexes, statistics and graphs, conditions, hats and hatting, files, personnel folders, ethics folders, etc. Each one is a specific tool.

The Management Status Two checksheet (with an OEC prerequisite) consists of a profound review of the basic management tools and study of the upper-level tools of management, which include:

Surveys, PR, pilots, review of past performance, general economics, finance systems, cost accounting, control through networks, admin indicators, morale, legal, goodwill, exchange, missions (Action missions), economical management and managing by dynamics.

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The Management Status Three checksheet (with FEBC prerequisite) would be a more profound review of the basic *and* upper-level management tools, in addition to training on the twelve ingredients of expansion upon which the Senior Executive Strata operates.

Even an OEC or FEBC grad would do the Management Status checksheets as, when he comes out of an OEC or FEBC, all in the clouds, the Management Status checksheet is needed to bring him back down to earth and tell him he's dealing with tools which are very finite tools.

What is being communicated to executives by these checksheets is that they have tools, what the tools are exactly, and that they must use them.

EXECUTIVE STATUS LEVELS

There are specific requirements to be met by a manager to attain each of the three Executive Status levels.

Working up through these status levels, a manager not only becomes more proficient in handling an org, any org, but becomes fully certified to operate at middle or senior echelons of management.

The Executive Status levels are:

1. EXECUTIVE STATUS ONE: At this level, the person is simply thrown on post, the basic management tools are put into his hands via a brief, rat-a-tat-tat Management Status One checksheet and he gets on with it.
2. EXECUTIVE STATUS TWO: For one to be certified at this level, one must have completed the OEC, done the Management Status Two checksheet and have an adequate production record.
3. EXECUTIVE STATUS THREE: For one to be certified at this level, he must have completed the FEBC, done the Management Status Three checksheet and have a proven production record.

When the steps for Executive Status certification are complete, the exec must present adequate evidence of such to the Qualifications Division. After verification of the evidence, he is awarded the appropriate Executive Status certificate.

By use of these Executive Status levels, executives at management levels could see what executives they had (or not had). The designation "ES I" (Executive Status I) would tell them at once what they were dealing with, etc. Also, from the viewpoint of the individual, he would know where he had to go to get an upper-level rating.

Once these Management Status checksheets are issued, middle and central management personnel should not draw full pay or be bonus eligible until they have completed the Management Status One checksheet, as they will not be operating effectively until they have done this.

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EXECUTIVE STATUSES AND STAFF STATUSES

The Exec Status levels do not replace Staff Status training. All staff and execs are programed and move up the Staff Statuses so as to have a better idea of the org as an org; these levels are also indicative of the training and experience of a staff member and show his promotion eligibility.

An executive should attain Executive Status One by completing the Management Status One checksheet as soon as possible upon assuming post, so he has the management tools available for his immediate application.

Once an exec attains Staff Status VI (Org Exec Course graduate), he can attain Executive Status Two by fulfillment of the requirements listed above. An FEBC graduate achieves Executive Status Three in a similar fashion.

SUMMARY

With the release of the new Management Status checksheets, precise and gradient training levels for all echelons of management will exist comparable to the precise and gradient training levels required for all echelons of technical delivery.

Quite an unbeatable combination!

One winds up with managers fully familiar with their exact tools, having the one-two-three of management tech at their fingertips, and "knowing how to play the piano" effectively across an org, a continent, a planet!

So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!

It begins with the basic tools of management.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 APRIL 1983R
REVISED 30 OCTOBER 2000

REMIMEO

EXECUTIVE SERIES 25
PR SERIES 41

GOODWILL

Refs:

HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	26 May 61 II	KSW Series 2 QUALITY COUNTS
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	2 Sept. 70	FIRST POLICY
HCO PL	17 June 69	THE ORG IMAGE
HCO PL	24 Aug. 65 II	CLEANLINESS OF QUARTERS AND STAFF, IMPROVE OUR IMAGE
HCO PL	11 Dec. 69R I Rev. 16.9.88	APPEARANCES IN PUBLIC DIVS

The amount of public demand for service and your future income are both largely dependent upon GOODWILL.

Goodwill is the reputation an organization has with its publics for integrity, good service, prompt bills paying, high quality delivery, friendliness, etc.

Excellent technical delivery is what generates a blaze of goodwill and PR that spreads by word of mouth like wildfire.

Events, open houses, tours, film or slide presentations — all such activities serve to generate public interest and goodwill.

Training and processing are commodities that are far, far more desirable than anything else this world has to offer. And when they are delivered with superlative technical application with the out-of-this-world gains that are possible, you would drum up so much public support that you would soon have an army of ardent supporters outside your door, no matter how much the psychs and press railed about us.

PR

Good technical delivery makes it possible to have good "PR" (public relations). By definition, PR is good works well publicized. When technical is creating miracles on a regular basis, it is simply a matter of making this broadly known. Your public will even do it for you on a "word-of-mouth" basis.

WORD OF MOUTH

Almost all Scientology prospects come from people who have had service who are urging other people to have service or read books on the subject. That is called WORD OF MOUTH. Word of mouth comes from having numerous people in the field who are happy and cheerful and satisfied with their service and who are active in the fields of Dianetics and Scientology. There is where the bulk of your income comes from.

Word of mouth is a superior form of advertising to newspaper, radio and TV ads. People tend to believe their friends. They are skeptical of advertising. "It worked for Joe, it will probably work for me" is what people think. And in Scientology they are correct.

When word of mouth and PR have been in neglect, it will be because the org has not worked on the basis of goodwill and has let its tech go out (and is therefore costing itself a mint). This applies to all organizations and missions all the way up to the FSO and includes other units and networks as well.

The "word," whether good or bad, spreads like wildfire. That's why you'll never see anything empty out quite as fast as an Academy that is run nonstandardly; or conversely, anything fill up as quickly as a tightly scheduled, smartly run, in-tech Academy.

SUMMARY

Other factors also enter in where goodwill, word of mouth and PR are concerned. The public, in dealing with the business world, has grown to expect clean, pleasant quarters and smart, friendly service.

There is nothing as destructive of goodwill as dirty quarters, sloppy, "help yourself" service and an unfriendly staff.

Clean quarters, professional conduct, good service and above all, a friendly staff, all go a long way to promoting goodwill.

It is not only the job of the Public Relations Officer to secure goodwill. It is part of *every* staff member's job to help build goodwill for the organization by doing those things that will cause the public to think well of it, and by refraining from doing those things that would result in bad PR for the organization.

Above all, it is every staff member's primary concern that the organization is delivering the best tech quality possible. This point *in* is *the* source of goodwill.

You must take a hand in creating goodwill. It is *your* org!

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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983R
ISSUE I
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 48
EXECUTIVE SERIES 26
ORG SERIES 46
ESTABLISHMENT OFFICER SERIES 47

BASIC MANAGEMENT TOOLS

Refs:

HCO PL	29 Dec. 82RA II Rev. 21.1.91	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 II	AKH Series 49 Exec Series 27 Org Series 47 Esto Series 48 MANAGEMENT TOOLS BREAKTHROUGH

The following is a list of the materials which, out of the many tools of management, comprise the BASIC MANAGEMENT TOOLS.

1. *ADMIN SCALE:* A scale for use which gives a sequence (and relative seniority) of subjects relating to organization. The scale, from the top down, includes: Goals, Purposes, Policy, Plans, Programs, Projects, Orders, Ideal Scenes, Statistics, Valuable Final Products. The scale is worked up and down until it is (each item) in full agreement with the remaining items. In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

2. *TARGET POLICY:* A series of policy letters which describe each type of target and how they are to be used by staff, executives and management personnel to get something *done.*

3. *STRATEGIC PLANS:* A STRATEGIC PLAN is a statement of the intended plans for accomplishing a broad objective and inherent in its definition is the idea of clever use of resources or maneuvers for outwitting the enemy or overcoming existing obstacles to win the objective. It is the central strategy worked out at the top which, like an umbrella, covers the activities of the echelons below it.

4. *PROGRAMS:* A PROGRAM is a series of steps in sequence to carry out a plan. Programs are made up of all types of targets coordinated and executed on time.

5. *PROJECTS:* A PROJECT is a series of guiding steps written in sequence to carry out one step of a program, which, if followed, will result in a full and successful accomplishment of the program target.

6. *ORDERS:* An ORDER is the direction or command issued by an authorized person to a person or group within the sphere of the authorized person's authority. It is the verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy. Some program steps are so simple that they are themselves an order or an order can simply be a roughly written project. By implication an order goes from a senior to juniors.

   All orders of whatever kind by telex, despatch or mission orders must be coordinated with current written command intention. You can destroy an org by issuing orders to it uncleared and uncoordinated. Coordinate your orders! Clear your orders!

7. *COMPLIANCE REPORTS:* A COMPLIANCE REPORT is a report to the originator of an order that the order has been done and is a completed cycle. It is not a cycle begun, it is not a cycle in progress, it is a cycle completed and reported back to the originator as done.

   When an executive or manager accepts "done" as the single statement and calls it a compliance, noncompliance can occur unseen. Therefore, one must (1) require explicit compliance to every order and (2) receive the evidence of the compliance pinned to the compliance report. Such evidence might be in the form of copies of the actual material required by the order and procured, or photographs of it, ticket stubs, receipts, a signed note stating the time and place some action was carried out, etc. Evidence is data that records a "done" so somebody else can know it is done.

   It is up to LRH Comms, Flag Reps or execs to verify reports of dones or get dones done. True compliances to evaluated programs are vital.

8. *TERMINALS:* A TERMINAL is something that has mass and meaning which originates, receives, relays and changes particles on a flow line. A post or terminal is an assigned area of responsibility and action which is supervised in part by an executive.

   A fixed-terminal post stays in one spot, handles specific duties and receives communications, handles them and sends them on their way.

   A line post has to do with organizational lines, seeing that the lines run smoothly, ironing out any ridges in the lines, keeping particles flowing smoothly from one post to another post. A line post is concerned with the flow of lines, not necessarily with the fixed-terminal posts at the end of the lines.

9. *LINES:* A LINE is a route along which a particle travels between one terminal and the next in an organization; a fixed pattern of terminals who originate and receive or receive and relay orders, information or other particles.

A COMMAND LINE is a line on which authority flows. It is vertical. A command line is used upward for unusual permission or authorizations or information or important actions or compliances. Downward it is used for orders.

A COMMUNICATION LINE is the line on which particles flow; any sequence through which a message of any character may go. It is horizontal.

The most important things in an organization are its lines and terminals. Without these in, in an exact known pattern, the organization cannot function at all. The lines will flow if they are all in and people wear their hats.

10. *ORG BOARDS:* An ORG BOARD (ORGANIZING BOARD) is a board which displays the functions, duties, sequences of action and authorities of an organization. The org board shows the pattern of organizing to obtain a product. It is the pattern of the terminals and their flows. We see these terminals as "posts" or positions. Each of these is a hat. There is a flow along these hats. The result of the whole org board is a product. The product of each hat on the board adds up to the total product.

11. *HATS:* HAT is a term to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post to a point of full application of the data therein. A HAT designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs. HATTING is the action of training the person on the checksheet and pack of materials for his post.

12. *TELEXES:* A TELEX is a message sent and received by means of telex machines at specific stations hooked up with one another. This is a fast method of communication, similar to a telegram or cable.

    Use telexes as though you were sending telegrams. Positiveness and speed are the primary factors. Cost enters as a third. Security enters as a fourth consideration. All have importance but in that order.

    Telexes must be of such clarity that any other person in the org can read and understand them. You must take responsibility for both ends of a communication line. Write your communication (telex) so that it invites compliance or answer without further query or dev-t. Entheta in telexes on a long-distance comm line is forbidden.

    Don't use telexes when despatches will do. Nonurgent communications on telex lines jam them. Do NOT put logistics (supply) on a telex line. Telex lines should only be used for communications concerning operations.

13. *DESPATCHES:* A DESPATCH is a written message, particularly an official communication. When writing a despatch, address it to the POST — not the person. Date your despatch. Route to the hat only, give its department, section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination. Sign it with your name but also the hat you're wearing when you write it.

As with telexes, despatches must be written so clearly that any other person in the org can read and understand them, with the originator taking responsibility for both ends of the communication line. And, as with telexes, entheta in despatches on a long-distance comm line is forbidden.

14. *STATISTICS:* A STATISTIC is a number or amount *compared* to an earlier number or amount of the same thing. STATISTICS refer to the quantity of work done or the value of it in money. Statistics are the only sound measure of any production or any job or any activity. These tell of production. They measure what is done. Thus, one can manage by statistics. When one is managing by statistics they must be studied and judged alongside the other related statistics.

15. *GRAPHS:* A GRAPH is a line or diagram showing how one quantity depends on, compares with or changes another. It is any pictorial device used to display numerical relationships.

16. *CONDITIONS:* A CONDITION is an operating state. Organizationally, it's an operating state and oddly enough, in the MEST universe, there are several formulas connected with these operating states. The table of conditions, from the bottom up, includes: Confusion, Treason, Enemy, Doubt, Liability, Non-Existence, Danger, Emergency, Normal, Affluence and Power or Power Change. There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is *actually* in. One has to *do* the steps of a condition formula in order to improve one's condition.

17. *PERSONNEL FOLDERS:* A PERSONNEL FOLDER is kept in HCO for each person employed by the org. The folder is to contain all pertinent personnel data about the person: name, age, nationality, date employment started, address (if other than the org), next of kin, social security number, test scores, previous education, skills, previous employment, case level, training level, name of post, former posts held and dates held, production record on post(s), date employment ceased, copies of all tests, and any other pertinent data.

    Copies of contracts, agreements or legal papers connected with the person are filed in the personnel folder. The originals of such papers are kept in the val doc files.

    A personnel folder is used for purposes of promotion and any needful reorganization and so should contain anything that throws light on the efficiency, inefficiency or character of personnel.

    Personnel folders are filed by division and department in HCO, with the personnel in separate folders filed alphabetically in their department. There should be two sections in the personnel files: (1) present employees and (2) past employees.

18. *ETHICS FOLDERS:* An ETHICS FOLDER is kept in HCO for each individual staff member. It is a folder which should include his complete ethics record, ethics chits, Knowledge Reports, commendations and copies, as well, of any

justice actions taken on the person, such as Courts of Ethics or Comm Evs, with their results.

Filing is the real trick of Ethics work. The files do 90 percent of the work. Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. When one file gets fat, call up a Court of Ethics on the person and his area gets smooth.

19. *FILES:* A FILE by definition is an orderly and complete deposit of data which is available for immediate use. As FILES are the vital operational line it is of the GREATEST IMPORTANCE that ALL FILING IS ACCURATE. A misfiled particle can be lost forever. A missing item can throw out a whole evaluation or a sale. It is of vital interest both in ease of work and financially that all files are straight.

20. *DATA SERIES:* The tool to discover causes. The administrative technology described in these policy letters is applied to find what is logical by ferreting out what is illogical, using this to reveal the greatest outness which, when remedied, will resolve the scene.

There is considerably more data on each of these tools contained in the policy letters in the OEC Volumes and Management Series Volumes, *none* of it complicated or difficult to grasp.

The purpose of this policy letter is simply to advise the exec that these *are* his tools — his most fundamental and basic management tools. And that they are for USE and it is VITAL that he USE them.

Why? Because use of these simple, basic tools means the difference between a failing org and a flourishing one.

And we want organizations to flourish!

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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983
ISSUE II

REMIMEO
ALL ORGS
ALL EXECS
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VITAL — IMPORTANT

ADMIN KNOW-HOW SERIES 49
EXECUTIVE SERIES 27
ORG SERIES 47
ESTABLISHMENT OFFICER SERIES 48

MANAGEMENT TOOLS BREAKTHROUGH

Refs:

HCO PL	29 Dec. 82R II	AKH Series 45
	Rev. 30.7.83	Exec Series 24
		Org Series 45
		Esto Series 45
		THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 I	AKH Series 48
		Exec Series 26
		Org Series 46
		Esto Series 47
		BASIC MANAGEMENT TOOLS

THE FIRST THING AN EXECUTIVE OR MANAGER AT ANY LEVEL NEEDS TO KNOW IS THAT HE HAS *TOOLS* WITH WHICH TO MANAGE.

This applies to top levels of management, to middle management echelons and in every org from the CO or ED down through the Exec Council and every head of a division or department.

BREAKTHROUGH

This datum is the result of a recent, eye-opening breakthrough.

The breakthrough was not a matter of discovering or developing or improving the materials which make up the tools of management. Org boards, the Admin Scale, target policy, planning and programing, statistics, graphs and conditions (to name a few of these tools) have been a part of our technology, well defined, available for use and used for quite some years now.

THE BREAKTHROUGH WAS IN DISCOVERING THAT A GREAT MANY EXECUTIVES DID NOT LOOK UPON THESE AS *TOOLS*.

But unless one does recognize them as tools, unless one actually puts them in the *category of tools,* like rakes and shovels and wheelbarrows, he is apt to think of them as opinions or theories or something of the sort. He won't recognize that he does have actual *tools* with which to manage. And, not realizing this, he won't USE them in managing.

Such a scene could be compared to somebody building a house who didn't even know he was trying to build a house and, should this be pointed out to him, he would look at hammers and saws as if they were total strangers. He wouldn't wind up with a house.

Any activity has its tools. And if one is going to engage in an activity, he had better know what its tools are and that they are for use.

BASIC MANAGEMENT TOOLS

We are rich in management tools but the most fundamental of them, required for use at any executive level from the highest to the lowest, are these:

ADMIN SCALE

TARGET POLICY

STRATEGIC PLANS

PROGRAMS

PROJECTS

ORDERS

COMPLIANCE REPORTS

ORG TERMINALS

SPECIFIC LINES

ORG BOARDS

HATS AND HATTING

TELEXES

DESPATCHES

STATISTICS AND GRAPHS

CONDITIONS

PERSONNEL FOLDERS

ETHICS FOLDERS

FILES

DATA SERIES

Each of these fundamental tools is defined and covered briefly in HCO PL 31 July 83 I, BASIC MANAGEMENT TOOLS.

None of these are complicated. They are actually SIMPLE but VITALLY, VITALLY IMPORTANT.

One gets some terminals, gets them some lines, gets the channels of command and echelon worked out, gets in strategic planning and with that one can achieve some coordination.

But it is necessary to be able to conceive of purpose (which, in target policy, becomes objectives). And it is necessary to be able to write targets that will accomplish that objective or that purpose. To get the targets done one needs lines and terminals there. And to have lines and terminals, of course, one has to have an org board.

SIMPLE. But VITALLY IMPORTANT.

In laying out these tools we are laying out the fundamentals of organization as that, most definitely, is what these tools are. And these tools will give one an organization. Without them, you don't have an organization, you have a mob. And if one cannot figure out purpose or objectives or write targets and telexes and get hatting done and hats worn they'll just keep on being a mob. But correct use of just this basic list of management tools can turn a mob into a producing organization!

EXEC STATUS ONE CHECKSHEET

A fast, instant-hat type of checksheet called Exec Status One is being provided to swiftly train execs and managers at all levels on these tools.

This is not a substitute for an OEC or FEBC. But it is vital that an exec starts using these tools right now, instantly and at once yesterday, if he considers himself an executive or is in a position of handling an organization of any type, size or kind. Because if he doesn't use these tools, he's going to lay an egg.

ETHICS

Once the exec has passed this first checksheet, Exec Status One, it's an ethics offense to fail to use these tools properly. One would handle a first or second offense with cramming, but after that it's a Court of Ethics and, in the case of a person having trained on these tools continuing to misapply or not apply these tools, it becomes a matter for a Comm Ev.

SUMMARY

1. First, an executive or manager must know that actual TOOLS EXIST for his use in managing.
2. Second, he needs to know WHAT his tools are.
3. Third, he must realize that these tools are SIMPLE but VITALLY, VITALLY IMPORTANT, that they are for USE and he must *USE THEM*.

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HCO POLICY LETTER OF 28 MARCH 1984
ISSUE II

REMIMEO
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HCO
QUAL

EXECUTIVE SERIES 28
PERSONNEL SERIES 33

EXECUTIVE POSTING QUALIFICATIONS

Scientology organizations and their staffs in the past have been subjected to considerable financial losses by appointing to executive positions persons of poor ethics and production records. Therefore this firm policy regarding new appointments to and promotions within Scientology organizations and activities is set and is not to be departed from. Omission of one or more of these in the past has factually cost millions of dollars.

It is expressly forbidden hereafter to propose or post any person to any executive post (Departmental Director or above) without the following:

1. Actual production stats of the proposed person relating to the subject of the post he is being proposed for be found, established and verified.
2. That investigation reveals an acceptable ethics record.
3. Before being posted the person must be checked for any PTSness and any found must be handled.
4. The person must be rolled back for any participation in any black PR activity.
5. The person must be sec checked for false considerations or evil purposes.
6. The person must be false data stripped in relation to the activity he has been or is about to be engaged upon in the organization.
7. In keeping with the policy that any person posted in an executive position in a Scientology organization must be able to achieve, maintain and increase a high level of production and income in his area, the stats found and verified must prove extreme productiveness on the part of the proposed person in the area of the post he is being proposed for. This applies to any executive post. (With the technology and administrative know-how available in Scientology, any exec should, through production and exchange of high quality products, be capable of generating on the order of a million dollars a year for his organization.)

The above requirements are quite in addition to requisite executive status and training certificates held by the person and/or required for the post for which he is being considered. (Ref: HCO PL 29 Dec. 82R II, Rev. 30 July 83, THE TOOLS OF MANAGEMENT)

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APPLICATION FOR ACTING STATUS

Before a candidate for an executive posting may assume more than Temporary status, a full CSW covering points 1–7 above and prepared by the Personnel Control Officer must be approved on established executive posting approval lines. The Estab Exec International is responsible for issuing directives setting these approval lines, and for updating them as needed.

Approval lines set up are to include approval of all exec postings by an authorized representative of the Office of Senior C/S Int and an authorized representative of the Inspector General Network.

On receipt of written approval, the candidate is granted "Acting _____" status, and a personnel order to this effect can be issued.

Executive posting CSWs may NOT be allowed to staledate at any point on the approval line.

Establishment and maintenance of approval lines is the responsibility of the Senior HAS International.

REQUIREMENTS FOR PERMANENT STATUS

The following additional requirements are established for *permanent* posting at the level of Departmental Director or above:

8. No person may be permanently posted in a Scientology organization without a thorough apprenticeship under competent supervision before any turnover or permanent posting can occur.

9. No full posting in a Scientology organization can occur until the actual stats of the person achieved during that apprenticeship period have been found to be correct and excellent.

10. No person so assigned as an apprentice on a post may draw a bonus until he is fully Post Purpose Cleared, TIPed, his TIP complete, and he is fully hatted.

APPLICATION FOR PERMANENT STATUS

Once the (Acting) exec has successfully fulfilled the requirements listed in points 8, 9 and 10 above, application is made for Permanent posting. This application follows the same routing as for Acting status. The application consists of a new CSW, with verified evidence of requirements 8–10 above having been met.

Upon receipt of written confirmation of the posting from the Inspector General Network, a personnel order may be issued appointing the executive permanently to that post.

NETWORKS

This policy applies fully to the posting of executives in any of the various management networks, including FBOs, D/FBOs for MORE, Flag Reps, LRH Comms and any other networks.

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HCO POLICY LETTER OF 2 JULY 1984

REMIMEO
ALL EXECS
ALL STAFF
ESTOS
HATTING OFFICER
SSO
MAAS/ETH OFFS

EXECUTIVE SERIES 29
ESTABLISHMENT OFFICER SERIES 50

HATTING AND THE ENVIRONMENT

There is a single difference I have spotted between past environments I have hatted people in and the current environment. The sea, war, expeditionary wilds are all very dangerous places and a person either gets hatted or he kicks the bucket most gruesomely, not because some senior will clobber him, but because the environment will not only wipe him out but torture him in the bargain.

Now, suppose you had a junior who was always sending problems to you. He never handled them or recommended any handling or tried to prevent them. He even invented them. What would you think of a staff member who did that? Charitably, you could say that he is just green or untrained or deaf or blind or that he has lots of Mis-Us. In some cases these may account for this type of behavior. But there is also this other factor of the environment.

I have taken illiterate crews who were the dregs of the docks and hatted them up into a crack crew very quickly. These guys weren't just illiterate, they were even in awe of someone who could read because they couldn't. Yet, they could be hatted and rapidly. The difference between this and training staff in our orgs is that these guys had to be able to operate in an environment which would have no mercy on them if they failed. They were forced by the environment to know their hats and wear them if they wanted to survive.

A senior in an org can bring duress on his juniors to get the job done. However, this duress, or even threat, is only coming from a senior, not from the environment. A staff member might feel that he has nothing to lose if he doesn't get hatted. He won't get tortured or killed. He'll just have some senior a bit mad at him which is really a bit mild.

In other words, we are apparently trying to hat people in a totally safe space with no threat to them whether they get hatted or don't. After all, someone will pick up all the pieces and pay all the bills, or they can blow and go back to their pot.

Factually, the environment we live in could eat us up. There is more threat to a staff member personally in not doing his job right now than the sea or war or anything like that. The threat to us if we don't make it is eternity.

One could ask a staff member that refuses to get hatted how he would like to spend all of the coming eternity blind, in the dark and in pain. He would probably say he wouldn't like that. But if we don't make it, that's what we've got and that's what he is condemning this planet to.

This probably would sound quite mad to some, yet is the most stark truth I have ever uttered.

A staff member who refuses to get hatted and get out real products does not know what we are trying to do. He doesn't realize that he himself, next life, is for it if we don't make it.

If a sailor didn't get hatted, he only died once in his estimation. If staff in our orgs don't get hatted, they're condemning themselves and the planet to death a thousand times over.

So understand that no matter how mild the environment might appear to you, we are actually fighting a full-scale war against ignorance and enslavement. But we *do* have the tech to win.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 JUNE 1985

REMIMEO
ALL EXECUTIVES
PRODUCT OFFICERS
ORG OFFICERS
ESTABLISHMENT OFFICERS
CRAMMING OFFICERS

EXECUTIVE SERIES 30
ORG SERIES 48

PRODUCT ORIENTATION

Refs:		
HCO PL	14 Sept. 70 I	Org Series 2 COPE AND ORGANIZE
Tape:	7011C17 SO	FEBC 1, "Welcome to the FEBC"

One of the primary duties of a product officer is to look around and find some production to do.

On an executive post, the formula one operates on is 50 percent production and 50 percent organize. When the organize is superlative and is very well done (while remaining only 50 percent of the time spent by the executive), it eventually gets up to 75 percent production and 25 percent organize. This is approximately the ideal scene.

OVER–ORGANIZE

Organization is a vital activity. However, when the amount of organize time starts outweighing the production time, it is an indicator of other outnesses. The purpose for organizing in the first place is so that *production* can occur. In an area of organize-organize-organize, one will always find crashing Mis-Us, false data, overts and withholds. In other words, these are the things which turn people into fiddle-fiddle organize.

Organize time should not exceed 50 percent of a person's post time. Cramming and drilling fall under the category of organize, and the 50-50 rule applies here as well. The solution to a flubbing staff member is not to put him onto full-time drilling or cramming. The person should do his correction actions for half a day and be put on the job in some capacity the other half of the day so that he stays accustomed to the scene. Otherwise, the person is liable to get stiff and have trouble getting back onto post when he does finish his correction. Study, and even cramming, is actually an award. What about the guys that are doing all the work? Wouldn't they like to have a full day of cramming too?

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KEEPING PRODUCTION ROLLING

It is the responsibility of the executive to keep his staff busy producing.

Many people don't like to be executives because they always have to be ransacking around making sure staff are producing, and finding things for them to do. But personnel are actually put at risk when they aren't kept in production. A big company which suddenly dismisses a lot of personnel simply has shiftless executives who have not found things for the personnel to do.

Even if major production in a particular area is temporarily stopped for some reason, other related (or different) products and subproducts can be found for the staff to do which can be done with existing resources.

As an example of this, suppose one had a movie production company whose camera was out for repair. Though they wouldn't actually be able to put anything on film, there would still be cycles which could be done in the meantime. They could be rounding up props, rehearsing actors, and making sure all the other actions which will be needed to complete that film are done.

It is not a slight matter to overlook things like this because somewhere up the track, in the midst of heavy rush production, suddenly one of these overlooked cycles will pop into view and stall the whole line while it is done on an emergency basis.

SUMMARY

The trick of the product officer is to find blank periods and things to put in them. If one gets conditioned to thinking this way, it becomes a very easy job. Otherwise, it's all panic.

Product orientation is very important, as in the long run, it protects the worker and it gets the show on the road. One can't totally produce or totally organize at any given time. It takes an average between production and organize to keep things going. But the whole point is to keep things going, and keep products rolling out.

L. RON HUBBARD
FOUNDER

THE DATA SERIES

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 APRIL 1970R
REVISED 15 MARCH 1975

REMIMEO

DATA SERIES 1

THE ANATOMY OF THOUGHT

There are many types of thought. Unless one knows these types he can make serious errors on administrative lines.

In the unpublished work "Excalibur" (most of which has been released in HCOBs, PLs and books) there was an important fundamental truth. This was

SANITY IS THE ABILITY TO RECOGNIZE DIFFERENCES, SIMILARITIES AND IDENTITIES.

This is also intelligence.

Two or more facts or things that are totally unlike are DIFFERENT. They are not the same fact or same object.

Two or more facts or things that have something in common with one another are SIMILAR.

Two or more facts or things that have all their characteristics in common with one another are IDENTICAL.

SEMANTICS

In a subject developed by Korzybski a great deal of stress is given to the niceties of words. In brief a word is NOT the thing. And an object exactly like another object is different because it occupies a different space and thus "can't be the same object."

As Alfred Korzybski studied under psychiatry and amongst the insane (his mentor was William Alanson White at Saint Elizabeth's insane asylum in Washington, DC) one can regard him mainly as the father of confusion.

This work, "general semantics," a corruption of semantics (meaning really "significance" or the "meaning of words"), has just enough truth in it to invite interest and just enough curves to injure one's ability to think or communicate. Korzybski did not know the formula of human communication and university professors teaching semantics mainly ended up assuring students (and proving it) that no one can communicate with anyone because nobody really knows what anybody else means.

As this "modern" (it was known to the Greeks, was a specialty of Sophists and was also used by Socrates) penetration into culture affects all education in the West today, it is no wonder that current communication is badly strained. Schools no longer teach basic logic. Due to earlier miseducation in language and no real education in logic much broken-down "think" can occur in high places.

A system of thinking derived from a study of psychotics is not a good yardstick to employ in solving problems. Yet the "thinking" of heads of states is based on illogical and irrational rules. Populations, fortunately less "well educated," are assaulted by the irrational (kooky) "thinking" of governments. This "thinking" is faulty mainly because it is based on the faulty logic shoved off on schoolchildren. "You must study geometry because that is the way you think" is an idiocy that has been current for the past two or three decades in schools.

I have nothing against Korzybski. But the general impact of "general semantics" has been to give us stupefied schoolboys who, growing up without any training in logic except general semantics are giving us problems. Increasingly we are dealing with people who have never been taught to think and whose native ability to do so has been hampered by a false "education."

ADMINISTRATIVE TROUBLE

At once this gives an administrator trouble. Outside and inside his sphere of influence he is dealing with people who not only can't think but have been taught carefully to reach irrational conclusions.

One can make a great deal of headway and experience a lot of relief by realizing the way things are and not getting exasperated and outraged by the absurdities that he sees being used as "solutions." He is dealing with people who in school were not only not taught to think but were often taught the impossibility of thinking or communicating.

This has a very vast influence on an administrator. Things that are perfectly obvious to him get so muddled when passed for decision to others that an administrator tends to go into apathy or despair.

For instance it is completely logical to him that some activity must either cut its expenses or make more money before it goes broke. So he passes this on as an order demanding that the activity balance up its income–outgo ratio. He gets back a "solution" that they "get a huge sum each week from their reserves" so they will be "solvent." The administrator feels rattled and even betrayed. What reserves? Do they have reserves? So he demands to know, has this activity been salting away reserves he knew nothing about? And he receives a solemn reply—no they don't have any reserves but they consider the administrator should just send them money!

The idiocy involved here is that the "logic" of the persons in that activity is not up to realizing that you cannot take more out of something than is in it.

And the activity mentioned is not alone. Today the "assets" of a company are said by "competent economists" to be its property-goodwill-cash added to its debts! In short, if you have ten pennies and owe £1,000 then your assets are £1,000.0.10!

Yes, you say, but that's crazy! And you're right.

For an example of modern "think" the Ford Foundation is believed to have financially supported the arming of revolutionary groups so they will be dependent upon the capitalistic system and won't overthrow it even though the revolutionary group could not exist without Ford Foundation support!

A war is fought and continued for years to defend the property rights of landlords against peasants although the landlords are mostly dead.

Electronic computers are exported under government license and paid for by the exporter and shipped to an enemy who could not bomb the exporter without them in order to prevent the enemy from bombing the exporter.

Yes, one says. That's treason. Not necessarily. It is the inability to think! It is the result of suppressing the native ability by false systems of "logic."

PROPER DEFINITIONS

People who annoy one with such weird "solutions" do not know certain *differences*.

Thoughts are infinitely divisible into *classes* of thought.

In other words, in thought there are certain wide *differences* which are very different indeed.

A FACT is something that can be proven to exist by visible evidence.

An OPINION is something which may or may not be based on any *facts*.

Yet a sloppy mind sees *no difference* between a FACT and somebody's opinion.

In courts a psychiatrist (who is an AUTHORITY) says "Joe Doakes is crazy." Joe Doakes is promptly put away for ten years, tortured or killed. Yet this statement is just an OPINION uttered by somebody whose sanity is more than suspect and what's more is taken from a field "psychiatry" which has no basis in fact since it cannot cure or even detect insanity.

A vast number of people see no difference at all in FACTS and OPINIONS and gaily accept both or either as having equal validity.

An administrator continually gets opinions on his lines which are masquerading as facts.

If opinion instead of facts are used in solving problems then one comes up with insane solutions.

Here is an example: By *opinion* it is assumed there are 3,000 pounds of potatoes available in a crop. An order is therefore written and payment ($300 at 10¢ a pound) is made for the crop. One sack of potatoes is delivered containing 100 pounds. That sack was the *fact*. Loss is 2,900 pounds of potatoes.

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An administrator runs into this continually. He sends somebody to find an electric potato peeler "just like the one we had." He gets back a paring knife because it is the *same*.

The administrator orders a *similar* type of shirt and gets overcoats.

The administrator feels he is dealing with malice, sharp practice, laziness, etc., etc. He can lose all faith in honesty and truthfulness.

The ACTUAL REASON he is getting such breakdowns is:

SANITY IS THE ABILITY TO RECOGNIZE DIFFERENCES, SIMILARITIES AND IDENTITIES.

The people with whom he is dealing *can't think* to such a degree that they give him insane situations. Such people are not crazy. Their thinking is suppressed and distorted by modern "education." "You can't really communicate to anybody because the same word means different things to everyone who uses it." In other words, all identities are different.

A BASIC LAW is usually confused by students with an INCIDENTAL FACT. This is conceiving a similarity when one, the law, is so far senior to the fact that one could throw the fact away and be no poorer.

When a student or an employee cannot USE a subject he studies or cannot seem to understand a situation his disability is that basics are conceived by him to be merely similar to incidental remarks.

The law, "Objects fall when dropped," is just the same to him as the casual example "a cat jumped off a chair and landed on the floor." Out of this he fixedly keeps in mind two "things he read" — objects fall when dropped, a cat jumped off a chair and landed on the floor. He may see these as having identical value whereas they are similar in subject but widely different in VALUE.

You give this person a brief write-up of company policy. "Customers must be satisfied with our service," begins the write-up. Of course that's a *law* because it has been found to be catastrophic to violate it. On down the page is written, "A card is sent to advise the customer about the order." The employee says he understands all this and goes off apparently happy to carry out his duties. A few weeks later Smith and Co. write and say they will do no more business with you. You hastily try to find out WHY. If you're lucky enough to track it down, you find the shipping clerk sent them a card saying, "Your order was received and we don't intend to fill it."

You have the clerk in. You lay down the facts. He looks at you glumly and says he's sorry. He goes back and pulls another blooper. You threaten to fire him. He's now cost the company $54,000. He is contrite.

All he understands is that life is confusing and that for some mysterious reason you are mad at him, probably because you are naturally grouchy.

What he *doesn't* know is what the administrator seldom taps. It isn't that he doesn't know "company policy." It's that he doesn't know the difference between a law and a comment!

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A law of course is something with which one thinks. It is a thing to which one aligns other junior facts and actions. A law lets one PREDICT that if ALL OBJECTS FALL when not supported, then of course cats, books and plates can be predicted in behavior if one lets go of them. As the employee hasn't a clue that there is any difference amongst laws, facts, opinions, orders or suggestions he of course cannot think as he doesn't have anything to which he can align other data or with which to predict consequences.

He doesn't even know that company policy is, "Too many goofs equals fired." So when he does get sacked he thinks "somebody got mad at him."

If you think this applies only to the "stupid employee," know that a whole government service can go this way. Two such services only promoted officers to high rank if they sank their own ships or got their men killed! Social acceptability was the only datum used for promotion and it followed that men too socially involved (or too drunk) of course lost battles.

An organization, therefore, can itself be daffy if it has a concept that laws and facts and opinions are all the same thing and so has no operating policies or laws.

Whole bodies of knowledge can go this route. The laws are submerged into incidental facts. The incidental facts are held onto and the laws never pointed up as having the special value of aligning other data or actions.

An administrator can call a conference on a new building, accidentally collect people who can't differentiate amongst laws, facts, opinions or suggestions — treating them of equal value — and find himself not with a new building but a staggering financial loss.

As the world drifts along with its generations less and less taught and more and more suppressed in thinking, it will of course experience more and more catastrophes in economics, politics and culture and so go boom. As all this influences anyone in any organization it is an important point.

PERSONNEL

In despair an administrator enters the field of choosing personnel by experience with them. He embraces a very cruel modern system that fires at once anybody who flubs.

Actually he is trying to defend himself against some hidden menace he has never defined but which haunts him day by day.

The majority of people with whom he deals — and especially governments — cannot conceive of:

1. differences,
2. similarities,
3. identities.

As a result they usually can't tell a FACT from an OPINION (because all differences are probably identities and all identities are different and all similarities are imaginary).

A = A = A

We have a broad dissertation on this in *Dianetics: The Modern Science of Mental Health* as it affects insane behavior. Everything is everything else. Mr. X looks at a horse, knows it's a house, knows it's a schoolteacher. So when he sees a horse he is respectful.

When anyone in an org is sanely trying to get things done he sometimes feels like he is spinning from the replies and responses he gets to orders or requests. That's because observation was faulty or think was faulty at the other end of the comm line.

As he tries to get things done he begins to realize (usually falsely) that he is regarded as odd for getting impatient.

THE WAYS OUT

There are several ways out of this mess.

a. One is to issue orders that demand close observation and execution. Issuance of clear orders provides no faintest opportunity of error, assumption or default.

b. Another is to demand that an order is fully understood before it is executed.

c. A third is to be sure one totally understands any order one receives before one goes off to do it or order it done.

d. One is to deal *only* in ORDERS and leave nothing to interpretation.

e. Another is to pretest personnel on one's lines for ability to observe and conceive differences, similarities and identities.

f. The effective way is to get the personnel processed.

g. A useful way is to educate people with drills until they can think.

h. Another way is to defend one's areas by excluding insofar as possible adjacent areas where crippled think is rampant.

i. A harsh way is to plow under zones whose irrationality is destructive (such as psychiatry).

THOUGHT CONFUSIONS

Wherever you have thought confusions (where FACT = OPINION, where suggestion = orders, where an observation is taken as a direction, etc., etc., etc.) an administrator is at serious risk.

Misunderstoods pile up on these short circuits. Out of misunderstoods come hostilities. Out of these come overwork or destruction.

The need for all discipline can be traced back to the inability to think. Even when appearing clever, criminals are idiots; they have not ever thought the thought through.

One can conclude that anyone on management lines, high or low, is drastically affected by irrational think.

Individuals to whom differences are identities and identities are differences can muddle up an operation to a point where disaster is inevitable.

These are the third dynamic facts with which an organization lives daily.

The fault can be very subtle so as to nearly escape close search or it can be so very broad so that it is obvious and ridiculous. But on all admin lines, the point that fails has not achieved the basic law:

SANITY IS THE ABILITY TO RECOGNIZE DIFFERENCES, SIMILARITIES AND IDENTITIES.

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HCO POLICY LETTER OF 11 MAY 1970

REMIMEO

DATA SERIES 2

LOGIC

The subject of logic has been under discussion for at least three thousand years without any clean breakthrough of real use to those who work with data.

LOGIC means the subject of reasoning. Some in ages past have sought to label it a science. But that can be discarded as pretense and pompousness.

If there were such a "science" men would be able to think. And they can't.

The term itself is utterly forbidding. If you were to read a text on logic you would go quite mad trying to figure it out, much less learn how to think.

Yet logic or the ability to reason is vital to an organizer or administrator. If he cannot think clearly he will not be able to reach the conclusions vital to make correct decisions.

Many agencies, governments, societies, groups capitalize upon this lack of logic and have for a very long time. For the bulk of the last 2,000 years the main Western educator — the Church — worked on the theory that man should be kept ignorant. A population that is unable to think or reason can be manipulated easily by falsehoods and wretched causes.

Thus logic has not been a supported subject, rather the opposite.

Even Western schools today seek to convince students they should study geometry as "that is the way they think." And of course it isn't.

The administrator, the manager, the artisan and the clerk each have a considerable use for logic. If they cannot reason they make costly and time-consuming errors and can send the entire organization into chaos and oblivion.

Their stuff in trade are data and situations. Unless they can observe and think their way through, they can reach wrong conclusions and take incorrect actions.

Modern man thinks mathematics can serve him for logic and most of his situations go utterly adrift because of this touching and misplaced confidence. The complexity of human problems and the vast number of factors involved make mathematics utterly inadequate.

Computers are at best only servomechanisms (crutches) to the mind. Yet the chromium-plated civilization today has a childish faith in them. It depends on who

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asks the questions and who reads the computer's answers whether they are of any use or not. And even then their answers are often madhouse silly.

Computers can't *think* because the rules of live logic aren't fully known to man and computer builders. One false datum fed into a computer gives one a completely wrong answer.

If people on management and work lines do not know logic the organization can go adrift and require a fabulous amount of genius to hold it together and keep it running.

Whole civilizations vanish because of lack of logic in its rulers, leaders and people.

So this is a very important subject.

UNLOCKING LOGIC

I have found a way now to unlock this subject. This is a breakthrough which is no small win. If by it a formidable and almost impossible subject can be reduced to simplicity then correct answers to situations can be far more frequent and an organization or a civilization far more effective.

The breakthrough is a simple one.

BY ESTABLISHING THE WAYS IN WHICH THINGS BECOME ILLOGICAL ONE CAN THEN ESTABLISH WHAT IS LOGIC.

In other words, if one has a grasp of what makes things illogical or irrational (or crazy, if you please) it is then possible to conceive of what makes things logical.

ILLOGIC

There are 5 primary ways for a relay of information or a situation to become illogical:

1. Omit a fact.
2. Change sequence of events.
3. Drop out time.
4. Add a falsehood.
5. Alter importance.

These are the basic things which cause one to have an incorrect idea of a situation.

Example: "He went to see a communist and left at 3:00 A.M." The omitted facts are that he went with 30 other people and that it was a party. By omitting the fact one alters the importance. This omission makes it look like "he" is closely connected to communism! When he isn't.

Example: "The ship left the dock and was loaded." Plainly made crazy by altering sequence of events.

Example: "The whole country is torn by riots" which would discourage visiting it in 1970 if one didn't know the report date of 1919.

Example: "He kept skunks for pets" which as an added falsehood makes a man look odd if not crazy.

Example: "It was an order" when in fact it was only a suggestion, which of course shifts the importance.

There are hundreds of ways these 5 mishandlings of data can then give one a completely false picture.

When basing actions or orders on data which contains one of the above, one then makes a mistake.

REASON DEPENDS ON DATA.

WHEN DATA IS FAULTY (as above) THE ANSWER WILL BE WRONG AND LOOKED UPON AS UNREASONABLE.

There are a vast number of combinations of these 5 data. More than one (or all 5) may be present in the same report.

Observation and its communication may contain one of these 5.

If so, then any effort to handle the situation will be ineffective in correcting or handling it.

USE

If any body of data is given the above 5 tests, it is often exposed as an invitation to acting illogically.

To achieve a logical answer one must have logical data.

Any body of data which contains one or more of the above faults can lead one into illogical conclusions.

The basis of an unreasonable or unworkable order is a conclusion which is made illogical by possessing one or more of the above faults.

LOGIC

Therefore logic must have several conditions:

1. All relevant facts must be known.
2. Events must be in actual sequence.
3. Time must be properly noted.
4. The data must be factual, which is to say true or valid.
5. Relative importances amongst the data must be recognized by comparing the facts with what one is seeking to accomplish or solve.

NOT KNOW

One can always know something about anything.

It is a wise man who, confronted with conflicting data, realizes that he knows at least one thing — that he doesn't know.

Grasping that he can then take action to find out.

If he evaluates the data he does find out against the 5 things above, he can clarify the situation. Then he can reach a logical conclusion.

DRILLS

It is necessary to work out your own examples of the 5 violations of logic.

By doing so, you will have gained skill in sorting out the data of a situation.

When you can sort out data and become skilled in it, you will become very difficult to fool and you will have taken the first vital step in grasping a correct estimate of any situation.

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HCO POLICY LETTER OF 11 MAY 1970-1
ADDITION OF 23 SEPTEMBER 1977

REMIMEO

DATA SERIES 2-1

FURTHER ILLOGICS

Data Series 2, LOGIC, lists the 5 primary points of illogic. There are 3 more points of illogic that evaluators should know well and use.

These are:

ASSUMED "IDENTITIES" ARE NOT IDENTICAL

ASSUMED "SIMILARITIES" ARE NOT SIMILAR OR SAME CLASS OF THING

ASSUMED "DIFFERENCES" ARE NOT DIFFERENT

Knowledge and study of Data Series 1, THE ANATOMY OF THOUGHT, and Data Series 2, LOGIC, will give one an understanding of what these outpoints, above, mean and how to recognize and use them in evaluation.

L. RON HUBBARD
FOUNDER

Assisted by
AVU Verification Officer

HCO POLICY LETTER OF 12 MAY 1970

REMIMEO

DATA SERIES 3

BREAKTHROUGHS

There are two breakthroughs, actually, that have been made here in the age-old philosophic subject of *logic*.

The first is FINDING A DATUM OF COMPARABLE MAGNITUDE TO THE SUBJECT.

A single datum or subject has to have a datum or subject with which to compare it before it can be fully understood.

By studying and isolating the principles that make a situation illogical one can then see what is necessary to be logical. This gives us a subject that could be called "Illogicality Testing" or "Irrationality Location" but which would be better described as DATA ANALYSIS. For it subjects data and therefore SITUATIONS to tests which establish any falsity or truth.

The other breakthrough consists of the discovery that no rules of logic can be valid unless one also includes the *data* being used. The nearest the ancients came to this was testing the premise or basis of an argument.

Trying to study logic without also having the answers to *data* is like describing everything about an engine without mentioning what fuel it runs on; or making a sentence like "He argued about" or "She disliked" without completing it.

Logic concerns obtaining answers. And answers depend on *data*. Unless you can test and establish the truth and value of the data being used, one cannot attain right answers no matter what Aristotle may have said or what IBM may have built.

The road to logic begins with ways and means of determining the value of the data to be employed in it.

Without that step no one can arrive at logic.

Two things that are equal to each other and to which a third is equal are all equal to one another. If A equals B and B equals C then C equals A. Great. This is often disputed as a theorem of logic and has been ever since Aristotle said so. There is even a modern cult of non-Aristotelian logic.

The facts are that the ancient theorem is totally dependent on the DATA used in it. Only if the DATA is correct does the theorem work.

Lacking emphasis on the *data* being used, this theorem can be proven true or false at will. The philosophers point out the fallacy without ever giving emphasis to data evaluation.

DATA ANALYSIS

Unless you can prove or disprove the data you use in any logic system, the system itself will be faulty.

This is true of the IBM computer. It is true of CIA intelligence conclusions. It is true of Plato, Kant, Hume and your own personal computer as well.

DATA ANALYSIS is necessary to ANY logic system and always will be.

Ships run on oil, electric motors on electricity and logic runs on data.

If the data being stuffed into a computer is incorrect, no matter how well a computer is planned or built or proofed up against faults you can get a Bay of Pigs.

In mathematics no formula will give an answer better than the data being used in it.

VALID ANSWERS MAY ONLY BE ATTAINED IN USING VALID DATA.

Thus, if the subject of Data Analysis is neglected or imperfect or unknown or unsuspected as a step, then wild answers to situations and howling catastrophes can occur.

If Data Analysis becomes itself a codified subject, regardless of what formula is going to be used, then right answers can only then be attained.

THE MIND AS A COMPUTER

The mind is a remarkable computer.

It is demonstrable that a mind which has the wrong answers removed from it becomes brighter, IQ soars.

Therefore for our purposes we will consider the mind capable of being logical.

As processing improves the mind's ability to reach right answers, then we can assume for our purposes that if a person can straighten out his data he can be logical and will be logical and can attain right answers to situations.

The fallacy of the mind is that it can operate on wrong data.

Thus if we specialize in the subject of DATA ANALYSIS we can assume that a person can attain right answers.

As an administrator (and anyone else) has to reach conclusions in order to act and has to act correctly to ensure his own or his group's continued survival, it is vital that he be able to observe and conclude with minimal error.

Thus we will not be stressing HOW to think but how to analyze that with which one thinks — which is DATA.

This gives us the importance and use of Data Analysis.

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HCO POLICY LETTER OF 15 MAY 1970
ISSUE I

REMIMEO

DATA SERIES 4

DATA AND SITUATION ANALYZING

The two general steps one has to take to "find out what is really going on" are:

1. Analyze the data,

2. Using the data thus analyzed to analyze the situation.

The way to analyze *data* is to compare it to the 5 primary points and see if any of those appear in the data.

The way to analyze the *situation* is to put in its smaller areas each of the data analyzed as above.

Doing this gives you the locations of greatest error or disorganization and also gives you areas of greatest effectiveness.

Example: There is trouble in the Refreshment Unit. There are three people in the unit. Doing a data analysis on the whole area gives us a number of outpoints. Then we assign these to A, B and C who work in the unit and find B had the most outpoints. This indicates that the trouble in the Refreshment Unit is with B. B can be handled in various ways such as his hat, his attendance, etc. Note we analyzed the *data* of the main area and assigned it to the bits in the area, then we had an analyzed situation and we could handle.

Example: We analyze all the data we have about the Bingo Car Plant. We assign the data thus analyzed as out (outpoints) to each function of the Bingo Car Plant. We thus pinpoint what function is the worst off. We then handle that function in various ways, principally by organizing it and grooving in its executives and personnel.

There are several variations.

WE OBTAIN AN ANALYSIS OF THE SITUATION BY ANALYZING ALL THE DATA WE HAVE AND ASSIGNING THE OUTPOINT DATA TO THE AREAS OR PARTS. THE AREA HAVING THE MOST OUTPOINTS IS THE TARGET FOR CORRECTION.

In confronting a broad situation to be handled we have of course the problem of finding out what's wrong before we can correct it. This is done by data analysis followed by situation analysis.

We do this by grading all the data for outpoints (5 primary illogics). We now have a long list of outpoints. This is data analysis.

We sort the outpoints we now have into the principal areas of the scene. The majority will appear in *one* area. This is situation analysis.

We now know what area to handle.

Example: Seventy data exist on the general scene. We find twenty-one of these data are irrational (outpoints). We slot the twenty-one outpoints into the areas they came from or apply to. Sixteen came from area G. We handle area G.

EXPERIENCE

The remarkable part of such an exercise is that the data analysis of the data of a period of one day compares to three months operating *experience*.

Thus data and situation analysis is an instant result where experience takes a lot of time.

The quality of the data analysis depends on one knowing the ideal organization and purpose on which the activity is based. This means one has to know what its activities are *supposed* to be from a rational or logical viewpoint.

A clock is supposed to keep running and indicate time and be of practical and pleasant design. A clock factory is supposed to make clocks. It is supposed to produce enough clocks cheaply enough that are good enough to be in demand and to sell for enough to keep the place solvent. It consumes raw materials, repairs and replaces its tools and equipment. It hires workmen and executives. It has service firms and distributors. That is the sort of thing one means by *ideal* or theoretical structure of the clock company and its organization.

Those are the *rational* points.

From the body of actual current today data on the clock company one spots the outpoints for a DATA ANALYSIS.

One assigns the outpoints to the whole as a SITUATION ANALYSIS.

One uses his admin know-how and expertise to repair the most aberrated subsection.

One gets a functioning clock factory that runs closer to the ideal.

Military, political and PR situations, etc., are handled all in the same way.

We call these two actions:

DATA ANALYSIS,

SITUATION ANALYSIS.

DEFINITIONS

SITUATION — The broad general scene on which a body of current data exists.

DATA — Facts, graphs, statements, decisions, actions, descriptions, which are supposedly true.

OUTPOINT — Any one datum that is offered as true that is in fact found to be illogical when compared to the 5 primary points of illogic.

PLUSPOINT — A datum of truth when found to be true compared to the 5 points.

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HCO POLICY LETTER OF 15 MAY 1970
ISSUE II

REMIMEO

DATA SERIES 5

INFORMATION COLLECTION

It is a point of mystery how some obtain their information. One can only guess at how they do it and looking at results wonder if it is actually done at all.

Obtaining information is necessary for any analysis of data.

If one obtains and analyzes *some* information he can get a hint of what information he should obtain in what area. By obtaining *more* data on that area, he can have enough to actively handle.

Thus how one obtains information becomes a very important subject.

Nations have whole mobs of reporters sent out by newspapers, radio, TV and magazines to collect information. Politicians go jaunting around collecting information. Whole spy networks are maintained at huge expense to obtain information.

The Japanese in the first third of the twentieth century had two maxims: "Anyone can spy." "Everyone must spy." The Germans picked this up. They had their whole populations at it. The Russian KGB numbers hundreds of thousands. CIA spends billions. MI6 ——— well, you get the idea.

It is not amiss, however, to point out that those two nations that devoted the most effort to espionage (Japan and Germany) were BOTH DEFEATED HORRIBLY.

Thus the QUANTITY of data poured in is not any guarantee of understanding.

Newspapers today are usually devoted to propaganda, not news. Politicians are striving to figure out another nation's evil intentions, not to comprehend it.

The basic treatise on data collection and handling used to found the US intelligence data system ("Strategic Intelligence") would make one laugh — or cry.

All these elaborate (and expensive) systems of collecting information are not only useless, they are deluding. They get people in plenty of trouble.

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A copy of *Time* magazine (US) analyzed for outpoints runs so many outpoints per page when analyzed that one wonders how any publication so irrational could continue solvent. And what do you know! It is going broke!

Those countries that spend the most on espionage are in the most trouble. They weren't in trouble and then began to spend money. They began to spy and then got into trouble!

News media and intelligence actions are not themselves bad. But irrational news media and illogical intelligence activity are psychotic.

So information collection can become a vice. It can be overdone.

If one had every org in a network fill out a thousand reports a week he would not obtain much information but he sure would knock them out of comm.

There *is* a moderate flow of information through any network so long as it is within the capability of the comm lines and the personnel.

Thus we get a rule about collecting data in administrative structures.

NORMAL ADMIN FLOWS CONTAIN ENOUGH DATA TO DO A DATA AND SITUATION ANALYSIS.

And

THE LESS DATA YOU HAVE THE MORE PRECISE YOUR ANALYSIS MUST BE.

And

INDICATORS MUST BE WATCHED FOR IN ORDER TO UNDERTAKE A SITUATION ANALYSIS.

And

A SITUATION ANALYSIS ONLY INDICATES THE AREA THAT HAS TO BE CLOSELY INSPECTED AND HANDLED.

Thus, what is an "indicator"?

An *indicator* is a visible manifestation which tells one a situation analysis should be done.

An indicator is the little flag sticking out that shows there is a possible situation underneath that needs attention.

Some indicators about orgs or its sections would be—dirty or not reporting or going insolvent or complaint letters or any nonoptimum datum that departs from the ideal.

This is enough to engage in a data and situation analysis of the scene where the indicator appeared.

The correct sequence, then, is:

1. Have a normal information flow available.
2. Observe.
3. When a bad indicator is seen, become very alert.
4. Do a data analysis.
5. Do a situation analysis.
6. Obtain more data by direct inspection of the area indicated by the situation analysis.
7. Handle.

An incorrect sequence, bound to get one in deep trouble, is:

A. See an indicator.

B. Act to handle.

This even applies to emergencies IF ONE IS FAST ENOUGH TO DO THE WHOLE CORRECT CYCLE IN A SPLIT SECOND.

Oddly enough anyone working in a familiar area CAN do it all in a split second.

People that can do it like lightning are known to have "fast reaction time." People who can't do it fast are often injured or dead.

Example of an emergency cycle: Engineer on duty, normal but experienced perception. Is observing his area. Hears a hiss that shouldn't be. Scans the area and sees nothing out of order but a small white cloud. Combines sight and hearing. Moves forward to get a better look. Sees valve has broken. Shuts off steam line.

Example of an incorrect action. Hears hiss. Pours water on the boiler fires.

ADMIN CYCLE

When you slow this down to an admin cycle it becomes very easy. It follows the same steps.

It is not so dramatic. It could string out over months unless one realized that the steps 1 to 7 should be taken when the first signs show up. It need not. However, it sometimes does.

Sometimes it has to be done over and over, full cycle, to get a full scene purring.

Sometimes the "handle" requires steps which the area is too broken down to get into effect and so becomes "Handle as possible and remember to do the whole cycle again soon."

Sometimes "handle" is a program of months or years duration, its only liability that it will be forgotten or thrown out before done by some "new broom."

DATA COLLECTION

But it all begins with having a normal flow of information available and OBSERVING. Seeing a bad indicator one becomes alert and fully or quickly finishes off the cycle.

BAD INDICATOR

What is a "bad indicator" really?

It is merely an outpoint taken from the 5 primary outpoints.

It is not "bad news" or "entheta" or a rumor. The "bad news" could easily be a falsehood and is an outpoint because it is false bad news!

"Good" news when it is a falsehood is an outpoint!

RELIABLE SOURCE

Intelligence services are always talking "reliable sources." Or about "confirmed observation."

These are not very valuable ways of telling what is true. The master double spy Philby who as a head MI6 adviser was a Russian spy. Yet for 30 years he determined "reliable sources" for the US and England!

If three people tell you the same thing it is not necessarily a fact as they might all have heard the same lie. Three liars don't make one fact — they make three outpoints.

So it would seem to be *very* difficult to establish facts if leading papers and intelligence services can't do it!

Yes, it is tough to know the truth.

But the moment you begin to work with them, it is rather easy to locate outpoints.

You are looking for outpoints. When they are analyzed and the situation is analyzed by them you then find yourself looking at the truth if you follow the cycle (1) to (7).

It's really rather magical.

If you know thoroughly what the 5 primary outpoints are they leap into view from any body of data.

Oscar says he leads a happy married life. His wife is usually seen crying. It's an outpoint — a falsehood.

The Omaha office is reported by Los Angeles to be doing great. It fails to report. The LA datum does not include that it is 6 months old. Three outpoints, one for time, one for falsehood, one for omitted datum.

Once you are fully familiar with the 5 primary outpoints they are very obvious.

"We are having pie for supper" and "We have no flour" at least shows out of sequence!

It is odd but all the "facts" you protest in life and ridicule or growl about are all one or another of the outpoints.

When you spot them for what they are then you can actually estimate things. And the pluspoints come into view.

L. Ron Hubbard
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HCO POLICY LETTER OF 17 MAY 1970R
REVISED 16 SEPTEMBER 1978

REMIMEO

DATA SERIES 6

DATA SYSTEMS

Two bad systems are in current use on data.

The first is "reliable source." In this system a report is considered true or factual only if the source is well thought of. This is a sort of authority system. Most professionals working with data collection use this. Who said it? If he is considered reliable or an authority the data is considered true or factual. Sources are graded from A to D. A is highest, D lowest. The frailty of this system is at once apparent. Philby, as a high British intelligence official, was a Russian spy for 30 years. Any data he gave the UK or US was "true" because he was a "reliable source." He had every Western agent who was being sent into communist areas "fingered" and shot. The West became convinced you could not enter or overthrow communist held areas and stopped trying! Philby was the top authority! He fooled CIA and MI6 for years!

Psychiatrists are "authorities" on the mind. Yet insanity and criminality soar. They are *the* "reliable sources" on the mind.

Need I say more?

The other system in use is multiple report. If a report is heard from several areas or people it is "true." The Russian KGB has a Department D that forges documents and plants them in several parts of the world. They are then "true."

Propaganda spokesmen located all over the world say the same thing to the press on every major occasion. This becomes "public opinion" in government circles and so is "true" because it is published and comes from so many areas.

Five informants could all have heard the same lie.

Thus we see these two systems of evaluation are both birdbrain.

TWO PROBLEMS

The two problems that information collection agencies have are:

1. Data evaluation and

2. How to locate the areas they should closely investigate.

For (1) data evaluation they use primarily reliable source and multiple report.

EVERY ITEM RECEIVED THAT IS NOT "RELIABLE" OR "MULTIPLE" IS WASTEBASKETED.

They throw out all outpoints and do not report them!

Their agents are thoroughly trained to do this.

As for (2) areas to investigate, they cannot pinpoint where they should investigate or even what to investigate because they do not use their outpoints.

Using outpoints and data and situation analysis they would know exactly where to look at, at what.

ERRORS

The above data errors are practiced by the largest data collection agencies on the planet — the "professionals." These advise their governments! And are the only advisers of their governments. Thus you can see how dangerous they are to their own countries.

Naturally they have agents who have what is called "flair." These, despite all systems, apply logic. They are so few that Eisenhower's intelligence adviser, General Strong, said in his book that they are too scarce so one is better off with a vast organization.

These agencies are jammed with false reports and false estimations.

An event contemporary with this writing where the US invaded Cambodia shows several data and situation errors. Yet the Viet Cong HQ were using computers. Yet their HQ was wiped out. The US president used CIA data which does not include, by law, data on the US. So the info on which the US president was acting was 50 percent missing! He was only told about the enemy evidently. When he ordered the invasion the US blew up!

A rather big outpoint (omitted facts) don't you think?

FAULTS

The reason I am using intelligence examples is because these are the biggest human data collection "professionals" in the world.

The collection and use of data to estimate situations to guide national actions and the data collection by a housewife going shopping are based on the same principles.

Mrs. Glutz, told by a "reliable source," Nellie Jones, that things are cheaper at Finkleberries and told by enough TV admen she should buy KLEANO tends to do just that. Yet Blastonsteins is really cheaper and by shaving up laundry soap and boiling it she can have ten dollars worth of KLEANO for about fifty cents.

Errors in national data collection give us war and high taxes and for Mrs. Glutz gives her a busted budget and stew all week.

So at top and bottom, any operation requires a grasp of data evaluation and situation estimation.

Those who do it well win and those who don't, go up in a cloud of atomic particles or divorce papers!

Logic and illogic are the stuff of survive and succumb.

There are those who wish to survive.

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HCO POLICY LETTER OF 18 MAY 1970

REMIMEO

DATA SERIES 7

FAMILIARITY

If one has no familiarity with how a scene (area) ought to be, one cannot easily spot outpoints (illogical data) in it.

This is what also could be called an IDEAL scene or situation. If one doesn't know the *ideal* scene or situation then one is not likely to observe nonideal points in it.

Let us send a farmer to sea. In a mild blow, with yards and booms creaking and water hitting the hull, he is sure the ship is about to sink. He has no familiarity with how it should sound or look so he misses any real outpoints and may consider all pluspoints as outpoints.

Yet on a calm and pretty day he sees a freighter come within 500 feet of the side and go full astern and thinks everything is great.

An experienced officer may attempt madly to avoid collision and all the farmer would think was that the officer was being impolite! The farmer, lacking any familiarity with the sea and having no *ideal* as to what smooth running would be, would rarely see real outpoints unless he drowned. Yet an experienced sailor, familiar with the scene in all its changing faces sees an outpoint in all small illogicals.

On the other hand, the sailor on the farm would completely miss rust in the wheat and an open gate and see no outpoints in a farm that the farmer knew was about to go bust.

The rule is:

A PERSON MUST HAVE AN IDEAL SCENE WITH WHICH TO COMPARE THE EXISTING SCENE.

If a staff hasn't got an idea of how a real org should run, then it misses obvious outpoints.

One sees examples of this when an experienced org man visiting the org tries to point out to a green staff (which has no ideal or familiarity) what is out. The green staff grudgingly fixes up what he says to do but lets go of it the moment he departs. Lacking familiarity and an ideal of a perfect org, the green staff just doesn't see anything wrong or anything right either!

The consequences of this are themselves illogical. One sees an untrained executive shooting all the producers and letting the bad hats alone. His erroneous ideal would be

a quiet org, let us say. So he shoots anyone who is noisy or demanding. He ignores statistics. He ignores the things he should watch merely because he has a faulty ideal and no familiarity of a proper scene.

OBSERVATION ERRORS

When the scene is not familiar one has to look hard to become aware of things. You've noticed tourists doing this. Yet the old resident "sees" far more than they do while walking straight ahead down the road.

It is easy to confuse the novel with the "important fact." "It was a warm day for winter" is a useful fact only when it turns out that actually everything froze up on that day or it indicated some other outpoint.

Most errors in observation are made because one has no ideal for the scene or no familiarity with it.

However there are other error sources.

"Being reasonable" is the chief offender. People dub in a missing piece of a sequence, for instance, instead of seeing that it IS missing. A false datum is imagined to exist because a sequence is wrong or has a missing step.

It is horrifying to behold how easily people buy dub-in. This is because an illogical sequence is uncomfortable. To relieve the discomfort they distort their own observation by not-ising the outpoint and concluding something else.

I recall once seeing a Tammany Hall group (a New York political bunch whose symbol is a tiger) stop before the tiger's cage in a zoo. The cage was empty and they were much disappointed. I was there and said to them, "The tiger is out to lunch." They told those on the outer edge of the group, "The tiger is out to lunch." They all cheered up, accepted the empty cage and went very happily on their way. Not one said "Lunch?" Or "Who are you?" Or laughed at the joke. Even though it was sunset! I pitied the government of New York!

ACCURATE OBSERVATION

There are certain conditions necessary for accurate observation.

First is a means of PERCEPTION whether by remote communication by various comm lines or by direct looking, feeling, experiencing.

Second is an IDEAL of how the scene or area should be.

Third is FAMILIARITY with how such scenes are when things are going well or poorly.

Fourth is understanding PLUSPOINTS or rightnesses when present.

Fifth is knowing OUTPOINTS (all 5 types) when they appear.

Sixth is rapid ability to ANALYZE DATA.

Seventh is the ability to ANALYZE the SITUATION.

Eighth is the willingness to INSPECT more closely the area of outness.

Then one has to have the knowledge and imagination necessary to HANDLE.

One could call the above the CYCLE OF OBSERVATION. If one calls HANDLE number 9 it would be the Cycle of Control.

If one is trained to conceive all variations of outpoints (illogics) and studies up to conceive an ideal and gains familiarity with the scene or type of area, his ability to observe and handle things would be considered almost supernatural.

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HCO POLICY LETTER OF 19 MAY 1970

REMIMEO

DATA SERIES 8

SANITY

An observer has to be sane to sanely observe.

This has been so far out in the society that the word "sane" itself has come to mean "conservative" or "cautious." Or something you can agree with. The nineteenth-century psychologist decided he could not define "normal" and there weren't any normal people. The fourteenth-century psychiatrist is the twentieth-century "authority" on sanity. Yet an examination of such shows them to be unable to demonstrate it personally or bring it about, much less define it.

Dictionaries say it is "health, soundness of body or mind; levelheadedness, reasonableness."

Yet sanity is vital to accurate observation.

FIXED IDEAS

The *"idée fixe"* is the bug in sanity.

Whenever an observer himself has fixed ideas he tends to look at them, not at the information.

Prejudiced people are suffering mainly from an *"idée fixe."*

The strange part of it is that the *"idée fixe"* they think they have isn't the one they do have.

An example of this is the social "scientist" with a favorite theory. I have seen tons of these birds pushing a theory as though it was the last theory in the world and valuable as a ten-pound diamond. Such throw away any fact that does not agree with theory. That's how nineteenth-century psychology went off the rails. All fixed ideas and no facts.

The physical sciences in Hegel's time did the same thing. There was no eighth planet in the solar system, even when found in a telescope, because "seven is a perfect number so there can only be seven planets."

History is full of idiocies — and idiots — with fixed ideas. They cannot observe beyond the idea.

A fixed idea is something accepted without personal inspection or agreement. It is the perfect "authority knows best." It is the "reliable source." A typical one was the

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intelligence report accepted by the whole US Navy right up to 7 Dec. 1941, the date of destruction of the US fleet by Japanese planes. The pre-Pearl Harbor report, from unimpeachably reliable sources was "the Japanese cannot fly — they have no sense of balance." The report overlooked that the Japanese were the world's greatest acrobats! It became a fixed idea that caused the neglect of all other reports.

A fixed idea is uninspected. It blocks the existence of any contrary observation.

Most reactionaries (people resisting all progress or action) are suffering from fixed ideas which they received from "authorities," which no actual experience alters.

That British red-coated infantry never took cover was another one. It took a score or two of wars and fantastic loss of life to finally break it down. If any single fixed idea destroyed the British Empire, this one is a candidate.

NORMAL SCENE

The reason a fixed idea can get so rooted and so overlooked is that it appears normal or reasonable.

And somebody or a lot of somebodies want to believe it.

Thus a fixed idea can become an *ideal*. It is probably a wrong ideal. Incapable Japanese pilots would be a *wish* for a navy. It would be wonderful! Red-coated infantry were supposed to be brave and unflinching.

In both cases the ideal is irrational.

A rational ideal has this law:

THE PURPOSE OF THE ACTIVITY MUST BE PART OF THE IDEAL ONE HAS FOR THAT ACTIVITY.

A navy that has an ideal that the enemy can't fly is stupidly avoiding its own purpose which is to fight.

British infantry had the purpose of winning wars, not just looking brave.

Thus one can analyze for a sane ideal by simply asking, "What's the purpose of the activity?" If the ideal is one that forwards the purpose, it will pass for sane.

There are *many* factors which add up to an ideal scene. If the majority of these forward the purpose of the activity, it can be said to be a sane ideal.

If an ideal which does not forward the activity in any way is the ideal being stressed then a fixed idea is present and had better be inspected.

This could be said to be a very harsh utilitarian view of things. But it is not. The artistic plays its role in any ideal. Morale has its part in any ideal.

An ideal studio for an artist could be very beautiful or very ugly so long as it served him to produce his art. If it was very beautiful yet hindered his artistic activities it would be a very crazy ideal scene.

A handsome factory that produced would be a high ideal. But its nearness to raw materials, transport and worker housing are the more important factors in an ideal of a factory. And its location in a country where the government made an atmosphere in which production could occur could be an overriding part of an "ideal scene."

You have to look at what the area is *for* before you can say whether it is ideal or not.

And if its area is too limited to produce or too expensive for it to be solvent, then it isn't a sane scene.

URGES TO IMPROVE

Sometimes the urge to improve an activity is such that it injures or destroys the activity.

If one is familiar with the type of activity he must also realize that there is a law involved:

THE FACT THAT SOMETHING IS ACTUALLY OPERATING AND SOLVENT CAN OUTWEIGH THE UNTESTED ADVANTAGES OF CHANGING IT.

In other words, an *ideal* scene might be vastly different but the actual scene IS operating.

So the factor of OBSESSIVE CHANGE enters. Change can destroy with ferocity.

Whole areas of London, jammed with small but customer-filled shops, have been swept away to make room for chromium high-rent modern stores which stand empty of buyers.

Birmingham, where you could get anything made, had all its tiny craft shops swept away and replaced with high-rent huge new buildings all on some progress-crazy psychotic break.

Possibly the new stores and the huge new shops fitted somebody's "ideal" but they did not match an actual operating environment.

It is this difference between an ideal scene and a practical scene which brings down many old businesses and civilizations.

Therefore, to have an ideal, familiarity with what works is desirable.

It is quite possible without any familiarity, to imagine a successful ideal. BUT IT MUST NOT HAVE ANY FIXED IDEAS IN IT.

It is the fixed idea that knocks a practical operating living environment in the head.

Do-gooders are always at this. They see in a row of old shacks, not economic independence and a lazy life but P-O-V-E-R-T-Y. So they get a new housing project built, shoot taxes into the sky, put total control on a lot of people and cave in a society.

The do-gooder is pushing the nineteenth-century fixed idea of the Comte de Saint-Simon — to gear the whole economy down to the poorest man in it. In other words to reward only the downstat. Everyone becomes a slave of course but it sure sounds good.

Newspapermen are probably the world's worst observers. They observe through the fixed ideas of the publisher or the prevailing control group. Their stories are given them before they leave the office. Yet their observations advise the public and the government!

The outpoints to be found in any contemporary newspaper brand most stories as false before one proceeds more than a paragraph.

Yet this is what the world public is expected to run on.

Naturally it distorts the scene toward raving insanity. This conflicts with the native logic of people so the public thinks the world a lot madder than it really is.

In two cities all newspapers were suspended from publication for quite a period. In both, crime dropped to zero! And resumed again when newspapers were again published.

The ideal scene of the citizen in his workaday world is vastly different than the scene depicted in a newspaper.

The difference between the two can make one feel quite weird.

Thus there should not be too wide a difference between the ideal and the represented scene. And not too wide a difference between the ideal and the actual scene.

R (reality) consists of the isness of things. One can improve upon this isness to bring about an ideal and lead the R up to it. This is normal *improvement* and is accepted as sane.

One can also degrade the R by dropping the representation (description) of the scene well below the actual. In the black propaganda work traditionally carried on by many governments this latter trick of corrupting the R is the means used to foment internal revolt and war.

Both actions of upgrade and downgrade are outpoints when reported as *facts*. "We made £1,000 in reserves this week" is as crazily outpoint as "the government went broke this week" when either one is not the truth.

When the report says, "We should plan a higher income," it is leading to a higher ideal and is not an outpoint mainly because it is not representing any fact but a hopeful and ambitious management.

FIVE POINTS

When none of the outpoints are present, yet you *do* have reports and the scene is functioning and fulfilling its purpose one would have what he could call a sane scene.

If all 5 points were absent yet the scene was not functioning well enough to live, it would be such a departure from the ideal that that itself would be outpoint in that importance was altered. What is out here is the whole situation! The situation analysis would be instantly visible.

But in practice this last happens only in theory, not in practice. A collapsing situation is forecast by outpoints in its data.

Organisms and organizations tend to survive.

A decline of survival is attended also by outpoints.

SANITY IS SURVIVAL

Anything not only survives better when sane but it is true that the insane doesn't survive.

Thus survival potential can be measured to a considerable degree by the absence of outpoints.

This does not mean that sane men can't be shot or sane organizations can't be destroyed. It means only that there is far less chance of them being shot or destroyed.

So long as men and organizations are connected to insane men and organizations, wild things can and do happen unexpectedly.

But usually such things can be predicted by outpoints in others.

When sane men and organizations exist in a broad scene that is convulsed with irrationality, it takes very keen observation and a good grip on logic and fast action to stay alive. This is known as "environmental challenge." It *can* be overdone! Too much challenge can overwhelm.

The difference between such happening to a sane man or organization and to the insane would be that the failure did not itself become a fixed idea.

INSANITY

The 5 primary illogics or outpoints as we call them are of course the anatomy of insanity.

In their many variations the insanity of any scene can be sounded and the nucleus of it located.

By locating and then closely inspecting, such a point of insanity can then be handled.

When you know what insanity really is you can then confront it and handle it. One is not driven into a huge generality of "everything is insane."

By detecting and eliminating small insane areas, taking care not to destroy the sane things around it, one can gradually lift any situation up to sanity and survival.

By seeing what is insane in a scene and seeing why it is insane, one has by comparison also found what is sane.

By locating and understanding outpoints one finds the pluspoints for any given situation.

And that is often quite a relief.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 23 MAY 1970

REMIMEO

DATA SERIES 9

ERRORS

Many who begin to use "illogics," who have not drilled on them so they can rattle them off, choose errors instead of outpoints.

An error may show something else. It is nothing in itself.

An error obscures or alters a datum.

Example: Asking someone to spot the outpoints in a Russian passenger vacation cruise liner in a foreign port, the answers were, "The hammer and sickle are upside down." "The courtesy flag is not flying right side up." These aren't outpoints. The hammer and sickle weren't backwards so *saying* it was was an outpoint. The actual outpoint was *passenger vacation cruise* liner. There is no Russian idle class. It was too big to be giving cruises to winning tractor drivers. Russian and vacation cruise liner just don't go together. Either the reports of Russian refusal to let Russians travel is false or it wasn't a vacation cruise liner but it was. Hence it's an outpoint. An omitted datum. Two contrary data means one is false. Investigation disclosed it was Russian all right and a vacation cruise liner all right. BUT IT WAS CHARTERED TO AN ITALIAN COMPANY THAT SOLD CRUISES TO ITALIANS!

But this leads to a new outpoint. How come the workers' paradise is building huge ships for capitalist pleasures?

If anyone like a Martian was tracing down what's out on this planet, this one outpoint would lead to others.

A situation analysis would indicate an investigation of Russia where outpoints abound and the Martian would know a lot of what's wrong on the planet.

In doing so he would find a lot of capitalistic outpoints which would lead him to investigate the so-called West and he would have the basic "cold war" of communism versus capitalism.

This would lead him into new data the two have in common (economics) and a data analysis of economics would discover the screwiest bunch on the planet, the international banker playing off both sides.

He would have analyzed the planet.

Given that he knew or could translate languages, it might take him a week, starting with a Russian luxury cruise liner, to run down the planetary bad spot.

Now if he *reversed* his investigation and used PLUSPOINTS he would arrive with a situation analysis of what group would be strong enough to handle the down spot and by investigation possibly pinpoint what could tip over the bad spot.

If he just used "errors" he would get noplace.

The ideal he would have to be working from would be a planet at peace where individuals could go about their affairs and be happy without threats of immediate arrest or destruction. It would be a very simple ideal as it would be based only on how planetary populations and cultures survive and that is already laid down in an earlier rule in this series.

Ask somebody to look at a table used for meals at the end of a meal and indicate any outpoints. Usually he'll point out a dirty plate or crumbs or an ashtray not emptied. They are not outpoints. When people finish eating one expects dirty plates, crumbs and full ashtrays. If none of these things were present there might be several outpoints to note. The *end* of a meal with table and plates all clean would be a reversed sequence. *That* would be an outpoint. Evidently the *dinner* has been omitted and that would be quite an outpoint! Obviously no meal has been served so there's a falsehood. So here are three outpoints!

It is best to get what outpoints are down pat. One does this first by thinking up examples and then by observing some body of data and then by looking at various scenes.

It will be found that outpoints are really few unless the activity is very irrational.

Simple errors on the other hand can be found in legions in any scene.

Child's games often include "What's wrong with this picture?" Usually they are just errors like a road sign upside down. But if you had a *brown* rabbit in *winter* holding down a *man* with its front paws and a caption, "Japanese parasols attack _____," you'd have some real outpoints.

A lot of people would try to figure it out and supply *new* outpoints (being reasonable). A learned professor could point out the symbolism. Some would laugh it off. Some would be annoyed by it. And the reason anybody would *do* anything about it is that it is sort of painful to confront the irrational so instead of seeing its isness of illogics an effort is made to make it logical or to throw it away.

The reason misunderstood words or typographical errors were not regarded as a barrier to study was that people converted them or not-ised them. In actual fact a word one does not understand makes a missing datum. Reasonableness or nonconfront enter in and one drops the book.

Errors do not count in pluspoints either.

That a factory has a few errors is no real indicator. A factory has pluspoints to the degree it attains its ideal and fulfills its purpose. That some of its machinery needs repair might not even be an outpoint. If the general machinery of the place is good for enough years to easily work off its replacement value there is a pluspoint.

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People applying fixed or wrong ideals to scene are only pointing up errors in their own ideals, not those of the scene!

A reformer who had a strict Dutch mother looks at a primitive Indian settlement and sees children playing in mud and adults going about unclothed. He forces them to live cleanly and cuts off the sun by putting them in clothes — they lose their immunities required to live and die off. He missed the pluspoint that these Indians had survived hundreds of years in this area that would kill a white man in a year!

Thus errors are usually a comparison to one's personal ideals. Outpoints compare to the ideal for that particular scene.

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HCO POLICY LETTER OF 23 JUNE 1970

REMIMEO

DATA SERIES 10

THE MISSING SCENE

The biggest "omitted data" would be the whole scene.

A person who does not know how the scene should be can thereafter miss most of the outpoints in it.

An example is the continual rewrite of the International Code (signaling by flags between ships) by some "Convention" composed of clerks who have never gone to sea. Not knowing the scene, the International Code of Signals now contains "How are your kidneys?" but nothing about lifeboats.

College education became rather discredited in Europe until students were required to work in areas of actual practice as part of their studies. Educated far from reality students had "no scene." Thus no data they had was related by them to an actual activity. There was even an era when the "practical man" or "practical engineer" was held in contempt. That was when the present culture started to go down.

On the other hand one of the most long-lived activities around is the wine industry of Portugal. It has almost no theory trained. It is total scene. Every job in it is by apprenticeship for years. It is very constant and very successful.

A good blend would be theory and practical in balance. That gives one data *and* activity. But it could be improved by stressing also the ideal scene.

BODIES OF DATA

Data classifies in similar connections or similar locations.

A body of data is associated by the subject to which it is applicable or by the geographical area to which it belongs.

A body of data can also be grouped as to time, like an historical period.

Illogic occurs when one or more data is misplaced into the wrong body of data for it.

An example would be "Los Angeles smog was growing worse so we fined New York." That is pretty obviously a misplace.

"Cars were no longer in use. Bacterial warfare had taken its toll."

"I am sorry madam but you cannot travel first class on a third class passport."

Humanoid response to such displacements is to be *reasonable*. A new false datum is dreamed up and put into the body of data to explain why that datum is included. (Reasonableness is often inserted as explanation of other outpoints also.)

In the smog one, it could be dreamed up that New York's exports or imports were causing LA smog.

In the car one, it could be imagined that bacteriological warfare had wiped out all the people.

In the train one, it could be inserted that in that country passports were used instead of tickets.

The brain strains to correctly classify data into its own zones and is very rejective or imaginative when it is not.

Intelligence tests accidentally use this one very often.

It remains that an outpoint can occur when a datum belonging to one zone of data, location or time, is inserted into another zone where it doesn't.

Algebra is sometimes hard to learn for some because NUMBERS are invaded by LETTERS. 2x = 10. X is of course 5. But part of a new student's mind says letters are letters and make words.

Primitive rejective responses to foreigners is a mental reaction to a body of people in this case being invaded by a person not of that tribe.

If the scene is wholly unknown, one doesn't know what data belongs to it. Thus a sense of confusion results. Recruits can be sent for ruddy rods for rifles and apprentice painters can be ordered to get cans of sky blue lampblack.

A sense of humor is in part an ability to spot outpoints that should be rejected from a body of data. In fact a sense of humor is based on both rejection and absurd outpoints of all types.

Reasonable people accept displacements with an amazing tranquility by imagining connecting links or assuming they do not know the ideal scene. A reasonable person would accept a pig in a parlor by imagining that there was a good reason for it. And leave the pig in the parlor and revise their *own* ideal scene!

Yet pigs belong to a body of data including barns, pens, farms, animals. And parlors belong to a body of data including teacups, knickknacks, conversation and humans.

Possibly Professor Wundt who "discovered" in 1879 that humans were animals had seen too many pigs in parlors! And based the whole of "psychology" on a confusion of bodies of data!

Murder in a hospital, as done by psychiatry, would be a confusion of bodies of *actions*. Actions belong to their own bodies of data.

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One *drives* a car, *rides* a horse. One doesn't ride a car but one can drive a horse. But the *action,* the motions involved with, driving a horse are very different than those used in driving a car. This is a language breakdown called a "homonym." One word means two different things. Japanese is an easy language except for its use of the same word for several different things. Two Japanese talking commonly have to draw Chinese characters (Japanese is written with Chinese characters) to each other to unravel what they mean. They are in a perpetual struggle to pry apart bodies of data.

"1234 Red 789 P 987 Green 432 Apple" as a statement would probably tie up CIA code breakers for weeks as they would *know* it was a code. The same statement would tie up a football coach as he would *know* it was a team play. A mathematician would *know* it fitted into some other activity than his. Hardly anyone would classify it as a totally meaningless series of symbols.

So there is a reverse compulsion — to try to fit any datum found into *some* body of data.

The mind operates toward logic, particularly in classes of things.

The sensible handling of data of course includes spotting a datum, terminal, item, action grouped in with a body of data wrong for it. And in spotting that a datum does not have to belong anywhere at all.

Included in mental abilities is putting similar data into one type of action, items or data. Car parts, traffic rules, communications, are each a *body* of data in which one can fit similar data.

When a person has some idea of the scene involved, he should be able to separate the data in it into similar groups.

An org board is an example of this. Sections are broad classes of action or items into which one can fit the related data. Departments are a broader body of related data, actions, items. Divisions are even broader but still cover related classes of data. The whole org is a very broad class of data, determined in part by the type of product being made.

If a person has trouble relating data to its proper body of data (if he were unaware or "reasonable") he would have an awful lot of trouble finding his way around an org or routing despatches or getting things or wearing his own hat.

Orders are a broad class of data. Orders from proper sources is a narrower body of data. If a person cannot tell the difference he will follow anyone's orders. And that will snarl him up most thoroughly.

I once knew a carpenter so obliging and so unable to classify orders that he built knickknacks, cabinets, shelves, for any staff member who asked and wasted all the time and materials and orders from his boss that were to have built a house! The house materials and money and the carpenter's time and pay were all expended without anything of value to show for it! Not only was he unable to relate orders to their own classes but also couldn't relate materials and plans to a house!

In most miscarriages of projects it will be found that someone on the line cannot relate data or actions to their own classes. Along with this goes other illogics.

So the ability to spot illogics in a known scene can directly relate to efficiency and even to success and survival.

A switch intended for a house put into an airplane electrical system cuts out at 30,000 feet due to the wrong metal to withstand cold and there goes the airplane. A part from one class of parts is included wrongly in another class of parts.

So there is an INCORRECTLY INCLUDED DATUM which is a companion to the OMITTED DATUM as an outpoint.

This most commonly occurs when, in the mind, the scene itself is missing and the first thing needed to classify data (scene) is not there.

An example is camera storage by someone who has no idea of *types* of cameras. Instead of classifying all the needful bits of a certain view camera in one box, one inevitably gets the lens hoods of *all* cameras jumbled into one box marked "lens hoods." To assemble or use the view camera one spends hours trying to find its parts in boxes neatly labeled "camera backs," "lenses," "tripods," etc.

Here, when the scene of what a set up view camera looks like and operates like, is missing, one gets a closer identification of data than exists. Lens hoods are lens hoods. Tripods are tripods. Thus a wrong system of classification occurs out of scene ignorance.

A traveler unable to distinguish one uniform from another "solves" it by classifying all uniforms as "porters." Hands his bag to an arrogant police captain and that's how he spent his vacation. In jail.

Lack of the scene brings about too tight an identification of one thing with another. This can also exclude a vital bit making a disassociation.

A newly called-up army lieutenant passes right on by an enemy spy dressed as one of his own soldiers. An experienced sergeant right behind him claps the spy in jail accurately because "he wasn't wearing 'is 'at the way we do in the Fusiliers!"

Times change data classification. In 1920 anyone with a camera near a seaport was a spy. In 1960 anyone not carrying a camera couldn't be a tourist so was watched!

So the scene for one cultural period is not the scene for another.

Thus a class of data for a given time belongs broadly or narrowly to itself. Including a datum in it or from another time or excluding a datum from it, or forcing a datum to have a class can in any combination produce an illogical situation.

Some knowledge of the scene itself is vital to an accurate and logical assembly or review of data.

The scene therefore, knowledge of, is the basic "omitted data."

The remedy of course is to get more data on what the scene itself really should consist of. When the *scene* is missing one has to study what the *scene* is supposed to consist of, just not more random data about it.

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HCO POLICY LETTER OF 30 JUNE 1970

REMIMEO

DATA SERIES 11

THE SITUATION

Probably the hardest meaning to get across is the definition of "SITUATION."

One can say variously, "Isolate the actual situation" or "Work out what the situation is" and get the most remarkable results.

To some, a despatch *is* a situation. A small error to others is a situation.

Yet if one wishes to know and use data and logic, one must know exactly what is meant *in this* logic series by SITUATION.

English has several meanings for the one word. In the dictionary it's a "place," a "state or condition of affairs," "a momentous combination of circumstances," "a clash of passions or personalities," or "a job." One gets the feeling that people are fumbling around for a meaning they know must be there.

For our purposes we had better give an *exact* definition of what is meant by SITUATION. If we are going to do a situation analysis by doing an analysis of data, then WHAT is a *situation?*

We can therefore specifically define for *our* purposes in logic the word SITUATION.

A SITUATION IS A MAJOR DEPARTURE FROM THE IDEAL SCENE.

This means a wide and significant or dangerous or potentially damaging CIRCUMSTANCE or STATE OF AFFAIRS which means that the IDEAL SCENE has been departed from and doesn't fully exist in that area.

THE IDEAL SCENE

One has to work out or know what the ideal scene would be for an organization or department or social strata or an activity to know that a wide big flaw existed in it.

To be somewhat overly illustrative about it, let us take a town that has no one living in it.

One would have to figure out what was the ideal scene of a town. Any town. It would be a place where people lived, worked, ate, slept, survived. It could be pretty or historical or well designed or quaint. Each of these would possibly add purpose or color to the town.

BUT this town in question has NO people living in it.

That is a departure from the ideal scene of towns.

Therefore THE SITUATION would be NO PEOPLE LIVE IN THIS "TOWN."

Data analysis would lead us to this by noting outpoints.

6 P.M. — No smoke from house chimneys. (omitted item)

9 P.M. — No lights. (omitted item)

Dawn — No dogs. (omitted terminals)

1910 election poster. (wrong time)

That would be enough. We would then realize that a SITUATION existed because data analysis is also done against the ideal scene.

We would know enough about it to look more closely.

No people! That's *the* SITUATION.

HANDLING

Thus if one were responsible for the area one would now know what to handle.

How he handled it depends upon (a) the need, (b) *availability of resources,* and (c) *capability*.

Obviously if it's supposed to have people in it and if one needs a town there one would have to get a bright idea or a dozen and eventually get people to live there. How fast it could be done depends on the availability of resources — those there or what one has (even as little resource as a voice, paper, pen, comm lines).

One's own capability to get ideas or work or the capabilities of people are a major factor in *handling*.

But so far as *the* SITUATION is concerned, it exists whether it is handled or not.

HOW TO FIND A SITUATION

When you are called upon to find out if there IS a situation (as an inspector or official or soldier or cat or king, whatever) you can follow these steps and arrive with what the situation is every time.

1. Observe.

2. Notice an oddity of any kind or none.

3. Establish what the ideal scene would be for what is observed.

4. Count the outpoints now visible.

5. Following up the outpoints observe more closely.

6. Establish even more simply what the ideal scene would be.

7. *The situation* will be THE MOST MAJOR DEPARTURE FROM THE IDEAL SCENE.

HANDLING

Just as you proceed to the MOST MAJOR SITUATION — go big, when it comes to *handling* it usually occurs that reverse is true — go small!

It is seldom you can handle it all at one bang. (Of course that happens too.)

But just because the SITUATION is big is no real reason the solution must be.

Solutions work on gradient scales. Little by more by more.

When you really see a SITUATION it is often so big and so appalling one can feel incapable.

The *need* to handle comes first.

The resources available come next.

The capability comes third.

Estimate these and, by getting a very bright workable (often very simple) idea, one can make a start.

An activity can get so wide of the ideal scene the people in it are just in a confusion. They do all sorts of odd irrelevant things, often hurt the activity further.

Follow the steps given 1–7 above and you will have grasped the SITUATION. You will then be able to do (a), (b), (c).

That begins to make things come right.

In that way most situations can be both defined and handled.

INTERFERENCE

Lots of people, often with lots of authority, get mired into situations. They do not know they are in anything that could be defined, isolated or stated. They bat madly at unimportant dust motes or each other and just mire in more deeply.

Whole civilizations uniformly go the route just that way.

So do orgs, important activities and individuals.

One can handle exactly as above, if one practices up so he can really do the drill on life.

The only danger is that the situation can be so far from any ideal that others with fixed ideas and madness can defy the most accurate and sensible solutions.

But that's part of the situation, isn't it?

Data analysis is done to make a more direct observation of exactly the right area possible. One can then establish the exact SITUATION.

It's a piece of freedom to be able to do this.

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HCO POLICY LETTER OF 5 JULY 1970

REMIMEO

DATA SERIES 12

HOW TO FIND AND ESTABLISH AN IDEAL SCENE

In order to detect, handle or remedy situations one has to be able to understand and work out several things.

These are defining the ideal scene itself, detect without error or guess any departure on it, find out WHY a departure occurred and work out a means of reverting back to the ideal scene.

In order to resolve a situation fully one has to get the *real* reason WHY a departure from the ideal scene occurred.

"What was changed?" or "What changed?" is the same question.

That "change" is the root of departures comes from a series of plant experiments I conducted. (The type of experimentation was undertaken to study cellular life behavior and reaction to see if it was a different *type* of life — it isn't. The experiments themselves were later repeated in various universities and were the subject of much press for them over the world.)

In setting up conditions of growth I observed that plants on various occasions greatly declined suddenly. In each case I was able to trace the last major CHANGE that had occurred and correct it. Changes made in temperature, water volume, humidity, ventilation greatly affected the plants in terms of wilt, decreased growth rate, increase in parasites, etc.

When THE change was isolated and the condition reverted to that occurring during the previous healthy period, a recovery would occur.

At first glance this may seem obvious. Yet in actual practice it was not easy to do.

Gardeners' records would omit vital data or alter importance or drop out time, etc. A gardener might seek to cover up for himself or a fellow worker. He tended to make himself right and would enter falsehoods or reassurance that was a falsehood into the analysis.

A new gardener would seem to affect the plants greatly and one could build a personality influence theory on this — until one found that, being untrained in the procedure used, he would enter even more outpoints than usual.

At such a juncture one would of course train the gardener. BUT that didn't locate WHAT had been changed. And one had to locate that to get the plants to recover. The conditions in use were extreme forcing conditions anyway and lapse of duty was very

apparent. Sixteen-foot hothouse American corn from seeds usually furnishing 5-foot stocks, 43 tomatoes to the truss where 5 is more usual were the demands being met. So any change showed up at once.

The fact of change itself was a vital point as well. One discovery was that life does best in a near optimum constancy—meaning that change just as change is usually harmful to plant life.

The fact of isolating change in the environment as the sole harmful cause was one discovery.

That one had to isolate THE change in order to obtain full recovery was another discovery.

Change itself was not bad but in this experimental series conditions were set as optimum and the beneficial changes had already been made with remarkable results. Thus one was observing change from the optimum.

This would be the same thing as "departures from the ideal scene."

The action was always:

1. Observe the decline.
2. Locate the exact change which had been made.
3. Revert THE change.
4. A return to the near ideal scene would occur if one were maintaining the ideal scene meanwhile.

THE IDEAL SCENE

There are two scenes:

A. The ideal scene,

B. The existing scene.

These of course can be wide apart.

How does one know the ideal scene?

At first thought it would be *very* difficult for a person not an expert to know the ideal scene.

For years certain "authoritarian" people in the field of mental healing fought with lies and great guile to obscure the fact that the ideal scene in mental healing can be known to anyone. Such imprisoned and tortured and murdered human beings with the excuse that they themselves were the only experts. "It takes 12 years to make a psychiatrist." "Expert skill is required to kill a patient."

The existing scene these "experts" made was a slaughterhouse for asylums and the insanity and crime statistics soaring.

They fought like maniacs to obscure the ideal scene and hired and coerced an army of agents, "reporters," "officials" and such to smash anyone who sought to present the ideal scene or ways to attain it. Indeed it was a world gone mad with even the police and governments hoodwinked by these "experts."

Yet any citizen knew the ideal scene had he not been so propaganda frightened by the existing scene.

By constantly pounding in the "naturalness" of an existing scene consisting of madness, crime, torture, seizure and murder, these mad "experts" PUT THE IDEAL SCENE SO FAR FROM REACH THAT IT APPEARED INCREDIBLE. It was so bad a situation that anyone proposing the ideal scene was actively resisted!

Yet the ideal scene is so easy to state that any citizen could have stated it at any time. And often believed it was occurring!

The ideal scene of an asylum would be people recovering in a calm atmosphere, restored to any previous ability, emerging competent and confident.

The ideal scene in the society would be, probably, a safe environment wherein one could happily make his way through life.

Of course, the technology of the mind was the missing data. But the experts in charge of that sector of life paid out hard cash to hoods to prevent any such technology developing — a matter fully documented.

The gap between the ideal scene and the existing scene can be very wide and in any endeavor elements exist that tend to prevent a total closure between the two.

However, approached on a gradient with skill and determination, it can be done.

DEPARTURE

The mental awareness that something is wrong with a scene is the point at which one can begin reverting to the ideal scene.

Without this awareness on the part of a GROUP then an individual can be much impeded in handling a situation.

The mental processes of the person seeking to improve things toward an ideal scene or change them back to an ideal scene must include those who are also parts of the scene.

Seeing something wrong without seeking to correct it degenerates into mere faultfinding and natter. This is about as far as many people go. That something, real or imagined, is wrong with the scene is a not uncommon state of mind. Not knowing what's intended or being done, or the limitations of resource or the magnitude and complexity of opposition, the armchair critic can be dreadfully unreal. He therefore tends to be suppressed, particularly by reactionaries (who try to keep it all as it is regardless).

Unfortunately, the continual battle of life then is between the critic and the reactionary. As this often blows up in pointless destruction, it can be seen there could be something wrong with both of them.

Particularly the inactive, carping critic is at fault on three counts:

A. He isn't doing anything about it.

B. He is not conceiving or broadcasting a real ideal scene.

C. He is not providing any gradient approach to actually attain an ideal scene.

The reactionary of course simply resists any change regardless of who is suffering, providing the reactionary can retain what position and possession he may have.

A revolutionary of course usually:

1. Is doing something about it even if violent.

2. Is conceiving and broadcasting his version of the ideal scene. And

3. Is planning and acting upon some means of bringing about his own ideal scene.

History and "progress" seem to be the revolutionary making his version of progress over the dead bodies of reactionaries.

And although it may be history and "progress" the cycle is usually intensely destructive and ends up without attaining an ideal scene and also destroying any scene existing.

The ancient world is filled with ruins over which one can wander in contemplative and philosophic reverie. These attempts to make and maintain an ideal scene certainly left enough bruised masonry around.

So it is really not enough to natter and it's rather too much to thrust violent change down on the heads of one and all including the objectors.

Violent revolution comes about when the actual ideal scene has not been properly stated and when it excludes significant parts of the group.

It's no good having a revolution if the end product will be a FURTHER departure from the ideal scene.

The pastoral nonsense of Jean Jacques Rousseau was about as wide from an ideal scene as you could get, and it and other efforts, also wide, brought on the French Revolution.

The Russian 1917 Revolution had already been preceded by the democratic Kerensky revolt. But it failed because Russia being Russia was about a century and a half late.

Also the French Revolution was late.

And in both cases those who should have led didn't. Lesser ranks overthrew command.

These and countless other human upheavals mark the fluttering pages of history and history will be written in similar vein again and again to eternity unless some sense and logic gets into the scene.

Revolt is only an expression of too long unmended departures from the ideal scene of society.

Usually the stitches taken to mend the growing social order are too weak and too hastily improvised to prevent the cultural fabric from being torn to rags.

Street battles and angry infantry are the direct opposite of the ideal political scene.

What was needed in such a case was an awareness of departure from the ideal scene, the discovery of WHY a departure occurred and a gradient, real and determined program to return the scene closer to the ideal.

The elements of improved mechanical arts and progress in the humanities may be utilized to effect the recovery. In any event (which is missed by the reactionary and his "good old days") cultures do change and those changes are a part of any new ideal scene. So one does not achieve a reversion to the ideal by turning back the clock. One must be bright enough to include improvements in a *new* ideal scene.

IDEAL SCENE AND PURPOSE

Let us look this over, this concept of the ideal scene, and see that it is not a very complex thing. One doesn't have to be much of an expert to see what an ideal scene would be.

The complex parts of the whole may not make up the whole, but they are not really vital to conceiving an ideal scene for any activity, as small as a family or as big as a planet.

The entire concept of an ideal scene for any activity is really a clean statement of its PURPOSE.

All one has to ask is "What's the purpose of this?" and one will be able to work out what the ideal scene of "this" is.

To give a pedestrian example let us take a shoe shop. Its purpose is obviously to sell or provide people with shoes. The ideal scene is almost as simple as "This activity sells or provides people with shoes."

Now, no matter how complex may be the business or economics of shoe sales, the fact remains that that is almost the ideal scene.

Only one factor is now missing: TIME.

The complete ideal scene of the shoe shop is then, "This activity is intended to provide people with shoes for (time)." It can be always or for its owner's lifetime or for the duration of the owner's stay in the town or the duration of the state fair.

Now we can see departures from the ideal scene of this shoe store.

One has to work out fairly correctly what the purpose of an activity is and how long it is to endure before one can make a statement of the ideal scene.

From this one can work out the complexities which compose the activity in order to establish it in the first place including the speed of the gradient (how much shoe store how fast) and also how to spot *the fact* of departure from the ideal scene.

This process would also work on any portion of the shoe store if the main ideal is not also violated. The children's department, the cashier, the stock clerk also have their subideal scenes. And departures from *their* ideal scenes can be noted.

It doesn't matter what the activity is, large or small, romantic or humdrum, its ideal scene and its subideal scenes are arrived at in the same way.

METHODS OF AWARENESS

Statistics are the only sound measure of any production or any job or any activity.

The moment that one goes into any dependence on opinion he goes into quicksand and will *see too late,* the fatal flaw in restoring anything.

If the fact that anything can be given *production* statistics seems too far out, it is visible that even a guard, who would at first glance seem to be producing nothing but giving only security, is actually producing minutes, hours, weeks, years of continued production TIME.

Probably the most thoughtful exercise is not conceiving the ideal scene but working out what the production statistic of it is. For here, the activity or subactivity must be very correctly staticized to exactly measure the ideal scene of any activity or the statistic will itself bring about a departure!

Just as the purpose from which the ideal scene is taken must be correct, so must the statistic be all the more thoughtfully correct.

As an example, if the ideal scene of the shoe store is given the total statistic of its income then three things can happen:

1. It may cease to provide people with shoes that persuade them to come back for more.
2. It may sell shoes without enough profit to cover overhead and cease to exist.
3. It may conduct itself with more interest in the cashier than the customer and lose its trade.

Probably its statistic is "percentage of citizens in the area profitably shod by this store."

Working out how long it takes to wear out an average pair of shoes, any ex-customer would be retired from the percentage after that timespan had elapsed from buying his last pair.

Given a fairly accurate and realistically updated census figure, that statistic would probably tell the tale of the ideal scene, which has its element of continuance.

The sole fixation on making money can depart from the scene. Abandonment of making any money would certainly cause a departure of the shoe store.

A commando battalion would have just as serious an examination for its ideal scene and statistic as a shoe store! And it would give a very, very effective activity if fully worked out. You'd really have to work out, probably better than the generals who think they have, the real purpose of a commando battalion (which is probably "to disperse enemy preparations by unexpected actions and overinvolve enemy manpower in expensive guarding"). The statistic could be something like "our individual soldiers freed from opponents" and/or "casualties not occurring by reason of interrupted enemy preparations."

In effect the commando battalion would be "producing." The result would be an effective increase in men under arms for their own side.

WHY

Knowing, then, the ideal scene and its statistic, one, by keeping the statistic, can notice without "reasonableness" or somebody's report or some fifth column propaganda, an immediate departure from the ideal scene.

Remember, violent change only becomes seemingly vital when the departure from the ideal scene is noticed *too late*.

Opinion, reports, subject to outpoints as they almost always are, seldom tell one more than somebody else's prejudices or his efforts to cover or failures to observe.

Now that a departure is seen (because the statistic drops) one can quickly go about noticing when and so get at WHY.

When he has the WHY of the departure he can proceed to handle it.

The statistic, guarded against false reports and verified, is a clean statement not as subject to outpoints as other types of statements.

Whole activities have been smashed by not having a statistic of success but taking an opinion of trouble and, reversely, by having a statistic indicating disaster but a broadcast opinion of "great success." Probably the latter is the more frequent.

It is not possible to locate WHY the departure soon enough to remedy unless one takes the most reliable datum available — which is the datum most easily kept clean of outpoints — which is a statistic.

You don't really even know there is a *Why* unless there has been a departure. And the departure may be very hard to spot without a statistic.

I have seen a group producing like mad, doing totally great, but which had no statistic, become the subject of wild outpoints and even contempt within itself.

If an activity lacks an ideal scene and a correct statistic for it, it has no stable datum with which to rebuff opinion and outpoints. To that extent the group goes a bit mad.

Group sanity depends, then, upon an ideal scene, correct subideal scenes and statistics to match.

One of the calmest, safest groups around had a bad reputation with fellow groups because it did not have or make known its ideal scene and did not have or release its statistics.

And it had a hard time of it for quite a while, meantime working exhaustedly but dedicatedly.

Planet, nation, social groups, businesses, all their parts and the individual have their ideal scene and their statistic, their departures and successes and failures. And none fall outside these data.

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HCO POLICY LETTER OF 6 JULY 1970

REMIMEO

DATA SERIES 13

IRRATIONALITY

Any and all irrationality is connected to departures from an ideal scene.

Therefore outpoints indicate departures.

It must follow then that rationality is connected to an ideal scene.

These three assumptions should be studied, observed and fully grasped.

They are very adventurous assumptions at first glance for if they are true then one has not only the definition of sanity in an organization or individual but also of neurosis and psychosis. One also sees that organizations or social groups or companies or any third dynamic (the urge to survival as a group) activity can be neurotic or psychotic.

It therefore would follow that the technology of the ideal scene, existing scene, departures, outpoints and statistics would contain or indicate the means of establishing sane groups or individuals or measuring their relative sanity or reestablishing relative sanity in them.

THE PLAGUE OF MAN

Man has been harassed by irrationality in individual and group conduct since there has been man.

The existing scene of man's activities is so immersed in departures and outpoints that at first survey there would seem to be no possible handling of the situation.

Most people have accepted the existing conditions as "inevitable" and toss them off with a "that's life."

This is of course an overwhelmed attitude.

And it is true that the departure from any ideal is so distant as to obscure any feeling of reality about possibly achieving an ideal scene even in a limited area.

Philosophies exist to "prove" that chaos is needful to furnish challenge. That is like saying "Be glad you're crazy" (as nineteenth-century psychologists *did* say). Or "Suffering refines one," as the playwrights of the early twentieth century so fondly used in their plots.

One whole religious order preached the necessity to accept man as he is.

Thus man is plagued with defeatism, has lacked technology, and civilization after civilization has succumbed, either in a flash of flame and war or in the slow erosion of grinding distress.

Most men, it has been said, live lives of quiet desperation.

One doesn't have to live through several wars to learn that man and his leaders are something less than sane.

Every sword-waving conqueror has exploited man's seeming inability to avoid brotherly slaughter and no conqueror or army seems to have noticed that wars only rarely shift boundaries no matter how many are killed. Europe for centuries has excelled in the development of marble orchards and failed remarkably to establish any lasting political scene at all.

In other lands government leaders, who should have at least a partial duty of preserving their citizenry have sat raptly listening to the advice of madmen for some centuries now. US leaders lately have taken to acting on the mental health guidance of many civilian committees, each one of which contains at least one member of an organization directly connected to Russia! The country most interested in fomenting US civil commotion! A former head of CIA once cracked for a joke, "What if there were a Russian KGB agent inside CIA?" The shudder of horror that went through US politicians was interesting to see. Yet every new employee of CIA was "vetted" before employment by members of two organizations connected to Russia! The "American" Psychological Association and the "American" Psychiatric Association are directed by the World Federation of Mental Health founded by Brock Chisholm, the companion of Alger Hiss and Whittaker Chambers, the famous US communist traitors. And the US government pays the WFMH to hold congresses which are attended by Russian KGB delegates. And all intelligence given the president on Vietnam, where the US was "fighting communism" was passed through the hands of a man whose parents are both Russian-born communists. And the US Defense Department intelligence on the same war was led and "coordinated" by another communist connected employee.

With that many outpoints showing up in their social welfare and intelligence scene, the US government seems something less than bright in wondering, "What riots?" "Why drugs?" "Why defeats?"

The statistics of the US welfare and social scene under the domination of the World Federation of Mental Health are soaring insanity, crime and riot graphs. It is so bad that Russia will never have to fight an atomic war. The US economic, political and social scene will deteriorate and is deteriorating so rapidly that the US will have lost any will to fight or any economic or social power to resist Russia.

(In case you wonder as to the factualness of data given above, it is all documented.)

I have given this existing scene so that you can see the outpoints. The deteriorated state of public safety in the US is well known. The fantastic sums it spends are well known.

I have given visible outpoints.

One glance at psychiatric and psychological statistics (which are all negative) would tell any sane person that they must be doing something else as they were given all the money, political power and authority ever needed to handle the scene. But it got *worse!* So, checking the scene for outpoints, one finds them directly connected to the No. 1 US enemy. Their data is marvelous for outpoints. Paid to serve the US, their literature discusses mainly abolishing boundaries and the Constitution.

The US official, so drowned in the chatter and confusion of double talk and false intelligence and situation reports, apparently cannot see any solution. And heaps money on his traitors and finances their avid destruction of the country.

Yet outpoints are so many and so visible that even the citizen sees them while the official remains apparently numb and inactive.

Very well, man can and does get drowned in his own irrationality. And his civilizations rise and fall.

Man's primary plague is irrationality. He is not in the grip of a "death wish," nor is he having a love affair with destruction. He has just lacked any road out or the technology to put him on it.

RESOLVING THE SCENE

All the US would have to do is count up the outpoints, look at the statistics, drop their passionate affair with Russian psychiatry, conceive an ideal scene of a productive America, rechannel welfare monies into decent public works to give people jobs and improve productivity per capita, knock off foreign funds and wars, give the money to increasing the value of American resources and even now the US would become all right. National production would catch up with destructive inflation, money would return to value and an ideal national scene would be approached. Even the military-industrial clique would be happy making bulldozers instead of tanks and youth would have a future in sight instead of a foreign-made grave. The odd part of it is, even the Senate and House would vote for such a program as their own statistic today is how much federal money can they bring home to their own states.

The only ones that would resist are the people who are the ones causing the above outpoints and who knowingly or unknowingly serve other masters than the US. And that's a simple security problem after all.

I have put the example on a large canvas just to show that the steps of handling departures are the same for all situations large or great.

When done this way, by the steps mentioned in the Data Series, big situations can be analyzed as well as little ones.

Available resources and all that play a part in getting the solution into effect. But the cost in time and action of the original effort to introduce the cycle of revertment to an ideal scene is not anywhere near as costly as *letting the departure continue*.

The EASIER thing to do in all cases is to work out the ideal scene, survey the existing scene for outpoints, work out statistics that *should* exist, find out WHY the departure, program a gradient solution back to the ideal, settle the practical aspects of it and go about it.

LOSING ONE'S WAY

One's direction is lost to the degree one fails to work out the ideal scene.

It is so easy to toss off an "ideal scene" that is not *the* ideal scene that one can begin with a false premise.

As he tries to work with an incorrect "ideal scene" for an activity he may fail and grow discouraged without recognizing that he is already working with an omitted datum — the *real* ideal scene for that activity.

This is a major reason one can lose one's way in handling a situation.

Also in trying to find a WHY of departure one may refuse to admit that something he himself did was the reason for the departure — or why the ideal scene never took place. It requires quite a bit of character to recognize one's own errors; it is much easier to find them in a neighbor. Thus one may choose the wrong WHY, for this and other reasons.

Failures to examine the scene, reasonableness which causes blindness to the obvious, errors of penetration and defensive reasons not to admit it all impede a proper analysis.

The existing scene may be missing in one's view because one doesn't really look at it or because one has no correct ideal scene for it.

Many would rather blame or justify than be honest. Others would rather criticize than work.

But this all adds up to outpoints in the examination itself.

If one keeps at it one will however arrive at the right answers with regard to any scene.

BUILDING THE IDEAL SCENE

To suppose one can instantly hit upon an ideal scene for any activity without further test is to be very fond of one's own prejudices.

There *is* however a test of whether you have the ideal scene or not.

Can you staticize it?

Strangely, but inevitably, since we live in the physical universe where there is both time and association of beings with beings and the physical universe and the physical universe with itself, there is a production-consumption factor in all living.

There seems to be a ratio between producing and consuming, and establishing it would probably resolve that strange subject, economics, as well as social welfare and other things.

It seems to be fatal to consume without producing. Many social observations teach us this.

Evidently one cannot, at the physical universe level, produce without consuming. And it seems that it is destructive to produce only and consume too little. One can produce far more than one consumes, apparently, but cannot consume far more than one produces.

This seems to be true of groups.

Some dreamers puffing on a hash pipe of unreality believe one can really be happy producing nothing and consuming everything. The idyllic ideal of a paradise where no one produces has been tried.

In interviewing secretaries in New York I found the larger percentage had the personal ideal scene of "marrying a millionaire." Aside from there not being that many millionaires, the dream of idle luxury forever was so far from any possible ideal scene that it was busy ruining their lives and giving their current male escorts a life of critical hell. One, having married a boy who was fast on the road to becoming a millionaire, was so dissatisfied with him not being one right now that she ruined his life and hers.

In short, it sounds nice, but having met a few who *did* marry millionaires, I can attest that they were either not producing and failing as beings or were working themselves half to death.

These no-production dreams, like the harp in heaven, lead at best to suicidal boredom. Yet Madison Avenue's ads would have one believe that one and all should own all manner of cloth, wood and metal just to be alive.

A whole civilization can break down, flop, on propaganda of no-production, total consumption. The sweat that flies off a "workers' paradise" would rival the Mississippi!

There *is* some sort of balanced ratio and it favors apparently, for pride and life and happiness, higher production of *something* than consumption. When it gets too unbalanced in *values,* something seems to happen.

The unhappiness and tumult in current society is oddly current with the Keynesian economic theory of creating want. It's a silly theory and has lately become to be abandoned. But it was in vogue forty years or more, as I recall. It produced the "welfare era" of the psychiatrist and the total slavery of the taxpayer!

So, whatever the economics of it, an ideal scene apparently *has* to have a statistic or the whole thing caves in, either from lack of continuity in time, from disinterest, or from plain lack of supply.

Death is possibly, could be in part, a cessation of interested production.

Hard pressed, a living being dreams of some free time. Give him too much and he begins to crave action and will go into production and if blocked from doing so will tend to cave in. Loss of a job depresses people way out of proportion and subsequent declines often trace back to it.

Destructive activities carry their own self-death. The state of veterans after wars is not always traced to wounds or privation. Destructive acts put a brand on a man.

Some of this is answered by the absence of production.

IDEAL SCENE AND STAT

Whatever the facts and economic rules may be about production and the ideal scene, it would seem to be the case, sufficient at least for our purposes, that this rule holds good:

> THE CORRECTLY STATED IDEAL SCENE WILL HAVE A PRODUCTION STATISTIC.

The way one defines "production" in this is not necessarily so many things made on an assembly line. That's an easy one.

It isn't just pairs of shoes. Production can be defined as the regulation or safeguarding of it, the planning or the designing of it, a lot, lot, lot of things.

A stat is a positive numerical thing that can be accurately counted and graphed on a two-dimensional thing.

To test the correctness of an ideal scene, one should be able to assign it a correct statistic.

If one can't figure out a statistic for it, then it probably is an incorrectly stated ideal scene and will suffer from departures.

Wrong stats assigned the ideal scene will wreck it. A wrongly conceived ideal scene will derail the activity quickly.

To understand something it is necessary to have a datum of comparable magnitude. To understand logic one needs to be able to establish what is illogic. One then has two things for comparison.

The ideal scene can be compared to an existing scene. This is one way to establish the ideal scene. But both need a factor to keep them in reality.

To test the ideal scene for correctness one needs to be able to formulate its statistic.

The exercise of testing the statement of the ideal scene, to keep it real and not airy-fairy and unattainable, is to work out a realistic stat for it.

One can go back and forth between the statistic and the stated ideal scene, adjusting one, then the other until one gets an attainable statistic that really does measure the validity of the stated ideal scene.

A statistic is a tight reality, a stable point, which is to measure any departure from the ideal scene.

In setting a statistic one has to outguess all efforts to falsify it (predict possible outpoints in collecting it) and has to see if following the statistic would mislead anyone from the ideal scene.

So let's walk back to the shoe store.

Test statement of ideal scene: to make money.

Test statistic: pairs of shoes sold.

Now if you tried to marry up those two you'd get a prompt catastrophe. The potential departure would be immediate.

We sell shoes at no profit to raise the stat, we make no money. We try only to make money, we sell cheap shoes at high cost and our customers don't come back and we don't make money.

So those two are both no good.

Departure would occur, indeed it already exists right in the badly worked out ideal scene and the stat.

Test ideal scene: cobblers are entitled to the shoes they make.

Test statistic: how many shoes cobbler makes.

So that's loopy!

Test ideal scene: all citizens furnished with shoes.

Test statistic: number of shoes given away.

Well, that's bonkers for a shoe *store* in any economic setup. The citizens for sure would have no shoes once the shoe store was empty, for if everything is *given* away, who'd raise cows for hides or drive nails in soles unless he had a gun held on him so what workers' paradise is this? Slave state for sure. So that's no ideal scene for a shoe store no matter how "ideal" it looks to a do-gooder. Too airy-fairy. Since no shoes would exist to be given away.

Test ideal scene: shoes for any worker who has coupons.

Test statistic: number of coupons collected.

Well, maybe. In some society. But can the shoe store get shoes for the coupons? Maybe if there's enough economic police.

But then this would have to be a monopoly shoe store and the quality would not be a factor.

So this must be an army quartermaster depot or a state monopoly. If no incentive were needed it would work. Sure would be hard on the corns but it would barely work. Rather insecure though.

But this is a shoe *store* where people buy.

Test ideal scene: to provide workers with good shoes that can be replaced from suppliers.

Test statistic: ??? Number of shoes from suppliers given to workers . . . Happy workers . . . ??? Amount of control that can be exerted on suppliers . . . ??? Ah. Number of shoes supplied well-shod workers.

Okay, that's a QM depot. Now what's a shoe *store?*

And we probably get what was given in an earlier example:

Ideal scene: to provide people with shoes and continue in business for owner's lifetime.

Statistic: percentage of citizens in area profitably shod by this store.

But even this would need to be played back and forth. And if this shoe store was in a socialist country both might require amendment. And if it was in a beach resort thronged with tourists who were also mostly foreigners the ideal scene and statistic would suffer an immediate departure and the store would fail, crash if the ideal scene were not correctly stated and the statistic real. The class of tourist would have a bearing on it.

Maybe the state has currency control demands on shopkeepers and requires them to get in foreign currency or no new stock!

Thus you could get:

Ideal scene: engendering acquisitiveness for novelty footwear made in this country.

Statistic: pairs of gift shoes bought by foreigners.

That sure would shift the whole atmosphere of the store!

Thus one plays the ideal scene against the statistic.

Maybe one can't find any ideal scene for the activity and no statistic of any significance to anyone. Could be that the activity is totally worthless even to oneself as a hobby. Although this opens the door to cynicism or a lazy way of not doing anything about anything, it just could be. Even a "reporter" who writes nothing could have an ideal scene and statistic. But it would have to be really real even then. Like,

Ideal scene: unsuspected as a spy while accepted as a "reporter."

Statistic: cash collected for reports undetectedly delivered to my government.

If that seems unreal as a scene the staff of *Time* magazine recently held a mass meeting protesting the use of *Time* credentials for government spying. "Nobody will talk to us anymore," the staff of that dying WFMH mouthpiece wept.

So anything could have an ideal scene, even a police state.

Ideal*ism* has nothing to do with it.

VIABLE

The word "viable" means capable of living, able to live in a particular climate or atmosphere.

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Life over a period of time requires VIABILITY, or the ability to survive.

Any organism or any group or any part of a group must have a potential of survival. It must be viable — life-able.

This is true of any ideal scene. The statistic measures directly the relative survival potential of the organism or its part.

This tells you the plain fact that life contains the essential purpose of living, no matter how many misguided philosophers or generals may decree otherwise.

The planetary population is now not fully viable since weapons exist capable of making it a billiard ball at the whim of some madman.

The potential survival of the whole is of course an influence and limitation on its parts.

Men who live "only for self" don't live.

An organism or group can live a dangerous life in that it risks its survival. But its own inefficiency is more of a threat than its enemies if it does not know or adjust its ideal scene.

A military company, told on posters the ideal scene is all brag in the bar with girls on each arm, who find in fact that their actual scene is military police outside every bar with clubs and a real short life under the orders of a sadistically disinterested and inexpert government, is presented with an instantly visible departure.

The government believed such posters were needful to get recruits and did not realize that a truthfully stated scene and an effort to promote survival to commanders would also have recruited and conscription needn't be resorted to as the end product of lies.

Men will become part of the most onerous and dangerous groups imaginable providing the purpose is there and stated and they have a chance of survival.

The ideal scene of a nation worshiping death is that of a nation that will not survive anyway. At least not as that nation.

A group or an organism must be viable. The state is relative to the time the group needs to live to accomplish its purpose.

Each part of a group, in any ideal scene, should contribute viability to the whole group.

Production of something is mandatory on any part of a group if the group is to be fully viable.

Painting, writing, music, all have positive roles in a society. So productivity, as is viability, can be seen as a very broad inclusive term.

The *sub*purposes of any group make up the subideal scene of its various parts.

In other words each part of a broad group has its own ideal scene and its own statistic.

These combined bring about the broad group's ideal scene.

The statistics each lead to viability of the part and then the whole group.

In reverse, with so many parts of a planet desirous of extinguishing so many other parts, the viability of the planet becomes questionable.

In an organization each part has its own ideal scene and its own statistic on up to the main ideal scene and the main statistic.

In practice one works back from the ideal scene of the group into its smallest part, so that all lesser ideal scenes and lesser statistics mount up to and bring about the main ideal scene and statistic.

Examining the lesser ideal scenes and statistics, one can find outpoints first in how the whole thing is organized and then the main ideal scene and the statistics and how the lesser ones bring it about.

Dominant is the viability of the whole. Where any part does not support total viability it is an outpoint. Contributive is the viability of each part and cohesive is the scheme in which the lesser ideal scenes and the lesser statistics bring about the BIG ideal scene and the BIG statistic. If this does not occur the nonsupportive lesser ideal scene or statistic is an outpoint.

Groups that falter have to have all this restudied. As departures *did* occur, the organization itself, as part of any action, must be reexamined against experience and new greater and lesser ideal scenes and statistics must be worked out for it and put into use.

Agreement of the group is a necessary ingredient as many reformers have learned, often too late, and as many groups have seen, also generally too late.

The trick is to correct the ideal scene and statistic and all lesser ones of the group while it is still alive.

After that one can have better dependence upon them and keep the statistics up and the purpose going forward.

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HCO POLICY LETTER OF 7 JULY 1970

REMIMEO

DATA SERIES 14

WORKING AND MANAGING

By actual experience in working and managing in many activities, I can state flatly that the most dangerous worker-manager thing to do is to work or manage from something else than statistics.

Interpersonal relations with many strata of many societies in many lands with many activities demonstrates plainly that man's largest and most unjust fault consists wholly of acting on opinion.

Opinions can be as varied as the weather in Washington, all on the same subject. When one says "opinion," one is dealing with that morass of false reports and prejudices which make up the chaos of current social orders.

Some seek an answer in status. "If one has STATUS, one is safe" is about as frail as a house of cards. Ask some recently deposed dictator or yesterday's idol what his status was worth. Yet many work exclusively for status. In Spain it is enough to have an executive *degree*. One doesn't have to do any executiving. Work at it? *Caramba* no!

In capitalisms it is enough to be an heir and in communisms it is only necessary to be the son of a commissar. Work? *Nyet!*

Revolts are protests against idle status. Where are the kings of yesteryear?

Riding along on the last generation's statistics is as fatal as a diet of thin air.

Undeserved status is a false statistic. Nothing is more bitterly resented, unless it is a statistic earned without status by those who live by status alone!

William Stieber, the most skilled intelligence chief of the nineteenth century, who won the Franco-Prussian War for Bismarck, was hated by German officers because he was not a proper officer but a civilian!

When German officers took over German intelligence they lost two wars in a row and the caste is very unlamentedly dead.

So long as "character" can be reviled, so long as "opinion" is used, so long as governments run on rumors and false reports, the social scene will continue to be a mess.

You will not believe it but governments think newspaper stories are "public opinion." One US president was astounded to be given a wildly enthusiastic public

reception at an airport. The press had been hammering him for a year and the poor fellow thought it was "public opinion." Texts on public relations remark this strange governmental fixation on believing the press.

That means all a nation's enemies have to do is bribe or hire some underpaid reporters or semibankrupt publishers, and *voilà!* it can steer the government any way it wishes!

Do a survey on any personality or subject and the conflicts in opinion are revealed as fantastic.

Seven witnesses to one street accident will even give seven conflicting accounts.

Thus this whole field of "opinion" and "reports" is a quicksand endangering both personal repute and management skill.

It is so bad that wars and revolutions stem directly from the use of opinion and the neglect of statistics.

In a chaos it is necessary to set up one point or terminal which is stable before one can really decide anything much less get anything done.

A statistic is such a stable point. One can proceed from it and use it to the degree that it is a correct statistic.

One can detect, then, when things start to go wrong well before they crash.

Using opinion or random rumors or reports one can go very wrong indeed. In fact, using these without knowing the statistics one can smash a life or crash a group.

The US Navy operates on the social attainments and civilized behavior of their people.

A naval officer is promoted on the basis of his amiability and the social skill of his wife!

A clerk is promoted because he marries the boss's daughter.

A governor is elected because he could play a guitar!

This is a whirlwind of chaos because of the falseness of the statistics used.

So the stat used is itself an outpoint in each case.

PREDICTION

Outpoints are more than useful in prediction.

The whole reason one does a data analysis and a situation analysis is to predict.

The biggest outpoint would be a missing ideal scene, the next biggest would be a correct statistic for it.

If these are missing then prediction can become a matter of telling fortunes with bamboo sticks.

One predicts in order to continue the viability of an organism, an individual, a group, an organization, a state or nation or planet, or to estimate the future of anything.

The more outpoints the less future.

A disaster could be said to be a totality of outpoints in final and sudden culmination.

This gives one a return to chaos.

The closer one approaches a disaster the more outpoints will turn up. Thus the more outpoints that turn up, the closer one is approaching a disaster.

When the outpoints are overwhelming, a condition of death is approached.

By being able to predict, the organism or individual or group can correct the outpoints before disaster occurs.

Each sphere of activity has its own prediction.

A group of different activities with a common goal can be predicted by the outpoints turning up in parts of the general activity.

In theory if all parts of a main group or organization had an ideal scene for each, a statistic and an intense interest in maintaining the ideal scene and statistic of each part, the survival would be infinite.

Any group or organism or individual is somewhat interdependent upon its neighbors, on other groups and individuals. It cannot however put them right unless it itself has reached some acceptable level of approach to its ideal scenes.

The conflict amongst organisms, individuals and groups does not necessarily add up to "the survival of the fittest," whatever that meant. It does however mean that in such conflict the best chance of survival goes to the individual, organism or group that best approaches and maintains its ideal scene, lesser ideal scenes, statistic and lesser statistics.

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FOUNDER

HCO POLICY LETTER OF 8 AUGUST 1970

REMIMEO

DATA SERIES 15

WRONG TARGET

There is an additional specific outpoint.

It is WRONG TARGET.

This means in effect AN INCORRECT SELECTION OF AN OBJECTIVE TO ATTEMPT OR ATTACK.

Example: Josie Ann has been sitting in the house reading. Her brother Oscar has been playing ball in the yard. A window breaks. Josie Ann's mother rushes into the room, sees Josie Ann and the ball on the floor, spanks Josie Ann.

This outpoint contains the element, amongst other things, of injustice.

There is another version of this:

Example: A firm has its premises flooded. The manager promptly insists on buying fire insurance.

Example: The people of Yangville are starving due to food scarcity in the land. The premier borrows 65 million pounds to build a new capital and palace.

Example: The government is under attack and riot and civil disorder spreads. The government officials campaign to put down all "rightists" for trying to establish law and order.

Example: A man is beaten and robbed on the main street of a town. The police demand to know why he was there and put him in jail for a long period of investigation.

Example: The multibillion-dollar drug cartels push out 65 tons of habit-forming hard drugs. A government campaigns against cigarettes.

Example: A boy wants to be an accountant. His family forces him to join the army as a career.

It is noted that the very insane often attack anyone who seeks to help them.

This outpoint is very fundamental as an illogic and is very useful.

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HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1970
ISSUE I

REMIMEO
EXECUTIVE HATS
ETHICS HATS

DATA SERIES 16

INVESTIGATORY PROCEDURE

Correction of things which are not wrong and neglecting things which are not right puts the tombstone on any org or civilization.

In auditing when one reviews or "corrects" a case that is running well, one has trouble. It is *made* trouble.

Similarly on the third dynamic, correcting situations which do not exist and neglecting situations which *do* exist can destroy a group.

All this boils down to CORRECT INVESTIGATION. It is not a slight skill. It is THE basic skill behind any intelligent action.

SUPPRESSIVE JUSTICE

When justice goes astray (as it usually does) the things that have occurred are:

1. Use of justice for some other purpose than public safety (such as maintaining a privileged group or indulging a fixed idea) or

2. Investigatory procedure.

All suppressive use of the forces of justice can be traced back to one or the other of these.

Aberrations and hate very often find outlet by calling them "justice" or "law and order." This is why it can be said that man cannot be trusted with justice.

This or just plain stupidity bring about a neglect of intelligent investigatory procedures. Yet all third dynamic sanity depends upon correct and unaberrated investigatory procedures. Only in that way can one establish causes of things. And only by establishing causes can one cease to be the effect of unwanted situations.

It is one thing to be able to observe. It is quite another to utilize observations so that one can get to the basis of things.

SEQUENCES

Investigations become necessary in the face of outpoints or pluspoints.

Investigations can occur out of idle curiosity or particular interest. They can also occur to locate the cause of pluspoints.

Whatever the motive for investigation, the action itself is conducted by sequences.

If one is incapable mentally of tracing a series of events or actions, one cannot investigate.

Altered sequence is a primary block to investigation.

At first glance, omitted data would seem to be the block. On the contrary, it is the end product of an investigation and is what pulls an investigation along — one is looking for omitted data.

An altered sequence of actions defeats any investigation. Examples: We will hang him and then conduct a trial. We will assume who did it and then find evidence to prove it. A crime should be provoked to find who commits them.

Any time an investigation gets back-to-front, it will not succeed.

Thus if an investigator himself has any trouble with seeing or visualizing sequences of actions, he will inevitably come up with the wrong answer.

Reversely, when one sees that someone has come up with a wrong or incomplete answer, one can assume that the investigator has trouble with sequences of events or, of course, did not really investigate.

One can't really credit that Sherlock Holmes would say, "I have here the fingerprint of Mr. Murgatroyd on the murder weapon. Have the police arrest him. Now, Watson, hand me a magnifying glass and ask Sgt. Doherty to let us look over his fingerprint files."

If one cannot visualize a series of actions, like a ball bouncing down a flight of stairs, or if one cannot relate in proper order several different actions with one object into a proper sequence, he will not be able to investigate.

If one can, that's fine.

But any drilling with attention-shifting drills will improve one's ability to visualize sequences. Why? Stuck attention or attention that cannot confront alike will have trouble in visualizing sequences.

INVESTIGATIONS

In HCO Policy Letter 11 May 65 I, ETHICS OFFICER HAT; HCO Policy Letter 1 Sept. 65 VI, ETHICS PROTECTION; HCO Policy Letter 1 Feb. 66 II, INSPECTIONS BY EXECUTIVE SECRETARIES, HOW TO DO THEM; and pages 3, 4, 5 and 6 of the *Manual of Justice,** the subject of investigation as applied to justice is given.

It will be noted that these are *sequences* of actions.

Neglect of these items or a failure to know and follow them led here and there to suppressive uses of justice or to permitting orgs to be suppressed by special interest groups in the society.

*[*Editor's Note:* The *Manual of Justice* was written for HCO personnel in 1959. Most of the data in it later appeared in the book *Introduction to Scientology Ethics* and in policy letters from 1965 to 1966 on Ethics Officer duties.]

Indeed, had these been in and followed we would have had a great deal less trouble than we did.

But investigation is not monopolized by law and order.

All betterment of life depends on finding out pluspoints and why and reinforcing them, locating outpoints and why and eradicating them.

This is the successful survival pattern of living. A primitive who is going to survive does just that and a scientist who is worth anything does just that.

The fisherman sees sea gulls clustering over a point on the sea. That's the beginning of a short sequence, point number 1. He predicts a school of fish, point number 2. He sails over as sequence point number 3. He looks down as sequence point number 4. He sees fish as point number 5. He gets out a net as point number 6. He circles the school with the net, number 7. He draws in the net, number 8. He brings the fish on board, number 9. He goes to port, number 10. He sells the fish, number 11. That's following a pluspoint — cluster of sea gulls.

A sequence from an outpoint might be: Housewife serves dinner. Nobody eats the cake, number 1; she tastes it, number 2; she recognizes soap in it, number 3. She goes to kitchen, number 4. She looks into cupboard, number 5. She finds the soapbox upset, number 6. She sees the flour below it, number 7. She sees cookie jar empty, number 8. She grabs young son, number 9. She shows him the setup, number 10. She gets a confession, number 11. And number 12 is too painful to describe.

Unsuccessful investigators think good fish catches are sent by God and that when cake tastes like soap it is fate. They live in unsuccessful worlds of deep mystery.

They also hang the wrong people.

DISCOVERY

All discoveries are the end product of a sequence of investigatory actions that begin with either a pluspoint or an outpoint.

Thus all knowledge proceeds from pluspoints or outpoints observed.

And all knowledge depends on an ability to investigate.

And all investigation is done in correct sequence.

And all successes depend upon the ability to do these things.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1970
ISSUE II

REMIMEO

DATA SERIES 17

NARROWING THE TARGET

When you look at a broad field or area it is quite overwhelming to have to find a small sector that might be out.

The lazy and popular way is to generalize. "They're all confused." "The organization is rickety." "They're doing great."

That's all very well but it doesn't get you much of anywhere.

The way to observe so as to find out what to observe is by discarding areas.

This in fact was the system I used to make the discoveries which became Dianetics and Scientology.

It was obvious to me that it would take a few million years to examine all of life to find out what made it what it was.

The first step was the tough one. I looked for a common denominator that was true for all life forms. I found they were attempting to survive.

With this datum I outlined all areas of wisdom or knowledge and discarded those which had not much assisted man to survive.

This threw away all but scientific methodology, so I used that for investigatory procedure.

Then, working with that found mental image pictures. And working with them found the human spirit as different from them.

By following up the workable, one arrived at the processing actions which, if applied, work, resulting in the increase of ability and freedom.

By following up the causes of destruction, one arrived at the points which had to be eradicated.

This is of course short-handing the whole cycle enormously. But that is the general outline.

Survival has been isolated as a common denominator to successful actions and succumb has been found as the common denominator of unsuccessful actions. So one does not have to reestablish these.

From there, to discover anything bad or good, all one has to do is discard sterile areas to get a target necessary for investigation.

One looks broadly at the whole scene. Then discards sections of it that would seem unrewarding. He will then find himself left with the area that contains the key to it.

This is almost easier done than described.

Example: One has the statistics of a nine-division org. Eight are normal. One isn't. So he investigates the area of that one. In investigating the one, he discards all normal bits. He is left with the abnormal one that is the key.

This is true of something bad or something good.

A wise boy who wanted to get on in life would discard all the men who weren't getting on and study the one who was. He would come up with something he could use as a key.

A farmer who wanted to handle a crop menace would disregard all the plants doing all right and study the one that wasn't. Then, looking carefully, he would disregard all the should be's in that plant and wind up with the shouldn't be. He'd have the key.

Sometimes in the final look one finds the key not right there but way over somewhere else.

The boy, studying the successful man, finds he owed his success to having worked in a certain bank seven states away from there.

The farmer may well find his hired man let the pigs out into the crop.

But both got the reason why by the same process of discarding wider zones.

Pluspoints or outpoints alike take one along a sequence of discoveries.

Once in a purple moon they mix or cross.

Example: Gross income is up. One discards all normal stats. Aside from gross income being up, only one other stat is down — new names. Investigation shows that the public executives were off post all week on a tour and *that* was what raked in the money. Conclusion — send out tours as well as man the public divisions.

Example: Upset is coming from the camp kitchen. Obvious outpoints. Investigation discloses a 15-year-old cook holding the job solo for 39 field hands! Boy is he pluspoint. Get him some help!

DRAWN ATTENTION

Having attention dragged into an area is about the way most people "investigate." This puts them at effect throughout.

When a man is not predicting, he is often subjected to outpoints that leap up at him. Conversely, when outpoints leap up at one unexpectedly he knows he better do more than gape at them. He is already behindhand in investigating. Other signs earlier existed which were disregarded.

ERRORS

The usual error in viewing situations is not to view them widely enough to begin with.

One gets a despatch which says Central Files don't exist.

By now keeping one's attention narrowly on that, one can miss the whole scene.

To just order Central Files put back in may fail miserably. One has been given a single observation. It is merely an outpoint: Central Files omitted.

There is no WHY.

You follow up "no CF" and you may find the Registrar is in the Public Division and Letter Registrars never go near a file and the category of everyone in CF is just "been tested." You really investigate and you find there's no HCO Exec Sec or Dissem Sec and there hasn't been one for a year.

The cycle of "Outpoint, correct. Outpoint, correct. Outpoint, correct" will drown one rapidly and improve nothing! But it sure makes a lot of useless work and worry.

WISDOM

Wisdom is not a fixed idea.

It is knowing how to use your wits.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1970
ISSUE III

REMIMEO

DATA SERIES 18

SUMMARY OF OUTPOINTS

OMITTED DATA

An omitted anything is an outpoint.

This can be an omitted person, terminal, object, energy, space, time, form, sequence or even an omitted scene. Anything that *can* be omitted that *should* be there is an outpoint.

This is easily the most overlooked outpoint as it isn't there to directly attract attention.

On several occasions I have found situation analyses done which arrived at no WHY that would have made handling possible but which gave a false Why that would have upset things if used. In each case the outpoint that held the real clue was this one of an omitted something. In a dozen cases it was omitted personnel each time. One area to which orders were being issued had no one in it at all. Others were undermanned, meaning people were missing. In yet another case there were no study materials at all. In two other cases the whole of a subject was missing in the area. Yet no one in any of these cases had spotted the fact that it was an omitted something that had caused a whole activity to decay. People were working frantically to remedy the general situation. None of them noticed the omissions that were the true cause of the decay.

In crime it is as bad to *omit* as it is to commit. Yet no one seems to notice the omissions as actual crimes.

Man, trained up in the last century to be a stimulus-response animal, responds to the therenesses and doesn't respond as uniformly to not-therenesses.

This opens the door to a habit of deletion or shortening which can become quite compulsive.

In any analysis which fails to discover a WHY, one can safely conclude the Why is an omission and look for things that *should* be there and aren't.

ALTERED SEQUENCE

Any things, events, objects, sizes, in a wrong sequence is an outpoint.

The number series 3, 7, 1, 2, 4, 6, 5 is an altered sequence, or an incorrect sequence.

Doing step two of a sequence of actions before doing step one can be counted on to tangle any sequence of actions.

The basic outness is no sequence at all. This leads into FIXED IDEAS. It also shows up in what is called disassociation, an insanity. Things connected to or similar to each other are not seen as consecutive. Such people also jump about subjectwise without relation to an obvious sequence. Disassociation is the extreme case where things that are related are not seen to be and things that have no relation are conceived to have.

Sequence means linear (in a line) travel either through space or time or both.

A sequence that should be one and isn't is an outpoint.

A "sequence" that isn't but is thought to be one is an outpoint.

A cart-before-the-horse out of sequence is an outpoint.

One's hardest task sometimes is indicating an inevitable sequence into the future that is invisible to another. This is a consequence. "If you saw off the limb you are sitting on you will of course fall." Police try to bring this home often to people who have no concept of sequence; so the threat of punishment works well on well-behaved citizens and not at all on criminals since they often are criminals because they can't think in sequence — they are simply fixated. "If you kill a man you will be hanged," is an indicated sequence. A murderer fixated on revenge cannot think in sequence. One has to think in sequences to have correct sequences.

Therefore it is far more common than one would at first imagine to see altered sequences since persons who do not think in sequence do not see altered sequences in their own actions or areas.

Visualizing sequences and drills in shifting attention can clean this up and restore it as a faculty.

Motion pictures and TV were spotted by a recent writer as fixating attention and not permitting it to travel. Where one had TV-raised children, it would follow, one possibly would have people with a tendency to altered sequences or no sequences at all.

DROPPED TIME

Time that should be noted and isn't would be an outpoint of "dropped time."

It is a special case of an omitted datum.

Dropped time has a peculiarly ferocious effect that adds up to utter lunacy.

A news bulletin from 1814 and one from 1922 read consecutively without time assigned produces otherwise undetectable madness.

A summary report of a situation containing events strung over half a year without saying so can provoke a reaction not in keeping with the current scene.

In madmen the present is the dropped time, leaving them in the haunted past. Just telling a group of madmen to "come up to present time" will produce a few miraculous "cures." And getting the date of an ache or pain will often cause it to vanish.

Time aberrations are so strong that dropped time well qualifies as an outpoint.

FALSEHOOD

When you hear two facts that are contrary, one is a falsehood or both are.

Propaganda and other activities specialize in falsehoods and provoke great disturbance.

Willful or unintentional, a falsehood is an outpoint. It may be a mistake or a calculated or defensive falsehood and it is still an outpoint.

A false anything qualifies for this outpoint. A false being, terminal, act, intention, anything that seeks to be what it isn't is a falsehood and an outpoint.

Fiction that does not pretend to be anything else is of course not a falsehood.

So the falsehood means "other than it appears" or "other than represented."

One does not have to concern oneself to define philosophic truth or reality to see that something stated or modeled to be one thing is in actual fact something else and therefore an outpoint.

ALTERED IMPORTANCE

An importance shifted from its actual relative importance, up or down, is an outpoint.

Something can be assigned an importance greater than it has.

Something can be assigned an importance less than it has.

A number of things of different importances can be assigned a monotone of importance.

These are all outpoints, three versions of the same thing.

All importances are relative to their actuality.

WRONG TARGET

Mistaken objective wherein one believes he is or should be reaching toward A and finds he is or should be reaching toward B is an outpoint.

This is commonly mistaken identity. It is also mistaken purposes or goals.

If we tear down X we will be okay often results in disclosure that it should have been Y.

"Removing the slums" to make way for modern shops kills the tourist industry. Killing the king to be free from taxation leaves the tax collector alive for the next regime.

Injustice is usually a wrong target outpoint.

Arrest the drug consumer, award the drug company would be an example.

Military tactics and strategy are almost always an effort to coax the selection of a wrong target by the enemy.

And most dislikes and spontaneous hates in human relations are based on mistaken associations of Bill for Pete.

A large sum of aberration is based on wrong targets, wrong sources, wrong causes.

Incorrectly tell a patient he has ulcers when he hasn't and he's hung with an outpoint which impedes recovery.

The industry spent on wrong objectives would light the world for a millennium.

SUMMARY

These are the fundamental outpoints required in data analysis and situation analysis.

They have an infinity of variation. They should be very well known to anyone seeking third dynamic sanity.

They are the basic illogics.

And while there may be others, these will serve.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 OCTOBER 1970

REMIMEO

DATA SERIES 19

THE REAL WHY

"WHY" as used in logic is subject to noncomprehension.

WHY = that basic outness found which will lead to a recovery of stats.

WRONG WHY = the incorrectly identified outness which when applied does not lead to recovery.

A MERE EXPLANATION = a *"Why"* given as THE Why that does not open the door to any recovery.

Example: A mere explanation: "The stats went down because of rainy weather that week." So? So do we now turn off rain? Another mere explanation: "The staff became overwhelmed that week." An order saying "Don't overwhelm staff" would be the possible "solution" of some manager. BUT THE STATS WOULDN'T RECOVER.

The *real* WHY when found and corrected leads straight back to improved stats.

A wrong Why, corrected, will further depress stats.

A mere explanation does nothing at all and decay continues.

Here is a situation as it is followed up:

The stats of an area were down. Investigation disclosed there had been sickness two weeks before. The report came in: "The stats were down because people were sick." This was a mere explanation. Very reasonable. But it solved nothing. What do we do now? Maybe we accept this as the correct Why. And give an order, "All people in the area must get a medical exam and unhealthy workers will not be accepted and unhealthy ones will be fired." As it's a correction to a wrong Why, the stats *really* crash. So that's not it. Looking further we find the real WHY. In the area there is no trained-in org bd and a boss there gives orders to the wrong people which, when executed, then hurt their individual stats. We org board the place and groove in the boss and we get a stat recovery and even an improvement.

The correct WHY led to a stat recovery.

Here is another one. Stats are down in a school. An investigation comes up with a mere explanation: "The students were all busy with sports." So management says "No sports!" Stats go down again. A new investigation comes up with a wrong Why: "The students are being taught wrongly." Management sacks the dean. Stats really crash

now. A further more competent investigation occurs. It turns out that there were 140 students and only the dean and one instructor! And the dean had other duties! We put the dean back on post and hire two more instructors making three. Stats soar. Because we got the right Why.

Management and organizational catastrophes and successes are ALL explained by these three types of Why. An arbitrary is probably just a wrong Why held in by law. And if so held in, it will crash the place.

One really has to understand logic to get to the correct WHY and must really be on his toes not to use and correct a wrong WHY.

In world banking, where inflation occurs, finance regulations or laws are probably just one long parade of wrong Whys. The value of the money and its usefulness to the citizen deteriorate to such an extent that a whole ideology can be built up (as in Sparta by Lycurgus who invented iron money nobody could lift in order to rid Sparta of money evils) that knocks money out entirely and puts nothing but nonsense in its place.

Organizational troubles are greatly worsened by using mere explanations (which lead to no remedies) or wrong Whys (which further depress stats). Organizational recoveries come from finding the real WHY and correcting it.

The test of the real WHY is "When it is corrected, do stats recover?" If they do, that was it. And any other remedial order given but based on a wrong Why would have to be cancelled quickly.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 26 NOVEMBER 1970

REMIMEO

DATA SERIES 20

MORE OUTPOINTS

While there could be many many oddities classifiable as outpoints, those selected and named as such are major in importance whereas others are minor.

WRONG SOURCE

"Wrong source" is the other side of the coin of wrong target.

Information taken from wrong source, orders taken from the wrong source, gifts or materiel taken from wrong source all add up to eventual confusion and possible trouble.

Unwittingly receiving from a wrong source can be very embarrassing or confusing, so much so that it is a favorite intelligence trick. Dept D in East Germany, the Dept of Disinformation, has very intricate methods of planting false information and disguising its source.

Technology can come from wrong source. For instance Leipzig University's school of psychology and psychiatry opened the door to death camps in Hitler's Germany. Using drugs, these men apparently gave Hitler to the world as their puppet. They tortured, maimed and slaughtered over 12,000,000 Germans in death camps. At the end of World War II these extremists formed the "World Federation of Mental Health," which enlisted the American Psychiatric Association and the American Medical Association and established "National Associations for Mental Health" over the world, cowed news media, smashed any new technology and became the sole advisers to the US government on "mental health, education and welfare" and the appointers of all health ministers through the civilized world, and through their graduate Pavlov dominated Russian communist "mental health." This source is so wrong that it is destroying man, having already destroyed scores of millions. (All statements given here are documented.)

Not only taking data from wrong source but officialdom from it can therefore be sufficiently aberrated as to result in planetary insanity.

In a lesser level, taking a report from a known bad hat and acting upon it is the *usual* reason for errors made in management.

CONTRARY FACTS

When two statements are made on one subject which are contrary to each other, we have "contrary facts."

Previously we classified this illogic as a falsehood, since one of them must be false.

But in doing data analysis one cannot offhand distinguish which is the false fact. Thus it becomes a special outpoint.

"They made a high of $12,000 that week" and "They couldn't pay staff" occurring in the same time period gives us one or both as false. We may not know which is true but we do know they are contrary and can so label it.

In interrogation this point is so important that anyone giving two contrary facts becomes a prime suspect for further investigation. "I am a Swiss citizen" as a statement from someone who has had a German passport found in his baggage would be an example.

When two "facts" are contrary or contradictory, we may not know which is true but we do know they can't both be true.

Issued by the same org, even from two different people in that org, two contradictory "facts" qualifies as an outpoint.

These two will be found useful in analysis.

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HCO POLICY LETTER OF 15 MARCH 1971RB
REVISED 6 SEPTEMBER 2000

REMIMEO
ADMIN STUDENTS

DATA SERIES 21

DATA SERIES AUDITING

Refs:

HCOB	28 Aug. 70RB Rev. 27.1.81	HC OUTPOINT–PLUSPOINT LISTS RB
HCOB	24 July 70	DATA SERIES

Whenever a student cannot grasp or retain the data of the DATA SERIES policy letters, he must be audited on the Data Series Rundown (also called the HC Outpoint–Pluspoint Lists).

The reason for this is that he himself has OUTPOINTS and it is necessary to *audit* him on this subject.

When the student has outpoints, it has been found that he has a terrible time grasping or retaining the Data Series material.

This does not mean the student is in any way crazy. It just means he is illogical and has outpoints in his thinking.

This will reflect as well in his other studies.

So handling this is a vital action.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JANUARY 1972

REMIMEO

DATA SERIES 22

THE WHY IS GOD

When beings operate mainly on illogics, they are unable to conceive of valid reasons for things or to see that effects are directly caused by things they themselves can control.

The inability to observe and find an actual usable WHY *is* the downfall of beings and activities. This is factually the WHY of people not finding WHYS and using them.

The prevalence of historical man's use of "fate," "kismet" (fatalism), superstition, fortunetelling, astrology and mysticism confirms this.

Having forgotten to keep seed grain for the spring, the farmer starves the following year and when asked WHY he is starving says it is the gods, that he has sinned or that he failed to make sacrifice. In short, unable to think, he says "The Why is God."

This condition does not just affect primitives or backward people.

All through the most modern organizations you can find "The WHY is God" in other forms.

By believing that it is the fault of other divisions or departments, a staff member does not look into his *own* scene. "The reason I cannot load the lumber is because 'the Personnel Section' will not find and hire people." It does not seem to occur to this fellow that he is using a WHY which he can't control so it is *not* a WHY for his area. It does not move the existing to the ideal scene. Thus it is not a WHY for him. Yet he will use it and go on nattering about it. And the lumber never gets loaded. The real WHY for him more likely would be, "I have no right to hire day laborers. I must obtain this right before my area breaks down totally," or "My department posts are too specialized. I need to operate on all hands actions on peak loads."

A Course Supervisor who says, "I haven't got any students because Ethics keeps them for weeks and Cramming for months" is using a "The Why is God." As he cannot control Ethics or Cramming from his post, his WHY is illogical. The real WHY is probably "I am not mustering all my students daily and keeping them on course. If they are ordered to Ethics or Cramming, they must be right here studying except for the actual minutes spent in Ethics and Cramming."

But this does not just apply on small activities. It applies to whole nations. "The reason we Germans cannot advance is because England is against us." This wrong WHY has killed many tens of millions in two world wars.

Intelligence organizations are often almost dedicated to "the Why is over there." It seldom is.

Most staffs of orgs, when pay is poor, are completely addicted to over-thereness. In one org, the Finance Banking Officer was continuously hammered to "give more money" by the people who were responsible for making the money and yet who were not raising a finger to do so. An actual survey of four org staffs showed that only 2 percent were aware that their pay depended upon the org gross income!

Thus survival is very closely tied to logic. If one finds he is sinking into apathy over his inability to get his job done, it is *certain* that he is operating on self-conceived wrong WHYS in areas that he cannot ever hope to control.

And in living any life, most major points of decline can be traced to the person's operating on Whys that do not allow him to improve his own scene.

The Greek cut open the guts of birds to find the WHY. He called this "divination" or "augury." Don't look now, but that civilization has long been dead!

Just as anyone will be whose illogic leads him to over-thereness to find his Whys.

Strength and power in the individual consists of being logical enough to find WHYs *he* can use to advance his existing scene toward the ideal scene.

The Why is NOT God. It lies with YOU and your ability to be logical.

God helps those who help themselves.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 FEBRUARY 1972

REMIMEO

DATA SERIES 23

PROPER FORMAT AND CORRECT ACTION

When doing an evaluation, one can become far too fixated on outpoints and miss the real reason one is doing an evaluation in the first place.

To handle this, it is proper form to write up an evaluation so as to keep in view the reason one is doing one.

This is accomplished by using this form:

SITUATION: _____

_____

DATA: _____

_____

STATS: _____

_____

WHY: _____

_____

IDEAL SCENE: _____

_____

HANDLING: _____

_____

CONSISTENCY

The whole of it should concern itself with the same general scene, the same subject matter. This is known as CONSISTENCY. One does not have a Situation about books, Data about bicycles, Stats of another person, a WHY about another area, a different subject for Ideal Scene and Handling for another activity.

The Situation, whether good or bad, must be about a certain subject, person or area, the Data must be about the same, the Stats are of that same thing, the WHY relates to that same thing, the Ideal Scene is about the scene of that same thing and the Handling handles that thing and *especially* is regulated by that Why.

A proper evaluation is all of a piece.

SITUATION

First, to do an evaluation, some situation must have come to notice. There is a report or observation that is out of the ordinary.

This "coming to notice" occurs on any line. Usually it is fairly major, affecting a large portion of the area, but it can be minor.

So OBSERVATION in general must be continuous for situations to be noted.

To just note a situation and act on it is out of sequence as it omits evaluation. You can be elated or shocked uselessly by noting a situation and then not doing any evaluation.

It is the hallmark of a rank amateur or idiot to *act* on reports without any evaluation.

So, the first step is noting, from general alertness, a situation exists.

A situation is defined as a not expected state of affairs. It is either very good or it is very bad.

If it is very good, it must be evaluated and a Why found so one can even upgrade an ideal scene.

If it is very bad, it must be evaluated and a Why found so that it can be handled to more closely approach the ideal scene.

DATA

Data is the information one has received that alerts one to the situation.

Intelligence systems use various (mainly faulty) methods of "evaluating" data so as to "confirm it." They do this uniformly from *reports*. No matter how many reports one may see, there is *always* a question as to their truth. Intelligence chiefs have started most wars (US vs. Germany 1917) or failed to start them in time (US vs. Japan 1936) by depending on "authoritative sources," "skilled observers," "valid documents" and other confetti they class as "reports" or "documents."

As noted above, the "raw document" or "raw materials" as they are called have led, when accepted, to the most terrifying catastrophes. British Admiral Hall, without permission of the British government, leaked the famous "Zimmermann telegram" to US President Wilson and stampeded the US into World War I. The alleged German "instructions" to their US Ambassador "intercepted" by Hall were passed on with confidence tricks and President Wilson, elected to keep the US out of the war, being no great evaluator, dived overboard on one flimsy questionable report and carried America into the disaster of two world wars and a communist supremacy.

The US was lulled by false Japanese assurances and false data on the smallness of Japanese armaments and considered the country no danger. The true situation would have led to a US declaration of war in 1936! Before Japan could sink the whole Pacific fleet in one raid and cause 4½ years of war and open all of China to communist supremacy.

These are just a couple of the thousands of disasters in international affairs brought about by a pathetic reliance on reports or documents.

If you knew the game well, with a half a dozen agents and a document factory, you could have half the countries of the planet in turmoil. Because they rely on *reports* and "authoritative sources" and "expert opinion" instead of data as viewed in this Data Series.

If one does not court disaster and failures, one does NOT rely on reports, but an absence of reports or a volume of reports carefully surveyed for outpoints and counted.

To do this one must be VERY skilled at spotting outpoints. Most people confuse simple errors with actual outpoints.

You can get so good at this you can recognize outpoints and pluspoints at a fast glance over reports.

Essentially, "data" regarded from the angle of outpoints is a lack of consistency. "Our Div 2 is doing very well" doesn't go with gross income $2.

This gives you a guideline, the "string to pull" (see investigation checksheet on following down things you just don't understand, the first emergence of the Data Series).

So the DATA you give is not a lot of reports. It is a brief summary of the "strings pulled" on the outpoint or pluspoint route to finally get the Why.

Example: (from a situation where an org was going broke) "The sign-ups reported for service and new names to Central Files were both high yet gross income was down. An investigation of the service area showed no backlogs and no new customers with the staff idle. Tech Services was fully staffed. Examining complement showed no one in the Department of Income. People were signed up but there was no one to receive the money." The WHY of course was a wrong complement, particularly NO CASHIER and an Executive Director neglecting his duties.

Example: (on a situation of a stat soaring) "The Promo Dept had very down stats with no promo going out. Bulk mail was low. Div 6 was idle, yet the GI was soaring. Nothing in the org could be found to account for it. Investigation of what promo incoming public had showed that the promo was coming from a lower-level org promoting itself as a route to upper-level services." The WHY of course was an effective promo campaign being run OUTSIDE the org. And one could bolster that up and get the org active too.

DATA, then, is the Sherlock Holming of the trail that gave the WHY. It at once reflects the command the evaluator has of the DATA SERIES. And his own cleverness.

Sometimes they come in a sudden blue flash a yard long, a piece of insight into what MUST be going on if these outpoints add up this way. Rapid investigation of further data on this trail proves or disproves the flash of insight. One does NOT run on insight alone (or crystal balls).

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To one not trained and practiced in evaluation the finding of a REAL WHY may look as mysterious as an airplane to an aborigine.

It is a fact that people who do not understand evaluation can get the idea that management acts on personalities or whims or that management has spies everywhere to know that the Distribution Secretary never came to work.

To the expert it is easy. To the ignorant it looks very supernatural.

It is the TRAIL followed that counts.

This is what is required under "DATA."

STATS

Situations and DATA trails are supported by statistics.

Where statistics are not in numeral form, this may be harder. Where they are outright lies, this is an outpoint itself.

A person or nation without any statistic may be a puzzle at first but statistical approximations can exist and be valid.

Statistics of CIA would be very hard to dig up. They don't even let the US Congress in on it. But the deteriorating overseas influence of the US would show that CIA was not batting any high average and that its data fed to policymakers (its avowed purpose) might well be false or misleading, causing policy errors that cause a deteriorating scene.

So statistics can be estimated by the scene itself even when absent in numerical form.

England has lost its whole empire in a quarter of a century, without a single defeat in war. This gives an adequate statistic for the government's good sense or lack of it. It is at this writing losing even parts of the homeland and is itself joining what might be called the Fourth Reich and so will soon cease to exist as a political sovereignty. This statistic can even be drawn as a divebombing down curve.

A deckhand's statistic may not exist on a chart but the areas he tends do exist for view.

One either has a numerical statistic or a direct observation. One can use both.

I once answered the question, "Why are paid completions high and gross income low?" by finding that the "paid" completions stats were false.

So one statistic can be compared to another.

Three or more stats can be compared to each other and often lead directly to a WHY.

The main point is DON'T ACT WITHOUT STATISTICAL DATA.

After a fine data analysis, one may well find the stats are quite normal and there is NO situation.

One may have a great PR PR PR data analysis and collide with statistics you'd need a submarine to read.

And one may have data that says the whole staff of Keokuk should be shot without waiting for dawn and then discover that, by stats, they're doing great.

And one can also do a data analysis that shows somebody should be commended and prove it by stats and then discover belatedly the stats are false and the guy should have been shot.

However, if one looks at all available stats after doing a data analysis one may find they look good at a glance but are sour as green apples. One could see a high lot of stats, GI, etc., and *then* see a cost stat that shows someone is making $2 million at a cost of $4 million and that the place is going straight into the garbage can.

DO NOT give a Why or recommend handling without inspecting the actual stats.

And DO NOT be thrown off a situation you are sure exists without looking at ALL the stats. (Example: High hour interns' stats throw one off interfering until one sees NO interns graduating and NO programs completed by them.)

THE WHY

This is the jewel in the crown, the main dish at dinner, the gold mine in the towering mountains of mystery.

A real WHY *must* lead to a bettering of the existing scene or (in the case of a wonderful new scene) maintaining it as a new ideal scene.

Therefore the WHY must be something you can do something about. (See THE WHY IS GOD policy letter.)

Thus the Why is limited by what *you* can control. It is NEVER that other division or top management or the bumps on the moon.

Even if all this were true, the WHY must be something which

YOU CAN DO SOMETHING ABOUT YOURSELF FROM YOUR LEVEL OF AUTHORITY OR INITIATIVE that will lead to

THE IMPROVEMENT OF A POOR EXISTING SCENE TOWARD THE IDEAL SCENE.

The WHY is a special thing then. It is a key that opens the door to effective improvement.

It is not a prejudice or a good idea. It is where all the analysis led.

And a REAL Why when used and handled and acted upon is like a magic carpet. The scene at once becomes potentially better or gets maintained.

"Acting on a wrong Why" is the stuff of which coffins are made.

No matter how brilliant the program that follows, there it is, the same old mud.

Wrong Whys work people half to death handling a program which will lay ostrich eggs and rotten ones at that.

It will cost money and time that can't be afforded easily.

It will distract from the real tiger in the woods and let him roar and eat up the goats while everyone is off chasing the ghosts which "really were the cause of it all."

Wrong Whys are the tombstones of all great civilizations and unless someone gears up the think will be the mausoleum of this one.

Do not think you won't get them. It takes 28,000 casualties in battle, they say, to make a major general. Well it may take a few wrong Whys to make an evaluator.

The evaluator who has done the evaluation is of course responsible for it being correctly done and leading to the right conclusion and verified by stats to give the correct real WHY.

And the real ones are often too incredible to have been arrived at in any other way. Or they are so obvious no one noticed.

In one instance Whys were found by experts for six months on a certain course without improving the flagrantly bad situation but actually messing it up more until a huge real Why jumped out (the students had never been trained on earlier levels) and the situation began to improve.

Using one Why for all situations can also occur and fads of Whys are common. True, a Why often applies elsewhere. That's what gives us technology including policy. But in any area of operation where a situation is very abnormal the Why is likely to be very peculiar and too off the ordinary to be grasped at once.

There can be an infinity of wrongnesses around just one rightness. Thus there can be an infinity of wrong Whys possible with just one real Why that will open the door.

For the real Why *does* open the door. With it on a good situation one can maintain it and with a bad situation one can improve it.

Thus the REAL WHY is the vital arrival point to which evaluation leads.

THE IDEAL SCENE

If a bad situation is a *departure* from the ideal scene and if a good situation is attaining it or exceeding it, then the crux of any evaluation is THE IDEAL SCENE for the area one is evaluating.

Viewpoint has a lot to do with the ideal scene.

To Russia a collapsed America is the ideal scene. To America a collapsed Russia is an ideal scene.

To some have-not nations both Russia and the US competing at vast expense for the favor of a coy petty ruler is the ideal scene to that ruler.

To most other parts of the world both these major countries interested *only* in their own affairs would be an ideal scene.

So, with viewpoint the ideal scene can be "bad" or "good."

The ideal scene is not necessarily big and broad. An intelligence evaluator that gave the ideal scene as "a defeated enemy" on every evaluation would be very inexpert.

By CONSISTENCY the ideal scene must be one for that portion of an activity for which one is trying to find the Why.

Example: (Situation: Renewed activity on a front held by one platoon. Evaluation: No other points along the lines are active and a tank road leads toward the front where the activity is. WHY: Area being prepared for a tank breakout.) IDEAL SCENE: An uninhabitable area in front of the platoon. (Which could be done with napalm as there is a wood there and a heavy crossfire maintained and a renewed supply of bazookas for the platoon if the napalm didn't work.)

Example: (Situation: A lot of silence from Plant 22. Evaluation: No trucks arriving with materials, no raw materials being sent by outside suppliers, suppliers irate. WHY: The accounting office forgot to pay the raw materials bill and the suppliers held up all further supplies.) THE IDEAL SCENE: High credit rating and good accounts PR established with all creditors. (And handling would include a recommendation for an evaluation of the accounting office as to why it forgot and why there is no high credit PR with a new ideal scene for that accounting office, which might be a wholly different thing: IDEAL SCENE: An accounting office that enforces income greater than outgo.)

By giving the IDEAL SCENE for every situation, the evaluator is not led into a fatal contempt for the competence of all work actually being done.

The ideal scene clarifies for one and all whither we are going.

But even more important, the evaluation that includes an ideal scene postulates a win from the viewpoint of those for whom it is being done or for one's activities.

Sometimes when one gets to the ideal scene and writes it down he finds his Why won't really lead to it, in which case he must get another Why or familiarize himself with the scene in general to find out what he is trying to send where.

In the case of an abnormally good situation one finds he has exceeded what was formerly thought to be the ideal scene and must state a new one entirely with the WHY concerned with how to maintain it.

Anyone reading a full evaluation in proper form can better estimate whether the WHY and handling are workable if the IDEAL SCENE is there. And sometimes it will be found that the evaluator is trying to do something else entirely than what everyone else thinks is a correct attainment.

Thus it is a very healthy thing to include the ideal scene. It serves as a discipline and incentive for the evaluator and those executing the program.

HANDLING

Handling must be CONSISTENT with the Situation, the evaluation, the Why and the Ideal Scene.

Handling must be WITHIN THE CAPABILITIES of those who will do the actions.

Handling must be WITHIN THE RESOURCES AVAILABLE.

Handling quite often but not always requires a BRIGHT IDEA. It is peculiarly true that the less the resources available the brighter the idea required to attain effective handling.

Handling must be SUPERVISED by one person who acts as a coordinator of the program and a checker-offer and debug expert.

And last but most important handling must be EFFECTIVE AND FINAL.

The *steps* of Handling are in Program Form. They are numbered 1, 2, 3, etc. Or A, B, C, etc.

They can be in the sequence they will be done but this is mostly important when one person or one team is going to do the whole thing step by step.

These steps are called TARGETS.

Each part of the program (each TARGET) is assigned to someone to do or to get done.

Care must be taken not to overload persons already loaded and where this occurs one appoints a special personnel or mission for that specific target.

The supervision must see that each target gets fully done and no targets not done and no targets half done.

It is up to supervision to keep track of all completions on a MASTER sheet.

Supervision debugs those targets that bog or lag by finding in them a Why, which may mean a rapid evaluation of that target to rephrase it or get it clarified without altering its intended accomplishment.

Supervision can reassign a target.

PROJECTS

It is expected that any complex or extensive target will have a PROJECT written for it by the person to whom it is assigned if not by the originator.

By completing this Project the target is DONE.

Often these projects have to be passed upon by a senior before being begun.

COMPLIANCE

When the MASTER sheet shows all targets DONE (not not done and not half done and not falsely reported) full situation handling can be expected.

REVIEW

When the supervisor reports all targets done, it is in the hands of fate whether the situation will now be progressed toward or attain the ideal scene.

The accuracy of the data, the skill of the evaluator, the correctness of the WHY, the competence of the supervisor and the skill of those executing the targets and the willingness of those receiving the effects of all this activity (their human emotion and reaction) determine whether this evaluation approaches or attains the ideal scene.

All such evaluations should be REVIEWED as soon as the actions have had time to take effect.

An idiot optimism can suppose all is well and that it is needless to review.

But if this WHY was wrong *then the situation will deteriorate* and a worsening situation will be apparent.

Thus a sharp watch has to be set. No thirst for "always being right" or arrogance about never being wrong must prevent an honest review.

WAS the ideal scene approached or attained?

Or was it a wrong Why and now is all Hades breaking loose?

Now we *don't* have just renewed insistence that the WHY was right and that the program must go in in spite of all.

We have a wrong Why.

MAGIC

IT WILL BE FOUND THAT WHERE YOU HAVE A REAL WHY PEOPLE WILL COOPERATE ALL OVER THE SCENE.

The only exception is where there are traitors around. But this is an easy explanation, too often bought to excuse wrong Whys.

The Germans, when they found in World War II how ineffective the Italian intelligence service was, couldn't believe it, tried to improve it, became convinced they were traitors, probably shot them in scores and took the service over themselves. And lost Italy even more rapidly. Whatever the right Why was, the Germans had the wrong one. And so does any executive who has to shoot everybody—he just can't find the right Whys.

It is NO disgrace to find a wrong Why. It is only a disgrace not to keep trying on and on until one *does* find it. Then the clouds open, the sun shines, the birds pour out their souls in purest melody and the ideal scene is approached or reached.

So REVIEW is damnably important.

Situations have to be handled very fast.

And reviews have to be as quick as possible after effect can occur.

WHOLE VIEW

So here you have the whole view.

The keynotes are OBSERVE, EVALUATE, PROGRAM, SUPERVISE and REVIEW.

The heart of observe is accuracy.

The heart of evaluate is a cool cold knowledge of the Data Series.

The heart of program is knowing the scene.

The heart of supervise is getting it FULLY done.

The heart of review is HUMILITY.

SUMMARY

If you cannot roll all this off rapidly then misunderstood words in this series are in the way. Or one is battling with some outpoint in his own life.

The Data Series is for USE.

It works because it has unlocked logic.

In management one is very fortunate since he can program and handle.

In intelligence one is less fortunate as his handling can only be suggested and many an intelligence officer has watched a useless Battle of the Bulge after he told them all about it and "they" had other ideas. But the Data Series works in intelligence as well.

Data analysis was not developed in a professorial out of a lost-to-the-world tower. It was evolved by attempting to explain logic, then was developed on one of the hottest crossfire but successful evaluation posts on the planet against a background of blood, sweat and tears war intelligence experience.

So it is itself REAL.

The key to it is handling DATA.

So here it is.

I do sincerely hope it serves you in helping to attain your ideal scene.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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REMIMEO

DATA SERIES 24

HANDLING POLICY, PLANS, PROGRAMS, PROJECTS AND ORDERS DEFINED

The words "policy," "plans," "programs," "projects" and "orders" are often used interchangeably one for the other, incorrectly.

To handle any confusions on the words and substance of "policy," "plans," "programs," "projects" and "orders" the following DESCRIPTIVE DEFINITIONS (see Scn Logic 5) are laid down for our use.

POLICY: By this is meant long-range truths or facts which are not subject to change expressed as operational rules or guides.

PLANS: Short-range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it or to obstruct or impede an opposition to expansion. A plan is usually based on observation of potentials (or resources) and expresses a bright idea of how to use them. It *always* proceeds from a REAL WHY if it is to be successful.

PROGRAM: A series of steps in sequence to carry out a plan. One usually sees a *program* following the discovery of a Why. But in actual fact a plan had to exist in the person's mind, whether written or not, before a program could be written. A program, thus, carries out the plan conceived to handle a found WHY. A plan and its program require authorization (or okay) from the central or coordinating authority of the general activities of a group before they can be invested in, activated or executed.

PROJECTS: The sequence of steps written to carry out ONE step of a program. Project orders often have to be written to execute a program step. These should be written but usually do not require any approval and often are not generally issued but go to the person or persons who will accomplish that step of a program. Under the category of PROJECT would come orders, work projects, etc. These are a series of GUIDING STEPS which if followed will result in a full and successful accomplishment of the program target.

ORDERS: The verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy.

In short:

POLICY = the rules of the game, the facts of life, the discovered truths and the invariable procedures.

PLAN = the general bright idea one has to remedy the WHY found and get things up to the ideal scene or improve even that. (Approval)

PROGRAM = the sequence of *major* actions needed to do the plan. (Approval)

PROJECT = the sequence of steps necessary to carry out one step in a program. (No approval)

ORDERS = some program steps are so simple that they are themselves an order or an order can simply be a roughly written project.

Thus, by these definitions a data analysis would look like this:

POLICY: (What brings the evaluation into existence in the first place.)

SITUATION: (Departure from or improvement of the ideal scene expressed in policy.)

DATA: (Observations leading to INVESTIGATION.)

STATISTICS: (The independent continuing survey of production or lack of it.)

WHY: (The real reason found by the investigation.)

ETHICS WHY: (The ethics reason found below a Why.)

IDEAL SCENE: (The state of affairs envisioned by policy or the improvement of even that.)

HANDLING:

A PLAN whether written in full or not based on the WHYs to use the resources available to move the existing scene toward the ideal scene.

A PROGRAM: A sequence of broad steps to get the plan executed.

PROJECTS: Any sequence of steps ordered or written to get a program step completed.

ORDERS: The program step itself or the verbal or written project to get the program step fully *done*.

Thus a handling could look like this:

HANDLING:

Plan: To use Bob Bartlett to replace the incompetent exec found in the WHY.

1. Find a replacement for Bartlett. PERSONNEL _____

2. Program Bob Bartlett to get his incomplete cycles caught up.

DIR OF PERSONNEL ENHANCEMENT _____

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3. Train Bob Bartlett. DIR OF TRAINING _____

4. Write garrison mission orders for Bartlett.
ACTION MISSION WRITER _____

5. Write recall orders for G. Zonk (the incompetent found in the Why).
PERSONNEL _____

6. Send Bartlett to relieve Zonk. ACTION _____

7. On Zonk's return assign to bilge cleaner. PERSONNEL _____

This of course is a very simple plan and simple program.

The orders are seen as "PERSONNEL," "DIR OF PERSONNEL ENHANCEMENT," "ACTION MISSION WRITER," etc., at the paragraph ends. The program step itself is an ORDER to the person or unit named at program step end. But IT ALSO AUTHORIZES THAT PERSON OR UNIT TO DO THE STEP OR ISSUE ORDERS TO DO THE STEP OR EVEN WRITE A PROJECT AND GET IT DONE.

That final end word on the program step is an AUTHORITY as well as being an order to the person or unit named.

ROUNDUP

A copy of a full program marked MASTER is placed in a folder. The folder is marked on the edge with the program name and number. The program itself is stapled along its left edge to the inside left cover of the folder.

An "LRH Comm" is responsible for "LRH programs." A "Flag Rep" is responsible for compliance to the org's evaluation. The Executive Director's/Commanding Officer's Programs Ops is responsible for an ED's or CO's programs.

The responsibility lies in seeing that *each* step is FULLY effectively DONE.

All related papers, copies of projects, orders, etc., are collected in that folder and as each done is reported and investigated as DONE it is marked off on the MASTER program sheet.

When *all* those projects or orders bred by the program steps are DONE then the PROGRAM is considered DONE.

One does not "report progress" but only DONES and when something is NOT done yet it is chased up by the "LRH Comm," "Flag Rep" or "ED/CO's Programs Ops" and "debugged."

DEBUGGING

The word "bugged" is slang for snarled up or halted.

DEBUG is to get the snarls or stops out of it.

This itself requires an evaluation. The evaluation may be done at a glance or it may take a full formal evaluation by form.

The ideal scene here is the program step DONE or even improved.

So the WHY here would be the REAL reason it was not being done or couldn't be done and that may require *hours* to locate and sometimes days to remedy.

When "debugging" one usually finds the persons assigned the target already have a "WHY" and it is usually a false Why for if it was the right one the program step *would* get done.

Thus debugging usually begins with finding "their Whys" — which is to say reasons, excuses, apologies, etc. Getting these into view is a main part of the program step evaluation.

A project, often written, comes out of this DEBUG EVALUATION.

In extreme cases it will be found that the whole program is based on a wrong WHY and rapidly needs redoing by the original authority. Example: The WHY found was that the JINX OFFICE WAS NOT MAKING MONEY. In doing one step of the program: "3. Survey past invoices to find where money is coming from and why they don't get it now. MISSION." The mission sent finds Jinx Office was making money by the ton but it was being wasted by their having bought a huge building whose rent is three times normal rental "in the hopes new subtenants would pay the rent but nobody wants the place." Rapid debug is needed because the target can't really be done. They ARE making money and they *do* get it now.

In such a case doing the program unearthed a new REAL WHY and scrubbed that program.

A superfrantic hysterical communication would be sent to the authority of the program "New WHY found by Pgm 891 target 3 observation. Jinx Office paying $80,000 a quarter for skyscraper. Obvious real Why ED has delusions of grandeur, is a bad business head. Suggest Pgm 891 redone on new Why and suggest plan of mission here for instant offload of this skyscraper and office into proper quarters and replacement of ED." At which the "LRH Comm," "Flag Rep" or "ED/CO's Programs Ops" will approach the authority for the program to get immediate cancellation of 891 and all program targets and a new Program 891R based on the REAL REAL WHY.

Debug, however, is not always so dramatic: "We don't have anyone to put on it" is the usual excuse as they sit lazily chatting amongst their piled up dev-t.

So one evaluates the area against the program target and finds a WHY that, executed as a *project* will get that target done.

The PERFECT DEBUG EVALUATION (a) gets the target done, (b) improves the area, (c) leaves no dregs of human emotion and reaction behind it.

Just plain screaming often works. But if one has to, there is a real WHY there someplace that should be found, a project handed out and done.

You can find out all the SITUATIONS and WHYS in the world but if there isn't a PLAN and PROGRAM and if these are not DONE fully, then nothing beneficial will happen. Indeed the not-dones, half-dones and backlogs will mount up (per HCO PL 26 Jan. 72, AKH Series 29, Exec Series 5, NOT–DONES, HALF–DONES AND BACKLOGS) and set the whole thing a step backwards.

Bad programs and clumsy projects develop useless traffic (dev-t) and tie people up all over the place, pull them off normal needful actions and send the existing scene even further from the ideal scene. They make people very busy but nothing beneficial is gained and as the useless actions distract from normal duties, the whole place is at risk.

Staffs subjected to programs that are not based on sound observation, evaluation, a REAL WHY and the points in Data Series 23, become apathetic as they see no result.

So programs that are bad and programs that are right but don't get fully done are alike deadly. THERE IS NO SUBSTITUTE FOR CORRECTLY DONE DATA ANALYSIS.

THERE IS NO EXCUSE FOR NOT GETTING CORRECT PROGRAMS DONE.

In this way and only in this way can one raise the existing scene toward an ideal scene.

Data analysis is a powerful tool. YOU CAN USE IT.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

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ISSUE II

REMIMEO

DATA SERIES 25

LEARNING TO USE DATA ANALYSIS

After one has studied data analysis, he is expected to be able to use its principles easily and swiftly.

The barriers to being able to use data analysis are, in the order of frequency:

1. Misunderstood words. One has not gotten the definitions of the words used. This does not mean "new words." It is usually old common words. It is not just long words, it is more usually little ones. To handle this, one takes each policy letter (or chapter) in turn and looks it over carefully to see what words he cannot rapidly define. To help in this, one uses an E-Meter and "Method 4" Word Clearing which is the method of using a meter to see if "Are there any words in this policy misunderstood?" Any upset or antagonism or boredom felt comes only from a misunderstood word or misunderstood words.

2. The person has himself an outpoint in his routine thinking. This is found and handled by what is called an "HC (Hubbard Consultant) List." This list assessed on a meter detects and handles this.

3. Lack of knowledge of an existing or an ideal scene. This is handled by observing the existing scene directly or indirectly by reports and, for the ideal, study of the basic policy of the scene which gives one its ideal, its expected products and form of organization.

4. Not having studied the Data Series. Handled by studying it properly.

5. Not having studied data analysis from the viewpoint of needing to apply it.

6. Thinking one already knows all about analyzing and data. Handled by looking over some past failures and realizing they could have been prevented by a proper collection of data and analyzing it.

7. Tossing off "reasons" personally on one's own personal area which are usually just excuses or justifications and not Whys. "I was too tired," "I should have been tougher," "They were just bums anyway," which loads up one's own life with wrong Whys. Handled by being more alert to and more honest about the causes and motives of one's life and the scene, and doing a better analysis.

8. Confusing errors with outpoints. Handled by practice.

9. Confusing outpoints with Whys. Handled by learning to observe and better study of data analysis.

10. Too narrow a situation. Handled by getting more data and observing the scene more broadly.

11. Missing "omitted data" or particles or people as a frequent outpoint. Handled by knowing the ideal scene better. What *should* be there and isn't.

THE BEGINNER

When one begins to apply data analysis, he is often still trying to grasp the data about data analysis rather than the outpoints in the data. Just become more familiar with the Data Series.

Further one may not realize the ease with which one can acquire the knowledge of an ideal scene. An outpoint is simply an illogical departure from the ideal scene. By comparing the existing scene with the ideal scene, one easily sees the outpoints.

To know the ideal scene, one has only to work out the correct products for it. If these aren't getting out, then there is a departure. One can then find the outpoints of the various types and then locate a WHY and in that way open the door to handling. And by handling, one is simply trying to get the scene to get out its products.

Unless one proceeds in this fashion (from product back to establishment), one can't analyze much of anything. One merely comes up with errors.

The definition and nature of products is covered in several PLs and especially in HCO PL 13 Mar. 72, Esto Series 5, PRODUCTION AND ESTABLISHMENT, ORDERS AND PRODUCTS.

An existing scene is as good as it gets out its products, not as good as it is painted or carpeted or given public relations boosts.

So for ANY scene, manufacturing or fighting a war or being a hostess at a party, there are PRODUCTS.

People who lead pointless lives are very unhappy people. Even the idler or dilettante is happy only when he has a product!

There is always a product for any scene.

The analyst when he begins may get the wrong product. He may get a doingness instead of something one can have. And he may look upon a half-completion or half-done thing as a completed product.

All this makes his data analysis faulty. As he can't figure out an ideal scene, he then has nothing to compare the existing scene to. It is simply a matter of the cost and time involved in not or half getting a product compared to the ideal scene of a really valuable product with exchange value and what it takes to get it. These two things can be worlds apart. The trail that leads to a WHY that will close the gap is plainly marked with one kind or another of outpoints. Where the most and biggest are, there is the WHY. Found, the real WHY and actual handling will move the existing toward ideal.

Hideously enough, what I say about products is true. Even a government could have a product. Like "a prosperous happy country." An intelligence agency often muffs its

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product, such as "a properly briefed head of state." But to do it the head of state would have to have a product concerning other nations like "friendly, cooperative allies which are a help and no threat" or some other product. Otherwise the agency would wind up going straight out of the intelligence business and being required to conduct its business by assassination of foreign notables or other actions to do handlings based on wrong Whys.

As there would be no product, there could not really be an ideal scene. If there is no ideal scene, then there is no way to compare the existing scene. Thus, outpoints would expose situations but no WHY would really be possible as there's no ideal scene to approach. One has often heard some agency or activity say, "Where the hell are we going anyway?" Translated this would be "We haven't had any ideal scene set up for us." And translated further, "The policymakers have no product in view." So they aren't going anyplace really and lack of an objective would cause them to go down and lack of a product would cause them to be miserable.

That's the way life has been running.

Parents and others often ask children, "What will you *do* when you grow up?" Or "What are you going to *be*?" This is not baffling for a 5-year-old, perhaps, but it is a confuser for a child of 12. There are *BE,* DO and HAVE as three major conditions of existence. One must BE in order to DO and DO in order to HAVE. A product is the *Have*. It is not the DO. Most people give "Do" as "product." A product is a completed thing that has exchange value within or outside the activity.

If one asked a 12-year-old, "What product are you going to make when you grow up?" he'd likely give you the exchange reward as the answer, like "money." He has omitted a step. He has to have a product to exchange for money.

To "make money" directly he'd have to be the secretary of the treasury, superintendent of the Mint or a counterfeiter!

Only if you cleared up product and exchange with him could he begin to answer the question about what's what with growing up.

Let's say this is done and he says he is set on making photographs of buildings. The DO now falls into line—he'd have to photograph things well. The BE is obvious—architectural photographer. The exchange of architectural photographs for salary or fee is feasible if he is good.

So now we find he is a poor boy and no chance of schooling or even a box camera. That's the existing scene.

The ideal scene is a successful architectural photographer making pictures of buildings.

You see the gap between the existing scene and the ideal scene.

Now you can follow back the outpoints and get a WHY.

It isn't just that he's poor. That's no WHY as it opens no doors to get from existing scene to ideal scene.

We investigate and find his "father" is very religious but an alcoholic and that the boy is illegitimate and his "father" hates his guts.

So we find a WHY that his "father," much less helping him, is not about to let him amount to anything whatever ever.

This opens a door.

Handling often requires a bright idea. And we find the local parson has often shown interest in the boy so an obvious handling is to get the parson to persuade the "father" to let the boy apprentice in the local photo store and tell the boy what he has to do to make good there.

Situations cannot be handled well unless a real WHY is found.

And a real WHY cannot be found unless *the* product is named and an ideal scene then stated. This compared to the existing scene gives us, really, the first outpoint.

In going the other direction, to find a WHY of sudden improvement, one has to locate poor existing scenes that suddenly leap up toward ideal scenes. This is done by locating a high product period (by stats or other signs of production) and comparing IT as an ideal scene to the existing scenes before it (and just after if there was a slump) and looking into that for a WHY. But one is looking for *pluspoints*. And these lead to a real WHY for the prosperity or improvement.

A "Who" will often be found. Like "James Johnny was shop foreman then." Well, he's dead. So it's not a Why as it leads nowhere. What did James Johnny DO that was different? "He got out products" leads nowhere. We keep looking and we find he had a scheduling board and really kept it up-to-date and used it as a single difference. Aha, "The WHY is a kept-up scheduling board!" The handling is to put a clerk on doing just that and hatting the current foreman to use it or catch it. Result, up go the stats and morale. People can look at it and see what they're producing today and where they're at!

So not all WHYS are found by outpoints. The good situations are traced by pluspoints.

If the high peak is current, one has to find a Why, in the same way, to maintain it.

STANDARD ACTION

A beginner can juggle around and go badly adrift if he doesn't follow the pattern:

1. Work out exactly what the (person, unit, activity) should be producing.
2. Work out the ideal scene.
3. Investigate the existing scene.
4. Follow outpoints back from ideal to existing.
5. Locate the real WHY that will move the existing toward ideal.
6. Look over existing resources.

7. Get a bright idea of how to handle.

8. Handle or recommend handling so that it stays handled.

This is a very sure-fire approach.

If one just notes errors in a scene, with no product or ideal with which to compare the existing scene, he will not be doing data analysis and situations will deteriorate badly because he is finding wrong Whys.

THINKING

One has to be able to think with outpoints. A crude way of saying this is "learn to think like an idiot." One could also add "without abandoning any ability to think like a genius."

If one can't tolerate outpoints at all or confront them, one can't *see* them.

A madman can't tolerate pluspoints and he doesn't see them either.

But there can be a lot of pluspoints around and no production. Thus one can be told how great it all is while the place edges over to the point of collapse.

An evaluator who listens to people on the scene and takes *their* WHYS runs a grave risk. If these *were* the Whys, then things would be better.

A far safer way is to talk only insofar as finding what the product is concerned and investigating.

One should observe the existing scene through data or through observers or through direct observation.

An evaluator often has to guess what the WHY might be. It is doing that which brings up the phrase "Learn to think like an idiot." The WHY will be found at the end of a trail of outpoints. Each one is an aberration when compared to the ideal scene. The biggest idiocy which then explains all the rest and which opens the door to improvement toward the ideal scene is the WHY.

One also has to learn to think like a genius with pluspoints.

Get the big peak period of production (now or in the past). Compare it to the existing scene just before.

Now find the pluspoints that were entered in. Trace these and you arrive at the WHY as the biggest pluspoint that opened the door to improvement.

But once more one considers resources available and has to get a bright idea.

So it is the same series of steps as above but with pluspoints.

VETERAN

A veteran evaluator can toss off evaluations in an hour or two, mainly based on how long it takes him to dig up data.

A big tough situation may require days and days.

Sometimes luck plays a role in it. The data that was the key to it was being sat on by someone not skilled in the subject and who had no idea of relative importances. Sometimes the datum pops up like toast from an electric toaster. Sometimes one has it all wrapped up and then suddenly a new outpoint or pluspoint appears that changes the whole view of the evaluator.

Example: A firm's blacklist has just been published in a newspaper as a scandal. Evaluator: "They do *what*?" in a voice of incredulity. "They ship their security files to Memphis in open crates? Because they are saving on postage?" Wrath could dangerously shoot a wrong somebody. The idiocy is not believable. But a new datum leads to Personnel who hired a reporter in disguise because it no longer requires or looks up references.

Example: Situation where stats soared. "They used schoolchildren to pass out literature?" That's just a point but a strange one. Turns out they also hired a cashier and had NEVER HAD ONE ON POST BEFORE! Why? Nobody to take money.

Man gets dedicated to his own pet theories very easily. A true scientist doesn't fixate on one idea. He keeps looking until he finds it, not until his pet theory is proven. That's the test of an evaluator.

STATISTICS

One always runs by statistics where these are valid.

Statistics must reflect actual desired PRODUCT. If they do not, they are not valid. If they do, they give an idea of ideal scene.

From a statistic reflecting the desired products, one can work out the departure from the ideal scene.

A backlog of product production must reflect in a stat. As a backlog is *negative* production.

From such tools an evaluator can work.

The use of data analysis is relatively easy compared to learning a musical instrument.

You have the hang of how it is done.

So why not just be a veteran right now and DO IT.

L. RON HUBBARD
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HCO POLICY LETTER OF 12 JUNE 1972RA
REVISED 14 DECEMBER 2000

REMIMEO

DATA SERIES 26
ESTABLISHMENT OFFICER SERIES 18

LENGTH OF TIME TO EVALUATE

(Restored 14 Dec. 2000 to the original LRH text.)

It will be found that long times required to do an evaluation can be traced each time to AN INDIVIDUAL WHY FOR EACH EVALUATOR.

These, however, can be summarized into the following classes of Whys:

This list is assessed by a Scientology auditor on a meter. The handling directions given in each case are designations for auditing actions as done by a Scientology auditor and are given in the symbols he would use.

1. **MISUNDERSTOOD WORDS?** _____
   (Handled with Word Clearing [Method 1 and Method 4 of the Word Clearing Series].)

2. **INABILITY TO STUDY AND AN INABILITY TO LEARN THE MATERIALS?** _____
   (Handled by a Study Correction List HCOB 4 Feb. 72.*)

3. **OUTPOINTS IN OWN THINKING?** _____
   (Handled by what is called an HC [Hubbard Consultant] List, HCOB 28 Aug. 70.)

4. **PERSONAL OUT ETHICS?** _____
   (Use PL 3 May 72, by an auditor. Has two Listing and Nulling type lists.)

5. **DOING SOMETHING ELSE?** _____
   (2-way communication or PL 3 May 72 or reorganization.)

6. **IMPATIENT OR BORED WITH READING?** _____
   (Achieve superliteracy. LRH Executive Directive 178 International.)

7. **DOESN T KNOW HOW TO READ STATISTICS SO DOESN T KNOW WHERE TO BEGIN?** _____
   (Learn to read stats from Management by Stat PLs.)

*[*Editor's Note:* HCOB 4 Feb. 72 was later replaced by HCOB 4 May 81RA, Rev. 27.6.88, STUDY GREEN FORM.]

8. **DOESN T KNOW THE SCENE?** _____
(Achieve familiarity by direct observation.)

9. **READS ON AND ON AS DOESN T KNOW HOW TO HANDLE AND IS STALLING?** _____
(Get drilled on actual handling and become Super-Literate.)

10. **AFRAID TO TAKE RESPONSIBILITY FOR THE CONSEQUENCES IF WRONG?** _____
(HCOB 10 May 72 on Robotism. Apply it.)

11. **FALSELY REPORTING?** _____
(Pull all withholds and harmful acts on the subject.)

12. **ASSUMES THE WHY BEFORE STARTING?** _____
(Level IV Service Facsimile triple auditing.)

13. **FEEL STUPID ABOUT IT?** _____
(Get IQ raised by general processing.)

14. **HAS OTHER INTENTIONS?** _____
(Audit on L9S or Expanded Dianetics.)

15. **HAS OTHER REASONS NOT COVERED IN ABOVE?** _____
(Listing and Nulling to blowdown F/N item on the list.)

16. **HAS WITHHOLDS ABOUT IT?** _____
(Get them off.)

17. **HAS HAD WRONG REASONS FOUND?** _____
(C/S Series 78.)

18. **NOT INTERESTED IN SUCCESS?** _____
(PL 3 May 72, and follow as in 14 above.)

19. **SOME OTHER REASON?** _____
(Find it by 2-way comm.)

20. **NO TROUBLE IN THE FIRST PLACE?** _____
(Indicate it to person.)

When this list is assessed one can easily spot why the person is having trouble with the Data Series or applying it. When these reasons are handled, one can then get the series restudied and word cleared and restudied and it will be found that evaluations are much easier to do and much more rapidly done.

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HCO POLICY LETTER OF 25 MAY 1973

REMIMEO

DATA SERIES 27

SUPPLEMENTARY EVALUATIONS

(Star-rate all evaluators)

If one knows how to evaluate an existing scene correctly (which means by the purest and most exacting application of the Data Series) and still does not achieve an improvement toward the ideal scene, several things may be the reason.

First amongst these is of course poor evaluation. Second would be a considerable disagreement in the evaluated scene with the Why, especially if it is interpreted as condemnatory. Third would be a failure to obtain actual compliance with the targets in the evaluation. Fourth would be interference points or areas which, although affecting the scene being evaluated, are not looked at in relationship to it.

In any scene being evaluated, there are two areas which are not likely to get much attention from the evaluator as they may not be remarked on in any of the reports or data being used in his evaluation. These two types of area are (1) LOCAL ENVIRONMENT and (2) RELAY POINTS AND LINES BETWEEN POLICY AND ORDER SOURCE AND THE SCENE ITSELF.

These two areas may be looked at as (1) the plane upon which the scene exists and (2) the upper stages of authority under which the scene reacts.

THE LOCAL ENVIRONMENT

The surrounding area to the scene being evaluated in the matter or a person would be the general third dynamic or other dynamic in which he or she lives his day-to-day life and which influences the person and therefore influences his hat or post. The search for the Why which exactly causes Joe or Joanna to fail to hold post or wear a hat and which when handled will greatly better Joe or Joanna may well be their reactions to environments at their level and which may be or may not be there with them. Family or distant friends, not visible to an evaluator, or the work environment or on-the-job friends of Joe or Joanna may greatly influence Joe or Joanna.

This might prove too inviting for the evaluator to blame environment for the state of the existing scene and a caution would have to be introduced: that any Why must lead to a bettered scene and must not just explain it.

Thus, in such a problem it should be understood that one has TWO existing scenes, one, the person and two, his environment; that they interrelate does not make them just one scene. Thus two evaluations about Joe or Joanna are possible, each with its program. To go about it otherwise is likely to prove as unsuccessful as the original evaluation of the person. Life and orders are reaching Joe or Joanna through relay points which are not ordinarily taken into consideration. Thus those areas should be separately evaluated. Usually, in the case of a person, something would have to be done to those areas, on the same plane as the person, by the person himself. So the program might include what the person himself could do about them.

The local environment of a material object, such as a machine or an office or a vehicle, may also be evaluated as well as the machine or the office or vehicle itself.

In short, there are relay points of difficulties that produce situations, on the same plane as the person or thing being evaluated. And these make ADDITIONAL evaluations possible and often profitable to the evaluator in terms of bettered ideal scenes. Yet at first glance, or using only the usual reports, it may seem that there is only one situation, such as the person himself.

Completely in the interests of justice, it is unfair to put down a target in some greater area situation like "Remove Joe." It may well be that stats did go down when Joe was appointed to a post. Well, that may be perfectly true. But by only then evaluating Joe and not the greater zone of Joe's *personal* scenes, one may very well come up with a very wrong and abrupt and unjust target. WHO in other words, when found, may not solve the scene at all even when one only targets it as "specially train" or "audit" without removal. There may be another scene that is having an effect on Joe which, if not evaluated properly with a proper program of its own, will make nonsense out of any program about Joe himself related only to his post or position. Another scene may be relaying fatality to Joe which if unhandled will unsuit him to any other post of any other kind.

Thus Joe and Joanna would have, each of them, TWO or more full evaluations possible. What the person is failing at or not doing on the job may have a plain enough Why that can be corrected by programing and moved to an ideal scene or at least toward it. What is hitting the person at an environmental or familial or social level might be an entirely different situation, requiring its own evaluation, with a proper Why and program for Joe or Joanna to carry out themselves or even with some help from others.

In a broader case, we have, let us say, an organization or division that is in a situation. One, of course, can evaluate it as itself, finding a proper Why and a nice bright idea and a program. And one can also do a second evaluation of the local environment. This might be the society or an adjacent division or even another organization. And this will require the location of a situation and finding its Why and working out a program to handle that can be done by the org or the division itself or with help from outside.

The local environment outside the scene being evaluated is then a proper subject for another evaluation.

It is a serious error to only evaluate the local environment as all too often the person or org or division will insist that that is the ONLY situation and also that it is totally beyond any remedy by their own actions. Thus, if the evaluator is going to evaluate the local environment of a subject that is in a situation, he does it AFTER he has evaluated the subject on its own ground totally.

EVALUATION OF ECHELONS

On any command or communication channel there are always a certain number of points extending from source through relay points down to the final receipt- or action-point. These may be very numerous. Some may be beyond the authority of any evaluator. But each is capable of having ITS OWN SITUATION that will cause an evaluation of the receipt- or action-point to fail.

These can be called "echelons" or step-like formations. The receipt- or action-point that is to comply finally with the program may be the subject of hidden sources of effect in the relay points of any program or order.

Thus, as in the case of a dangerous decline of some activity somewhere, an evaluator has several evaluations possible and probably necessary.

It would be, by experience, a severe error to try to evaluate all these different scenes (such as many echelons each in a different area) in one evaluation and find a Why for the lot as one is attempting to find a single Why for several different scenes in different places which violates the strict purity of evaluation procedure.

One may find the exact and correct Why for the point of action and do a splendid program only to find that somehow it didn't come off or didn't last. Yet it was the right Why for that scene. Hidden from view is the influence on that scene from one or more upper echelons which have, themselves, an individual situation and need their own Why and their own program. Only then can the influence on the action-point be beneficial in its entirety.

There is a system by which this is done.

1. One recognizes that there is a situation in an area which has not responded well to previous evaluation or has not maintained any benefit received very long.
2. One realizes that there are several echelons above the point being evaluated.
3. One draws these points without omission. This makes a sort of graph or command chart. It includes every command or comm relay point above the level of the point being evaluated.
4. The points, if any, BELOW the point under consideration as in (1) above are then added to the chart below it.
5. One now undertakes a brief study of EACH of these points above and below to see if any have a situation of its own that could influence the success or failure of the original point evaluated as in (1) above.
6. One does a full separate evaluation of each of these echelon points where any situation seems to exist. Each of the evaluations done must have its own local

situation, Why and program. Care is taken not to evaluate "no situations." Care is also taken to keep this SERIES of evaluations consistent with the main idea of remedying (1) above.

7. The evaluations are released as a series and executed as feasible.

In doing such a series, brand-new data may leap out as to the interrelationship of all these relay points and this may bring about a recommendation for a change of organization requiring new policy. But this would be another evaluation entirely as it is in effect an evaluation of basic organizational policy and may even require that tech be issued or withdrawn.

Take a case where the area which has not bettered or sustained a betterment has in actual fact two echelons below it and six above. The area, let us say, is a continental management office of an international hotel chain. Below it are its state offices and below that the hotels on that continent. Above it is the international comm relay center, the international headquarters executive at international headquarters for that continent, above that the international management organization, above that the chief executive of the international management organization, above that the advisers to the board and above that the board itself.

By drawing these out as a series of echelons one sees that there is potentially a series of eight evaluations in addition to the main evaluation of that continental office which is where the situation originally was. By scanning over all these eight other influencing areas, one may find one or more of them which have situations of real influence on the original evaluation subject.

One then evaluates separately and handles separately WHILE STILL GOING ON HANDLING THE ORIGINAL SUBJECT.

One can then also do the local environment evaluation of the original subject if there seems to be a situation there.

No evaluation is done where there is no situation. But one should assert in a covering note to the series that there are no known situations in the remaining points.

Doing a series of evaluations and local environment evaluations can be extremely fruitful only so long as one realizes that they comprise separate situations which only by their influence are preventing an ideal scene from being achieved in the original area where betterment cannot be attained or maintained.

Supplementary evaluations, when necessary and when done, can rescue a long series of apparently fruitless evaluations of a subject and move the evaluator himself toward a more ideal and happier scene of success.

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HCO POLICY LETTER OF 19 SEPTEMBER 1973R
REVISED 22 JUNE 1975

REMIMEO

DATA SERIES 28

CHECKING EVALS

(The previous version of Data Series 28 is cancelled because it could be misinterpreted and I did not authorize its release. The data contained in it would have been written by me as a policy letter had I considered them vital to evaluation.)

In checking over the evaluations of others, there is no substitute for following the hard and fast rule of insisting upon:

a. Purity of evaluation,

b. Consistency,

c. Workability,

d. Authenticity of the data.

There are no small rules. To quote one of these, "The Situation is the direct opposite of the Ideal Scene." This is not necessarily true and is not a precise definition. A Situation is the most major departure from the Ideal Scene. That's purity by definition.

A Why is not necessarily opposite to an ideal scene. But it is of the same order of thing.

Example: Stat of income divided by staff sunk to 15 cents.

Ideal Scene: Staff producing under competent management.

Sit: Execs not coming to work.

Why: The ED has forbidden any exec to be paid.

If you look this over it is consistent. But it is not reversals or opposites.

The stat found the area, the Ideal Scene was easy. Search of data found the Sit as the biggest departure. Further search found the Why. Further search and knowledge of the existing scene would get a bright idea (which would *not* be sacking the ED who is probably the only one coming to work, but more likely getting the ED and execs into a Hello-Okay session and resolve their hates and ordering execs be paid at once).

THE COMMON BUG

(Orders of Day item 24 Feb. 75)

"I found that getting the sit was a common bug. Evidently people don't do a real stat analysis and get an Ideal Scene, look for its furthest departure and get the Sit and then look for data and find the Why.

"There are many ways to go about it but the above is easy, simple and foolproof.

"It would look like this on a worksheet:

"GDS analysis to find the area and a conditional guess.

"Ideal Scene for that area.

"Biggest depart from it for the SITUATION.

"Stats
Data
Outpoint Counts
Why
Ethics Why
Who
Ideal Scene
Handling
Bright Idea

"If you're very good your GDS analysis will get confirmed by data.

"The real Why opens the door to handling.

"And you can handle.

"This doesn't change eval form. It's just a working model.

"All good evals are *very* consistent — all on same railroad track. Not pies, sea lions, spaceships. But pies, apples, flour, sugar, stoves.

"I think evaluators get dispersed and Q-and-A with data, lacking any guideline. And so take a near forever.

"Last one I did, the GDS analysis gave the whole scene and then it got confirmed, all on the same outline as above. That org is still booming!

"It took 6½ hours, *including* doing the majority of the targets!

"It doesn't take days or weeks, much less months!

"It takes hours."

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HCO POLICY LETTER OF 19 SEPTEMBER 1973-1
ADDITION OF 20 MARCH 1977

REMIMEO

DATA SERIES 28-1

CHECKING EVALUATIONS, ADDITION

(This policy letter was compiled from a series of notes written by LRH in reviewing evaluations in 1976. It is being issued for use by evaluators and personnel who critique evaluations. — CSI)

MULTIPLE SITUATIONS

Evaluators can be on a "whole org" kick where the evaluation must handle the whole org. Evidence of this is the Why lately was defined (by someone else) as something that handled all outpoints. The initial step of the stat analysis to find the area and then find its situation and its Why is not being done. Hence, individual org situations do not get spotted or evaluated and evaluations take forever.

A situation is something that affects stats or survival of the org. An outpoint is something that contributes to a situation and should not be in the situation area. A Why is the real basic reason for the situation which, being found, opens the door to handling. Evaluators who are trying to embrace the whole org or world in one evaluation are missing all the real situations or landing only in Division 7.

An evaluation can have "philosophical Whys," such as: "The CO and HCO have prevented execs from being made by omitting actions that would accomplish this (i.e., choosing suitable ones, hatting, training and apprenticing them) which has led to blows and the nineteenth-century solution of transfers and removals and eventually no execs at all." That's all fine but you can ask of it, "How come they're doing that?" so it couldn't be a bottom-level Why. Anytime you can ask a "How come?" you haven't got a Why, you have a situation.

Just an off-the-cuff Why better than that would be, "Day and Foundation staff are the same, allowing no time to hat and train" or another, "There is no HCO staff" or another, "Only a handful make the GI and the rest of the org is considered superfluous" — yet none of these are the Why either as you can also again ask "How come?"

The new type of evaluation would use telex lines and FRs to ask a lot of questions AFTER one had found the real situation. It would go: Find the situation area from stats, find the situation from data files, get some sort of a Why (that will now become the situation) and burn the telex lines or send a mission from the FOLO to find out how come that situation. You would then get the real Why and could do a program. This would make evaluations pretty real!

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Assisted by
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Sort-out I/C

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HCO POLICY LETTER OF 19 SEPTEMBER 1973-2
ADDITION OF 2 OCTOBER 1977

REMIMEO

DATA SERIES 28-2

MULTIPLE SIT EVAL FORMAT

For multiple situation evaluations, the following is the correct format to use in the final evaluation write-up:

SITUATION ONE

POLICY:

SITUATION:

STATS:

DATA:

OUTPOINT COUNT:

PLUSPOINT COUNT: (As applicable)

WHY:

ETHICS WHY: (As applicable)

WHO: (As applicable)

IDEAL SCENE:

HANDLING: (For a multiple sit eval, the plan is written here, e.g. — "*HANDLING:* Find and train executives . . ." etc.)

SITUATION TWO

POLICY:

(And so on, as per above)

The above format is repeated for as many situations as were evaluated.

Then:

PROGRAM

1. (First target)
2. (Second target)

And so on.

The program targets to specifically handle the Whys of each situation should be divided up as follows:

SITUATION ONE TARGETS

4. (Or whatever number, in sequence, after any beginning general targets) Make up a list . . .
5. Go through the org . . .
6. Go and see . . .

(Etc.)

SITUATION TWO TARGETS

19. (Or whatever number, in sequence, following the Sit One targets) See that . . .
20. Call on . . .
21. Get the . . .

(Etc.)

One does this for as many situations as were evaluated.

When writing and issuing a set of program orders or mission orders separate to the eval itself, the usual program or mission order format is used, except the operating targets get divided up as shown above.

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AVU Verifications Chief

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HCO POLICY LETTER OF 30 SEPTEMBER 1973
ISSUE I

REMIMEO

DATA SERIES 29

OUTPOINTS, MORE

I recently surveyed a number of possible new outpoints. Almost all of them were simply the basic outpoints in a different guise and needed no special category.

However, two new outpoints did emerge that are in addition to the basic number.

The new outpoints are:

ADDED TIME. In this outpoint we have the reverse of dropped time. In added time we have, as the most common example, something taking longer than it possibly could. To this degree it is a version of conflicting data = something takes three weeks to do but it is reported as taking six months. But added time must be called to attention as an outpoint in its own right for there is a tendency to be reasonable about it and not see that it IS an outpoint in itself.

In its most severe sense, added time becomes a very serious outpoint when, for example, two or more events occur at the same moment involving, let us say, the same person who could not have experienced both. Time had to be ADDED to the physical universe for the data to be true. Like this: "I left for Saigon at midnight on April 21st, 1962, by ship from San Francisco." "I took over my duties at Saigon on April 30th, 1962." Here we have to add time to the physical universe for both events to occur as a ship would take two or three weeks to get from San Francisco to "Saigon."

Another instance, a true occurrence and better example of added time, happened when I once sent a checklist of actions it would take a month to complete to a junior executive and received compliance in full in the next return mail. The checklist was in her hands only one day! She would have had to add 29 days to the physical universe for the compliance report to be true. This is also dropped time on her part.

ADDED INAPPLICABLE DATA. Just plain added data does not necessarily constitute an outpoint. It may be someone being thorough. But when the data is in no way applicable to the scene or situation and is added it is a definite outpoint.

Example: Long, long reams of data on an eval write-up, none of which is giving any clue to the outpoints on the scene. By actual survey it was found that the person doing it did not know any Why (not having used outpoints to find it) and was just stalling.

Often added data is put there to cover up neglect of duty or mask a real situation. It certainly means the person is obscuring something.

Usually added data also contains other types of outpoints like wrong target or added time.

In using this outpoint be very sure you also understand the word *inapplicable* and see that it is only an outpoint if the data itself does not apply to the subject at hand.

There is more about another already named outpoint:

WRONG SOURCE. This is the opposite direction from *wrong target*.

An example would be a president of the United States in 1973 using the opinions and congratulations of Soviet leaders to make his point with American voters.

A more common version of this, not unknown in intelligence report grading for probability, would be a farmer in Iowa reporting a Mexican battleship on Mud Creek. The farmer would be a wrong source for accurate naval reports.

A private taking an order from a sergeant that countermands an order he had from a lieutenant would be an example of wrong source.

What is sometimes called a "hey you" "organization" is one that takes orders from anyone = a repeating outpoint of wrong source.

There are many examples of this outpoint. It must be included as a very important outpoint on its own. It produces a chaos of illogical ideas and actions when present.

PLUSPOINTS

CORRECT TIME or the expected time period is a pluspoint.

ADEQUATE DATA is a pluspoint.

APPLICABLE DATA is a pluspoint.

CORRECT SOURCE is a pluspoint.

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HCO POLICY LETTER OF 30 SEPTEMBER 1973
ISSUE II

REMIMEO

DATA SERIES 30

SITUATION FINDING

There is an ironbound rule in handling things:

WHERE YOU FIND OUTPOINTS,
YOU WILL THERE ALSO FIND A SITUATION.

If several outpoints come to view in any scene (or even one), if you look further you will find a *situation*.

There is not any real art to finding situations *if* you can see outpoints.

The sequence is simple. (1) You see some outpoints in a scene, (2) you investigate and "pull a few strings" (meaning follow down a chain of outpoints) and (3) you will find a situation, and (4) then you can evaluate.

Statistics are leaders in pointing the way. They should be X, they are not X. That is conflicting data. Behind that you will find a situation.

If anyone has any trouble finding situations, then one of three things is true: (a) he cannot recognize outpoints when he sees them, (b) he does not have any concept of the ideal scene or want it or (c) he does not know how to pull strings, which is to say ask for or look for data.

On the positive side, to find situations one has to (A) be able to recognize outpoints, (B) has to have some idea of an ideal scene and want it, and (C) has to be able to "pull strings."

Evaluation is very much simpler when you realize that the art lies in finding situations. To then find a Why is of course only a matter of counting outpoints and recognizing what (that can be handled) is retarding the achievement of a more ideal scene.

REASONABLENESS

One often wonders why people are so "reasonable" about intolerable and illogical situations.

The answer is very simple: they cannot recognize outpoints when they see them and so try to make everything seem logical.

The ability to actually see an outpoint for what it is, in itself is an ability to attain some peace of mind. For one can realize it is what it is, an outpoint. It is not a matter for human emotion and reaction. It is a pointer toward a situation.

The moment you can see this you will be able to handle life a lot better.

The human reaction is to REACT! to an outpoint. And then get "reasonable" and adopt some explanation for it, usually untrue.

You can safely say that "being reasonable" is a symptom of being unable to recognize outpoints for what they are and use them to discover actual situations.

NATIVE THINK

It may come as a surprise or no surprise at all that the ability to evaluate as given in this Data Series is not necessarily native to a being.

In a native state a being detests illogic and rejects it. He seldom uses it for any other purposes than humor or showing up a rival in debate as a fool or using it in justice or a court of law to prove the other side wrong or guilty.

A being is dedicated to being logical and he does, usually, a wonderful job of it.

But when he encounters illogic, he often feels angry or frustrated or helpless.

He has not, so far as I know, ever used illogic as a systematic tool for thinking.

Certain obsolete efforts to describe man's thinking processes stressed "associative thought" and various other mechanisms to prove man a fully logical "animal." The moment they tried to deal with illogic, they assigned it to aberration and sought drugs, tortures or executions that would "cure it." None of them ever thought of *using* illogic as a tool of rational thinking! Thus they did not advance anyone's intelligence and conceived intelligence as unchangeable and fixed.

The only Greek school of philosophy that dealt with illogic was the Sophist school. But even they had no real idea of the illogic. They were employed by politicians to make their political acts seem *reasonable!*

Even humorists have no real idea of illogic. Reading their ideas of the theory of humor shows them to be off the mark. They don't really know what is "funny."

Laughter is rejection, actually.

And humor you will find usually deals with one or another outpoint put in such a way that the reader or audience can reject it.

The groan of most humorists is that too often their hearers go reasonable on them. PAT: "Who was that hobo I saw you with last night?" MIKE: "That wasn't no oboe, that was my fife." LISTENER (puzzled): "But maybe it was a very slender hobo."

The tendency of a being is to try to keep it reasonable, logical, rational. And that is of course a very praiseworthy impulse or all life's endeavors might unhinge.

The fear of being illogical is a secret fear of being crazy or insane. (Not an idle fear when psychiatry was roaming around loose.) Or at the least being thought a fool or dullard or at the very very least, unworldly and uneducated.

To evaluate and be a fine evaluator is to be able to prevent a slump toward a painful collapse. And to be able to steer the way from the nonideal present to the ideal future.

A person who feels queasy about his sanity really doesn't dare look at outpoints or confront and use illogic. Yet it *is* the way to full sanity itself.

The ability to evaluate puts one at cause over both the mad and ideal. It places a being at a height it is unlikely he has ever before enjoyed in the realm of commanding the situations of life.

Evaluation is a new way to think.

It is very worthwhile to acquire such an ability as it is doubtful if it ever before has been achieved.

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HCO POLICY LETTER OF 25 NOVEMBER 1973

REMIMEO

DATA SERIES 31

FINAL TARGETS

The first, foremost and most usual reason evaluations fail is because the programs to handle are not done.

The evaluator, with all the study for an ideal scene, the exhaustive search for data and the collection and count of outpoints and pluspoints, with the discovery thereafter of the right Why and the brightest of ideas to handle may yet be totally defeated by the simple fact that no one ever chases up the target execution and gets the program really and honestly DONE.

He can even have someone who is responsible for getting his program executed only to find they are themselves issuing additional or even contrary orders. Or even issuing whole new programs which have no relation to evaluation at all.

Circumstances have been found where a person with the duty of getting targets done was so deficient in the ability to confront that he accepted any excuse at all and was even pushed over into other subjects. The remedy for this of course is HCOB 21 Nov. 73, THE CURE OF Q&A, MAN'S DEADLIEST DISEASE.

It can be so bad that persons entrusted with target execution *did not even speak to or approach any person who had a target to do* while not reporting at all or reporting marvelous progress with the program!

So, sad to have to relate, it is not enough to be a fantastic and able evaluator. If the program is never truly done, the evaluation is merely a mental exercise.

The ability to supervise and obtain cooperation and execution is mandatory for the skill of any evaluator.

HCO PL 1 Sept. 73, ADMIN KNOW–HOW No. 30 and HCO PL 15 Oct. 73, AKH Series 31, Esto Series 29, ADMINISTRATIVE SKILL, give the evaluator some of the additional data he needs to obtain execution of his programs.

One can say right here that the thought, "Oh well, I'm just a sort of technician here and it's really not up to me to RUN things. I just evaluate and it's up to 'them' to see that they carry it out," is very likely to occur.

But if one's repute as an evaluator is to be established, it will come about because:

THE EXISTING SCENE MOVED UP MARKEDLY TOWARD OR BECAME THE IDEAL SCENE.

If that does not occur, then seniors or workers don't blame the supervisors or communicators. They blame the evaluator. "Oh him! He evaluated the building situation and look, the whole situation went to hell."

No justice at all. The data and Why and all the rest were quite right. The on-paper evaluation was perfect. It would have "handled the hell" out of it. But lamentably the program just was never done. Altered or falsely reported or untouched, the targets just weren't done.

So the test of an evaluation is:

DID IT MOVE THE EXISTING SCENE TOWARD OR ATTAIN THE IDEAL SCENE?

And *that* cannot occur without the program being fully and totally and correctly *done.*

See also HCO PL 26 Jan. 72, AKH Series 29, Exec Series 5, NOT–DONES, HALF–DONES AND BACKLOGS, for more data on this.

Thus it is VITAL that four final targets exist on *every* evaluation.

These are:

_____ (Fourth from last number of the evaluation program) Verify from personal inspection of the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

EVALUATOR _____

_____ (Third from last number of the evaluation program) Look at current statistics and the results of the above inspection and the SITUATION of this evaluation as written above AND SEE IF THE SITUATION IS NO LONGER A THREAT.

EVALUATOR _____

_____ (Second from last number of the evaluation program) Look again at the IDEAL SCENE as written above. Then look at the above two targets and further investigate and SEE IF THE IDEAL SCENE HAS NOW BEEN APPROACHED MORE CLOSELY OR ATTAINED.

EVALUATOR _____

_____ (Last numbered target of the evaluation program) (A) If the above three targets do not show a favorable approach toward or attainment of the IDEAL SCENE, gather new data, investigate further and REEVALUATE, or (B) If the IDEAL SCENE has been more closely approached or attained, the following commendations or awards are assigned:

_____

_____

_____

_____

EVALUATOR _____

This signifies the conclusion of the evaluation.

(Note: The last four targets may be made available on a mimeograph sheet for the use of an evaluator in ending off his evaluation.)

By using this program ending, it is abundantly clear to all those concerned with the evaluation including the evaluator that:

THE PROGRAM AND ITS SUCCESSFUL EXECUTION ARE AN INTEGRAL PART OF AN EVALUATION.

Unless the program is fully, truthfully and successfully done, an evaluation alone cannot remedy any situation and the ideal scene will not be attained.

The reason for and the final objective of any evaluation is the approach toward or attainment of the IDEAL SCENE.

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HCO POLICY LETTER OF 25 NOVEMBER 1973-1
ADDITION

REMIMEO

DATA SERIES 31 ADDITION

FINAL TARGET ATTACHMENT

To save the evaluator writing the final targets longhand this sheet is provided. It can be filled in with the proper numbers and data, inapplicable lines crossed out and this sheet stapled to the end of any eval.

_____ (Fourth from last number of the evaluation program) Verify from personal inspection of the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

EVALUATOR _____

_____ (Third from last number of the evaluation program) Look at current statistics and the results of the above inspection and the SITUATION of this evaluation as written above AND SEE IF THE SITUATION IS NO LONGER A THREAT.

EVALUATOR _____

_____ (Second from last number of the evaluation program) Look again at the IDEAL SCENE as written above. Then look at the above two targets and further investigate and SEE IF THE IDEAL SCENE HAS NOW BEEN APPROACHED MORE CLOSELY OR ATTAINED.

EVALUATOR _____

_____ (Last numbered target of the evaluation program) (A) If the above three targets do not show a favorable approach toward or attainment of the IDEAL SCENE, gather new data, investigate further and REEVALUATE, or (B) If the IDEAL SCENE has been more closely approached or attained, the following commendations or awards are assigned:

_____
_____
_____
_____

EVALUATOR _____

_____
_____
_____
_____

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 14 DECEMBER 1973

REMIMEO

DATA SERIES 32

TARGET TROUBLES

TARGETS JUNIOR TO POLICY

A target given on an evaluation may not set aside management policy or technical releases.

Where such a target is written or misused to supplant policy, a great deal of trouble can follow.

Example: Org policy in authorized issues states that accounts for the week must be finalized at 2:00 P.M. Thursday. Someone writes an evaluation and puts a target in it to end the week on Sunday. People doing the target actions change to Sunday. This is out of phase with all other actions and chaos results.

People tend to take orders from anyone and anything in a poorly organized area.

When they use evaluation or project targets instead of policy, the whole structure may begin to cave in.

NO EVAL TARGET IS SENIOR TO OFFICIAL ISSUES AND WHERE THESE CONFLICT THE TARGET HAS THE JUNIOR POSITION.

The only way a target can change policy is to propose that such and such a policy be officially reviewed on proper channels or that a new policy be written and passed upon properly by those in actual authority.

Someone attempting to do a target who finds that it conflicts with policy or official technical releases and yet goes on and does the target is of course actionable.

TARGETS OUT OF CONTEXT

CONTEXT: The interrelated conditions in which something exists or occurs.

OUT OF CONTEXT: Something written or done without relation to the principal meaning of a work.

Targets must be written within the meaning of the whole evaluation.

Example: The evaluation is about pie. There is a target that says to polish shoes just because the evaluator happened to think of it and squeezed it into the program. A

program written to increase pies winds up with the ideal scene of polished shoes. No pies get increased so the evaluation fails.

Targets must be DONE within the *context* of the evaluation.

Example: An evaluation is done to increase central office collections. It calls for another evaluation to be done on a statistic. The person doing that target reduces the number of items collected upon and crashes central office collections.

The person DID NOT READ OR UNDERSTAND THE WHOLE EVALUATION before he did the target and so did it in a way that accidentally defeats the ideal scene.

Example: An evaluation is done to fill up a big hotel of 450 guest capacity. One of its targets calls for project orders sending a team to the hotel. The person who writes the project orders does not look at the evaluation or the hotel plans and specifies 30 guests must be gotten! The evaluation is defeated.

FALSELY EVALUATING

A person who evaluates a situation without chasing up all the data or even looking at the data in his files can bring about a false evaluation.

Example: A person has come back into an organization at a high level. The place crashes. The evaluator does not examine personnel changes at the time of the crash and comes up with "too many football games" as his Why and the evaluation fails.

FALSE DONES

False reports that a target has been done when it has not been touched or has been half-done at best is actionable in that he is defeating not only the evaluation but the organization.

Example: The evaluator has an ideal scene of repaired machines that will increase production. The mechanic reports all machines repaired now when he has not even touched them. The evaluator sees production remains low, looks around for a new Why. But his Why is falsely reported dones on his accurate eval!

PERSONAL CONTACT

Targets seldom get done without personal contact.

Evaluations should carry the name or post of the person who is overall responsible for the completion of the program.

Sitting at a desk while one is trying to get people to do targets has yet to accomplish very much. One can have messengers or communicators or Flag Representatives getting the targets done but these in turn must depend upon personal contact.

A person assigned responsibility for getting a whole program done is not likely to accomplish much without personal contact being made.

This can be done on a via. Mr. A in location A remote from Mr. C in location C can get a target done reliably only if he has a Mr. B in that area whose sole duty it is to personally contact Mr. C and have Mr. C get on with it despite all reasons why not. That is how targets get done. That is also how they can be reviewed.

Target troubles are many unless the program is under direct contact supervision. Even then targets get "bugged" (stalled). But the evaluator can find out why if personal contact is made and the target can be pushed through.

SUCCESS

Therefore, the success of an evaluation in attaining an ideal scene depends in no small measure on:

1. Both evaluator and target executor realizing policy and technical materials are senior to targets in programs and that targets do not set senior policy aside. One of the best ways to prevent this is to know and refer to policy and technical issues in targets.

2. Targets must be written in context with the evaluation and done in context with the ideal scene. The best way to achieve this in writing an eval's targets is to make them consistent with the Why and ideal scene. The best way to be sure that targets will be DONE in context is to require that anyone doing a target must first read the whole evaluation (and be word cleared on it) before he does his target so that he does his target in a way to improve the existing scene in the eval not some other scene.

3. To prevent false evaluation, one may require that the evaluator attests that all pertinent data and statistics have been examined and to discipline such failures whenever an evaluation fails.

4. To prevent false dones, one must review the evidence of dones and statistics after the program is complete and discipline all falsely reporting persons and reassign the targets or in any way possible get them actually done.

5. The way to get a whole program done, target by target, is through personal contact. Supervise it by personal contact with those assigned the targets. Or use a communicator or messenger. Where the people doing the targets are remote from the evaluator, one must have someone there to do the personal contact. And be sure THAT person isn't just sitting at a desk but is actually doing personal contact on targets. Thus all evaluations, on the issue itself or by organizational pattern, should have someone who can personally contact people getting the targets done fully and completely.

If these points about evaluations and their programs are understood, one can and only then can move things toward the ideal scene.

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HCO POLICY LETTER OF 3 JULY 1974RB
REVISED 29 JANUARY 1979

REMIMEO

DATA SERIES 33

EVALUATION, CRITICISM OF

There are six duties of a person who is responsible for passing evaluations:

1. to see that the evaluation is correct and that it can accomplish or approach the ideal scene;

2. that those doing evaluations, by the process of the criticism itself, become trained and better evaluators;

3. that persons doing evaluations become correctly and well trained by the process of training, cramming and, as needed, ethics;

4. to see that evaluations *do* occur on existing situations;

5. to see that unevaluated situations do not exist and;

6. to make sure that the Data Series is used to its full potential.

When an evaluation is rejected, care must be taken that the criticism is correct and not capricious.

If one gives out-tech criticisms of evaluations, no evaluator will really ever learn evaluation. He will just become confused and desperate. The quality of evaluations will deteriorate and the Data Series potential will be defeated.

Therefore the only criteria that may be used in calling attention to outnesses in an eval, a requested rewrite or correction are:

A. Purity of form (all parts of an eval included);

B. Verification of stats;

C. Date coincidence correct and proven on graphs, using all graphs that have to do with the situation;

D. GDS analysis supporting the eval (stat management PLs apply);

E. Exactly offered data not borne out by an inspection of files;

F. No Situation;

G. Insufficiently broad Situation;

H. Inconsistent — Policy — Situation — Stats — Data — Why — Ideal Scene — Handling — Targets, not on same subject. The inconsistency must be precisely pointed out;

I. Outpoints in the eval itself — such as in Bright Idea or Handling, etc. The outpoint must be precisely noted and named. This does not include outpoints in the data section which are the outpoints on which the eval is based;

J. Not all pertinent or available data applicable or needed was examined by the evaluator. The excluded data must be exactly stated as to what it is and where found. Not looking at all applicable or important data makes it a partial eval;

K. Wrong Why;

L. Weak Handling;

M. Handling does not include targets to handle directly or indirectly the more serious outnesses found in the data mentioned;

N. Absence of ethics handling on serious ethics matters found in the data mentioned or of the Ethics Why;

O. No method of implementing the evaluation or maintaining the scene and getting its targets done. Such as a broken line between evaluator and scene or omitted terminals or ethics Who(s) depended upon to do the targets;

P. Sequence of handling incorrect or omitted. A production target must come first. Errors of solid organize for many early consecutive targets without production in them, no organizing at all are flunks;

Q. Vague generalities in postings which do not name the new person or the person to replace the person being moved up;

R. Musical chairs;

S. No resources or ways to get them or nonutilization of known resources or excessive use of resources for no real gain;

T. Off-policy orders or orders that set policy;

U. No target or targets to get in the policies mentioned under “Policy”;

V. Unreadable or illegible presentation of the eval for criticism or review;

W. Failure to return eval promptly with corrections;

X. Bright Idea isn't bright enough;

Y. No eval;

Z. No data trail, incorrect data trail.

If the reviewer, corrector or critic of evaluations does the above AND NOTHING ELSE he will be rewarded with better and better evaluations, less and less time spent correcting, more and more gain by use of the Data Series and a happier and more productive scene entirely.

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HCO POLICY LETTER OF 18 JULY 1974

REMIMEO

DATA SERIES 34

SITUATION CORRECTION

I have just reviewed a number of attempted evaluations and was struck by the similarity of errors in them. None of these evaluations would have reached any ideal scene or even improved the existing scene.

The real reason for this is that the majority of them had a highly generalized situation such as "Bide-a-Wee Biscuit Company failing" or "Stats down from last year." They then proceeded on a data trail and got a "Why."

In these cases the Why they found was actually the situation!

Each of them had failed to use the data trail to find the situation. They were using the data trail to find a Why!

The evals then had no Why.

The handling was just a bunch of orders that were in fact unevaluated orders since no real Why had been found.

Like in playing a game these evaluators had started 50 feet back of the starting line and when they got to the starting line (the situation) they assumed it was the finish.

If you look at an "evaluation" that has a generalized "situation" like "continental products getting fewer," you will find in a lot of cases (not always accurately) that what was put down as the "Why" was in fact the situation. This left the "eval" without a Why. Thus the ideal scene would be wrong and the handling ineffective.

Example: (not in form) "Situation: Gus Restaurant failing." "Data: Customers refusing food, etc., etc." "Why: The food isn't good." "Ideal Scene: A successful Gus Restaurant." "Handling: Force Gus to serve better food, etc., etc." That isn't an eval. That is an observation that if Gus Restaurant is to survive it better get evaluated. It is being evaled because it *isn't* surviving. Now look at this: The data trail led to "the food isn't good." *That's* a situation. *Why* isn't it good enough? Well it turns out the cook got 15 percent commission from the store for buying bad food at high prices. And Gus didn't know this. So bang, we handle. Gus Restaurant achieves ideal scene of "Gus Restaurant serving magnificent chow."

In this example if you used the situation for a Why the Who would probably be Gus!

The data trail of outpoints from a highly general "situation" (that is only an observation like failing stats) will lead one to the situation and *then* a closer look (also by outpoints) will lead one to the real Why and permit fast handling.

DATA TRAIL

People can get too fixated on the history of something. They can call this a "data trail." Well, all right, if it's a trail of outpoints.

But significances of history have little to do with evaluation.

Let us say you see the machine division is failing.

Now, if you simply take masses of data about it and just start turning over 10 or 12 sheets at a time looking for outpoints only and keep a tally of what they are and to whom they belong, you will wind up with your situation area and probably your situation without reading any significances at all.

Now that you have your area and situation in it, you can start really reading all about it and get that existing scene's data and its outpoints. And your Why leaps at you.

SUBSTITUTION

You can't substitute stats for a situation or a situation for a Why.

But substitution of one part of an eval for another is a common fault.

Substituting a general hope for the ideal scene you really would and could achieve makes a sort of failed feeling in an eval. "Gus Restaurant being best in town" is nice but "Lots of customers very well fed so Gus Restaurant survives" is what you are trying to achieve. *That* can occur and will be reached if you find the real Why.

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HCO POLICY LETTER OF 19 JULY 1974

REMIMEO

DATA SERIES 35

EVAL CORRECTION

An evaluation submitted for an okay is only reviewed to the first major outness (see HCO PL 3 July 74, Data Series 33, EVALUATION, CRITICISM OF) and is then returned for correction.

Only when no major correction is necessary does one then verify all data or go to an extensive review of the whole eval.

This makes the line very fast. It also saves a great deal of work by one and all.

If the Stats are incorrectly given, that's it. Reject. If the Why is really the Situation, that's it.

On the reject one gives the letter of Data Series 33 that is not correct and any reference to the Data Series that would seem helpful.

An evaluation corrector will see how well this rejection system works when you find that the eval, let us say, has no situation on it, but only some stats. Why verify anything as a whole new body of data may have to be found.

In correcting evals, if a situation is given, I usually call for the main stats of the unit being evaluated to see if these show any reason to handle it at all. I recently found an activity had had its chief removed when his stats were in Power. The activity then crashed. And *that* was the situation. It was made by an evaluator and an eval corrector not looking at the stats!

If no error exists in Situation or Stats, I read the eval down to Bright Idea and look especially at the Why, Ideal Scene and Handling to see if one would make the others.

If that's okay, I look at the targets of Handling and the Resources.

If those are okay, I look at Data and Outpoints. If these are all okay, I then verify the Data.

But if at any of these steps I find an error, I then reject at once for immediate correction.

Often, by using only basic things to reject, the whole eval has to be redone as the basics are so far wrong.

If you try to correct the whole thing before rejecting or if you correct tiny little things instead of the big ones, the whole line slows.

Eval correction should be a fast, helpful line, strictly on-policy, no opinion.

That way the job of correction becomes easier and easier.

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HCO POLICY LETTER OF 11 AUGUST 1974

REMIMEO

DATA SERIES 36

ENVISIONING THE IDEAL SCENE

If one cannot envision the ideal scene, one is not likely to be able to *see* a situation or get one.

A SITUATION IS THE MOST MAJOR DEPARTURE FROM THE IDEAL SCENE.

Thus:

ONE MUST BE ABLE TO ENVISION AN IDEAL SCENE TO FIND A SITUATION.

A lot of "ideal scenes" you see are just glib. An afterthought.

Some people know the proper scene so well they at once recognize that a departure from it has occurred, which is fine. But such people do not realize, when they are teaching evaluation or correcting evals, that others may not know the proper scene well enough to get an idea of what *the* ideal scene should be. Thus, a wrong target occurs. The teacher or corrector keeps putting attention on the incorrectness of the situation given in the eval instead of noticing that the ideal scene is adrift.

An ideal scene is FUTURE.

When one is stuck on the time track it may seem pretty difficult to envision a *future*.

In politics this is called "reactionary" or "conservative." These mean any resistance to change even when it is an improvement. The bad old days seem to be the good old days to such people. Yet the old days will not come again. One has to make the new days good.

"Liberals," "socialists" and such make great propaganda out of this. They inveigh against (criticize) conservatives and say the future must be reckoned with. And they hold up some often incredible future scene and say the way to it is by "revolution" or destroying everything that was.

Both viewpoints could be severely criticized. The conservative tries to stick on the time track with no reality on the fact that today will be yesterday in 24 hours. The superliberal skips tomorrow entirely and goes up the track 5 or 10 years to a perfect state which can never exist or is falsely represented as possible.

In between these two viewpoints we have the *attainable*.

And we come to an ideal scene that *is* possible and *will* occur if the Why is right and handling is correct and done.

Envisioning an attainable future requires some connection with reality.

There is no harm at all in dreaming wonderful dreams for the future. It's almost the bread of life.

But how about giving oneself a crashing failure by disconnecting from any reality?

Some laborers do this to themselves. Taking no steps to attain it, they daydream themselves as kings or some other grand identity. Well, all right. But that isn't an "ideal scene." That's a delusion engaged upon for self-gratification in a dream world.

One cannot only dream a *possible* ideal scene but he *can* attain it.

So an ideal scene is SOMETHING THAT CAN BE ATTAINED.

It should be quite real.

Some people setting unreal quotas are really setting some impossible ideal scene. "Complete this work in 1 hour!" to someone working hard on a job that will take 4 days is delusory. It is setting, without saying so, the ideal scene of having a worker who is really a magician! Well, maybe if he were audited and hatted he would be. But that's sure some ideal scene! The here and now is a guy sweating it out and trying. And that's an ideal scene that is missed!

And so are many ideal scenes missed. The offices neat and orderly might not even be imagined by someone who has seen them in a mess for two years. He may think that's the way they're supposed to be! And be quite incapable of envisioning the offices in any other condition!

Thus, if one cannot see the offices should be clean, he does not see that they are dirty and messy as a *situation*. Thus when he is told the public won't come into the place, and even if he finds the place is full of old dirty junk, he can't evaluate it as a clean orderly place would not be envisioned by him. So he doesn't get "dirty place" as a valuable datum, doesn't get "a clean orderly place that is inviting to the public" as an ideal scene, doesn't get "office so dirty the public won't go near it" as a situation and so cannot find a Why to lack of public! And so as he didn't find *Why* it was so dirty and disorderly, it wouldn't handle. So there would be a failed eval.

Yet the teacher or evaluation corrector would not realize the person could not envision an ideal scene and so keep telling the person to find the situation whereas the ideal scene was what was out.

You can get some very beautiful ideal scenes AND attain them—if you can evaluate!

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HCO POLICY LETTER OF 12 AUGUST 1974

REMIMEO

DATA SERIES 37

WHYS OPEN THE DOOR

You can really understand a real *Why* if you realize this:

A REAL WHY OPENS THE DOOR TO HANDLING.

If you write down a Why, ask this question of it: "Does this open the door to handling?"

If it does not, then it is a wrong Why.

Backtracking to find how it is wrong, one examines the ideal scene and the situation one already has.

The outpoints should be checked. The completeness of data should be checked. One may find he is in a wrong area of the scene.

Correct that, correct the ideal scene, correct the situation and look for more data.

With the outpoints of more data one can achieve the real Why that *will* open the door to handling.

Quite often an "evaluator" "knows" the Why before he begins. This is fatal. Why evaluate?

Some of the most workable Whys I've ever found surprised me! So usually I also ask, did I know this? Am I surprised? The chances are, if I "knew" it already (and the situation still exists) it is a wrong Why. And needs proper evaluation.

When you have a right Why, handling becomes simple. The more one has to beat his brains for a bright idea to handle, the more likely it is that he has a wrong Why.

So if you're not a bit surprised and if the handling doesn't leap out at you then THE WHY HAS NOT OPENED THE DOOR and is probably wrong.

I have seen evaluators take weeks to do an evaluation. In such cases they went on and on reading as they did not know how to find a real Why. Actually they did not know what one was.

By going through the *total* current files of an activity looking for outpoints just by randomly glancing at data sheets from all sources, you can find the AREA. Outpoints lead you straight to it.

An ideal scene for that smaller AREA is fairly easy to envision.

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The type of outpoint will generally give you how the departure is. One can then get the situation.

By looking over (in detail now) the data of that smaller area and counting the outpoints, one can find the Why.

The Why will be how come the situation is such a departure from the ideal scene and WILL OPEN THE DOOR TO HANDLING.

If it doesn't, then review the whole thing, do the steps again. Don't just sit and sag!

Let's say we find outpoints of added inapplicable data in all reports. And they lead to Reception. The ideal scene of Reception is easy: attractive pleasant atmosphere, welcoming in the public.

We find more detailed reports that the place is full of junk and filthy and we get our situation, "Public repelled by filthy messy Reception."

Now why?

So back to the real data and we find the janitor never cleans it. Or anything else. The easy out is just sack the janitor (and leave the post empty). But that won't handle so we have no Why.

So we dig and dig and suddenly we find that the staff refer to the janitor in lowly and disrespectful terms: "Janitor has no status." Well, the outpoints all say so. And it opens the door to a handling.

So we handle by transferring the janitor org board position from Treasury where it went as he "looks after assets" to the Office of the President with the President's Secretary as his direct senior.

We write up a program for clean offices.

Magic!

The offices get clean!

The public again comes in.

The ideal scene is attained.

(You may think this example is pretty unreal. But actually it once happened and worked!)

So a right Why opens the door to handling.

If it doesn't, look harder.

THERE IS ALWAYS A REASON FOR THINGS.

And if your ideal scene and situation are correct, you can find the real Why that opens the door.

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HCO POLICY LETTER OF 3 OCTOBER 1974

REMIMEO

DATA SERIES 38

PLUSPOINT LIST

The following is a list of PLUSPOINTS which are used in evaluation.

Needless to say, pluspoints are very important in evaluation as they show where LOGIC exists and where things are going right or likely to.

RELATED FACTS KNOWN. (All relevant facts known.)

EVENTS IN CORRECT SEQUENCE. (Events in actual sequence.)

TIME NOTED. (Time is properly noted.)

DATA PROVEN FACTUAL. (Data must be factual, which is to say, true and valid.)

CORRECT RELATIVE IMPORTANCE. (The important and unimportant are correctly sorted out.)

EXPECTED TIME PERIOD. (Events occurring or done in the time one would reasonably expect them to be.)

ADEQUATE DATA. (No sectors of omitted data that would influence the situation.)

APPLICABLE DATA. (The data presented or available applies to the matter in hand and not something else.)

CORRECT SOURCE. (Not wrong source.)

CORRECT TARGET. (Not going in some direction that would be wrong for the situation.)

DATA IN SAME CLASSIFICATION. (Data from two or more different classes of material not introduced as the same class.)

IDENTITIES ARE IDENTICAL. (Not similar or different.)

SIMILARITIES ARE SIMILAR. (Not identical or different.)

DIFFERENCES ARE DIFFERENT. (Not made to be identical or similar.)

The use of the word "pluspoint" in an evaluation without saying what type of pluspoint it is is a deficiency in recognizing the different pluspoints as above. It would be like saying each outpoint is simply an outpoint without saying what outpoint it was.

In doing evaluations to find why things got better so they can be repeated, it is vital to use the actual pluspoints by name as above. They can then be counted and handled as in the case of outpoints.

Pluspoints are, after all, what make things go right.

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REMIMEO

DATA SERIES 39

WHO–WHERE FINDING

You may now and then see an eval that winds up with a *Who.* Very rarely you also find one that winds up in a *Where.* Sometimes you find an "evaluator" who only finds Whos or Wheres.

If this puzzles you when you see such "evals" or if you land in that situation yourself while evaluating, remember this:

AN "EVAL" THAT ONLY HAS A WHO OR A WHERE AS ITS WHY IS *INCOMPLETE.*

What has happened is this: The "evaluator" does an outpoint count only for Who or Where. He does not then really investigate or dig up the real data on that Who or Where but lets it go at that. He says—WHY: Dept 1 not functioning. WHO: Director of Personnel. IDEAL SCENE: A functioning Dept 1. HANDLING: Shoot the Dir Personnel.

Such evals do NOT raise statistics. They do *not* work. Because they are not complete!

In *any* eval you have to do an outpoint count to find where or who to investigate. *This* prior outpoint count does not appear, always, on the eval form. It's just where to look.

Having gotten the Who or Where you NOW do a full readout, lift the rocks, pry into the cracks and find the Why.

It can even get worse. Having seen something wrong, one puts down a situation. He does a preliminary outpoint count for a Where or Who and *then* discovers a more basic or even worse situation. In other words, his situation can change!

Example: No personnel being hired leads one to Dept 1, Personnel. So one writes the situation: "No one being hired." Then one can easily dash off, "Why: Dept 1 inactive. Ideal Scene: An active Dept 1 hiring personnel." And write up a handling: "Hire people."

Great, easy as pie. *But* somehow six months later there are *still* no personnel! The reason is simple: The "evaluator" never went beyond the Who-Where. He put down a Who-Where as his Why.

Real evaluation would go this way: First observed situation, "No personnel being hired." The Who-Where comes up as Dept 1. *Now* and only now do we have

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something to evaluate. So our *situation* has changed. It becomes, "Dept 1 inactive." And we investigate and lo and behold there is no one in that whole division! Again we could go off too early. It is tempting to say, "Why: No one in it!" And say, "Handling: Put somebody in it!"

But actually "no one in it" is just data! Certainly the execs who should be screaming for personnel know there is no one in Dept 1. After all, they get cobwebs on their faces every time they pass the door! So it is just an outpoint, not a Why as it does not securely lead to solution. So we look further. We find seven previous orders to put on a Director of Personnel! The writers of these orders are not the Whos but who they were given to are elected. That's seven noncompliances by the executive in charge of organizing! And this turns out to be Joe Schmoe. *Now* we have a *Who*. So what's with this Joe Schmoe? So we go to anything connected with Schmoe and we locate board of directors minutes of meetings and herein he has been stating for two years repeatedly that "The organization only makes so much money anyway so if we hire anybody to deliver service we might go broke." As the organization has been going broke for those two years and the last Dir Personnel was fired two years ago, we now also have our DATE COINCIDENCE. But this is still just an outpoint — contrary facts, as one has to deliver to stay solvent. So we look up Joe Schmoe even further and we find he is *also* the chief stockholder in a rival company! So here is our Why: "Organization being suppressed by the chief stockholder in the company's rival." "Who: Joe Schmoe. Ideal Scene: Organization hiring personnel needed to deliver." Now for the handling. Well, Joe Schmoe could mess things up further if one just fired him. So we better know what we're doing. We have found our organization controls the tin Joe Schmoe's company needs for its cans. So we shut off the tin supply and when Schmoe's stock falls we buy it up, merge the companies and fire Joe. Or so a businessman would do. THAT handles it!

Shallow evals that stop with a Who-Where on the first inspection don't succeed. Outpoints are usually aberrated and the people there around them usually handle things unless they have depth of mystery.

You have to have a Who-Where to *begin* your investigation. Once you find your Who or your area, *now* the outpoints begin to count.

Very few situations in actual fact are caused by active Whos. Usually it is inactive Whos, confronted with situations they have not grasped and don't see any way through.

A classic case was a situation that did not resolve for over a year until *very* close investigation discovered a statistic was wrongly worked out and which targeted an area in the wrong direction. One could have shot "Whos" by the dozen without ever solving it!

So when you see a Who-Where as a Why, you know one thing: The eval is incomplete.

You can cure someone doing this chronically by making him first list the outpoints that show Who-Where to look. And then make him go on with the evaluation outpoints that lead to a Why, giving *two* counts of outpoints. The light will dawn.

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HCO POLICY LETTER OF 12 MARCH 1975
ISSUE II

REMIMEO
EVALUATORS
DSEC STUDENTS
EXECS
FLAG BUREAUX
FOLOS

DATA SERIES 40

THE IDEAL ORG

(First appeared as LRH ED 102 Int,
20 May 70, referring to evaluation.)

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion, not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The org board would be up-to-date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div 4 HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2-way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new admin and tech posts.

The staff would be well paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full Grades to ability attained for each, not eight minutes from 0 to IV, but more like thirty processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that *this* was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR area control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing; grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there — the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an outpoint that can be put right. The end product is not just an ideal org but a new civilization already on its way.

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HCO POLICY LETTER OF 15 MARCH 1977RA
REVISED 5 NOVEMBER 1990

REMIMEO

DATA SERIES 41

EVALUATION: THE SITUATION

(Extracted from an LRH talk to Staff Aides on 2 Jan. 72.)

There are bad situations, good situations and no situations. A situation is something that applies to survival and if you evaluate the word "situation" against survival, you've got it. A good situation is a high level of survival; a bad situation is a threatened survival and a no situation is something that won't affect survival.

We've gone ahead of the whole show of intelligence with the Data Series.

NOTE: We are using intelligence as an example *solely* and *only* because it is the most inclusive system man has developed for collection and evaluation of data.

We have greatly extended and refined this system. Espionage and other intelligence activities and skills have no part in our application. We are using intelligence as an example of data usage systems, that is all.

You are out into an area of greater simplification and far more use. This doesn't necessarily make anyone an intelligence officer, but a general or a head of something or a general manager or an executive who does not know how to evaluate a situation will make nothing but mistakes. The mistakes of history are made by people who cannot evaluate, by which we mean "determine the situation"—which even more simplified would be "find out the situation." From this given body of data, from that indicator we can find a good situation or a bad situation or a no situation. And this is what one is trying to determine. The more skilled one becomes in doing this, the less work it is. It is a matter of skill.

To give you an idea: If you tried to play every note of a concerto separately by having to look up each note in the chord book and then strike it on the piano, you wouldn't have much of a tune, right? But the longer you did that, the more likely you were to begin to approximate some sort of something that sounds like music. But it would take a lot of practice.

Now, you can get so all-fired good at evaluation that you can take an isolated indicator and know immediately where it fits into, because you know it fits into the plan of things and because you know it is or isn't part of an ideal scene. It's better than the existing scene or it is too far from an ideal scene. You can pick up an indicator in this way—and it sometimes probably looks magical to you how I will suddenly pick

up an isolated instance and look down the line and we find a roaring hot situation at the other end of it.

Now, that is done out of an economy of data. It is done because one has not the time to investigate or read all of the data which might exist on this particular subject being investigated. So one learns to do something that looks absolutely intuitive and when you're terrifically hot at this it is called "flair."

Prediction from data is an essential part of evaluation. "This datum is an outpoint—it shouldn't be, peculiar." Now it will predict more data.

You have to be so hot that you will notice something is an outpoint—it's a wild outpoint of some kind or another—except its magnitude, *size* of datum. How important is this datum? The evaluation of importance is one of the more difficult things people do. They have a tendency to consider things a monotone importance. You have to train yourself out of that.

What do we get here then as a qualification for an evaluator? You have to know all the outpoints in sight. You have to know what outpoints are. But that's rather thinking backwards because you should *know* that something shouldn't be. And as soon as you get a "shouldn't be" you can do a prediction. And that leads you into an investigation—by viewing other data. In other words you find this terrific outpoint or these outpoints and you find out where they exist, it leads you into, very directly, the point that you should be investigating.

DEFINITION OF EVALUATION

This is as close as the dictionary comes to the definition of evaluation: "to examine and judge concerning the worth, quality, significance, amount, degree or condition of." (The *Webster's Third New International Dictionary*) Now to edit that down, it's "to examine and judge the significance and condition of."

An evaluation: "the act or result of evaluating; judgment, appraisal, rating, interpretation." And an evaluator is "one that evaluates. *An intelligence officer is supposed to be a professional evaluator.*" (The *Webster's Third New International Dictionary*)

This word is a technical word which isn't given in these dictionaries. It is an action which is basically an intelligence action.

The actual meaning which is supposed to be embraced in the word is: "to examine the evidence in order to determine the situation," and that is the intelligence meaning, and then it could have a further: "so as to formulate policy or planning relating thereto." In other words, "What is the enemy going to do?" So the general can say, "Therefore we should . . ."

WHAT IS EVALUATION

Here is an example of what evaluation is, the type of thing expected of an evaluator.

I was looking at an org's graphs and all of a sudden I see a drift down of reserves and a level of bills. The bills are level, level, level—drift down of reserves, until all of a sudden it's about to cross and this was an org where we just changed the CO. So I say, "Hey, whoa! Wait a minute, wait a minute! This organization is spending more than its income obviously by the looks of this graph. So let's look into this just a bit further." I looked further and got more data and I found out that the org was running insolvent. The Data Bureau already had a report on this; I picked it up on another line. I just picked it up off graphs.

Further investigation found out that the new CO had taken over from the old CO and had inherited an extremely backlogged org—included backlogged bills. And the new CO had been sent in there on a set of garrison mission orders—and they just contained standard COing actions when they should have been MOs designed to handle the insolvency scene—forcing the org to promote and make income; then making an announcement that no POs will be signed except promotion, wages and utilities; then get in the dateline paying and forcing Accounts to dig it up out of all their mouseholes and all those bills that have been in there for a year or two and the stuff they didn't file and get a dateline paying system in. Then you start surveying like mad to find out what the organization can sell and then you start delivering, beef up your delivery lines and so on.

It wasn't any surprise to me to learn that that graph was a false report, of course. But this is no explanation. It doesn't mean the situation doesn't exist—the situation does exist—but the graph is a false report. That is a hellish outpoint all in itself. It's actually backed up by other data but you could have taken it this way: You could have seen the graph declining—that is reserves going down, bills staying the same and you find out it's a false report. At that moment, by Data Series, you charge in and investigate the heck out of it. Here's an indicator, then *another* indicator that's a false report.

Where did I count outpoints? I was counting them all the time. *One* is enough—a declining reserves graph and a holding debts graph—well, that was enough. So the counting was "one," and as I looked a little further I got "two" and then as I looked a little further I got a "three" and a "four" and a "five" and a "six." We did a handling and more outpoints showed up. Right as you are handling the thing more and more outpoints *will* show up so there is a point where you neglect any more outpoints, you can go on as a lifetime profession finding outpoints in one of these areas. It's enough.

We have actually done something with the Data Series which has never before been done. Other data evaluation systems have to do with the reliability of the observer, which determines if the reported fact is a "proper datum." But all of their work is done on computers and those computers are built against logic systems developed by the Greeks. But it is *data,* validity of, which monitors logic.

A black propaganda operation is almost totally concerned with feeding wrong data into the population and therefore the population cannot come to correct conclusions and their actions will be peculiar. There are experts in black propaganda and they're fully trained in it and they do it all the time.

Back of wrong data you will normally find an impure intent. So that somebody is giving you false reports is an evaluation in itself.

An evaluation first requires data. The absence of data you should have would give you an evaluation. We knew something was wrong with an area because all of a sudden somebody found out they weren't sending in their reports. The absence of data is an adequate evaluation that there is something wrong. And in one such case it actually took weeks to find out what was wrong.

If you find the outpoint, you're into evaluating a situation. You're just looking at data — you find an outpoint, you investigate that. You find more outpoints, you go along and say, "It's the thing that we're looking at now, what the heck . . . ," because you're obviously traveling away from the ideal scene or you've found something that went much closer to the ideal scene or something that didn't change it. You then look it over and say, "It's this point," and at that moment you can figure out why this is occurring. "Now, why is this occurring?" And that requires quite a bit of data. "Why is this occurring?" Therefore when you can say "Why," now you can handle.

What you want is the *outpoint* and an outpoint is a departure from the ideal scene. That tells you that there is an area to *investigate* and you can investigate it simply by going and finding more data and more outpoints and then as your data accumulates you can get *why* it's a departure. The accuracy of your Why then gives you the point which you will have to handle which is all very neat and there comes in your recommendation.

This is the trick on evaluation: You have to learn what is an outpoint, what is this outrageous thing and then that that cones you down. Now you could find all kinds of little points.

REVIEW

Having handled the thing or having done something about it, don't be too surprised to now and then find a lot more data suddenly emerge. In fact it is almost usual now that you've started to handle something for more data to emerge. But you have to look it over. You have to say, "Well, have we *handled* it? Does this data confirm our Why or doesn't it confirm our Why?" And that's all you do with that data — it's confirmatory.

Sometimes you get data after the fact, after you've taken action. That is a review of your evaluation. When the data comes in after the fact, there's another step involved here.

You review the situation and all of a sudden you find out you were looking at a heck of a wrong Why. One of the first things that will tell you you operated on a wrong Why is that the stats went down — because it departed further from the ideal scene.

You get injustices and that sort of thing coming out of wrong evaluations, so this is one of the reasons why you watch an evaluation in your line of country — you watch an evaluation after the fact. Was it true? So there's a confirmatory step which isn't mentioned in the Data Series — "Was that the right Why?" The Data Series does mention it's whether or not the stat goes up. But it's worse than that: "Did you have the right Why?" or "Did you shoot down the wrong man?"

Now any time you find thirty people on staff being removed because they were suppressive, you *know* they had the wrong Why, because the percentages are wrong. It's just as mathematical as that. If they've done that then I can also assure you they've left the suppressive on the staff and I can also assure you the guy that did it was suppressive.

FAMILIARITY

We have a considerable amount of technology which is *administrative* technology, which gives us an ideal scene, and with which we must be familiar in order to evaluate and handle. We would have to be as practiced in this as in the building of armament factories or running navies or building toy balloons or trying to get housing furnished to the great unhoused if that's what we were doing — you have to have some familiarity with the type of scene which you're handling.

If you're good at this you don't go on wasting your time and energy. You find the right Why, you set it up, you make sure that it *does* get set up — that there's nothing more you have to do with it and then that's that. Sometimes that takes quite a while but note that if you're immediately pressing down this Why all the rest of the way and you go on past the point where you corrected it — the thing *is* corrected — now you're handling a no situation.

If you didn't have evaluation you would find yourself handling no situations and neglecting tough situations and not taking advantage of good situations. And that is how you get a bureaucracy and that is how you get areas all overmanned.

CLOUDING UP A SITUATION

Occasionally you'll find a scene wherein a person's or area's PR is greater to him than production — PR, personal PR, means more than production. And that is a characteristic of a suppressive. He'll fog the situation up with big PR about how good it is so it can't be handled. So there's somebody sitting on those lines who is a bit suppressive.

THE WHY

You have to know when you don't have a Why. It is very, very important to know you don't have a Why.

The end product of your evaluation could be said to be "What do we do about this?" In other words, your recommendation could be said to be the end product. Actually that's a short circuit. As far as your investigation and your data analysis is concerned your first target, the Why, if skipped will defeat the end product of your evaluation. If that Why is valid then you can handle.

A Why is just this: It is the *reason* there has been a departure or closer approach to or an exceeding of the ideal scene.

What will defeat you continuously is trying to find Whys in no situations. You won't find a Why. If you can't find a Why readily then you can possibly suspect that you have a no situation.

A Why, by essence, is something you can do something about. You have to have a recommended action on top of the Why.

The Why is something which departed from, the reason it departed from or the reason why it bettered the ideal scene or got closer to it. It is a Why you can use and which will bring you a better scene.

Therefore the definition of a Why is: It must be something which will permit you to bring about a better scene — not necessarily bring about the ideal scene. You might actually have a better scene than the ideal scene!

We've described the ideal scene as so-and-so and all of a sudden a Why suddenly emerges which actually makes the ideal scene look pale. Taking the ideal scene of a moderately affluent org — we might all of a sudden move into a situation where the ideal scene was quite something else and we find out "How come all of a sudden Keokuk has made 8 million dollars in the last 13 days?" How come? We don't have an ideal scene anymore.

IMPORTANCE OF HAVING A WHY

We have a system of data handling which is superior to that of the intelligence organizations of today. I can say that because I know their systems and they don't hold good. Imagine somebody saying, "Well, we shouldn't pay any attention to Agent 622's reports from Kobongo because they're false." Oh? That'd mean one had a turned agent or an agent that wasn't working. In other words, it isn't meaningless, it's not something you discard into the wastebasket. Now a good intelligence officer doesn't always discard this. He says, "Well, it's false data so therefore he's probably been taken over by the enemy." And he does make some sort of hit at it.

But there are *other* outpoints that they would never have noticed. "A datum is okay . . ." this is the general think — not just of the generals but this is general intelligence think. "Of the data we receive, a great deal of it is not useful because it doesn't come from reliable observers." Well that's a hell of an outpoint in itself. If an enemy battleship was seen on the coast it wouldn't matter who saw it — intelligence organizations would not pick it up unless it had been observed by a trained officer. "The town could not have been shelled because no reliable observer put a report in — there was no artilleryman to tell us whether or not . . ."

So our system doesn't begin with "The Slobovians are building 85,000 panzer tanks, and that's by a reliable observer because Agent 462 has given us factual reports in the past and it's confirmed by aerial observation and satellite pictures . . ." So what! The intelligence would be, "*Why* are the Slobovians building this many panzer tanks? Now, is this a lot more panzer tanks than Slobovians normally build?" Because maybe Slobovians go in for a lot of building panzer tanks so they can call them T-something-or-other and say they were invented in Slobograv. Why? And we right away have a new brand of intelligence — Why? Why are they building these panzer tanks? One is the fact that they're building these panzer tanks, is that an outpoint? Well, is it a lot

more panzer tanks than they have built before? Is it a lot less? Did they build a million a year and are only building 200,000 a year now?

Now the officer evaluating this hasn't any Why, he hasn't anything so he makes the supposition that the Slobovians are now easing off. "Yeah, well General, the Slobovians are now easing off." "Yes, Mr. President, the Slobovians are now easing off and everything is going to be fine." The fool! What's the Why? Where's the Why? He assumed something — he didn't investigate further. He didn't look all over the place and find a whole lot of political ramifications and add it all up and so forth. Now, had he known about it he would have looked from that data to more outpoints and he would have found something or other — building the tanks for Bongoland so that they could knock out their neighboring country. Why? Why? Because they have a contract with Bongoland to furnish them with tanks. He could've found something like that.

You get these unwarranted conclusions because they don't have the mechanism of asking "Why?" and they don't investigate until they have an adequate Why that explains it. When you've got a Why you can handle.

THE CHANGE

One more tip on this whole scene. If you can't find the Why, you revert. I learned this about life out of plant research. I found out that you went back to the point of major change in a greenhouse or a garden and corrected it the second you saw the plants dying. You required, then, a logging of everything that was done. If you had a log of everything that was done you could get the date and the change. You knew the date they started to wilt so what change was around the vicinity of that date? And you inevitably and invariably found a huge change had taken place, not a small one. And the tip is that if all else fails, why just go back to your major change and you can do that by stats, go to major change, and so on.

You won't always be right but you're operating on a general Why — there was a change. We suddenly failed to require something. Every once in a while you really will be scattering around trying to find this.

This works in almost all situations to some degree, what change was there. But we scatter all over the place. It has a liability. It tends to wipe out improvements. If you go back to the point of high stuff all the time, all the time, all the time, you're pegging yourself into the same pattern where, as a matter of fact, there might have been some better patterns. There might have been a better Why in there than just a change of pattern.

NEW WHY

Once in a while you'll have found a Why and handled that, but find it keeps slipping out again. For example, an org having to be told to keep in its FP No. 1. FP No. 1 resulted from an evaluation of financial difficulties. That was a Why at one time and has since become a standard action — but where you keep having to say to an area "Get your FP No. 1 in" — now, WHY do you have to keep getting in FP No. 1? The Why is not that FP No. 1 is out — we have gotten that in as a practiced action. Why does it keep sliding out in this area? There could be several things actually.

If you have to keep saying, "Get in C/S Series 25 so that you do have a D of P so that people do come in and are invoiced and so forth," you are obviously running into a Why of why something keeps sliding out.

WHAT IS A RECOMMENDATION

What is a recommendation? Actually—usually—it would be recommended if somebody else were going to execute it. You have a recommended program and then from a recommended program you have an executed program, so at that moment you shifted your hat. You're no longer an evaluator, you're an executor or an executive.

If your evaluations, that wind up in Whys that wind up in recommendations, are going to *autonomously* function—that is to say, singly and by itself function—without regard to any other entity or activity, the next thing you know you're going to have fourteen or fifteen programs which are in direct collision which will produce sufficient confusion to reduce the stats. Then you, yourself, will wonder if you've found the right Why because it didn't work. Whereas the reason could be entirely different. The reason is your recommendation was in collision with other Whys and recommendations and so operated to block other actions which were vital to the continuous operation of an activity. You can kill your own recommendation.

If you were in a position where you were going to independently of other evaluators execute all your actions, you might wind up with a mess—you've got your neck out as an evaluator.

The essence of a recommendation is "agreed upon" and after there is a recommendation, there is an "agreed upon" before there is execution.

An agreed-upon action means that you'd have to agree with other bodies of data which people had—not their personality—other bodies of data. If you have data which is contrary to an action which is being proposed, you could be put in a position of cancelling or trying to cancel or recommending a cancellation of a senior's order. Therefore one has to have "agreed upon" before execution.

When you are collecting data you have a torrent of data coming in. You are collecting data, collecting data, collecting data, collecting data. If that data is not evaluated, it is useless. It is just a useless expense. The only way that data is of any value at all is if evaluations are done on it.

Any independent order given without the benefit of the other evaluations would be a risk. It isn't agreed upon person to person, it's agreed upon data to data. The only agreement would be on whether there is a situation or a no situation, a good situation or a bad situation or a no situation. There'd have to be agreement on that point and there would have to be an agreement on the Why. Only then could you get a coordinated recommendation.

EVALUATE

You've got to do evaluations. If you don't do evaluations you'll be insufficiently informed to be a competent agreer or disagreer. You'll be insufficiently informed to be sufficiently efficient to get the show on the road.

Take advantage of the tremendous volumes of data which come in and, by doing evaluations, provide a sufficient running record of any and all existing situations in your line of country so that there is a general view of what is going on so that the data can be looked at, looked up and one is sufficiently informed so that he can make efficient judgments — and that will decrease the amount of work done on this and that, that doesn't really handle anything.

And it amounts to fewer orders which can then be enforced. It amounts to prosperity because one of the Whys we find on occasion is that there are too many orders drifting around which haven't been executed. One winds up operating on somewhat of a jammed communication line just jammed by volume. The guy that's reading all this stuff is out there and he's got noise and he's got this and they've got bill collectors and he's got something else and so on. He never has time to read it. He doesn't know what the situation is and so forth.

One could also, without proper evaluation, easily issue an order into an area with a hidden Why — which could destroy it.

And the speed of action determines the degree of loss — and that is a rule. The speed of action also determines the degree of gain. And speed has a price. An organization which is not doing well, its Why not accurately found for eight months is a loss for eight months each succeeding week. If an organization should be making fifteen thousand dollars and is only making two thousand dollars you're losing thirteen thousand a week every week that you don't handle it. It's speed of gain or loss.

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REMIMEO

DATA SERIES 42

DATE COINCIDENCE

(Extracted from an LRH talk to
Staff Aides on 18 May 72.)

STATS AS THE FIRST INDICATOR

The first indicator is stats. If you were doing evaluations without looking at stats, that would be silly. You can take a stat book of an org and look over its GDSes and know their interrelationship and find the outpoint, and then from that outpoint you will know what part of the org's folder to read. If you are doing evaluations by reading the whole folder, you're being silly. You're not interested in that, you're interested in this outpoint because that's your first outpoint. Your first outpoint always occurs in stats.

One outpoint, from stats, was "tremendous quantities of bulk mail being mailed at vast cost after the stats had been brought up by phone regging, and then the stats collapsed." That was the first oddity that was noticed from some Dissem stats. So it was a *stat* oddity. They were busy phone regging and they made a lot of money, and then they spent it on bulk mail and went broke. So there was an oddity here. It meant the GI did not match the bulk mail. So it's an outpoint. It's inconsistent. Contradictory. Something's false. So right there, you're looking at a great big cracking outpoint. One or the other of those facts is a lie, or something's wrong. And we find out the real outpoint underlying it is wrong target. It's just number of pieces being sent out. They were mailing out fliers several times a week — sending scraps and calling it bulk mail.

All right, so you got your first outpoint in your stats. Now, just the fact that an org's stats are down is an outpoint: An org has a monopoly on mental healing. It had no rivals of any kind whatsoever on the whole planet from one end to the other. In fact they've got no rivals in the field of healing of any kind. What the hell are they doing with their stats down?

So you look for a down stat. Having found a down stat you look to see if that org ever did make money, if it was ever affluent. Just taking it from the standpoint of GI, was this org ever affluent? *If* the org was ever affluent, it must have been doing something right so you've got something that approximates its ideal scene.

You haven't approached data files yet. That's why stats are separate from the data files.

LOCATING A COMPARATIVE

So here are two conditions: (1) the stats are down, and (2) you can't evaluate one thing, as you learn in the Data Series, unless you have a comparative thing. You have to compare it with something. So you can find a period when their stats were up.

You find out that in July of 1969 Kokomo was really booming. It had nice climbing stats and they went up and up and up and up and up. And that rise started on the 6th of June. What did they do in May and June of 69? Those are the two folders you want — anything you can find out about that org of May/June 69. That gives you something dimly resembling an ideal scene. It isn't *the* ideal scene, but it is certainly an upstat scene. That gives you a comparative.

If you were hot you would use your telex lines to fill in the missing holes. For instance, if you don't understand something or if it looked like they moved in 1970 and you can't find out locally and you don't seem to know whether or not they did — and location seems to be something important here — you could send a telex to somebody who might know and say, "Where were you located in June of 69? Where was this org located? Can you find out from anybody?" It might be important you see. This is just a collection of a little bit more data. You know that the org was doing something at that time that it isn't doing now.

I did just this when I wrote the PL "Selling and Delivering Auditing." I looked back when HGCs were really making the money and wrote that PL. This PL is in use in one org and they're really going to town. They're using the same system. A guy comes in to sign up, they say, "No, you can't sign up for one intensive, thank you, you'll have to buy seven," or something. So he does; he pays the money on the barrelhead. That PL comes out of a comparative — a comparative of HGCs not selling much auditing and having a hard time doing so, and what they were doing in an earlier period.

So, when doing an evaluation (1) look at your stats, (2) find your outpoint in the stats, (3) find some comparative — find some period of affluence for the org if you can, to give you some ideal scene for that org. That requires something of a *pluspoint* evaluation. Now you can do your *outpoint* evaluation. Because you've already got the outpoint, you don't have to read 8,752 folders.

ETHICS SITUATION

A while back, I asked the Data Bureau for the folders of a particular downstat org. The first folder that came up wasn't even a complete month's folder. I looked through the folder, read scraps of what I was reading, picked out the reports I wanted, scanned them, pulled the outpoints out of them, counted up the outpoints as to where they were going, and the thing just fell apart. And that was that. It showed the CO was unaware of the fact that Personnel was letting him down. That was their Admin Why. And obviously the CO had to take that person in there off. And obviously there was something wrong with this CO. Now every evaluation done on that org since is grooving straight on down that same Why. We've tried to make orders and we've tried to do this and we've tried to do that, but now an ethics situation has developed out of the thing. We got the Admin Why all right, but an ethics situation developed as we tried to get this in. And notice that THE ETHICS SITUATION DEVELOPS WHEN

NAVIGATE
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FIND
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YOU TRY TO GET IN THE ADMIN OR TECH WHY. So you don't necessarily have your Admin or Tech Why in the first three minutes of play.

In another area the ethics situation developed to such a degree that it then emerged — after an observation mission, after a handling was done and orders were directly issued — that they did not execute a single one of them. They were told to revert. They did not. Therefore an Ethics Why was looked for.

Now I've just found out why people can't put in ethics. They don't know investigatory tech, and possibly in some cases their own ethics are out. If you put their own ethics in, they will get in ethics further. The reason they assign broad conditions and the reason there are so many Comm Evs is they don't know how to investigate.

WHO WHEN

Someone was given an evaluation to do and had been on that for five days. I kept asking all this time, "Where's this evaluation?" People must think I'm rushing them. Evaluators are slow because the evaluation is not being done in this sequence: (1) stats, (2) who was on where.

I gave an order to an evaluator to find out exactly when did a certain person come to Flag, and exactly when did the person go back because that would give you a stat comparison. That was how I found this person was the man-of-all-work and the scooting genius of that org. Now you're talking about ethics; it's the police action called date coincidence. It's how you locate geniuses and murderers. Body found in swamp. Her cousin arrived in town on Tuesday. Body found on Wednesday. Guy departed on Thursday. That's all the police need. That's called date coincidence. That's old-time investigatory tech. It's still with us.

So, when were they gone out of the org, and when did they arrive back in the org, and what happened during that period of time? Important!

In the case of this particular person, I found out that two other execs could leave the org and return and nothing happened — but when this person left, the roof fell in, the front steps collapsed under everybody and the staff went on vacation. I traced this down and I found out that she would run around the org wearing hats in rotation. She dived into the Tech area and wore the Tech Sec hat for a while, and then she dived into another area and she wore that hat for a while and the stats would go up. In other words, she supported that area by punching one area at a time. That was the way she was operating. So if she was all over the org like that, her obvious post was Deputy CO. We put her on that post and the org has done well ever since.

Now that's a sort of ethics action in reverse. That's looking for who really pushes it. You don't just keep on looking for tigers. Tigers are probably more numerous than geniuses, but you could find that certain people have a *vast* effect on stats. This is how you evaluate a personnel scene. In another org, a guy took over and the place has been crashed ever since and it was right square on the stats. There is your most obvious ethics investigation by stats.

When you don't know, you've got to send an investigatory mission and it's got to be run well. Otherwise they just wind up shooting all the people that the staff complain about.

If you don't operate on a comparison every time — comparison on Admin Why, comparison on the stats, ethics comparisons — if you're trying to operate on a single datum, that single datum won't buy you any pie because it has nothing to compare with.

SUMMARY

What the Data Bureau gives us is experience. And that is huge files full of experience. But you've got to recognize what you're reading. You don't read everything! If you do you're omitting an analysis of the GDSes and an analysis of who went on *when* and *where* at a good time and a bad time.

What are you looking for? You're looking for the stat. Look at your GDSes. This is for your Admin Whys. That tells you the big outpoint, that tells you what information you're looking for in the files — and you're only interested in that information. You start counting up that type of information and see where it lands, and the Why will practically jump out at you out of the folder. It is so easy! It just leaps right out. But you have to know what you're looking at.

In writing up one eval an evaluator verbally gave me more valuable data than she had put into the eval. She was quoting reports. All you want to do is quote the steps of your investigation.

You have a criterion when you've got your evaluation all done: your handling has got to be bright — it's got to be a bright idea that will actually drive those stats up — and something which can be operated. And if you do an evaluation that cannot be operated at this stage of the game, you're just wasting your time. Look at your resources. What can you do with what you've got while you improve what you've got? It will all have to be done by a gradient. So the worse off things are the brighter you have to be.

When you do evaluations you've got to be able to operate the resulting actions. If you write something that can't be operated nothing will happen. That at once tells you whether you have a good evaluation or a bad evaluation.

Do your evaluations in such a way that they are dead-on — bang! bang! bang! — and then, that being the case, they have got to be something that can be operated. And the next thing you know your stats will go up.

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REMIMEO

DATA SERIES 43

EVALUATION AND PROGRAMS

(Extracted from an LRH talk to the
Flag Programs Bureau on 28 Sept. 73.)

CAUSING STATS

I've learned this over the years: The entirety of our stats are internally caused. WE CAN CAUSE STATS AT WILL. External actions don't affect them.

A newspaper can write reams of entheta and it doesn't affect our stats at all. We get good publicity — it doesn't affect our stats. It's totally internal.

The public demand is apparently exactly as great as we put the wherewithal in their hands with which to demand — apparently exactly proportional. You get as great a response as you require.

Therefore, the more efficient your org is, the greater response you will get. It's that elementary.

The test of an evaluator or executive is: "Can you get your org to do a constructive thing at once without any backflash or any nonsense, and will it occur in such a way as to increase stats promptly?" If so, you're a good administrator. If you can't do that, we have all kinds of paint to scrape.

It's just that: The guy can produce an effect or he can't.

And if you run a managing body that way, all of a sudden the staff will get happy and cheerful producing effects; everything will be fine — because they'll become at cause.

That is the essence of hatting. The person can then come up to cause and he'll get sane, productive and cheerful.

Actually, it takes a very able guy to do an administrative line. A ditch digger has to have a solid line of his arm and a shovel, and that's as far as he can produce an effect. That's why he's a ditch digger.

Now, for a guy to produce an effect at 7,000 miles without any solid beam — he has to be right on the ball. He has to know his business.

SPEED OF EVALUATION

There was once a situation in an org which was very interesting. Apparently the ED was stopping the reports of the LRH Comm and Flag Rep, so no one was about to find out what was going on in that org. But if the manager had been on the ball, all he would have had to do was to look at that data file and find those reports missing and know that there was something wrong — and it would have been detected a long time before.

What you're up against is that most of your evaluation is on omission, and the toughest outpoint for anybody who is not familiar with the scene to recognize is an omission.

THE SPEED OF RECOGNIZING OUTPOINTS DETERMINES THE SPEED WITH WHICH ONE CAN EVALUATE.

You wonder why it takes people so long to evaluate. It is simply that they are too slow in recognizing an outpoint.

THE INABILITY TO RECOGNIZE AN OUTPOINT IS REASONABLENESS.

It's that thing, reasonableness. We've been talking about it for years. That's just the inability to recognize an outpoint.

There was a fellow out in the field saying, "I think we have done all right in the past" — meaning "without the Data Series" — "in our thinking and planning." He didn't think he had to take a Data Series course or something. Whereas I was literally getting rivers of outpoints from him and his area. He didn't recognize them as such.

Well, what he didn't appreciate is that this is a brand-new way of thinking. Man prides himself on being logical so that he has never based any system on illogic — except humor. You have to learn to think backwards — you learn to think backwards, and boy can you think forwards. It's like a dichotomy, positive–negative. If everybody omits the negative all the time, they never get to the positive.

A lot of people are on a stuck flow of being sensible and sane — and that winds up in stupidity. So they get reasonable. Their confront of evil isn't up to it — basically, their confront of outpoints.

THE ABILITY TO RECOGNIZE OUTPOINTS WILL EXACTLY MONITOR THE SPEED OF EVALUATION AND THE ABILITY TO HANDLE THE SCENE.

An evaluator cannot say, when he hasn't received any reports for 2½ months, that he doesn't know what to do because he hasn't received any reports. He'd better be able to recognize an omitted report when he sees one and that there is a situation and he had better take action to remedy that situation NOW.

INACTIVITY

Now, nobody ever does nothing. They never do nothing. You have to look around to find out what he IS doing.

If it's an exec who can't get juniors to produce, he could probably be putting a stop on production lines. A Why is findable to such a situation. That's probably an ethics scene. But you still will find a Why. You always find a Why for the situation. In other words, he has a personal situation of some kind or another. He might be able to function, himself, as a junior or he might not—but for a guy to sit there with completely idle staff members and not notice it, with their areas wrapped around a telegraph pole, is quite reprehensible.

In investigating one inactive Esto, I found out she was operating under an order that she was not to bait and badger until she was trained on it—and there were probably many other things she "was not permitted to do." She accepted an illegal order not to do certain Esto actions. We found one and probably, if we had investigated further, we would find more. In the first place, if anybody has read the Esto Series, he'd find out that you are an Esto (it says it right in the beginning) and that's it. It doesn't matter if the guy has studied it or not studied it, he's an Esto and he's supposed to do the job. So it was a violent policy violation as well as keeping someone from doing her job.

EXPANSION PROGRAM

An expansion program is for getting an org built. It's based on an evaluation for that org. There is a way you could go about this. Suppose you wrote Kokomo and said, "What should be done about Kokomo?" You get a bunch of answers from the whole staff—compulsory answer, not a couple of guys. Evaluate from that what their tone level and that sort of thing is. And you could then form up, based squarely on policy and forming the org, an expansion program.

The expansion program is actually a very basic org rudiment function, but which would be adapted to that org, and within the reality of that org. It's highly specialized and it's terminable. The person executing it, when he gets through with the thing—that's the end of that one. Now let's get another entirely new program.

You could actually do it on a blanket basis where each org was treated as an individual org. Then you'd know what policies to get in in this org. You just ask them, "What should be done about Kokomo?" "What should be done about Keokuk?"—they'll tell you. Then you could go down to your Data Files and do an evaluation for the expansion program.

You can thus use knowledge of the org's troubles and the staff interviews as the basis for an evaluation.

There has to be an immediate organization for production, according to the prod–org system. However, long-range, long-term organization actions have got to be done by somebody because the prod–org system tears an org to ribbons. There's got to be somebody putting an org there who's not directly involved in that immediate scene. He's got to put it there adroitly enough so that what he puts there expands its production so as to pay for the additional organization.

It's quite neat, that type of program. As they get executed along the line, they wind up with an increased production. Every three or four targets that are done, why, all of

a sudden you've got more production. There could be some good long-range targets like "Get 30 auditors" — probably could take a year or more to exhaust such a target.

But note — such an expansion program wouldn't go on your production program execution lines at all. Your long-term organizational actions go on another line than your immediate production actions.

PRODUCTION PROGRAM

Such a program is something concerned with handling an immediate situation which had to do with immediate production — right now. Such as:

WHY: Division 6 doing all the sign-ups for Division 2.

HANDLING:
1. Get a Registrar on post in Division 2, right now.
2. Then get an Advanced Scheduling Registrar on post immediately.
3. Then get three letter writing Registrars on post at once.
4. Get them functioning, production, immediately.

It's a "right now" scene.

A short-term production program ought to expire within thirty days — it becomes staledated within thirty days. Some of them become staledated within ten or fifteen days. So you need a very hot, very fast line of very quick compliance.

It already takes quite a while for the reports to get to the files through the mail so that you know what the situation is. You're already ten days behind the gun — ten days, two weeks late. And then it's going to take maybe another week to get it assembled — to know that there is a situation and evaluate it and get it through and ready. So you're operating on about a three-week average comm lag. You have to make up for it at the other end of the line — get this thing done now, now, now.

If you've got a Flag Rep there, the Flag Rep will get it done.

The eval probably will not save the bacon of an org for the next two years. It will be lucky if it keeps the stats bolstered for six weeks — then something else will go out. By that time, why, Div 6 will have become completely confused because it is not now being permitted to do all the registration of the org, so therefore it would have gone out of existence, and the Registrar would have left, so now we would have to evaluate and handle Division 6.

It goes ticktock, from one situation to another.

There are different types of evaluation. There'd be a divisional evaluation. There could even be a departmental evaluation. There could be an org evaluation, an executive level evaluation and so on.

You could have several evaluations going at the same time, but they would have to be different divisions or areas, otherwise you'd cross up like mad. Normally speaking and in theory, that would be possible. But in fact a competent evaluation would find the imbalance between divisions.

The operative word is current evaluation. You could push a current evaluation. How wide is present time? Well, that's a matter of judgment, but a year-old evaluation would be pretty much not current.

You should be able to turn out an evaluated program that applies to Podunk Org and get it executed forcefully and they would start flying. And then you should be able to do an evaluation on the policy missing in such and such an org and be able to issue it on the LRH Comm line and get them pushing right straight up the line into a form of org and a production basis.

If you can put evaluated programs out on those two lines: the production program going to the Flag Rep, the expansion program going to the LRH Comm, you've got it made. And if you've got anything else standing in the road of that you should get rid of it. And that's the way the orgs would boom.

FIRST TARGET

Your first program target must always be a production target — but you can't, in actual fact, write a pure production target. It would be impossible to write a pure production target because somebody would have to do it, and the moment that you have somebody there to do it, you have organization. So there is a certain amount of organization that comes into it.

If I were evaluating an org right now, say its Dept 7, I would have to include in it, as its second target, beefing up Dept 7. First target would be for Dept 7 to do anything it could to handle its collections. And the second target would be to beef up that department forthwith, bang bang! Otherwise the production would not continue. It would break.

So, as mentioned earlier, there has to be immediate organization for production.

TERMINABLE TARGETS

Now, how do you like a target like this: "Maintain friendly relations with the environment." How do you like that target? It is utterly, completely not a doingness target. It isn't a target at all!

Now, if it said "Call on so-and-so and so-and-so and make them aware of your presence . . ." and so forth, it could have a DONE on it.

Targets should be terminable — doable, finishable, completable.

REPEATING TARGETS

There is such a thing as a repeating target. You can accomplish it many times — it's like when you do org rudiments. Every time they do one of those targets a compliance is added to the compliance stat.

This is especially true of some targets in expansion programs.

In operating orgs, you've got a four-pronged action, a division of duties:

— We've got the form of the org and its basic policy and tech being driven in by the LRH Comm. The LRH Comm is gunning these orgs up to expand. You have to get in certain structural functional actions for an org to expand. So you've got the LRH Comm working on founding and expanding the org against production, for real. She isn't organizing for nothing; she is organizing those important parts of it. So you could do an evaluation for an expansion program, and the LRH Comm could sit there and beat that program in, and that program mostly has to do with policy. This is your long-term organization.

— The Flag Rep drives in the production programs that remedy the current situation and production actions. Those programs are based on evaluations of the current status of an org from the viewpoint of production, not from a viewpoint of its organization. You do have to do a certain amount of organization to get any production, but it's short-term organization.

— You've got the general org being run on its day-to-day basis by what was once known as the Assoc Sec and is now the ED.

— You've got the Office of Special Affairs handling the public and acceptability of Scientology, handling the public, handling legal and handling other things. They're outward facing.

There you have your four-pin structure of your org drive. Those lines go very sleek.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 MARCH 1977-1R
ADDITION OF 20 MARCH 1977
REVISED 14 JUNE 1977

REMIMEO

DATA SERIES 43-1

EVALUATION SUCCESS

(Taken from ED 552 Flag,
4 Nov. 74, EVALUATION SUCCESS.)

To show that evals on individual orgs and getting programs done *DOES* raise stats the following brief review is published:

Around mid-July 1974 I got on the eval approval lines for about a week and had orgs of one continent evaluated by some Flag evaluators.

We got several evals through, severely according to the Data Series rules.

Here are the results of seven of them.

1. Program was reported fully done. Stats went up.
2. 18 July eval. Program was almost fully done. Finance got bugged. Org crashed 22 Aug. 74.
3. 22 July eval. By 15 Aug. stats had gone UP.
4. 21 July 74 eval but not started on until 26 Sept. 74 as Study Manuals were delayed on which eval depended. Org stats after eval began to be done went UP and by the end of Oct. hit highest ever almost across the boards.
5. 20 July 74 eval. Started on 10 Aug. 74. Half done. By 24 Oct. stats went UP.
6. 23 July 74 issue. Bugged. Not completed. Stats went up first couple weeks. Org crashed 24 Oct. 74. (Eval was also cross-ordered by removal of CO.)
7. 23 July 74. Three-quarters done. Stats went UP.

Thus five out of seven of the above evals were successful.

The two that failed were obviously insufficiently broad as other matters got in the way of them. The evaluator could not have had the real situation. Means not enough preliminary work to find the area that should have been evaluated.

VERBAL TECH

Verbal tech on a DSEC should be severely handled if found.

Note that the evals as above were very *purely* supervised referring only to departures from the Data Series PLs.

Pure eval per Data Series 33RB was the push on getting the evals done. I was simply demanding full Data Series PL application.

The reason for verbal tech is Mis-U words!

FAILING EVALS

It is pretty easy to tell if an eval is getting done or if it is failing. The two poor evals in the seven just weren't watched fast enough by the evaluators. You cancel a failing eval fast and do a better one.

Failing to cancel or redo a failing eval on an org would be the real reason for that org continuing to go down.

SUMMARY

If you got 5/7ths of all our orgs purely evaluated, no nonsense with verbal tech, you would have booming Int stats!

Just like pcs—unprogramed pcs fail—and pcs audited with hearsay tech fail! Orgs without evaluated, pushed programs *for that org* tend to fail. And evaluations done on hearsay tech are a waste of paper.

How about it?

A boom or crash.

It's up to YOU.

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HCO POLICY LETTER OF 20 MARCH 1977R
REVISED 15 JUNE 1977

REMIMEO

DATA SERIES 44

SUPER EVALUATION

(Taken from LRH OODs item of 15 Oct. 73.)

I have examined four evaluations recently and have found in each case that the evaluator had not gone to the trouble of looking in obvious places for data.

In each of these cases, personnel whose personnel folders had not been looked into and whose ethics files had not been examined were concerned. In the last one, a person was being proposed for promotion to a high executive position in an org while the stats for the past week demonstrated that his area was seriously downstat, the matter even being mentioned on the current battle plans.

It is not how much you read, it is where you look. In the data files, if one is examining the statistics of a division, one does not read all manner of reports from other divisions and other personnel. One has to be selective and right target to get his data.

Statistics (as fully outlined in statistical management PLs) are the dominant factors in an evaluation, and most evaluations begin on the basis of statistics which are either sufficiently high to merit examination so as to be reinforced, or are too low to be viable. These read in conjunction with other statistics usually give you an org situation.

When one discovers a series of outpoints, there is generally a situation underlying them.

From the statistical trail, or the gross outpoint trail, one can locate a situation. The situation is then evaluated by looking for and finding the exact data which applies to that situation. From this one can find his Why, and once this is found he can get a bright idea.

A program can then ensue which terminatedly handles that situation.

Evaluations cannot be done in any other way. The moment that you apply humanoid think to the subject of evaluation, you lose.

In the last evaluation I looked over, the evaluator obviously had not gone to personnel files, data files or any other files but had simply read some PR despatches written by the guy himself and had taken single-source data and decided to promote the person to the control of an area. Statistics demonstrated at once that the person's

stats were down, that practice evaluations done on that very org existed, and that the ethics and personnel files of that person would never have suggested any promotion and on the contrary would have suggested demotion. This would have made a very dangerous situation in the area, would have victimized a great many good people, and would have played hell with Flag statistics.

Persons "evaluating" without having looked at the vital data concerned with their evaluation are subject to a Court of Ethics on the charge of FALSE EVALUATION.

While this might be looked on by some as a deterrent to evaluating at all when evaluations are vital, remember that it is better to handle one person, the evaluator, than to tie up and maul a thousand people with a program based on a false Why.

Evaluations not only can be done but are quite magical in handling things when the evaluator knows what he is doing and when he looks for the information he needs to evaluate in the places where that information exists.

It is out of correct and brilliant evaluation that high stats are made.

We have superlative tools, we must use them right.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 SEPTEMBER 1978

REMIMEO

DATA SERIES 45

EXAMINING RESOURCES

One of the reasons evaluations fail is because the evaluator does not take stock of resources.

It is vital that you examine resources when evaluating before you plunge into any handling, and resources belongs just above handling on the evaluation form.

Resources sometimes turn out not what they seemed, so when I say "examine resources" I mean look into them searchingly. Were you ever sure that you had $50.00 in the bank and $20.00 in a teapot only to find on closer examination that you were overdrawn at the bank and the teapot contained an IOU whose signature you couldn't read?

Sometimes you think you have resources you don't have even when there is total agreement on every hand that you have resources. Take for instance Clerk X. It is "common knowledge" that he has been around "Department 5" for years and is a "good clerk." So you make him head of the department without going down and inspecting his area. What will happen to your evaluation and "Department 5" if that undone inspection would have revealed unfiled backlogs 10 feet high, lost supplies and equipment and an office mainly used for plotting mutinies? This may be an extreme case but some shadow of it lies behind most failed evaluations. The evaluator just didn't examine his resources and thought he had what he didn't have.

There is one type of program you can always predict will fail, it begins "Hire a _____" or "Recruit a _____." When sending a mission out on such orders, you know you won't hear from them for 6 months because the program has said, in effect, "acquire nonexisting resources."

If you do an evaluation on almost any subject and omit an examination of resources and the resources section, your evaluation may lay an ostrich egg. "Appoint Joe Blow, who is a trained Personnel Officer," may trip over the fact that he left the company 5 months ago and has not been heard from since. The eval will bug at this point. That is because the evaluator didn't examine resources.

You sometimes have to gear down your bright idea and handling from "Buy Wall Street" to "Set up a peanut vendor stand on Bleecker Street." But the point is your evaluation will succeed where otherwise it will fail.

Almost all evaluations actually have the overall goal of preserving or acquiring resources. So don't omit an examination of the resources you do have to work with and their accurate and exact character from your evals.

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HCO POLICY LETTER OF 4 JANUARY 1979
REMIMEO

DATA SERIES 46

THE IDEAL IDEAL SCENE

Have you realized that if you have an incorrect ideal scene, your program will be wrong?

In using the Data Series, some evaluators tend to toss off the ideal scene as a sort of afterthought — possibly because it is part of the form of evals. To do so can be quite fatal to the success of the eval — and it can result in the wrong ideal scene!

So always work out the ideal scene with care. THAT is what you are trying to achieve with your eval.

HOMEWORK ON THE IDEAL SCENE

We know that homework may be necessary for the data section. But have you ever thought that the ideal scene may also require homework?

I recall a ship's galley once that couldn't get itself unscrambled. So the cooks and stewards were sent over on a tour of a posh cruise liner. They were amazed at what a real ship's galley could look like. They had seen an ideal scene. Until then they didn't know why they were being harassed by the officers. They got it.

If you can imagine Sitting Bull, the famous Indian war chief, trying to evaluate "Queen Victoria's last grand ball failed" as a situation, you would see that his eval was likely to be rejected. For he wouldn't have had a clue what the ball SHOULD have looked like. But, as Sitting Bull was a pretty smart Indian, if he had done his homework on the ideal scene of a queen's grand ball, I am sure the eval would not only have passed but the NEXT grand ball would have been a howling success!

So homework is often quite vital on the ideal scene.

Not only can a person establish what an ideal scene SHOULD be, he can also establish what it COULD be and that may be a long way ahead of old accepted ideal scenes.

EVALING FROM THE IDEAL SCENE

It is possible (and often very necessary) to "evaluate backwards"; that is to say, to START with the ideal scene.

If you have something you want to bring about — some ideal scene you desire — and simply shuffle off toward it, don't be surprised if you never get there or achieve it. The realities and conflicts of life have a habit of intervening. What they call the "vanishing illusions of youth" occur simply because youth, thirsting to be a movie star

or a great lover or a fireman, seldom sits down and does a thorough eval first that finds the barriers that will permit a program that will work.

If one sets up an ideal scene as an ambition—such as the org booming—it may just stay an ambition one remembers in his old age instead of a concrete occurrence UNLESS one does a backwards eval on it.

One does one of these "backwards evals" without any situation in mind. In other words, one does not have to have a sit in order to start the eval. (And you are aware of course that most evals begin because a sit leaps up and has to be handled.) So, without a sit, one simply puts down the ideal scene one is hopeful of achieving. Then he finds the most glaring departure from the ideal scene. That is his sit. And he also may find as he works that he gets several sits and several versions of the principal ideal scene which in turn become THE ideal scene he had in mind in the first place.

There is a simple view of it: Just set the ideal scene, find the furthest departure from it, use that as the sit and then, gathering data and doing a regular eval, he will find WHY that ideal scene hasn't occurred or won't occur, then he can realistically program it to handle and the ideal scene WILL occur if the program is done.

One can take the more complex view of it: One sets the ideal scene, finds the furthest departure from it, follows a data trail, discovers there is more than one sit and so has a multiple-sit eval, each one with a different version of the ideal scene but these ideal scenes adding up to his original concept of the ideal scene.

Let us take a simple example. The major purpose of a directive to a salesman is "Sell the ballpark." Now, if we simply told him to do that, we would be relying on his charm and luck and while these might be quite good we are likely to get a failed salesman. A more sensible approach would be to convert that major purpose to the ideal scene of "The ballpark sold at a profit." Then find and take the widest departure from that ideal scene which possibly is "We have been trying to sell the ballpark for two years with no takers." Then we employ the standard steps of the Data Series and find the real Why, which could be "Nobody ever compiled a list of the people who buy ballparks or approached them." And we do a program based on the Why and ideal scene and THEN we can give the salesman that program and that major target and BANG, we sell the ballpark at a profit. As it could have been any one of a thousand Whys, we could have gotten a thousand different programs, all of which would probably have failed BECAUSE no evaluation was done.

So do not send to find why missions fail or projects collapse. Just notice that one didn't take what was desired and make it into an ideal scene and evaluate it backwards.

To always need a catastrophic sit in order to evaluate is to ask for more and more sits to occur as it is sort of an outpoint–correct but by evaluation. Of course, when sits exist, it is vital to evaluate them. But realize also that when you don't see what you consider an ideal scene, you can simply set it and evaluate back from it as above.

And realize, too, that this is a great way to make dreams come true.

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HCO POLICY LETTER OF 7 JUNE 1979RA
REVISED 29 OCTOBER 2000

REMIMEO

DATA SERIES 47

DATA SERIES PLs, USE OF

All Data Series PLs must be studied in sequence and are not to be placed on checksheets randomly.

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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 DECEMBER 1979

REMIMEO
DSEC
EVALUATORS

DATA SERIES 48

EXECUTION OF EVALUATIONS

It is hereafter mandatory that every eval must carry in the policy section the following statement:

> Nothing in this eval may be interpreted to violate or alter or change HCO PLs or HCOBs. Anyone executing a target in this eval in such a way as to violate or alter any HCO PL or HCOB will be actionable by Comm Ev. Any recommendation in this eval for change of policy or tech must be cleared by the Watchdog Committee (WDC) before being placed in the eval as a target and resulting PL or bulletin must be reviewed by the Founder personally. All data or handlings where they refer to policy or bulletins must give the policy or bulletin number and its location and text verbatim.

Any violation of this policy will be actionable by Comm Ev. This policy is retroactive to all published evals whether they are remimeoed or not.

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HCO POLICY LETTER OF 14 OCTOBER 1982

REMIMEO

DATA SERIES 49

WHY THINGS ARE EVALUATED

A great mistake can be made if one assumes he has to evaluate everything before he can act. No way! One has to understand *why* things are evaluated.

Things are evaluated when they have to be corrected.

When one is building something based on tech and experience, one simply programs it and does it. That's it, simple as that.

One builds a car to fill the lack of cars. That is the sit. The Why is simply that one is not building so there are none. So one builds the cars.

Only when the car does not get driven or worse, does not sell, does one EVALUATE for blood.

If evaluation is used to delay putting something there or getting something done (just plain putting it there and forcing it to run) then you get a misuse of evaluation.

You don't have to evaluate to get a gang of men to move iron pipe. You get a gang, you tell them to move it. If they do it too slowly, you tell them to move it faster.

Where is the evaluation? Sit: Iron pipe needs moving. Program: Move it!

When one can't confront handling something, he can say, "I have to evaluate this situation," take six months and no iron pipes get moved!

Imagine a sergeant on the battlefield with the enemy in his teeth saying to himself, "I cannot tell my men to shoot for I have not had an okay on an evaluation." You get defeated troops.

Now when this sergeant, seeing the enemy charge, issues a silly order like "Dig latrines," one can also say he did not evaluate. But I wouldn't. I'd say he didn't have good sense.

So don't use "evaluation" (a *very* valuable tool) to avoid telling people to do their jobs. And don't buy that you have to evaluate everything before you can act.

Why do you evaluate? You evaluate when you've got some situation which is nonroutine and doesn't resolve and doesn't resolve to a debug.

Why do you debug something? You debug something when it doesn't move along as expected or when it doesn't move along at an expected rate.

The normal way of going about things is to program.

When something isn't running along as expected, you debug it.

When something won't resolve to a debug, when something is consistently bogged, you evaluate.

You can get slowed like mad in trying to handle something if you don't have these straight.

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 MARCH 1984
ISSUE I

REMIMEO
DATA SERIES
EVALUATOR CHECKSHEET
EXEC COUNCILS
EXECS
ALL MANAGEMENT
ECHELONS

DATA SERIES 50

THE STAGES OF ANALYSIS

Occasionally one sees "stat analyses" which deal mainly in substantive information which is already known. Such "analyses" do not exclusively approach stats as stats. When done this way they are commentaries on what the person doing them hopes to do and handlings rather than a stat analysis.

A manager or a management unit actually cripples itself when it does not do a stat analysis exactly by the stats. A management echelon can get so wrapped up in programs that it doesn't view the right now of the scene. What's being omitted is an actual stat analysis of the overall scene for which that manager or management group is responsible, and as a consequence huge situations can go on undetected. One must do a weekly stat analysis of the scene based solely and totally on stats, quite in addition to ongoing actions. Without a standard stat analysis one can go adrift and separate from the reality of the activity.

There are actually three distinct types of data or action concerning it.

1. Substantive information gained from observation and missions and so forth — this is the continuous flow of information that comes in to a management area as, if it is on the ball and has its comm lines open, it gathers a lot of general running information.

2. Stat analysis — this deals exclusively in stats, their comparison and expectancies: With it you can spot right in on what is right and what is wrong with orgs or activities.

3. Data evaluation — this puts (1) and (2) together and from it one gets conclusions, but more importantly, carried to full evaluation, one gets the reasons why things are going up or going down.

A manager may sometimes tend to commingle all three levels and not do a pure stat analysis. Of course one should do all three above, but one should not fall into the habit of calling something a "stat analysis" which is flavored with (1) and (3) above.

A stat analysis is a sort of purity all in itself: It tells one where to look and alerts one to success or failures of ongoing activities and without a *pure* stat analysis one cannot then intelligently handle (1) above and cannot confirm (3) above. Stat analysis is the core of management, somewhat like the meters on the dash panel of a car one is driving. Stats tell you (providing they are correctly worded and assigned and if they are correctly reported) the *reality* of the scene. And one can even spot false or incorrectly worded or assigned stats.

Skill in doing a pure stat analysis, uncolored by (1) and (3) above is vital to an exec. It can be acquired. And really must be.

Stat analyses verify or dispute (1) above. Where an exec issues *any* order at all he is actually doing a bit of (3) above.

If he cannot do (2) above he will find himself wrong targeting, issuing needless orders and inevitably will mess up no matter how well intentioned or clever he may be.

I run by graphs and *that* is the secret of how I can spot things while a long way away with a minimum of data.

Graphs and stat analysis are the heart and soul of management.

L. Ron Hubbard
FOUNDER

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HCO POLICY LETTER OF 5 NOVEMBER 1990R
REVISED 20 SEPTEMBER 1996

REMIMEO
DSEC EVALUATORS
ETHICS OFFICERS
DSEC SUPERVISORS
CRAMMING OFFICERS

DATA SERIES 51

O/Ws AND EVALUATION

Refs:

HCO PL	12 June 72R Rev. 24.6.88	Data Series 26 Esto Series 18 LENGTH OF TIME TO EVALUATE
HCOB	3 Feb. 79 II	CONFRONT TECH HAS TO BE PART OF THE TR CHECKSHEET
HCOB	2 Mar. 84RA Rev. 12.8.96	O/W WRITE–UPS

Vital data has turned up on people who cannot evaluate an area. It has been proven conclusively that when this occurs, they have overts and withholds concerning the area. When these are cleaned up, it has been proven they can evaluate the area.

Cleaning up evaluators of their overts and withholds in the subject area being evaluated can unjam this problem, not only of making evaluators but also debugging slow or no evaluations.

THEORY

O/Ws prevent confront; where one can't confront, they can't evaluate.

It has been revealed that the withhold is the onset of complexity and that it is capable of keeping a person from thinking. An evaluator must start thinking about the withhold in some reactive way, instead of thinking about the evaluation. He may not even realize that he had the withhold. This is quite a complex scene which brings to light the fact that the withhold makes a person incapable of being logical and that it is probably withholds that make man so complex. So there may be an entrance point here on simplicity–complexity because boy, can people with withholds get complex.

HANDLING

O/Ws on the subject area of the evaluation prevent the evaluator from evaluating. This is the operating tech. Following that is the evaluator can be illiterate.

It is vivid that failed evaluators have overts and withholds in abundance. This gives one a method and handling not only for evaluators but also students.

The handling is to get them to write up their overts and withholds on the area they are trying to evaluate, or any related area and get them meter-checked for completeness.

The procedure is as follows:

a. Get the evaluator to write up his or her overts and withholds on the area they are trying to evaluate or any related area.

b. Get him or her meter-checked for completeness.

c. Once finished with step (b), the evaluator is then crammed on the errors made in the evaluation.

d. When the cramming is complete, the evaluation is properly done.

For example, an evaluator received numerous rejects on an evaluation regarding an org's premises and its Estates Branch. He had proposed off-policy actions and his Ethics Why was a situation. He wrote up his overts and withholds on all Estates matters, buildings, etc., then received cramming on the evaluation so it could be properly done.

REMEDIES AND CAUTIONS

1. *Incorrectly administered O/W write-ups:*

If an evaluator doing this action bogs, falls on his head, refuses to continue to write up his O/Ws, etc., he is to get repaired at once by a qualified auditor using a Confessional Repair List. Where people are refusing to write up their O/Ws, either they are being invalidated in the O/Ws they write up, or they are not being correctly metered and some sort of an O/W correction list would have to be done on each of them.

2. *Cramming and overts:*

Cramming would not do any good up against overts. When the indicators of O/Ws on the subject are present as described earlier in this policy letter, the Cramming Officer would first require that the evaluator write up his O/Ws per the procedure given above *before* cramming.

3. *Additional corrective tools:*

There can be other factors that slow or stall an evaluator from completing an evaluation. Cramming Officers, C/Ses and executives have a number of other tools available to handle a bugged evaluator, such as application of HCO PL 12 June 72R, LENGTH OF TIME TO EVALUATE, HC Lists, all methods of Word Clearing, Crashing Mis-U Finding, False Data Stripping and so on.

These corrective actions can and should be done when warranted in order to get an evaluator rapidly completing standard evaluations.

SUMMARY

O/Ws prevent evaluation. This is a real breakthrough on the subject of evaluation. Use it to make evaluators who are so slick and clean they shine in evaluation form.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

The Management Series

Volume 2

The Personnel Series
The Org Series
The Establishment Officer Series

L. Ron Hubbard
Founder of Dianetics and Scientology

The Personnel Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 AUGUST 1970
ISSUE I

REMIMEO
DEPT 1 HAT
HCO AREA HAT
EXEC SEC HATS
DEPT 13 HAT
DEPT 14 HAT
QUAL SEC HAT

PERSONNEL SERIES 1

PERSONNEL TRANSFERS CAN DESTROY AN ORG

It is an observation that Personnel, by critical definition, is "that function which creates havoc in one place in an org by trying to solve a personnel mess in another."

Example: We have just gotten in our Div 6. It has two people. The org has been suffering for lack of Div 6 actions. Now we've finally got two people there and they are being trained up. Meanwhile there is a shortage of staff in CF. Personnel "solves" the CF problem by transferring those in Div 6 to CF in Div 2. There goes any progress on Div 6.

By solving one problem, another is created.

Also there is the fact that it takes a while to train someone on a post and get the post in order. So rapid transfers defeat any post training or competence.

We call this action "musical chairs." That is a game in which people rapidly change positions.

So these transfers defeat not only the org on the third dynamic but also the individual on the first dynamic.

An earlier action similar to this went on. Then whenever Tech got an auditor trained up, Personnel would transfer the auditor to an admin post.

As the auditor was *tech* trained and not OEC trained, you began to find auditors in charge but they didn't have any admin training, thus shattering, by ignorance, the org form and defeating the org's production.

I've just seen a case where a staff member went on full-time training Class VI (very expensive) and was made HCO ES on his return. *But* had never had an OEC.

Using the Tech Divs as a "personnel pool" and taking tech people for admin posts thus defeats twice — defeats the org as a producing activity and defeats its form by not training people in admin (OEC) when they are going to be used in admin.

These personnel errors (or crimes) cause every staff member to suffer in terms of lowered income, lowered pay, lowered facilities, lower success. I doubt there is any org where these errors (or crimes) are not current at this writing.

To give the HCO ES candidate full-time training on the OEC or FEBC would make sense. Not Class VI! If you reverse it, you'll see what I mean: we give a new staff member an OEC only and put him onto auditing. Of course that would be disastrous. It's just as disastrous the other way around — taking an auditor who is a Class VI but not an OEC grad and making him the HCO Area Sec!

There is an optimum executive who is *both* an experienced, trained administrator (OEC and time on org posts) and an auditor. But an org would have to be in high production with *lots* of auditors before *that* could happen.

ERRORS

These errors are of long duration. They happen over and over. And they do more to destroy an org than any other action.

A. Making a hole in one place to remedy a hole in another.

B. Training a person for tech but not admin and putting him in admin.

C. Using the Tech Divs as personnel pools from which to man other divs.

D. Rapid shifts of post.

E. Leaving areas in an org unmanned.

SOLUTIONS

The reason why these things are done all come under the heading of failures to recruit and properly train.

Org expansion often gets pinned by false economy in personnel. "If we hired anyone else, we would get less pay." This completely overlooks the fact that if the org doesn't hire more people it will go broke. An org has to be of a certain size to be solvent; it has certain basic expenses such as rent which makes it cost just so much to run. Yet personnel can be so poorly thought out that the org is kept at starvation level.

I heard one not long ago which takes a prize, "But we don't need an Advance Registrar. We can't afford one anyway. You see we have pcs booked in advance for ten weeks already as we don't have enough auditors so why should we have any further promotion?" An idiot smile went with this of course. Backlog became "advance registration."

Orgs in various ways fix their income and prevent its increase. First and foremost of these is personnel.

In every org where I have acted as Executive Director, I have had a personnel procurement problem. In each case the problem was *internally* created. First I would get, "Well, units are low . . ." or "Nobody ever applies." I would take it from there.

I finally became very clever at these impasses. "What," I would ask the Receptionist, "do you tell people who come looking for a job?" Cunning. "Oh them!" I would get, "I tell them we aren't hiring, of course." I would set up a line from a specially appointed Personnel person to me only and would shortly have enough people. I have run an org from 8 people to 63 in 30 days and its GI from £50 to £3,000 in 60 days. Just by doing the usual. It created *awful* problems of course, like auditing rooms, classrooms, hand grooving people onto posts — it was busy. The favorite graveyard calm, so adored there before that, got shattered to hell!

I concluded many times then and conclude now that it is a characteristic of an org to refuse new personnel and to keep them off. In approaching this problem in an org, I am afraid experience has taught me to begin with that assumption and handle it from that viewpoint.

So I normally set up a line that can't be stopped and get people on post. Then I force in training on posts. And I personally inspect and talk to every section every day about what they need and how it's going and keep up their section production.

LRH Comms tell me they *can't* get execs to inspect their areas daily. And personnel shortages show that others do not blow the lines open on recruiting and even prevent handling.

So here is one area where I do some things in managing a production org that not many others do:

1. Force recruitment.
2. Train on post.
3. Daily inspection and comm with everyone in the place in his post area.
4. Concentrate on section and individual production.
5. Let people finish the job they are on.

The result of all this has uniformly been sky-high stats, sky-high pay, huge reserves and excellent tech produced.

So these are the magic solutions.

I do NOT empty out tech to fill admin. I do NOT encourage transfers. I do NOT create problems in one area by transferring to another. I will NOT accept that no one applies for jobs. And I don't wreck one project by grabbing people off it to start another. I FIND NEW PEOPLE.

IMPOSSIBILITIES

Behind every "impossibility" lies some great big WHY which if not found, keeps things messed up. One area that "couldn't get any auditors" had expelled 60 percent of the field from the Church! Another area had dismissed 50 percent of staff every time the income dropped. Another area cut the staff's pay very low and then made it go lower each time the gross income fell. Another "never could find the right people."

Sometimes internal squabbles are given a much higher importance than the org itself.

Some areas use "social acceptability" instead of stats to handle personnel.

Whatever the reason an org isn't getting on, it is *internal*. It isn't some other org or some senior management body. It's right inside that org. Further it has to do with personnel mishandling.

Any org at any time has *not* given as much quantity of service as the public demanded. If you continued to expand at the rate of demand, giving very high quality of service mind you, the org would expand to hundreds or even thousands of staff members.

Somewhere, when that doesn't happen, personnel mishandling has cut off the expansion.

So when we look this over, we find that quality of delivered product determines how much it will be in demand and that the only thing which will limit an expansion to meet that demand is personnel procurement, training and stability on post, getting the staff to produce and holding the form of the org and making it go.

When personnel commits the errors (or crimes) mentioned here and when management fails to do the (1) to (5) listed above that I do in an org, there will be a halt.

True, an org is complex. True, quality is hard to maintain. True, one has to work. But unless personnel procurement and handling is IN, all else will fail. So that's the weak spot.

An undermanned division will empty.

An undermanned org will pay badly and go down.

The point to handle is personnel.

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HCO POLICY LETTER OF 29 AUGUST 1970
ISSUE II

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HCO AREA HAT
HCO ES HAT
DEPT 13 HAT

PERSONNEL SERIES 2

PERSONNEL PROGRAMING

If personnel are not programed, you get chaos.

The subject of personnel carries with it always the subjects of training and experience and suitability.

Dept 13 has been created to permit personnel to be "enhanced" or improved.

This is done by programing.

HCO should make known what it will need in the org in the next year. How many of what kind it now has.

Dept 13 must work out what programing is now needed. It posts a board, puts the names on it and sees that part-time study will occur and be followed for the *next* post. It sees that this will be made.

HCO by looking back over some period of expansion will be able to forecast what will be needed more easily. Anyone in the org is usually aware of the undermanned points that exist and the unfilled posts, as they get hit with them continually. So if HCO doesn't know what these points are by record, it is easy to do a survey.

With an inefficient HCO which has not recruited and programed, the org is already starting well behind the gate and is already howlingly undermanned and undertrained. Yet to solve all this by instantaneous transfers will unmock the lot.

The RIGHT way to do it is to:

1. Count up what you have.
2. Figure out where they will be promoted to.
3. Program them on part-time training and
4. Recruit.
5. When recruits are on, get them genned in fast on the lower posts so they can operate.

6. Shift the programed people to the posts for which they have been programed.

7. Begin to train up the recruits with part-time programing.

8. Recruit.

This does not mean you shift every post in the org. It does mean your more experienced people are the ones that go up.

Various rules go with this:

TRY TO KEEP TECH TRAINED PEOPLE IN TECH.

TRY TO TRAIN ADMIN PEOPLE FULLY FOR ADMIN.

There are ways to waste enough training time to crash your org. Train a person to Class VI, put him in Public Divs. Train up a PES and transfer him to tech training. All sorts of goofs can be made in programing, all of them costly to the org, all of them defeating the objects of Personnel Dept 1 and Enhancement Dept 13. One obvious way is to train somebody up with no contract or note. But the main one is not to program at all and just rattle around as a total effect.

Part of the action by Dept 1 is to beat down all the reasons why we can't hire anyone. I recently reviewed an area where personnel problems were desperate. Five to ten people a week were applying. Only one to two were "suitable," whatever that meant. That ratio is wrong. Eighty percent unsuitable? Ten percent maybe, not 80 percent.

The area Dept 13 has to beat down is arranging work so no part-time study can occur. Only about 20 percent of a staff won't study. Nearly 90 percent will handle their post if it's overloaded rather than study, which is okay. But putting somebody on Day *and* Foundation and putting one man on a 10,000 name Address Section to keep it up and in use are the usual reasons for no study time.

This comes together between Dept 1 and Dept 13 AND IS AN INDICATOR THAT DEPT 1 IS GOOFING ITS RECRUITING ACTIONS.

Dept 3, Inspections, or the Executive Secretaries or Secretaries can also foul up both Dept 1 and Dept 13. By not inspecting and not running on and by stats, these salt the org down with idling people. So you see Dept 22, let us say, with six people and no production while the Treasury Sec has to work every night to handle an undermanned Dept 8.

The answer is *stats,* honest stats for everyone.

You can get a situation where you have enough people in the whole org to run an org but a third are overloaded and the rest dev-ting around. That's where there is no stat watching and no daily area inspections or executive interest.

I know of one org that has 44 on staff doing the work and potential service load of about 75. Naturally they can't take time off to study so they can't be programed. *Yet* the stat situation is not watched or used nor is the place inspected so the production is about a 20 person org and no funds exist to pay 44 much less 75. The clue is that it's

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all manned except for Tech! The customers are there in droves. They can't get service. So no pay.

It is silly situations like this that occur when personnel are not programed. Two years ago the above org did not train anyone, worked as a clinic and would not even audit staff. All its auditor contracts expired. HCO and the OES sat there in a fog and let it happen. There was no Dept 13 to program anyone.

So here is a new angle to the recruitment problem. HCO is faced with the vital necessity of recruiting trained auditors NOW. Yet at this writing hasn't even sent around a bulk mailing to ask field auditors to drop in.

DEPT 14

So this is where Dept 14 gets into the act. It is a problem in org correction. If even Qual is empty, it's all an OES function. The correct solution is to force recruitment of trained auditors, force recruitment of ordinary applicants and program it in Dept 13 to train up new auditors as well.

THE REMEDY

You should realize that no matter how rough the problem looks, it involves *recruitment* and *programing*. Instant transfers can utterly wreck an org. Yet inevitably "transfer!" is all you hear when a solution is required to org production failures.

I think this comes in from the world of "psychology." Maybe labor unions. If a man isn't doing well on a post, you transfer him. It assumes that each person has "aptitude." It never changes so you fit the post to the person by finding a new post. That's really nonsense. You can actually more profitably fit the person to the post.

Only when programing has failed (or doesn't exist) does one resort to transfers to solve personnel problems. Of course experienced, able people get promoted. But unless they are programed and trained, watch out! He was a fine CF clerk and a lousy Dissem Sec. Why? It *isn't* his personality. It's that nobody trained him to be a Dissem Sec. He wasn't programed.

It's cruel to promote a person and let the guy fall on his head.

Transferring because somebody doesn't do well is discipline, it is not "adapting people to jobs they can handle."

There is quite an awful jolt in losing one's post. Never think there isn't.

Promote–demote occurs when the person is not programed. Therefore the new Dept 13.

Therefore this Personnel Series.

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HCO POLICY LETTER OF 29 AUGUST 1970
ISSUE III

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HCO AREA SEC HAT
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QUAL SEC HAT

PERSONNEL SERIES 3

RECRUIT IN EXCESS

I have always followed a doctrine of hiring or recruiting in excess.

There is a heavy turnover in personnel. There are many stresses in human society.

You lose people from all ranks, particularly toward the top. Early on, for instance, I never could keep a secretary. Because she'd been *my* secretary she could get a big-pay job (one of them $10,000 a year) from a bigwig. Or some young man had to marry her (and divorce her when she was no longer so glamorously placed). Anyway she *was* trained and had become an executive secretary. The only one I know of who didn't go UP had a commie husband making sure she went down.

So the higher they go:

A. The more altitude they have that has market value, and

B. The more stress that hits them and blows them apart.

This is true of auditors. You'll lose three times as many Class VIIIs as you lose Class VIs. You'll lose three times as many Class VIs as you do Class IVs. Etc. And you'll lose more auditors than you will admin people.

Therefore you have to be very careful indeed who you send for full-time, expensive technical training. You have to ask these questions:

A. Is the candidate a uniformly good HDC auditor?

B. Is the candidate scheduled for a technical post?

C. Is the candidate a fast study by record?

D. Is the candidate uninvolved with anti-Scientology or non-Scientology connections such as wife or family?

E. Is the candidate out of personal debt?

F. Does the candidate have a good record of keeping his promises?

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G. Is the candidate willing to sign a new contract and note?

H. Have the candidate's stats been high on post or especially in auditing?

I. Does the candidate stay with the org and not go into a mission?

If the answer to all these is emphatically *yes* there is a chance that the org will benefit. If any of these are no, or if any are even maybe, then *don't do it.* Find somebody who *will* be able to get a YES on every one. They are more numerous than you suppose.

This is also true for highly specialized admin training. The same list, except for B (and is scheduled for an admin post and is a candidate for higher org admin training), applies rigorously.

Failing to establish these things first and getting it all understood, you can find yourself with all such funds expended and no highly trained personnel either.

LOSSES

The percentage of loss or incompetence discovered is hard to establish but is remarkably high. In the decade from 1960 to 1970 personnel turnover was quite heavy even in orgs that were booming.

During that time staff staff auditing was at a minimum. The orgs were jittery under psychiatric inspired attacks. Dianetic tech was not in use until mid-1969. From 1966 to 1970 Scientology tech was quickie and the Grade and Class Chart not followed. Pay after I ceased to be Executive Director was low. Therefore you can make a list of things that have to be in hand to reduce heavy turnover.

1. Audit staffs well and train them for staff status.

2. Keep PRO area control in in areas and in the org.

3. Use Dianetics heavily and teach it well.

4. Keep all Scientology tech materials in action with tapes and all materials and books in full use, well used, well taught.

5. Keep personal and sectional, departmental and divisional stats high.

6. Keep the org recruited up.

7. Keep personnel programed.

8. Hold the form of the org.

9. Deliver an excellent, flubless product.

10. Work for volume of training and processing as the org's product.

As recruitment was also neglected and as contracts expired without being filled, we can add:

11. Over-recruit always.

If you have an idea you will need 20 people in the next 6 months, you had better take on at least 40 and you will have your 20. And double is a low figure.

LINEAR RECRUITING

A firm hires a girl to write their letters. After 60 days they find she doesn't do her job. So they get rid of her and hire another. And in 90 days find she can't do her job. So they fire her and hire another. . . . That's 150 days of no correspondence. It's enough to ruin any firm. It's costly.

SIMULTANEOUS HIRING

A firm hires 3 girls feeling they need 1.

At the end of 150 days they have 1 girl.

But they had 150 days of correspondence. And a profit.

The economical answer in terms of saved profit is *keep up the production*. Don't fixate on personnel. Always do multiple personnel procurement.

In actual practice when you do this, you seldom fire anyone. They blow off or they were actually needed.

If people *are* let go, you don't just brush your hands of it. You in an organization can let them continue being programed while they hold an outside job, fix them up, get them trained and hire them later.

Modern society is *very* loose-footed. The state pays them not to work (apparently only). The society is suppressively oriented. The push and pull of personal relationships is poor.

You are edged in upon a society of dying cultural values, encroaching drugs, threatened annihilation.

No one out there feels very safe.

This insecurity leaks into the org and people get pushed around or push people around.

Real or fancied wrongs occur.

People are rather timid really.

And the more the society buys the idea it's a world of tooth and claw, the more it becomes so.

All this reflects into the picture of personnel.

You have to really work to keep orgs manned and trained up.

You do this by:

A. Running a very good org,

B. Delivering an excellent product,

C. Keeping a steady inflow of new personnel,

D. Training and processing well those you have.

If the (1) to (11) are in in the org then EXPANSION occurs and losing hardly anyone you have to scramble to keep up.

As the INCOME OF THE ORG DEPENDS WHOLLY ON ITS GDSes (Gross Divisional Statistics) and as these are wholly *under the control of the org,* then it's obvious that the only finance trouble or pay trouble an org can have is by undermanning, undertraining and underproducing.

No great international GI slump has ever occurred unless there has been a long GDS slump. So it's obvious that an undermanned org is asking for a cave-in.

Much of this has been learned in recent years.

At this writing there is little or no recruitment by HCOs and training of staffs could be better.

But the lessons we learn, we learn and apply.

And so it is with personnel.

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HCO POLICY LETTER OF 30 AUGUST 1970

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PERSONNEL SERIES 4

RECRUITING ACTIONS

The first thing one has to handle in recruiting is the willingness of an org staff to have new people as staff members.

New people tend to cut pay down, they stretch internal staff services thinner, they are not yet "with it" and create a lot of dev-t. Ethics problems rise. Deadwood goes overlooked. Staffs have a certain esprit and élan and aren't all that willing to confer it.

Some orgs plug along on a fixed inadequate gross income, refusing to recruit, losing old staff by contract expiry or graduating to higher orgs or general wear and tear.

They have a sort of horror of green staff members. One can't blame them — files get upset, comms vanish, body interruptions go high, one gets overloaded just handling the dev-t generated.

BUT THERE IS A WAY TO HANDLE ALL THIS.

HCO PL 4 Jan. 66, PERSONNEL, STAFF STATUS, and Staff Status 0, I, II and III take care of these faults.

All this is programed in LRH ED 121 Int, 29 Aug. 70, STAFF TRAINING PGM No. 2, which is a part of this series.

Taking on new staff has to be done. Otherwise the org will not expand; that which stays the same shrinks and the org faces collapse.

So recruitment is a vital necessity.

To overcome any objections, one makes sure that HCO PL 4 Jan. 66, PERSONNEL, STAFF STATUS, is IN. Otherwise the place becomes a maelstrom. It is gotten in by the LRH ED, STAFF TRAINING PGM No. 2.

RECRUITING POOLS

HCO PL 24 June 70 II, PERSONNEL POOLS, lists proper personnel pools for a Dianetics or Scientology organization.

This covers areas for recruitment and gives ways to do it.

The main thing, the most important thing, is that IT HAS TO BE DONE. It doesn't just happen.

Any organization or activity has to recruit and it has to train.

The dream of the industrialist and even the modern agriculturalist is an activity which is totally automated (automatically run by machinery not people). The more "overpopulated" the world becomes, the more the bigwigs dream about automation. I had a psycho editor once (cured him of being psychotic but never cured him of being an editor) who used to dream up civilizations where the machines were even repaired by machines.

The lovely part of machines is that they are supposed to be invariable in action. Each part meshes smoothly with every other part.

If you conceive of a machine made out of human beings instead of metal parts, you see at once that the parts are not exact nor are they perfectly adapted to each other.

This is the fact about beings that dismays the industrialist. The parts don't fit, they vary, they have ideas of their own.

The "parts" also drop out of the "machine."

Any old-time personnel system seeks to fit the people into the "machine" composed of people or fit the "machine" to the people.

All these systems were based upon a psychological principle that no person ever changed or got better.

Also the idea was that people's social order as it existed was the basic social order. (That the existing departure from the ideal scene *was* the ideal scene. See the Data Series policy letters.)

Thus it was conceived that an organization composed of human beings required perfect human beings or it wouldn't run at all. But there are no perfect human beings.

In "straightening an organization up" there is a belief that one must get rid of all its imperfect beings.

And this can go so far as to refuse to try out or let in any beings who are not perfect.

When things get to this pass, one is looking at the probable death of an org.

In real life only a small percentage of people are "unsuitable." They come in four general classes:

a. Those who are destructively antisocial (suppressive persons).

b. Those who are connected with the destructively antisocial outside the org (potential trouble sources).

c. Those ill, diseased or in some way unable to function.

d. Those who are active enemies sent in by active enemies to harm the org.

Anyone hiring should be familiar with the HCOBs covering suppressive persons and HCOBs and policy letters concerning potential trouble sources.

He should also be familiar with testing procedures: (1) E-Meter tone arm position and needle manifestation (HCO PL 26 Aug. 65, ETHICS E-METER CHECK), (2) IQ tests, (3) Aptitude tests, (4) Leadership score, (5) Oxford Capacity Analysis, (6) The Chart of Human Evaluation (*Science of Survival*).

These skills and procedures are part of the Hubbard Consultant (HC) Checksheet.

Using this technology, one minimizes the entrance onto staff of persons who will upset the place.

If no reasonableness (faulty explanations) enters into this, the 10 percent who would enter disturbance into the place are eliminated.

If this barrier is put up and held up, then the people brought in on staff will not upset anything.

Following the Staff Status procedure, one grooves them in.

And all is well.

If this procedure is NOT followed rigorously, the org will become educated into resisting new staff or recruiting. The place will not smoothly expand.

BEGINNING HIRING

To begin a cycle of recruitment one must first apply all the test procedures to *all* on the existing staff and compare it to production records.

This is important. In one case where scores of green personnel were recruited, the place was *very* upset. The whole organization blamed the new recruits. BUT THE TROUBLE WAS COMING FROM THREE PERSONS ALREADY THERE — two were on drugs, the third was a suppressive of a classic kind and these three blocked all training and processing of the new recruits! The three eventually blew off, people got trained and processed and the whole org went upstat. There were no undesirables amongst the new people! They were just so battered around and left so untrained that they were made to look bad!

Any org which has lost a lot of staff and has failed to recruit had hidden in it someone who should have been screened out!

So one is looking for a small percentage. He is NOT trying to find perfect people!

With that small percentage screened out one can make recruits into valuable staff members.

Whenever I see “80 percent were unsuitable” I really raise an eyebrow. Wrong percentage. When I see “we dismissed 50 percent” I raise the other eyebrow. Wrong percentage. Ten percent yes. Fifty to 80 percent no.

So when I see figures like that, I know that the screening is taking place in the wrong area. Somebody already IN is blocking others out and getting rid of them.

The test is not PAST. The test is what the E-Meter reads (no questions, just what *is* the read). What's the IQ, Leadership, Aptitude and Oxford? Where does he sit on the Chart of Human Evaluation?

If that's all okay and the personnel is IN now, what's his stat of production? What's his study stat? What's his case gain?

And that handles that. Without much trouble. Without opinion. Without any oppression or threats.

THE CHARACTER OF MAN

You see, man is not a savage beast at all. He is rather timid. He is easily alarmed.

His symptoms of revenge grow out of his fears.

His basic nature is social, not antisocial. He is not an animal. He likes to communicate. He actually would like to be friends. Rebuffs and upsets and failures to understand him and efforts to harm him can make him hide under a mask of aggression. And this, when it gets too bad and is wrong, is apt to drive him crazy.

If he isn't crazy, he is decent and tries to do his best.

That he put a foot wrong is unimportant. Will he put his foot right? is all I ever care about.

Discipline and punishment and threats can go far too far and can upset him very badly rather than crowd him "into line."

When madmen are amongst him he responds badly, is upset and becomes turbulent. Protected, he acts well and behaves well and is constructive.

A lot of experience is talking. I've even made great crews out of people the government had made into convicts.

A very few have gone so wrong that only huge amounts of processing would ever repair. In *personnel* recruiting and training they have to be audited so long that they are only cases, not personnel. They cause upsets for too long a period before they are handled as cases to be trusted.

They are not even natively bad. They think they are psychiatrists or wolves or vultures or something. They are crazy and think they have to kill or destroy.

People closely connected to them are a bit psycho as they go into terror.

When any weeding out goes further than this, it is a bad mistake, upsets an organization, blows people off and is itself oppressive.

THE TOOLS

You have to realize that we have precision tools. If we lose them or don't use them we get into trouble.

For a long while the E-Meter as a personnel instrument was out of use in the test battery. The Chart of Human Evaluation was laid aside. The Oxford Capacity Analysis was not used.

And personnel errors almost destroyed several orgs.

The tools we have tell the story well. They can be disregarded; opinion, police record, social acceptability, etc., get put into use instead and we are for it. Those are the OLD tools that failed.

But to use the tools we have, one has to realize they are precise tools. One doesn't get a bad needle on a personnel and explain it away. It's a bad needle (a rock slam or a dirty needle or a stuck needle or a stage four needle). It means we are dealing with dynamite.

We *can* handle it in processing. We *can* bring the person up to a valuable person IF WE ARE PROCESSING THE PERSON AS A PC.

But we are discussing *staff members*. We are discussing PRODUCTION. We are discussing hiring personnel.

Only about 10 percent fall into an unacceptable category. And they too can be saved. BUT WE DON'T WANT THEM AS PART OF AN ORG STAFF.

You see, there are two different things here. One is CASES. The other is PERSONNEL.

When a person knows he can handle offbeat cases, he tends to get careless about cases being offbeat as personnel. AND IT'S A NEAR FATAL ERROR.

It costs the org its calm, staff members their pay and deprives the area of full use of the product.

So it's quite an overt to overlook the niceties and technology of personnel and goof it up.

A very bad-off case on staff can actually cause enough trouble to blow off and bar out all good staff.

Bad recruits can make a whole org allergic to *any* recruits.

It's up to those in charge of Personnel to get trained as HCs and act accordingly.

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HCO POLICY LETTER OF 10 SEPTEMBER 1970

REMIMEO

PERSONNEL SERIES 5

TRANSFERITIS

A survey of personnel on posts who would ordinarily be considered for transfer brings to light certain factors which underlie WHY they are failing on post even while seeming to work at it.

People on Personnel posts in companies have followed a nineteenth-century psychological approach that if a person can't do one post he can be transferred to another post to which he is better "adapted." "Talent," "native skill," all sorts of factors are given. But if a person with all things considered in the first place is then found to do badly on that post, the second think of nineteenth-century Personnel was to transfer him to another post and yet another and another. The third think when *again* he fails is then to fire him.

Transferring under these circumstances is usually not only wrong for the person but strews the error all through the org.

The HCO PL 24 June 70 I, MANAGEMENT CYCLE, gives an answer to "has to be transferred."

CAMOUFLAGED HOLES

A "camouflaged hole" means a hole in the org lineup that *appears* to be a post. Yet it isn't a held post because its duties are not being done. It is therefore a *hole* people and actions fall into without knowing it is there. It can literally drive an org mad to have a few of these around. *Camouflaged* means "disguised" or made to appear something else. In this case a hole in the lineup is camouflaged by the fact that somebody appears to be holding it who isn't.

Let's take a Receptionist who doesn't receive and route people. You will find the people in the org being fouled up by this. They all have to act *after* the fact of no-reception. This makes them handle reception in the midst of a mess of reception goofs. But there *appears* to be a Receptionist. If there were NO pretended-Receptionist, people would at least know this and keep an eye out. But as there "is a Receptionist" who isn't a Receptionist, all reception actions have to be handled by others each time *after* there has been a goof! Guaranteed to mess up the environment and strain tempers more than somewhat.

An executive post is much harder to detect. Those below it are not aware of the skills the post needs and are only aware of trouble. Yet it easily can be just a camouflaged hole.

Given the fact that one is not dealing with a sick person or a scoundrel (any post requires that a person be fairly healthy and with a clean ethics record), for a person to be on a post and not doing it, he or she must be suffering from one or more of the following conditions:

1. Never trained up for the post in the first place (per Management Chart),
2. Never grooved in on the post purpose,
3. Unreality or unfamiliarity with the ideal scene in its practical aspects, resulting in omitted data or a missing scene.

Furthermore, for a person to *remain* on a post under these conditions he/she must:

a. Be unaware of their lack of knowledge,

b. Blame it on another or

c. Have considerations about status (i.e., it would be damaging to their reputation for it to be found out that they didn't know).

This last point, status, puts any post flub onto a WITHHOLD basis resulting in continuously deteriorating performance each time it occurs.

In actual fact in each one of the cases examined, one or more of the above points were evident in greater or lesser degree. My suggested remedy would be:

1. *Thorough* training as deputy before putting any person on a major post. The purpose being to familiarize the person with actual working conditions.
2. A clear, approved statement of post purpose must be written in the front of the post hat write-up, which is easily comprehensible and simple. This post purpose is then cleared to F/N in Qual before the person can be considered fully on post.
3. Once on post the person must constantly maintain and increase their working knowledge of their appointed areas of responsibility and study and familiarize themselves with old and new HCOBs and PLs as they apply.

   That they undergo a competent examination from time to time on the duties and actions of their post as they exist or are extended.
4. That to this end any poor performance on post be reported to Div 5, Dept 13 for investigation and correction by examining the above points and putting in those found out.
5. That within the framework of Cases and Morale policy letter that priority be given to those posts in the org that most likely would be expected to collect a "status value" so that the integrity of those holding such posts be maintained.

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6. That in any case, notwithstanding the above paragraph, persons on such posts should make every attempt to keep themselves clean of O/Ws, including making it known to the proper terminals when they find they have misunderstoods or missing data on post.

If there is any trouble in training a person up for a post, it will be traced ordinarily to LACK OF ADEQUATE MATERIAL about that post and no checksheet to be thoroughly checked out on.

This should be checked as a point.

It is common not to have a pack of data or checksheet for a post and, if so, one must be made.

SUMMARY

Given a person on post not producing, TRANSFER is almost never the right answer. Yet it is the one most frequently done.

If a person is morally unfit, a criminal or mad, it is obvious that "transfer" is the wrong answer.

So this leaves us with these actions to do:

As given in the Management Cycle, HCO PL 24 June 70 I.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 12 SEPTEMBER 1970

REMIMEO

PERSONNEL SERIES 6

TRAINING

By actual test and practical experience, a fully trained, on-policy executive will raise the stats of an org.

An untrained executive will depress the stats.

An officer trained on the Flag Executive Briefing Course will send stats up where an equivalent officer not so trained will send them down.

This appears so obvious that it can be missed.

It means that it costs an org thousands upon thousands to use an untrained executive who has not done an FEBC. It costs personnel their pay, their facilities and their security.

If an FEBC cost $30,000 (which it does not), the org would make it back in a few weeks.

If an untrained executive is placed in charge of an org, it can prepare for losses and can succumb.

This is a very simple lesson. It is a matter of actual fact, not of PR.

This is shown up well when a fully trained executive is placed in charge of a whole org.

It is less visible but just as decisive regarding ANY post.

An untrained person on a post will be at best somebody not too destructive and at worst a camouflaged hole.

These facts are facts.

When you do not know this, be prepared to have lots of trouble, losses and dev-t.

It costs money not to spend money pretraining for a post. It also costs money not to train a person *on* a post to familiarize him with it.

Training is of course a relative word. The materials taught must be practical and useful and must apply to the job to be held.

Given this, a Personnel Officer who does not advise or provide for full prepost training will be found to be very costly.

One who insists on full pretraining and on-post training will be found to be a very valuable asset.

This data is *not* theoretical. It is the living truth.

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HCO POLICY LETTER OF 13 SEPTEMBER 1970
ISSUE I

REMIMEO

PERSONNEL SERIES 7

HATS—VITAL DATA

I can prove conclusively and utterly that any down statistic traces at once to two points:

1. Failure to *hire* or recruit.

2. Failure to *train* people on their hats.

Regarding training, the failure of any executive is traceable to three points:

A. Not making up a checksheet for the posts of juniors under him.

B. Not making up a pack for the checksheet and a hat for each junior.

C. Not fully training his juniors up on their hats as per A & B.

To do all this an executive must himself be trained.

HAT — means the duties of a post. It comes from the fact that jobs are often distinguished by a type of hat as fireman, policeman, conductor, etc. Hence the term HAT.

A "hat" is really a folder containing the write-ups of past incumbents on a post plus a checksheet of all data relating to the post plus a pack of materials that cover the post.

One also has a "staff hat" which is to say a folder containing all his duties as a staff member, the org itself and its lines and purposes.

There is also a hat folder for general or technical directives issued to all the staff regardless of post.

So there is a:

Post Hat

Staff Hat

Tech Hat

for every staff member.

Before Personnel transfers and begins a musical-chair parade, it is well to inspect and see if:

a. the post has all these hats and knows them,

b. the post's senior has actively provided them and checked them out or had them checked out on the junior.

If (a) and (b) are not true then I can assure you Personnel will be replacing and musical-chairing forever.

It well may be that the executive is the trouble, not the incumbent.

A senior who does not see to full hats in the possession of juniors and does not see they are fully checked out is a liability.

ANY ORG'S TROUBLES CAN BE TRACED TO THESE TWO POINTS.

Therefore one must be very sure that seniors take responsibility for the hats, checksheets, packs and know-how of juniors.

A successful executive is one who understands:

1. Organization,

2. His own hat, has a checksheet and pack for it and knows these,

3. That he is at extreme risk if he does not enforce hat, checksheet and pack checkouts on his juniors.

ANYONE WHO HAS JUNIORS UNDER HIM IS A TRAINING OFFICER FOR THOSE JUNIORS AS A VITAL ADDITIONAL DUTY.

So really, Personnel, if you want to know who your executives are, find one who:

i. Has been trained,

ii. Who produces well himself,

iii. Who enforces hats, checksheets and packs on his juniors, and

iv. Trains his juniors as per (iii).

There you have an excellent executive, if not an Executive Director.

It is a cruel, vital, total truth that you normally can trace the reason for inefficient areas in an org or company to:

1. Lack of hiring or recruiting,

2. Lack of trained executives,

3. Lack of executives who will assemble hats for and train their juniors.

An organization is a third dynamic technology.

When the hats aren't known or worn, it's a mob.

A division which blows up or unmocks is usually:

1. Undermanned,
2. Unorganized,
3. Untrained.

Whenever a senior on the line of command fails to see to the hats and full training of his juniors you have a total breakdown.

Personnel sees this in terms of hiring and firing and transfers.

Look into any area that can't keep its people and you find not enough people or untrained people. And you for sure will also find an executive who WILL NOT train his people, see that they have post hats and checkouts.

The solutions are pretty obvious.

L. Ron Hubbard
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HCO POLICY LETTER OF 16 SEPTEMBER 1970
ISSUE I

REMIMEO
PERSONNEL HATS
ETHICS HATS

PERSONNEL SERIES 8

ETHICS AND PERSONNEL

(Applies to E/Os)

Personnel can be harassed by utilization failures.

Demands *for* personnel are usually met by an inspection of the area (dept or div or activity) that is demanding the personnel.

A personnel demand received by Personnel is properly routed to the Ethics Officer with the following request:

"Dept (or activity) _____ is asking for personnel.

"Please check these points.

"A. Are existing personnel there busy? _____

"B. Have there been recent blows from that area? _____

"C. Are their MEST and comm lines in good condition? _____

"D. Do the personnel in that area each have HATS, FULL CHECKSHEETS FOR POST AND AREA? _____

"E. Does the senior officer of that area have and support a program for training and grooving in his personnel? _____

"F. Have the personnel now on post been ill (PTS)? _____

"G. Is there an SP in the area by meter check? _____

"H. Is study and auditing time arranged for? _____

"Please note by HCO PL 16 Sept. 70 I, ETHICS AND PERSONNEL, that if D and E above are out and no vigorous action is in progress to get these two points in, a Comm Ev should be convened.

"Please let me have a report on this area so that I can expedite needful personnel or demand utilization of existing personnel.

"Personnel I/C"

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UTILIZATION

An area which does not make hats, checksheets and packs for its staff members and does not vigorously groove in and get personnel on purpose lines and knowledgeable will cause endless trouble for Personnel Recruitment Officers and Personnel Control Officers.

An area can get into this hideous cycle:

Recruit
Don't train
Don't groove in
Don't utilize
Apply heavy ethics
Lose personnel
Demand personnel
Don't train
Don't groove in
Don't utilize
Apply heavier ethics
Lose personnel

It will just keep on and on and on.

The staff member who goofs is NOT the proper Ethics target. The correct Ethics target is the divisional officer or department head who does not hat, checksheet and pack and train on them and groove in on post every personnel he has.

In some areas this failure is not sloth or "no time," but a solid great big WON'T TRAIN.

As the area subjected to this is downtone and poor imaged and overloaded, the job of recruitment is made nearly impossible.

PURPOSE AND CRIME

A breakthrough in the know-how of civilization is that a thetan evidently considers any beingness better than no beingness.

This would explain how people cling to an even painful existence and why even a slave or prisoner does not just drop a body.

Beingness is valuable.

A post or job is enormously valuable. Even the most minor post has a status value.

The only quality that is critical about a job is can it be held at all. By heavy overload and harassment a job can be made untenable. But a "blow" or departure is only occasioned by hope of a better one elsewhere in this same life. A workload can be heavy. But when it gets impossible, one gets a blow.

An overloaded division will empty.

The most common way to overload an area is to fail to hat, checksheet and pack the personnel and not train them. Then they work badly as a team with lots of friction as the jobs are not meshed with one another. Dev-t results. An apparency of hard work ends up in poor or little production.

Then personnel begin to make goofs which absorb the time of other personnel.

Not only this but A PERSONNEL WITHOUT PURPOSE CAN COMMIT CRIMES.

The secret of a turbulent society is contained in these facts.

A welfare state pays people not to work. It is paying to have people without purpose or hats. Therefore it gets crime. There is NO surer way to beget an insurgent society than to deny purpose and posts to its members.

Knowingly or unknowingly, welfare statism is aimed at disenfranchising citizens. From Rome on forward, every welfare state has eventually erupted in revolt and civil war. And every state which denied jobs or status has blown up in revolt. The French and Russian revolutions were fully concerned with breaking a monopoly of status.

However you view it or however it was done, FAILURE TO PROVIDE JOBS, PURPOSE AND TRAINING ON JOBS BEGETS REVOLT.

Unhappiness, social misery are not answered by denying in any way actual useful jobs.

The sense of belonging and purpose in living can be strangled in many ways.

Whenever it is done, it is done by some mechanism (like the dole or relief or plain unemployment) which prevents participation.

Participation is only achieved by the worthwhileness of the activity, the factualness and understanding of the activity, explained purpose and an exact and trained-in set of duties.

Crime stems totally and entirely from lack of belonging and understanding that to which one belongs. The criminal or juvenile gang is a substitute for society. It is an outlaw pack at the throat of that which forced it not to belong.

Preventing youthful participation, permitting airy-fairy education, unreal values and lack of understanding turns youth against the state.

Politicians and financiers have been too deficient in imagination to provide real jobs, real training, real objectives. It is easier to toss contemptuous starvation handouts to the multitude. Or lock them out entirely.

The wages of such action are revolt and social decline.

There is work and thought needful in providing:

A. A worthwhile cause,

B. Valuable production,

C. Jobs and status,

D. Real education for the posts held,

E. Perpetuation of a valuable activity.

Any businessman for various reasons tries to do this. He is usually overburdened by the state.

In Russia, where there is only the cynical state, police duress is all that holds the rickety framework together.

Thus there is a direct coordination between (a) social disorder and (b) no-job or no-hat or no-training on it.

ETHICS AND HATS

Wherever Ethics has to be heavy you find:

1. No real hats,
2. No checksheet or pack,
3. No thorough grooving in.

Given a worthwhile cause, Personnel can be made a near impossible post by neglect of grooving in.

When a person is unable to wear a hat, *processing* can trace back *the cycle of attaining status and losing it* until the person can have a hat.

Personnel placement is far less important than on-the-job hats, checksheets and packs grooved in.

Promotion follows any good production in due course.

This is how Ethics and Personnel work together or conflict.

If Ethics does not target those who fail to train rather than those who aren't trained or processed and goof or commit crimes, Ethics and Personnel both will come a resounding cropper.

In support of what I say, Ethics can trace any trouble in an area back to a failure to recruit and fully realistically train on posts.

And Personnel can trace any trouble in an area to past failures to recruit and fully realistically train on posts.

You have here in an org what has been destroying all of man's civilizations—denying jobs and status, failing to groove in and train. Man has only had force and Cossacks to remedy these lacks when what he really needed was imagination, jobs and training.

A full appreciation of this solves many riddles regarding social planning and societies.

In our own sphere we must use this understanding well and drive the social aberrations out of our orgs and keep them out by recruiting, hats, checksheets, packs and full training for every post and the sweeping removal of all blocks and barriers which prevent it.

A man wants to belong. He can't if he does not know the purpose of that to which he belongs and *all* the duties and actions of his post.

So make it so by recruiting, training and processing that he *can* belong and be valuable.

And by having upstat orgs, make it so the public can come in, get service and also belong by membership.

If you understand this fully, we can triumph for it is a know-how few other men have.

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HCO POLICY LETTER OF 22 SEPTEMBER 1970

REMIMEO
EXEC HATS
PERSONNEL HATS
ETHICS HATS

AN URGENT IMPORTANT AND STAR–RATE PL

PERSONNEL SERIES 9
ORG SERIES 4

HATS

HAT — A term used to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post.

HAT TECHNOLOGY

"Hats" developed in 1950 for use in Dianetic orgs as a special technology. The term and idea of "a hat" comes from conductors or locomotive engineers, etc., each of whom wears a distinctive and different type of headgear. A "hat" therefore designates particular status and duties in an organization.

A "hat" is a specialty. It handles or controls certain particles in various actions and receives, changes and routes them.

A "hat" designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs.

Every hat has a product.

The product can be represented as a statistic.

Any job or position in the world *could* have its own hat. The reason things do not run well in a life, an org, a group, nation or the world is an absence of hats.

The reason why an org runs well when it does is hats.

Any protest of anyone against things not running right can be traced to lack of hats.

Any slump an org goes through can be traced directly and at once to an absence of one or more hats being worn.

HAT CONTENT

A hat must contain:

A. A *purpose* of the post.

B. Its relative position on the org bd.

C. A write-up of the post (done usually by people who have held it before relief and when so done it has no further authority than advice).

D. A checksheet of all the policy letters, bulletins, advices, manuals, books and drills applicable to the post. (As in a course checksheet.)

E. A full pack of the written materials or tapes of the checksheet plus any manuals of equipment or books.

F. A copy of the org bd of the portion of the org to which the post belongs.

G. A flow chart showing what particles are received by the post and what changes the post is expected to make in them and to where the post routes them.

H. The product of the post.

I. The statistic of the post, the statistic of the section, the statistic of the department and division to which the post belongs.

STAFF HAT

There is also a general staff hat.

This hat contains:

a. The overall purpose of the org, its aims, goals and products.

b. The privileges or rewards of a staff member such as auditing, training on post, general training availability, pay, vacations or leave, etc.

c. The penalties involved in nonproduction or abuse of post privileges or misuse of the post contracts.

d. The public relations responsibilities of a staff member.

e. The interpersonal relations amongst staff members including courtesy, cleanliness, attitudes to seniors and juniors, office etiquette, etc.

f. The MEST of posts generally, its papers, despatches, files, equipment.

g. The comm and transport system of the org.

GRADIENT SCALE OF HATS

A "gradient scale" means "a gradual increasing degree of something." A non-gradient scale would be telling someone to enter a skyscraper by a 32nd-story window.

Thus there is a gradient scale of organizing.

A key to this is found in the *Problems of Work*'s theory of confusion and the stable datum.

One in actual practice has to cope while organizing.

COPE means to handle whatever comes up. In the dictionary it means "to deal successfully with a difficult situation." We use it to mean "to handle any old way whatever comes up, to handle it successfully and somehow."

IF YOU *REMAIN* IN COPE, THE DEMAND TO COPE INCREASES.

In that you have the key to "exhausted executives" or staff members. You have why the president of the US ages about 20 years in one term of office as you can see by comparing dated photographs of past presidents. He is totally on cope. His government has an org board that looks like a pile of jackstraws. He has no hat. His staff have no hats. His government departments have no hat. The technologies of economics, law, business, politics, welfare, warfare, diplomacy have been neglected or lost (they *do* exist to some extent).

The guy is on total cope. And the post has been on total cope since it was created as an afterthought by the Constitutional Congress that began the post in the eighteenth century. Even what it says in US civics textbooks is not found in practice.

So "difficult situations" are the order of the day and are handled by special actions and appointments.

The people who *should* handle them haven't got real hats.

This is all catching up with the country at this writing to such a degree that the citizen cannot benefit from a stable society or social order. The country looks more like a war of insurgency.

In other words departures from hats has led into total cope and it is steadily worsening.

Any organization put in by one political party is knocked out by the next incumbent, and who could totally organize a country in 4 years? (The term of a president.)

Yet it is hanging together some way and some way meeting increasing demands and pressures.

I have stated this in a large example so that it can be seen in a smaller unit.

To handle this one would first have to want to straighten it out and then assemble the tech of admin to straighten it out. And then one would have to begin on a gradient scale of org bd and hats.

A cope sort of hat would be tossed-off orders to some other people on staff who have some title of some sort.

Along with this would be a posted org bd that has little to do with duties actually performed and used by a staff that doesn't know what it is.

One begins to move out of cope (as given in other series) by putting an org board together that labels posts and duties and getting people on them to handle the types of particles (bodies, mailings) of the org.

The next action would be brief write-ups of the posts and their duties and checking people out on them.

Actually if you only got to the middle of the last paragraph with an org the executives would remain in cope. So much know-how would be missing in the org's staff that every rough bit would shoot up to the executive for special handling. And that is *cope*.

Hats only in this far is not good enough as it still takes a genius to run the place.

The next gradient scale is to get the hat to contain:

i. The post write-up itself,

ii. The theory and practical necessary to run it.

This is done by a preparation of checksheets of data and a pack matching it for key posts.

Naturally the org bd now has to become more real and staff has to be checked out on it.

Then hats as post checksheets and packs are extended to the rest of the staff.

The mechanisms of training have to exist by this time.

Seniors have to be made responsible that every junior below them has a hat consisting of write-up, checksheet and pack.

Meanwhile one continues to cope.

Gradually, gradually staff begin to know (through checkouts) their hats.

New staff coming on are grooved in better.

Cope begins to diminish and the organization tends to smooth out.

Here and there competent handlings begin to show up brightly.

Now we find a new situation. With everyone throwing together checksheets and packs for staffs we find nonstandard checksheets. Some messenger has to do the full checksheet of the HCO Division pages and pages long. The HCO Sec has a checksheet with just 10 items on it.

So a central authority has to standardize post checksheets and survey and put in overlooked bits of data.

But that is way up the line. The org long since has become smooth and prosperous.

So that is the gradient scale of getting in hats.

EXPERTS

Here and there you find an area of special expertise in an org where the expertise is so expert in itself that it obscures the fact that the person does not also have a full post hat.

A lawyer would be a case in point. It takes so long to learn law in some law school that an org executive can overlook the fact that the *post* hat is missing. Org policy on

legal matters and staff hat remain unknown to this legal post AND JAM IT UTTERLY. This came to light when a whole series of cases was being neglected because the legal staff member, an excellent lawyer, did not know how to make out a purchase order or that one could or should. Investigation found *no* post or staff hat. Only a legal degree.

Orgs continually do this with auditors. They are technical experts in *auditing*. So they get assigned to posts in the HGC WITH NO HAT. Backlogs occur, things goof up. Tech fails. All because it is overlooked that they are PART OF AN ORG and need staff and post hats and need to be trained on them.

Worse than that, a highly classed auditor is often put on an admin post without hat or training for it.

You would not take an admin trained person and without further training tell him to audit. So why take an auditor and tell him to handle an admin division?

Without his post write-up, checksheet and pack FOR THE POST and without training on it, the person just isn't qualified for it no matter what *other* line he is expert in.

It is great to have an expert who has been specially trained in some profession. But lawyer, engineer or public relations, he must have his hat for the *org* post and be trained on it or he will goof! Yet one won't suspect why that area is goofing because "he's a Class VI isn't he?"

UTILIZATION

Personnel can recruit madly, answering every frantic demand for personnel and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

An investigation of blows (desertions) from orgs shows that lack of a grooved-in hat was at the bottom of it.

People come on a job. It is at once a great mystery or an assumption of total know — one or the other.

Either one continued leads them into a state of liability to the org.

People who don't know what they are doing and people who don't but think they do are both NONUTILIZED PERSONNEL.

Pay and prosperity for the rest of the staff will go down unless this is remedied.

The whole org can sag and even vanish under these conditions.

So Personnel has a vested interest in hats being complete and staff trained on them. For Personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce."

The answer is H-A-T-S.

And a hat is a write-up, a checksheet and a pack.

And the staff member trained on them.

ETHICS

When a person has no hat he lacks purpose and value.

When he has no purpose and value he not only goofs, he will commit crimes.

It is apparently easier to hit with ethics than to program and give someone a full hat and get him trained on it.

Police action is not a substitute for having purpose and value.

This is so fundamental that one can even trace the unrest of a nation to lack of purpose and value. A huge welfare program guarantees crime and revolt because it gives handouts, not hats.

Even a field Scientologist should have a hat.

By doing only this over the world we would own the planet as in an expanding population individual purpose and value are the most vital and wanted commodities.

If there are no real hats there will soon be no money of any value and no bread!

SUMMARY

ANY HAT IS BETTER THAN NO HAT according to the way a thetan seems to think.

But be that as it may, the downfall of any org can be traced directly and instantly to no recruiting or no org board, no hats or unreal hats or no training on hats.

The sag of an org can be traced directly to lack of hats and lack of training on hats.

The overload of any post can be traced directly to lack of an org bd and lack of hats and no training on hats.

The way out is to organize the org board and hats while you cope.

If you do not, your cope will become an overwhelm. If you do, your burden will lighten and your prosperity increase.

It took 13 months of hard work and 20 years of org experience to learn that given a product lack of HATS was *the* WHY of departures from the ideal scene and that working toward providing full complete HATS was the way to get back toward the ideal scene.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 6 OCTOBER 1970
ISSUE II

REMIMEO

PERSONNEL SERIES 10

"MOONLIGHTING"

Staff members of an org who also have other jobs outside the org are said to be MOONLIGHTING.

Day staff with an evening or weekend job or Foundation staff with a day job have been accused unjustly in the past of injuring an org.

An org only gets injured when its doors get closed and it ceases to promote and deliver good service.

If a whole staff of a Day org decided to close the org all day and open it only in the evening, "moonlighting" would have destroyed the Day org. This would be heavily frowned upon.

If a Foundation staff closed the Foundation to get evening work, it would be a highly nonsurvival act and injurious.

An org which is just starting up or which has been so un-org boarded and unhatted that it fell into such a slump that staff could not live on its pay, the staff would be remiss not to moonlight while they built the org back up. Built up, org boarded and hatted, the org could pay its staff adequately.

To forbid the practice of moonlighting would be to force a staff member to blow in self-defense.

INFLATION

As money inflates (purchases less) and as the cost of operating rises and fees remain unchanged, an org can get into a situation where it is inefficient and pays low salaries.

"Moonlighting on the government" would be quite permissible. With governments anxious to hand out welfare, in some depressed area it would be quite all right to go on the dole or relief and work as a church volunteer in the org.

The higher unemployment rises, the less money will buy, the more finance trouble there is.

Org staffs under such duress can even live as monasteries for food, shelter and pocket money and keep an org going.

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SUBSIDY

At this writing the only subsidies available from governments are for those who kill people. The money the government should be spending to support our orgs goes to special interest groups like psychiatry who pocket it and deliver nothing.

Up the years this may change.

Until it does we have to keep our heads up financially.

That also applies to an org staff member. There is no reason he should lose his staff job because he also has to moonlight to live.

A well-run, well-recruited, well-org boarded, well-hatted, well-trained org delivering high-quality training and auditing makes very adequate income and pays well. But it sometimes takes time to build up from a mismanaged slump to an ideal scene again.

There is no policy against MOONLIGHTING where it does not injure the org.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 9 OCTOBER 1970

REMIMEO
PERSONNEL HATS
PR CHECKSHEETS

PERSONNEL SERIES 11
PR SERIES 4

THE PR PERSONALITY

A public relations personnel has to be spot on in:

a. Confronting,

b. Organizing,

c. Working.

CONFRONT

In confronting, a shy or retiring PR is not about to handle suppressive persons or situations. A PR must be able to stand up to and handle the more wild situations easily and with composure. When he does not, his confront blows and any sense of presentation or organization would go up in smoke. A PTS (potential trouble source) person or one who roller-coasters casewise or one who tends to retreat has no business in PR. His connections that make him PTS and his case would have to be handled fully before he could make good on PR lines.

ORGANIZE

In organizing, a PR has to be able not only to organize something well but to organize it faultlessly in a flash.

Every action a PR takes concerns groups and therefore has to be organized down to the finest detail; otherwise it will just be a mob scene and a very bad presentation.

A PR who can confront, can "think on his feet" and grasp and handle situations rapidly and who can organize in a flash will succeed as a PR.

WORK

The last essential ingredient of a PR is the ability to WORK.

When appointing people to PR training, the person's *work record* is very, very important.

The ability to address letters, push around files, haul furniture into place, handle towering stacks of admin in nothing flat are all PR requisites.

To be able to tear out to Poughkeepsie before lunch and set up the baby contest and build a scene for a press conference on catfish before two and get dressed, meet the governor by six is WORK. It takes sweat and push and energy.

A PR should be able to get out a trade paper in hours where an "editor" might take weeks.

The ability to work must be established in a potential PR before wasting any training time, as a PR who can't work fails every time.

DELUSORY REQUIREMENTS

People *think* a PR must be charming, brilliant, able to inspire, etc., etc.

These are fine if they exist. But they are actually secondary qualities in a PR.

Lack of the (a), (b), (c) qualities is why you see PRs begin to hit the bottle, get sick, fail.

If a PR is *also* charming, brilliant, able to inspire, he is a real winner. Possibly one is born with all these qualities every few generations.

Personnel in appointing and training PR must look for the wish to be a PR and (a), (b) and (c).

And anyone taking up PR who does so to escape hard work will fail as it IS hard work.

A real top PR wants to be one, has the abilities of (a), (b) and (c) and is trained hard and well in the subject. Then you have a real stat raiser, a real winner, a real empire builder.

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HCO POLICY LETTER OF 20 NOVEMBER 1970
(Also issued as an HCOB, same date and title)

REMIMEO

PERSONNEL SERIES 12
ORG SERIES 15
WORD CLEARING SERIES 18

ORGANIZATION MISUNDERSTOODS

By Scientology study technology, understanding ceases on going past a misunderstood word or concept.

If a person reading a text comes to the words "Felis domesticus" and doesn't know it simply means HOUSE CAT, the words which appear thereafter may become "meaningless," "uninteresting" and he may even become slightly unconscious, his awareness shutting down.

Example: "Wind the clock and put out the Felis domesticus and then call Algernon and tell him to wake you at 10:00 A.M.," read as an order by a person who didn't bother to find out that "Felis domesticus" means "house cat" or "the variety of cat which has been domesticated" will not register that he is supposed to call Algernon, will feel dopey or annoyed and probably won't remember he's supposed to wake up at 10:00 A.M.

In other words, when the person hit a misunderstood word, he ceased to understand and did not fully grasp or become aware of what followed after.

All this applies to a sentence, a book, a post or a whole organization.

Along the time track a crashing misunderstood will block off further ability to study or apply data. It will also block further understanding of an organization, its org board, an individual post or duties, and such misunderstoods can effectively prevent knowledge of or action on a post.

ALL THIS IS THE MOST COMMON CAUSE OF AN UNACCEPTABLE POST PRODUCT, OR NO PRODUCT AT ALL.

The difficulties of an organization in functioning or producing stem from this fact.

Personal aberration is the cause of products that are in fact overt acts.

Scientology technology today easily handles the personal aberration part of the problem, IF IT IS USED AND PROPERLY APPLIED. Leaving an org unaudited or being unable to figure out how to run a viable org so that it can afford to audit its staff members is asking for post or org products that are overt acts.

Employing persons of the Leipzig, Germany, death camp school (psychologists, psychiatrists) to handle personal aberration is like throwing ink in water to clean it up. Governments stupidly do this and wonder why their final product as an organization is riot, war and a polluted planet. The point is not how bad psychology and psychiatry are, but that one does have to *handle* personal aberration in an organization, and these schools were too vicious and incompetent to do so.

Those who are personally very aberrated are not about to produce anything but an overt act. They are difficult to detect as they are being careful not to be detected. Things "just sort of go wrong" around them, resulting in a product that is in fact an overt act. But these constitute only about ten or twenty percent of the population.

The remaining eighty percent or ninety percent where they are nonfunctional or bungling are so because they do not understand what it's all about. They have in effect gone on by a misunderstood such as what the org is supposed to do or the admin tech they use on their posts or where they are or what their product is.

Earth organizations like governments or big monopolies get a very bad repute because of these factors:

1. Personal aberration of a few undetected and unhandled,
2. Inadequate or unreal basic education technology and facilities.
3. Inadequate or unknown organization technology.
4. Noncomprehension of the individual regarding the activities of which he is a part.
5. Noncomprehension of the basic words with which he is working.
6. Purposes of the post uncleared.
7. Admin of the post not known or comprehended.
8. Technology in use not fully understood.
9. A lack of comprehension of products.

Out of these nine things one gets organizational troubles and the belief that it takes a genius to run one successfully. Yet all the genius in the world will fail eventually if the above nine things are not handled to some degree.

The common methods currently in use on the planet to handle these things are very crude and time-consuming as the items themselves are either dimly comprehended or not known at all.

1A. Personal aberration is met by torture, drugs or death when it is detected. Yet only the very serious cases who are obviously screaming, muttering or unconscious are singled out, whereas the dangerous ones are neither detected nor handled at all and become with ease generals or presidents or dictators, to say nothing of lesser fry. Ten percent to 20 percent of any organization is stark staring mad, doing the place in so adroitly that only their actual product betrays them.

2A. Basic education as well as higher general education has become a mass-produced area crawling with bad texts and noncomprehension and used mainly by hostile elements to overturn the state or pervert the race and its ideals.

3A. Organizational technology is so primitive as to change national maps and leading companies many times a century, an extremely unstable scene for a planet.

4A. Very few individuals on the planet have any concept of the structure of entities such as their country or state or company. Persons surveying the public in the US, pretending to advise acceptance of "new measures" already in the Constitution, were threatened for being revolutionaries. Hardly anyone knew the basic document of the nation's organization much less its rambling structure.

5A. The basic words of organization are glibly used but not generally comprehended, words like "company," "management," "policy." Vocabularies have to be increased before comprehension and communication occur and misunderstoods drop out.

6A. Post purposes are often glibly agreed with while something entirely different is done.

7A. Administrative actions involving posts are often only dimly comprehended and seldom well followed; but in this matter of communication, despatches, etc., the planet is not as deficient as in others except that these functions, being somewhat known, can become an end-all — tons of despatches, no actual product. In some areas it is an obsession, an endless paper chain, that is looked on as a legitimate product even when it leads to no production.

8A. The planet's technology is on the surface very complex and sophisticated but is so bad in actual fact that experts do not give the planet and its populations thirty years before the smoke and fumes will have eaten up the air cover and left an oxygenless world. (The converters like trees and grass which change carbon dioxide to oxygen are inadequate to replace the oxygen and are additionally being killed by air impurities coming out of factories and cities.) If the technology destroys the base where it is done — in this case the planet — it is not adequate and may even be destructive technology.

9A. The whole idea of "product" is not in use except in commercial industry where one has to have a car that sells or a washing machine that actually washes.

THE HARD ROAD

It is against this primitive background that one is trying to run an organization.

If it were not for improvements made on each one of these points, the task could be hopeless.

I have gone to some length to outline the lacks in order to show the points where one must concentrate in (a) putting an org together and (b) keeping it viable.

In these nine areas we are dealing with the heart of it in running orgs.

Enthusiasm is a vital ingredient. It soon goes dull when insufficient attention is paid to resolving and getting in these nine points.

Bluntly, if they are not gotten in and handled, the task of living and running a post or an org will become so confused that little or no production will occur and disasters will be frequent.

THE WORDS

The by no means complete list of words that have to be fully cleared and understood just to talk about organization as a subject, and to intelligently and happily work in an org EVEN AS ITS LOWEST EMPLOYEE is:

A company
A board of directors
Top management
Policy
Management
Programs
Targets
Orders
Technology
Know-how
Org bd
Post
Hat
Cope
Purposes
Organize
Duties
A checksheet
A checklist
A comm channel
A command channel
A relay point
A stable terminal
Double-hatted
A product
Aberration
VIABILITY

This is key vocabulary. One could draw up a whole dictionary for these things and no one studying it would be any wiser since it would become salted with other words of far less importance.

The way to do this list is sweat it out with a meter until one knows each can't mean anything else than what it does mean.

Out of a full understanding of what is implied by each, a brilliantly clean view is attained of the whole subject of organization, not as a fumble but as a crisp usable activity.

Unless one at least knows these words completely so that they can be used and applied, they will not buffer off confusions that enter into the activity.

Glibness won't do. For behind these words is the full structure of an activity that will survive and when the words aren't understood the rest can become foggy.

We *do* know all these needful things. We must communicate them and use them successfully.

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HCO POLICY LETTER OF 6 DECEMBER 1970

REMIMEO
DEPT 14 HATS

PERSONNEL SERIES 13
ORG SERIES 18

THIRD DYNAMIC DE–ABERRATION

The exact mechanism of 3rd dynamic (group or organization) aberration is the conflict of COUNTER–POLICY.

Illegal policy set at unauthorized levels jams the actions of a group and IS responsible for the inactivity, nonproduction or lack of team spirit.

Counter-policy independently set jams the group together but inhibits its operation.

Out-reality on org bds, hats, etc., is to a large degree caused by disagreements and conflicts which are caused by illegal policy.

If we had a game going in which each player set his own rules, there would be no game. There would only be argument and conflict.

VARIETIES OF COUNTER–POLICY

At the start it must be assumed or effected that there is someone or some body to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration. If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels or by unauthorized persons.

Policies so set by the policy authority must be informed enough and wise enough to forward the group purpose and to obtain agreement. Ignorant or bad policy even when authorized tends to persuade group members to set their own random policy.

When no policy at all exists random policy occurs.

When policy exists but is not made known, random policy setting will occur.

Ignorance of policy, the need or function of it, can cause random policies.

Hidden not stated random policies can conflict.

Correct policy can be relayed on a cutative basis — a few words left off or a qualifying sentence dropped which makes policy incorrect or null. "Children may not go out" can be made out of "Children may not go out after midnight."

Altered policy can be limitless in error.

Attributing a self-set policy to the authorized source can disgrace all policy as well as pervert the leadership purpose.

Policy can be excluded from a zone of a group that should be governed by it. "Pipe-making policy does not apply to the *small* pipe shop."

Such masses of unnecessary policy can be issued that it cannot be assimilated.

Policy can exist in large amounts but not be subdivided into relevant subjects as is done in hat checksheets.

Disgrace of policy can occur in a subsequent catastrophe and render any policy disgraceful, encouraging self-set policy by each group member.

CLEARING A GROUP

All authorized policy must be set or made available in master books and adequate complete policy files. This makes it possible to compile hats and checksheets and issue packs.

Group surveys of "What policy are you operating on?" can reveal random policy.

All bugged (halted) projects can be surveyed for illegal policy and cleaned up and gotten going again.

Other actions can be taken all of which add up to:

1. Get existing policy used.
2. Get areas without policy crisply given policy from the authorized source.
3. Debug all past projects of false policy.
4. De-aberrate group members as per the Organization Misunderstoods PL and other materials.
5. Educate the group members concerning policy technology.
6. Set up systems that detect, isolate and report out-policy and get it corrected and properly set, issued and known.
7. Monitor any new policy against statistics and include policy outnesses as part of all statistical evaluations.

ADMIN SCALE

I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization.

GOALS
PURPOSES
POLICY
PLANS
PROGRAMS
PROJECTS
ORDERS
IDEAL SCENES
STATS
VALUABLE FINAL PRODUCTS

This scale is worked up and worked down UNTIL IT IS (EACH ITEM) IN FULL AGREEMENT WITH THE REMAINING ITEMS.

In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

Let us take "golf balls" as a subject for the scale. Then all these scale items must be in agreement with one another on the subject of golf balls. It is an interesting exercise.

The scale also applies in a destructive subject. Like "cockroaches."

When an item in the scale is *not* aligned with the other items, the project will be hindered if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called MANAGEMENT.

Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.

Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-reality breeds out-comm and out-affinity, it follows that unreal items on the scale (not aligned) produce ARC breaks, upsets and disaffection.

It then follows that when these scale items are well aligned with each other and the group there will be high reality, high communication and high affinity in the group.

Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as overts and withholds in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.

When orders are not complied with and projects do not come off, one should DETECT, ISOLATE and REPORT and handle or see that it is handled, any of the scale items found random or counter.

If any item below POLICY is in trouble — not moving — one can move upwards correcting these points, but certainly concentrating on a discovery of illegal or counter-policy. Rarely it occurs some old but legal policy needs to be adjusted. Far more commonly policy is being set by someone, verbally or in despatches, or hidden, that is bugging any item or items below the level of policy.

So the rule is that when things get messed up, jammed up, slowed or inactive or downright destructive (including a product as an overt act) one sniffs about for random or counter-policy illegally being set in one's own area or "out there."

Thus in the face of any outness one DETECTS — ISOLATES — REPORTS and handles or gets handled the out-policy.

The *detection* is easy. Things aren't moving or going right.

The isolation is of course a WHAT POLICY that must be found and WHO set it.

Reporting it would mean to HCO.

Handling it is also very easy and would be done in Qual.

This admin tech gives us our first 3rd dynamic de-aberrater that works easily and fast.

Why?

Well, look at the Admin Scale. *Policy* is just below *purpose*.

Purpose is senior to policy.

The person who is setting random or counter illegal policy is off group purpose. He is other-purposed to greater or lesser degree.

From 1960 to 1962 I developed a vast lot of technology about goals and purposes. If we define a goal as a whole track long long-term matter and a purpose as the lesser goal applying to specific activities or subjects we see clearly that if we clean up a person's purposes relating to the various activities in which he is involved and on the eight dynamics we will handle the obsession to set random or counter-policies!

So it is an auditing job and the tech for it is extensive. (The African ACC was devoted to this subject. Lots of data exists on it.)

It happens however that around 20 percent (probably more) of any group's members are actively if covertly antigroup and must be handled at a less profound level under "personal aberration" in the Org Misunderstoods policy letter before you can begin to touch purpose.

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Thus any group member, since this tech remedy helps them all, would be handled with:

1. General case de-aberration (called L10s on Flag),
2. Purpose handling for posts,
3. Org bd, hatting and training.

Those setting random or counter-purpose later detected would get further no. 2 and no. 3.

As the universe is full of beings and one lives with them whether he likes it or not, it would be to anyone's interest to be able to have functioning groups.

The only way a group jams up and (a) becomes difficult to live in and (b) impossible to fully separate from is by random and counter-purposes.

If one thinks he can go off and be alone anywhere in this universe he is dreaming.

The first impulse of a hostile being is "to leave" a decent group. What a weird one.

The only reason he gets in jams is his inability to tolerate or handle others.

There's no road out for such a being except through.

Thus all we can do to survive even on the first dynamic is to know how to handle and be part of the third or fourth dynamic and clean it up.

Probably the reason this universe itself is considered by some as a trap is because their Admin Scale is out regarding it.

And the only reason this universe is sometimes a trial is because no one published its Admin Scale in the first place.

All this is very fundamental first dynamic tech and third dynamic tech.

It is the first true group technology that can fully de-aberrate and smooth out and free within the group every group member and the group itself.

Thus, combined with auditing tech, for the first time we can rely wholly on technology to improve and handle group members and the group itself toward desirable and achievable accomplishment with happiness and high morale.

Like any skill or technology it has to be known and done and continued in use to be effective.

The discovery, development and practical use of this data has made me very, very cheerful and confident and is doing the same thing on the test group.

I hope it does the same for you.

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HCO POLICY LETTER OF 14 DECEMBER 1970

REMIMEO

PERSONNEL SERIES 14
ORG SERIES 19

GROUP SANITY

The points of success and failure, the make and break items of an organization are:

1. HIRING
2. TRAINING
3. APPRENTICESHIPS
4. UTILIZATION
5. PRODUCTION
6. PROMOTION
7. SALES
8. DELIVERY
9. FINANCE
10. JUSTICE
11. MORALE

These eleven items MUST AGREE WITH AND BE IN LINE WITH THE ADMIN SCALE (HCO PL 6 Dec. 70, Pers Series 13, Org Series 18, THIRD DYNAMIC DE–ABERRATION).

Where these subjects are not well handled and where one or more of these are very out of line, the organization will suffer a third dynamic aberration.

This then is a SANITY SCALE for the third dynamic of a group.

The group will exhibit aberrated symptoms where one or more of these points are out.

The group will be sane to the degree that these points are in.

Internal stresses of magnitude begin to affect every member of the group in greater or lesser degree when one or more of these items are neglected or badly handled.

The society at large currently has the majority of these points out.

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These elements become aberrated in the following ways:

1. HIRING

The society is running a massive can't-have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confirming this is growing unemployment and fantastic sums for welfare — meaning relief. Fifty percent of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control, are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A *REFUSAL TO* EMPLOY *PEOPLE*. EXCLUSION OF OTHERS IS THE BASIC CAUSE OF WAR AND INSANITY.

2. TRAINING

Education has fallen under the control of one-worlders, is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as writing. Older technologies are being lost in modern rewrites. THIS THIRD DYNAMIC PSYCHOSIS IS A *COVERT REFUSAL TO TRAIN*.

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice, permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis not as an apprentice system. A THIRD DYNAMIC PSYCHOSIS IS A *DENIAL OF* ADEQUATE *EXPERIENCE TO SUCCEED*.

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. A THIRD DYNAMIC PSYCHOSIS IS *FAILURE TO UTILIZE PEOPLE*.

5. PRODUCTION

Modern think is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys attains the largest appropriations. A THIRD DYNAMIC PSYCHOSIS IS *TO PREVENT PRODUCTION*.

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily promoted. Reality and PR are strangers. A THIRD DYNAMIC PSYCHOSIS IS *UNREAL OR NONFACTUAL PROMOTION*.

7. SALES

Sales actions are unreal or out of balance. Clumsy or nonfunctioning sales activities penalize producers and consumers. In areas of high demand, sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cutbacks are continual threats to economies and workers. A population goes half-fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cut-back construction industry people live in bad houses. Sales taxes are almost universal. A THIRD DYNAMIC PSYCHOSIS IS *THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS*.

8. DELIVERY

Failure to deliver what is offered is standard procedure for groups in the humanities. Commercially it is well in hand.

9. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. A THIRD DYNAMIC PSYCHOSIS IS *THE PERVERSION OF FINANCE*.

10. JUSTICE

Under the name of justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumors are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained in 1 to 9 above. Suppressive justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on (1) to (9) make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people — kill them off in a war. A THIRD DYNAMIC PSYCHOSIS IS *THE SUBSTITUTE OF VIOLENCE FOR REASON*.

11. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purpose, dreams, are assaulted. INSANITY IS A REFUSAL TO ALLOW OTHERS TO BE, DO OR HAVE.

Any action which would lead to a higher morale has to be defended against the insane few. A THIRD DYNAMIC PSYCHOSIS IS *A DETESTATION OF HIGH MORALE*.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product self or group destruction.

These eleven types of aberration gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these eleven points kept sane guarantee a group's SURVIVAL.

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold so it has no money to hire people.

B. Needing people for another job the firm robs them from a plant which then collapses and fails to make money so no new people can be hired. This reduces production so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things so there is little production and no promotion or sales so there is no money to pay them so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails so people are dismissed.

The examples are many. They are these same eleven group insanities in play upon a group, a firm, a society.

SANITY

If this is a description of group aberration, then it gives the keys to sanity in a group.

1. HIRING

Letting people INTO the group at large is the key to every great movement and bettered culture on this planet. This was the new idea that made Buddhism the strongest civilizing influence the world has seen in terms of numbers and terrain. They did not exclude. Race, color, creed, were not made bars to membership in this great movement.

Politically the strongest country in the world was the United States, and it was weakened only by its efforts to exclude certain races or make them second-class citizens. Its greatest internal war (1861–65) was fought to settle this point and the weakness was not resolved even then.

The Catholic Church only began to fail when it began to exclude.

Thus *inclusion* is a major point in all great organizations.

The things which set a group or organization on a course of *ex*clusion are (a) the destructive impulses of about 10 or 15 percent of the society (lunacy) and (b) opposition by interests which consider themselves threatened by the group or organization's potential resulting in infiltration, (c) efforts to mimic the group's technology destructively and set up rival groups.

All these three things build up barriers that a group might thoughtlessly buy and act to remedy with no long-range plans to handle.

These stresses make a group edgy and combative. The organization then seeks to solve these three points by exclusion, whereas its growth depends wholly upon *in*clusion.

No one has ever solved these points successfully in the past because of lack of technology to solve them.

It all hinges on three points: (1) the sanity of the individual, (2) the worthwhileness of the group in terms of general area, planetary or universal survival and (3) the superiority of the group's organization tech and its use.

Just at this writing, the first point is solved conclusively in Scientology. Even hostile and destructive personalities wandering into the group can be solved and, due to the basic nature of man, made better for the benefit of themselves and others.

The worthwhileness of the organization is determined by the assistance given to general survival by the group's products and the actual factual delivery of those valid products.

The superiority of a group's admin tech and its application is at this current writing well covered in current developments.

Thus *in*clusion is almost fully attainable. The only ridges that build up are the short-term defense actions.

For instance, Scientology currently must fight back at the death camp organizations of psychiatry whose solution is a dead world, as proven by their actions in Germany before and during World War II. But we *must* keep in mind that we fully intend to reform and salvage even these opponents. We are seeking to *in*clude them in the general survival by forcing them to cease their nonsurvival practices and overcome their gruesome group past.

There are two major stages then of *in*cluding people — one is as paid organization personnel and one as unpaid personnel. BOTH are in essence being "hired." The pay differs. The wider majority receive the pay of personal peace and effectiveness and a better world.

The org which *ex*cludes its own field members will fail.

The payment to the org of money or the money payment to the staff member is an internal economy. Pay, the real pay, is a better personal survival and a world that can live.

Plans of INclusion are successful. They sometimes contain defense until we *can* include.

Even resistance to an org can be interpreted as a future inclusion by the org. Resistance or opposition is a common way point in the cycle of inclusion. In an organization where everyone wins eventually anyway the senselessness of resistance becomes apparent even to the most obtuse. Only those who oppose their own survival resist a survival producing organization.

Even in commercial companies the best organization with the best product usually finds competitors merging with it.

2. TRAINING

Basic training, hats, checksheets and packs MUST exist for every member of a group.

Criminal or antisocial conduct occurs where there is no hat.

Any type of membership or role or post in the whole organization or its field requires individual and team training. Only where you have a group member who will not or cannot bring himself to have and wear a hat will you have any trouble.

This is so true that it is the scope of Personal Enhancement.

Ask yourself "Who isn't trained on his post and hatted?" and you can answer "Who is causing the trouble?"

Basic training, slight or great, is vital for *every* member of a group, paid or unpaid.

A field auditor must have a hat. A student needs a student hat, etc., etc.

This requires training.

Training begins in childhood. Often it has to be reoriented.

Training as a group member must be done.

Training in exact technology or in the precise tech of admin is not the first stage of training. Basic training of group members, no matter how slight, must exist and be done.

Otherwise group members lack the basic points of agreement which make up the whole broad organization and its publics.

Training must be on real materials and must be rapid. The technology of how to train is expressed in speed of training.

The idea that it takes 12 years to make a mud pie maker is false. TIME in training does not determine quality of training. Amount of data learned that can be applied and skills successfully drilled determine training.

That the society currently stresses *time* is an aberrated factor.

The ability to learn and apply the data is the end product of training. Not old age.

The rate of training establishes to a marked degree the expansion factor of a group and influences the smoothness of the group during expansion.

If training is defined as making a person or team into a part of the group then processing is an influencing factor. The facilities for processing and quantity available are then a determining factor in group expansion.

3. APPRENTICESHIP

Training on post is a second stage of any training — and processing — action.

This is essentially a familiarization action.

To have a person leave a post and another take it over with no "apprenticeship" or groove-in can be quite fatal.

The deputy system is easily the best system. Every post is deputied for a greater or lesser period before the post is turned over and the appointment is made. When the deputy is totally familiar he becomes the person on the post.

Rapid expansion and economy on personnel tend to injure this step. Lack of it can be *very* destructive.

Optimally there should be one or two deputies for every key post at all times. This is a continual apprenticeship system.

Economically it has limitations. One has to weigh the *losses* in not doing it against the cost in doing it. It will be found that the losses are *far* greater than the cost, even though it increases personnel by at least a third for a given organization.

When an organization has neglected it as a system (and has turned over too many posts without deputy or apprenticeship action) its economics may decay to where it can never be done. This is almost a death rattle for an organization.

In a two-century-old highly successful industry, *only* the apprentice system was and is used (Oporto wine industry). The quality of the product is all that keeps the product going on the world market. If the quality decayed the industry would collapse. Apprenticeship as a total system maintains it.

Certainly every executive in an organization and every technical expert should have a deputy in training. Only then could quality of organization be maintained and quality of product guaranteed.

The total working organization should be on this system actually. And whenever a person is moved up off a post, the deputy taking over, a new deputy should be appointed. The last step (appointment of a new deputy) is the one that gets forgotten.

Failure to recruit new people over a period will very surely find the whole organization declining soon solely because there is no apprentice system of deputies. The organization expands, singles up the posts, promotes some unapprenticed people and begins to lose its economic advantage. Low pay ensues, people blow off and then no one can be hired. It's a silly cycle, really, as it is prevented easily enough by hiring enough soon enough when the org is still doing well.

The rule is DEPUTY EVERY POST AND NEWLY DEPUTY THEM WHEN PROMOTIONS OCCUR.

The most covert way to get around this is just to call each person's junior a deputy even though he has other duties. This makes it all look good on an org board. "Do you have each post deputied?" "Oh yes!" But the deputies are just juniors with posts of their own.

A deputy is *used* to run the same post as it is deputied for. This means a double posting pure and only.

You'd be amazed at how much production an executive post can achieve when it is also deputied and when the principal holder of the post will use the deputy and gen him in, not get him to cover an empty lower post.

4. UTILIZATION

People must be utilized.

Equipment must be utilized.

Space must be utilized.

Learning to USE is a very hard lesson for some. Untrained people, bad organization, poor machinery, inadequate space all tend to send one off utilization.

The rule is, if you've got it use it; if you can't use it get rid of it.

This most specifically applies to people. If you've got a man, use him; if you can't use him get him over to someone who can use him. If he isn't useful, process and train.

Anyone who can't figure out how to use people, equipment and spaces to obtain valuable final products is not worthy of the name of executive.

Reversely we get what an executive or foreman is — an executive or foreman is one who can obtain, train and use people, equipment and spaces to economically achieve valuable final products.

Some are very skilled in preparing people, systems, equipment, property and spaces to be used. But if these then go to someone who does not USE them you get a bad breakdown.

The welfare state and its inflation is a sad commentary on "executive ability."

An executive whose people are idle and whose materiel is decaying is a traitor to his people and the org, just that, for he will destroy them all.

UTILIZATION requires a knowledge of what the valuable final products are and how to make them.

Action which doesn't result in a final product that adds up to valuable final products is destructive, no matter how innocent it seems.

Man has a planet as a valuable final product. Improper *use* of the countries and seas, air and masses which compose it will wind up with the destruction of man, all life on it and the usefulness of the planet. So *proper* utilization of anything is a very real factor.

The nineteenth-century industrialist, like the mad kings who built great structures, used up men; they didn't properly use men.

And not using them at all, the current fad, is the most deadly of all.

UTILIZATION is a big subject. It applies to resources, capabilities and many other factors.

The question being asked in all cases is, "How can we USE this to economically obtain a valuable final product?"

Failing to answer that question gives one the "mysteries of life."

5. PRODUCTION

One may be prone to believe there is no sense in any production at all. Such a one would also be likely to say, "There is no sense at all." Or "If they keep on producing it will become impossible to destroy it all."

Production of some final valuable product is the chain of all production sequences.

Even the artist is producing a *reaction*. The reaction's service in a wider sphere to enforce it is what gives art its sense. A feeling of well-being or grandeur or light-heartedness are legitimate valuable final products, for instance.

The production areas and activities of an org that produce the valuable final products are the most important areas and activities of the org.

6. PROMOTION

The acceptance of valuable final products and of their value depends in a large degree upon (a) a real value and (b) a desire for them.

Promotion creates desire for the valuable final product.

The old saw that the man who builds a better mousetrap will have the whole world coming to his door is a total falsity.

Unless the value is made known, and the desire created, the mousetraps are going to go unsold.

Promotion is so important that it can stand alone. It can have limited success even when there is no product! But in that case it will be of short duration.

Promotion must contain reality and the final product must exist and be deliverable and delivered for promotion to be fully successful.

Public relations and advertising and all their skills cover this area of promotion.

7. SALES

It is hard to sell what isn't promoted and can't be delivered.

Economics greatly affect selling.

Anything must be sold for a price comparable to its value in the eyes of the purchaser.

COSTING is a precise art by which the total expenses of the organization administration and production must be adequately covered in the PRICING allowing for all losses and errors in delivery and adequate to produce a reserve.

PRICING (the amount being asked) cannot be done without some idea of the total cost of the final valuable product.

The sale price of one final valuable product may have to cover the cost of producing other products which are delivered without price.

PRICING however does not necessarily limit itself to only covering immediate cost of a product. A painting with a dollar's worth of paint and canvas may have a price of half a million dollars.

Also a painting used in promotion may cost two hundred dollars and be displayed at no cost at all to the beholder.

These relative factors also include the SKILL of the salesman himself and there is much technology involved in the act of selling something to someone and the world abounds in books on the subject.

Therefore sales (once promotion is done) are bound up really in COSTING, PRICING AND SELLING.

The value in the eye of the purchaser is monitored by the desire created in him for it. If this is also a real value and if delivery can occur then SELLING is made very easy — but it is still a skilled action.

The production of a valuable final product is often totally determined by whether or not it can be sold. And if it can be sold at a price greater than the cost of delivering it.

That it *gets* sold depends on the salesman.

The skill of the salesman is devoted to enhancing the desire and value in the eyes of the buyer and obtaining adequate payment.

8. DELIVERY

The subject and action of DELIVERY is the most susceptible to breakdown in any organization. Any flaw on the sequence of actions resulting in a valuable final product may deteriorate it or bar off final delivery.

There are many preparatory or hidden-from-public-view steps on a production line. When any of these break down, delivery is imperiled.

Given the raw materials and wherewithal to make some valuable final product, the valuable final product should occur.

WHEN A VALUABLE FINAL PRODUCT DOES NOT GET PRODUCED AND CANNOT BE DELIVERED, REPAIR THE EARLIER STEPS OF ITS PRODUCTION.

Example: An auditing result is not delivered. Don't just repair the pc. Repair training of auditors and C/Ses. Repair the assembly line *before* the valuable final product. The subproducts are less visible. Yet they add up to the valuable final product.

THE LAW OF THE IRREDUCIBLE MINIMUM occurs in all delivery problems. Someone is trying to produce only the visible end product of a post or production line and neglects the earlier contributory actions and products as these are not plainly visible.

When an organization or its posts operate only on an irreducible minimum, production goes bad and DELIVERY crashes.

Take a cook who has his post at an irreducible minimum. Food is appearing on the table. If he reduced just one bit more the food would no longer be edible at all. He neglects purchasing, menus and preparation. That these occur is invisible to the diners. That food appears on the table is visible to the diners. If the cook operates at any less level than he is, no edible food would be visible — hence, irreducible minimum. The food served will be bad. But it will be visible. Invisible-to-the-diners actions aren't being done.

To improve the food, get the less visible actions *done*. Get the sequence of actions all done. The result will be improved food.

Take training. The final valuable product is a trained auditor. The Course Supervisor who runs his post on an irreducible minimum is simply there, appearing to supervise.

His final product may be horribly unskilled. The teaching may take "forever."

To improve this one goes earlier on the assembly line — materials, packs, tapes, student tech services, recorder repair, scheduling — dozens of actions including getting the Course Supervisor trained.

The visibility is still a Course Supervisor and students being taught. But with the *whole* earlier line in, the final valuable product is excellent!

A being hopes lazily for instantaneous production. It doesn't happen this way in the MEST universe. Things are produced in a sequence of subproducts which result in a final valuable product. Hope all you want to. When you omit the subproducts you get no valuable final product.

When the people in an organization do not know the valuable final products of the org and when a person on a post does not know the final products of his post, a condition arises where no org DELIVERY will occur, or if it does occur it will be poor or costly. It is vital that a person knows what his post final products are and what his unit, section, department and division subproducts are and how his own and each of these contribute to the valuable final products of the organization for actual delivery to occur.

Delivering other than valuable final products or useless final products or final products that need constant correction also adds up to nondelivery.

A whole civilization can break down around the point of DELIVERY. So can an organization.

Since money can be looked upon as too valuable a final product it can actually prevent DELIVERY.

Failure to deliver is the one point beings do not forgive. The whole cycle hangs upon DELIVERY.

DELIVER WHAT IS PROMISED when it is expected, in sufficient volume and adequate quality is the first maxim even of a group in politics or the humanities.

9. FINANCE

Finance too often disregards the other factors in this scale or the other factors in this scale too often disregard finance for organizations to long remain viable.

Financing must be in agreement with all the other factors of this scale and all the other factors must be in agreement with finance for viability to occur.

Because money is interchangeable for commodities then people can confuse it with too many things.

If you regard money like so many beans, as a commodity in itself, you open the door to understanding it.

Money is so many beans in to get so many beans out.

When you can master this you can handle FINANCE.

The FINANCE persons of an org, a civilization, a planet should put so many beans in and expect more beans out than they put in. This is quite correct as a viewpoint for finance.

The difference of beans in and beans out for a planet is made up by adding beans enough to those already in existence to cover new commodity.

When finance people fail to do this beans cease to be in pace with production and inflation and deflation occur.

In an org or any of its parts, industriousness of the staff makes the difference between the beans in and beans out.

An org has to have income greater than outgo. That is the first rule of finance. Violating it brings bankruptcy.

Now if the FINANCE people of an org apply the same rule remorselessly to all *its* transactions (financial planning) with each person and part of an org, finance becomes real and manageable.

So many beans in to support the first division means so many beans out of the org back to finance because of the cooperative work of the first division.

A hectic effort to work only with production products will wind finance up in a knot.

One has to estimate (cost) the contribution of each part of an org to the valuable final product to know what to allow what part of an org.

Finance has to have a full reality on the valuable final products and the subproducts and post products of the whole org to intelligently allocate funds.

This person, that division, each contributes some part of the action that results in the money received for the valuable final products.

So finance can extend so much money for each and expect that and an additional amount back.

If this occurs, so will expansion.

Finance comes unstuck when it fails to "cost" an organization and fails to support valuable final product production.

Finance must not only practice "income greater than outgo" for the org, it must practice it for each part of the org as well.

Then solvency becomes real.

The greatest aberration of finance is that it seeks to *save* things into solvency. The real losses in an org are the sums never made. These are the most important losses for finance to concentrate upon.

An org that makes 500 pounds a week that should make 5,000 pounds a week in potential is losing the finance people 4,500 pounds a week!

Finance can force production along certain lines by putting in funds and getting more back.

Finance becomes too easily the management of an org but it only does that when it ceases to deal in its own commodity — money.

An org which has executives unfamiliar with finance will fall at once into the control of the finance people in the org. And these finance people, if they don't really know money, will fall at once under the control of outside finance people.

One has to know finance in any organization anywhere, even in a socialism. Sooner or later the books get balanced in any society.

10. JUSTICE

Without justice there can be no real organization.

Even a government owes its people an operating climate in which human transactions and business can occur.

Where insane and criminal individuals operate unchecked in the community, justice is uncertain and harsh.

The society in which the insane rise to positions of power becomes a nightmare.

Justice is a difficult subject. Man handles it badly.

Justice cannot occur until insanity can be detected and cured.

The whole task of justice is to defend the honest man. Therefore the target of justice is the establishment of a sane society.

The inability to detect or cure the insane destroys civilizations.

Justice is an effort to bring equity and peace. When one cannot detect and cure insanity then sooner or later justice actions will become unjust and be used by the insane.

To us, justice is the action necessary to restrain the insane until they are cured. After that it would be only an action of seeing fair play is done.

11. MORALE

When all factors balance up in an org and give the group a common direction and mutual viability, morale can be expected to be good.

When the Admin Scale and the ten elements described are out of balance (without proper importance given to each) and when one or many of these (Admin Scale and the elements herein described) are not in agreement one with another, then morale will be poor.

Morale is not made of comfort and sloth. It is made of common purpose and obstacles overcome by the group.

When the Admin Scale and these elements are not held together by similar aims, then morale has to be held up artificially.

The most ghastly morale I have ever seen was amongst "the idle rich."

And the highest morale I've ever seen was amongst a furiously dedicated common-purposed group working under fantastic stresses with very little against almost hopeless odds.

I used to observe that morale in a combat unit would never materialize before they had been through hell together.

All drama aside, morale is made up of high purpose and mutual confidence. This comes from the Admin Scale items and these elements of organization being well aligned, one with the next, and honest sane endeavor to achieve a final goal for all.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 DECEMBER 1970

REMIMEO
SO MEMBER HAT
STAFF MEMBER HAT

PERSONNEL SERIES 15
ORG SERIES 20

ENVIRONMENTAL CONTROL

The differences between a competent person and an incompetent person are demonstrated in his environment (surroundings).

A person is either the effect of his environment or is able to have an effect upon his environment.

The nineteenth-century psychologist preached that man had to "adjust to his environment." This false datum helped begin a racial degeneration.

The truth is that man is as successful as he adjusts the environment to him.

Being competent means the ability to control and operate the things in the environment and the environment itself.

When you see things broken down around the mechanic who is responsible for them, he is plainly exhibiting his incompetence — which means his inability to control those things in his environment and adjust the environment for which he is responsible — motors.

When you see the mate's boats broken up, you know he does not have control of his environment.

Know-how, attention and the desire to be effective are all part of the ability to control the environment.

One's "standards" (the degree of rightness one is trying to establish and maintain) are directly related to one's desire to have a controlled environment.

The attainment of one's *standards* is not done by criticism (a human system). It is done by exerting control of one's environment and moving things effectively toward a more ideal scene.

Control of the environment begins with oneself — a good case state, a body that one keeps clean and functioning. This extends to one's own gear, his clothing, tools, equipment. It extends further to the things one is responsible for in the environment. Then it extends out into the whole environment, the people and the MEST.

One can get pretty dirty fixing things up. That's okay. But can one then also clean oneself up?

The ability to confront MEST is a high ability. After that comes the ability to handle and control it.

The ability to confront people is also a high ability. After that comes the ability to get along with them and to handle and control them.

There is the supreme test of a thetan — the ability to make things go right.

The reverse of this is the effort to make things go wrong.

Incompetence — lack of know-how, inability to control — makes things go wrong.

Given some know-how or picking it up by observation, sane people make things go right.

The insane remain ignorant intentionally or acquire know-how and make things go wrong.

Insane acts are *not* unintentional or done out of ignorance. They are intentional, they are not "unknowing dramatizations." So around insane people things go wrong.

One cannot tell the difference really between the sane and insane by behavior. One can tell the difference only by the product. The product of the sane is survival. The product of the insane is an overt act. As this is often masked by clever explanations, it is not given the attention it deserves. The pretended good product of the insane turns out to be an overt act.

A large percentage of this planet's population (undetermined at this time for the "general public" but in excess of 20 percent) are insane. Their behavior looks passable. But their product is an overt act. The popularity of war confirms this. The products of existing governments are mainly destructive. The final product of the human race will be a destroyed planet (a contaminated air cover rendering the planet unable to sustain life, whether by radiation or fumes).

Thus, due to the inability to detect and handle the insane, the sane majority suffers.

The hidden actions of the insane can destroy faster than an environment can be created UNLESS one has the know-how of the mind and life and the tech of admin and the ability and know-how to handle MEST.

An area or activity hit by an influx of new recruits or new customers tends to unsettle. Its MEST gets abuse, things go out of control.

Gradually, working to put in order, the standards are again being attained. The minority insane get handled, the know-how of groups and orgs becomes more generally known, the tech of MEST gets used again.

As an organization expands it goes through cycles of lowered condition and raised condition. This is normal enough since by taking on more and more area one is letting in more and more insane even though they are in a small proportion to the sane.

Order is reestablished and survival trends resumed to the degree that the sane begin to reach out and handle things around them and as the insane are made sane.

Thus one gets downtrends and uptrends. As soon as a group begins to feel cocky, it takes on more area. This includes more unhandled people, admin and MEST and a downtrend begins. Then the sane begin to handle and the insane begin to be sane and the uptrend starts.

This is probably even the basis of national economic booms and depressions.

This is only bad to the degree that the insane are put in charge. As soon as this happens the downtrend becomes permanent and cultural decay sets in.

A group expanding rapidly into a decadent culture is of course itself subjected to the uptrend–downtrend cycles and has to take very special measures to counteract the consequences of expansion in order to maintain any rate of growth.

The individual member of a group can measure his own progress by increased ability to handle himself, his post and environment and the degree of improvement of the group itself because of his own work within it.

A group that is messing up its gear and environment worse than it did a while ago and is not improving it of course has to be reorganized before it perishes.

No group can sit back and expect its high brass to be the only ones to carry the load. The group is composed of individual group members, not of high brass.

The survival of a group depends upon the ability of its individual members to control their environment and to insist that the other group members also control theirs.

This is the stuff of which survival is made.

A sane group, knowing and using their technologies of handling men and MEST, cannot help but control their environment.

But this depends upon the individual group member being sane, able to control his MEST and those around him and using the tech of life, the tech of admin, the tech of specific types of activity.

Such a group inevitably inherits the culture and its guidance.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 DECEMBER 1970

REMIMEO
HCO AREA SEC
DIR RAP
HATS OFFICER

PERSONNEL SERIES 16

HATS PROGRAM PITFALLS

The main outnesses about hats are:

1. Personnel having a hat and title but doing some *other* job or jobs.
2. Personnel falling between two divs or posts and being in neither.
3. Personnel having no hat at all.
4. Personnel unable to even cope because people around them don't have hats.
5. Hats matching an org board but the org board itself is disorganized.
6. Personnel holding a part-time hat but no other hat even though full time.
7. Hats lost in post turnovers and no complete hat file.
8. The only other copy in the hat file issued and *also* lost.
9. Org pattern changes which make hats unreal.
10. Juniors trying to wear their hats but a senior, being unaware of them, issuing different orders.
11. Seniors trying to wear their hats but juniors unaware of them and making different demands.
12. Personnel moving off not replaced, leaving others in the organization to carry a load for which they have no hat.
13. Missing ideal scene for hat.
14. Missing general ideal scene for division.
15. No concept of the scene at all.
16. A person just not doing his hat.
17. Checksheet and/or pack missing or incomplete for post.

18. Missing any part of full hat content per HCO PL 22 Sept. 70, Personnel Series 9, Org Series 4, HATS.

19. Hat checksheet contains (a) omissions (too short); (b) highly irrelevant data; (c) doesn't belong to the post.

20. Counter-policy present in hat write-up.

21. Seniors issue counter-policy in despatches or verbally.

22. Senior not grooving personnel in on post or seeing to proper hat study.

23. Valuable final product missing for hat.

24. Purpose and/or valuable final product missing in hat for group's whole activity.

25. An *earlier* or more basic hat is out such as a top executive not knowing the basic staff hat fully.

26. Nonutilization in any of its various forms such as a personnel trained for one thing is required to do something else. Or his training is not used. Or he is not used at all.

If the Hats Officer can do his job and not get caught up in these pitfalls, we'll really soar.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 JANUARY 1971

REMIMEO

PERSONNEL SERIES 17
ORG SERIES 21

DUPLICATING FUNCTIONS

All you have to do to run out of personnel, finance and get no production is to duplicate the same functions that give the same product in an org.

Take three orgs side by side under the same management. Only if each division of each org had entirely different products would this be possible.

Now let's do it wrong. Each of these three orgs has an HCO and full personnel duties. Each separately promotes. Each has its own finance office, each has its production div producing the same products. Each has its own correction div — the place in general would be very overmanned, yet each div would be undermanned for its full functions. The product would be terrible if it existed at all. Morale would be ghastly, interorg collisions continual.

The right way would be to work out the different products and then assign them to one or another of these orgs. One org would have to be the source org that produced the other two. One org would have all the finance with liaison only in the other two orgs. One org would have to hire, hat and train with only liaison in the other two. The orgs would have org boards which *had* the function but under it would be the note "Liaison with _____," source org.

In the impatience and emotion of organizing one org tends to individuate and establish a duplicate function because "it can't get service." This begins the catastrophe. Now they'll all begin to go broke while having men bulging out of the windows.

In looking over potential insolvency, look over duplicate functions.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 10 FEBRUARY 1971
ISSUE II

REMIMEO
CO HAT
HAS HAT
DEPT 1 HATS
DEPT 3 HATS
HCO CHECKSHEETS
E/O HAT

PERSONNEL SERIES 18

Adds to Personnel Series 8,
HCO PL 16 Sept. 70 I,
ETHICS AND PERSONNEL
(Applies to E/Os)

An I&R Form 1 (HCO PL 6 Oct. 70 I, INSPECTION OF LOW STATS) must be done by Inspections and Reports on the dept or div or activity that is demanding personnel, at the request of Personnel, Dept 1.

When the I&R Form 1 is done by the Inspector (be it the Ethics Officer or another) the *additional* questions on Personnel Series 8, A–H, are covered by the Ethics Officer who personally gets the answers to them.

His answers are added to the I&R Form 1, together with any ethics actions proposed.

In this case the routing of the I&R Form 1 is Inspector to E/O to Personnel.

Personnel adds his recommendations regarding either (a) to expedite needful personnel or (b) to demand utilization of existing personnel.

The I&R Form 1, with the E/O's added report and Personnel's added recommendations then follows the routing as laid down on the form, and the standard procedure for the form is carried out.

WITHOUT THE AUTHORIZATION OF THE EXEC DIR OR HCO ES FOR THE ACTIONS RECOMMENDED ON THE I&R FORM 1, NO TRANSFER OR ASSIGNMENT MAY TAKE PLACE AT ALL. THE EXEC DIR OR HCO ES MAY ORIGINATE ORDERS ON THE PERSONNEL REQUEST BUT SUCH ORDERS MUST BE BASED ON THE COMPLETED I&R FORM 1 WITH E/O REPORT AND

PERSONNEL RECOMMENDATION TO HAND AND THESE DOCUMENTS MUST ACCOMPANY SUCH ORIGINATED ORDERS BEFORE THE HCO AREA SEC IS EMPOWERED TO ISSUE AND ENFORCE THEM.

No more than 24 hours should be allowed from the receipt in Dept 3 of Personnel's request for I&R Form 1 to the receipt of the completed action by the HCO Area Sec.

L. RON HUBBARD
FOUNDER

Assisted by
LRH Pers Comm

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 MARCH 1971
ISSUE III

REMIMEO

PERSONNEL SERIES 19
ORG SERIES 25

LINES AND HATS

It will be found that in organization there are *MANY* major factors involved.

The following three, however, give the most problems:

1. Personnel
2. Hats
3. Lines

Technology is a subdivision of both personnel (who may have to be specially trained before they can be considered personnel) and hats (which are mainly admin technology and line functions).

To solve any problem, one has to recognize what the problem is. One cannot solve problem A by trying to solve problem B or C. Example: Problem: broken-down car. You cannot fix the car by repairing the kitchen lino. Example: You cannot floor the kitchen by fixing the car.

All this may seem obvious when obliviously stated. But there is a more subtle version. ANY PROBLEM THAT DOES NOT SOLVE IS NOT THE PROBLEM. There must be some other problem.

Locating and isolating situations (problems) in an organization is the technique of the Data Series. That technology will find for one the problem that should be solved.

As there are three major organizational factors these then also form the core of all organizational situations (or problems, same thing).

Each one of these is its own zone — personnel, hats, lines.

Each one has its own problems. There are situations in personnel. There are situations in hats. There are situations in lines.

They *are* related. They are not identical.

You will find you cannot wholly solve a problem in lines by solving personnel. You cannot wholly solve a problem in hats by solving lines. You cannot wholly solve a problem in personnel by solving the other two.

Example: Production hours are down. Fifteen new personnel are added to the area. Production stays down. It was a problem in lines.

Example: Confusion reigns in the pipe shop. The lines are carefully straightened out. Confusion still reigns. It was a problem in hats.

Example: Broken products are wrecking org repute. Hats are carefully put on. Products continue to be broken. It was a problem in personnel.

Example: The org stays small. Executives work harder. The org stays small. It was a series of problems in personnel, hats *and* lines, none addressed at all.

You will see symptoms of all this in various guises. The test of whether or not the right problem was found is whether or not production increased in volume, quality and viability.

In actual practice one works on all three of these factors constantly — personnel, hats and lines — when one is organizing.

You will find with some astonishment that failure to have or know or wear or do a *hat* is the commonest reason why *lines* do not go in. That personnel is hard to procure and train because hats and lines are being knocked out. That hats can't be worn because lines or personnel are out.

Situations get worsened by solving the wrong problem instead of the real problem. In the Data Series this is called finding the right *Why*.

Organizational problems center around these three things in the broadest general sense. More than one can be present in any situation.

Production problems are concerned with the particles which flow on the lines, changed by the hatted personnel, with consumption and general viability. So to make a full flow from organization through to distribution, one would add raw materials, changed state of materials and their consumption. Organization is not an end-all. To have value it must result in production.

But when personnel, hats and lines are not solved, production is very difficult. Therefore to get production one must have an organization to back it up. And personnel, hats and lines must exist and be functional. If these exist, the rest of the factors of establishment can be brought into being.

It goes without saying that organization involves other problems like space, materiel, finance, etc. These and many more also enter into "Whys" of no production. But dominating others are problems in personnel, hats and lines. Others tend to solve if these are handled and organized.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 MARCH 1971R
ISSUE I
REVISED 21 JANUARY 1991

REMIMEO

PERSONNEL SERIES 20

PERSONNEL PREDICTION

Sudden and unauthorized transfers of personnel for whatever reason disrupt hats and lines. Every such transfer is a failure to predict concerning personnel.

By a few transfers ("musical chairs"), an area can be totally unmocked.

Personnel people tend to undervalue the time and care necessary to train, hat and apprentice people.

Even a small unit is a "working installation" if it produces. An order to "turn over the hat this morning and take another post" is quite unreal.

Prediction is the button that is usually out in personnel handling.

How many will we need in _____ weeks or months? is the key question. It is the one Personnel should *continually* work on. Stressing only "Who can we assign to _____?" shows a lack of prediction.

Man tends to run in today and seldom in tomorrow much less next week or year. The fault will someday destroy him as a species. He is even unable to predict the fate of his habitat, the planet.

Thus Personnel should be very wary of this fault.

Recruiting for tomorrow instead of yesterday, people in full-time training, future executives being sorted out by today's performance all add up to good prediction by Personnel people.

One must catch up the backlog of yesterday's needs by gradual moving up into the future.

Every key post should have a deputy in training or in apprenticeship for the post. By key post is meant one that has urgent responsibility and great expertise.

Personnel will see where it stands by just listing their *current* answers to these questions:

1. What are the key posts of the org or activity that require *great* expertise and *training*? From top to bottom list them out.

2. How many of the above list have people in training or apprenticeship for them?

3. What will be the personnel scene on these posts in one year?

4. What plans did you have *yesterday* to do this?

5. What plans can be made now to do this?

Having actually done the above questions, one will see what prediction consists of regarding personnel and a sample of what it means to predict.

This should be done at full org level and then at divisional level and then at department level.

Then one will see that sudden transfers done without training or apprenticeship can be avoided in the future at key levels IF ONE PROGRAMS IT *NOW*. And then ACTS to make the program work out.

Where prediction is out, expansion becomes impossible to do without collapse.

For one has to predict expansion as well.

An action on expansion would be:

1. To increase the org's stats five times (GDSes and GI) how many more trained, hatted people would be needed:

   a. In the CO or ED Office?

   b. In HCO?

   c. In Div 2?

   d. In Div 3?

   e. In Dept of Training?

   f. In the HGC?

   g. In Qual?

   h. In the Distribution Division?

   i. In the LRH Comm Office?

   j. In the Estate area?

   k. In the Dept of Special Affairs?

   l. In space?

m. In furniture?

n. In equipment?

o. In decoration?

p. Finance?

q. Personnel care (food, shelter, clothes)?

While the last (l to q) are not properly "Personnel" the personnel action would collide with them so hard that personnel action would be *stopped*. "Do not hire anyone else!" "Do not _____." "Do not _____."

So somebody says, "We are going to boost the GI from $100 to $50,000."

Well, to do that one would have to promote and deliver as well as make money.

So, when such a prediction is made, what does a good Personnel Officer do?

He does the computations outlined in this policy letter and any other that seem indicated and says, "There you are, chums. This is my part of the deal and (presenting a plan) this is how I'll go about it, to hire, recruit, get trained and apprenticed the needful personnel. Now what are YOU doing about (l) to (q) in this PL so you don't stop *my* progress doing *my* job of getting you eighty additional, functional, useful, nongoofing, producing staff?"

This wakes up the prediction elsewhere so Personnel's prediction doesn't fall down plop.

Once the action is begun, part of the prediction is that it will require continuous guiding, handling and pounding to make it come true.

For instance it can be predicted that as Personnel loads them in there will be failures to program, hat, train, apprentice and utilize. One Personnel loaded an org full and a month later *fifty-seven* nonutilized, nonassigned people were combed out of the debris. "But they are so new . . ." "But you can't assign . . ." etc., etc. And Personnel got blamed for recruiting "unsuitable people." Because the hatting, training, apprenticing actions were neglected! You can *only* recruit untrained people, really.

So Personnel regards unutilized people as a backlog on his lines. Recruited not utilized means he still has them as they have not "fed into the org."

"Prove you have used what I got. Show me the programing of their training. How many have hats? How many are apprenticed?" These are legitimate Personnel questions. And they are demands.

Until utilized, personnel are regarded as still on Personnel's plate no matter where they've gotten to in the org.

Otherwise, Personnel is pounded, pounded for people, people, people when the halls are impassable with nonutilized personnel.

Yet I've never heard a Personnel man say, "What'd you do with the guys I got you last week?" It would produce some blushes.

Personnel aren't personnel really until they are utilized.

Hectic transfers from working posts, "musical chairs," all come from lack of personnel programs based on predictions.

When programs *are* made and are in action, a failure to predict probable failures to hat, train, apprentice, post is a legitimate prediction and should be watched carefully and corrected by Personnel.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 NOVEMBER 1971RA
ISSUE II
REVISED 1 JUNE 2000

REMIMEO

PERSONNEL SERIES 20-1

COMPLEMENT

(Originally written by LRH for the *Apollo* OODs of 8 Nov. 71. Issued as an HCO PL on 24 June 73.)

Some recent personnel troubles became explained when it was found that the basic complement of an org had never been filled.

The concept of what is a "complement" has been misunderstood in HCO and is probably generally misunderstood. This means the officially allowed number of persons and the officially designated posts for an activity, whether an org or a ship.

Without these basic complements orgs get misposted. Instead of ten auditors they have one auditor and nine admin personnel somewhere else.

This general concept of complement is generally missing and underlies the reason why org boards are, to some degree, in disuse.

In any org which is not doing well you may find not enough personnel and too many personnel. You may also find that the personnel there are not posted onto the post necessary to be held.

Designating the post necessary to be held is what is meant by "assigning a complement."

I never realized the concept was hard to get across until recently. In the dictionary it says that a complement is simply a full list of the officers and men of a ship. This falls so far short of the actual definition that it generates confusion.

A complement is the full list of posts and where they belong on the org board, which must be held. This gives you a slightly different idea of what is meant by "complement."

Two orgs, for instance, didn't have a standard complement. They simply had all possible posts which could be held in the org. This does not tell you what posts should be held in the org.

Therefore, personnel control is not possible.

In the case of another org there was a maximum allowed complement but it was never filled up.

There is a complement for every separate and individual org.

Until the complement of an org is laid out, known and filled, there will be continual trouble with personnel and difficulties in handling it.

The sooner this is straightened out, the easier time there will be for all.

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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 JULY 1971
ISSUE I

REMIMEO

PERSONNEL SERIES 21
ORG SERIES 28

WHY HATTING?

A few days ago when I found that musical chairs and flubbed hatting had unstabilized some areas, I wondered whether or not this might stem from some social aberration that was very general in the societies in which we are working.

And it seems to have been the case. I worked on it a bit and found this:

LAW: THE POWER OF A THETAN STEMS FROM HIS ABILITY TO HOLD A POSITION IN SPACE.

This is quite true. In *Scientology 8-80* the base of the motor is discussed. It holds two terminals in fixed positions. Because they are so fixed, power can be generated.

If a thetan can hold a position or location in space he can generate POWER.

If he cannot, he cannot generate power and will be weak.

We have known this for nineteen years. It applies here.

Observation: MODERN SOCIETY TENDS TO CONFUSE AND UNSTABILIZE PERSONS WITH ITS HECTIC PACE.

Observation: BEINGS WHO ARE AFRAID OF STRONG PEOPLE TRY TO WEAKEN THEM.

Observation: PERSONS WHO ARE PUSHED AROUND FEEL THEY CANNOT HOLD A POSITION IN SPACE.

Observation: PEOPLE HATE TO LOSE THEIR POSTS AND JOBS. THEY FIND IT DEGRADING.

In processing, picking up this chain of lost positions achieves very good gains and rehabilitates a person's ability to hold a job.

LAW: BY GIVING A PERSON A POST OR POSITION, HE IS SOMEWHAT STRENGTHENED AND MADE MORE CONFIDENT IN LIFE.

LAW: BY LETTING A PERSON RETAIN HIS POST, HE IS MADE MORE SECURE.

LAW: BY HATTING A PERSON, HE IS GREATLY STRENGTHENED AS HE IS HELPED TO HOLD HIS POST.

A basically insecure person who feels he is unable to hold his position in space is sufficiently strengthened by hatting to feel secure enough to do his job.

LAW: HAVING A HAT, BEING HATTED AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL.

LAW: UNHATTED PERSONS ON A POST CAN BECOME CRIMINAL ON THE POST BECAUSE THEY FEEL INSECURE AND BECOME WEAK.

When a person is secretly afraid of others, he instinctively will not hat them or hats them wrongly and tends to transfer or move them about.

When a person is insecurely posted and insufficiently hatted, he can try to weaken others by trying to prevent their hatting and trying to get them transferred or even dismissed.

This is apparently the social aberration at work.

The answer to a sane org and a sane society is not welfare and removal. It is:

Recruit them,

Train them,

Hat them,

Apprentice them,

Give them a post.

This is so strong in truth it would de-aberrate the bulk of the crime out of a society.

And it sure will put an org in POWER.

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HCO POLICY LETTER OF 11 AUGUST 1971
ISSUE II

REMIMEO

PERSONNEL SERIES 22

DON'T UNMOCK A WORKING INSTALLATION

The stable rule of a good HAS or HCO Cope Officer is NEVER UNMOCK A WORKING INSTALLATION.

It takes a lot of executive time and effort to build up a section or dept or division.

For someone to then come along and scramble it up with transfers is a criminal action.

If a unit, section, dept or division is operating well, *don't unmock it.*

Strengthen it. Hat it better. Put apprentices in it opposite to its posts to learn. Give it help.

But DON'T SCRAMBLE IT.

The work of years can be destroyed overnight by "urgent," "vital" personnel action.

Such crazy actions are only done by people too lazy to recruit and train new people or by unreal financial planning or a failure to get it to produce.

THE MAIN REASON WE HAVE EVER HAD SLUMPS HAS BEEN UNMOCKING ORGS OR UNITS.

Firing people, too heavy ethics, putting off people as "PTS" when all you needed was to pull their withholds, a thousand reasons can be given for unmocking an org or its parts.

They are all coverups for execs who won't keep the place busy and for HCO failures to recruit, train and hat.

To do so is a sign of insanity.

People like their jobs.

DON'T UNMOCK A WORKING INSTALLATION.

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HCO POLICY LETTER OF 2 OCTOBER 1971

REMIMEO

PERSONNEL SERIES 23

HCO PUZZLES

There are some fundamental problems in HCOs that make puzzles.

NO STAFF

A. When an HCO is nonfunctional, *it* needs new people.

B. As it is not getting in any new staff, it of course cannot be restaffed or replaced.

These two circumstances (A and B) add up to a total impasse.

Until this impasse is broken the situation will remain impossible.

A way to break it is to take *any* existing staff, put a Dept 1 there and get people in.

If an HCO is so blocked, the normal staff losses will in time unmock the org.

BACKLOGS

When *any* part of an org — or HCO — backlogs in despatches, situations, pcs, the amount of dev-t which will *then* occur will make the place look frantic and busy but not one bit of production will actually occur.

All the effort is being spent fending off the traffic caused by the backlog itself!

An HCO for instance can furiously generate dev-t by calling everything it gets dev-t.

In this way it can spread chaos through the org.

"I want to report _____," "I'm sorry we're busy" will add up at last to nothing *but* dev-t in the whole org.

A hurricane of "activity" is visible because the area has not handled anything to begin with. These unhandled matters recoil on the area as new traffic.

Result, very busy but no production.

The answer is studiously handle or make the area handle everything that comes its way at once — backlogs get caught up. The area gets calm and production occurs.

BASIC ACTIONS

An HCO only begins to function when it has an up-to-date, *in use* org board and an up-to-date, in-use staff list.

If those two things aren't in, a puzzle results almost at every turn consisting of WHO and WHERE, and WHO isn't WHERE, and what's empty.

One org couldn't for the life of it figure out why it got no customers.

When a common paper org board (just paper with lines on it and written with a felt pen) was put up, it turned out that they had no Registrar! Fact. An HCO Expeditor was at the Registrar desk but "couldn't be hatted" "because he was an HCO Expeditor." He was not able to registrar because he "was not the Registrar." As soon as an org board went up, the post was seen to be empty.

OMITTED DATA

The reason HCO or other divisions in the org become puzzles which won't resolve is:

THE MOST COMMONLY OVERLOOKED WHY IS AN OMITTED DATA, TERMINAL OR ACTION.

Because it isn't there to *see* it did not get put down as an outpoint. One had to know the *scene* to be able to know it *should* be there.

Thus, lack of staff or lack of hats or lack of an apprentice for a key post is almost never noted.

AN ETHICS CYCLE

When HCO doesn't function or form or do its job, parts of the org begin to overload.

Duties don't get done by overload. Mistakes begin to be made because of duress.

Ethics moves in.

Almost all harsh ethics periods trace back to HCO failures to function in the first place.

The answer is to make HCO get ethics in on itself and do its job before it starts pounding heavy ethics into the rest of the org it overloaded or improperly manned to begin with.

The first target of Ethics must be any outness in HCO itself.

Dept 1's (Personnel) failures to act will inevitably get expressed as Dept 3 (Ethics) overreaction on the rest of the org.

HCO must solve puzzles, not make them.

A smooth, producing HCO can and must exist in every org.

Some of the above tips can help bring it about.

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FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 JANUARY 1972
ISSUE II

REMIMEO
PERSONNEL
PROGRAMER

PERSONNEL SERIES 24

PERSONNEL PROGRAMING

(Cancels and replaces HCO PL
20 Jan. 72 of the same title.)

A program can be defined as:

"A plan of study for an individual student over a given period."

"A plan of procedure; a schedule or system under which action may be taken toward a desired goal. The keynote is a sequence of actions."

"To work out a sequence of operations to be performed by a person or computer."

The root words associated are *programme* (French), "a public notice," and *prographein* (Greek), "to write before" *(Webster's 7th Collegiate Dictionary)*.

A Personnel Programer works with individual staff members and draws up workable personnel programs and sees that they are fully executed.

The purpose of a Personnel Programer is to help LRH to expertly program each staff member to a point of real success on his own post so he can operate well as a member of the group and attain higher and higher levels of skill, knowledge and ability through full use of the technology of Scientology and Dianetics.

L. RON HUBBARD
FOUNDER

Assisted by
Qual Aide

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 MAY 1972R
REVISED 27 OCTOBER 1982

REMIMEO
INT FINANCE NETWORK
FOR ENFORCEMENT

ETHICS

EXECUTIVE SERIES 13
PERSONNEL SERIES 25
FINANCE SERIES 12

PTS PERSONNEL AND FINANCE

PTS means Potential Trouble Source. This is a person who is connected to a suppressive person, group or thing. (For further data on PTSness see HCOB 24 Nov. 65, SEARCH AND DISCOVERY, and HCO PL 27 Oct. 64, POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE.)

NCG means No Case Gain despite good and sufficient auditing.

A chronically ill person, whether the person is known to be connected to a suppressive or not, is always found to have been so connected and PTS.

IT IS UNSHAKABLE POLICY HEREAFTER THAT NO PERSON WHO IS PTS OR CHRONICALLY ILL OR WHO GETS NO CASE GAIN MAY BE ON FINANCE OR REGISTRAR LINES OR IN TOP COMMAND POSTS OR AS HAS OR ETHICS OFFICER OR MAA.

TECHNICAL FACT

A person who is connected to a suppressive person, group or thing will dramatize a "can't-have" or an "enforced overt-have" on an org or staff members.

A "can't-have" means just that — a depriving of substance or action or things.

An "enforced overt-have" means forcing upon another a substance, action or thing not wanted or refused by the other.

The technical fact is that a PTS person got that way because the suppressive *was* suppressive by depriving the other or enforcing unwanted things upon the person.

The PTS person will dramatize this characteristic in reaction to the suppression.

Therefore, a PTS person as an ED, CO, product officer, org officer, Treasury Sec, Cashier or Body Reg will run a can't-have on the org and its staff by:

a. Refusing income,

b. Wasting income made,

c. Accepting wrong customers (like psychos) and forcing them on the org,

d. Fail to provide staff or service,

e. Advocate overt products.

HISTORICAL

When staffs went on proportionate pay in the late 1950s, so long as I ran the orgs directly the staffs made more money than before.

When I moved off these lines directly, the staffs began to receive less money personally.

At that time it seemed to me that proportionate pay served as an excuse to some in an org to run a can't-have on the staff.

We knew that some Registrars could take money in easily and others never seemed to be able to.

The technical reason for this has just emerged in another line of research entirely.

In completing materials and search on Expanded Dianetics, I was working on the mechanism of how a PTS person remained ill.

I found suppressives became so to the person by running a "can't-have" and "enforced overt-have." This pinned the PTS person to the suppressive.

Working further I found that a PTS person was a robot to the suppressive. (See HCOB 10 May 72, ROBOTISM)

This research was in the direction of making people well.

Suddenly it was apparent that a PTS person, as a robot to SPs, will run "can't-haves" and "enforced overt-haves" on others.

Checking rapidly, it was found that where finance lines were very sour a PTS person was on those lines.

RECOVERY

PTS tech, Objective Processes, PTS Rundowns, Money Processes and Expanded Dianetics will handle the condition.

However, one cannot be sure that it has been handled expertly in orgs where a money "can't-have" has been run as its tech quality will be low due to an already existing lack of finance.

Only stats would tell if the situation has been handled fully.

Thus the policy stands. Handled or not handled, no person who is PTS or who has no case gain will be permitted in top command or any lines that influence finance.

Any org which has consistently low income should be at once suspect of having PTS or NCG persons on the key finance posts, and an immediate action should be

taken to discover the PTS or NCG condition and replace such persons with those who are not connected to suppressives or who do get case gain.

Nothing in this policy letter permits *any* PTS person to be in an org or cancels any policy with regard to PTS.

This policy letter *requires* direct check, close investigation and handling of PTS or SP situations on these posts that may go undetected otherwise.

NOTHING IN THIS POLICY LETTER PERMITS ANY KEY ORG POST TO REMAIN EMPTY.

NATIONAL

As a comment on something that may impinge on orgs and might affect them, the FOREMOST reason for a failing national prosperity and inflation is a personal income tax agency. This runs a vicious can't-have on every citizen and makes them PTS to the government. Individuals even begin to run a can't-have on themselves and do not produce. This IS the cause of a failing national economy. It can be a factor in an org and must be handled on the individuals so affected.

L. RON HUBBARD
FOUNDER

Revision written at the request of the Church of Scientology International

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 JULY 1972RB
REVISED 11 JANUARY 1991

REMIMEO

EXECUTIVE SERIES 15
PERSONNEL SERIES 26
ORG SERIES 31
ESTABLISHMENT OFFICER SERIES 23

THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact:

HATTING = CONTROL

A person who is hatted can control his post.

If he can control his post he can hold his position in space — in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN ESTO ARE:

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING

1. Recruited or hired. Signs contract.
2. Instant-hatted for the job assigned as an HCO Expeditor.
3. Staff Status 0.
4. Basic Study Manual (if the staff member has not previously done the Student Hat or Primary Rundown).
5. Staff Status I.
6. Staff Status II.
7. Posting as other than an HCO Expeditor.
8. Full hatting with a checksheet and pack fully done with M6, M7, M9, M3 and M4 Word Clearing.
9. Eligibility for study and auditing (OR for staff service or study).
10. Must have a stat and demonstrated he has produced on post.
11. Purification Rundown.
12. Objective Processes: CCHs, 8-C, SCS, Havingness, etc.
13. Scientology Drug Rundown (if required).
14. Method One Word Clearing, Student Hat.
15. Administrative or tech training (OEC or auditing).

Flag Orders in the Sea Org may change this lineup slightly but it is basically the same.

No one should have any other training, much less full-time training, before step 12 in the above.

After a staff member has completed Staff Status 0 he may receive PTS handlings and study the PTS checksheet and may have emergency assists. He may also be audited by students and TTC if he has rising stats.

There are time limits placed on how long it takes to do SS I and SS II. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

NAVIGATE
FIRST PAGE
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ORG BOARDS
INDEX

TIME–TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full-time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors — they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old-timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the Hatting Officer in HCO and the Staff Training Officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASes or HQSes. You recruit or hire somebody to be part of the team.

OPEN GATE

If *any* opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSes and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared."

In a short-staffed org "looking only for the best people" the guy nobody will have gets put in an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained step 10 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the gate.

ALL the great executives in Scientology came up in such orgs.

With a *flow* of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble.

IN A FAST FLOW HIRING ORG THE HAS AND ESTOs *MUST* BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT *HAT* AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast flow hiring only breaks down and gets protested where HCO and Estos are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org, and only then could it produce.

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FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 SEPTEMBER 1974RB
REVISED 23 MARCH 1989

REMIMEO
APPLIES TO
SCN AND SO ORGS

IMPORTANT

PERSONNEL SERIES 27

RECRUITING AND HIRING

Refs:
Vol 1 OEC policies regarding personnel hiring and status
Flag Orders on Sea Org recruit training

ANY DIVISIONAL SECRETARY MAY RECRUIT OR HIRE STAFF FOR HIS OWN DIVISION.

The divisional secretary may use the staff in his own division.

Representatives of networks in an org or a continental office may also take advantage of this policy letter. Bureau heads of CLOs are included.

The org that hires or recruits staff may retain that staff.

It is only required that:

a. The person be placed on a routing form for new personnel in his org.

b. That any unusual pay arrangement or any pay arrangement be passed by FP and that the findings of FP are superior to or senior to any verbal or written promise to the person by the divisional secretary.

c. That HCO PL 4 Jan. 66RA V, PERSONNEL STAFF STATUS, is followed.

d. To become "Permanent" and be entitled to training or auditing and post protection a person must have signed a 2½-year contract and passed the Staff Status II checksheet. For full-time training, a 5-year contract must be signed in advance with the beginning date at the completion of his training.

SEA ORG

A. The person signs an SO contract.

B. At the end of 45 days he must pass a fitness board and have a recommendation by his divisional secretary.

C. He must attain the status of a Product 0 before he receives other training or auditing on a part-time basis.

D. He may not receive full-time auditor or admin training until he is a Product 2.

E. He may not hold any rating or rank other than "Swamper" until he is a Product 2.

If a divisional secretary does not have his staff on individual stats, if his staff is not busy actually producing viable products, he may lose such staff by transfer ordered by the HES or Supercargo:

i. By published order.

ii. When the divisional stats are downtrending, Emergency or lower, for 3 consecutive weeks.

iii. When the divisional secretary has neglected the rules of this PL, such as not getting his staff to Provisional—Staff Status I or Product 0 in a reasonable time or not having them on individual stats or routing them for org boarding.

All these conditions (i) to (iii) must be present for a divisional secretary to have staff he recruits transferred out of his division.

In the case of an ORG, it may have staff transferred out of it only when it is in Emergency by trend of six weeks on paid completions or GI, when it is found to have falsified its stats, if it does not have an active Qual Cramming doing an honest job OR when its cash-bills tend toward insolvency.

Nothing in this PL restrains the ordering of a veteran to Flag as Flag furnished the veterans in the first place, but there must be adequate replacement.

No person recruited by a divisional secretary may be sent at org expense to a higher org for training or grades. But if trained, may replace a fully contracted staff member who has been reliably producing at the org to do so.

ANY DISPUTES ARISING BY REASON OF THIS PL ARE TO BE RESOLVED BY THE CONTINENTAL LRH COMM.

Nothing in this PL relieves the HAS or Flag Personnel Procurement Officers or any Recruiter of his duties or responsibility for recruiting.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 NOVEMBER 1976

REMIMEO
FLAG BU
ALL ORGS
EXT HCO FB

ADMIN KNOW-HOW SERIES 36
EXECUTIVE SERIES 18
PERSONNEL SERIES 28
ORG SERIES 36

MANNING UP AN ORG

THE SEQUENCE OF POSTING DEPTS AND DIVS

You need an org board first and an allocation board.

The sequence in which an org is manned up is roughly:

- Dept 1
- Dept 11
- Reg and Body Routers and Intro people in Div 6
- Dept 12 (enough auditors and C/Ses to approach 2 admin to 1 tech in org)
- Dept 6
- Dept 7
- Dept 3
- SSO and Supers in Qual to train staff
- Dept 5 for CF, Address and Letter Reges
- Dept 4 for promo
- Dept 21 (LRH Comm)
- Dept 10
- Dept 20
- FR and execs
- Full Div 6
- Full Div 1
- Full Div 4

– Full Div 2

– Full Div 5

– Full Div 7

– Full Div 3

(Note, an AO always mans up the AO Dept or Div along with the SH one in each case.)

Wrong sequence of manning is Dept 6, Dept 12, Dept 6, Dept 12, Dept 6, Dept 12, as you wind up with a stuck clinic that won't expand.

Wrong sequence will contract an org while trying to expand it, as the org will go out of balance, bad units, noisy and unproductive.

If manned in a correct sequence, its income has a chance to stay abreast of its new staff additions.

Emphasis on GI without comparable emphasis on delivery and organization can throw an org into such a spin only a genius can run it.

Manned in proper sequence, and hatted as it goes, an org almost runs itself.

Single handing from the top comes from long-standing failures to man or man in sequence, from earlier noncompliance with explicit orders or from not understanding orgs in the first place.

An unhappy org that doesn't produce has usually been manned only partially and out of sequence.

The trick is planned manning, ignoring the screams of those who know best or demand personnel; just manning by posting those who have been screamed for the loudest is a sure way to wind up with no people and total org problems instead of a total org that is prosperous and producing.

Incidentally, this is a rough approximation of the sequence of hats the ED gradually unloads as his org takes over.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 JANUARY 1977

REMIMEO
HASES
LRH COMMS
DIRECTORS OF ROUTING
& PERSONNEL
PPOS
PCOS
SSOS

PERSONNEL SERIES 28-1

INCOMPLETE COURSES CAUSED BY RIP–OFFS

Refs:

HCO PL	29 Aug. 70 I	Personnel Series 1 PERSONNEL TRANSFERS CAN DESTROY AN ORG
HCO PL	29 Aug. 70 II	Personnel Series 2 PERSONNEL PROGRAMING
HCO PL	19 Mar. 71 I	Personnel Series 20 PERSONNEL PREDICTION
HCO PL	11 Aug. 71 II	Personnel Series 22 DON'T UNMOCK A WORKING INSTALLATION
HCO PL	28 Mar. 71 II	PERSONNEL TROUBLES

IT IS A COMM EV OFFENSE TO TRANSFER ANYONE IN AN ORG WHEN THE RECRUITING AND HATTING STATS ARE NOT MORE THAN ADEQUATE FOR THE ORG, and

IT IS A COMM EV OFFENSE TO FAIL TO RECRUIT AND USE THIS AS AN EXCUSE FOR NO TRANSFERS.

In one org it was discovered that they lacked the necessary technical personnel to deliver all of the auditing rundowns available at their org even though teams of auditors had previously been trained on this tech. It was further discovered that the currently posted technical personnel had many incomplete courses, preventing their training on these rundowns and the full delivery of the tech to their public.

Further investigation revealed rampant musical chairs as having both unmocked previous working installations and prevented course completions with new courses begun each time a transfer occurred.

The solution, of course, lies in good application of HCO policy on recruitment in Division 1.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 NOVEMBER 1978

REMIMEO

ADMIN KNOW-HOW SERIES 37
PERSONNEL SERIES 29

HOW YOU HANDLE DEMANDS FOR PERSONNEL

Refs:

HCO PL	15 Sept. 59 II	HATS AND OTHER FOLDERS
HCO PL	1 July 65 III	HATS, THE REASON FOR
HCO PL	22 Sept. 70	Personnel Series 9
		Org Series 4
		HATS

HCOs get continual demands for personnel from all areas of an org. To keep an HCO from going mad with all these demands, they must, on every request, (1) have the Dir of I&R do a full utilization survey on the division, dept or section requesting personnel and (2) do a full hat inspection on all personnel in that division, dept or section.

Only if these two steps are done for *each* personnel request will sanity reign in HCOs on the subject of personnel.

HCO PL 15 Sept. 59 II, HATS AND OTHER FOLDERS (Vol 0), HCO PL 1 July 65 III, HATS, THE REASON FOR (Vol 0) and HCO PL 22 Sept. 70, Personnel Series 9, Org Series 4, HATS (Vol 0) must be well known by all staff in Depts 1 and 3.

Personnel can recruit madly, answering every frantic demand for personnel, and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

The whole org can sag and even vanish under these conditions.

So Personnel has a vested interest in hats being complete and staff trained on them. For Personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce."

So for every demand for personnel, *ALWAYS* demand a utilization survey *AND* an inspection of hats in that area.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 MARCH 1982

REMIMEO

PERSONNEL SERIES 30
ESTABLISHMENT OFFICER SERIES 43

PERSONNEL POLICY

We are building strongly for the future.

Scientology is going to go on for a VERY long time.

The way to build a strong future is to build a strong organization.

Internally, the only way we have been held back is by out-ethics and nonproduction. This does not build a strong organization or a strong future.

Therefore, we have no room on staffs for those who do not produce — or worse, are extravagant and produce overt products — or (which goes with poor production) are out-ethics.

We need productive people who keep their ethics in.

Individuals, and above all execs, are the building blocks of organizations.

To build strongly for the future, keep the above points in mind where appointing, promoting or handling personnel.

Personnel of that caliber belong outside orgs — they are the pcs and cases. Do not recruit them, appoint them or leave them on post when found.

One can mend people. But one cannot build a new world with broken straws.

It takes the ethical few to handle the many. And these are what our orgs must be built with now. The strong within only then can handle the weak outside.

Make it easy in the future for all of us. We have a long way to go. The speed we get there is measured by the ethical quality of persons on exec posts and on staffs. It is fine to be big brother to all the world — so long as we keep our staffs the top people. Be them.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 AUGUST 1982R
ISSUE II
REVISED 15 DECEMBER 2000

REMIMEO

PERSONNEL SERIES 31

MOONRIPPING

Ref: HCO PL 6 Oct. 70 II — Personnel Series 10 "MOONLIGHTING"

"Moonripping" is a contraction formed from the words "moonlight" (the act of working on a job outside an org) and "rip-off" (the act or action of stealing or cheating; exploiting or taking advantage of another or others, especially financially).

In HCO PL 6 Oct. 70 II, "MOONLIGHTING," the last sentence is the operative line, "There is no policy against MOONLIGHTING where it does not injure the org." However, it is another matter where there is active depression of org stats so that staffs have to moonlight for the fellow who is depressing the org stats. Persons depressing org stats to enrich themselves personally by employing staff or promoting moonlighting for self-enrichment are of course committing a suppressive act.

The following are some of the varieties of moonripping:

1. Using the org as an employment agency and hiring people into the org and getting them somewhat trained and processed to use them in an outside business.

2. Holding an executive position on staff so that one can run a business that employs staff.

3. Arranging staff schedules so they can work in the private business.

4. Making people replace themselves in a private business (before going on staff in an org).

5. Concentrating on the outside job to a point where they do not look to the org for support and so don't care at all what happens to it.

6. Using the org and its connections but actually working in a mission and shunting org public to it.

The dividing line is where moonlighting is done in any way to damage or erode org income or staff involvement in their own post.

For instance, an evaluation was done on an org that persisted in staying small. Now most orgs that stay small do so because they neglect to apply policy, but this was a different case: The org in question was kept poor so that the staff would have to moonlight in a business run by a leading executive of that org for his own personal profit. By overtly and knowingly preventing the org from making money (cutative, giveaway prices, refusing to sign up pcs, etc.) the amount available for salaries in the org was kept very low. As their "best friend" this executive then "let them" work in his own company, which he ran on the side and from which he was getting quite well-to-do.

There was another version of this: A nearby business "befriended staff" by getting them to moonlight to the exclusion of their org duties and of course the org made no money. But the staff reasoned that they could not live on their pay while not realizing that their moonlighting was cutting their own pay. They didn't make much working for their "friend" either.

Another version of this was found: The staff auditing which the org owed to their staff was cut off and they were told they had to moonlight and make enough money to personally pay two auditors very high fees to audit them after org hours.

In all these cases the org was being used as a sort of employment agency for the personal profit of someone inside or outside the org.

The crime in these cases amounted to a SUPPRESSIVE ACT.

Anybody having any information leading to the use of org staff as an employment agency, convincing staff the org can't make money, persuading the staff to moonlight, using staff to further their own business, and so forth, must report the matter outside the org to the Inspector General Network.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 DECEMBER 1982
ISSUE I

ALL ORGS
ALL EXECS
ALL STAFF
ALL DIV HEADS
LRH COMMS
HCO
DEPT 1 HATS
DEPT 3 HATS

PERSONNEL SERIES 32
ORG SERIES 44

"DOING A QUICKSILVER" FORBIDDEN

Refs:

HCO PL	19 Mar. 71 I	Personnel Series 20 PERSONNEL PREDICTION
HCO PL	24 June 70 II	PERSONNEL POOLS
HCO PL	7 Jan. 66 I	LEAVING POST, WRITING YOUR HAT
HCO PL	20 Apr. 69 II	HATS, NOT WEARING
HCO PL	20 Aug. 71 III	MUSICAL CHAIRS
HCO PL	11 Aug. 71 II	Personnel Series 22 DON'T UNMOCK A WORKING INSTALLATION
HCO PL	7 Mar. 65 III	OFFENSES AND PENALTIES
HCO PL	13 July 74 II	Org Series 34 WORKING INSTALLATIONS

There is a condition that can exist in orgs which differs slightly from "musical chairs" (the rapid transfer of personnel from post to post) but is akin to that and every bit as deadly.

We could call it a "quicksilver personnel" scene.

("Quicksilver" is another name for mercury, the silvery-white metallic element, liquid at room temperature, which is used in thermometers, barometers and similar instruments.)

Used figuratively, the term "quicksilver" means something that is quick-moving, unpredictable and as elusive as mercury, or "mercurial." Something that is mercurial is changeable, variable, volatile.

To anyone who has ever observed a drop of quicksilver, or mercury, in an open container or placed on a slab of glass, this will be real. One second it's here, the next second it's there. Just about all you have to do is breathe on it and it changes its position. And where it *was* a second ago there's now nothing.

It is miserable (if not impossible) for an executive or management body trying to run things with staff doing a quicksilver. One can hit up against some nasty surprises.

For example, an org's personnel scene may look great on the board, with posts filled, hats existing and known, production occurring and on the rise — all is looking good when suddenly the stats crash.

An initial check may show there haven't honestly been any post transfers, per se. But dig a bit further and you're likely to find a quicksilver personnel scene. The top delivery auditor is off on a two-week vacation. The Qual Sec has been fired on a recruitment tour. The Reg has gone out-ethics and been suspended, unreplaced, pending some ethics handling. The Chief Officer is off on maternity leave and the CO, holding her post from above, is being the guest speaker at an event in the next city.

It happens and it happens not only in Class IV orgs but in the higher service orgs and management units where tours are essential and missions need to be fired and other situations can crop up requiring personnel.

It has shown up drastically at times in several large orgs. In one, the head of a vital network went off on mission and, with no one left being the senior, the stats in the area crashed. In another, the sales manager took his leave, his routine functions were ignored and sales suffered severely. And in still another org, no less than *six* key delivery terminals were all found to be out on regging tours in one week, some of them over a period of several weeks, at a time when delivery of paid-in-full services was backlogged!

None of these terminals had been removed or transferred or promoted. And one could say the actions being done are all covered in some way in policy, are needed, and therefore justified. But these terminals were all off post unreplaced, weren't they?

That's a quicksilver personnel scene. It's unstable.

CONTRIBUTING FACTORS

Executives who issue orders that unmock working installations where production is occurring at "A" to get something done at "X" bring about such scenes.

Personnel who, like quicksilver, accommodatingly move off their assigned posts unreplaced to do something else at the first invitation or order, help to generate and sustain such scenes.

Seniors who permit or condone this are also a party to them.

Personnel can do a quicksilver for any of a number of reasons. For some, the chance to go off and see other people and new places may be an alluring prospect. Some are too timid to refuse a destructive order and so they comply, under protest. For others there is financial gain involved — there are often commissions or a bonus at stake.

Tours have been used by some, apparently condoned by executives, to take longer leaves (more time off on leave per year) by combining 4 to 6 or even 8 weeks of a "regging tour" with a "leave," with the org paying both the person's fare and living expenses and no clear distinction made between the period of "tour" and the period of

the "leave." (While this is part of an unstable personnel scene, it is also a situation requiring a separate ethics handling in itself.)

Sometimes a staff member is made to feel, by a very convincing exec, that the action which calls for his suddenly going off post with no or inadequate replacement is actually more important than his job. Where this threatens production and there is no adequate replacement, this is almost always a falsehood.

It is true that missions need to be fired. Tours are vital to income and delivery. Staff sometimes do need to go off post temporarily for handling of one type or another. Events are valuable in terms of promotion, goodwill, PR and sign-ups, and for certain types of these, key personnel or trained tech delivery personnel may be required. Emergencies do arise. Personnel are entitled to annual leave. And speed of operations is important.

On the plus side, we do have capable and versatile staff who are willing to extend themselves, when needed, to make things go right. We have demanding, fire-breathing executives who are out to handle situations and open up new fields for delivery which, in itself, is a good thing. And many of these go about it standardly.

But the senior or exec at any level who endangers ongoing delivery and production and/or unstabilizes a producing personnel scene to get these things done is simply advertising to one and all that he can't predict and plan and organize or get others to do so. Control is lacking here as well as just plain common sense. The kindest thing one could say about such an exec is that he is shortsighted. And "quicksilver" is a rather mild term for the staff member who steps so easily off his post and leaves a hole in the lineup with no thought of the consequences.

One could say that everyone has personnel problems. BUT that is no Why.

HANDLING "QUICKSILVER PERSONNEL" SCENES

The first policies *missing in application* are those covering replacements and hat turnovers.

BECAUSE IT IS A *"TEMPORARY"* ABSENCE, NO ONE IS DEMANDING REPLACEMENT AND TURNING THE HAT OVER TO SOMEONE WHO CAN COVER THE POST *COMPETENTLY*.

But policies exist in abundance on this subject. HCO PL 29 Aug. 70 I, Personnel Series 1, PERSONNEL TRANSFERS CAN DESTROY AN ORG, points up the outnesses which can destroy an org faster than any others. HCO PL 7 Jan. 66 I, LEAVING POST, WRITING YOUR HAT, covers the staff member's responsibility for a post he is vacating under *any* circumstances. HCO PL 20 Apr. 69 II, HATS, NOT WEARING, emphasizes the staff member's responsibility for knowing that he *is* the Qual Sec, or Reg, or the post title for the post and functions he has accepted. HCO PL 11 Aug. 71 II, Personnel Series 22, DON'T UNMOCK A WORKING INSTALLATION, cites the main reason we have ever had slumps in orgs.

The personnel policies are there. But very often, where a "quicksilver personnel" scene is permitted, BECAUSE SOMEONE PULLS OFF A SUCCESS IN ONE AREA, EVEN THOUGH STATS IN HIS OWN AREA MAY CRASH, THE EXISTING ETHICS

POLICIES THAT COVER SUCH A CRASH OR THE COLLAPSE OF AN AREA MAY BE OVERLOOKED OR DELIBERATELY IGNORED.

So how do we handle "quicksilver personnel" scenes?

The answer is to add some teeth to the existing policies:

1. AN ABSENCE FROM POST FOR EVEN A TEMPORARY PERIOD OF AS LITTLE AS HALF A WEEK IS AN ETHICS OFFENSE, UNLESS SOMEONE IS NAMED AND THERE AS A REPLACEMENT WHO HAS HAD THE POST PROPERLY TURNED OVER TO HIM AND WHO CAN COVER THE POST *COMPETENTLY*.

2. IF SUCH ABSENCE WITHOUT COMPETENT REPLACEMENT OCCURS *AT ALL,* AN IMMEDIATE COURT OF ETHICS MUST BE CALLED ON THE STAFF MEMBER WHO LEAVES HIS POST UNFILLED OR INADEQUATELY COVERED, AS WELL AS ON THE SENIOR OR EXECUTIVE ORDERING, CONDONING OR PERMITTING IT.

3. IF IT OCCURS AND RESULTS IN STATS CRASHING IN A COURSE, A DIVISION, DEPARTMENT, SECTION, UNIT, AREA, ZONE OR ORG, A COMMITTEE OF EVIDENCE MUST BE CALLED WITH *ALL* INVOLVED NAMED AS INTERESTED PARTIES.

The charges are:

CONDONING OR CONTRIBUTING TO CIRCUMSTANCES OR OFFENSES CAPABLE OF BRINGING A COURSE, SECTION, UNIT, DEPARTMENT, ORG, ZONE OR DIVISION TO A STATE OF COLLAPSE

and

NEGLECT OF RESPONSIBILITIES RESULTING IN A CATASTROPHE EVEN WHEN ANOTHER MANAGES TO AVERT THE FINAL CONSEQUENCES.

With this policy made known and enforced, there *is* a cure for those who do a "quicksilver" and for executives and seniors whose out-planning and out-prediction bring about quicksilver personnel scenes.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 MARCH 1984
ISSUE II

REMIMEO
EXECS
HCO
QUAL

EXECUTIVE SERIES 28
PERSONNEL SERIES 33

EXECUTIVE POSTING QUALIFICATIONS

Scientology organizations and their staffs in the past have been subjected to considerable financial losses by appointing to executive positions persons of poor ethics and production records. Therefore this firm policy regarding new appointments to and promotions within Scientology organizations and activities is set and is not to be departed from. Omission of one or more of these in the past has factually cost millions of dollars.

It is expressly forbidden hereafter to propose or post any person to any executive post (Departmental Director or above) without the following:

1. Actual production stats of the proposed person relating to the subject of the post he is being proposed for be found, established and verified.
2. That investigation reveals an acceptable ethics record.
3. Before being posted the person must be checked for any PTSness and any found must be handled.
4. The person must be rolled back for any participation in any black PR activity.
5. The person must be sec checked for false considerations or evil purposes.
6. The person must be false data stripped in relation to the activity he has been or is about to be engaged upon in the organization.
7. In keeping with the policy that any person posted in an executive position in a Scientology organization must be able to achieve, maintain and increase a high level of production and income in his area, the stats found and verified must prove extreme productiveness on the part of the proposed person in the area of the post he is being proposed for. This applies to any executive post. (With the technology and administrative know-how available in Scientology, any exec should, through production and exchange of high quality products, be capable of generating on the order of a million dollars a year for his organization.)

The above requirements are quite in addition to requisite executive status and training certificates held by the person and/or required for the post for which he is being considered. (Ref: HCO PL 29 Dec. 82R II, Rev. 30 July 83, THE TOOLS OF MANAGEMENT)

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ORG BOARDS
INDEX

APPLICATION FOR ACTING STATUS

Before a candidate for an executive posting may assume more than Temporary status, a full CSW covering points 1–7 above and prepared by the Personnel Control Officer must be approved on established executive posting approval lines. The Estab Exec International is responsible for issuing directives setting these approval lines, and for updating them as needed.

Approval lines set up are to include approval of all exec postings by an authorized representative of the Office of Senior C/S Int and an authorized representative of the Inspector General Network.

On receipt of written approval, the candidate is granted "Acting _____" status, and a personnel order to this effect can be issued.

Executive posting CSWs may NOT be allowed to staledate at any point on the approval line.

Establishment and maintenance of approval lines is the responsibility of the Senior HAS International.

REQUIREMENTS FOR PERMANENT STATUS

The following additional requirements are established for *permanent* posting at the level of Departmental Director or above:

8. No person may be permanently posted in a Scientology organization without a thorough apprenticeship under competent supervision before any turnover or permanent posting can occur.

9. No full posting in a Scientology organization can occur until the actual stats of the person achieved during that apprenticeship period have been found to be correct and excellent.

10. No person so assigned as an apprentice on a post may draw a bonus until he is fully Post Purpose Cleared, TIPed, his TIP complete, and he is fully hatted.

APPLICATION FOR PERMANENT STATUS

Once the (Acting) exec has successfully fulfilled the requirements listed in points 8, 9 and 10 above, application is made for Permanent posting. This application follows the same routing as for Acting status. The application consists of a new CSW, with verified evidence of requirements 8–10 above having been met.

Upon receipt of written confirmation of the posting from the Inspector General Network, a personnel order may be issued appointing the executive permanently to that post.

NETWORKS

This policy applies fully to the posting of executives in any of the various management networks, including FBOs, D/FBOs for MORE, Flag Reps, LRH Comms and any other networks.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 AUGUST 2000

REMIMEO
ORG OFFICER HAT
HCO HATS
EXEC HATS
FEBC CHECKSHEET

PERSONNEL SERIES 34

RAPID POSTING

(Originally written by LRH on 5 Jan. 71.)

Refs:

HCO PL	24 Apr. 72 I	Esto Series 16 HATTING THE PRODUCT OFFICER OF THE DIVISION
HCO PL	31 Oct. 71	FULL HATTING

The speed with which a person can be placed on a post and hatted is consistently underestimated.

An organizing officer who cannot transfer, post and hat a staff member in an hour is little help. The idea that it takes months is an org stopper.

I speak from years of experience. That it would take three days to procure a personnel and several weeks to hat one assaults my reality. People are not that unwilling.

L. RON HUBBARD
FOUNDER

The Org Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 SEPTEMBER 1970
ISSUE II

REMIMEO
EXEC DIR HAT
HES HAT
HAS HAT

ORG SERIES 1
BASIC ORGANIZATION

What is organization?

Most people have so many associated ideas with the word "organization" that they think of one as an identity or a being, not as a dynamic activity.

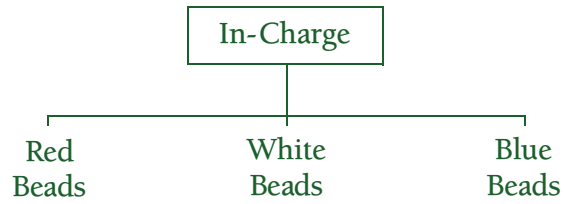
Let's see what one really is.

Let us take a pile of red, white and blue beads. Let's organize them.

Now let us draw the org board.

Let us dump them all on top of in-charge, all mixed up in a confusion.

Obviously in-charge must *route* them to dig himself out. So we get:



Thus we find out much of what an in-charge does. He routes. He separates into types or classes of thing or action.

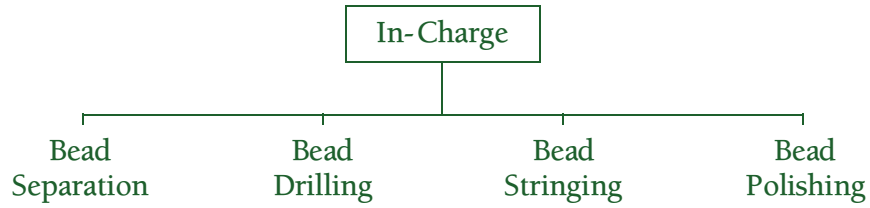
This so far is a motionless org.

We have to have products. Let's say its products are drilled beads, strung beads, boxed beads.

We would get:

Or we would get:

Or we would get:



It is not particularly important which pattern of org board we use so long as it handles the volume of beads.

If we only have one person in this "org," he would still have to have some idea of organization and a sort of org board.

If we have any volume to handle we have to add people. If we add them without an org board we will also add confusion. The organization without an org board will break down by overload and cross-flows and currents. These in conflict become confusion.

All a confusion is, is unpatterned flow. The particles collide, bounce off each other and stay IN the area. Thus there is no product as to have a *product* something must flow OUT.

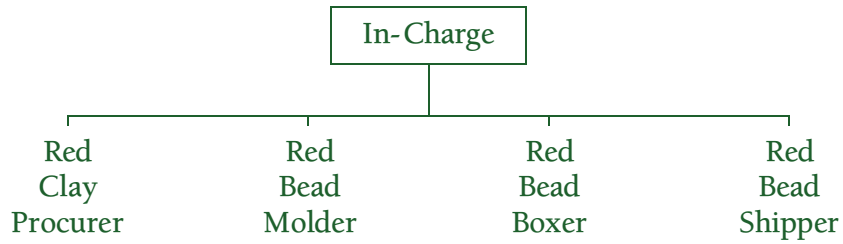
We can now note two things. We have some stable items. These are posts or locations. And we have flow items. These are things undergoing change.

So an org's positions change flowing particles.

Particles flow *in sequence*.

Things enter an org, get changed, flow out of an org.

An org with one type of item only (red beads) is less complex than one with several types of items.



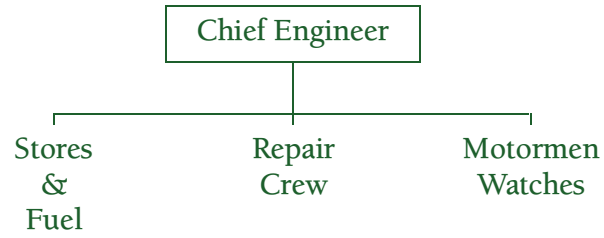
Any activity has a *sequence* of actions. It has to have stable points which do *not* flow in order to handle things which do flow.

It is not necessary to have a stable terminal do only one thing. But if so then it also has a correct sequence of actions.

All this is true of an engine room or a lawyer's office or any organization.

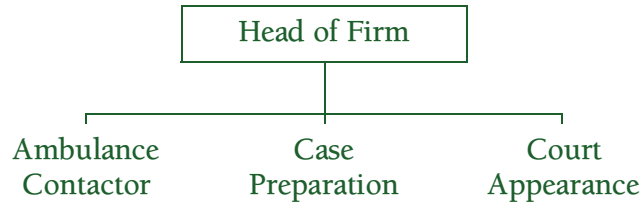
In an engine room fuel flows in and is changed to motion which flows out. Somebody runs the machines. Somebody repairs the machines. It may all be done by one person but as soon as volume goes up one has to plan out the actions, classify them and put them on an org board which the people there know and abide by or the place will not operate well.

This is done by dividing operation and repair into two actions, making two activities on the same org board.



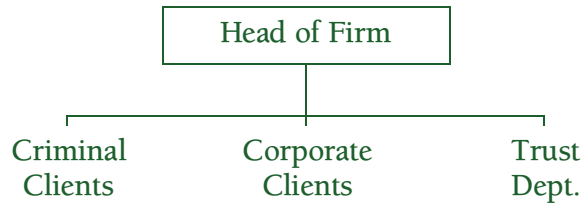
The Chief keeps the flows going and the terminals performing their actions.

In a lawyer's office we get different actions as a flow.



would be a flow pattern, possibly with a different person (with a different skill) on each point.

Or we could have a sort of motionless org board.

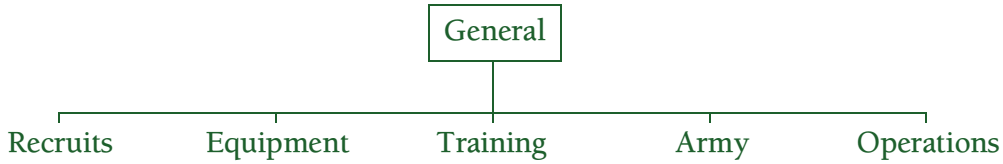


But if we did that we would have to put the motion in vertically so that flow would occur.

Org boards which only give terminals usually will not flow.

A typical army org board of yesteryear was:

When they got into a lot more men they had to have a *flow* board.



So one *organizes* by:

1. Surveying the types of particles.
2. Working out the changes desired for each to make a product.
3. Posting the terminals who will do the changing along the sequence of changes.

The board also must include a *recognition* of the types in (1) which *routes* the types to the *terminals* who *change* them and to a further *routing out* as *products*.

To be practical an org board must also provide for pulling in the materials, disposing of the product and being paid for the cycle of action and its supervision.

A company has various actions.

It is essentially a collection of small org boards combined to operate together as a large org board.

The basic principles you have to know to organize anything are contained in this policy letter.

To plan out *any* action one has to be able to visualize its sequence of flows and the changes that occur at each point. One has to be able to see where a particle (paper, body, money) comes in and where it leaves.

One has to be able to spot any point it will halt and mend that part of the flow or handle it.

A proper org board is a perpetual combination of flows which do not collide with one another and which do enter and do experience the desired change and which do leave as a product.

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HCO POLICY LETTER OF 14 SEPTEMBER 1970
ISSUE I

REMIMEO
EXEC DIR HAT
HES HAT
HAS HAT
EXECUTIVE HAT

ORG SERIES 2

COPE AND ORGANIZE

It's perfectly all right to cope. One always must.

But one MUST organize things while he copes.

The mounting overload and overwhelm in an area comes entirely from cope-cope-cope without organizing also.

Example: You have to handle something for which there is no planned organization. Like a mob at a congress. You *can* cope. But if you don't take the first available instant to grab three guys and give them specific duties right then to mind doors and tickets, it all just gets worse and worse and the cope catches up as overwhelm.

Any old org bd is better than no org bd at all.

A good org bd well grooved in, duties well apportioned, permits things to smooth out and increase in volume without strain.

In a flood if you can channel the water you can handle the flood. If you just batter at water you drown.

ORGANIZATIONAL GENIUS IS COMPOSED ONLY OF ARRANGING SEQUENCES OF ACTION AND DESIGNATING CHANNELS FOR TYPES OF PARTICLES. THAT'S ALL IT IS.

Then you can handle flows and prevent stops.

So you must always organize as you cope.

National riots are just the inability of leaders to arrange sequences of action and designate channels for types of particles.

One area which was never organized became just an anthill of do-less useless motion.

If your in-basket is too high you cope and handle it AND ORGANIZE YOUR LINES for the future.

"I'm absolutely drowning . . ." is the same as saying "I can't organize worth a damn!"

ORG BD

Every exec has his own personal org bd. Really it's at least 21 depts.

But you don't have to go that fancy.

I had an org bd once that was 8 folders, each representing traffic from a major org, reports placed in it latest on top, a communicator who did the placing, a greeter who handled bodies and an inspector that was me. Just myself and one other. But it was an org. With that "org bd" I handled all the Scientology in the world at that time, lectured, researched and had ample time left over. It reduced full-time cope to a part-time job. Later 100 staff members (WW) replaced me as Exec Dir and I moved off post. They were all very busy but they didn't even know they had an org bd they were on, no individual operated his own personal org bd. Their cope and ignorance took the stats right on down. But they sure were busy coping!

The antithesis (opposite) of an org bd is confusion. The amount of confusion present doesn't add up to production, even though it is totally exhausting. The end product one wants is not exhaustion. The amount of energy expended does not measure production. Production is solely the amount of completed cycles that occur. The more they are planned in sequence and the better the different types are channeled the more production will occur.

So cope by all means but don't forget to organize a little each time you get a chance.

The end product of cope is drown.

The end product of organize is freedom.

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HCO POLICY LETTER OF 21 SEPTEMBER 1970

REMIMEO

ORG SERIES 2-1

COPE

(Originally written by LRH for the *Apollo* OODs of 21 Sept. 70. Issued as an HCO PL on 12 Oct. 80.)

I've had an insight into what "cope" really is. It is the process of finding and correcting outpoints without ever discovering a WHY and without organizing any return to the ideal scene.

A coper goes "outpoint found — correct it; outpoint found — correct it; outpoint found — correct it." This perpetual cycle never finds or corrects WHY these outpoints. So it just gets worse and worse and worse.

If all one ever did was handle despatches one would really get into a mountain of overwork while stats stayed down.

The WHY we face now is absence of recruiting, lack of full hats with checksheets and packs.

The Why of that was failure to make the materials filed accessible and collatable. So it's a snake eats its tail. No hats then brought a condition of no data available in files. A true dwindling spiral.

And no hats traces to the introduction of ethics into HCOs and that it is easier to assign a condition than to compile or check out a hat. Hats went out when ethics came strongly in. Without ethics in HCO, HCO can only make stats recover by org form and hats.

Ethics has a role — after all else fails.

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HCO POLICY LETTER OF 14 SEPTEMBER 1970
ISSUE II

REMIMEO
EXEC DIR HAT
HES HAT
HAS HAT

URGENT

ORG SERIES 3

HOW TO ORGANIZE AN ORG

Let us assume that you have an org to run (or any part thereof).

How would you organize it and get it to function?

1. You would count up and name the different vital actions necessary to functioning.
2. You would count up the persons needed for each function and give them the post names.
3. You would do a checksheet for each post to include its vital data.
4. You would collect the material of each checksheet into a pack.
5. You would recruit the minimal number to begin it, keeping in mind finance and solving that.
6. You would show one of them how to check the others out to get them trained.
7. You would then get the org running.
8. You would expand it by single hatting vital posts.
9. All the while you would cope with things as they came up.
10. You would add to checksheets and packs things learned while operating.
11. You would add posts as they were found needful.
12. You would never drop out the actions of recruiting, checksheets, packs and training.

Naturally the org would have to have a function that was valuable and would have to execute it or produce and be paid or it would not be viable (able to live).

All right. All that seems straightforward enough.

Now let's see how it could go wrong.

Foremost would be a failure to function or produce and a failure to get paid for it. This would cripple the activity and bring in inadequate operating funds, curtailing facilities and pay and making it undermanned, hurting its image and shutting off recruitment.

Recruiting to fill a new function could be incorrectly (destructively) done by using the production area as the recruitment pool. Also each time a portion was operating well, it could be used as a recruitment pool and emptied out and unmocked. This would destroy all training effort and injure the viability and reverse organization back to cope.

Or no recruitment could be done at all.

There could be no checksheets or packs.

There could be no training done even when checksheets and packs existed.

The checksheets or packs could be too short or unreal for the post. Or they could be too long or relate to another post.

The head of the org could fail to check out the heads of portions.

The heads of portions could fail to get their juniors hatted and checked out.

The org staff could be unaware of their belonging to the org and be unaware of its purpose and general products.

The problems as listed above could remain obscured and ethics could be substituted as an effort to get up production.

There are ten basic points that could go out. These are (1) recruiting (2) training (3) training on post (4) utilization (5) production of product (6) promotion of product (7) sale of product (8) finance (9) justice (10) morale.

It is assumed that the activity is worthwhile and the potential production valuable. Given that, the remaining ten points are the points where organization breaks down as these areas are the most aberrated in the society.

The fundamental outnesses, however, would be failure to recruit, to have checksheets and packs for each post, get training done on them and have new people on post serve on it in-training.

Let us suppose the head of an org or division never checked any junior out on anything.

Looking at standard functions, everyone would be posting and routing people except Dept 1, intended for that. Everyone would be handling comm except Dept 2, intended for that. Everyone would be inspecting and handling stats except Dept 3. And so on down the line. The place would be a dog's breakfast of total cope.

All right, let us say one *does* have a dog's breakfast instead of an org. How would one straighten it out?

One would cope to maintain some semblance of viability.

One would throw together an org board and post it and drill people on it.

One would throw together hats and get them worn.

One would continue to cope but now also force others to help the coping and cope themselves as semispecialists on their own posts.

Finally one would get checksheets and packs together for each post covering all its actions.

One would then get these checksheets and their packs trained in for each post fully.

Thereafter one would insist that executives made sure their juniors had checksheets and packs as their hats.

And one would continue to recruit as by this time the org would be expanding and it would become upset by undermanning and go downhill again.

One would watch the ten aberrated points as they go out very easily.

People gather up all sorts of weird solutions to running a disorganized org. "We need more experienced people"; "We can't produce so should be subsidized," are two common ones.

When people on post do NOT have grooved in hats they do goofy things. The goofiness is not confined just to their job functions. Lacking a purpose and not conceiving the org purpose they can go utterly astray and do things that are quite mad. Like tearing things up. Like breaking things. Like getting involved in goofy relationships.

You can detect an org where posts are not grooved in by the number of oddball things happening.

The way to put *this* sort of situation right is to start organizing as given in this rundown.

Working on organization as you cope, it will eventually make it come out right.

When it sags just come back to this rundown and it will all straighten out again.

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HCO POLICY LETTER OF 22 SEPTEMBER 1970

REMIMEO
EXEC HATS
PERSONNEL HATS
ETHICS HATS

AN URGENT IMPORTANT AND STAR–RATE PL

PERSONNEL SERIES 9
ORG SERIES 4

HATS

HAT — A term used to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post.

HAT TECHNOLOGY

"Hats" developed in 1950 for use in Dianetic orgs as a special technology. The term and idea of "a hat" comes from conductors or locomotive engineers, etc., each of whom wears a distinctive and different type of headgear. A "hat" therefore designates particular status and duties in an organization.

A "hat" is a specialty. It handles or controls certain particles in various actions and receives, changes and routes them.

A "hat" designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs.

Every hat has a product.

The product can be represented as a statistic.

Any job or position in the world *could* have its own hat. The reason things do not run well in a life, an org, a group, nation or the world is an absence of hats.

The reason why an org runs well when it does is hats.

Any protest of anyone against things not running right can be traced to lack of hats.

Any slump an org goes through can be traced directly and at once to an absence of one or more hats being worn.

HAT CONTENT

A hat must contain:

A. A *purpose* of the post.

B. Its relative position on the org bd.

C. A write-up of the post (done usually by people who have held it before relief and when so done it has no further authority than advice).

D. A checksheet of all the policy letters, bulletins, advices, manuals, books and drills applicable to the post. (As in a course checksheet.)

E. A full pack of the written materials or tapes of the checksheet plus any manuals of equipment or books.

F. A copy of the org bd of the portion of the org to which the post belongs.

G. A flow chart showing what particles are received by the post and what changes the post is expected to make in them and to where the post routes them.

H. The product of the post.

I. The statistic of the post, the statistic of the section, the statistic of the department and division to which the post belongs.

STAFF HAT

There is also a general staff hat.

This hat contains:

a. The overall purpose of the org, its aims, goals and products.

b. The privileges or rewards of a staff member such as auditing, training on post, general training availability, pay, vacations or leave, etc.

c. The penalties involved in nonproduction or abuse of post privileges or misuse of the post contracts.

d. The public relations responsibilities of a staff member.

e. The interpersonal relations amongst staff members including courtesy, cleanliness, attitudes to seniors and juniors, office etiquette, etc.

f. The MEST of posts generally, its papers, despatches, files, equipment.

g. The comm and transport system of the org.

GRADIENT SCALE OF HATS

A "gradient scale" means "a gradual increasing degree of something." A non-gradient scale would be telling someone to enter a skyscraper by a 32nd-story window.

Thus there is a gradient scale of organizing.

A key to this is found in the *Problems of Work*'s theory of confusion and the stable datum.

One in actual practice has to cope while organizing.

COPE means to handle whatever comes up. In the dictionary it means "to deal successfully with a difficult situation." We use it to mean "to handle any old way whatever comes up, to handle it successfully and somehow."

IF YOU *REMAIN* IN COPE, THE DEMAND TO COPE INCREASES.

In that you have the key to "exhausted executives" or staff members. You have why the president of the US ages about 20 years in one term of office as you can see by comparing dated photographs of past presidents. He is totally on cope. His government has an org board that looks like a pile of jackstraws. He has no hat. His staff have no hats. His government departments have no hat. The technologies of economics, law, business, politics, welfare, warfare, diplomacy have been neglected or lost (they *do* exist to some extent).

The guy is on total cope. And the post has been on total cope since it was created as an afterthought by the Constitutional Congress that began the post in the eighteenth century. Even what it says in US civics textbooks is not found in practice.

So "difficult situations" are the order of the day and are handled by special actions and appointments.

The people who *should* handle them haven't got real hats.

This is all catching up with the country at this writing to such a degree that the citizen cannot benefit from a stable society or social order. The country looks more like a war of insurgency.

In other words departures from hats has led into total cope and it is steadily worsening.

Any organization put in by one political party is knocked out by the next incumbent, and who could totally organize a country in 4 years? (The term of a president.)

Yet it is hanging together some way and some way meeting increasing demands and pressures.

I have stated this in a large example so that it can be seen in a smaller unit.

To handle this one would first have to want to straighten it out and then assemble the tech of admin to straighten it out. And then one would have to begin on a gradient scale of org bd and hats.

A cope sort of hat would be tossed-off orders to some other people on staff who have some title of some sort.

Along with this would be a posted org bd that has little to do with duties actually performed and used by a staff that doesn't know what it is.

One begins to move out of cope (as given in other series) by putting an org board together that labels posts and duties and getting people on them to handle the types of particles (bodies, mailings) of the org.

The next action would be brief write-ups of the posts and their duties and checking people out on them.

Actually if you only got to the middle of the last paragraph with an org the executives would remain in cope. So much know-how would be missing in the org's staff that every rough bit would shoot up to the executive for special handling. And that is *cope*.

Hats only in this far is not good enough as it still takes a genius to run the place.

The next gradient scale is to get the hat to contain:

i. The post write-up itself,

ii. The theory and practical necessary to run it.

This is done by a preparation of checksheets of data and a pack matching it for key posts.

Naturally the org bd now has to become more real and staff has to be checked out on it.

Then hats as post checksheets and packs are extended to the rest of the staff.

The mechanisms of training have to exist by this time.

Seniors have to be made responsible that every junior below them has a hat consisting of write-up, checksheet and pack.

Meanwhile one continues to cope.

Gradually, gradually staff begin to know (through checkouts) their hats.

New staff coming on are grooved in better.

Cope begins to diminish and the organization tends to smooth out.

Here and there competent handlings begin to show up brightly.

Now we find a new situation. With everyone throwing together checksheets and packs for staffs we find nonstandard checksheets. Some messenger has to do the full checksheet of the HCO Division pages and pages long. The HCO Sec has a checksheet with just 10 items on it.

So a central authority has to standardize post checksheets and survey and put in overlooked bits of data.

But that is way up the line. The org long since has become smooth and prosperous.

So that is the gradient scale of getting in hats.

EXPERTS

Here and there you find an area of special expertise in an org where the expertise is so expert in itself that it obscures the fact that the person does not also have a full post hat.

A lawyer would be a case in point. It takes so long to learn law in some law school that an org executive can overlook the fact that the *post* hat is missing. Org policy on

NAVIGATE
FIRST PAGE
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AGAIN
EXIT
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ORG BOARDS
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legal matters and staff hat remain unknown to this legal post AND JAM IT UTTERLY. This came to light when a whole series of cases was being neglected because the legal staff member, an excellent lawyer, did not know how to make out a purchase order or that one could or should. Investigation found *no* post or staff hat. Only a legal degree.

Orgs continually do this with auditors. They are technical experts in *auditing*. So they get assigned to posts in the HGC WITH NO HAT. Backlogs occur, things goof up. Tech fails. All because it is overlooked that they are PART OF AN ORG and need staff and post hats and need to be trained on them.

Worse than that, a highly classed auditor is often put on an admin post without hat or training for it.

You would not take an admin trained person and without further training tell him to audit. So why take an auditor and tell him to handle an admin division?

Without his post write-up, checksheet and pack FOR THE POST and without training on it, the person just isn't qualified for it no matter what *other* line he is expert in.

It is great to have an expert who has been specially trained in some profession. But lawyer, engineer or public relations, he must have his hat for the *org* post and be trained on it or he will goof! Yet one won't suspect why that area is goofing because "he's a Class VI isn't he?"

UTILIZATION

Personnel can recruit madly, answering every frantic demand for personnel and yet HAVE THEM ALL WASTED for lack of full hats and full training on those hats.

An investigation of blows (desertions) from orgs shows that lack of a grooved-in hat was at the bottom of it.

People come on a job. It is at once a great mystery or an assumption of total know — one or the other.

Either one continued leads them into a state of liability to the org.

People who don't know what they are doing and people who don't but think they do are both NONUTILIZED PERSONNEL.

Pay and prosperity for the rest of the staff will go down unless this is remedied.

The whole org can sag and even vanish under these conditions.

So Personnel has a vested interest in hats being complete and staff trained on them. For Personnel people cannot possibly cope with "no pay so can't hire anyone" and "no people so can't produce."

The answer is H-A-T-S.

And a hat is a write-up, a checksheet and a pack.

And the staff member trained on them.

ETHICS

When a person has no hat he lacks purpose and value.

When he has no purpose and value he not only goofs, he will commit crimes.

It is apparently easier to hit with ethics than to program and give someone a full hat and get him trained on it.

Police action is not a substitute for having purpose and value.

This is so fundamental that one can even trace the unrest of a nation to lack of purpose and value. A huge welfare program guarantees crime and revolt because it gives handouts, not hats.

Even a field Scientologist should have a hat.

By doing only this over the world we would own the planet as in an expanding population individual purpose and value are the most vital and wanted commodities.

If there are no real hats there will soon be no money of any value and no bread!

SUMMARY

ANY HAT IS BETTER THAN NO HAT according to the way a thetan seems to think.

But be that as it may, the downfall of any org can be traced directly and instantly to no recruiting or no org board, no hats or unreal hats or no training on hats.

The sag of an org can be traced directly to lack of hats and lack of training on hats.

The overload of any post can be traced directly to lack of an org bd and lack of hats and no training on hats.

The way out is to organize the org board and hats while you cope.

If you do not, your cope will become an overwhelm. If you do, your burden will lighten and your prosperity increase.

It took 13 months of hard work and 20 years of org experience to learn that given a product lack of HATS was *the* WHY of departures from the ideal scene and that working toward providing full complete HATS was the way to get back toward the ideal scene.

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HCO POLICY LETTER OF 26 SEPTEMBER 1970

REMIMEO
EXECUTIVE HATS

ORG SERIES 5

ORG BOARD CUTATIVES

The most serious blunder in *re*-doing org boards is losing past functions off them.

"Cutative" is an invented word to mean the impulse to shorten or leave out or the thing left out.

THE RULE IS: ANY MAJOR FUNCTION, ACTION OR POST LEFT OFF AN ORG BOARD WILL WRAP ITSELF AROUND THE IN–CHARGE LIKE A HIDDEN MENACE.

As the function is not *expressed* it is not recognized. But it forces itself upward and can swamp an activity if not done.

Thus we get the laws:

1. Activity functions must all be expressed on the org board.
2. All functions below a personnel on an org bd are the responsibility of that personnel, no matter what size the staff may be.
3. Functions omitted will act as invisible overloads.

EVOLUTION OF ORG BDs

Usually the first org board ever done for an activity is a dream-up. It is seldom real but better than no org bd at all.

Experience then refines it.

Some functions on it are not related to it, are unreal.

Some functions not on it rise up to haunt and overload the in-charge.

Actions done by an executive that are not on the org board in departments get posted like small flags opposite the executive's name. (Like legal, VIP greeting, etc.)

After a while these little flags are too many.

A reorganization occurs and the flags are put down into departmental functions. This gets them off the executive's neck and gets them manned up.

So far so good. Now what happens is a catastrophe. A new executive who has no experience with this org bd DREAMS UP A NEW ONE. This is out of sequence in evolution. He is treating the place as though it had NO org bd simply because he doesn't know the existing board.

This gives us the *cutative*. He drops functions off the board. These now wrap around his neck. The place stalls.

YOU HAVE TO KEEP EVERYTHING ON THE ORG BD THAT WAS EVER ON THE ORG BD EVEN IF IT WAS 3,000 YEARS.

SALVAGE

It often occurs that one has to do a full, complete salvage of an org bd.

There is absolutely no reason except the org bd writer's laziness not to put everything on an org bd!

There is a rule about posting an org bd. You don't post a name for every post. That is folly. You post by workload.

All the functions below a person are handled by that person. If they are too much you put in a new name and person on a heavy load function.

So why do a cutative? It means no more people. It just means more space and tape. What's saved but elbow grease? What's lost? The whole org can be lost and become nonviable.

Example: SH original board had ten major divisions on it. They were just functions really. They were the ten sources of income *before* SH trained or processed anyone. Some years ago I tore the place apart looking for that old org bd. It was evidently thrown away. Today SH does not have but *one* of those income functions! Nine have been lost! It added training and processing, it lost nine functions capable of supporting it. They should be looked up in the 1959–1960 accounts records, the old invoices analyzed and gotten back and put on the WW org bd and manned. This is regardless of what is already on the org bd.

Other functions lost off that and the SH org bds should be posted back on them and at least held from above or double- or triple-hatted.

Example: DC which had the original six-dept org bd should recover those posts and put them on the nine-div org bd so early policy would make sense.

Example: London should recover its earliest org bds and put their posts and functions on its current org bd.

There comes a time when early org bds have to be salvaged and reposted on existing org bds.

BECAUSE THOSE FUNCTIONS ARE STILL THERE AND MOST OF THEM GONE INVISIBLE.

Example: A Division 2 org bd asked to be redone threw away 50 percent of its functions and posts, was dreamed up brand-new off a division already caved in by loss of performance. The excuse was "other activities now do these." Published, this org bd would have driven its executive mad with omitted duties that would come to him as invisible overloads.

The "We don't do that now" is like what once happened to tech. One could say, "Maybe you think you don't do it now but the function is still there hidden. It was found once. Now you've lost it again."

OLD EMPIRES

The Egyptian, Greek and Roman Empires still try to operate! I've checked it. The late British Empire may be gone on the British org bd but it will still function without expression until it kicks England's head in. The British public shovels money out by the scoopful to an empire that doesn't exist!

Trying to kill an org takes years and years and years and it still tries to survive.

When one takes responsibility for a function or area it still tends to persist.

It is an odd phenomenon. The third dynamic track is that way. Changes later on the track (short of auditing individuals) do not change earlier circumstances.

A thetan's intentions get very pale perhaps but a thetan never really gives up.

All this expresses itself on the subject of org bds.

One can also willfully disregard an existing board, dream up a new board that does not express the functions and get into real trouble.

A NEW LOOK

Examining this subject of org bds in the light of very current experience with asking people to redo them, these facts have emerged.

It gives us a new look.

The next full Scn org bd issue you see will have on it all functions of which we have any trace *and* the nine-division board we are using.

The new board will have nine divisions. It will also include all past titles and functions in addition to all current titles and functions with the past titles in parentheses.

Many org bds of other activities have never become expressed at all and have left a tangled history. The US still hangs flags around the Office of the President and one hears "The Executive Branch is usurping the power of Congress." Congress once had all those functions but didn't put them on its org bd. They still do them but lost the titles to the president. Thus an appointee despotism rises in place of a democracy. It all goes back to a lost congressional org bd.

It is necessary for a people or a staff to:

a. Have an org bd,

b. Know the org bd,

c. Have the org bd express the total functions and duties that have ever been held by any post even including the flags of yesteryear duly dated.

Don't cut functions off an org bd. If they have become known they have been found. Why lose them?

One can rearrange flow patterns.

One cannot abandon living functions on an org bd.

It's only the unknowns on an org bd that get anyone overloaded, confused or in trouble.

So why not keep it visible?

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HCO POLICY LETTER OF 27 SEPTEMBER 1970

REMIMEO
CASHIERS
DIV 3S
PUB DIV HATS
DIV 2 HATS
FSMS
MISSIONS

ORG SERIES 6

CUTATIVE PRICES

HCO PL of 27 Apr. 65 II, PRICE ENGRAM, is fully valid and must be followed. It explains why price cuts damage orgs.

Price cuts are forbidden under any guise.

1. PROCESSING MAY NEVER BE GIVEN AWAY BY AN ORG.

   Processing is too expensive to deliver.

2. BOOKS MAY NEVER BE GIVEN AWAY BY AN ORG OR BY PUBS ORG.

   They are too expensive to manufacture.

3. FSM COMMISSIONS MAY NEVER BE PAID ON DISCOUNTED OR CUT–RATE ITEMS.

   If an FSM can't sell for full value he does not rate any commission.

4. SCHOLARSHIPS FOR COURSES ARE LIMITED TO INTERNSHIPS, HSDC AND ACADEMY LEVELS.

5. COURSE SCHOLARSHIPS ONLY MAY BE OFFERED FSM ON CONTEST AWARDS.

6. SCHOLARSHIPS ARE ONLY AVAILABLE TO WORKING FSMs OF PROVEN SELECTEE SUCCESSES.

7. ALL SCHOLARSHIPS AND AWARDS OUTSTANDING TERMINATE IF NOT TAKEN BEFORE 1 JANUARY 1971.

8. FSM COMMISSIONS ARE PAID ONLY ON THE ARRIVAL OF A STUDENT OR PC, NOT ON RECEIPT OF THE FEE.

   Advance payments are sometimes refunded.

9. ONLY FULLY CONTRACTED STAFF IS AWARDED FREE SERVICE, AND THIS IS DONE BY INVOICE AND LEGAL NOTE WHICH BECOMES DUE AND PAYABLE IF THE CONTRACT IS BROKEN.

10. FSM BONUS AWARDS TO ORGS MAY ONLY BE DELIVERED TO CONTRACTED STAFF MEMBERS OF THAT ORG.

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HCO POLICY LETTER OF 1 OCTOBER 1970

REMIMEO
HC CHECKSHEET

ORG SERIES 7

HATS AND COUNTER–EFFORT

When you are trying to get somebody to do something he should do, you are in effect trying to get him to wear his hat.

In trying to get things done, you often feel you are running into "counter-effort" (contrary action or effort to your action or effort).

The most usual counter-effort is NOT willfulness or mutiny or out-ethics. Most people consider these are the reasons they get opposition to worthwhile actions.

The most usual counter-effort is *lack of a hat,* defining a hat as a write-up, checksheet and pack on which the person is trained.

It looks like willful stupidity, waywardness, laziness, mutiny, antagonism or what have you and can amount to any or all of these.

Whatever the reason for it may be, it must include lack of a hat.

The variations are enormous, almost infinite.

Example: Mr. A is trying to get Mrs. A to be a good wife. Mrs. A is in outright mutiny. Now, it could be that Mr. A does not have or know his husband hat or Mrs. A has no wife hat or the neighbors or friends don't have neighbor or friend hats or Mr. B has no social hat and is trying to estrange Mrs. A or he has no husband's hat of his own; but whatever it is, it is a matter of hats. SOMEBODY (or all of them) in this is not wearing their hat.

I had someone in marital trouble look at me thoughtfully once and say, "I don't have *any* idea what *are* the rights or duties OF a wife."

Example: A Course Supervisor having trouble getting a student to study. He pleaded and argued and wore himself out.

He never realized this student DID NOT HAVE A STUDENT HAT. He could have saved all his energy spent in arguing and applied it to making up a student hat and getting *it* assembled and studied and would have gotten somewhere.

ORG BD

So we draw up an org board for an activity for several people.

It is all correct as to function and flows.

We put the names of the several people on it where they seem to be fitted.

The activity doesn't go.

So we explain and drill the org board on the people.

It comes up to a flubby sort of cope.

The missing point now is HATS. Each one has to have and know his own hat and something about the hats of others.

Things will promptly get much better! The activity and the interpersonal relations and the lives of these people are greatly improved.

Personally they are running into much less cross-flow and confusion. So they have a happier time, less effort and more production.

A badly organized, badly hatted, badly trained group is at each other's throats continually. To get anything done at all they have to operate at the level of correction instead of production.

Any ripple of emergency in such a group operates as a major impact.

PROGRAMS

There is still a missing element when one has org boarded and hatted and specialist trained an activity. This is PROGRAMS.

The sequence of flows and the changes or actions at each point plotted against time are in fact the major sequences and programs of a group.

MANAGEMENT SUCCESS

Given a desired product a fully successful management can only be founded on the actions inherent in:

1. A good org board,
2. Hats as write-ups, checksheets and packs,
3. Hats trained in,
4. Sequences and programs known and followed.

IT IS FAR, FAR EASIER TO WORK ON AND ACCOMPLISH THOSE FOUR THINGS THAN IT IS TO COPE AGAINST THE COUNTER–EFFORT GENERATED WITHOUT THEM.

Naturally, while getting this done, anyone has to cope to keep things going.

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SINGLE–HANDING

"Single-handing" means to handle things by yourself.

You can single-hand when you are all alone or you can single-hand in a large group that is supposed to be working or helping.

When only one man, senior or junior, is doing all the controlling and work of an activity, he is said to be "single-handing."

The term derives from the sea (like so many English words). Single means "one only" and "hand" means a sailor. "Hand*ing*" is the verb form of "single-hand."

No other activity expresses so well the idea of "one man working" or "one man controlling."

It is of course derogatory to others who are around and not working.

The phenomenon comes about by having non-org boarded, unhatted and untrained people.

Now the oddity of it is that it can occur (a) when there are other people who are also supposed to be working, (b) when there is an org board, (c) when there are hats and (d) when programs exist.

This of course looks like "bad morale," "apathy," even "mutiny."

The missing elements usually are:

a. The other people don't know the purpose of the activity or what's really going on.

b. The org bd is unknown to them even when it exists.

c. The hats are not checksheets and packs and have not been trained in.

d. The sequences or programs that should occur are not drilled in and if they were the no-hat situation would wreck them.

The point is even more amazing when a group with a purpose and an excellent potential product WILL BE POOR AND WILL FAIL if org bd, hats and sequences and programs are not fully known and drilled.

Groups are like that.

This is why man and his activities succeed only in the presence of huge affluences or extraordinary personal leadership.

Lacking org bds, hats, training, programs *that he knows and can do,* man flounders.

Leaders who are not org boarded, hatted and trained and programed can make a fantastic mess out of a formerly well-organized group.

It takes some doing. But no one can knock the known org board apart faster than a senior. No one can knock off hats easier than someone in authority who does not himself know they exist.

Nero and his ilk destroyed the whole Roman Empire. That civilization was about as well org boarded and hatted as any civilization on the planet in recent millennia. Nero thought he was a lute player and composer and charioteer. These were the only hats he ever wore aside from that of murderer.

A few emperors like him and that was that.

The Christians had an org board, member hats and staff hats, post hats of a sort and constant training. And that was the end of the Roman Empire and the beginning of the *Holy* Roman Empire.

Way up in Pope Alexander the Sixth's time (the days of Lucrezia Borgia) when bishoprics were for sale and the member hats were forgotten, the Holy Roman Empire failed.

So there is plenty of history and example, even though the full tech was not even developed. You can see the dim counterparts of org boards and hats weaving their way through all man's yesterdays.

The history of the world is not written by wars and violence. It is written against an unseen background of beneficial products, org board, hats and programs.

The fantastic administrative skill of Arthur Wellesley (the Duke of Wellington) and the rigid org bd of Nicholas of Russia defeated Napoleon whose only skills were military genius and personal leadership and luck.

So when the head of something does not know about org bds and hats and programs, he can single-hand things perhaps into temporary power but will wear himself out with cope and soon decline.

One can't just run things. One has to put something there and the something is a desirable product and org bd, hats and programs and see they are grooved in properly.

And looking over history the most valuable product of an executive is holding the form of his org and providing his staff members with hats and programs well grooved in.

It takes so much more time and effort to build up an org in terms of org bd and hats and get it to hold its form that one might not at once see its benefit. Trying to get a result without also building an organization inevitably winds up in single-handing, coping, overwhelm and eventual defeat.

The *right* answer is single-hand while you train up your people.

For one will wind up single-handing any post he has not org boarded and hatted and programed.

And that is true of even a junior member of a staff. If HE doesn't hammer away to get in org bds and hats and sequences and programs, HE will wind up single-handing all his section — while they stand around making life miserable with inefficiency, goofs and flubs and obvious counter-effort.

It isn't labor against management or the people against government. One or the other or both aren't on org bds and aren't wearing their hats.

And in an interdependent society or a complex activity the final result of no org bd, no hats, no programs known is chaos. And very unpleasant chaos as well.

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HCO POLICY LETTER OF 8 OCTOBER 1970

REMIMEO
EXECUTIVES

ORG SERIES 8

ORGANIZING AND PRODUCT

Disorganization gives a poor product.

Organization (providing tech exists to make the product) will produce a good product.

If a product is poor or spotty one must:

a. Organize

b. Make the tech available and known.

You can literally have mobs of people working and excellent production tech and get a horrible product.

The missing ingredient is organization.

Organization consists of a real and functional org board, hats consisting of checksheets, packs and manuals and training of this material.

The most used org board is the "hey you! org board." In other words just tag anyone to do anything.

This guarantees bad production and a lousy product.

One can have an org board that isn't real and get a "hey you! org board."

Or one can have a good org board that isn't known and get a "hey you! org board" in actual practice.

A whole org can be org boarded and hatted and trained and yet shatter when an untrained senior turns it into a "hey you! org board." This is easily the commonest cause of org collapse.

LOSING AN ORG BOARD

When an org board leaves out known vital functions these tend to wrap around the neck of the in-charge as unknown items of irritation.

The commonest fault in *re*-drawing an org board is throwing the old one away and without looking at or getting a full inspection of the actual functions being done,

dreaming up a brand-new board. This produces a delusory situation. It is in fact a disassociation of the real work and the org board delusion.

MINIMUM FUNCTION

A post tends to dwindle down to the "irreducible minimum function."

A mail clerk will distribute mail as that is visible to others. Logging it is less visible. Properly sorting it is less visible.

If "receiving, logging, sorting and distributing" are left off the org board and "mail distribution" is all that is left on it, the other functions tend to vanish and the post slides to "irreducible minimum" of just grabbing and slinging out mail.

A galley org board can be deficient and carry only "food," or "cook," you'll get "food" and that's all. It will possibly be very lousy food as the org board is down to an irreducible minimum. Says "food" so they just sling out food any old way of any old kind. Bad product. The answer is to organize it. What *are* the steps in sequence that it takes to get good food served and the place cleaned up? If they are *all* on the org board as functions you have the SEQUENCE of actions expressed as functions which can be posted and delegated as duties.

OUT SEQUENCE and OMITTED HATS are the commonest fault in programs and org boards. (See Data Series.)

One person may have 35 separate hats.

If so, he needs 35 hat folders, checksheets and packs and 35 baskets or compartments for the flows.

Further, the hats must be in sequence of flow where they relate to one type of particle.

Thirty-five hats is large but many an executive unknowingly wears more. And the ones he doesn't see are his areas of upset.

The smaller the number of people in an activity, the more hats each has.

One girl holding down seven branches of an office finally got untangled just by having seven baskets, one for each branch, and working a stated time on each one each day. She sorted the inflow into the baskets by branches and then did them in rotation. That made an org board of baskets. She suddenly got production where she had had just despair and chaos.

SUMMARY

To improve an existing product, ORGANIZE.

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HCO POLICY LETTER OF 28 OCTOBER 1970

REMIMEO

ORG SERIES 9

ORGANIZ*ING* AND HATS

"Org bd" is actually an abbreviation not for an organization (noun) board but an organiz*ing* (verb) board.

The org bd shows the pattern of organizing to obtain a product.

A board then is a flow chart of consecutive *products* brought about by terminals in series.

We see these terminals as "posts" or positions.

Each one of these is a hat.

There is a flow along these hats.

The result of the whole board is a product.

The product of each hat on the board adds up to the total product.

WORKING IT OUT

When asked to work out an org bd (or when the board there is doesn't work) one might think the task very difficult.

In studying this subject so as to be able to communicate it, I made several small breakthroughs in the subject itself.

Several questions on this can be very easily answered now.

Does an org bd have any value?

Yes. Without an org bd there is no group product, there is only a mob.

Yes. When there is no org bd there is much greater effort involved in getting anything done.

Yes. The waste of people involved in no org bd and the loss of product justify any amount of effort to work out, make known and use a proper org bd.

Man instinctively uses an org bd and protests the lack of one. The rawest recruit walking aboard a ship assumes the existence of an org bd, if not a posted one, at least a known one. He assumes there will be somebody in charge and that different activities will be under different people. When there is no known org bd he protests. He also feels insecure as he doesn't know where he fits into this organization.

Almost all revolts are manned by people who have been excluded out and are not on the country's org bd. This is so true that the ridiculous circumstance recently occurred in the US. The president found he had "professional relief receivers." Certain people had assumed the status of "government dependent" and were giving this as their profession. It was of course a post of sorts. And because it wasn't admitted as a post by the government there were some riots.

The effort to belong or to be part of is expressed by an org bd. A person with no post is quite miserable. A person with an unreal post feels like a fraud or a mistake.

Morale then is also considerably affected by the quality of an org bd or its absence.

The overall test for the group, however, is its viability. Viability depends on having an acceptable product. Groups which do not have an acceptable product are not likely to survive.

The volume and acceptability of a product depends in no small measure on a workable known org bd. This is true even of an individual product.

An individual or small group, to get anywhere at all, requires a very exact org bd. The oddity is that the smaller the group the more vital the org bd. Yet individuals and small groups are the least likely to have one. Large groups disintegrate in the absence of an org bd and go nonviable in the presence of a poor one.

The quality of a product, usually blamed on individual skill only, depends to an enormous extent upon the org board. For example, one disorganized mob that was trying to make a certain product was worked to death, harassed, angry at one another and had a wholly unacceptable product at about twice the usual cost; when organized to the degree of a third, still without proper schedules, still largely untrained, they began to turn out an acceptable product at about half the effort—so even *some* organization worked.

The product volume and quality depends utterly and totally upon the org board and hats and their use. You can train individuals endlessly but unless they are operating on a workable org bd they will still have a poor or small volume product.

The traditional reliance of British intelligence on star agents instead of organization cost them (along with misused PR) their empire.

Lack of a known and real org bd can spell failure. And lack of knowledge of the *subject* of organization has to be substituted for by pure genius at every point.

Thus to make anything at all, to improve any product, sustain morale and distribute work equitably and make it count, one has to have a real and a known org bd.

So how do you make one?

An org bd is made up of hats.

The definition of a hat is the "beingness and doingness that attains a product."

Let us take a train:

The engineer wearing his engineer hat has the title of engineer. That's the beingness.

He accepts orders, watches signals and general conditions, operates levers and valves to regulate the operation of his engine and to start, change and stop. That's the doingness.

He safely and on schedule moves the train passengers and/or freight from one location to another. A moved train and load is the product.

So how do we find out there is a hat called engineer?

As people are continually accepting or viewing already existing posts, when you ask them to dream up an org bd they at first may not realize that you are asking them to *invent* the correct posts.

They don't have to invent "engineer." Everybody knows "an engineer runs a train."

So if you didn't know this? You'd have to figure it out.

One would do it this way. One would have to think along these lines:

The idea comes about because of a concept that people and goods have to be moved over distances on land. Or that a new area building up has to have transport of people and goods from and to it.

Ah. This will be viable in an economic framework because people will pay to be moved and pay for their goods to be moved.

Trains do this.

So let's use trains.

Arranging finance (or by prepayment) and obtaining a franchise for a right of way, track is laid, rolling stock and stations and roundhouses are built.

Now it emerges that somebody has to drive the train. So somebody had better be hired to drive the train.

So there comes into view the *post* of engineer.

How do we know this? Because we have to have a *product* of moved people and goods. That was what we were trying to do in the first place.

Therefore, the engineer hat.

So supposing now we did not have any org bd at all.

The engineer hat would be the only hat. So he collects fares, runs stations, fixes his engine, buys fuel, loads the cars, sells stock . . .

Wait a minute. If the engineer did all that the following would happen:

1. He would be exhausted.
2. His temper would be bad.
3. He would have machinery breakdowns.
4. He might have wrecks.
5. The railroad property otherwise unhandled would disintegrate.
6. He would have a low volume of product.
7. His product would be uneven and bad as he could maintain no schedule.
8. There would shortly be no railroad.

Now let's go wog and "solve" this.

Let's appoint a person for each station and say "There we are!"

Well, it would still be a mess.

So let's hire more engineers and more station agents and more engineers and more station agents . . . and wind up with a confused mess, a huge payroll and a lousy product. That's how governments do it. And it is notable that current governments have no product but disaster.

No, we have to solve this in quite another way.

We do not get anywhere and we will not get a sensible org bd and nothing will work or be viable unless WE COUNT THE PRODUCTS CORRECTLY AND DEVELOP HATS TO ATTAIN THEM.

When we have done this we can arrange the hats on an org bd so there is a *flow* and command channels and communication channels and we've got an org bd.

You cannot work out an org bd until you have counted products!

As volume increases you estimate the products before the final product and hat those.

Quality of final product depends on a real org bd and hats, both complete, real and trained in and the functions DONE.

Let us see now how you break down a *final* product into the products which, put together, comprise it.

We have the final product of a railroad — viably moved loads. How many lesser products go into the big product?

There is a matter of machinery here. Any machine has *two* products: (a) the machine itself in good operating condition, (b) the product of the machine. A repairman and

machine shop man and a roundhouse keeper each has a product under (a). That is just for the machine, the engine.

Under (b) we have what the machine itself produces (hauled trains in the case of an engine).

Here we have then two major products — and these break down into lesser products, earlier in sequence to the final product.

There is even an earlier product to these — bought engines. And an earlier product to that — finance for equipment.

As for the load itself, a delivered load, accepted by a consignee at the end, as you back up the sequence you will find a product — stored freight. And before that — unloaded freight. And before that — moved freight. And before that — loaded freight. And before that — freight assembled for shipment. And before that — freight contracts procured. And before that — advertising placed in public view. And before that — surveys of public freight requirement. And before that — survey for activities requiring freight service.

Each one of these products is a hat.

Surveying this again we see there's no charges or money involved so no economic viability. Thus we have a product, money made. This has earlier hats of course. The bewilderment of some people (and a lot of executives) who gape at a no-dough situation is laughable. They aren't product-minded. They think money falls into a company's lap or out of a TV set. They can't think the product sequence necessary to obtain money. So they go broke and starve. There are always a lot of prior products to the product MONEY. Fixated people just fixate on money itself, have no product sequence and so go broke or are poor.

Someone has to have a desirable product that is sold for more than it cost to produce and has to sell it and deliver it to have money. Money even makes money. And even a pool of money has to have a product sequence or it vanishes.

Even in socialism or communism the how does it support itself question must be understood, answered, its product sequence identified, org boarded and hatted. In such a moneyless society the org boarding has to be much tighter as money adds flexibility and lack of it as a working factor makes problems that are hard to solve.

ORGANIZING

In order to organize something one only has to:

1. Establish what is the final product.
2. Work backwards in sequence to establish the earlier products necessary to make each next product and which all in a row add up to the final product.
3. Post it in terms of vertical greater and greater completeness of product to get command channels.
4. Adjust it for flows.

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5. Assign its comm sequence.
6. Work out the doing resulting in each product. Write these as functions and actions with all skills included.
7. Name these as posts.
8. Post it.
9. Drill it to get it known.
10. Assemble and issue the hats.
11. Get these known.
12. Get the functions done so that the products occur.

This is what is called "organizing."

As a comment, because railroads *didn't* fully organize, their viability decayed and they ceased to be so used.

Railroads think it's the government or airplane rivalry or many other things. It isn't. They had too many missing hats, were actually too disorganized to keep pace with the society's demands, ceased to fully deliver and declined. In fact there has never been a greater need of railroads than today. Yet, disorganized, badly org boarded and hatted, they do not furnish the service they should and so are opposed, government regulated, union hammered and caved in.

To have a quality product, organize!

To raise morale, organize!

To survive, organize!

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HCO POLICY LETTER OF 29 OCTOBER 1970
ISSUE I

REMIMEO
EXEC HATS

ORG SERIES 10

THE ANALYSIS OF ORGANIZATION BY PRODUCT

The different products involved in production are:

1. Establishing something that produces. (Product 1)
2. Operating that which produces in order to obtain a product. (Product 2)
3. Repairing or correcting that which produces. (Product 3)
4. Repairing or correcting that which is produced. (Product 4)

Example: A typewriter is manufactured and located on a desk. This is establishing something that produces as in (1). A typist operates or runs the typewriter which thus produces typed sheets, stencils, etc., which are the product produced. This satisfies (2) above. The typewriter from various causes eventually requires repair in order to continue to produce. This satisfies (3). The correction of things typed would satisfy (4).

These are the four basic PRODUCTS involved in production.

Thus there are really four basic products necessary to a production activity. These are:

1. The established machine
2. The machine's product
3. The corrected machine
4. The corrected product

That makes a minimum of four products for any production cycle.

Three major factors govern every product. These are:

A. Quantity

B. Quality

C. Viability

Quantity would be an acceptable, expected or useful volume.

Quality would be the degree of perfection of a product.

Viability would be the longevity, usefulness and desirability of the product.

As *each* product in the four listed above has *three* factors in each product, there are then twelve major points (4 x 3) regulating production.

Product 1 — Establishing the typewriter, contains:

i. The quantity of typewriters established

ii. The quality of the typewriters established

iii. The viability of the typewriters established

Product 2 — The product of the typewriter (typed things) also has three:

iv. The quantity of the typed things

v. The quality of the typed things

vi. The viability of the typed things

Product 3 — The repair of the typewriter itself also has three factors:

vii. The quantity (amount) of the repair

viii. The quality of the repair

ix. The viability of the repair

Product 4 — The correction of the thing produced.

x. The quantity (amount) of the corrected product

xi. The quality of the corrected product

xii. The viability of the corrected product

Thus to get a product "typed things" there are actually twelve separate factors.

This applies to all machinery. For instance, there is the generator that produces and there is the thing (electricity) produced by the generator. There is the repaired generator. And there is the corrected electricity (such as reducing its voltage or converting it).

Now if you did not know that you were handling twelve factors in producing electricity the tendency would be to "just run the generator" and ignore the actual factors governing production.

The results of this would be total operation only. The generator would soon go to pieces. The electricity furnished would vary all over the place and blow out other equipment. There would be no funds to repair or replace the generator when it broke down. By paying little attention to products (as the wog world often does) or by shifting their importances — giving total importance to running it — there would

soon be *no* viability at all. The end result would be two wrong products — scrap metal that was once a generator and no electricity.

Now, surprise, surprise! An organization composed of people is influenced by these same things!

Org Product 1 is putting it there.

Org Product 2 is what the org produces.

Org Product 3 is the repair of the org.

Org Product 4 is the correction of the org's product.

If we do not know these products and factors exist, continual mistakes can be made just as bad as just running a generator. Instead of the desired final product which is offered and sold and delivered, we get scrap paper and insolvency.

To establish an org one has to put one there. This requires a desirable and economic product of the org envisioned, the technology of making the final product, the technology of making and handling the org, the procurement of a location, recruitment, an org bd, hats, and training and the equipment and materiel needed to produce the final product and the obtaining of the raw material to make the final product. Thus established, it must be done so that:

i. The amount of org is created proportionate to its final product demand.

ii. The quality of the org itself — shabby, posh, active or lazy, etc.

iii. The viability of the org (how long will it last economically, how will it expand, does income exceed outgo, etc.).

The product of the org itself is regulated by:

iv. The quantity of product produced (which must be of sufficient volume to satisfy demand).

v. The quality of the org's product or products (which must be adequate to satisfy those requiring and paying for the production).

vi. The viability of the org's product (how long does it last and is it adequate for its value).

The repair of the org itself must be:

vii. The quantity or amount of repair necessary to make the org functional (which may amount to simply giving it a new letterhead or rebuilding the whole place, nearly the establishing product again).

viii. The quality or expertness of the repair (a bad one could destroy the place).

ix. The viability of the repair (if the right Why is handled the repair as a product will last a long time and if a wrong reason for decline is handled the place will just cave in again).

The correction of the org's product to obtain a uniformly satisfactory product:

x. The quantity (proportion) of the org's product that has to be corrected (which might require, if too high, the repair of some part of the org itself).

xi. The quality of the correction (expert and can be afforded and itself nondestructive).

xii. The viability of the product corrected. (Will it last and be nearly as good as the better produced product?)

All these factors must be consulted.

ANALYSIS

If one understands these factors and realizes they are all present in running an eggbeater or the world's biggest oil company, one will not be groping around in rags.

A checklist of the twelve factors influencing the four major products can be made up and each point as it relates to an org can be studied about a particular org.

One has here the basics. From these there can arise a near infinity of lesser items.

When one does not know these basics one flounders endlessly while attempting to handle a post, a portion of an org or the whole org. One gets into a frantic correct the errors and outpoints or goes into apathy as he has no guidelines.

However, using these basics, one can easily check them off and so see what he has to do to more closely approach the ideal.

In Dianetics and Scientology, for example, the final pc product of Flag auditors trained on the same HCOBs as field auditors, on *rougher* pcs, is infinitely better than the pc product elsewhere. This is a puzzle. The clue is not in auditing at all. It lies in an earlier product — training. A Class VI or a Class VIII Auditor on Flag was trained (a) more rapidly (amounting to as little as 1/6th of the time in an org) and (b) more honestly and (c) the Flag auditor is expertly corrected as a product when he begins to audit until the auditing product is perfect. The training (quantity, quality and lasting quality) on the course is better and the training extends to training on post until the auditor's product (the auditing of the pc and the pc) need little or no product correction. The equivalent used to be required HGC training — on-post training — for a staff auditor to become a *staff* auditor. In no org did auditors go fresh from school into auditing with no further training. This went out in some orgs. The product "corrected auditor" became a missing product. Thus Flag auditing produces a better product as *that* product — corrected auditor — exists on Flag.

This is given to show the *use* of the product factors.

Where any of these products or factors are missing, the viability of the whole is shaken. By using them the whole becomes viable.

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HCO POLICY LETTER OF 1 NOVEMBER 1970
ISSUE I

REMIMEO

ORG SERIES 11

ORGANIZATION AND MORALE

Morale is a large factor in organizing.

An executive is utterly dependent upon the willingness of those who work for him. *(How to Live Though an Executive)*

Willingness, while it is also a factor in morale, is also a manifestation of morale.

Morale, the tone of a group, is the target of "do-gooders," the "one-worlders," the labor agitator, the commie agent, the local minister and a general mixed company of often well-meaning but nevertheless deadly people.

"You poor fellow. They treat you so badly . . . we will take up this great injustice . . . workers should have everything free . . . communist imperialist aggressors against poor working people . . . You poor fellow, God will make you welcome in his heaven from this earthly toil . . . Kill the managers . . . Down with law and order . . ."

Well, it all winds up in revolution eventually and mounds of dead workers and a few dead managers.

So let's look this over.

If you can do something about an ill situation you do. If you can be effective, you can at least make the situation easier. If you can't do that you can sympathize.

Sympathy with the abused apparently not only does no good but winds up in revolt!

How?

You have this young girl, see. She is wearing last year's dress. No new clothes. So you say, "You poor thing wearing last year's dress." Up to now she wasn't worried about it. Now she says, "I wish I had some new clothes." And you say, "You poor thing. Doesn't your mother ever buy you new clothes?" "No." "The beast!" She goes home and revolts.

Get it?

The UN says, "Every woiker, he got to have job, house, lotsa dough." Worker says, "Who? Me?" "Yes you poor downtrodden sod." And the UN says, "United States. You

rich. You pay!" US pitches out the foreign aid. The countries take the dough and revolt and elect a military junta that chops off heads every hour on the hour.

The one-world do-gooders in the US say, "US, you pay poor fired woikers!" US puts out sixty-three billions. You can't walk down a street. Riot and insurrection.

Why?

Sympathy. But not one brain cell worth of organization.

People want to be part of things, part of life.

If the clodheads that pass for modern politicians had the ability to organize and handle an economy (in big countries or small) people could easily be part of things and build the place up. It is in fact a highly skilled activity. And currently quite beyond the heads of nations. Or they wouldn't have unemployment, riots, inflation and future death.

Take Russia. (You take her, I don't want her.) She had half a century of growing revolt. The oatmeal-brained Romanoffs spent their rubles on war and secret police. Up jumped Lenin, "You poor woikers!" Revolt. Dead czar. Dead Russia. Their "workers' paradise" can't feed itself. The czars were supremely awful. Their commissars weren't even that good. One secret policeman per worker was about the ratio in Stalin's day.

Let's be practical. Who is going to build this UN house for the poor worker? Who is going to pay the billions except the worker?

And if, as we so glaringly see, the end product of all this "poor worker" is riot and civil commotion, insurrection and piles of dead workers then mightn't there be something a bit awry with its morale value?

Sympathy is a morale depressant. And knowingly or not, a morale destroyer.

If the person who sympathized was good enough to do something about it he would.

There's nothing at all wrong with righting evil conditions. Far from it.

But if you want to better things KNOW HOW TO ORGANIZE.

Don't just stir up a revolt that will get workers machine-gunned.

If the chronic moaner knew how to throw together an organizing board and groove in the lines, as part of the state or the opposition, he could certainly change things for the better.

Organizing is the know-how of changing things.

Good morale is the product of good organization!

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If you organize something well and efficiently you will have good morale. You will also have improved conditions.

Wherever morale is bad, organize!

A very careful survey of people shows that their basic protests are against lack of organization. "It doesn't run right!" is the reason they protest things.

Inequalities of workload, rewards unearned, no havingness, these are some of the things that are snarled about.

They are cured by organizing things.

Russia Siberiaed or shot all her managers, thinking managers and capitalists were the same thing. Then she couldn't feed her people.

And you can't even discuss morale as a subject when a country has to be held together with barbed wire frontiers to hold in its own secret policed people!

The only thing I really have against communists is that they know how to make a revolt but not how to make a country.

And the only thing I have against the capitalist do-gooder is that all the corn and games in the world will not make a viable country.

Neither system winds up in happiness or high morale.

The physical universe is no rose bed. But it can be confronted and can be lived in by a group.

Wherever you see bad morale, behind it you will see chaotic disorganization.

A nation or an org follow the same laws.

Disorganization from any cause deprives people of wanted beingness, doingness and havingness.

When you deprive people of those things you're going to have pretty awful morale.

And only organization and very good organization will bring about beingness, doingness and havingness.

All three factors must be served. And purpose and reason must exist.

A bum with a handout sandwich is a bum with a handout sandwich. You can't change anyone upward with sympathy. It is a witch's weapon, a devil's curse. But you *can* change someone upward with organization.

Bad organization = bad morale.

Good organization equals good morale.

And good organization is something worked on by a group, not ordered under pain of death.

The only tops that get blown when effective organization starts going in are those who don't want others to have things and take delight in suppression—in other words, good organization is only opposed by those who have reason to fear others. For in organization lies the secret of a group's strength.

A small group thoroughly organized can conquer the disorganized billions. And have excellent morale while they're doing it!

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HCO POLICY LETTER OF 2 NOVEMBER 1970
ISSUE I

REMIMEO

ORG SERIES 12

THE THEORY OF SCIENTOLOGY ORGANIZATIONS

This "HCO Bulletin" 21 Sept. 58 explains how a Scientology organization differs from "the industrial ideal."

The industrial idea of organization is a cogwheel-type organization with each member of it totally fixed on post, doing only exact duties, with all cogwheels intending to mesh. The industrial idea does not differentiate between a *machine* and a human or live organization.

The product laws (Products 1, 2, 3 and 4 as given in this Org Series) apply to both a live organization and a machine organization and any organization. Since a live and a machine organization hold these laws in common, the industrialist confuses the live organization and the machine organization.

HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT, also carries a mention of this difference between a live and a machine organization.

As the industrial idea has already been mentioned in this Org Series, and as this Org Series mainly applies to live (not machine) organizations, and as people tend to fall into a machine organization pattern (and also to use a live organization to *not* know their own specialty best) this earlier issue on live organization is published in full:

HUBBARD COMMUNICATIONS OFFICE
LONDON (ISSUED AT WASHINGTON)

HCO BULLETIN OF 21 SEPTEMBER 1958

FOR ALL STAFF
MEMBER HATS

THEORY OF SCIENTOLOGY ORGANIZATIONS

An organization is a number of terminals and communication lines united with a common purpose.

The actions of an organization can all be classified under the heading of particle motion and change. To analyze a post or a department or an organization, make a list

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of each particle it handles (whether types of bodies, types of comm or any other item) and follow each item from the point it enters the post or department or organization to the point it exits. If a particle isn't handled *properly* and passed along *properly* there is a confusion or a dead end. To organize an organization requires more than theory. One has to inspect and list the particles and get their routes and desired changes of character en route. Then he has to see that terminals and comm lines exist to receive, change and forward the particle. All types of particles belong to somebody, are handled some way, come from somewhere and go somewhere. There are no confusions when lines, terminals and actions exist for each type of particle.

Judgment and decision are needed in every staff post. If the handling of items are just "petty details" then so is your fellow man a "petty detail."

There are no laborers in a Scientology organization. We are all managers of these particles.

Routes of handling are not orders to handle but directions to go. A route is not necessarily correct for all cases. It is only correct for most cases. Robots can't handle livingness. Robot organizations and robot civilizations fail. They only *seem* to work — like the commie empire *seems* to work until you find out everyone is starving to death in it. A *perfect* organization is not a machine but a pattern of agreements. A route is only the *agreed upon* procedure. It is not only occasionally broken, it now and then should be. The terminals involved make the agreement or the route doesn't work. A route along terminals that never agreed is no route but a labyrinth. People agree to postulates they can understand and appreciate. Hence, a route and handling begins with a particle, develops with a theory, comes to life with an agreement and continues to work because of judgment and decision.

The routing, the comm lines, the pattern of an organization do not do the work. The work is done by living beings using good sense and skill. The organizational pattern only makes their work easier and lessens confusion and overburden. Governments, armies, big research bureaus reduce themselves down to routes and titles. They don't work. They don't do work. They allow for no human equation. Therefore, slave societies (composed only of routes and unthinking terminals) are always beaten eventually by free peoples. There is a point where routes and exact procedures become unworkable, just as there is a point, facing a volume of work, that individuality and no teamwork becomes unworkable. An optimum organization is never severely either one. Total individualism and total mechanization alike are impossible. So if you or your department or your organization seem to be too heavily inclined to either one, *yell* don't talk. A bad organization will fire you and you can do something more profitable. A good organization will listen. BUT — always have a *better* idea than the one in use. Grumbling, refusing to work don't work. A better idea, talked over with the terminals on either side of you, put down in concise writing, submitted, will be put into action in a good organization. Of course, there's always a chance that the new proposed handling throws something out of gear elsewhere. If it does, you have the right to know about it.

An "organization" doesn't get the work done. As an orderly plan it helps its terminals get the work done. The staff as individuals do the work. An organization can help or hinder getting the work done. If it helps, it's good. If it hinders, it should be examined thoroughly.

An organization can work wholly at "taking in its own laundry." All the work that gets done is the work generated inside the shop by unreal routes and weird changes of particles. This is a government circa mid-twentieth century. Its highest skill is murder which in its profundity it makes legal.

A totally democratic organization has a bad name in Dianetics and Scientology despite all this talk of agreement. It has been found by actual experiment (LA 1950) that groups of people called on to select a leader from among them by nomination and vote routinely select only those who would kill them. They select the talkers of big deeds and ignore the doers. They seem to select unerringly the men of average skill. That is never good enough in a leader and the people suffer from his lack of understanding. If you ever have occasion to elect a leader for your group, don't be "democratic" about it. Compare records as follows: Take the person who *is* a good auditor, not just says he is. Take the person who has a good, not necessarily the highest, profile and IQ. Take the person who can grant beingness to others. And look at the relative serenity and efficiency of any past command he may have had. And even then you're taking a chance. So always elect temporarily and reserve the right of recall. If his first action is to fire people, recall him at once and find another leader. If the organization promptly prospers, keep him and confirm the election by a second one. If the abundance of the organization sags in a month or so, recall and find another. Popularity is some criteria — but it can be created for an election only, as in the US. Select in an election or by selection as an executive the person who can get the work done. And once he's confirmed, obey him or keep him. He's rare. But beware these parliamentary procedure boys and girls who know all the legal and time wasting processes but who somehow never accomplish anything except chaos. A skilled, successful leader is worth a million impressive hayseeds. Democracies *hate* brains and skill. Don't get in that rut. In the US War between the States militia companies elected their officers with great lack of success in battle. They finally learned after tens of thousands of casualties that it was skill not popularity that counted. Why be a casualty — learn first. Democracy is only possible in a nation of Clears — and even they can make mistakes. When the majority rules, the minority suffers. The best are always a minority.

WHAT IS YOUR JOB?

Anything in an organization is your job if it lessens the confusion if you do it.

Your being exactly on post and using your exact comm lines lessens confusion. *But* failure to wear another hat that isn't yours now and then may cause more confusion than being exactly on post.

The question when you see you will have to handle something not yours is this: "Will it cause less confusion to handle it or to slam it back onto its proper lines?"

Example: A preclear wandering around looking for somebody to sell him a book. You see him. The book sales clerk isn't there. The books are. Now what's the answer? You'll create a little confusion if you hand him a book, take his money and give it to the book sales later. You'll create confusion for your own post and the organization if you go chasing around trying to find "book sales terminal." You'll create a feeling of unfriendliness if you don't help the preclear get his book. Answer it by deciding which is less confusing. You'll find out by experience that you can create confusion by

handling another's particles *but* you will also discover that you can create confusion by not handling another's particles on occasion.

The only real error you can make in handling another's particles is to fail to tell him by verbal or written comm *exactly* what you did. You stole his hat for a moment. Well, always give it back.

Remember, in a Scientology organization every *Scientologist* on staff potentially wears not just his own but *every* hat in the organization. He has to know more jobs than his own. Particularly jobs adjacent to his post. He often has to do more jobs than his own because those jobs have to be done and he sees it. A non-Scientology member of an organization is only limited in what he can do in the organization by lack of know-how. But the limitation is applicable only to instruction and auditing. But a Scientologist: he may find himself wearing any hat in the place including mine. And others may now and then wear his hat.

A staff member gets the job done of (1) his own post, (2) his department and (3) the whole organization.

People who are *always* off-line and off-post aren't doing their own jobs. When we find somebody always off-post and in our hair, we know if we look at *his* post we'll find a rat's nest. So there are extremes here as well.

HOW TO HOLD YOUR JOB

Your hat is your hat. It is to be worn. Know it, understand it, do it. Make it real. If it isn't real, it is *your fault* since you are the one to take it up and get it clean with an executive. If he doesn't straighten it up so you can do it, it's still your fault if it's not done.

You hold a job in a Scientology organization by doing your job. There are no further politics involved — at least if I find out about it there aren't. So do your job and you've got a job. And that's the way it is.

But on post or off, we only fail when we do not help. The "public" only objects to us when we fail to help or when we fail to answer their questions. So we have two stable data on which we operate whether we're on post or not:

HELP PEOPLE!

ANSWER PEOPLE'S QUESTIONS EXACTLY!

When you don't you let everybody down.

NEATNESS OF QUARTERS

— THE PUBLIC KNOWS US BY OUR MEST —

A part of everyone's hats is keeping a good mock-up in people, offices, classrooms, quarters.

Keep your desk and your MEST neat and orderly. It helps.

And when you see things getting broken down or run down or dirty, fix them or clean them or if you can't, yell like hell on the right comm line.

THE DESPATCH SYSTEM

The despatch system is not there to plague you but to help you.

Except when you've got to have speed, *never* use an interoffice phone to another terminal. And never write a despatch and present it and *you* at some other point at the same time. That's "off-line" just as a phone is "off-line." A good use of the organization's lines reduces confusion. The other guy is busy, too. Why interrupt him or her unnecessarily with routine that should go on the lines? You'll usually get an answer in the same day or at least in 24 hours. The organization's comm lines are pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

A comm line can be jammed in several ways. Principal of these is *entheta.* Ask yourself before it goes on the lines—it's bad news but is it necessarily important? Another is *overburden.* Too much traffic jams a line. Too long a despatch doesn't get read. Another is *too little* data. That can jam a line but thoroughly. It takes more despatches to find out what goes. Another way is to bypass the line itself—this jams the terminal. The final way, in broad classes, to jam a comm line is to *put erroneous data* on it.

The last is a pet hate of Scientology people. Generally its form is "everybody knows." Example: "They say that George is doing a bad job," or "Nobody liked the last newsletter." The proper rejoinder is "Who is Everybody?" You'll find it was one person who had a name. When you have critical data omit the "everybody" generality. Say who. Say where. Otherwise, you'll form a bad datum for somebody. When our actions are said to be unpopular, the person or persons saying so have names.

IN SUMMARY

A post in a Scientology organization isn't a job. It's a trust and a crusade. We're free men and women—probably the last free men and women on Earth. Remember, we'll have to come back to Earth someday no matter what "happens" to us. If we don't do a good job *now,* we may never get another chance.

Yes, I'm sure that's the way it is.

So we have an organization, we have a field we must support, we have a *chance.*

That's more than we had last time night's curtain began to fall on freedom.

So we're using that chance.

An organization such as ours is our best chance to get the most done. So we're doing it!

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HCO POLICY LETTER OF 13 NOVEMBER 1970

REMIMEO

ORG SERIES 13

PLANNING BY PRODUCT

One of the cycles or correct sequences of action is:

BE — DO — HAVE

This sequence is often altered in orgs and even in individuals. Be is first in the physical universe, Do is second, Have is third.

By getting it out of sequence a considerable confusion can be generated.

A lot of riddles of human behavior can be solved by realizing this goes out of sequence or gets omissions.

The Spanish peasant and the Spanish officials go to war at the drop of a straw. Their history is jammed with revolts. The peasant knows that if he is a peasant (be) and does his work (do) he should have. The Spanish official is stuck in BE. He *has* so he can *be* and he doesn't have to *do* anything. Also a degree or title in Spain is a BE and there is no *do*. So there is no *have* unless it comes from the peasant. The two altered cycles collide.

Juvenile delinquency and shattered lives in the West stem directly from corruptions of this cycle.

Children in the West are commonly asked, "What are you going to BE when you grow up?" It is a silly question and can drive any child up the wall. Because it's the wrong question — hits the wrong end of the cycle. He can't work out his personal org bd easily.

He is also asked, "What are you going to DO in life?" That's just as bad. It is quite difficult to answer.

You have to do an org bd backwards — establish the product (have), find out what to *do* to achieve it and only then really can you accurately discover what one has to BE to accomplish this.

A lot of people and businesses fail because they don't do this. A beingness taken first all too often winds up in a doingness without any havingness resulting.

If we asked children, "What do you want to PRODUCE in life?" we could probably get a workable answer. From *that* he could figure out what he'd have to do to produce

that and from that he could know what he had to BE. Then, with a little cooperation, he would be able to lead a happy and valuable life.

Concentrating on BE? one finds him ready to BE all right, but then he stands around the next fifty years waiting for his havingness to fall out of the sky or slide to him via a welfare state.

The above data, missing in society, contributes to juvenile delinquency, crime, the welfare state and a dying civilization.

It is a wrong personal org bd to BE only.

So it is with an activity or company.

What is the desired product that will also be desired by others? is the first question one asks in organizing. It must be answered before one can adjust or arrange finance or any org bd.

Then one asks what has to be *done* to produce that? And there may be a lot of dones figured out and put in sequence.

Now one can work on BE.

Thus you would have the basic ingredients of an org bd.

Here is a common altered cycle:

Mr. A has a truck — HAVE. He tries to figure out what to DO with it. He works it around to try to make money. He would usually go broke. As he supposes he already has a product — a truck, and he needs a product — "money," he rarely backs it up to a BE.

Some people's "think" gets all involved in altered sequences or omissions of the BE — DO — HAVE cycle.

An activity has several final products. All of them must be worked out and considered. Then one can work out the sequence of DOs (each with a product) in order to accomplish the final products. Only then can one work out the BE.

By omission or fixations on one of these points a person or an org can fail or perhaps never even get started.

Fixation on DO without any product in view leads to bored wandering through life.

Mothers even know this one. "Mama, what shall I do?" is a long-drawn refrain. Smart mamas often say "Make a cake" or "Make mud pies" or "Make a house." Dumb ones say "Go and play and stop bothering me!"

Armies, with guard or death "products," get obsessed with DO to a point where officers and noncoms will state "Get those men busy!" No product. Meaningless, often frantic and useless DO.

It could be said that any developed traffic (dev-t) comes from people who have no product.

Immense bureaucracies can build up where there are no realized or stated products.

Target policies and practice are successful because they state the desired product.

Unless one organizes from the final product the organization can get unreal and useless.

Even Russia could learn this one. Their "workers" are all trying to get to the university where they can BE. The Russian government was recently pleading with young people to become workers. But of course that's just another BE that implies DO. Russia has yet to realize her product was and is revolution. It's no wonder their main problem is how to feed and clothe and house their people.

Unless an org or a person knows exactly what the final product is for the org or a post, there'll be a lot of busyness but not very much havingness for anyone.

The answer is to figure out the final product and work back through the do of subprojects and you will then materialize a real org, a real beingness.

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HCO POLICY LETTER OF 14 NOVEMBER 1970

REMIMEO

ORG SERIES 14

THE PRODUCT AS AN OVERT ACT

When a product is nonexistent or bad it can be classified as an overt act against both the org and any customer.

You can estimate what the existing scene of a post really is by looking at its product.

When a flubby product is observed, you can at once approximate the existing scene.

The time it takes to achieve the product is also an estimation. A long time to achieve a small flubby product gives one a good idea of the existing scene.

This also estimates the amount of "noise" in an area.

Example: Post X is supposed to sort ruddy rods. There are no sorted ruddy rods ready. That's an omitted action. The post has to be ordered to sort ruddy rods. That's ordering someone to wear his hat which is altered sequence as he should have been wearing it already. The post must be a false terminal as it isn't wearing its hat. The product so far is no sorted ruddy rods. You order them sorted. You get bent tangled ruddy rods furnished after a long time period filled with dev-t. Estimate of existing scene — psychotic and an awful long way from any ideal scene. Actual quality of product — an overt act.

When several org members are furnishing a poor individual product, the org becomes difficult to handle as the person in charge is operating as correction not as establishment and org product.

Wherever an org's product is low in quantity and quality one must recognize that it contains several members who unconsciously furnish overt acts in the guise of post products and begin to straighten things out accordingly.

The road to sanity for such a person or org is a good grasp of organizing and products, making known the technology needed to produce a product, getting it properly done so that the person can then wear his hat.

If this still doesn't occur, personal processing is necessary as the personnel may well be dramatizing overt acts (harmful acts) by turning out a bad product.

The final product of an org is the combined products of all the members of that org directed to accomplish the final products of that org.

Stupidity, lack of a worked out org bd, lack of recognition of what the final org products should be, lack of training, lack of hats can produce poor final products. In an activity not doing well, the poor final product or its lack of any product is the compound errors in subproducts. An org where the product is pretty bad or nonexistent contains many elements — posts — in it which have as *their* individual "post products" not products at all but overt (harmful) acts.

Pride of workmanship is pride in one's own product.

Every post has some product. If the products of all posts in an activity are good and the product sequence is good then the final products of the org will be good.

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HCO POLICY LETTER OF 20 NOVEMBER 1970

(Also issued as an HCOB, same date and title)

REMIMEO

PERSONNEL SERIES 12
ORG SERIES 15
WORD CLEARING SERIES 18

ORGANIZATION MISUNDERSTOODS

By Scientology study technology, understanding ceases on going past a misunderstood word or concept.

If a person reading a text comes to the words "Felis domesticus" and doesn't know it simply means HOUSE CAT, the words which appear thereafter may become "meaningless," "uninteresting" and he may even become slightly unconscious, his awareness shutting down.

Example: "Wind the clock and put out the Felis domesticus and then call Algernon and tell him to wake you at 10:00 A.M.," read as an order by a person who didn't bother to find out that "Felis domesticus" means "house cat" or "the variety of cat which has been domesticated" will not register that he is supposed to call Algernon, will feel dopey or annoyed and probably won't remember he's supposed to wake up at 10:00 A.M.

In other words, when the person hit a misunderstood word, he ceased to understand and did not fully grasp or become aware of what followed after.

All this applies to a sentence, a book, a post or a whole organization.

Along the time track a crashing misunderstood will block off further ability to study or apply data. It will also block further understanding of an organization, its org board, an individual post or duties, and such misunderstoods can effectively prevent knowledge of or action on a post.

ALL THIS IS THE MOST COMMON CAUSE OF AN UNACCEPTABLE POST PRODUCT, OR NO PRODUCT AT ALL.

The difficulties of an organization in functioning or producing stem from this fact.

Personal aberration is the cause of products that are in fact overt acts.

Scientology technology today easily handles the personal aberration part of the problem, IF IT IS USED AND PROPERLY APPLIED. Leaving an org unaudited or being unable to figure out how to run a viable org so that it can afford to audit its staff members is asking for post or org products that are overt acts.

Employing persons of the Leipzig, Germany, death camp school (psychologists, psychiatrists) to handle personal aberration is like throwing ink in water to clean it

up. Governments stupidly do this and wonder why their final product as an organization is riot, war and a polluted planet. The point is not how bad psychology and psychiatry are, but that one does have to *handle* personal aberration in an organization, and these schools were too vicious and incompetent to do so.

Those who are personally very aberrated are not about to produce anything but an overt act. They are difficult to detect as they are being careful not to be detected. Things "just sort of go wrong" around them, resulting in a product that is in fact an overt act. But these constitute only about ten or twenty percent of the population.

The remaining eighty percent or ninety percent where they are nonfunctional or bungling are so because they do not understand what it's all about. They have in effect gone on by a misunderstood such as what the org is supposed to do or the admin tech they use on their posts or where they are or what their product is.

Earth organizations like governments or big monopolies get a very bad repute because of these factors:

1. Personal aberration of a few undetected and unhandled,
2. Inadequate or unreal basic education technology and facilities.
3. Inadequate or unknown organization technology.
4. Noncomprehension of the individual regarding the activities of which he is a part.
5. Noncomprehension of the basic words with which he is working.
6. Purposes of the post uncleared.
7. Admin of the post not known or comprehended.
8. Technology in use not fully understood.
9. A lack of comprehension of products.

Out of these nine things one gets organizational troubles and the belief that it takes a genius to run one successfully. Yet all the genius in the world will fail eventually if the above nine things are not handled to some degree.

The common methods currently in use on the planet to handle these things are very crude and time-consuming as the items themselves are either dimly comprehended or not known at all.

1A. Personal aberration is met by torture, drugs or death when it is detected. Yet only the very serious cases who are obviously screaming, muttering or unconscious are singled out, whereas the dangerous ones are neither detected nor handled at all and become with ease generals or presidents or dictators, to say nothing of lesser fry. Ten percent to 20 percent of any organization is stark staring mad, doing the place in so adroitly that only their actual product betrays them.

2A. Basic education as well as higher general education has become a mass-produced area crawling with bad texts and noncomprehension and used

mainly by hostile elements to overturn the state or pervert the race and its ideals.

3A. Organizational technology is so primitive as to change national maps and leading companies many times a century, an extremely unstable scene for a planet.

4A. Very few individuals on the planet have any concept of the structure of entities such as their country or state or company. Persons surveying the public in the US, pretending to advise acceptance of "new measures" already in the Constitution, were threatened for being revolutionaries. Hardly anyone knew the basic document of the nation's organization much less its rambling structure.

5A. The basic words of organization are glibly used but not generally comprehended, words like "company," "management," "policy." Vocabularies have to be increased before comprehension and communication occur and misunderstoods drop out.

6A. Post purposes are often glibly agreed with while something entirely different is done.

7A. Administrative actions involving posts are often only dimly comprehended and seldom well followed; but in this matter of communication, despatches, etc., the planet is not as deficient as in others except that these functions, being somewhat known, can become an end-all — tons of despatches, no actual product. In some areas it is an obsession, an endless paper chain, that is looked on as a legitimate product even when it leads to no production.

8A. The planet's technology is on the surface very complex and sophisticated but is so bad in actual fact that experts do not give the planet and its populations thirty years before the smoke and fumes will have eaten up the air cover and left an oxygenless world. (The converters like trees and grass which change carbon dioxide to oxygen are inadequate to replace the oxygen and are additionally being killed by air impurities coming out of factories and cities.) If the technology destroys the base where it is done — in this case the planet — it is not adequate and may even be destructive technology.

9A. The whole idea of "product" is not in use except in commercial industry where one has to have a car that sells or a washing machine that actually washes.

THE HARD ROAD

It is against this primitive background that one is trying to run an organization.

If it were not for improvements made on each one of these points, the task could be hopeless.

I have gone to some length to outline the lacks in order to show the points where one must concentrate in (a) putting an org together and (b) keeping it viable.

In these nine areas we are dealing with the heart of it in running orgs.

Enthusiasm is a vital ingredient. It soon goes dull when insufficient attention is paid to resolving and getting in these nine points.

Bluntly, if they are not gotten in and handled, the task of living and running a post or an org will become so confused that little or no production will occur and disasters will be frequent.

THE WORDS

The by no means complete list of words that have to be fully cleared and understood just to talk about organization as a subject, and to intelligently and happily work in an org EVEN AS ITS LOWEST EMPLOYEE is:

A company
A board of directors
Top management
Policy
Management
Programs
Targets
Orders
Technology
Know-how
Org bd
Post
Hat
Cope
Purposes
Organize
Duties
A checksheet
A checklist
A comm channel
A command channel
A relay point
A stable terminal
Double-hatted
A product
Aberration
VIABILITY

This is key vocabulary. One could draw up a whole dictionary for these things and no one studying it would be any wiser since it would become salted with other words of far less importance.

The way to do this list is sweat it out with a meter until one knows each can't mean anything else than what it does mean.

Out of a full understanding of what is implied by each, a brilliantly clean view is attained of the whole subject of organization, not as a fumble but as a crisp usable activity.

Unless one at least knows these words completely so that they can be used and applied, they will not buffer off confusions that enter into the activity.

Glibness won't do. For behind these words is the full structure of an activity that will survive and when the words aren't understood the rest can become foggy.

We *do* know all these needful things. We must communicate them and use them successfully.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 NOVEMBER 1970

REMIMEO

ORG SERIES 16

POLICY AND ORDERS

Probably the greatest single confusion that can exist in the subject of organizing is the reversal of "policy" and "orders."

When definitions of these two things are not clearly understood they can be identified as the same thing or even reversed.

When they are not understood plainly then staff members set their own policy and demand orders from top management, totally reversing the roles.

Confusion thus generated can be so great as to make an organization unmanageable. It becomes impossible for staff to do its job and management cannot wear its hat.

People in an organization obsessively demand orders from policy source and then act on their own policy. This exactly reverses matters and can be a continual cause of disorganization.

As policy is the basis of group agreement, unknown policy or policy set by the wrong source leads to disagreement and discord.

Demanding or looking for orders from policy source and accepting policy from unauthorized sources of course turns the whole organization upside down. The bottom of the org board becomes the top of the org board. And the top is forced to act at lower levels (order issue) which pulls it down the org board.

But this is not strange as we are dealing here with principles rather new in the field of organization, principles which have not been crisply stated. THERE IS NO EXACT ENGLISH WORD for either of these two functions.

POLICY as a word has many definitions in current dictionaries amongst which only one is partially correct: "A definite course or method of action to guide and determine future decisions." It is also "prudence or wisdom," "a course of action" and a lot of other things according to the dictionary. It even is said to be laid down at the top.

Therefore the word has so many other meanings that the language itself has become confused.

Yet, regardless of dictionary fog, the word means an exact thing in the specialized field of management and organization.

POLICY MEANS THE PRINCIPLE EVOLVED AND ISSUED BY TOP MANAGEMENT FOR A SPECIFIC ACTIVITY TO GUIDE PLANNING AND PROGRAMING AND AUTHORIZE THE ISSUANCE OF PROJECTS BY EXECUTIVES WHICH IN TURN PERMIT THE ISSUANCE AND ENFORCEMENT OF ORDERS THAT DIRECT THE ACTIVITY OF PERSONNEL IN ACHIEVING PRODUCTION AND VIABILITY.

POLICY is therefore a principle by which the conduct of affairs can be guided.

A policy exists, or should exist, for each broad field or activity in which an organization is involved.

Example: The company has a lunchroom for its employees. Top policy concerning it might be "To provide the employees cheaply with good food and clean fast service." From this the lunchroom manager could plan up and program how he was going to do this. With these approved they form the basis of the orders he issues.

Now let us say the manager of the lunchroom did not know organization and that he did not try to get a policy set or find if there was one and made up his own policy and planned and programed and issued his orders on that. Only the policy *he* makes up is "To make dough for the company."

Now the wild melee begins.

Top management (the lunchroom manager's highest boss) sees stenos eating cold lunches brought from home at their desks. And begins to investigate. How come? Stenos then say, "We find it cheaper to eat our own lunches." Top management finds coffee in the lunchroom is terrible and costs several shillings. Dried-out sandwiches cost a fortune. There is no place to sit . . ., etc. So top management issues *orders* (not policy). "Feed that staff!" But nothing happens because the lunchroom manager can't and still "make dough for the company." Top management issues more *orders*. The lunchroom manager thinks they must be crazy at board level. How can you make dough and still feed the whole staff? And top management thinks the lunchroom manager is crazy or a crook.

Now you multiply this several times over in an organization and you get bad feeling, tension and chaos.

Let us say top management had issued policy: "Establish and run a lunchroom to provide the employees cheaply with good food and clean fast service." But the lunchroom manager hired knew nothing of organization, heard it, didn't realize what policy was and classified it as a "good idea." Idealistic, probably issued for PR with employees. "But as an experienced lunchroom man I know what they really want. So we'll make a lot of dough for the company!"

He thereafter bases *all* his orders on this principle. He buys lousy food cheap, reduces quality, increases prices, cuts down cost by no hiring and does make money. But the company gets its income from happy customers who are handled by happy staff members. So the lunchroom manager effectively reduces the real company income by failing to cater to staff morale as was intended.

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UNPREDICTABLE

It is a complete fact that no top management can predict WHAT policy will be set by its juniors.

The curse of this is that top management depends on "common sense" and grants greater knowledge of affairs to others at times than is justified. "Of course anybody would know that the paper knives we make are supposed to cut paper." But the plant manager operates on the policy that the plant is supposed to provide employment for the village. You can imagine the squabble when the paper knives which do NOT cut paper fail to sell and a threatened layoff occurs.

Nearly all labor–management hurricanes blow up over this fact of ignorance of policy. It is not actually a knowing conflict over different policies. It's a conflict occurring on the unknown basic of unknown or unset policy of top management and the setting of policy at an unauthorized level.

ORDERS

"Order" takes up two small print columns of the two-ton dictionaries.

The simple definition is:

AN ORDER IS THE DIRECTION OR COMMAND ISSUED BY AN AUTHORIZED PERSON TO A PERSON OR GROUP WITHIN THE SPHERE OF THE AUTHORIZED PERSON'S AUTHORITY.

By implication an ORDER goes from a senior to juniors.

Those persons who do not conceive of an organization larger than a few people tend to lump all seniors into order-issuers, tend to lump anything such a senior says into the category of order and tend to lump all juniors into order-receivers.

This is a simple way of life, one must say.

Actually it makes all seniors bosses or sergeants and all juniors into workers or privates. It is a very simple arrangement. It does not in any way stretch the imagination or sprain any mental muscles.

Unfortunately such an organized arrangement holds good for the metal section of the shop or a platoon or squad. It fails to take into account more sophisticated or more complex organizations. And it unfortunately requires a more complex organization to get anything done.

Where one has squad mentality in a plant or firm, one easily gets all manner of conflict.

Few shop foremen or sergeants or chief clerks ever waste any time in trying to tell the "rank and file" what the policy is. "Ours was not to reason why" was the death song of the Light Brigade. And also the open door to communism.

Communism is unlikely to produce a good society because it is based on squad mentality. Capitalism has declined not because it was fought but because it could not

cope with squad mentality. The policies of both are insufficiently embracive of the needs of the planet to achieve total acceptability.

An order can be issued solely and only because its issuer has in some fashion attained the right to issue the instruction and to expect compliance.

The officer, the chief clerk, the shop steward, the sergeant, each one has a license, a warrant, a "fiat" from a higher authority which entitles him to issue an *order* to those who are answerable to him.

So where does this authority to issue orders come from?

The head of state, the government, the board of directors, the town council, such bodies as one could consider top management in a state or firm, issues the authority to issue orders.

Yet such top persons usually do not issue authority to issue orders without designating what the sphere of orders will be and what they will be about.

This is the policymaking, appointment making level at work.

All this is so poorly and grossly defined in the language itself that very odd meanings are conceived of "policy" and "orders."

Unless precise meanings are given, then organization becomes a very confused activity.

Understood in this way, the following sentence becomes very silly: "The board of directors issued orders to load the van and the driver was glad to see his policy of interstate commerce followed."

Yet a group will do this to its board of directors constantly. "You did not issue orders . . ." "We were waiting for orders . . ." "I know we should have opened the doors but we had no order from the council . . ."

The same group members, waiting for orders to sit or stand by special board resolution, will yet set policy continually. "We are trying to let others do their jobs without interference." "I am now operating to make each member of my department happy." "I am running this division to prevent quarrels."

Ask officers, secretaries, in-charges, "What policy are you operating on?" and you will get a quick answer that usually is in total conflict or divergence from any board policy. And you will get a complaint often that nobody issues their division orders so they don't know what to do!

The fact is that POLICY gives the right to issue orders upon it to get it in, followed and the job done.

A group of officers each one issuing policy madly while waiting for the head of the firm to give them orders is a scene of mix-up and catastrophe in the making.

Policy is a long, long-range guiding principle.

An order is a short-term direction given to implement a policy or the plans or programs which develop from policy.

"People should be seated in comfortable chairs in the waiting room" is a policy.

"Sit down" is an order.

If policy is understood to authorize people to issue orders, the picture becomes much clearer.

"Clearing post purpose" is another way of saying "Get the policy that establishes this post and its duties known and understood."

Unless an organization gets this quite straight, it will work in tension and in internal conflict.

When an organization gets these two things completely clear, it will be a pleasant and effective group.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 1 DECEMBER 1970

REMIMEO

ORG SERIES 17

REALITY OF PRODUCTS

The character of the VALUABLE FINAL PRODUCTS OF AN ACTIVITY is something which must be established EXACTLY.

Example: Ajax Ball Bearings Ltd. did well for a while and then went into a decline. The exact change point into the decline coincided with a change to new stockholders and considerable executive and staff turnover. At first glance the Why would have seemed to be so many transfers — musical chairs. However, a complete survey shows that the definitions of Ajax valuable final products were changed from "useful ball bearings sold in quantity at a profit" to "world acceptance of Ajax." The big ad campaigns, internal shop and accounting policy shifts to accomplish this, the new fuzzy ideas about it and failure to spot the Why took Ajax down. Traced further it was found that the new advertising manager had originated this policy and the new board had only a foggy notion of its duties and knew nothing of "valuable final products." The whole company started "manufacturing" acceptance instead of ball bearings. The production shop got more and more idle, more and more neglected, had fewer and fewer men in it. Admin got more and more people and down, down, down went the stats.

A survey of any activity, requesting a list from each member of the company answering the question, "What are the valuable final products of this company?" can reveal much and can show that many are setting policies and doing things in the company name which have no real relation to what the company is doing and therefore drive the activity in contrary and conflicting directions.

After all it is the crew, staff members and workers who do the work. When they have to set their own policy and use their own ideas of the valuable final products, you can get a lot of conflicts and upsets which should never exist.

Make no mistake: An activity can be totally unmanageable and become nonviable over just these points. Possibly all labor–management upsets come from them.

1. Policy is set by top management after experience and agreed upon by others. Where policy is needed it should be requested from the top, not set independently by the supervisors or workers.

2. The valuable final products of an activity must be *very* carefully surveyed, established and clearly released at policy level AS POLICY.

Anarchy appears to fail (as it did before the Spanish revolution 1936) and strong central management succeeds around this one point of policy. Everyone sets his own in an anarchy. Businesses succeed only on that point and the precise establishment of valuable final products.

When the exact valuable final products are known and agreed upon, only then does successful group action become possible.

The car industry looks easy. The valuable final product is a car. But automotive labor and unions have not agreed to that. Their "valuable final product" is "a big paycheck." This one point damaged and may have irreparably destroyed the US economy in 1970 when General Motors, the country's largest industry, had a walkout and layoff. Failing to handle this one point GM management was failing duty as management (they lost their general manager last year due to a Ford maneuver of hiring him over, then firing him). Labor in this case ruined their future paychecks and lost thousands of jobs.

Forty years ago a similar inability to set policies and establish valuable final products began to wipe out the coal industry in the US. Under a John L. Lewis, the miners made coal mining economically impossible. Management, mostly absentee and careless, half a century before that had begun to make errors, run unsafe mines and look on an appearance in society pages as a valuable final product. Today "Appalachia" is a ruined poverty area. And oil is the fuel—of which there is little compared to US domestic coal.

So do not discount these two points. They are capable of wicked backlashes when not done right. They are the Why of not only organization failures but also the failures of civilizations.

PRECISE WORDING

The valuable final products of any activity small or large must be very precisely and totally listed and totally continually posted.

The valuable final products of a division should be on the org board under the division and the valuable final products of the org should be on the org board in a glaring red list.

Let us take a college. US colleges and others are so clouded up with "government projects" and "scientific findings" and "published papers" and "sport wins" and "general public awe of their greatness" that they have pretty well forgotten a "well-trained and successful student in the field of his major." So the student body product becomes "revolt." And the college product becomes "???" in the public mind. I do not speak idly. The very last thing a college wants in a student is one who is an individual success. A downtrodden anonymous member of some industrial team or an underpaid professor is about as high as a college will tolerate from their student bodies according to surveys. For several hundred years, since Francis Bacon (1561–1626) in fact, there has been no renowned philosopher who had not been eased carefully out of his college long before graduation. The list exceptions are tame sellouts like Dewey, part of the Leipzig death camper crew.

So here is civilization at risk. The valuable final product of its educational institutions is not stated and is neglected in favor of a multitude of false or valueless products. They are not known by their students but by their arrogance and political connections. This is not idle data. Failure to understand this fact of valuable final products began around 1862, the downfall of imperial Russia, spearheaded by its college students. Having no real valuable final product, clearly stated and agreed upon, opens the door to conflict not only in the company but in the state and the entire civilization. (Granted, imperial Russia stank, which is my exact point. So did Stalinism.)

Studying back and forth over history, poking about in old ruins, remembering, adding it up, the apparent causes of organizational decay are:

a. Failure to have an informed, trained top management capable of setting real policy in accordance with the need of the organization.

b. Failure of top management to set policy.

c. Company members, supervisors and workers setting their own policy out of agreement with or in ignorance of the needs of the organization and themselves.

d. Failure of top management to wisely, completely and precisely establish the valuable final products of the activity.

e. Ignorance of or disagreement with the valuable final products by workers and company members.

In a much more general sense we would have:

A. Unwise or unset policy.

B. Unreal or unstated or undone valuable final products.

These apply to any organization of any size. The most flagrant offenders are governments. I have never met a political leader or police officer who had a clue about valuable final products of the state. You or I might feel that "public safety" was a valuable final product of police, but the police don't say so.

In amongst psychiatry I have worked for hours trying to make numerous psychiatrists state what they were trying to accomplish. I have never even gotten one to hazard even a suggestion of why he was doing what he was doing, much less say "a cured patient" or "a safeguarded society."

The confusion on these points of valid policy and valuable final product is so great in the world of this writing as to be intolerable.

So do not feel strange that in our early organizations it has been hard to handle things — they were cheek by jaw with a society that believed itself a jungle and where "moral" standards were being set by the psychiatrists who gave the world Hitler and twelve million exterminated Germans.

When the society goes in this direction (war, murder, psychiatry) it conceives its valuable final product to be dead men.

Thus it is very, very important for us to get these hitherto obscure or unidentified principles up into the light where they belong and to USE them.

1. The beings of top management must be fully informed and capable of setting or knowing and publishing policy according to the need (including viability) of the organization which will be agreed upon by the whole activity. This means an informed, trained top management and includes org management.

2. Top management and managers must KNOW policy and be able to set or request policy where it is unknown or nonextant.

3. All members (top management, managers, supervisors, technicians, workers) must understand the mechanisms of setting policy, how to get it set, know policy that is set and know what is valid policy and who sets it.

4. The valuable final products of an organization must be known to, precisely and completely established and defined by top management.

5. The valuable final products of an activity must be known fully to and agreed upon by all beings in the organization including why and the abandonment of random products which are being done but which do not in any way add up to valuable final products.

ECONOMICS

The economics of any group is such that it cannot tolerate offbeat products and remain sound. This is true of any political group or commercial company.

All of the activities of a group in some way must add up to known valuable final products of a group or it will, as an entity, shatter.

Even in a "moneyless state," a barter economy, this remains factual.

Western civilization and Eastern alike have decayed on the altars of war gods. Diplomatic and political incompetence have squandered their efforts and brought them to inflation and then dust. A socialism where the population goes unshod or a capitalism where a barrowload of bucks will not buy a loaf of bread are paying for ignorance of their actual valuable final products and the squandering of funds and effort on side issues.

One cannot appropriate or apportion funds without an intimate knowledge of the valuable final products of the activity.

One cannot handle property unless one knows the valuable final products of the activity.

One cannot assign personnel without huge waste of manpower unless one knows the valuable final product.

Therefore *one must* be able to list and know the valuable final products of an activity before one can:

i. Do financial planning.

ii. Arrange, buy or sell property.

iii. Allocate spaces assigned for different functions.

iv. Assign personnel.

If one tries to do these things first and discover final products later, all efforts to organize will be cancelled.

CENTRAL AUTHORITY

The valuable final products must be agreed upon and issued as policy and additions to the list must be referred to the policymaking level of the group before being confirmed as valid.

The aimless meanderings of contemporary societies show the absence of such lists. It some time ago began to be stated and believed that society "just took in each other's washing"; and the joke, Parkinson's Law, in which bureaucracy multiplies automatically, both give evidence that society is believed not to have any valuable final products even as faint as "a good life."

Individual members of a group or society must know the valuable final products of the activity and must be in some agreement with them to have a successful group.

SURVEYS

Surveys of what should be the valuable final products show mainly the spirit of the matter. It should not be believed for a moment that a standard survey would apply: a standard survey being the adding up of the answers and taking the majority as useful.

Such a survey measures willingness concerning types or directions of activity.

Given this, setting the exact *things* the group can or should produce and wording them exactly requires a lot of looking and a lot of work.

What products of the group are economically *valuable*? This is the key point that will be overlooked. What, in short, can this group exchange with other groups or society that will obtain things the group does *not* produce? This is the heart of economics. The law of supply and demand applies.

This is too hardheaded an approach for a whole group to decide upon without a great deal of personal work.

If the group has a past to assess, then it will previously have produced products from time to time that did demonstrate economic value. A search for and a list of these is of primary value.

If the group has no past, it has some experience available from the society which it can employ.

It can be taken as a rule that group members will not identify or phrase the valuable final products. And it can be taken as another rule that it will in the course of time lose those products from its production that were valuable.

Final is another word that will probably escape grasp. Subproducts leading to final products will be given equal billing with the final product.

So three surveys have to be done.

What does the group think its final product should be? This gives willingness and direction.

What have been the previous valuable final product successes of the group? (That did exchange with other groups so the producing group can obtain things it does not produce.) This in a new group would be a survey of what similar groups have produced.

There would then be a period of intense and expert work by or for central policy authority where questions like: Have times changed? Were these items ever thoroughly offered? What was the relative value in light of their cost? Is recosting necessary due to money value changes? Which ones really brought value back to the group from others? Can we still produce these? Thus a list is drawn up, precisely worded.

Then the final (3rd) survey can occur. This is the issue of the reworked list above to the group to get them to look at it from their viewpoint and see if it is feasible and any points missed and any expert opinion taken amongst the experts in the group.

The final list of valuable final products could then be drawn and issued as policy.

A special watchdog production tally officer could then be appointed to make sure *these* valuable final products are being prepared for and produced.

Yes, it would take all that to get the list of valuable final products of an activity.

The valuable final product list does not come wholly from top management.

The list does not come only from the group.

Major social and business catastrophes occur when (a) no list is set, (b) top management only sets the list or (c) the group sets the list up.

Phrases like “a better world” or “a big car” or “lots of customers” are quite incomplete and unreal. Even the words “an auditor” or “a release” are correct but are not fully enough described to be good statements of a valuable final product.

A notable example of all this occurred in the car industry when Edsel Ford, ten years ago, did not survey past products and current demands and produced “The Edsel.” Henry Ford half a century earlier had established the company products as a cheap, small, rugged automobile that would put America on wheels and a big, expensive car to hold up the company image. “The Edsel” went in between and millions were lost and scores of dealers were wiped out. No survey. No precise product.

If all this seems commercial, remember that in any civilization a group has to buy or acquire those things it does not produce. This is true in capitalism, communism or tribal barter. There is no Santa Claus and even a corn and games welfare state can go broke and always has.

Thus the *valuable* final product of a group must be valuable to another group or individuals in society around it and sufficiently so that it can receive in return things it wants or needs but does not produce. And it must DELIVER its valuable final product, a point most often missed.

A group of knights in a castle on a hill had protection for the peasant as a valuable final product. When they ceased to deliver and used only threat and robbery the peasant eventually invented a longbow whose arrow could penetrate armor and knighthood was no longer in flower.

All this is really quite simple. It is even in the Factors.

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HCO POLICY LETTER OF 6 DECEMBER 1970

REMIMEO
DEPT 14 HATS

PERSONNEL SERIES 13
ORG SERIES 18

THIRD DYNAMIC DE–ABERRATION

The exact mechanism of 3rd dynamic (group or organization) aberration is the conflict of COUNTER–POLICY.

Illegal policy set at unauthorized levels jams the actions of a group and IS responsible for the inactivity, nonproduction or lack of team spirit.

Counter-policy independently set jams the group together but inhibits its operation.

Out-reality on org bds, hats, etc., is to a large degree caused by disagreements and conflicts which are caused by illegal policy.

If we had a game going in which each player set his own rules, there would be no game. There would only be argument and conflict.

VARIETIES OF COUNTER–POLICY

At the start it must be assumed or effected that there is someone or some body to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration. If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels or by unauthorized persons.

Policies so set by the policy authority must be informed enough and wise enough to forward the group purpose and to obtain agreement. Ignorant or bad policy even when authorized tends to persuade group members to set their own random policy.

When no policy at all exists random policy occurs.

When policy exists but is not made known, random policy setting will occur.

Ignorance of policy, the need or function of it, can cause random policies.

Hidden not stated random policies can conflict.

Correct policy can be relayed on a cutative basis — a few words left off or a qualifying sentence dropped which makes policy incorrect or null. "Children may not go out" can be made out of "Children may not go out after midnight."

Altered policy can be limitless in error.

Attributing a self-set policy to the authorized source can disgrace all policy as well as pervert the leadership purpose.

Policy can be excluded from a zone of a group that should be governed by it. "Pipe-making policy does not apply to the *small* pipe shop."

Such masses of unnecessary policy can be issued that it cannot be assimilated.

Policy can exist in large amounts but not be subdivided into relevant subjects as is done in hat checksheets.

Disgrace of policy can occur in a subsequent catastrophe and render any policy disgraceful, encouraging self-set policy by each group member.

CLEARING A GROUP

All authorized policy must be set or made available in master books and adequate complete policy files. This makes it possible to compile hats and checksheets and issue packs.

Group surveys of "What policy are you operating on?" can reveal random policy.

All bugged (halted) projects can be surveyed for illegal policy and cleaned up and gotten going again.

Other actions can be taken all of which add up to:

1. Get existing policy used.
2. Get areas without policy crisply given policy from the authorized source.
3. Debug all past projects of false policy.
4. De-aberrate group members as per the Organization Misunderstoods PL and other materials.
5. Educate the group members concerning policy technology.
6. Set up systems that detect, isolate and report out-policy and get it corrected and properly set, issued and known.
7. Monitor any new policy against statistics and include policy outnesses as part of all statistical evaluations.

ADMIN SCALE

I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization.

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GOALS
PURPOSES
POLICY
PLANS
PROGRAMS
PROJECTS
ORDERS
IDEAL SCENES
STATS
VALUABLE FINAL PRODUCTS

This scale is worked up and worked down UNTIL IT IS (EACH ITEM) IN FULL AGREEMENT WITH THE REMAINING ITEMS.

In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

Let us take "golf balls" as a subject for the scale. Then all these scale items must be in agreement with one another on the subject of golf balls. It is an interesting exercise.

The scale also applies in a destructive subject. Like "cockroaches."

When an item in the scale is *not* aligned with the other items, the project will be hindered if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called MANAGEMENT.

Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.

Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-reality breeds out-comm and out-affinity, it follows that unreal items on the scale (not aligned) produce ARC breaks, upsets and disaffection.

It then follows that when these scale items are well aligned with each other and the group there will be high reality, high communication and high affinity in the group.

Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as overts and withholds in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.

When orders are not complied with and projects do not come off, one should DETECT, ISOLATE and REPORT and handle or see that it is handled, any of the scale items found random or counter.

If any item below POLICY is in trouble — not moving — one can move upwards correcting these points, but certainly concentrating on a discovery of illegal or counter-policy. Rarely it occurs some old but legal policy needs to be adjusted. Far more commonly policy is being set by someone, verbally or in despatches, or hidden, that is bugging any item or items below the level of policy.

So the rule is that when things get messed up, jammed up, slowed or inactive or downright destructive (including a product as an overt act) one sniffs about for random or counter-policy illegally being set in one's own area or "out there."

Thus in the face of any outness one DETECTS — ISOLATES — REPORTS and handles or gets handled the out-policy.

The *detection* is easy. Things aren't moving or going right.

The isolation is of course a WHAT POLICY that must be found and WHO set it.

Reporting it would mean to HCO.

Handling it is also very easy and would be done in Qual.

This admin tech gives us our first 3rd dynamic de-aberrater that works easily and fast.

Why?

Well, look at the Admin Scale. *Policy* is just below *purpose*.

Purpose is senior to policy.

The person who is setting random or counter illegal policy is off group purpose. He is other-purposed to greater or lesser degree.

From 1960 to 1962 I developed a vast lot of technology about goals and purposes. If we define a goal as a whole track long long-term matter and a purpose as the lesser goal applying to specific activities or subjects we see clearly that if we clean up a person's purposes relating to the various activities in which he is involved and on the eight dynamics we will handle the obsession to set random or counter-policies!

So it is an auditing job and the tech for it is extensive. (The African ACC was devoted to this subject. Lots of data exists on it.)

It happens however that around 20 percent (probably more) of any group's members are actively if covertly antigroup and must be handled at a less profound level under "personal aberration" in the Org Misunderstoods policy letter before you can begin to touch purpose.

Thus any group member, since this tech remedy helps them all, would be handled with:

1. General case de-aberration (called L10s on Flag),
2. Purpose handling for posts,
3. Org bd, hatting and training.

Those setting random or counter-purpose later detected would get further no. 2 and no. 3.

As the universe is full of beings and one lives with them whether he likes it or not, it would be to anyone's interest to be able to have functioning groups.

The only way a group jams up and (a) becomes difficult to live in and (b) impossible to fully separate from is by random and counter-purposes.

If one thinks he can go off and be alone anywhere in this universe he is dreaming.

The first impulse of a hostile being is "to leave" a decent group. What a weird one.

The only reason he gets in jams is his inability to tolerate or handle others.

There's no road out for such a being except through.

Thus all we can do to survive even on the first dynamic is to know how to handle and be part of the third or fourth dynamic and clean it up.

Probably the reason this universe itself is considered by some as a trap is because their Admin Scale is out regarding it.

And the only reason this universe is sometimes a trial is because no one published its Admin Scale in the first place.

All this is very fundamental first dynamic tech and third dynamic tech.

It is the first true group technology that can fully de-aberrate and smooth out and free within the group every group member and the group itself.

Thus, combined with auditing tech, for the first time we can rely wholly on technology to improve and handle group members and the group itself toward desirable and achievable accomplishment with happiness and high morale.

Like any skill or technology it has to be known and done and continued in use to be effective.

The discovery, development and practical use of this data has made me very, very cheerful and confident and is doing the same thing on the test group.

I hope it does the same for you.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 DECEMBER 1970

REMIMEO

PERSONNEL SERIES 14
ORG SERIES 19

GROUP SANITY

The points of success and failure, the make and break items of an organization are:

1. HIRING
2. TRAINING
3. APPRENTICESHIPS
4. UTILIZATION
5. PRODUCTION
6. PROMOTION
7. SALES
8. DELIVERY
9. FINANCE
10. JUSTICE
11. MORALE

These eleven items MUST AGREE WITH AND BE IN LINE WITH THE ADMIN SCALE (HCO PL 6 Dec. 70, Pers Series 13, Org Series 18, THIRD DYNAMIC DE–ABERRATION).

Where these subjects are not well handled and where one or more of these are very out of line, the organization will suffer a third dynamic aberration.

This then is a SANITY SCALE for the third dynamic of a group.

The group will exhibit aberrated symptoms where one or more of these points are out.

The group will be sane to the degree that these points are in.

Internal stresses of magnitude begin to affect every member of the group in greater or lesser degree when one or more of these items are neglected or badly handled.

The society at large currently has the majority of these points out.

These elements become aberrated in the following ways:

1. HIRING

The society is running a massive can't-have on the subject of people. Automation and employment penalties demonstrate an effort to block out letting people in and giving them jobs. Confirming this is growing unemployment and fantastic sums for welfare — meaning relief. Fifty percent of America within the decade will be jobless due to the population explosion without a commensurate expansion in production. Yet production by US presidential decree is being cut back. War, birth control, are two of many methods used to reduce population. THIS THIRD DYNAMIC PSYCHOSIS IS A *REFUSAL TO* EMPLOY *PEOPLE*. EXCLUSION OF OTHERS IS THE BASIC CAUSE OF WAR AND INSANITY.

2. TRAINING

Education has fallen under the control of one-worlders, is less and less real. Data taught is being taught less well. Less data is being taught. School and college unrest reflect this. Confirmation is the deteriorated basic education found in teenagers such as writing. Older technologies are being lost in modern rewrites. THIS THIRD DYNAMIC PSYCHOSIS IS A *COVERT REFUSAL TO TRAIN*.

3. APPRENTICESHIPS

The most successful industries, activities and professions of earlier centuries were attained by training the person as an apprentice, permitting him to understudy the exact job he would hold for a long period before taking the post. Some European schools are seeking to revive this but on a general basis not as an apprentice system. A THIRD DYNAMIC PSYCHOSIS IS A *DENIAL OF* ADEQUATE *EXPERIENCE TO SUCCEED*.

4. UTILIZATION

In industries, governments and armed services as well as life itself, personnel are not utilized. A man trained for one thing is required to do something else. Or his training is not used. Or he is not used at all. A THIRD DYNAMIC PSYCHOSIS IS *FAILURE TO UTILIZE PEOPLE*.

5. PRODUCTION

Modern think is to reward downstats. A person is paid for not working. Governments who produce nothing employ the most people. Income tax and other current practices penalize production. Countries which produce little are given huge handouts. War which destroys attains the largest appropriations. A THIRD DYNAMIC PSYCHOSIS IS *TO PREVENT PRODUCTION*.

6. PROMOTION

Promotion activities are subverted to unworthy activities. True value is seldom promoted. What one is actually achieving gets small mention while other things are heavily promoted. Reality and PR are strangers. A THIRD DYNAMIC PSYCHOSIS IS *UNREAL OR NONFACTUAL PROMOTION*.

7. SALES

Sales actions are unreal or out of balance. Clumsy or nonfunctioning sales activities penalize producers and consumers. In areas of high demand, sales actions are negligible even when heavy advertising exists. This is proven by the inability to sell what is produced even in large countries so that production cutbacks are continual threats to economies and workers. A population goes half-fed in times of surplus goods. With curtailed car factories a nation drives old cars. With a cut-back construction industry people live in bad houses. Sales taxes are almost universal. A THIRD DYNAMIC PSYCHOSIS IS *THE IMPEDING OF PRODUCT DISTRIBUTION TO POTENTIAL CONSUMERS*.

8. DELIVERY

Failure to deliver what is offered is standard procedure for groups in the humanities. Commercially it is well in hand.

9. FINANCE

One's own experience in finance is adequate to demonstrate the difficulties made with money. A THIRD DYNAMIC PSYCHOSIS IS *THE PERVERSION OF FINANCE*.

10. JUSTICE

Under the name of justice, aberrated man accomplishes fantastic injustices. The upstat is hit, the downstat let go. Rumors are accepted as evidence. Police forces and power are used to ENFORCE the injustices contained in 1 to 9 above. Suppressive justice is used as an ineffectual but savage means of meeting situations actually caused by the earlier listed psychoses. When abuses on (1) to (9) make things go wrong, the social aberration then introduces suppressive injustices as an effort to cure. Revolt and war are magnified versions of injustices. Excess people — kill them off in a war. A THIRD DYNAMIC PSYCHOSIS IS *THE SUBSTITUTE OF VIOLENCE FOR REASON*.

11. MORALE

A continuous assault on public morale occurs in the press and other media. Happiness or any satisfaction with life is under continuous attack. Beliefs, idealism, purpose, dreams, are assaulted. INSANITY IS A REFUSAL TO ALLOW OTHERS TO BE, DO OR HAVE.

Any action which would lead to a higher morale has to be defended against the insane few. A THIRD DYNAMIC PSYCHOSIS IS *A DETESTATION OF HIGH MORALE*.

The COMMON DENOMINATOR of all these insanities is the desire to SUCCUMB.

Insanities have as their end product self or group destruction.

These eleven types of aberration gone mad are the main points through which any group SUCCUMBS.

THEREFORE, these eleven points kept sane guarantee a group's SURVIVAL.

EXAMPLES

Seeing all this in one example permits one to see that these third dynamic insanities combine to destroy.

A. Believing it impossible to obtain money or make it, a firm cannot hire enough people to produce. So has little to sell, which is badly promoted and is not sold so it has no money to hire people.

B. Needing people for another job the firm robs them from a plant which then collapses and fails to make money so no new people can be hired. This reduces production so people have to be dismissed as they can't be paid.

C. Persons are in the firm but are kept doing the wrong things so there is little production and no promotion or sales so there is no money to pay them so they are dismissed.

D. A new product is put in. People to make it are taken from the area already making a valuable product which then collapses that area and there is not enough money to promote and selling fails so people are dismissed.

The examples are many. They are these same eleven group insanities in play upon a group, a firm, a society.

SANITY

If this is a description of group aberration, then it gives the keys to sanity in a group.

1. HIRING

Letting people INTO the group at large is the key to every great movement and bettered culture on this planet. This was the new idea that made Buddhism the strongest civilizing influence the world has seen in terms of numbers and terrain. They did not exclude. Race, color, creed, were not made bars to membership in this great movement.

Politically the strongest country in the world was the United States, and it was weakened only by its efforts to exclude certain races or make them second-class citizens. Its greatest internal war (1861–65) was fought to settle this point and the weakness was not resolved even then.

The Catholic Church only began to fail when it began to exclude.

Thus *inclusion* is a major point in all great organizations.

The things which set a group or organization on a course of *ex*clusion are (a) the destructive impulses of about 10 or 15 percent of the society (lunacy) and (b) opposition by interests which consider themselves threatened by the group or organization's potential resulting in infiltration, (c) efforts to mimic the group's technology destructively and set up rival groups.

All these three things build up barriers that a group might thoughtlessly buy and act to remedy with no long-range plans to handle.

These stresses make a group edgy and combative. The organization then seeks to solve these three points by exclusion, whereas its growth depends wholly upon *in*clusion.

No one has ever solved these points successfully in the past because of lack of technology to solve them.

It all hinges on three points: (1) the sanity of the individual, (2) the worthwhileness of the group in terms of general area, planetary or universal survival and (3) the superiority of the group's organization tech and its use.

Just at this writing, the first point is solved conclusively in Scientology. Even hostile and destructive personalities wandering into the group can be solved and, due to the basic nature of man, made better for the benefit of themselves and others.

The worthwhileness of the organization is determined by the assistance given to general survival by the group's products and the actual factual delivery of those valid products.

The superiority of a group's admin tech and its application is at this current writing well covered in current developments.

Thus *in*clusion is almost fully attainable. The only ridges that build up are the short-term defense actions.

For instance, Scientology currently must fight back at the death camp organizations of psychiatry whose solution is a dead world, as proven by their actions in Germany before and during World War II. But we *must* keep in mind that we fully intend to reform and salvage even these opponents. We are seeking to *in*clude them in the general survival by forcing them to cease their nonsurvival practices and overcome their gruesome group past.

There are two major stages then of *in*cluding people — one is as paid organization personnel and one as unpaid personnel. BOTH are in essence being "hired." The pay differs. The wider majority receive the pay of personal peace and effectiveness and a better world.

The org which *ex*cludes its own field members will fail.

The payment to the org of money or the money payment to the staff member is an internal economy. Pay, the real pay, is a better personal survival and a world that can live.

Plans of INclusion are successful. They sometimes contain defense until we *can* include.

Even resistance to an org can be interpreted as a future inclusion by the org. Resistance or opposition is a common way point in the cycle of inclusion. In an organization where everyone wins eventually anyway the senselessness of resistance becomes apparent even to the most obtuse. Only those who oppose their own survival resist a survival producing organization.

Even in commercial companies the best organization with the best product usually finds competitors merging with it.

2. TRAINING

Basic training, hats, checksheets and packs MUST exist for every member of a group.

Criminal or antisocial conduct occurs where there is no hat.

Any type of membership or role or post in the whole organization or its field requires individual and team training. Only where you have a group member who will not or cannot bring himself to have and wear a hat will you have any trouble.

This is so true that it is the scope of Personal Enhancement.

Ask yourself "Who isn't trained on his post and hatted?" and you can answer "Who is causing the trouble?"

Basic training, slight or great, is vital for *every* member of a group, paid or unpaid.

A field auditor must have a hat. A student needs a student hat, etc., etc.

This requires training.

Training begins in childhood. Often it has to be reoriented.

Training as a group member must be done.

Training in exact technology or in the precise tech of admin is not the first stage of training. Basic training of group members, no matter how slight, must exist and be done.

Otherwise group members lack the basic points of agreement which make up the whole broad organization and its publics.

Training must be on real materials and must be rapid. The technology of how to train is expressed in speed of training.

The idea that it takes 12 years to make a mud pie maker is false. TIME in training does not determine quality of training. Amount of data learned that can be applied and skills successfully drilled determine training.

That the society currently stresses *time* is an aberrated factor.

The ability to learn and apply the data is the end product of training. Not old age.

The rate of training establishes to a marked degree the expansion factor of a group and influences the smoothness of the group during expansion.

If training is defined as making a person or team into a part of the group then processing is an influencing factor. The facilities for processing and quantity available are then a determining factor in group expansion.

3. APPRENTICESHIP

Training on post is a second stage of any training — and processing — action.

This is essentially a familiarization action.

To have a person leave a post and another take it over with no "apprenticeship" or groove-in can be quite fatal.

The deputy system is easily the best system. Every post is deputied for a greater or lesser period before the post is turned over and the appointment is made. When the deputy is totally familiar he becomes the person on the post.

Rapid expansion and economy on personnel tend to injure this step. Lack of it can be *very* destructive.

Optimally there should be one or two deputies for every key post at all times. This is a continual apprenticeship system.

Economically it has limitations. One has to weigh the *losses* in not doing it against the cost in doing it. It will be found that the losses are *far* greater than the cost, even though it increases personnel by at least a third for a given organization.

When an organization has neglected it as a system (and has turned over too many posts without deputy or apprenticeship action) its economics may decay to where it can never be done. This is almost a death rattle for an organization.

In a two-century-old highly successful industry, *only* the apprentice system was and is used (Oporto wine industry). The quality of the product is all that keeps the product going on the world market. If the quality decayed the industry would collapse. Apprenticeship as a total system maintains it.

Certainly every executive in an organization and every technical expert should have a deputy in training. Only then could quality of organization be maintained and quality of product guaranteed.

The total working organization should be on this system actually. And whenever a person is moved up off a post, the deputy taking over, a new deputy should be appointed. The last step (appointment of a new deputy) is the one that gets forgotten.

Failure to recruit new people over a period will very surely find the whole organization declining soon solely because there is no apprentice system of deputies. The organization expands, singles up the posts, promotes some unapprenticed people and begins to lose its economic advantage. Low pay ensues, people blow off and then no one can be hired. It's a silly cycle, really, as it is prevented easily enough by hiring enough soon enough when the org is still doing well.

The rule is DEPUTY EVERY POST AND NEWLY DEPUTY THEM WHEN PROMOTIONS OCCUR.

The most covert way to get around this is just to call each person's junior a deputy even though he has other duties. This makes it all look good on an org board. "Do you have each post deputied?" "Oh yes!" But the deputies are just juniors with posts of their own.

A deputy is *used* to run the same post as it is deputied for. This means a double posting pure and only.

You'd be amazed at how much production an executive post can achieve when it is also deputied and when the principal holder of the post will use the deputy and gen him in, not get him to cover an empty lower post.

4. UTILIZATION

People must be utilized.

Equipment must be utilized.

Space must be utilized.

Learning to USE is a very hard lesson for some. Untrained people, bad organization, poor machinery, inadequate space all tend to send one off utilization.

The rule is, if you've got it use it; if you can't use it get rid of it.

This most specifically applies to people. If you've got a man, use him; if you can't use him get him over to someone who can use him. If he isn't useful, process and train.

Anyone who can't figure out how to use people, equipment and spaces to obtain valuable final products is not worthy of the name of executive.

Reversely we get what an executive or foreman is — an executive or foreman is one who can obtain, train and use people, equipment and spaces to economically achieve valuable final products.

Some are very skilled in preparing people, systems, equipment, property and spaces to be used. But if these then go to someone who does not USE them you get a bad breakdown.

The welfare state and its inflation is a sad commentary on "executive ability."

An executive whose people are idle and whose materiel is decaying is a traitor to his people and the org, just that, for he will destroy them all.

UTILIZATION requires a knowledge of what the valuable final products are and how to make them.

Action which doesn't result in a final product that adds up to valuable final products is destructive, no matter how innocent it seems.

Man has a planet as a valuable final product. Improper *use* of the countries and seas, air and masses which compose it will wind up with the destruction of man, all life on it and the usefulness of the planet. So *proper* utilization of anything is a very real factor.

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The nineteenth-century industrialist, like the mad kings who built great structures, used up men; they didn't properly use men.

And not using them at all, the current fad, is the most deadly of all.

UTILIZATION is a big subject. It applies to resources, capabilities and many other factors.

The question being asked in all cases is, "How can we USE this to economically obtain a valuable final product?"

Failing to answer that question gives one the "mysteries of life."

5. PRODUCTION

One may be prone to believe there is no sense in any production at all. Such a one would also be likely to say, "There is no sense at all." Or "If they keep on producing it will become impossible to destroy it all."

Production of some final valuable product is the chain of all production sequences.

Even the artist is producing a *reaction*. The reaction's service in a wider sphere to enforce it is what gives art its sense. A feeling of well-being or grandeur or light-heartedness are legitimate valuable final products, for instance.

The production areas and activities of an org that produce the valuable final products are the most important areas and activities of the org.

6. PROMOTION

The acceptance of valuable final products and of their value depends in a large degree upon (a) a real value and (b) a desire for them.

Promotion creates desire for the valuable final product.

The old saw that the man who builds a better mousetrap will have the whole world coming to his door is a total falsity.

Unless the value is made known, and the desire created, the mousetraps are going to go unsold.

Promotion is so important that it can stand alone. It can have limited success even when there is no product! But in that case it will be of short duration.

Promotion must contain reality and the final product must exist and be deliverable and delivered for promotion to be fully successful.

Public relations and advertising and all their skills cover this area of promotion.

7. SALES

It is hard to sell what isn't promoted and can't be delivered.

Economics greatly affect selling.

Anything must be sold for a price comparable to its value in the eyes of the purchaser.

COSTING is a precise art by which the total expenses of the organization administration and production must be adequately covered in the PRICING allowing for all losses and errors in delivery and adequate to produce a reserve.

PRICING (the amount being asked) cannot be done without some idea of the total cost of the final valuable product.

The sale price of one final valuable product may have to cover the cost of producing other products which are delivered without price.

PRICING however does not necessarily limit itself to only covering immediate cost of a product. A painting with a dollar's worth of paint and canvas may have a price of half a million dollars.

Also a painting used in promotion may cost two hundred dollars and be displayed at no cost at all to the beholder.

These relative factors also include the SKILL of the salesman himself and there is much technology involved in the act of selling something to someone and the world abounds in books on the subject.

Therefore sales (once promotion is done) are bound up really in COSTING, PRICING AND SELLING.

The value in the eye of the purchaser is monitored by the desire created in him for it. If this is also a real value and if delivery can occur then SELLING is made very easy — but it is still a skilled action.

The production of a valuable final product is often totally determined by whether or not it can be sold. And if it can be sold at a price greater than the cost of delivering it.

That it *gets* sold depends on the salesman.

The skill of the salesman is devoted to enhancing the desire and value in the eyes of the buyer and obtaining adequate payment.

8. DELIVERY

The subject and action of DELIVERY is the most susceptible to breakdown in any organization. Any flaw on the sequence of actions resulting in a valuable final product may deteriorate it or bar off final delivery.

There are many preparatory or hidden-from-public-view steps on a production line. When any of these break down, delivery is imperiled.

Given the raw materials and wherewithal to make some valuable final product, the valuable final product should occur.

WHEN A VALUABLE FINAL PRODUCT DOES NOT GET PRODUCED AND CANNOT BE DELIVERED, REPAIR THE EARLIER STEPS OF ITS PRODUCTION.

Example: An auditing result is not delivered. Don't just repair the pc. Repair training of auditors and C/Ses. Repair the assembly line *before* the valuable final product. The subproducts are less visible. Yet they add up to the valuable final product.

THE LAW OF THE IRREDUCIBLE MINIMUM occurs in all delivery problems. Someone is trying to produce only the visible end product of a post or production line and neglects the earlier contributory actions and products as these are not plainly visible.

When an organization or its posts operate only on an irreducible minimum, production goes bad and DELIVERY crashes.

Take a cook who has his post at an irreducible minimum. Food is appearing on the table. If he reduced just one bit more the food would no longer be edible at all. He neglects purchasing, menus and preparation. That these occur is invisible to the diners. That food appears on the table is visible to the diners. If the cook operates at any less level than he is, no edible food would be visible — hence, irreducible minimum. The food served will be bad. But it will be visible. Invisible-to-the-diners actions aren't being done.

To improve the food, get the less visible actions *done*. Get the sequence of actions all done. The result will be improved food.

Take training. The final valuable product is a trained auditor. The Course Supervisor who runs his post on an irreducible minimum is simply there, appearing to supervise.

His final product may be horribly unskilled. The teaching may take "forever."

To improve this one goes earlier on the assembly line — materials, packs, tapes, student tech services, recorder repair, scheduling — dozens of actions including getting the Course Supervisor trained.

The visibility is still a Course Supervisor and students being taught. But with the *whole* earlier line in, the final valuable product is excellent!

A being hopes lazily for instantaneous production. It doesn't happen this way in the MEST universe. Things are produced in a sequence of subproducts which result in a final valuable product. Hope all you want to. When you omit the subproducts you get no valuable final product.

When the people in an organization do not know the valuable final products of the org and when a person on a post does not know the final products of his post, a condition arises where no org DELIVERY will occur, or if it does occur it will be poor or costly. It is vital that a person knows what his post final products are and what his unit, section, department and division subproducts are and how his own and each of these contribute to the valuable final products of the organization for actual delivery to occur.

Delivering other than valuable final products or useless final products or final products that need constant correction also adds up to nondelivery.

A whole civilization can break down around the point of DELIVERY. So can an organization.

Since money can be looked upon as too valuable a final product it can actually prevent DELIVERY.

Failure to deliver is the one point beings do not forgive. The whole cycle hangs upon DELIVERY.

DELIVER WHAT IS PROMISED when it is expected, in sufficient volume and adequate quality is the first maxim even of a group in politics or the humanities.

9. FINANCE

Finance too often disregards the other factors in this scale or the other factors in this scale too often disregard finance for organizations to long remain viable.

Financing must be in agreement with all the other factors of this scale and all the other factors must be in agreement with finance for viability to occur.

Because money is interchangeable for commodities then people can confuse it with too many things.

If you regard money like so many beans, as a commodity in itself, you open the door to understanding it.

Money is so many beans in to get so many beans out.

When you can master this you can handle FINANCE.

The FINANCE persons of an org, a civilization, a planet should put so many beans in and expect more beans out than they put in. This is quite correct as a viewpoint for finance.

The difference of beans in and beans out for a planet is made up by adding beans enough to those already in existence to cover new commodity.

When finance people fail to do this beans cease to be in pace with production and inflation and deflation occur.

In an org or any of its parts, industriousness of the staff makes the difference between the beans in and beans out.

An org has to have income greater than outgo. That is the first rule of finance. Violating it brings bankruptcy.

Now if the FINANCE people of an org apply the same rule remorselessly to all *its* transactions (financial planning) with each person and part of an org, finance becomes real and manageable.

So many beans in to support the first division means so many beans out of the org back to finance because of the cooperative work of the first division.

A hectic effort to work only with production products will wind finance up in a knot.

One has to estimate (cost) the contribution of each part of an org to the valuable final product to know what to allow what part of an org.

Finance has to have a full reality on the valuable final products and the subproducts and post products of the whole org to intelligently allocate funds.

This person, that division, each contributes some part of the action that results in the money received for the valuable final products.

So finance can extend so much money for each and expect that and an additional amount back.

If this occurs, so will expansion.

Finance comes unstuck when it fails to "cost" an organization and fails to support valuable final product production.

Finance must not only practice "income greater than outgo" for the org, it must practice it for each part of the org as well.

Then solvency becomes real.

The greatest aberration of finance is that it seeks to *save* things into solvency. The real losses in an org are the sums never made. These are the most important losses for finance to concentrate upon.

An org that makes 500 pounds a week that should make 5,000 pounds a week in potential is losing the finance people 4,500 pounds a week!

Finance can force production along certain lines by putting in funds and getting more back.

Finance becomes too easily the management of an org but it only does that when it ceases to deal in its own commodity — money.

An org which has executives unfamiliar with finance will fall at once into the control of the finance people in the org. And these finance people, if they don't really know money, will fall at once under the control of outside finance people.

One has to know finance in any organization anywhere, even in a socialism. Sooner or later the books get balanced in any society.

10. JUSTICE

Without justice there can be no real organization.

Even a government owes its people an operating climate in which human transactions and business can occur.

Where insane and criminal individuals operate unchecked in the community, justice is uncertain and harsh.

The society in which the insane rise to positions of power becomes a nightmare.

Justice is a difficult subject. Man handles it badly.

Justice cannot occur until insanity can be detected and cured.

The whole task of justice is to defend the honest man. Therefore the target of justice is the establishment of a sane society.

The inability to detect or cure the insane destroys civilizations.

Justice is an effort to bring equity and peace. When one cannot detect and cure insanity then sooner or later justice actions will become unjust and be used by the insane.

To us, justice is the action necessary to restrain the insane until they are cured. After that it would be only an action of seeing fair play is done.

11. MORALE

When all factors balance up in an org and give the group a common direction and mutual viability, morale can be expected to be good.

When the Admin Scale and the ten elements described are out of balance (without proper importance given to each) and when one or many of these (Admin Scale and the elements herein described) are not in agreement one with another, then morale will be poor.

Morale is not made of comfort and sloth. It is made of common purpose and obstacles overcome by the group.

When the Admin Scale and these elements are not held together by similar aims, then morale has to be held up artificially.

The most ghastly morale I have ever seen was amongst "the idle rich."

And the highest morale I've ever seen was amongst a furiously dedicated common-purposed group working under fantastic stresses with very little against almost hopeless odds.

I used to observe that morale in a combat unit would never materialize before they had been through hell together.

All drama aside, morale is made up of high purpose and mutual confidence. This comes from the Admin Scale items and these elements of organization being well aligned, one with the next, and honest sane endeavor to achieve a final goal for all.

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HCO POLICY LETTER OF 30 DECEMBER 1970

REMIMEO
SO MEMBER HAT
STAFF MEMBER HAT

PERSONNEL SERIES 15
ORG SERIES 20

ENVIRONMENTAL CONTROL

The differences between a competent person and an incompetent person are demonstrated in his environment (surroundings).

A person is either the effect of his environment or is able to have an effect upon his environment.

The nineteenth-century psychologist preached that man had to "adjust to his environment." This false datum helped begin a racial degeneration.

The truth is that man is as successful as he adjusts the environment to him.

Being competent means the ability to control and operate the things in the environment and the environment itself.

When you see things broken down around the mechanic who is responsible for them, he is plainly exhibiting his incompetence — which means his inability to control those things in his environment and adjust the environment for which he is responsible — motors.

When you see the mate's boats broken up, you know he does not have control of his environment.

Know-how, attention and the desire to be effective are all part of the ability to control the environment.

One's "standards" (the degree of rightness one is trying to establish and maintain) are directly related to one's desire to have a controlled environment.

The attainment of one's *standards* is not done by criticism (a human system). It is done by exerting control of one's environment and moving things effectively toward a more ideal scene.

Control of the environment begins with oneself — a good case state, a body that one keeps clean and functioning. This extends to one's own gear, his clothing, tools, equipment. It extends further to the things one is responsible for in the environment. Then it extends out into the whole environment, the people and the MEST.

One can get pretty dirty fixing things up. That's okay. But can one then also clean oneself up?

The ability to confront MEST is a high ability. After that comes the ability to handle and control it.

The ability to confront people is also a high ability. After that comes the ability to get along with them and to handle and control them.

There is the supreme test of a thetan — the ability to make things go right.

The reverse of this is the effort to make things go wrong.

Incompetence — lack of know-how, inability to control — makes things go wrong.

Given some know-how or picking it up by observation, sane people make things go right.

The insane remain ignorant intentionally or acquire know-how and make things go wrong.

Insane acts are *not* unintentional or done out of ignorance. They are intentional, they are not "unknowing dramatizations." So around insane people things go wrong.

One cannot tell the difference really between the sane and insane by behavior. One can tell the difference only by the product. The product of the sane is survival. The product of the insane is an overt act. As this is often masked by clever explanations, it is not given the attention it deserves. The pretended good product of the insane turns out to be an overt act.

A large percentage of this planet's population (undetermined at this time for the "general public" but in excess of 20 percent) are insane. Their behavior looks passable. But their product is an overt act. The popularity of war confirms this. The products of existing governments are mainly destructive. The final product of the human race will be a destroyed planet (a contaminated air cover rendering the planet unable to sustain life, whether by radiation or fumes).

Thus, due to the inability to detect and handle the insane, the sane majority suffers.

The hidden actions of the insane can destroy faster than an environment can be created UNLESS one has the know-how of the mind and life and the tech of admin and the ability and know-how to handle MEST.

An area or activity hit by an influx of new recruits or new customers tends to unsettle. Its MEST gets abuse, things go out of control.

Gradually, working to put in order, the standards are again being attained. The minority insane get handled, the know-how of groups and orgs becomes more generally known, the tech of MEST gets used again.

As an organization expands it goes through cycles of lowered condition and raised condition. This is normal enough since by taking on more and more area one is letting in more and more insane even though they are in a small proportion to the sane.

Order is reestablished and survival trends resumed to the degree that the sane begin to reach out and handle things around them and as the insane are made sane.

Thus one gets downtrends and uptrends. As soon as a group begins to feel cocky, it takes on more area. This includes more unhandled people, admin and MEST and a downtrend begins. Then the sane begin to handle and the insane begin to be sane and the uptrend starts.

This is probably even the basis of national economic booms and depressions.

This is only bad to the degree that the insane are put in charge. As soon as this happens the downtrend becomes permanent and cultural decay sets in.

A group expanding rapidly into a decadent culture is of course itself subjected to the uptrend–downtrend cycles and has to take very special measures to counteract the consequences of expansion in order to maintain any rate of growth.

The individual member of a group can measure his own progress by increased ability to handle himself, his post and environment and the degree of improvement of the group itself because of his own work within it.

A group that is messing up its gear and environment worse than it did a while ago and is not improving it of course has to be reorganized before it perishes.

No group can sit back and expect its high brass to be the only ones to carry the load. The group is composed of individual group members, not of high brass.

The survival of a group depends upon the ability of its individual members to control their environment and to insist that the other group members also control theirs.

This is the stuff of which survival is made.

A sane group, knowing and using their technologies of handling men and MEST, cannot help but control their environment.

But this depends upon the individual group member being sane, able to control his MEST and those around him and using the tech of life, the tech of admin, the tech of specific types of activity.

Such a group inevitably inherits the culture and its guidance.

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HCO POLICY LETTER OF 19 JANUARY 1971

REMIMEO

PERSONNEL SERIES 17
ORG SERIES 21

DUPLICATING FUNCTIONS

All you have to do to run out of personnel, finance and get no production is to duplicate the same functions that give the same product in an org.

Take three orgs side by side under the same management. Only if each division of each org had entirely different products would this be possible.

Now let's do it wrong. Each of these three orgs has an HCO and full personnel duties. Each separately promotes. Each has its own finance office, each has its production div producing the same products. Each has its own correction div — the place in general would be very overmanned, yet each div would be undermanned for its full functions. The product would be terrible if it existed at all. Morale would be ghastly, interorg collisions continual.

The right way would be to work out the different products and then assign them to one or another of these orgs. One org would have to be the source org that produced the other two. One org would have all the finance with liaison only in the other two orgs. One org would have to hire, hat and train with only liaison in the other two. The orgs would have org boards which *had* the function but under it would be the note "Liaison with _____," source org.

In the impatience and emotion of organizing one org tends to individuate and establish a duplicate function because "it can't get service." This begins the catastrophe. Now they'll all begin to go broke while having men bulging out of the windows.

In looking over potential insolvency, look over duplicate functions.

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HCO POLICY LETTER OF 25 JANUARY 1971

REMIMEO

ORG SERIES 22

SQUIRREL ADMIN

When a squirrel is given a circular wheel he will run in it 'round and 'round and 'round. He gets nowhere.

When persons in an organization do not know organizing or their org board or hats, they go 'round and 'round and 'round and get nowhere.

There is no valuable production. There is no money.

When you have an organization that has no valuable production you know that the people there go 'round and 'round and 'round and get nowhere.

They are squirrel administrators.

STANDARD ADMIN

There are right ways to handle a group. This is the single fact which most often escapes people attempting to handle groups.

Also, for every correct solution there can be an infinity of wrong solutions.

The right way is a narrow trail but strong. The wrong ways are broad but all lead into a bog.

You could "fix" a radio by hitting it with a sledgehammer, putting a hand grenade in it or throwing it out of a 155th-story window. The number of wrong ways you could "fix" it would be infinite.

Or you could find out what was wrong with it and replace the part or properly correct it.

The difference between the wrong way and the right way is that the radio, wrongly "solved," doesn't work. The radio correctly solved works.

So the test of the wrong way or the right way is whether or not the radio then worked.

This is the basic test of *all* administrative solutions. DID THEY WORK?

When experienced persons, working from basic theory, have evolved a technique for handling a situation which routinely now handles that situation, we have now a STANDARD ADMINISTRATIVE ACTION.

When that situation appears, we apply *that* solution and the matter gets handled.

The test is, did the solution work?

Solutions that work and are therefore routinely used to handle the situation to which they apply are then called STANDARD ADMIN.

A multitude of these correct solutions are used in STANDARD ORGANIZING. The org board, the hats, comm lines, comm centers, comm baskets, despatch forms, routing forms, inspection actions, promotion actions, central filing, customer or visitor handling, selling, collecting income, paying bills, inventorying, doing finance reports, handling raw materials, training persons to handle and properly change materials, correcting or improving staff competence, correcting organizational form, inspecting, reviewing and handling failed products, handling contacting and converting the publics, establishing and using field distributors and salesmen, providing public services, maintaining contact with the original and basic technology, handling rivals and opposition, and running the organization in general *all* have standard actions.

Now, glancing over the above rough list, you see we have hit the high spots of a 21-department, 7-division org bd.

Each *is* a standard solution to continuing and recurring problems.

Each contains numerous standard solutions to the recurring problems associated with them.

Underneath all this is basic theory and around it is survival and potential success.

USE OF STANDARD ACTIONS

The difference between a successfully viable organization with cheerful and cared for staff and a limping scene is standard and squirrel administration.

If standard admin is successful then why is it sometimes not used?

First the data has to exist, be available and known.

Next the data has to be used.

At first glance this may seem so clear-cut that it cannot go wrong. But one must look a bit further.

One is dealing with a variable called man. One is working in a world full of noise and conflict.

Certain personalities do not want the group or the organization to succeed (see HCOB 28 Nov. 70, C/S Series 22, PSYCHOSIS). This problem has been so great amongst men that every historical culture—each one an organization—has died. About 10 to 20 percent of mankind, at a broad guess, fit into this category.

In this universe it is easier to destroy than to construct. Yet the survival of life forms depends on construction.

To overcome this, man has developed technology and the cooperative effort known as organization.

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The forces of the physical universe can be channeled and used only with technology.

The forces inherent in life forms can succeed only when channeled and aligned with one another.

Therefore to succeed a group must have the technology it uses available and known to it. And then use it.

From this, one obtains the agreement and alignment necessary to generate the group action and production which brings about success.

NONCONFRONT

When a group member has the data, the bar to his using it would be his own disagreement with the group succeeding or, more frequently, his inability to confront things.

EXAMPLE: Two group members are quarreling. A third group member seeks to handle it. Even though he knows the technique (third party law), his own inability to confront people makes him fail to use the correct solution and he backs off.

In backing off he thinks of some nonconfront, nonstandard "solution" such as firing them.

He has become a squirrel administrator.

EXAMPLE: The plant machinery is in bad shape. It is deteriorating to such an extent that it soon will cease to run. The mechanics plead for money to repair. The plant manager unfortunately cannot confront machinery—he not only "doesn't know about it" but it frightens him. He does not financially plan its full repair on a gradient back to an ideal scene. He simply dreams up the vague hope a new type will be invented. He does nothing. The machinery now costs more to run than it produces. The plant fails. The plant manager was a squirrel administrator.

So we have various causes of failure:

1. A secret desire to destroy,
2. The nonexistence of technology,
3. Nonavailability of the technology,
4. Ignorance of the technology even when available,
5. Failure to apply the technology even when available and known because the being cannot or does not confront the people or the portions of the physical universe concerned.

The existence of any of these things brings a group toward squirrel administration.

Natural cataclysms or political or social catastrophes or upheavals are the other two points which can bring about a failure, but even these can be planned for and to some degree handled. The future possibility of these must also be confronted in order to be circumvented.

Any successful organization will be fought by the society's fancied rulers or enemies. This is something which should be taken in stride. The ability to confront these discloses that standard administrative actions exist for these two.

DRILLS

Thus an administrator or staff member, even when the group's tech is available and known, must be able to confront and handle the confusions which can occur and which invite a turn-away and a squirrel solution.

Even this situation of the inabilities to confront and handle can be solved by third dynamic (group) drills and drills on the sixth dynamic (physical universe).

The drills would be practices in achieving general awareness and confronting and handling the noise and confusions which make one oblivious of or which drive one off and away from taking standard actions.

COMPETENCE

Competence is increased in the individual and the group by successes.

Successes come from anticipating the situation and handling it.

Standard admin is the key to competence and successes in an organization.

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HCO POLICY LETTER OF 16 FEBRUARY 1971

REMIMEO

ORG SERIES 23

LINES AND TERMINALS

There is a scale concerning lines and terminals.

ASSOCIATED TERMINALS
Handling flows and correctly changing particles.

GROUPED TERMINALS

LINES

PARTICLES

SIGNIFICANCES

FALSE TERMINALS

MISDIRECTED LINES

WRONG PARTICLES

FALSE SIGNIFICANCES (RUMORS)

MYSTERIOUS TERMINALS

CHAOTIC LINES

MENACING PARTICLES

DANGEROUS IMPRESSIONS

NONEXISTENT TERMINALS

NONEXISTENT LINES

NONEXISTENT PARTICLES

UNCONSCIOUS IMPULSES

THE CHAOS OF UNHAPPY NOTHINGNESS

Any organization and any individual staff member thereof is somewhere on this scale.

The trick of the scale is the awareness factor. At a position on the scale, the being or org is NOT AWARE of the scale levels above him.

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Thus an organization *at* "Mysterious Terminals" is unaware of "False Significances" or anything else above "Mysterious Terminals." Thus an org or individual at "Mysterious Terminals" is unaware of any falsity or any oddity in significances or ideas.

Any level is the effect of any level ABOVE IT.

Any level is slightly at cause over any level below it.

Thus a well-organized group is not at effect and can make an effect upon any group below it in awareness on the scale.

CAUSES

There are several causes for lower positions on the scale.

The first cause is degree of *personal aberration* where a personnel is willfully throwing the terminals, lines, particles and significances into disarray. Show me how he regards terminals, handles particles or routes and I will know how sane or crazy he is. The significances given to terminals, handling particles and lines is a direct index of sanity.

The second cause is *unawareness.* Drills on lines and terminals were once thought to *improve* awareness. This is no longer held to be true. Drills have to be done to BRING ABOUT awareness. People are not naturally aware of other people, lines, various particles or ideas. Due to a century of psychological instruction from childhood that they are animals and after thousands of years of the "upper classes" regarding them as such, people tend to favor a dangerously low or nonexistent awareness. A sort of jurisprudence has been in effect that it is safer to be unaware as then one is "not guilty." A humanoid who has just run over a child has a first response of "I didn't see him." This is highly nonsurvival. If one never notices safes about to fall on him he is soon dead. And painfully so. Unawareness is a sort of blindness where the person looks like he is looking but sees nothing. Degrees of this exist. One can make a terrible lot of errors with this. Mr. A appears to the observer to be noticing, smelling things and hearing whereas he *registers* no sights, has a blind nose and tunes out all sound. "Did you read it?" "Yes." "What did it say?" And you hear a lot of things then that weren't on the paper. There are even degrees of registry. A person appears to see and yet doesn't. A person appears to see and on being asked will say what he saw but can be unaware of seeing, registering or saying he saw! This drives teachers quite mad. One has the glib student who can parrot but cannot apply. This is a surface registry without awareness. Thus drills such as the Admin Training Drills or dummy runs on lines are needed to bring about awareness. A few very sane fortunate fellows can see, register, understand and handle correctly without any drills at all. Others need drills to bring about awareness below a superficial response. To unaware people, terminals, lines, particles and significances just don't exist.

The third general category is *delusion.* One sees A and believes it to be G. This is a lower band of self-protection. Some workers (an awful lot of them) will only take jobs which are mechanical "so they can daydream." Their concept of a terminal is an altered terminal. A line goes somewhere else. A particle is something else. And an idea is really another idea. Such people are incapable of duplication. Say "I see the cat," they hear "Cars are dangerous." They aren't really crazy. They just register alterations of what they perceive.

The person who can attain the state of awareness of terminals as they are, lines as they should be, particles as they exist and significances that are the intended significances are very valuable people. An ideal group can be made up of such people.

CONSTRUCTIVE ACTIONS

An organization consists of terminals, lines, particles and significances.

An AGREEMENT factor has to be established and the group has to be aware of it and use it.

This agreement factor would consist of:

1. Purposes of the group,
2. A list of the hats including a short statement of the purpose and function of each post,
3. A full list of the particles handled by the group and the changes expected at each point of flow,
4. The flow lines of the particles being handled and changed,
5. The significances (technologies) of the group to form, flow and change particles.

If an org officer does not compile these five things and make them fully known and agreed to by all in the group, no organization will form or work.

Thus the PLAN of the group has to be laid out and drilled and known or no organization will form.

One will just have a group of individuals colliding with each other with no production.

The greatest source of confusion in a group are intermediate seniors who knock hats off faster than they can be gotten on and lines out before they can flow, all simply out of ignorance of the general plan of the organization.

Those who cannot perceive one or more of the above five points or bodies of data have to be drilled into awareness of them and dummy run.

Those who are quite crazy will frantically fight the hatting, stringing of lines and changing of particles and will inject mad significances into it all.

So the answer to how to make a group into an organization is to handle the insane one, prepare the five layouts named above, drill and dummy run *everyone* in the group on its *entire* pattern and expertly hat the specialist actions required at each point of change.

Then one has an organization that can produce and be viable.

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HCO POLICY LETTER OF 26 FEBRUARY 1971
ISSUE II

REMIMEO

ORG SERIES 23-1
DRILLS

(Originally written by LRH for the *Apollo* OODs on 26 Feb. 71. Issued as an HCO PL on 3 Nov. 80.)

Refs:

HCO PL	25 Jan. 71	Org Series 22 SQUIRREL ADMIN
HCO PL	16 Feb. 71	Org Series 23 LINES AND TERMINALS

Drills have several purposes. To groove in a team action is a principal one. To test a system fully. To groove in lines.

Whenever postings are changed, the new post holders have to be grooved in on their posts (hatted and on-post trained) and then the team itself must be drilled.

The two steps are always needed.

This applies to org lines as well. Dummy runs and dummy bullbait runs serve as the drill.

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HCO POLICY LETTER OF 6 MARCH 1971

REMIMEO
PROD–ORG HATS
TECH HATS
QUAL HATS

ORG SERIES 24

LINE DESIGN
HGC LINES, AN EXAMPLE

The present lines for the HGC in any org are the subject of HCOB 5 Mar. 71, Auditor Admin Series 10, C/S Series 25, THE FANTASTIC NEW HGC LINE, which is to be considered part of this policy letter.

This modifies early Tech org boards to some extent.

The old line in '65 policy did not include a Case Supervisor as such and shunted failed pcs to Qual Review.

Today Tech does its own pc repairs and Qual concentrates on cramming HGC auditors as well as students. Qual can also cram the Tech C/S.

It is completely amazing that a statistic ceiling on well done auditing hours delivered could not have exceeded 250–300 well done hours a week no matter how many auditors were hired or posted. The post of the C/S overloaded and the D of P post could not function well without overload.

The new line is capable of a statistic ceiling of 600 to 800 well done hours a week. After that a new second HGC is manned fully and given new space.

The importance of a properly formed line, traveling in correct sequence is then driven home.

An improper line will reduce the statistic ceiling by ½ to ⅓ of what can be achieved by the same number of people.

The overload of seniors usually occurs because of improperly set up lines.

Lines are invisible to most people and they are unable to conceive of them until given full drills.

Unless this new C/S line is used you will not be able to average more than 250 well done hours a week no matter how many auditors you put in the HGC. The auditors will be idle, confused and causing upsets.

If an org cannot get more than 250 well done hours a week, it will find that it cannot really make money from processing.

Thus the new line will give volume, quality and viability in processing pcs.

Advantages of the line are that one HSST can handle up to 30 auditors. The earlier ceiling was 8 or 10 auditors.

With higher volume, backlogs vanish rapidly.

The admin personnel in the line can be afforded.

Line design, then, is a strong and unsuspected cause of low statistic ceilings.

Product and org officers must be intimately familiar with this HGC line. And they must be aware of the fact that faulty line design can cripple an org's income and overload its posts and excellent line design can double the stat ceiling in any department while lightening the load.

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HCO POLICY LETTER OF 16 MARCH 1971
ISSUE III

REMIMEO

PERSONNEL SERIES 19
ORG SERIES 25

LINES AND HATS

It will be found that in organization there are *MANY* major factors involved.

The following three, however, give the most problems:

1. Personnel
2. Hats
3. Lines

Technology is a subdivision of both personnel (who may have to be specially trained before they can be considered personnel) and hats (which are mainly admin technology and line functions).

To solve any problem, one has to recognize what the problem is. One cannot solve problem A by trying to solve problem B or C. Example: Problem: broken-down car. You cannot fix the car by repairing the kitchen lino. Example: You cannot floor the kitchen by fixing the car.

All this may seem obvious when obliviously stated. But there is a more subtle version. ANY PROBLEM THAT DOES NOT SOLVE IS NOT THE PROBLEM. There must be some other problem.

Locating and isolating situations (problems) in an organization is the technique of the Data Series. That technology will find for one the problem that should be solved.

As there are three major organizational factors these then also form the core of all organizational situations (or problems, same thing).

Each one of these is its own zone — personnel, hats, lines.

Each one has its own problems. There are situations in personnel. There are situations in hats. There are situations in lines.

They *are* related. They are not identical.

You will find you cannot wholly solve a problem in lines by solving personnel. You cannot wholly solve a problem in hats by solving lines. You cannot wholly solve a problem in personnel by solving the other two.

Example: Production hours are down. Fifteen new personnel are added to the area. Production stays down. It was a problem in lines.

Example: Confusion reigns in the pipe shop. The lines are carefully straightened out. Confusion still reigns. It was a problem in hats.

Example: Broken products are wrecking org repute. Hats are carefully put on. Products continue to be broken. It was a problem in personnel.

Example: The org stays small. Executives work harder. The org stays small. It was a series of problems in personnel, hats *and* lines, none addressed at all.

You will see symptoms of all this in various guises. The test of whether or not the right problem was found is whether or not production increased in volume, quality and viability.

In actual practice one works on all three of these factors constantly — personnel, hats and lines — when one is organizing.

You will find with some astonishment that failure to have or know or wear or do a *hat* is the commonest reason why *lines* do not go in. That personnel is hard to procure and train because hats and lines are being knocked out. That hats can't be worn because lines or personnel are out.

Situations get worsened by solving the wrong problem instead of the real problem. In the Data Series this is called finding the right *Why*.

Organizational problems center around these three things in the broadest general sense. More than one can be present in any situation.

Production problems are concerned with the particles which flow on the lines, changed by the hatted personnel, with consumption and general viability. So to make a full flow from organization through to distribution, one would add raw materials, changed state of materials and their consumption. Organization is not an end-all. To have value it must result in production.

But when personnel, hats and lines are not solved, production is very difficult. Therefore to get production one must have an organization to back it up. And personnel, hats and lines must exist and be functional. If these exist, the rest of the factors of establishment can be brought into being.

It goes without saying that organization involves other problems like space, materiel, finance, etc. These and many more also enter into "Whys" of no production. But dominating others are problems in personnel, hats and lines. Others tend to solve if these are handled and organized.

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HCO POLICY LETTER OF 25 MARCH 1971

REMIMEO

ORG SERIES 26

VALUABLE FINAL PRODUCTS

By definition, a valuable final product is something that can be exchanged with other activities in return for support. The support usually adds up to food, clothing, shelter, money, tolerance and cooperation (goodwill).

On an individual basis this is easy to grasp. The individual produces a product or products which, flowed into the dept, div, org, company, community, state, nation or planet, then returns to him his pay and goodwill or at least sufficient goodwill to prevent his abandonment or destruction.

Long-range survival of the individual is attained in this fashion.

A valuable final product (VFP) is valuable because it is potentially or factually exchangeable.

The key word in this sense is EXCHANGEABLE. And exchangeability means outside, with something outside the person or activity.

A valuable final product could as easily be named a VALUABLE EXCHANGEABLE PRODUCT.

Sanity and insanity are matters of *motive,* not rationality or competence. The sane are constructive, the insane are destructive.

Thus insanity on the part of the potential receiver of a VFP can prevent an exchange of a final product the receiver should be able to use and for which he should be willing to give active support and goodwill to the producer. Example: Man starving; you try to sell him good food at reasonable price for which he has money to pay. He tries to shoot you and destroy the food. This is insanity since he is trying to destroy the product he needs and can afford.

Crime is the action of the insane or the action of attempting seizure of product without support. Example: Robbers who do not support a community seek to rob from it supporting funds.

Fraud is the attempt to obtain support without furnishing a product.

Sanity and honesty then consist of producing a valuable final product for which one is then recompensed by support and goodwill, or in reverse flow, supporting and giving goodwill to the producer of the product.

Ethical basics, morale, social subjects, law, all are based on this principle of the valuable final product. Previously it has been "instinctive" or "common sense." It has not before been stated.

Civilizations which facilitate production and interchange and inhibit crime and fraud are then successful. Those that do not, perish.

Persons who wish to destroy civilizations promote departures from these basic rules of the game. Methods of corrupting fair interchange are numerous.

The FACTORS are the first appearance of these principles.

The theory of the valuable final product is an extension of the FACTORS.

Parts of organizations or organizations, towns, states and countries all follow the principles which apply to the individual.

The survival or value of any section, department, division or org is whether or not it follows these principles of interchange.

The survival or value of any town, state or country follows these principles of interchange.

You can predict the survival of any activity by confirming its interchange regularities or can predict its downfall by irregularities in this interchange.

Therefore it is vital that a person or a section, department, division or part of an org or an org figure out exactly what it is interchanging. It is producing something that is valuable to the activity or activities with which it is in communication and for that it is obtaining support.

If it is actually producing valuable final products then it is entitled to support.

If on the other hand it is only organizing or hoping or PRing and is not producing an interchangeable commodity or commodities in VOLUME or QUALITY for which support can be elicited and even demanded, it will not be VIABLE.

It doesn't matter how many orders are issued or how well org boards are drawn or beautiful the plans to produce are made. The hard fact of production remains the dominant fact.

How well organized things are *increases* production volume and *improves* quality and thus can bring about viability.

But it is the valuable final product there and being interchanged that determines basic survival.

Lack of viability can always be traced to the volume and quality of an actual valuable final product.

Hope of a product has a short-term value that permits an activity to be built. But when the hope does not materialize, then any hoped-for viability also collapses.

One then must organize *back* from the actually produced product.

For instance, a technical subject is capable of producing an exact result.

IF persons are trained to actually produce the result AND THE RESULT IS PRODUCED then one can exchange the technicians with the community for support.

If the result is produced (by training the technicians well) then the result can be interchanged with an individual for support and goodwill.

Where any of these factors suffer in volume or quality then an interchange is difficult and viability becomes uncertain.

As individuals, communities and states are not necessarily sane, upsets can occur in the interchange even when production is occurring.

Therefore the producer has a stake in maintaining the sanity of the scene in which he is operating, and one of his valuable final products is a scene in which production and interchange can occur.

The basics of valuable final products are true for any industrial or political or economic system.

Many systems attempt to avoid these basics and the end result would be disaster.

The individual, section, department, division, org or country that is not producing something valuable enough to interchange will not be supported for long. It is as simple as that.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 7 JULY 1971

REMIMEO
HASES STAR-RATE
FEBC GRADS
STAR-RATE
FEBC CHECKSHEET
STAR-RATE

ORG SERIES 27

HCO ESTABLISHMENT FUNCTIONS

HCO means HUBBARD COMMUNICATIONS OFFICE.

The elementary and very simple actions of HCO are contained in this:

It is really hCo.

C = Communications.

To have Communications you have to have TERMINALS.

Flows can ONLY occur when terminals are rock steady and STABLE. There can be NO flows and NO power without steady terminals. Hence, comm cannot occur without stable terminals.

The ORG BOARD is the pattern of the terminals and their flows. So you have to have an org bd. And the org bd must in truth be a representation of what is in the org.

The org bd shows where what terminals are located in the org so flows can occur.

HCO has recruitment which means it gets people from OUTSIDE the org to be placed as terminals in the org = posts.

HCO has the posting of the org bd and designating the spaces in the org so that flows can occur.

Hatting is a prime function of HCO because otherwise the terminals won't know what they are supposed to be doing or what flows they handle or how.

HCO has INSPECTION to see that the flows are going right and that terminals are functioning.

Ethics exists to handle gross outnesses in flows.

Then routing can occur.

Then production can occur.

In essence that is ALL there is to an HCO.

If it realizes its key is C for Communications and that comm requires terminals and an org bd so that flows can occur then HCO will function.

This action of putting in terminals is called ESTABLISHING.

Thus HCO is the establishing division.

DIS–ESTABLISHING

If HCO does not know this and if it makes numerous errors or alters importances away from this, it DIS–ESTABLISHES the org.

DIS = Take apart.

ESTABLISH = Put there.

DISESTABLISH = Take apart what is put there.

Thus dis-establish means to take out terminals and tear things up.

In using the org itself as a source of personnel, then an "HCO" tears things up far faster than it puts things there.

HAS

The HCO Area Secretary, HAS, has the function of ESTABLISHING THE ORG.

That means to find, hat, train, apprentice persons from OUTSIDE the org, to locate them in the org and on the org bd and then route the raw materials (public people in this case) along the line for production, which means changing particles into a final product.

If HCO *establishes* the org then all will be well.

If it fails to recruit or hat or org bd or route or distribute comm or police the lines, the org will stagger or fail.

The HAS is responsible for seeing that HCO establishes the org.

An HAS who is doing anything else is DIS–ESTABLISHING.

HCO EXTERNAL

HCO has the incoming and outgoing flow lines as well.

This gives it Address. This means the *location* of the terminals OUTSIDE the org that the org contacts.

This in itself is an org bd.

The HAS must insist that the outside terminals are also established.

This gives an international network of flows amongst terminals.

WHAT is produced and WHAT flows on the lines is the business of other terminals outside HCO unless these threaten the functions of HCO.

Now if you think there is anything more to it than this, work and work and work to do it in clay, clean up the misunderstood words and become thus able to envision and handle it.

Many policies exist about HCO. There is a lot of admin tech connected with an HCO but ALL OF IT is entirely and completely concerned with *how* to establish an HCO and an org.

This PL should be known, known, known and any further confusion would be plainly the result of personal aberration such as an inability to conceive of a terminal or a space or a thirst for confusion only found in very batty places.

The functions of an HCO and the duties of an HAS are so elementary and so plain that they cannot be misunderstood even by experts.

HCO establishes the org.

That is the basic thing to know.

The techniques of how it is done are well recorded and broadly issued.

HCO does NOT disestablish the org.

HCO does NOT leave an org un-established.

HCO ESTABLISHES THE ORG.

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HCO POLICY LETTER OF 8 MARCH 1971R
ISSUE II
REVISED 22 APRIL 1982

REMIMEO

ORG SERIES 27-1

ORG OFFICER

(Originally written by LRH for the *Apollo* OODs of 8 Mar. 71. Issued as an HCO PL on 27 Sept. 80.)

Org officers think they approach HASes to organize. They don't.

HCO has not formed because org officers keep making demands on it instead of doing their job. The organization it takes to get out a specific product is instant stuff. HCO is a long-term build of the establishment. Entering instant organization into HCO of course defeats its purposes and prevents it from the long-haul actions necessary to form a whole org.

If an org officer considered himself the product officer's expeditor he would begin to get the idea.

We have a product officer–org officer mission going in to expedite FEBCs. The product officer will get the product — a competent graduated FEBC on an airplane going home — being made and fired. The org officer will push the materiel and lines into shape to back up the product officer. Now, what's *that* have to do with HCO? Nothing.

The org officer makes sure there *is* a pack or tape or recorder or gets them (not by despatch) and the product officer checks out, verifies, grooms, solves FEBC problems, pushes cases.

The Course Super goes on supervising, Course Admin goes on admining. What they're doing right with the student gets pushed and done more of. And what organization there is gets more of from the org officer.

For instance, here is a CO-type prod officer action that was done.

SITUATION: Course numbers building up. You see this in orgs.

HANDLING: Put on a prod–org mission to get numbers completed and fired.

The CO found three who could be made ready to fire at first glance and gave the order GO-GO-GO, to Action.

The cope was fire three, NOW. The medium range was get a mission on it.

That is uptight production.

A prod–org team works in *hours* and *days*. Save an hour, save a day. Do it in hours, do it in days.

By doing it they learn line and materiel outnesses and their reform CSWs of lines and actions are written up when they're completed and that's their first contact with the HAS and HCO.

Now with these reforms the general org action will be easier and faster and a product backlog peak won't occur so fast again.

A prod–org team that writes despatches and harasses HCO just doesn't know THAT THE PROD–ORG SYSTEM IS TO HANDLE BACKLOGS AND OMISSIONS IN PRODUCTS. *Having handled* they can advise or order or get approval for line changes and new recruitment, etc. These, the HAS can get in for the long haul.

Prod–orgs WORK, they don't just order.

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HCO POLICY LETTER OF 29 JULY 1971
ISSUE I

REMIMEO

PERSONNEL SERIES 21
ORG SERIES 28

WHY HATTING?

A few days ago when I found that musical chairs and flubbed hatting had unstabilized some areas, I wondered whether or not this might stem from some social aberration that was very general in the societies in which we are working.

And it seems to have been the case. I worked on it a bit and found this:

LAW: THE POWER OF A THETAN STEMS FROM HIS ABILITY TO HOLD A POSITION IN SPACE.

This is quite true. In *Scientology 8-80* the base of the motor is discussed. It holds two terminals in fixed positions. Because they are so fixed, power can be generated.

If a thetan can hold a position or location in space he can generate POWER.

If he cannot, he cannot generate power and will be weak.

We have known this for nineteen years. It applies here.

Observation: MODERN SOCIETY TENDS TO CONFUSE AND UNSTABILIZE PERSONS WITH ITS HECTIC PACE.

Observation: BEINGS WHO ARE AFRAID OF STRONG PEOPLE TRY TO WEAKEN THEM.

Observation: PERSONS WHO ARE PUSHED AROUND FEEL THEY CANNOT HOLD A POSITION IN SPACE.

Observation: PEOPLE HATE TO LOSE THEIR POSTS AND JOBS. THEY FIND IT DEGRADING.

In processing, picking up this chain of lost positions achieves very good gains and rehabilitates a person's ability to hold a job.

LAW: BY GIVING A PERSON A POST OR POSITION, HE IS SOMEWHAT STRENGTHENED AND MADE MORE CONFIDENT IN LIFE.

LAW: BY LETTING A PERSON RETAIN HIS POST, HE IS MADE MORE SECURE.

LAW: BY HATTING A PERSON, HE IS GREATLY STRENGTHENED AS HE IS HELPED TO HOLD HIS POST.

A basically insecure person who feels he is unable to hold his position in space is sufficiently strengthened by hatting to feel secure enough to do his job.

LAW: HAVING A HAT, BEING HATTED AND DEMONSTRATING COMPETENCE MAKES A PERSON FEEL CAPABLE OF HOLDING HIS POSITION IN SPACE AND HE BECOMES MORE STABLE, CONFIDENT IN LIFE AND MORE POWERFUL.

LAW: UNHATTED PERSONS ON A POST CAN BECOME CRIMINAL ON THE POST BECAUSE THEY FEEL INSECURE AND BECOME WEAK.

When a person is secretly afraid of others, he instinctively will not hat them or hats them wrongly and tends to transfer or move them about.

When a person is insecurely posted and insufficiently hatted, he can try to weaken others by trying to prevent their hatting and trying to get them transferred or even dismissed.

This is apparently the social aberration at work.

The answer to a sane org and a sane society is not welfare and removal. It is:

Recruit them,

Train them,

Hat them,

Apprentice them,

Give them a post.

This is so strong in truth it would de-aberrate the bulk of the crime out of a society.

And it sure will put an org in POWER.

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HCO POLICY LETTER OF 11 AUGUST 1971
ISSUE III

REMIMEO

ORG SERIES 29

INFINITE EXPANSION

There is no reason whatever to ever contract or reduce the size of an org except covert destruction.

In theory there is no limit to the size of an org.

The 1967 org board is capable of expanding to 200,000 staff members!

For our purposes, there is no real limit to expansion.

So long as property purchase does not commit future income dangerously and so long as HASes keep the admin staff in a ratio of two to one technical staff, there is no limit to expansion.

So long as cash-bills is kept more cash than bills there is no limit to expansion.

So long as the staff produces what their posts call for there is no limit to expansion.

So long as you DELIVER in quality what you SELL there is no limit to expansion.

So long as you keep standard on admin and keep standard on tech, there is no limit to expansion.

So don't get frightened, don't fire people, don't cut back. Understand the above and the *whole* of this policy letter. And there is no limit to expansion.

So EXPAND.

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HCO POLICY LETTER OF 10 NOVEMBER 1971

REMIMEO

ORG SERIES 29-1

ORGANIZATION AND SURVIVAL

(Originally written by LRH for the *Apollo* OODs of 10 Nov. 71. Issued as an HCO PL on 11 Sept. 80.)

Well-organized activities survive. The survival of individuals in those organizations depends on the highly organized condition of the activity.

A small group, extremely well organized, has excellent chances of survival.

Even a large group, badly organized, hasn't a prayer.

The essence of organization is org boarding, posting with reality and, in keeping with the duties being performed, training and hatting.

To this has to be added the actual performance of the duties so that the activity is productive.

The outward signs of a badly organized group are slovenliness and fumbles.

Another ingredient that goes hand in hand with organization and survival is toughness. The ability to stand up to and confront and handle whatever comes the way of the organization depends utterly on the ability of the individuals of the organization to stand up to, confront and handle what comes the individual's way. The composite whole of this ability makes a tough organization.

An individual who is not properly posted, isn't performing the duties of the post, is not trained or hatted is soft. He has no position to hold, therefore he goes down at the first fan of a feather.

Confidence in one's teammates is another factor in organization survival. Confidence in one's self is something that has to be earned. It is respect. This is a compound of demonstrated competence, being on post and being dependable.

After an individual has failed, confidence in him on the part of his teammates sinks. He has lost face and is not respected. This, then, shows itself up in numerous ways. It is up to that individual to earn back confidence so that his teammates will again trust him. The way to do this is to get properly org boarded, trained, hatted and to confront and handle, with competence, whatever that post is supposed to control.

The ultimate in no confidence by a group in a team member is no post at all. Reports from those who have no post or from those who are between posts stress the horrors of having no post.

Our survival depends fully on becoming entirely and completely organized. This will happen to the degree that every separate unit, department and division in an org is properly org boarded, properly performing the duties of the post, is trained and fully hatted.

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HCO POLICY LETTER OF 14 JULY 1972

REMIMEO

EXECUTIVE SERIES 14
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ESTABLISHMENT OFFICER SERIES 22

ESTO FAILURES

For several months I have been studying the Esto system in operation and have finally isolated the exact points of any failures so they can be turned to successes.

PUTTING IN THE SYSTEM

An Esto returning to an org can crash it.

The exact reasons for this are:

A. The execs who heretofore did organizational work say, "Ah, here's the Esto system at last," and promptly drop their organizational and personnel actions.

Yet here is this lone E Esto, no divisional Estos, no one trained to support him.

The right answer is when an E Esto goes into an org where there are no Estos or only a TEO or QEO, he must gather up the execs and tell them it will take him weeks to recruit and train Estos and that THEY MUST CONTINUE ANY ORGANIZATIONAL ACTIONS THEY ARE DOING and that the HAS IS STILL ESTABLISHING THE ORG.

Otherwise they let go their lines.

B. The new E Esto takes key production personnel from the divisions to be Estos and they crash.

The answer to this is to RECRUIT the new Estos.

This is easier than it looks if you recruit idle area *auditors* to be Estos.

If you do this, remember that they went idle as auditors because they had out-ethics, were PTS, had misunderstoods and out-TR 0. To get them you do a 3 May 72 (ETHICS AND EXECUTIVES) PL, a 5 Apr. 72 (PTS TYPE A HANDLING) PL, Method 4 on their courses and make them do *real* TRs, especially zero. And they'll be ready.

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You get a list of area auditors and contact them and do the above on them and you'll have Estos who are half-trained already.

Failing this or in addition to it just plain recruit.

C. The first post a new E Esto should take is Dept 1.

He does NOT "hat the HAS" or "just do programs." He rolls up his sleeves and WORKS as director of Dept 1.

He recruits, he posts up Dept 1. He hats the hell out of Dept 1.

He makes a Department 1 that really, really flows in personnel, puts up org boards and hats.

WHEN he has a Department 1 FUNCTIONING he can begin to recruit Estos as well as other org staff.

If he can't get a Dept 1 whizzing he has no business being an Esto, does he?

He does NOT put in Dept 2 or act as Dept 3. He makes the HAS handle these.

With a *strong working* Dept 1, an Esto system can then go in.

D. Musical chairs is the commonest reason any org collapses.

A "new broom sweeps clean" complex will wreck any org.

An E Esto on arrival, taking over Dept 1, FREEZES ALL PERSONNEL TRANSFERS. He does not permit even one transfer.

The only exception would be where a musical chair insanity has just occurred. If this was followed by a stat crash then one REVERTS THE ORG TO THE UPSTAT PERIOD and *then* FREEZES PERSONNEL TRANSFERS.

But before one reverts one must evaluate the earlier period by stats to be sure it WAS the upstat period.

By freezing personnel one protects what he is building.

Almost all musical chairing is the work of a suppressive except when it is the work of an idiot.

E. Anyone trying to hold Dept 1 in a personnel starved org is holding a hot seat as any HAS or Personnel Director can tell you.

Body traffic to this dept in any medium-sized org defies belief.

It looks like Grand Central Station at the rush hour.

"I have to have _____," "Where is my Course Super _____?" etc., etc., etc., is the constant chant.

You can spend the whole day interviewing staff execs and get nothing done.

There is a right way to do all these things and a billion wrong ways.

Obviously the answer to all their problems is to get and train new people. Yet how can one in all the commotion.

Ninety percent of these requests are from people who are not hatting and using the people they already have.

The right way is on any new personnel demanded one gets Dept 3 to do an Inspection and Report Form for people in the area of the exec doing the demanding. You will find very often unhatted, untrained and wasted personnel and many outnesses.

You hold the line on personnel by saying: "Handle these unutilized or half-working staff or these outnesses. You are here on my procurement board as entitled to the (give priority, 3rd, 8th) person we hire or recruit."

And get industrious in recruiting, using all standard actions, for that is the only way things can be solved.

Most orgs would run better on less people because the personnel are not hatted or trained. One org, two years before this writing, made *four* times as much money on *half* the personnel it now has.

Unhatted, the staff is slow and uncertain. Unproducing, the div heads demand little.

But they sure can scream for more personnel!

No org ever believes it is overmanned.

F. Some divisions (like the usual Treasury or Dissem) can be undermanned. Key income posts most often are empty.

When one mans up an org one sets priorities of who gets personnel.

This is done by PRODUCTION paralleling. One mans up against production.

New people come in through Div 6. They are signed up by Div 2. Delivery is done by Div 4. Money is collected by Div 3. That gives you a sequence of manning up.

You man income and delivery posts with new hirings.

The E Esto is trying to get in a Dept 1 so of course he gives this a priority as well.

Until the income is really rolling in and the delivery rolling out, one does very little about other areas.

Having gained VOLUME, one now begins to man up for quality. This means a Cramming and a W/C Section in Qual. It means more HCO.

One now hits for future quantity by getting auditors in training, more upper execs in training.

When the org is so built and running and viable it is time the whole Esto system got manned up.

G. Every 5th person hired on an average should be put in Dept 1 as a *Dept 1* extra personnel who does Dept 1 duties and trains part time as an Esto.

This gives the E Esto additional personnel in Dept 1.

It also begins an Esto right.

His most essential duties as an Esto *are* Dept 1 type duties.

You eventually have a bulging Dept 1. You have a basic Dept 1 that functions well and will continue so. You have the Esto trainees who are working in Dept 1 as Dept 1 personnel. And you have of course some new people who are HCO Expeditors until they get in enough basics for real regular posting.

This makes a fat Dept 1 and proves one can Esto!

SUCCESS

If an E Esto introduces the Esto system exactly as above and in no other way, he will be a success.

Like an auditor varying processes or altering HCOBs, a new E Esto who varies the above will bring about disaster.

Where E Estos have gone into orgs other ways or where the system has been varied, stats have crashed.

By going in this way, as above, it can be a wild success.

How fast can you put in an Esto system? It takes months of hard work. It depends really on how good the E Esto is at recruiting, org boarding and hatting.

If he's good at these things the time does not stretch out to forever.

For comparison, it took half a year each to build DC, Johannesburg and SH to their highest peaks. They were all built from a Dept 1 viewpoint of recruiting, org boarding and hatting hard enough to get production.

So this is the oldest pattern we have — Dept 1 evolves the org.

When the org gets too big Dept 1 loses touch. You extend it into each div and you have the Esto system. And you have Estos.

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HCO POLICY LETTER OF 23 JULY 1972RB
REVISED 11 JANUARY 1991

REMIMEO

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THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact:

HATTING = CONTROL

A person who is hatted can control his post.

If he can control his post he can hold his position in space — in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN ESTO ARE:

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING

1. Recruited or hired. Signs contract.
2. Instant-hatted for the job assigned as an HCO Expeditor.
3. Staff Status 0.
4. Basic Study Manual (if the staff member has not previously done the Student Hat or Primary Rundown).
5. Staff Status I.
6. Staff Status II.
7. Posting as other than an HCO Expeditor.
8. Full hatting with a checksheet and pack fully done with M6, M7, M9, M3 and M4 Word Clearing.
9. Eligibility for study and auditing (OR for staff service or study).
10. Must have a stat and demonstrated he has produced on post.
11. Purification Rundown.
12. Objective Processes: CCHs, 8-C, SCS, Havingness, etc.
13. Scientology Drug Rundown (if required).
14. Method One Word Clearing, Student Hat.
15. Administrative or tech training (OEC or auditing).

Flag Orders in the Sea Org may change this lineup slightly but it is basically the same.

No one should have any other training, much less full-time training, before step 12 in the above.

After a staff member has completed Staff Status 0 he may receive PTS handlings and study the PTS checksheet and may have emergency assists. He may also be audited by students and TTC if he has rising stats.

There are time limits placed on how long it takes to do SS I and SS II. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

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TIME–TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full-time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors — they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old-timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the Hatting Officer in HCO and the Staff Training Officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASes or HQSes. You recruit or hire somebody to be part of the team.

OPEN GATE

If *any* opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSes and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared."

In a short-staffed org "looking only for the best people" the guy nobody will have gets put in an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained step 10 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the gate.

ALL the great executives in Scientology came up in such orgs.

With a *flow* of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble.

IN A FAST FLOW HIRING ORG THE HAS AND ESTOs *MUST* BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT *HAT* AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast flow hiring only breaks down and gets protested where HCO and Estos are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org, and only then could it produce.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JULY 1972

REMIMEO

EXECUTIVE SERIES 16
ORG SERIES 32
ESTABLISHMENT OFFICER SERIES 26

ESTABLISHING
HOLDING THE FORM OF THE ORG

If a person who could not play a piano sat down at a piano and hit random keys, he would not get any harmony. He would get noise.

If the head of a division gave orders to his staff without any regard to their assigned posts or duties, the result would be confusion and noise.

That's why we say a division head "doesn't know how to play the piano" when he knows so little about org form that he continually violates it by giving his various staff members duties that do not match their hats or posts.

But even if one could play the piano, one would have to have a piano to play.

SPECIALISTS

Each org staff member is a specialist in one or more similar functions. These are his specialties.

If he is fully trained to do these he is said to be HATTED.

The combined specialties properly placed and being done add up to the full production of an org.

The org form is then the lines and actions and spaces and flows worked out and controlled by specialists in each individual function.

These specialists are grouped in departments which have certain actions in common.

The departments having similar functions are grouped into divisions.

The divisions combine into the whole org form.

It is *far* less complex than it looks. It would be very complicated and confusing if there weren't divisions and departments and specialized actions. Without these you would get noise and very limited production and income, and at great strain.

Take a theater as an example. There are people who advertise it; these are the public relations people; they are hatted to get publicity and make people want to come to the play; call them the PR Division. There are the producers and directors; they are hatted to present a performance and make it occur; call them the Production Division. There are the actors and musicians; call them the Artists Division. There are the property men; they are hatted to get costumes and items needed; call them the Property Division. There are the stagehands and electricians and curtain and set men; call them the Stage Division. There are the ticket sellers and money handlers and payroll and bills payers; they are hatted on money and selling; call them the Finance Division. There are the people who clean the theater and show people to seats and handle the crowds; call them the House Division. And there are the managers and playwrights and score writers and angels (financiers); call them loosely the Executive Division.

Now as long as they know their org board, have their flows plotted out, are hatted for their jobs and do a good job, even a half-good play can be viable.

But throw away the org board, skip the flows, don't hat them and even a brilliant script and marvelous music will play to an empty house and go broke.

Why? Because an org form is not held. Possibly an untrained unhatted producer will try to make the stagehands sell tickets, the actors write the music, the financiers show people to their seats. If he didn't know who the people were or what their hats were he might do just that.

And there would be noise and confusion even where there was no protest. People would get in one another's road. And the general presentation would look so ragged to the public they'd stay away in droves.

ESTO ACTION

Now what would an Esto (or an Executive Director) have to do with, let us say, an amateur, dilettante theatrical company that was about to bog.

Probably half the people had quit already. And even if there were people in the company they would probably need more.

The very first action would be to Esto Series 16 the top men to make money quick.

The first organizing action would be to kick open the hiring door. This would begin with getting out hiring PR and putting someone there to sign people up who came to be hired (not to test and audition and look at references, but just to sign people up).

The next action would be to do a flow plan of public bodies and money. So one sees where the org form reaches. Then a schedule.

Next action would be to do an org board. Not a 3-week job. (It takes me a couple hours to sketch one with a sign pen for posting.) AND GET IT POSTED.

One then takes the *head* of each of these divisions and *hats* him on what his division is supposed to do and tell him to *do* it. NOW.

You make and post the flow plan, org bd and terminal locations plan where the whole company can see them.

Chinese drill on a flow plan to show them what they're doing and what has to be done.

Chinese drill on the org board including introducing each person named on it and getting it drilled, what he does and who he is.

You Chinese drill the terminal locations where each of these persons (and functions) is to be found.

You get agreement on schedules.

You now have a group that knows who specializes in what and what's expected of each.

You get the head of the whole company to work with and hat the heads of his divisions.

Now you get the heads of divisions to hat their own staffs while you help.

And you get them busy.

You then put the polishing touches on your own Dept 1 (personnel PR, personnel hiring, personnel placement, org bds, hat compilations, hat library and hatting, hatting, hatting).

And by hatting and insisting on each doing his specialized job and getting seniors to HOLD THE FORM OF THE ORG by ordering the right orders to the right specialists and targeting their production and MAGIC! This amateur theatrical company gets solvent and good enough to wind up on Broadway. It's gone professional!

You say, yes, but what about artistic quality? What about the tech of writing music and acting . . .

Hey, you overlooked the first action. You kicked the door open on hiring and you hatted and trained. And you let go those who couldn't get a stat.

Eventually you would meet human reaction and emotion and would put in a full HCO and a full Qual particularly Cramming. But you'd still do that just to be sure it kept going.

Yessir, it can't help but become a professional group IF you, the Esto, established and made them HOLD THE FORM OF THE ORG and produce while they did it.

An Executive Director can do all this and produce too. The great ones do things like this. But here it is in full view.

A Scientology org goes together just like that. Which could be why, when we want to get something started, we say:

"Get the show on the road!"

But there is no show until it is established and the FORM OF THE ORG is held.

You are luckier than the amateur theatrical company's Esto. You have policy for every post and a book of it for every division and all the tech besides.

So there is no valid reason under the sun you cannot establish and then hold the form of the org.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 JULY 1974
ISSUE I

REMIMEO

ORG SERIES 33

PRODUCTION BUGS

An analysis of failures to produce in several fields showed this fault:

EXPERIMENTING ON A
STANDARD PRODUCTION LINE.

Example: A cook can cook 30 dishes of various types successfully. Instead of retaining these as they are and seeking on the side to create or find new dishes, the cook experiments with and changes her 30 standard dishes. The result is failed production.

Example: A musical group has 15 finished pieces of repertoire. Instead of developing totally new pieces, they rewrite their existing repertoire. The result is a failure to do good shows.

Example: An org is doing well with a standard CF letter writing campaign. This personnel is pulled off onto phones only as an experiment. The org stats crash. The correct action would be a pilot phone program using new personnel and leaving the standard actions in.

In all cases the right thing to do is maintain without variation the standard production line and if experimenting or change is to be done: pilot it on the side with people or actions that do NOT impede standard production.

There is always a better model in the research lab than there is on the production line. The only bug occurs when the incomplete and unknown model is shoved over *as* the standard production.

If on test and experience a new action, properly piloted, is better, then and only then is it *added* to the standard line.

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HCO POLICY LETTER OF 13 JULY 1974
ISSUE II

REMIMEO

ORG SERIES 34

WORKING INSTALLATIONS

Never unmock (take down or destroy) working installations.

A working installation is something that is operational.

The most flagrant violation of this is tearing up Div A to create Div B.

Division A is working. Somebody orders Division B to be strengthened.

A stupid or suppressive personnel person will tear up Div A to get personnel for Div B.

The correct action is to find extra or new people for the new action.

MUSICAL CHAIRS (transfers of persons around an org) is THE SINGLE MOST DESTRUCTIVE ACTION TO AN ORG'S STATS.

A failure to recruit and train new people leads one toward the destruction of working installations.

Whenever a new unit has to be made up, the failure to recruit and train shows up vividly. Essential people are ripped off their posts to form the new unit and the destruction of working installations by this action shows up at once in production stats.

It takes a great deal of work to find, hat and post people and get them experienced enough to produce. It takes a lot of work to make a working installation. But in one swoop some irresponsible personnel transfer can destroy it.

In mechanical matters the same thing applies. It takes a lot of work to make something operational. If for a while it is not used, a mechanic may rob its parts to set up something else instead of getting new parts for the something else. Then when the working installation is needed, it doesn't function and a great deal of trouble and expense is put in setting it up again. The trouble and expense is far more costly than getting the parts elsewhere.

NEVER UNMOCK A WORKING INSTALLATION.

It will be far more costly than going to a lot of trouble and expense to get the people or parts elsewhere.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 SEPTEMBER 1976

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17
ORG SERIES 35

THE STAT PUSH

WHAT exactly is a stat push?

The danger in talking about this subject at all is that someone can do an immediate make-wrong by saying, "This means don't try to raise any stats."

So to understand this subject at all, one must have a pretty clear idea of exactly what is meant by "Don't push stats."

First of all one has to know precisely that STATISTICS ARE AN INDICATOR, THEY ARE NOT AN OBJECT.

WHEN YOU PUSH THE INDICATOR YOU DO NOT OBTAIN THE OBJECT IT REPRESENTS.

PRODUCTION IS COMPLETED CYCLES OF ACTION, NOT JUST NUMBERS.

The figure "1" in "1 apple" is not the apple.

Therefore pure, raw, naked stat pushing is an outpoint called "wrong target."

Pushing a stat without doing anything to bring about the stat is therefore an aberration.

Demanding a stat without doing anything to see that it occurs or putting anything there to make it or correcting anything that is preventing it is an aberration built out of either psychosis or ignorance of what should really be done.

It is quite true that stats must be kept up. But unless they are kept up by putting something there or correcting something that is there and getting all the cycles of actions done by all those who should do them, the stats will DECREASE and eventually vanish.

An order, a telex, a yell to the effect "GET THE STATS UP" is so much wasted time.

Further, such an order or telex or yell in any form has a very deteriorating effect. Individuals or staffs look at it in a properly weird light. They are there, they are doing what they can, they have problems and tangles and barriers. And telling them to "Get the stats up" causes various reactions, none of them very good. Essentially, it gives

them neither help nor direction and even subtly informs them that the person ordering either does not know or does not care what is going on and is not about to help. The eventual reaction can become an ignoring of that command channel.

There are some specialized actions in stat pushing. Chief amongst them is the "GI push."

The usual indicator of this is a neglect or abandonment of staff or caring about staff. One sees no real effective attention on recruitment, training, apprenticing, hatting, future execs. And when one sees this it usually follows that there is a "GI push" going on somewhere in the executive strata. Why this indicator? Well, you see, it only takes a small handful of people to get in GI, and where executive attention is fixated on a "GI push," the various production staff, HCO and the rest of the org aren't "necessary." You find this with EDs who reg instead of getting Registrars and putting an org there, with EDs who go for credit unions and odd financial deals. And you will also find they have the biggest number and amount of refunds and the biggest backlogs AND a shrinking and unhappy org. Unfortunately, they soon also get a crashing GI, for none of the support actions are being done across the divisions.

The reason "GI pushing" happens so often is the structure of the society itself. The only real crime for which one can be punished by the governments of today is lack of money. In other crimes if one has the huge sums necessary to hire lawyers, one can often get off. But the crime of having no money is the only crime one cannot get out of. There are even laws which cause the arrest on the street of persons who do not have so much money in their pockets or wallets: it is called "vagrancy." So with the whole aberrated society on a big "GI push," with Wall Street measuring values only in how much something costs, with wages and prices soaring, at this writing, to total social disaster, it is no wonder that shortsighted and untrained or even aberrated executives get into a "GI push."

The answer to not having money is, of course, to make more money. And there is nothing whatever wrong with that. BUT that is *not* done with a "GI push." It is done with putting a whole org there, every part of it functioning and delivering, with all the bugs out of its lines, *and* making a lot, lot, lot more money. Fifty trained staff producing everything an org is supposed to produce will make far more money than five guys concentrating on GI only and letting the rest of the org go to blazes. The GI made by the fifty will go on increasing. The GI made by the five (and not backed up by the rest of the org) will decrease week by week and then crash.

Let us take some examples of "stat pushing":

The room is cold and the staff is wearing overcoats and using blankets. Mr. Stat Pusher walks over to the thermometer on the wall and sees that it reads very low. So he yells at the thermometer, "Get the stat up!" Nothing happens of course, it still says 15 degrees, so he yells at the staff, "Get that stat up!" Now, in this instance, having a stat pusher around, the org has no Treasury Div and so there was nobody to pay the bills and the fuel company has refused to deliver further fuel. The janitor is missing because there is no HCO to hire one or keep one on post so there's no one to light the furnace even if it had fuel. And due to an unhatted Financial Planning Committee, that also doesn't meet or exist, no new boiler was ordered when the old one blew up last year. The stat pusher seems incapable of observing these facts, and is too unskilled

to bring them to rights. So he continues to yell "Get the stat up" and the staff wears more and more coats and blankets until at last it is just a quiet scene of solid ice.

If the letters out stat is down, this is a bad INDICATOR. It is vital that one keeps stats and observes when one goes down. It is extremely hard to manage on one's post or in an org unless one has a stat. But, in going down, WHAT is being indicated? A lack of letters out. So what does one do? Does he yell "Get the letters stat up"? Or does he look into this? If he looked into it, he could find the real Why, handle it and the letters stat would go up. He might find that the Letter Reges were all sacked so as to increase the unit pay one week and that he has somehow gotten a nut onto a personnel or finance post (whose R/Ses make even his head jerk back and forth). He might find that the typewriters had broken down. He might find that Dept 5 people were all being used by Div 5 to handle their files. At the very least he will find something aberrated or ignorant going on which has to be handled before the letters can be flooded out again. WHEN this is found and handled, THEN the letters out stat will go up.

So Mr. Stat Pusher is essentially operating on a short circuit. He cannot or will not look.

And there is another variety of stat aberration which comes about after a lot of "Get the stat up" has failed. This is Mr. Stat Ignorer.

Mr. Stat Ignorer is driving along in a car and he looks at the speedometer. It says 15 mph. He glares at the needle for a moment and then handles it. He pastes a piece of paper over it so it can't be seen. And sits back and drives contentedly. If he'd looked, he would have found he had three flat tires and an engine about to run out of oil and explode.

Then there is also Mr. Stat Faker. He knows that he will get in trouble if his STAT is down. So he simply dreams up a figure and puts it on graph paper. He is encouraged and rendered confident in this because he is sure that no senior will come around and notice the towers of unanswered letters or the huge backlogs of cramming orders or the mobbed waiting room of unhandled public or the mountain of uncorrected and unfiled address plates. He is confident because no senior has in the last year or two. And he can say "I'm an upstat" when the Ethics Officer tries to hit him for keeping the front door to the org obstructed with his motorcycle. And he is recognizable by a caved-in case, low morale and a hunted look of glee as he creeps through the org.

There is one common denominator the stat pusher, the stat ignorer and the stat faker have. And that is AN ABSENCE OF SKILLED MANAGEMENT.

We have investigatory tech. It is there for use. We have the Data Series evaluation tech. It is there for use. We have administrative tech. And it is all published and there for use. And further, when it *is* known and used, proven times without number now, production and prosperity occur AND show up as statistics which INDICATE that production and prosperity are occurring.

Yes, it is very, very true that an org or a manager or an auditor or file clerk gets in trouble if their stats are down.

Yes, it is true that stats should exist and be used.

But it is equally true that the way to get a stat is to put something there that can get something done and get the lines debugged and the scene handled.

The fate of the stat pusher, the stat ignorer and the stat faker is to look around one day and find no org.

It's a very long way between yelling or telexing or writing "Get the stat up" and handling things and getting production cycles completed so that the stat WILL go up.

The stat, properly stated and honestly kept, IS a vital indicator of the scene. If you know how to use them you can get the areas that have to be handled. And if you know your policy and tech you can find the real Whys and get real handlings and get things whizzing.

We mean to have all the stats going up because this INDICATES a bettering state of affairs for everyone.

The job of the product officer is NOT to yell "Get the stats up." The product officer is there to notice and order things like "Get those letters answered so they get answers." And the job of the org officer is to carry out the handlings the product officer finds necessary to get production rolling.

A fire-breathing product officer is worth his weight to every staff member IF he is trying to get and is getting production which results in bettered conditions, better products, better prosperity and THIS will incidentally show up in the stats.

It's a world of things that have to be done and coordinated before the stats go up.

We are in the business of people, we are in the business of a bettered world. We have to have completed cycles of action. And these are shown in stats.

We are also in a world of exchange and would be no matter what ideology we lived under. We have to "make GI" and we have to have "the stats up."

But our success is measured in terms of the ACTIONS we do, for only those show up in the indicators called statistics.

So, okay. Let's go about it the right way. And find what is holding the stats down and handle and correct those things and so, honestly and swiftly become upstat.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 SEPTEMBER 1976-1
ADDITION OF 17 APRIL 1977

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 17-1
ORG SERIES 35-1

STAT PUSH CLARIFIED

This policy letter is revised. The second paragraph of the original said that it was dangerous to talk about the subject because somebody could do an immediate make-wrong by saying, "This means don't try to raise any stats."

Well, exactly that happened. There was a heavy campaign run into all Flag Operations Liaison Offices and to orgs designed to discredit asking for raises in stats. (The person who did it and failed to push production quotas is suspended and under Comm Ev.)

The whole point seems to have been missed. It was this: You can't ask for a NUMBER; you CAN and MUST ask for a SOMETHING.

That something is a *product*. It is a thing, a tangible item.

Right this minute, as a result of a mission, HCO PL 16 Nov. 76, Exec Series 19, Org Series 37, PRODUCTION QUOTAS, has now been provided with thoroughly researched subproducts one has to push in order to get the PRODUCTS. These are the real tangible actions you have to take to get a number of actual products. In other words, by getting many exact minor products, you then can achieve the valuable final product.

STATISTICS are those numbers which simply count the products attained or obtained.

Stat management is the only kind of management you can do on a production scene. Management by statistics was brought to a fine art in Scientology admin tech. To discredit it is, of course, to court failure.

Abusing statistical management is also something of a crime. It has been done by some managers who said "Get the stats up" without ever saying what subproducts you had to get that would then make up the product.

Stat management is a valuable tool and has gotten us over the years. To discredit it first by saying first just "Get the stats up" without saying how or what or why was one side of the pendulum. Then the pendulum swung clear to the extreme and people were being made guilty for even watching stats or demanding or working to raise them.

So let's get a little middle swing of the pendulum now.

It is perfectly all right to demand that stats rise so long as one says what subproducts and products make up those stats and gives some indication of what people should do to get the stats rising.

It is perfectly all right to do stat management.

And it is perfectly okay to come down hard on people or orgs who fail to get their stats in viable range.

So long as you give them some idea of what small products (subproducts) they have to get to make up the real products, you are NOT doing a stat push.

So long as you give people some direction and guidance, you can yell for stat increases all you want.

And you better.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 NOVEMBER 1976

REMIMEO
FLAG BU
ALL ORGS
EXT HCO FB

ADMIN KNOW-HOW SERIES 36
EXECUTIVE SERIES 18
PERSONNEL SERIES 28
ORG SERIES 36

MANNING UP AN ORG

THE SEQUENCE OF POSTING DEPTS AND DIVS

You need an org board first and an allocation board.

The sequence in which an org is manned up is roughly:

- Dept 1
- Dept 11
- Reg and Body Routers and Intro people in Div 6
- Dept 12 (enough auditors and C/Ses to approach 2 admin to 1 tech in org)
- Dept 6
- Dept 7
- Dept 3
- SSO and Supers in Qual to train staff
- Dept 5 for CF, Address and Letter Reges
- Dept 4 for promo
- Dept 21 (LRH Comm)
- Dept 10
- Dept 20
- FR and execs
- Full Div 6
- Full Div 1
- Full Div 4

– Full Div 2

– Full Div 5

– Full Div 7

– Full Div 3

(Note, an AO always mans up the AO Dept or Div along with the SH one in each case.)

Wrong sequence of manning is Dept 6, Dept 12, Dept 6, Dept 12, Dept 6, Dept 12, as you wind up with a stuck clinic that won't expand.

Wrong sequence will contract an org while trying to expand it, as the org will go out of balance, bad units, noisy and unproductive.

If manned in a correct sequence, its income has a chance to stay abreast of its new staff additions.

Emphasis on GI without comparable emphasis on delivery and organization can throw an org into such a spin only a genius can run it.

Manned in proper sequence, and hatted as it goes, an org almost runs itself.

Single handing from the top comes from long-standing failures to man or man in sequence, from earlier noncompliance with explicit orders or from not understanding orgs in the first place.

An unhappy org that doesn't produce has usually been manned only partially and out of sequence.

The trick is planned manning, ignoring the screams of those who know best or demand personnel; just manning by posting those who have been screamed for the loudest is a sure way to wind up with no people and total org problems instead of a total org that is prosperous and producing.

Incidentally, this is a rough approximation of the sequence of hats the ED gradually unloads as his org takes over.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 NOVEMBER 1976

REMIMEO
ALL STAFFS

EXECUTIVE SERIES 19
ORG SERIES 37

PRODUCTION QUOTAS

Ref: HCO PL 8 Feb. 72 — Exec Series 7 TARGETING OF DIVISIONAL STATISTICS AND QUOTAS

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

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

And it was also found:

WHERE SUBPRODUCTS ARE NOT GIVEN A QUOTA, QUOTAING A GDS FAILS.

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 student points were heading for bad down stats 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 subproducts 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 D of T would understand how these made up the stat.

"The next step after that was to change 1–4 above into 'number of.'

"This brought about what 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 a lot 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 subproducts 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 18 lines, so that Tours and external Reges are no longer pushed on GI and bodies only. There is a pilot project with Flag Service Consultant WUS since a few days which puts in a whole subproduct 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 subproducts 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 HFA) 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 subproducts that would produce NNCF.

"4. The Dir Income was working on subproducts 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 subproducts 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 that 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 paids 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 has to be through I/A and on to 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 8 Feb. 72, Exec Series 7, TARGETING OF DIVISIONAL STATISTICS AND QUOTAS, is also very important in all this."

Therefore these conclusions can be considered valid and vital:

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

And:

EVERY SUBPRODUCT MUST BE QUOTAED FOR A GDS QUOTA TO BE ATTAINED.

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HCO POLICY LETTER OF 24 JULY 1978

REMIMEO

EXECUTIVE SERIES 19-1
ORG SERIES 37-1

SUBPRODUCTS
HOW TO COMPILE A SUBPRODUCT LIST

If you take any VFP and trace it backwards step by step, using a BE–DO–HAVE breakdown of what it took to create it and then wrote up the list as preliminaries, you would have a subproduct list.

Let us take a cup of coffee as the VFP. The minimum subproducts list would divide into what you had to be, what you had to do and what you had to have to wind up with a cup of coffee.

Be: Somebody who wanted a cup of coffee, somebody hatted to make coffee.

Do: Boil water, add coffee, put coffee in a cup, put it someplace where it could be drunk, let it cool until it was drinkable.

Have: Money to buy the necessary, or the ability to make money so you can buy the necessaries or the skill to create the necessaries: water, a pot to boil water in, fuel to make a fire, a fire to put a pot on, time to boil the water, coffee, the skill to make a cup of coffee, a cup to pour it in when made, a place to put it or drink it.

Now when you put this into a sequence of actions you will see that it looks like a doingness list. So you would have to add the havingness list and there would be no point in it unless you brought about the beingness list.

Now, from the above you could work out the subproduct list of a cup of coffee. Now, if at some future date you found out there was something wrong with the coffee valuable final product all you would have to do is assess this list and find out how come no VFP. The subproduct omits and wrong targets would leap at you and, if handled, could result in the VFP of a cup of coffee quite promptly.

And if you yourself were not involved in making the cup of coffee you would be able to debug how come no cups of coffee.

And if other departments or people had to be convinced there was valid reason for no cup of coffee you would use the list.

So as an exercise why don't you compile the subproduct lists for a cup of coffee.

When you get into anything as vast and complex as an org you can see that subproduct lists are vital to the understanding and accomplishment of VFPs.

And you would not be asking do you have to have one staff member for making each step of making a cup of coffee.

Now, as a second exercise take a valuable final product and break it down yourself, just like we broke down the cup of coffee, and searchlights will play against the sky, bands will strike up and understanding will reign everywhere and so will VFPs.

Not getting pcs audited? Not getting students trained? Not getting mobs of people walking in the front door? Not buying new buildings? Not having a highly trained expert staff? Do some subproduct lists and assess them and you'll know all about it.

USE AS ORDERS

If a valid subproduct list is used as a basis for issuing orders to a staff member, a section, department, division or org, they will be right targeted and valuable final products result.

It will greatly increase org efficiency and show up holes.

When the orders are issued and VFPs do not appear you will know what you are getting and what you are dealing with: Noncompliance? Sabotage? Overload? No recruitment? No hatting? R/Sers? Misguided staff? or what? Well that would be up to you to investigate and you have a guide of the subproduct list and what didn't or couldn't occur and get busy and do something about it.

USE AS QUOTAS

Subproducts can be quotaed and should be but they can only be quotaed in view of what can be done with what one has.

When you quota just one subproduct in a long line-up of other unquotaed subproducts, you can get into a situation where the subproduct or the quotaed subproduct is lacking support and so won't occur. In this case you can see that the subproduct gets the support while being obtained on a cope basis.

You can't just chant a lot of figures at a staff.

It is safer to quota the doable and then gradually add quotas to new doables as your facilities and capacity expand.

You can quota an HGC on pcs gotten into session. But remember you will also have to quota Tech Services phone calls and letters.

To do quotaing you have to know how to "play the piano" and have to be totally knowledgeable of existing scenes at any given moment. It is not an ivory tower job.

You can quota 500 file folders filed but remember you had better quota, for that time only, 500 file folders if there are none.

Quotaing does result in subproducts which result in VFPs and should be done.

But it is a highly educational process. The response can be anything from "They don't make them anymore" to "The auditors have no pens" or "It's busted" but the point is whatever turns up on quotaing, you can handle it.

If you don't quota you probably won't have anything to handle and the result is a nice soft idle life of total poverty for one and all.

Subproduct lists are made for those who are not dedicated to the cult of poverty and destitution.

So quota and very soon you will find out more about playing the org piano than ever before and you may even get some VFPs too which is after all the label of the game. If you misquota too often and don't learn in the process you'll probably get a mutiny.

It's fairly certain that if you quota nothing you won't ever get a cleared area. So quota away and quota intelligently.

DEBUG USE

A major use of subproduct lists is debugging the absence of high quantity, high quality valuable final products or no product at all.

As it is VFPs which keep an org going, not promises or hope you can see that a subproduct list is vital to straighten out an area.

By assessing the subproduct lists against a direct inspection of the area to which it applies one can see the major things that are missing. It is these missing things which are preventing the attainment of the valuable final product of the area, so vital to the org's survival.

UNDERSTANDING

A subproduct list enormously assists an understanding of what an area is supposed to be doing.

It will be found that staffs in a section or department or even division don't really know what it is supposed to be doing.

By simply taking up the subproduct lists with them point by point, they will suddenly envision the VFP and see what it really is.

PRODUCTION

People can be very busy without producing anything. The busyness of people can sometimes be rather misdirected.

By having an exact list of subproducts, a staff gets a very good reality on what productive busyness is. They will coordinate their busyness and drop out nonproductive busyness and real org VFPs will begin to appear.

ORGANIZATION

As an org is compartmented, staff members in one part of an org or even in one part of a department have no view of other areas and don't know what they are supposed to be doing. A subproduct list is highly informative to them. What *is* supposed to be coming out of that other area?

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Also a staff member is a part of a flow line. If he has no idea what the point earlier on the line is supposed to be doing and what the point later on the line is supposed to be doing, he sometimes can't see the value of what he is supposed to be doing and does not take adequate responsibility for it as he may not conceive how important it is to the VFP.

A case in point of this — you won't believe it — was where a Division 2 could not understand why they got no re-signs until they found out that F/Ning students were a subproduct of the Academy. When they discovered this — and that there were no F/Ning students in the Academy but an awful lot of high TA students — they couldn't do anything about their own plight. (Needless to say the fur flew at the staff meeting.) Thus, using subproduct lists, a part of an org can improve itself and its own VFP by knowing what subproduct another part is supposed to be producing.

INCOMPLETE LISTS

Where you have incomplete subproduct lists — and probably no subproduct lists are perfect — you can get a false sense of security.

An incomplete list does not operate well as a debug list. Thus subproduct lists have to be intelligently used and often recompiled. They also have to be suitable to the activity for which they are compiled.

WRONG LISTS

Where a subproduct list is wrongly worked out the staff in that area can be mistargeted and can be made very busy again with no VFP.

The test of any subproduct list is: Is it resulting in VFPs? If not, somebody has been busy making a staff busy.

The test of a correct subproduct list is does it result in good VFPs when used.

And knowing all this, you can now act and the VFPs will now magically appear.

It's all just magic after all isn't it.

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HCO POLICY LETTER OF 20 JULY 1978

REMIMEO

ORG SERIES 38

HELD FROM ABOVE DOUBLE–HATTING

There are two types of double-hatting.

One of these, we all know about and is very common and quite permissible. This is what might be called *"level"* double-hatting. In this, for example, Mimeo Files is also Mimeo Files Equipment. So long as one does not have a hat in each of separate divisions and the hat is all in one division (and in a large org all in one department) not too much strain and trouble will result.

The other type of double-hatting can be called *"vertical"* double-hatting. In this, the head of an area *also* holds an I/C hat in his own area.

We see this in "HFA" on org boards. "Held from above" is very common. A Tech Sec is also D of P.

Well, in a small org that isn't making any money and isn't delivering, this would be usual. Probably the Tech Sec would also be the only auditor.

But we are talking here about busy areas that produce where we condone too much "HFA."

Vertical double-hatting is a sure way to be under stress.

Example: The Artillery Officer, I/C of all artillery, takes on the hat of "Ammunition Inventory I/C." Well, he's so tied up in counting shells he omits to notice — as he should as Artillery Officer I/C — that they just lost their guns. Result — lost battle, court-martial. And all because he was vertical double-hatted.

When a person occupies two points of different level on a command channel he is asking for trouble. He is busy on the lower point, usually because it is a full-time doingness, and so neglects many other sectors that should be supervised from the higher point.

When I see "D of P" marked as HFA by the ED, I don't have to look at stats or future Ethics Orders for that org. I know exactly what they will be. The D of P post might be being done but the org will be in a shambles for lack of active supervision. The ED will soon be the subject of a mission.

Yes, one can do it for a week — even a month at times. BUT if one does not straighten it out he'll be on the aspirin route.

Advice to any I/C who is vertical double-hatted is:

1. Recruit
2. Train
3. Hat

the lower post quick and see that it produces.

CRAWL BACK UP THE ORG BOARD.

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HCO POLICY LETTER OF 9 AUGUST 1979RA
ISSUE II
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REMIMEO
ALL ORGS
ALL STAFF

ADMIN KNOW-HOW SERIES 38
ORG SERIES 39
ESTABLISHMENT OFFICER SERIES 37

SERVICE PRODUCT OFFICER

Refs:

Taped Lectures		The Flag Executive Briefing Course tape lectures
HCO PLs		The Org Series
HCO PLs		The Establishment Officer Series
HCO PL	9 Aug. 79 I	CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME
HCO PL	7 Aug. 76 I	AKH Series 33 Esto Series 31 PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT
HCO PL	7 Aug. 76 II	AKH Series 34 Esto Series 32 PRODUCT–ORG OFFICER SYSTEM WANT YOUR PRODUCT
HCO PL	7 Aug. 76 III	AKH Series 35 Esto Series 33 PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE
HCO PL	20 Nov. 65RB I Rev. 13. 3. 99	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL	28 May 72	BOOM DATA PUBLICATIONS BASIC FUNCTION
HCO PL	15 Nov. 60R I Rev. 4. 2. 91	MODERN PROCUREMENT LETTERS
HCO PL	14 Feb. 61 II	THE PATTERN OF A CENTRAL ORGANIZATION
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	23 Aug. 79R I Rev. 23. 8. 84	Esto Series 38 Product Debug Series 1 DEBUG TECH
HCO PL	23 Aug. 79R II Rev. 24. 6. 88	Esto Series 39 Product Debug Series 2 DEBUG TECH CHECKLIST
HCO PL	9 Aug. 79 III	AKH Series 39 SERVICE CALL–IN COMMITTEE
HCO PL	10 July 65	LINES AND TERMINALS, ROUTING

The post of SERVICE PRODUCT OFFICER is hereby established in the Office of the CO/ED, Dept 19, of all Class IV and Sea Org orgs. His direct senior is the CO/ED.

Until such time as a SERVICE PRODUCT OFFICER is posted the responsibilities and duties are covered by the Service/Call-in Committee as fully laid out in HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME and HCO PL 9 Aug. 79 III, SERVICE CALL–IN COMMITTEE.

The VALUABLE FINAL PRODUCTS of this post are (1) flawlessly serviced and completed paid pcs and students who re-sign up for their next service, and (2) high quality promotional items in the hands of volumes of public who come in, sign up and start an org service.

The main statistics for the SERVICE PRODUCT OFFICER are:

1. Number of pcs and students completed and re-signed on to their next service. (This includes those actually routed on to the next upper org for services and who do re-sign.)

2. Number of public in and started on to a service.

Completion: By completion is meant those actions completed and attested at C&A and accompanied by an acceptable success story.

Re-sign: By re-sign-ups are meant pcs and students who, after completion of a service, see the Registrar to sign up *again* for another service while in the org.

Promotional Items: Those items which will produce income for the organization. By promotional items are meant those things which make Scientology and our products known and will cause people to respond either in person or by written reply to the result of receiving Scientology commodities. These are: tours, book outlets, Sunday services, events, upstat image, fliers, info packs, handouts, books, ASR packs, specified service promotion, etc.

There are of course many other stats that reflect the SERVICE PRODUCT OFFICER'S subproducts and these are: VSD, TOTAL GI, INTENSIVES COMPLETED, BULK MAIL OUT, NUMBER OF PROMOTIONAL ACTIONS OF THE ORG IN, NUMBER OF FULLY AND PARTIAL PAIDS GOTTEN INTO THE ORG AND ON TO THEIR NEXT SERVICE. These are very important parts of the SERVICE PRODUCT OFFICER HAT, as they reflect his subproducts which lead to his valuable final product.

SERVICE PRODUCT OFFICER RESPONSIBILITIES AND DUTIES

The purpose of an organization is to deliver service to the public. The primary functions which add up to delivery to the public are: promotion, sales, call-in, delivery itself and re-sign. The Service Product Officer is responsible for the flow of *products* through these areas. He is a *product officer*. He names, wants and gets products in these areas and thus ensures that the organization is accomplishing its purpose of service to the public.

The full technology of product officers is explained in the Flag Executive Briefing Course lectures, where the product–org officer system was developed. This system is still fully valid and is, in fact, the tech of the Service Product Officer. He is solely interested in products. When the Service Product Officer comes across a situation that

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requires organizing, he gets his organizing officer to handle it. The O/O (organizing officer) should actually be operating a few steps ahead of the Service Product Officer at all times — organizing for immediate production, per the product–org system. A full study of the product–org system, as contained in the FEBC tapes, the Org Series and AKH Series 33, 34 and 35, NAME, WANT AND GET YOUR PRODUCT is recommended in order to attain a thorough understanding of the actions of the Service Product Officer and his organizing officer.

The Service Product Officer is not a stopgap at any point of the promotion, sales, call-in, delivery and re-sign lines, where executives have failed to post and hat staff. This would be the responsibility of the Exec Establishment Officer per Esto Series 1. Establishment Officers see that short- and long-range establishment are occurring in the organization in the form of recruiting, hatting and training of staff. The Esto system is a necessary and very vital tool for the Service Product Officer and the organization and should definitely be in full use.

The Service Product Officer has the authority to directly order or work with any terminal involved in the promotion, sales, call-in, delivery or re-sign areas so long as he maintains direct liaison with their seniors.

The Service Product Officer must be fully aware of every post in the org and what their jobs consist of. He must know who handles what cycles and what cycles are on the lines. For instance, it is up to the Service Product Officer to be aware of all promotional actions occurring in the org and who is doing them, or if they aren't getting done. He must be aware of what public aren't getting serviced and he ensures those responsible get them serviced. He doesn't do this himself, as a serious goof of any product officer would be to go down the org board and do the job himself. The Service Product Officer *must* ensure others get the work done. Otherwise, he would wind up doing everyone's post and not getting anything done. It's actually pretty overwhelming to think of a Service Product Officer as responsible for doing everyone else's post duties. That's the surefire way to sink fast. Where a product isn't getting out the Service Product Officer debugs it using HCO PL 23 Aug. 79R I, DEBUG TECH, in order to get production. He is not interested in first finding the person's Mis-U or excuse, he is interested in getting production occurring now. Let the org officer and Qual worry about the staff member's Mis-Us.

Divisional Secretaries are the product officers for their division per the product–organizing officer system. The Service Product Officer sees that the product officers over the whole delivery cycle are getting their products. He coordinates the flow of products from division to division. A Service Product Officer doing his post fully and properly is, in fact, the person that makes the org board work. He sees that products aren't jamming up at one point of the line, but that they continue through the organization.

The Service Product Officer walks into the Tech Div and finds the Tech Sec sitting at his desk, shuffling paper and the pcs are piling high and complaining about no service. The last thing the Service Product Officer would do is start organizing the Tech staff around and scheduling the pcs. No sir, that's a serious offense. The first thing he would do is find out what can be produced RIGHT NOW, what auditors can be gotten into session right now and make the Tech Sec do it and GET IT DONE. This all takes about fifteen minutes and he gets the area flowing again and then,

WHAM! . . . he's out and into his next area. The Service Product Officer would not sit down and just start word clearing or doing Exchange by Dynamics on the Tech Sec. He would unstick the flows and get them moving. Then he would alert HCO and Qual to this serious problem of unhattedness and demand it be handled.

The basic sequence of the Service Product Officer on getting the products flowing off the lines is PUSH, DEBUG, DRIVE, NAME IT, WANT IT, AND GET IT. That's the only way you ever get a product. Products don't happen on their own.

This means he tells the Tech Sec to get Joe Blow there in session now! There is no general "audit these pcs." You'd never get a product that way.

The CO/ED has no authority to order the Service Product Officer to perform the total duties of any one post. The Service Product Officer must guard against being stuck into one post after another, doing it all himself. Nor is the Service Product Officer an "expeditor" for the CO/ED.

It is also very important that the Service Product Officer advise seniors that he is going into their areas so as not to create a Danger condition and wind up having to run the entire org. He also does this by getting the seniors to handle their juniors so a product is gotten. He does not walk in and cross-order the seniors of areas but works with them to see that products are produced.

The Service Product Officer is one who comes up with BIG IDEAS on getting public flooded into the org and being serviced swiftly. He is the one who thinks along the line of PRODUCTS, PRODUCTS, PRODUCTS. By spanning the divisions, he coordinates the product wanted and ensures each division is aware of its part in getting this product and that their actions are uniform. Where the Service Product Officer spots diversity, or lack of uniformity, he must alert his org officer or HCO. By doing the actions of coordination for a product and product demand, the product officer creates a team and more importantly sets the pace of the org's production and morale.

ORG LINES AND THE SERVICE PRODUCT OFFICER

There are certain aspects of the organization which the Service Product Officer must be thoroughly trained in to do his job properly.

The Service Product Officer must be fully aware of all the Valuable Final Products (VFPs) of each department and each division of the org. Without this the Service Product Officer can create havoc, as he would be ordering Division 6 to recruit or the Reges to supervise. By not knowing cold the org VFPs, the Service Product Officer would certainly jam the flows throughout the org board.

A serious fault in any executive is not knowing the functions of terminals and the relation of one terminal to another. A key function of any executive is that of routing. An executive that misroutes communications and particles will tie his org in knots and wonder why no products are coming out. Therefore, a Service Product Officer must know cold every post function in the org and what particles belong on what lines.

He has got to know where a product comes from and where it goes in order to see it through the lines. A product officer's job is to name, want and get a product. However, he must first know where that product is to come from and where it is to go. This is an incredibly fundamental point.

In order for org lines to flow, routing forms (RFs) must be used. A routing form is a full step-by-step road map on which a particle travels. Every point a particle (which could be a student, a pc, mail, etc.) must go through to wind up at its destination must be listed on the routing form.

The Service Product Officer's Organizing Officer must ensure routing forms exist and are in use for each and every line in an org he deals in. Both he and the Service Product Officer must know these forms cold and be able to instantly spot when a line is being abused or ignored so as to slam in the correct routing.

A Service Product Officer must fully clay demo all the lines of an organization for each and every product. This must include each particle from entrance to the org and through all lines on which that particle would flow until it leaves the org. Lines are the most fundamental point of administration. To not have a full grasp of these lines would be detrimental to any product officer.

SERVICE PRODUCT OFFICER SEQUENCE OF ACTIONS

It is very easy for the Service Product Officer to become wrapped up in one area while neglecting the others; however, this must not be done as, while products might be getting through in one area, they may well be seriously bogging in others.

The Service Product Officer is concerned with promotion, sales, call-in, delivery and re-sign. He begins his product officering in promotion and gets products out there or started and moves on to sales and gets them on to getting their products and so on through call-in and delivery and re-sign. He then returns to the beginning, promotion, and follows up on what he started there and gets even more production out. This is basically how the Service Product Officer moves through the org.

Daily, the Service Product Officer must plan and battle plan out his day. He must list those products he intends to achieve in each one of his areas and then get them.

The Service Product Officer is not an "information courier" or "data gatherer." He is ahead of the game and *knows* the data. He must know what public haven't been regged in the org yet, he must know who hasn't been taken into session that day, or who has been stuck in Ethics for three days, and ensure these things get handled. Therefore he must be quicker and faster than anyone else in the org and run run run.

PROMOTION

Promotion is the first action of the SERVICE PRODUCT OFFICER. He must ensure the many promotional pieces and actions are getting done. Some of these are:

1. Selling of books.
2. Staff selling books.

3. Books placed in public bookstores.
4. Selling of books to FSMs, missions, distributors, retailers and salesmen.
5. Books sold on each public contact.
6. Books advertised in mags, ads, posters, fliers, etc.
7. ASR packs.
8. Info packs.
9. Div 6 handouts for lectures and free testing.
10. Posters on major services in Div 6.
11. Promo to field auditors, FSMs, Gung-ho Groups, Dianetic study groups.
12. Org mags.
13. Flag shooting boards.
14. Promo for future events and tours.
15. *The Auditor* (for SHs).
16. *Clear News*.
17. *Advance!* mag (for AOs).
18. *Source* mag (FSO).
19. I Want to Go Clear Club promo (AOs).
20. SHSBC/NED/internships/NOTs/grades, etc., specified in promo.
21. Promo at points of public inquiry.
22. Free testing ads.
23. Fliers inviting people to buy Scientology books.
24. More Info Cards used in books.
25. Ads in newspapers.
26. Questionnaires to detect people's plans for training and processing.
27. Enough letters to public so they come in.
28. All promotional actions per HCO PL 20 Nov. 65RB I, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION.
29. Book seminars, public campaigns and lectures.
30. Public Reception display (books, posters, handouts, etc.).

31. Tours and events, Sunday service.

32. Free testing line.

33. Handling of Gung-ho Groups, keeping FSMs well supplied and supervision of Dianetic study groups and FSMs.

34. Test Centers outside the org as an extension.

35. Radio and TV advertisements.

36. Dept 17 services.

37. Reception greeting, handling, routing, chasing up people for appointments and handling incoming calls with ARC and efficiency.

38. Formation of Dianetic Counseling Groups.

39. Weekly tape and film plays.

40. Promotes the org and standard tech to Auditors Association.

41. Contacts and sees any sign of ARC broken field and alerts Chaplain to clean up the field.

The first thing a Service Product Officer would want to do is get out a large volume of promo to at least get some activity occurring. This would entail Dissem getting any promo laying around the org dug up and sent out to students and pcs. They would get it out in letters and mailings, they would get it handed out to students and pcs, they would pick up the half-completed promo piece, have it fixed up and sent out. They would have promo placed in Reception, in any public inquiry, etc. In other words, the Service Product Officer ensures that the org fully utilizes what promo they do have. He would also have specific promo pieces done to enlighten the field on what services the org has. Where any of this bogged he would push — debug — drive — name it — want it — and get it.

The Service Product Officer, in trying to get in any promotional items, must review what resources he has. For example, is there a Dir Clearing, is there a Receptionist, etc.? He must concentrate on getting those terminals that already exist busy on promotional actions that will create the largest volume of inflow, while his organizing officer works on getting more immediate resources to increase the volume even further. It would be senseless to have the Dir Clearing running around trying to form up groups in an inactive field, single-handing, when he has FSMs that need to be gotten on to selecting and driving in new public. The Service Product Officer is concerned with priorities of promotional actions, so must be totally aware of all the promotional items and actions that an org can produce.

Actions such as "improved org appearance," "high ARC handling," and "correct and efficient routing of public" can be put in instantly. If he has two people in all of Dissem he still can and must get the particles flowing and products coming off the line.

SALES

The sales lines consist of enlightening the public, having lines to sign people up, getting public into the org and signed up for service.

The following gives you an idea of some of the sales actions and lines in an org:

1. Body Reg phones and schedules public to come in for interview.
2. Use of CF to produce business.
3. Reges who accept advance registrations.
4. D of T procurement of students.
5. D of P procurement of pcs.
6. Receptionist sells to public coming in.
7. SHs in communication with the Class IV org Tech Secs and Registrars and targeting them for public completing and routing on to the higher org.
8. AO's and SH's case consultant actions.
9. AO/SH events to Class IV org Academies to encourage upper-level auditor training.
10. Use of FSMs, Auditors Associations, personal contact, etc., to get public into the org and on to their next service.
11. Fast lines so public are not left waiting to see the Reg.

The lines of routing a public person to the Reg, or from the Reg to a service, must be tight so public aren't lost and the Reg is continuously kept busy with the public. Therefore, the Service Product Officer must police these lines and where he notices any lack of uniformity he gets his org officer onto it. Nonuniform or slow routing interferes with the product, so the Service Product Officer gets it speeded up now by push — debug — drive — name it — want it — and get it.

The first actions of the Service Product Officer in the sales area are to get all "in-the-org" public routed to the Reg on breaks or after course end to be further signed up for additional service. He can also have Dissem drilling done with Reges so as to increase sales in the org. His operating procedure is products, products, products, now, now, now. His org officer or HCO and Qual can worry about organize, organize, organize.

CALL-IN

Call-in is the action of getting fully paids into the org on to their next service. This also includes getting partially paids fully paid and on to their next service. These functions are of great concern to the SERVICE PRODUCT OFFICER as undelivered services to the public can mess up a field and increase the chance of refunds. The Service Product Officer should see to it that the Call-in Units are given stiff targets and that their production is not monitored by low auditor hours or low-producing training

areas. The execution of needed programs to get Call-in Units fully operational is under the Service Product Officer per HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME. This same policy also lists out the functions of the Call-in Units. Call-in falls between sales and delivery, as it deals with those either fully or partially paid and needing only to finish payment and be called in and gotten on to service.

DELIVERY

The Service Product Officer must ensure that the service lines of the org are fast and 100 percent standard, that pcs and students do complete quickly and don't get lost off the lines.

The Service Product Officer is to have an alert line with the public set up whereby if a student or pc's study or auditing is slowed, or if the public person is dissatisfied in any way, he can alert the Service Product Officer so it can be handled.

Some of the actions and lines to be product officered by the Service Product Officer are as follows:

1. Tech Services arranges housing, has the pc met when he is arriving and generally operates as the pc's host while in the org.

2. The many lines such as pc to Ethics, pc to Examiner, student to Ethics, student to Qual, C/S Series 25 line and pc to D of P line must be drilled so they are flawless and handled with ARC.

3. The most senior policy applied to this area is HCO PL 21 Nov. 68 I, SENIOR POLICY, "WE ALWAYS DELIVER WHAT WE PROMISE."

4. There must be an adequate amount of auditors, Tech Pages and FESers, Ds of P, Supervisors, Course Admins, etc.

5. The auditing line must be fast so no pcs wait to be serviced.

6. Use of all hands tech terminals in the org auditing when required to handle backlogged service.

7. Getting students through their courses and on to their internship at which point they can audit in the HGC.

8. Proper scheduling so every pc gets in 12½ hours a week minimum.

9. Recovering blown auditors, getting them fixed up and auditing.

The Service Product Officer ensures tech lines are fast. For instance, a pc's folder not getting C/Sed for days, or idle auditors and Ds of P "waiting" for pcs when they can be made to procure pcs, must be spotted and handled by the Service Product Officer.

The Service Product Officer must be kept briefed on what pcs and students arrive and how they are going to be handled. He must get around to these areas (Training and HGC) to ensure that there are no slows with public or anything that would get in the way of public receiving top-quality service.

Service to the public is the reason the org is there and service must be kept fast and 100 percent standard and plentiful. This is a primary duty of the Service Product Officer; he is there to ensure this occurs.

It is losses on service that keep public away, org income down and staff pay low.

RE–SIGN–UP

The re-sign-up line is also very key to an organization's prosperity. It brings further income, and proves conclusively that the last service received by the public person was of high quality. This is why the Service Product Officer must be very alert to the amount of re-signs. Some of the things that should be watched for are:

1. That the Reg is supplied with an upstat cert for his last completed service to present to the student or pc.
2. That the Reg knows fully how to handle the public person that won't re-sign (by sending them to Qual).
3. The Reg must be provided with tech estimates, Grade Chart information, etc., so he is aware ahead of time of what the student or pc's next action is.
4. Tech terminals are fully briefed and the line is in that every completion gets routed to the Reg. This must be drilled.

The public person should be serviced in your org until he/she requires upper-level service that your org cannot deliver, at which point they should be directed to the next higher org.

PITFALLS

The Service Product Officer can lose his effectiveness if he takes any "hey you" orders or gets stuck in at various points. He is not an expeditor. He is not an information and full-time coordinator terminal. He is an executive, a *product* officer, and he is there to ensure the entire machine runs.

He must be well versed on actions occurring in the org. He must also pay strict attention to completing actions he has started and to carrying a handling through to a done. Otherwise he can wrap himself around a pole with incomplete cycles which will ball up the line and prevent the service lines from flowing flawlessly.

Where the Service Product Officer post bogs it is undoubtedly due to a lack of an organizing officer, as with the speed in which a Service Product Officer demands products, he requires a fast-moving org officer. So it is essential this post be provided with an org officer as soon as possible.

Those personnel in the org who are responsible for organization, any Esto personnel, etc., are the people who put the units in the org there. It is not the duty of a Service Product Officer to man and hat the org. Therefore, it is a lot of sweat off the Service Product Officer's brow to have a fully functioning Esto team backing up his actions in getting the flow of products out of the organization.

SUMMARY

The Service Product Officer ensures all the actions of getting public into, through and out of the org are *accomplished* with high quality results.

It is extremely important that this post be manned in each and every org. It doesn't just make the difference between a poor, empty org and a good org. This post makes the difference between a good org and a booming org.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 JUNE 1972

REMIMEO

ADMIN KNOW-HOW SERIES 38-1
ORG SERIES 39-1
ESTABLISHMENT OFFICER SERIES 37-1

PRODUCT OFFICERS

(Originally written by LRH for the *Apollo* OODs of 11 June 72.
Issued as an HCO PL on 21 Sept. 80.)

Worked last evening getting Tech to start shooting them through to completions.

The PL on Selling and Delivering Auditing (HCO PL 28 Sept. 71) tells why you have to audit a pc all at once, whole program. Dribbling it out means repairs due to life upsets before the guy made it.

So crowd it on and get a pc *through*. Then we'll have some products for our coins.

A product officer has to name, want and get his products.

This means one says, "You there. Joe Blow. Want him completed. All right get it DONE." Product by product. There is no general "Audit these pcs." "Get up the hours." Hell, you never get a product that way.

"You there, George Thunderbird. I want you through your Primary and onto and through course and classified. Get going, man, get going. Oh, you were told to weedle the toofle before you woofled by Dorance Doppler. Org Officer? Get that name — to Flag MAA, get the cross orders the hell off my lines. Now you George Thunderbird, I want you through your Primary and onto and through course by 1 July. You got it? You got it now! Good. Well, get with it. Get going!" Note on clipboard: Org Off to get cross order by Dorance Doppler invest and report. "There's your slip." Note on progress board. Geo Thunderbird HSDA 1 July. "Now you Tobler Tomias, what's the tale; how are you going? . . . Well, standing there smoking and looking at the scenery isn't going to do anything. If your girl doesn't like you anymore the thing to do is drown your sorrows in the Primary Rundown. . . . Okay, you are to be an Expanded Dianetics. All right, that's fine. I want you completed by 16 July. . . . I don't care if that's a 16-hour day. Let's see, Primary Rundown by _____ and Class IV Acad by _____ and _____. Yes, that's 16 July AT NOON. Man, to hell with your PTPs. Get going, man." And on the progress board. And from the board — "And here's Bill Coal. He should be off the Primary today, where is he? All right Bill — ah, you made it that far. Now you're on schedule. That's great. HSDA. Get with it, man. You completed Primary 20 minutes ago and aren't on the next course. Super! What the _____."

That's the way it goes for a Tech Prod Off. "We are finishing Agnes, Torp and Goshwiler today. Today. Yes today. Certified and off lines. Got it, D of T? Well, do it!"

Push, debug, drive. Name it, want it, get it.

That's the *only* way you ever get a product.

Sad but true.

They don't ever happen by themselves.

And all the public relations chatter in the world is not a product. I know this product officer beat.

It's a piece of cake.

But it has to be DONE.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 FEBRUARY 1980

REMIMEO
EXEC HATS
ALL STAFF HATS

ORG SERIES 40
ESTABLISHMENT OFFICER SERIES 40
PRODUCT DEBUG SERIES 9

ORDER VERSUS DISORDER

Refs:

HCO PL	9 Feb. 74R Rev. 17.2.80	CONDITION BELOW TREASON CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA
HCO PL	30 Dec. 70	Personnel Series 15 Org Series 20 ENVIRONMENTAL CONTROL

I made a breakthrough recently, while investigating low production areas, and realized that a good deal more needs to be said on the subject of order and disorder.

Order is defined as a condition in which everything is in its proper place and performs its proper function. A person with a personal sense of order knows *what* the things in his area are, he knows *where* they are, he knows *what* they are for. He understands their value and relationship to the whole.

A personal sense of order is essential in getting out products in an area.

An orderly typist, for instance, would have all the materials requiring typing, she would have ample paper and carbons within arm's reach, she would have her correction fluid to hand, etc. With all preparatory actions done, she would sit down to type with an operational typewriter and would know what that typewriter was and what it was for.

She would be able to sit down and get her product, with no wasted motion or stops.

But let's say you had a carpenter who couldn't find his hammer and he didn't even know what a hammer was for and he couldn't find his chisel because when he picked it up he put it down and couldn't find it again and then he didn't know where his nails were. You give him a supply of lumber and he doesn't know what it's for, so he doesn't categorize it where he can put his hands on it.

How many houses do you think he would build?

The actual fact of the case is that a disordered person, operating in a disorganized area, makes a ten-minute cycle into a three-week cycle (believe it, this is true) simply because he couldn't find his ruler, lost his eraser, broke his typewriter, dropped a nut and couldn't find it again and had to send off to Seattle for another one, etc., etc., etc.

In working with a group of nonproductive technicians recently, I discovered something interesting: out-basics. I actually found a lower undercut to what we generally think of when we say "basics."

These technicians had reportedly researched a key piece of equipment and had it all sorted out. But I found that they didn't even know the basic fundamental of what that machine was supposed to do and what they were supposed to be doing in their area!

That told me at once that they had no orderly files, no research data. They were losing things.

Now, if they were losing things, that opened the door to another basic: They couldn't have known where things were. They put down a tool over there and then when they needed it again they would have to look all over the place because they hadn't put it down where it belonged.

Their work was not organized so that it could be done and the tools were not known.

So I checked this out. Were they logging the things they were using in and out so they could find them again? Were they putting things away when they were done with them? No, they weren't.

This is simply the basic admin coupled with the knowledge of what the things one is working with are. It's orderliness and knowing what things are, knowing what they are for and where they are, etc. That's the undercut.

If people don't have a true knowledge of what the things they're working with are, if there are omitted tools, inoperational tools, if they don't know what their tools are supposed to do, if there are no files or if once used, files are not reassembled and put back in the file drawer, if things get lost and people don't know where things are and so on, they will be running around spending 3 or 4 hours trying to locate a piece of paper. That isn't production.

If a person can't tell you what the things he works with are, what they're for and where they are, he isn't going to get out any product. He doesn't know what he's doing.

It's like the carpenter trying to build a house without knowing what he's got to build it with, without understanding his tools and raw materials and the basic actions he must take to get his product. That's what was holding up production in the area: disorderliness. And the basics were out.

This is actually far *below* knowing the tech of the area — the actual techniques used to get the product. The person does not even know what his tools and equipment are or what they're supposed to do. He doesn't know whether they are operational or inoperational. He doesn't know that when you use a tool you return it to its proper place. When you have a despatch, you put it in a file where it can be retrieved. It undercuts even knowing the orders and PLs relevant to his hat.

NAVIGATE
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INDEX

What are the basics that are missing? The basics of sitting down to the table that one is supposed to sit down to, to do the work! The basics of knowing what the tools, materials and equipment he works with *are* and what he's supposed to do with them to get his product. Those are the basics that are missing.

We are down to a real reason why a person cannot turn out products.

That is what is holding up such a person's production. It is well below knowing the technique of his job.

Out-basics. Does the guy know where the file is? When he finishes with that file does he leave it scattered all over the place or does he put it back together and into the file where it can be found?

Now, a person who's working will have papers all over the place, but does he know where they are and is he then going to reassemble them and put them back in order or is he going to just leave them there and pile some more papers on top of them?

If you find Project No. 2 scattered on top of Project No. 1, you know something about that area. Basics are out.

This is a little piece of tech and with that piece of tech you've got insight. You would have to have an overall picture of what the area would look like when properly ordered and organized — how it would be organized to get optimum production.

Then you could inspect the area and spot what's going on. You would inspect on the basis of: How does the area compare with how it should be organized? You would find out if the personnel didn't know what the things in their area were or what they were for, you would see if they knew the value of things in the area or if there were altered importances, omitted files or filing, actions being done out of sequence, inoperational tools or equipment, anything added to the scene that was inapplicable to production, etc.

In other words, you can inspect an area by outpoints against this one factor of orderliness.

This sort of out-basics and disorderliness cuts production down to nothing. There just won't be any production at all. There will be no houses built.

What we are talking about here is an orderly frame of mind. A person with a sense of order and an understanding of what he is doing sits down to write a story or a report and he'll have his paper to hand, he'll have it fixed up with carbons and he'll have his reference notes to hand. And before he touches the typewriter he'll familiarize himself with what the scene is. He'll do the necessary preparatory work in order to get his product.

Now, someone else might sit down, write something, then dimly remember there was a note someplace and then look for an hour to find where that note was and then not be able to find it and then decide that it's not important anyway and then come back and forth a few times and finally find out he's typed it all up without a carbon.

There is a handling for this. Anyone trying to handle an area who doesn't understand the basics of what they're dealing with and is in an utter state of disorder must get a firm reality on the fact that until the basics are learned and the disorder handled, the area will not produce satisfactorily.

The following inspection is used in determining and handling the state of such an area.

INSPECTION

This inspection is done in order to determine an area's knowledge of basics and its orderliness. It can be done by an area's senior for the purpose of locating and correcting disordered areas. It is also used as part of debug tech as covered in HCO PL 23 Aug. 79 I, Esto Series 38, Product Debug Series 1, DEBUG TECH. It is for use by anyone who is in the business of production and getting products.

The full inspection below would be done, clipboard in hand, with full notes made and *then* handlings would be worked out based on what was found in the inspection (according to the Handling section of this PL and the suggested handlings given in parentheses below).

1. **DOES HE KNOW WHAT ORGANIZATION, FIRM OR COMPANY HE S IN? DOES HE KNOW WHAT HIS POST OR JOB IS?**

   This is a matter of does he even know where he is? Does he know what the organization or company he works for is, does he know what the post he is holding is?

   (If he is so confused and disoriented that he doesn't even know the company or org he's in or doesn't know what his post is, he needs to apply the Expanded Confusion Formula, HCO PL 9 Feb. 74R, and then work up through the conditions.

   Of course the person would also need to be instant-hatted on his post—the organization, his post title, his relative position on the org board, what he's supposed to produce on his post, etc.

   If he is doing this handling as part of his Expanded Confusion Formula, simply have him get the instant hatting and carry on with his Confusion Formula.)

2. **ASK THE PERSON WHAT HIS PRODUCT IS.**

   Does he know? Can he tell you without comm lag or confusion?

   You may find out that he has no idea of what his product is or that he has a wrong product or that he has confusions about his product. Maybe he doesn't even know he's supposed to get out products.

   (If this is the case, he must find out what his product is. If the person's product is given in policy references, he should look these up. If his product is not covered in tech or policy references, he'll have to work out what it is.)

3. **CAN HE RATTLE OFF A LIST OF THE BASIC ACTIONS, IN PROPER SEQUENCE, NECESSARY TO GET OUT HIS PRODUCT OR DOES HE HEM AND HAW ON IT?**

   Does he know what to do with his product once it is completed?

   He may try to tell you what he does each day or how he handles this or that and what troubles he's having with his post. You note this, but what you're interested in is does he know the basic actions he has to take to get out his product? And does he know what to do with the product once it is complete?

   (If he can't rattle off the sequence of actions 1, 2, 3, then he'd better clay demo the basic actions, in proper sequence, necessary to get out his product and then drill these actions until he can rattle them off in his sleep. If he does not know what to do with his product once completed, then he'd need to find out and then drill handling the completed product.)

4. **ASK HIM WHAT HIS TOOLS ARE THAT ENABLE HIM TO GET THIS PRODUCT.**

   Note his reaction. Can he name his tools at all? Does he include the significant tools of his area? Does he include his hat pack as a tool?

   (If he doesn't know what his tools are, he'd better find out what he's operating with and what it does. A good workman knows his tools so well he can use them blindfolded, standing on his head and with one arm tied behind his back.)

5. **ASK HIM TO SHOW YOU HIS TOOLS.**

   Are his tools present in the work area or does he have them out of reach, down the hall or in some other room?

   (He may have to reorganize his work space to get his tools within easy reach and to get in some basics of organization. The purpose of such organization would be to make production easier and faster.)

6. **ASK HIM TO TELL YOU WHAT EACH OF HIS TOOLS ARE.**

   Can he define them?

   Does he know what each of them are and what they are for?

   (If he doesn't know, he'd better find out.)

7. **ASK HIM TO TELL YOU WHAT THE RELATIONSHIP IS BETWEEN EACH ONE OF HIS TOOLS AND HIS PRODUCT.**

   (If he can't do this, have him clay demo the steps he takes to get out his products with each tool he uses, so he sees the relationship between each tool and his product.)

8. **ASK HIM TO NAME OFF THE RAW MATERIALS HE WORKS WITH. ASK HIM TO SHOW YOU HIS MATERIALS.**

   Does he know what his raw materials are? Are they in his work area? Are they in order? Does he know where to get them?

(He may have to find out what the raw materials of his post are [by defining them] and where they come from. He should drill procuring and handling them and then run Reach and Withdraw on them.)

9. **DOES HE HAVE A FILE CABINET? FILES? ASK HIM WHAT THEY ARE.**

   Does he know what they are for? Does he know what a despatch is, etc.?

   (He may have to be brought to an understanding of what files, file cabinets, despatches, etc., *are* and what they have to do with him and his product. He may have to clay demo the relationship between these things. He will have to set up a filing system. Ref: HCO PL 18 Mar. 72, Esto Series 10, FILES.)

10. **DOES HE HAVE A SYSTEM FOR LOCATING THINGS?**

    Ask to see it. Check his files. Does he have logs? Does he log things out and correct the logs when he puts them back? Are the comm baskets labeled? Does he have a specific place for supplies? Ask him to find something in his files. How long does it take?

    Does he have an orderly collection of references or a library containing the materials of his field? Is it organized so as to be usable?

    (If he has no system for locating things, have him set one up. Have him establish a filing system, a logging system, label the comm baskets, arrange supplies, etc. Get a reference library set up and organized. Drill using the system he has.)

11. **WHEN HE USES AN ITEM, DOES HE PUT IT BACK IN THE SAME PLACE? DOES HE PUT IT BACK WHERE OTHERS CAN FIND IT?**

    He'll probably tell you, yes, of course he does. Look around. Are objects and files lying about? Is the place neat or is it a mess? Ask him to find you something. Does he know right where it is, or does he have to search around? Is there an accumulation of unhandled particles around?

    (Have him clay demo why it might be advantageous to put things back in the same place he found them. Drill him on putting things back when he's finished with them. Have him clean up the place, handling any accumulation of unhandled particles.)

12. **IF FEASIBLE, ACTUALLY GO WITH THE PERSON TO HIS PERSONAL LIVING AREA.**

    Is the bed made? Is the area clean? Are things put away? How much dirty laundry does he have? Is it stowed in a bag or hamper or is it strewn about the place? People who had disorderly personal MEST, one for one were *not* getting out any products on post — they had no sense of order.

    (If his personal quarters are a mess, have him — on his own time of course — straighten up his personal area and keep it that way on a daily basis. This will teach him what order *is*.)

HANDLING

Some areas, of course, will be found to be in excellent order and will pass the inspection. These will most likely be high production areas.

Other areas will be found to have only a few points out which would correct easily with the above handlings. These will probably be areas where some production is occurring.

Where personnel have a concept of what order is and why it is important, they will usually be eager to correct the points of disorder that have turned up on the investigation and may need no further urging, drilling or correction, but will quickly set about remedying outpoints. For many bright and willing staff members just reading this policy will be enough to get them to straighten out their areas right away.

There is, however, a sector which has no concept of order and may not have the slightest notion of why anyone would bother with it. You will most likely find them in apathy, overwhelm or despair with regard to their post areas. No matter what they do they simply cannot get their products out in adequate quantity and quality. They try and try and try but everything seems to be working against them.

When you find such a situation, know that the area is in Confusion. You are trying to handle an area which is in a confirmed, dedicated condition of Confusion.

Such an area or individual would require the application of the Expanded Confusion Formula (HCO PL 9 Feb. 74R) including the handlings above. So if these things confirm in an area, you must use the Expanded Confusion Formula and the handlings given above to full completion. Because, frankly, such an area or individual *is* in a condition of Confusion and will remain in Confusion until the Expanded Confusion Formula, including the full handlings from the inspection, are applied.

Once out of Confusion the person would have to be brought up through the rest of the conditions.

CAUTION

The condition of Confusion is a very low condition and should never be assigned where it is not warranted. Where one or two points on the above inspection were found to be out in an area, and where these corrected easily, there would be no purpose in assigning Confusion to that area. In fact, it may worsen an area to assign an incorrect condition.

But where you have a long-term situation of no or few products combined with a state of disorder, know that the area or individual is in a condition of Confusion and that the application of the Confusion Formula plus the handlings given in this PL will bring the area out of the muck and up to square one where it can *begin* producing.

NOTE: If the inspection is done on a person or area and some of the points are found to be out and handlings are done but no condition of Confusion is assigned, the area must be reinspected about a week later. This way you will detect if an actual condition of Confusion was missed, as the area will have lapsed back into disorderliness or will have worsened.

SUMMARY

A knowledge of the basics of an area and having orderliness in an area are essential to production.

When you find a fellow who is a light-year away from the basics and doesn't have a clue on the subject of order and he's flying way up in the sky someplace instead of just trying to put together what he's supposed to put together or do what he's supposed to do, you've got your finger on his Why for no production.

With the inspection and handlings given in this policy, we can now handle any degree of disorderliness and disorganization.

And order will reign.

Nonproductive areas become capable of producing.

Already producing areas increase their production.

And production will roll.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 FEBRUARY 1980

REMIMEO

EXECUTIVE SERIES 21
ORG SERIES 41
FINANCE SERIES 17

PRODUCTION AND ONE'S STANDARD OF LIVING

Refs:

HCO PL	19 Mar. 71 II	Finance Series 6 BEAN THEORY, FINANCE AS A COMMODITY
HCO PL	9 Mar. 72 I	Finance Series 11 INCOME FLOWS AND POOLS PRINCIPLES OF MONEY MANAGEMENT
HCO PL	27 Nov. 71 I	Exec Series 3 Finance Series 6-1 MONEY
HCO PL	3 Dec. 71	Exec Series 4 Finance Series 6-2 EXCHANGE
FEBC Tapes		

(*NOTE:* I realize that management units, orgs and staffs are daily pounded with false economic data. The real facts of life collide with much false data. Such crippling data comes from many sources — school, advertisers, government, bankers, propagandists, even parents who insisted Johnny be a doctor so he could "live well" or set a horrible example themselves. Many have had a hand in messing up people's wits on the subject. It is a factor in inhibiting the individual prosperity of executives, staff members and orgs. Where an area is not prospering, this PL should be star-rated on its people and the false data they have on this subject stripped so that they then can prosper as they should.)

"Standard of Living" can be defined as the relative quality of a person's or group's possessions, quarters, food, equipment, tools and conditions of their area of work and existence. It is the state of the person's living, including working, environment. Where its potential continuance exists it is related to survival. It is a basic natural economic law that personal production of VFPs and one's standard of living are intimately related.

This applies to the individual as well as the team.

Where violations occur, inequities exist.

At a personal level one must produce in excess of his standard of living just to retain and maintain it.

Actually the "excess" means that because of overload, taxes, services, plant, utilities, raw materials, machine and other costs additional to his own work sphere, a person cannot expect to get the full value of his VFPs all to himself. That is not economically feasible. The "excess" varies from post to post and job to job but is never less than 5x minimum. In industry it is considered to be at least 10x to maintain company standards and solvency. The "excess" can be very high indeed in some industries. But in any case any idea that it should be one-for-one is fatal. People who know little of economics or management sometimes propose a worker should get the full value of his VFPs—but all work and all VFPs require support services and to neglect these would quickly bring on poverty. Even when working for oneself alone these "excess" factors exist and seldom drop below 5x as one still requires support services. Corrected gross income divided by staff has to be at least 5x the cost of the standard of living of the individual staff member for that standard to be barely maintained. This does not mean staff pay should be 1/5 of that figure. It means that all the things (pay included) that go into maintaining their welfare and work environment would have to be covered by 1/5 of that figure. A fairly efficient and prosperous org with a hatted, industrious, gung-ho staff can very easily maintain quite acceptable standards at 1/10 that figure. The actual cash value of every piece of work done by a person can actually be calculated. It is intricate and tricky to do and much subject to over- and underestimation but it can be done. It is not vital to do this but one might just be curious about it. If so, do it for yourself. Thus VFPs can be priced against what they bring in as part of the overall scene even when they seem indirect. All the above figures are very rough and subject to variation but this gives you some idea of what is meant by "excess" in that law.

Where a number of people in a group or on a team do not produce VFPs in excess of their standard of living, they depress the standard of living of the group or team.

Where some in a group do not only not produce VFPs but produce overt products, they actively depress the standard of living of everyone in that group or on that team.

Many economists and theorists seek to avoid that law. They do it to gratify politicians or aggrandize some false philosophy whose true purpose is suppression under other colors. But the law remains and its violation breeds an epidemic of economic ills. Amongst such ills are inflation, superbureaucracy, chaos with the marketplace and a decay of the civilization.

When a whole society demands a high standard of living and yet doesn't concentrate on the personal production of VFPs, it is finished.

Products are the basis of a standard of living. They don't appear from midair. They come from work truly done. Not from hope or false data.

It is a druggie's dream that machines, computers, under the dictatorship will do it all. Machines can raise a standard of living by assisting in production. But they can't do man's living for him. Intelligently designed and used they permit, within limits, increases in population. But machines are just tools. They have to be thought up, designed, built, run and serviced and their raw materials and fuel have to be found and delivered and their products promoted, delivered, used and often in their turn serviced. The machine age was actually recognized as failed when world leaders first began to urge population reduction on the planet to "improve the individual standard

of living." If machines were going to solve it all, why is the civilization now in such a steep decline? It took producing men *working* in and with a machine age to make the society go. Not idle mobs on welfare expecting a high standard of living while a few guys work their guts out. Pie in the sky is nice but did anyone ever get to eat it? This misinterpretation of the machine age was a heavy violation of the above economic law. But the real harm of the machine age was creating a false belief that one did not have to produce much to survive. This lowered people's estimate of how much they would themselves have to produce to survive, much less have a high standard of living. Factually one normally has to work fast and expertly and in high volume to bring about any acceptable standard of living for himself and his group. This is a point the machine age obscures. But it remains vividly and demonstrably true.

An executive who works hard yet wonders about his own low standard of living should look over his people to find those who are not producing VFPs or who produce even overt products while yet demanding a living. *They* are absorbing the potential raised standard of living of the group.

Where a group has a very low standard of living, it need only review the above law and its potential violations to understand why.

One cannot, in fact must not, increase the standard of living of a group in ways that violate the above law. It will eventually bring calamity on that group.

In a society led astray by crackpot economics, violations of the above law create a vast number of wrong examples. The rich (most of whom work like mad) are seen as idle or even criminals. The best way of life is made to appear to be idleness. One seems to be owed a living without any effort on his own part. The producing worker should be fined by higher taxation. These are not seen to be simply false data spread about to wreck the place but are held as "truths." And in their wake comes a funeral for that group or society.

There is even an economic theory spread about today called "equalitarianism." It declares everyone should get the same pay and have the same standard of living. It does not mention that anyone should do any work. It holds that the better worker should not be better rewarded. It would crash any society.

Then there is the "monetarist" who believes you can manipulate a whole society with money alone. And no thought of any production. His answer to production? (You won't believe this.) Decrease demand! In other words, reduce everyone's standard of living!

Basic economics eventually catches up with all these weird false pretenses. It may take time but, as in the law of gravity, the apple eventually falls. No matter how many crackpots advance theories to say it can't fall, will go up or vanish. Real basic economic laws are like that. They catch up. So don't wonder about inflation and depression and decayed civilizations. Basic economics caught up with the crackpots.

An executive has to pay attention to the basic law about a standard of living. If he doesn't pay close attention to it, the standard of living of himself and of his group will cave in.

He can be "a good fellow" and seek popularity by attempting to raise the standard above what is earned. He and his group will crash.

He can be foolish and seek to raise his own rewards above what he personally is earning in terms of VFPs. But both he and his group will fail.

He can ignore the real producers of the group and not see that their standard of living is comparable to their individual production. And he and the group will fail.

He can ignore the nonproducers and the overt product makers and, by so ignoring them, tear his own and the group's standard of living to bits.

He can listen to a bunch of PR from a staff member about how valuable that staff member is and surrender to it without ever really counting up the real VFPs that staff member is not producing (or even preventing). (It happens.) Only real VFPs count.

He can work himself half to death without demanding production from others and have his own standard of living crash.

There are swarms of false data flying about today on this subject. It is taught in schools, the very best schools; it is heard on the radio and seen on TV and in the papers. The civilization, as it caves in, is blinded by literally thousands of false ideas about what and how a standard of living occurs. These, where they conflict with the basic law, actively prevent one from prospering as they blind him to the truth of his scene.

In an org or management unit in Scientology, the real VFP is valuable fine people who produce valuable final products who then make up a valuable fine public. Every piece of work and duty in a management unit or an org contributes to that.

The standard of living of an executive, a management unit, an org or a staff member is determined by that one basic economic law: The personal production of VFPs for the group and one's standard of living are intimately related.

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HCO POLICY LETTER OF 20 AUGUST 1982
ISSUE I

REMIMEO

ORG SERIES 42

ORGANIZATIONAL BASICS

An organization consists of coordinated purposes, lines and terminals. That is *all* it consists of.

To be viable, it must have a fair and valuable exchange with an area outside its perimeter in a volume adequate to its needs.

To expand, it must strengthen its purposes and increase its lines and terminals and multiply its exchange above the rate of its consumption.

When you have understood this fully you will understand all groups, companies, societies, civilizations, countries and empires.

Such rise or fall in direct relationship to how well they meet or fail to meet the first three paragraphs above.

And when you fully grasp the basic definition of organization and are trying to build, make viable and expand one, you will be very hard on anyone who is discoordinating or blunting the purposes, damaging or omitting the lines and is disestablishing the terminals. You will understand exactly what that person is doing. He is seeking to make the organization less viable and trying to contract and destroy it. So know your enemies.

And when you see somebody trying hard to build your organization up by following the first three paragraphs, you will know he is your friend and help him all you can.

It is very well to clear off all confusions by doing the first three paragraphs in clay. Then you will have, if you master it, many things clarified. And you can not only understand what makes a slum a slum, a good society a good one, why one area is poor and another opulent, you will also have acquired the potential of creating or helping to create a far better life for all.

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HCO POLICY LETTER OF 30 NOVEMBER 1982

REMIMEO
ALL ORGS
ALL EXECS
FBOs
D/FBOs

ADMIN KNOW-HOW SERIES 44
ORG SERIES 43
ESTABLISHMENT OFFICER SERIES 44
FINANCE SERIES 32

THE DEPUTY CO OR DEPUTY ED FOR DELIVERY AND EXCHANGE

Refs:

HCO PL	9 Aug. 79R II Rev. 19.11.79	AKH Series 38 Org Series 39 Esto Series 37 SERVICE PRODUCT OFFICER
HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	29 Jan. 71	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	10 Mar. 71R I Rev. 27.10.82	Finance Series 5 FBO HAT
HCO PL	27 July 82R Rev. 20.9.82	Finance Series 25 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)
HCO PL	3 Sept. 82	Finance Series 27 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE

(NOTE: The pilot for this post has been long and successful: it is the FCCI PO [Flag Case, Course, Internship Product Officer] whose duties were covered by the famous Bulldozer EDs issued on Flag. However, the FCCI PO also covers the post of what is now called D/FBO for MORE [D/FBO for Marketing of Org Resources for Exchange]. Without this post effectively manned, the FSO — Flag Service Org — collapses and any sag in its stats is instantly traced to the nonfunctioning of the FCCI PO post. The post once functioned well in the Office of the Staff Captain and has functioned less well in the Office of the CO FSO. Therefore, the D/CO [or D/ED] for Delivery and Exchange post is put in close liaison with the strong and powerful International Finance Office Network, while remaining under the authority of the CO or ED of the org.)

The Service Product Officer in any org should have D/CO or D/ED status.

His key function is to see that the org operates at the highest level of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

Therefore, his post is now retitled D/CO (or D/ED) for Delivery and Exchange and he is located in the Office of the CO/ED, Department 19, of all Class IV and Sea Org orgs.

He is the bridge between the D/FBO for MORE and the FBO.

This creates a flow:

You have the D/FBO whipping up business by seeing that the public is made aware of the org's products and services, and driving more business down on the org than it can waste.

The D/CO (or D/ED) for Delivery and Exchange makes sure this public gets SIGNED UP and SERVICED. He is a product officer who names, wants and gets promotion, sales, call-in, delivery itself and re-sign occurring.

The FBO, then, sees to the org's solvency by ensuring income is greater than outgo, that production is properly financed, that staff are well paid for their production and that Flag is recompensed for good management of the org. And all of this makes it possible for the org to then expand and deliver in greater volume.

The flow goes from public (D/FBO) to ⟶ the whole sign-up and service line (D/CO or D/ED for Delivery and Exchange) to ⟶ solvency and volume (FBO).

It is this incredibly workable lineup that takes an org stably up the conditions of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

But the line breaks down where there is no D/CO or D/ED for Delivery and Exchange posted. And where it breaks down most specifically and ruinously is in the area of CALL–IN.

If one wants call-in to occur and the org's exchange with its public kept in, the only way to do it and also expand the org is to get a D/CO or D/ED for Delivery and Exchange on post and functioning.

Public interest may be kindled, public reach may be occurring, public may be paying partially or in full for goods or services, but if goods and services aren't being delivered in full the flow is broken and the org is in a condition of only partial exchange. Delivery in full means calling in the person so the service CAN be delivered. In this way the org maintains "fair exchange" with each and every public on its lines.

So the answer for any org that is sitting in a condition of only partial exchange, or an org that is ANYWHERE below the fourth condition of exchange — exchange in abundance — is to immediately, at once and yesterday, and without ripping off some vital post, post a D/CO or D/ED for Delivery and Exchange.

The first and primary function of the D/CO (or D/ED) for Delivery and Exchange is CALL–IN and this means he personally gets call-in done all by his little lonesome. With his own hands and voice he himself begins to call in fully and partially paids. Call-in is his first duty and when he's got that going he posts a Call-in Officer to take over the hat which he has already begun and he then expands onto the other functions of his D/CO or D/ED for Delivery and Exchange post, as covered in HCO PL 9 Aug. 79R II,

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INDEX

SERVICE PRODUCT OFFICER. But he FIRST and PERSONALLY and BY HIMSELF gets call-in going and exchange occurring at once.

What is involved here is the administrative principle that in order to get something done that is an expanding function you give it to somebody and tell him to expand it.

A CO or ED, whose responsibility it is to see that the main functions of the org are getting done, also wears the planning and coordination hat for the whole of the org's activity. If he's going to get the show on the road he needs to delegate some of this responsibility. He needs a deputy — the Deputy CO (or D/ED) for Delivery and Exchange — and that deputy needs the authority and the clout to see that, through promotion, sales, call-in, delivery and re-sign, the main products of the org do get produced.

Getting this post filled competently enables the ED to fully wear his planning and coordination hat and makes it possible for the flow from D/FBO to D/CO (or D/ED) for Delivery and Exchange to FBO to occur.

As some orgs in recent times have experienced both external and internal suppression on the subject of calling people in and servicing them, the D/CO (or D/ED) for Delivery and Exchange is given the additional powers of immediate communication to the International Finance Office and the Inspector General Network without vias to report and get help to remedy internal and external situations in orgs which suppressively inhibit call-in, delivery or expansion whether by inattention, refusals to post vital posts, failures or refusals to contact or call in interested persons, theft of org prospects or business or outright rip-offs to the end of ensuring successful execution of his duties and the expansion of the org. A form for such a report will be provided but absence of a form or a supply of such forms must not inhibit such reports.

This IS the winning combination by which an org moves up to "fair exchange" with all of its public and from there up to the highest level of exchange.

And it is the highest level of exchange toward which the whole activity of the D/CO or D/ED for Delivery and Exchange is geared — exchange in abundance!

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HCO POLICY LETTER OF 19 DECEMBER 1982
ISSUE I

ALL ORGS
ALL EXECS
ALL STAFF
ALL DIV HEADS
LRH COMMS
HCO
DEPT 1 HATS
DEPT 3 HATS

PERSONNEL SERIES 32
ORG SERIES 44

"DOING A QUICKSILVER" FORBIDDEN

Refs:

HCO PL	19 Mar. 71 I	Personnel Series 20 PERSONNEL PREDICTION
HCO PL	24 June 70 II	PERSONNEL POOLS
HCO PL	7 Jan. 66 I	LEAVING POST, WRITING YOUR HAT
HCO PL	20 Apr. 69 II	HATS, NOT WEARING
HCO PL	20 Aug. 71 III	MUSICAL CHAIRS
HCO PL	11 Aug. 71 II	Personnel Series 22 DON'T UNMOCK A WORKING INSTALLATION
HCO PL	7 Mar. 65 III	OFFENSES AND PENALTIES
HCO PL	13 July 74 II	Org Series 34 WORKING INSTALLATIONS

There is a condition that can exist in orgs which differs slightly from "musical chairs" (the rapid transfer of personnel from post to post) but is akin to that and every bit as deadly.

We could call it a "quicksilver personnel" scene.

("Quicksilver" is another name for mercury, the silvery-white metallic element, liquid at room temperature, which is used in thermometers, barometers and similar instruments.)

Used figuratively, the term "quicksilver" means something that is quick-moving, unpredictable and as elusive as mercury, or "mercurial." Something that is mercurial is changeable, variable, volatile.

To anyone who has ever observed a drop of quicksilver, or mercury, in an open container or placed on a slab of glass, this will be real. One second it's here, the next second it's there. Just about all you have to do is breathe on it and it changes its position. And where it *was* a second ago there's now nothing.

It is miserable (if not impossible) for an executive or management body trying to run things with staff doing a quicksilver. One can hit up against some nasty surprises.

For example, an org's personnel scene may look great on the board, with posts filled, hats existing and known, production occurring and on the rise — all is looking good when suddenly the stats crash.

An initial check may show there haven't honestly been any post transfers, per se. But dig a bit further and you're likely to find a quicksilver personnel scene. The top delivery auditor is off on a two-week vacation. The Qual Sec has been fired on a recruitment tour. The Reg has gone out-ethics and been suspended, unreplaced, pending some ethics handling. The Chief Officer is off on maternity leave and the CO, holding her post from above, is being the guest speaker at an event in the next city.

It happens and it happens not only in Class IV orgs but in the higher service orgs and management units where tours are essential and missions need to be fired and other situations can crop up requiring personnel.

It has shown up drastically at times in several large orgs. In one, the head of a vital network went off on mission and, with no one left being the senior, the stats in the area crashed. In another, the sales manager took his leave, his routine functions were ignored and sales suffered severely. And in still another org, no less than *six* key delivery terminals were all found to be out on regging tours in one week, some of them over a period of several weeks, at a time when delivery of paid-in-full services was backlogged!

None of these terminals had been removed or transferred or promoted. And one could say the actions being done are all covered in some way in policy, are needed, and therefore justified. But these terminals were all off post unreplaced, weren't they?

That's a quicksilver personnel scene. It's unstable.

CONTRIBUTING FACTORS

Executives who issue orders that unmock working installations where production is occurring at "A" to get something done at "X" bring about such scenes.

Personnel who, like quicksilver, accommodatingly move off their assigned posts unreplaced to do something else at the first invitation or order, help to generate and sustain such scenes.

Seniors who permit or condone this are also a party to them.

Personnel can do a quicksilver for any of a number of reasons. For some, the chance to go off and see other people and new places may be an alluring prospect. Some are too timid to refuse a destructive order and so they comply, under protest. For others there is financial gain involved — there are often commissions or a bonus at stake.

Tours have been used by some, apparently condoned by executives, to take longer leaves (more time off on leave per year) by combining 4 to 6 or even 8 weeks of a "regging tour" with a "leave," with the org paying both the person's fare and living expenses and no clear distinction made between the period of "tour" and the period of

the "leave." (While this is part of an unstable personnel scene, it is also a situation requiring a separate ethics handling in itself.)

Sometimes a staff member is made to feel, by a very convincing exec, that the action which calls for his suddenly going off post with no or inadequate replacement is actually more important than his job. Where this threatens production and there is no adequate replacement, this is almost always a falsehood.

It is true that missions need to be fired. Tours are vital to income and delivery. Staff sometimes do need to go off post temporarily for handling of one type or another. Events are valuable in terms of promotion, goodwill, PR and sign-ups, and for certain types of these, key personnel or trained tech delivery personnel may be required. Emergencies do arise. Personnel are entitled to annual leave. And speed of operations is important.

On the plus side, we do have capable and versatile staff who are willing to extend themselves, when needed, to make things go right. We have demanding, fire-breathing executives who are out to handle situations and open up new fields for delivery which, in itself, is a good thing. And many of these go about it standardly.

But the senior or exec at any level who endangers ongoing delivery and production and/or unstabilizes a producing personnel scene to get these things done is simply advertising to one and all that he can't predict and plan and organize or get others to do so. Control is lacking here as well as just plain common sense. The kindest thing one could say about such an exec is that he is shortsighted. And "quicksilver" is a rather mild term for the staff member who steps so easily off his post and leaves a hole in the lineup with no thought of the consequences.

One could say that everyone has personnel problems. BUT that is no Why.

HANDLING "QUICKSILVER PERSONNEL" SCENES

The first policies *missing in application* are those covering replacements and hat turnovers.

BECAUSE IT IS A *"TEMPORARY"* ABSENCE, NO ONE IS DEMANDING REPLACEMENT AND TURNING THE HAT OVER TO SOMEONE WHO CAN COVER THE POST *COMPETENTLY*.

But policies exist in abundance on this subject. HCO PL 29 Aug. 70 I, Personnel Series 1, PERSONNEL TRANSFERS CAN DESTROY AN ORG, points up the outnesses which can destroy an org faster than any others. HCO PL 7 Jan. 66 I, LEAVING POST, WRITING YOUR HAT, covers the staff member's responsibility for a post he is vacating under *any* circumstances. HCO PL 20 Apr. 69 II, HATS, NOT WEARING, emphasizes the staff member's responsibility for knowing that he *is* the Qual Sec, or Reg, or the post title for the post and functions he has accepted. HCO PL 11 Aug. 71 II, Personnel Series 22, DON'T UNMOCK A WORKING INSTALLATION, cites the main reason we have ever had slumps in orgs.

The personnel policies are there. But very often, where a "quicksilver personnel" scene is permitted, BECAUSE SOMEONE PULLS OFF A SUCCESS IN ONE AREA, EVEN THOUGH STATS IN HIS OWN AREA MAY CRASH, THE EXISTING ETHICS

POLICIES THAT COVER SUCH A CRASH OR THE COLLAPSE OF AN AREA MAY BE OVERLOOKED OR DELIBERATELY IGNORED.

So how do we handle "quicksilver personnel" scenes?

The answer is to add some teeth to the existing policies:

1. AN ABSENCE FROM POST FOR EVEN A TEMPORARY PERIOD OF AS LITTLE AS HALF A WEEK IS AN ETHICS OFFENSE, UNLESS SOMEONE IS NAMED AND THERE AS A REPLACEMENT WHO HAS HAD THE POST PROPERLY TURNED OVER TO HIM AND WHO CAN COVER THE POST *COMPETENTLY*.

2. IF SUCH ABSENCE WITHOUT COMPETENT REPLACEMENT OCCURS *AT ALL,* AN IMMEDIATE COURT OF ETHICS MUST BE CALLED ON THE STAFF MEMBER WHO LEAVES HIS POST UNFILLED OR INADEQUATELY COVERED, AS WELL AS ON THE SENIOR OR EXECUTIVE ORDERING, CONDONING OR PERMITTING IT.

3. IF IT OCCURS AND RESULTS IN STATS CRASHING IN A COURSE, A DIVISION, DEPARTMENT, SECTION, UNIT, AREA, ZONE OR ORG, A COMMITTEE OF EVIDENCE MUST BE CALLED WITH *ALL* INVOLVED NAMED AS INTERESTED PARTIES.

The charges are:

CONDONING OR CONTRIBUTING TO CIRCUMSTANCES OR OFFENSES CAPABLE OF BRINGING A COURSE, SECTION, UNIT, DEPARTMENT, ORG, ZONE OR DIVISION TO A STATE OF COLLAPSE

and

NEGLECT OF RESPONSIBILITIES RESULTING IN A CATASTROPHE EVEN WHEN ANOTHER MANAGES TO AVERT THE FINAL CONSEQUENCES.

With this policy made known and enforced, there *is* a cure for those who do a "quicksilver" and for executives and seniors whose out-planning and out-prediction bring about quicksilver personnel scenes.

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HCO POLICY LETTER OF 29 DECEMBER 1982RA
ISSUE II
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
ALL EXECUTIVES
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 45
EXECUTIVE SERIES 24
ORG SERIES 45
ESTABLISHMENT OFFICER SERIES 45

THE TOOLS OF MANAGEMENT

Refs:

HCO PL	11 Apr. 70 I	THIRD DYNAMIC TECH
HCO PL	28 July 72	Exec Series 16 Org Series 32 Esto Series 26 ESTABLISHING, HOLDING THE FORM OF THE ORG
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION

There is a simplicity to managing effectively. It begins with the basics of management.

Although it may appear so to some, successful management is not a highly complicated, esoteric activity. But, just as an auditor or a C/S must know and be able to use the exact tools of first dynamic tech in handling cases in order to achieve exact and standard results on a one-for-one basis, so must an executive or manager know and be able to use the exact tools of third dynamic tech in handling groups to achieve successful and exact results in every instance.

Within the wealth of data on third dynamic tech contained in HCO Policy Letters, the OEC Volumes and recorded LRH lectures and books on the subject, there are certain definite, specific *tools* a manager uses. These are the tools of management.

The difference between brilliant management and mediocre or no management, at any level, lies in:

1. Knowing what the *tools* of management are, and

2. Knowing how to use them.

Many people are not aware that, like a carpenter or any other workman, a manager uses specific and exact *tools*. Thus, we see people here and there who are doing the equivalent of using the handle of a chisel to drive nails into wet concrete.

It is a common fault with inexpert workmen to find them using their tools wrongly or not using them at all. They make a breakthrough when they discover what the specific tools are for.

One can see this in people who can't mix sound or can't become mixing engineers. They sit with all these knobs in front of them, reach out and grab this knob or that one, hoping hopefully something will happen to the sound. Yet every component they have in front of them is an exact tool to do an exact thing with sound!

There are a lot of comparisons one could make, but the point is that people in management positions have precise *tools* available to them in Dianetics and Scientology which happen to be far better tools than have ever been available on the planet.

One can have very good people on management posts who still can drown if they don't know and put to use the management tools.

But without these being specified as exact tools, one might not see the simplicity of it.

MANAGEMENT ECHELONS

Operating as it does into an expanding scene, Scientology has grown into the need for and use of various echelons of management.

In orgs, for some time we have had division heads and above them we have the Executive Council, headed by the CO or ED of the org.

Above the level of service orgs we have middle management and still above that we have the Senior Executive Strata of management. And each of these echelons must know the tools of management and how to use them.

The OEC (Org Executive Course) and the FEBC (Flag Executive Briefing Course) have long been established as the essential courses for training executives at service org level and above.

These courses, and the OEC and Management Series Volumes upon which they are based, teach the form of the org and how to use the parts and posts and functions that go to make up the whole. They give us executives who know how to correctly utilize staff and their assigned posts and duties. We call it "knowing how to play the piano"—it's a matter of knowing what key to hit when and which keys to use in combination to produce a desired result. (Ref: HCO PL 28 July 72, ESTABLISHING, HOLDING THE FORM OF THE ORG) In other words, it's a matter of knowing and using one's tools. The OEC and FEBC courses teach this data and much, much more.

While at this writing there are numerous OEC and FEBC grads and more in the making, thousands more will be needed to handle the current rate of expansion.

Meanwhile an executive at any level and whatever his training needs to know and use his management tools NOW if he is to function at all.

A div head must "know how to play the piano" within his division.

The posts of CO or ED, Chief Officer, Supercargo, Org Exec Sec and HCO Exec Sec require executives who are capable of "playing the piano" across the divisions of the entire org and using hats and posts and functions correctly in order to achieve immediate production from the org as a whole.

At middle management one is handling not one function nor only one org but many orgs and their functions, which requires "knowing how to play the piano" at that level.

And at the Senior Executive Strata of management, we get into the vital need for "knowing how to play the piano" across a much wider sphere, using the full scope of management tools and using them with high skill. One might be using the same tools as lower stratas of management but a higher level of expertise is required as one's planning, decisions and actions are influencing far, far broader areas.

What has brought this about is the rapid expansion of Scientology into wider zones of responsibility and therefore increased responsibility with a resultant increase in traffic. This naturally has to be handled by increasing efficiency. What it has done, in effect, is push some up from lower-level management status to upper-level management status, necessarily. Without realizing it, some executives have been climbing a status stairs in terms of influence and zones of control. And they can go only so high without being terribly precise in their use of tools. After that, without this acquired precision, they drown.

The obvious answer to all of this is an executive training program which instant-hats executives on the fundamental tools of management and provides Management Status checksheets through which an executive or manager raises his status by *becoming more and more expert with these and an even wider range of tools*. And such a program has now been developed!

MANAGEMENT STATUS CHECKSHEETS

The new executive training program consists of three status levels.

These levels are to be covered in a series of Management Status checksheets.

The Management Status One checksheet has a prerequisite of Staff Status II. It *instant-hats* an exec on the basic tools of management, such as:

The Admin Scale, target policy, strategic plans, programs, specific lines and org terminals, org boards, despatches and telexes, statistics and graphs, conditions, hats and hatting, files, personnel folders, ethics folders, etc. Each one is a specific tool.

The Management Status Two checksheet (with an OEC prerequisite) consists of a profound review of the basic management tools and study of the upper-level tools of management, which include:

Surveys, PR, pilots, review of past performance, general economics, finance systems, cost accounting, control through networks, admin indicators, morale, legal, goodwill, exchange, missions (Action missions), economical management and managing by dynamics.

The Management Status Three checksheet (with FEBC prerequisite) would be a more profound review of the basic *and* upper-level management tools, in addition to training on the twelve ingredients of expansion upon which the Senior Executive Strata operates.

Even an OEC or FEBC grad would do the Management Status checksheets as, when he comes out of an OEC or FEBC, all in the clouds, the Management Status checksheet is needed to bring him back down to earth and tell him he's dealing with tools which are very finite tools.

What is being communicated to executives by these checksheets is that they have tools, what the tools are exactly, and that they must use them.

EXECUTIVE STATUS LEVELS

There are specific requirements to be met by a manager to attain each of the three Executive Status levels.

Working up through these status levels, a manager not only becomes more proficient in handling an org, any org, but becomes fully certified to operate at middle or senior echelons of management.

The Executive Status levels are:

1. EXECUTIVE STATUS ONE: At this level, the person is simply thrown on post, the basic management tools are put into his hands via a brief, rat-a-tat-tat Management Status One checksheet and he gets on with it.

2. EXECUTIVE STATUS TWO: For one to be certified at this level, one must have completed the OEC, done the Management Status Two checksheet and have an adequate production record.

3. EXECUTIVE STATUS THREE: For one to be certified at this level, he must have completed the FEBC, done the Management Status Three checksheet and have a proven production record.

When the steps for Executive Status certification are complete, the exec must present adequate evidence of such to the Qualifications Division. After verification of the evidence, he is awarded the appropriate Executive Status certificate.

By use of these Executive Status levels, executives at management levels could see what executives they had (or not had). The designation "ES I" (Executive Status I) would tell them at once what they were dealing with, etc. Also, from the viewpoint of the individual, he would know where he had to go to get an upper-level rating.

Once these Management Status checksheets are issued, middle and central management personnel should not draw full pay or be bonus eligible until they have completed the Management Status One checksheet, as they will not be operating effectively until they have done this.

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EXECUTIVE STATUSES AND STAFF STATUSES

The Exec Status levels do not replace Staff Status training. All staff and execs are programed and move up the Staff Statuses so as to have a better idea of the org as an org; these levels are also indicative of the training and experience of a staff member and show his promotion eligibility.

An executive should attain Executive Status One by completing the Management Status One checksheet as soon as possible upon assuming post, so he has the management tools available for his immediate application.

Once an exec attains Staff Status VI (Org Exec Course graduate), he can attain Executive Status Two by fulfillment of the requirements listed above. An FEBC graduate achieves Executive Status Three in a similar fashion.

SUMMARY

With the release of the new Management Status checksheets, precise and gradient training levels for all echelons of management will exist comparable to the precise and gradient training levels required for all echelons of technical delivery.

Quite an unbeatable combination!

One winds up with managers fully familiar with their exact tools, having the one-two-three of management tech at their fingertips, and "knowing how to play the piano" effectively across an org, a continent, a planet!

So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!

It begins with the basic tools of management.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983R
ISSUE I
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 48
EXECUTIVE SERIES 26
ORG SERIES 46
ESTABLISHMENT OFFICER SERIES 47

BASIC MANAGEMENT TOOLS

Refs:

HCO PL	29 Dec. 82RA II Rev. 21.1.91	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 II	AKH Series 49 Exec Series 27 Org Series 47 Esto Series 48 MANAGEMENT TOOLS BREAKTHROUGH

The following is a list of the materials which, out of the many tools of management, comprise the BASIC MANAGEMENT TOOLS.

1. *ADMIN SCALE:* A scale for use which gives a sequence (and relative seniority) of subjects relating to organization. The scale, from the top down, includes: Goals, Purposes, Policy, Plans, Programs, Projects, Orders, Ideal Scenes, Statistics, Valuable Final Products. The scale is worked up and down until it is (each item) in full agreement with the remaining items. In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

2. *TARGET POLICY:* A series of policy letters which describe each type of target and how they are to be used by staff, executives and management personnel to get something *done.*

3. *STRATEGIC PLANS:* A STRATEGIC PLAN is a statement of the intended plans for accomplishing a broad objective and inherent in its definition is the idea of clever use of resources or maneuvers for outwitting the enemy or overcoming existing obstacles to win the objective. It is the central strategy worked out at the top which, like an umbrella, covers the activities of the echelons below it.

4. *PROGRAMS:* A PROGRAM is a series of steps in sequence to carry out a plan. Programs are made up of all types of targets coordinated and executed on time.

5. *PROJECTS:* A PROJECT is a series of guiding steps written in sequence to carry out one step of a program, which, if followed, will result in a full and successful accomplishment of the program target.

6. *ORDERS:* An ORDER is the direction or command issued by an authorized person to a person or group within the sphere of the authorized person's authority. It is the verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy. Some program steps are so simple that they are themselves an order or an order can simply be a roughly written project. By implication an order goes from a senior to juniors.

   All orders of whatever kind by telex, despatch or mission orders must be coordinated with current written command intention. You can destroy an org by issuing orders to it uncleared and uncoordinated. Coordinate your orders! Clear your orders!

7. *COMPLIANCE REPORTS:* A COMPLIANCE REPORT is a report to the originator of an order that the order has been done and is a completed cycle. It is not a cycle begun, it is not a cycle in progress, it is a cycle completed and reported back to the originator as done.

   When an executive or manager accepts "done" as the single statement and calls it a compliance, noncompliance can occur unseen. Therefore, one must (1) require explicit compliance to every order and (2) receive the evidence of the compliance pinned to the compliance report. Such evidence might be in the form of copies of the actual material required by the order and procured, or photographs of it, ticket stubs, receipts, a signed note stating the time and place some action was carried out, etc. Evidence is data that records a "done" so somebody else can know it is done.

   It is up to LRH Comms, Flag Reps or execs to verify reports of dones or get dones done. True compliances to evaluated programs are vital.

8. *TERMINALS:* A TERMINAL is something that has mass and meaning which originates, receives, relays and changes particles on a flow line. A post or terminal is an assigned area of responsibility and action which is supervised in part by an executive.

   A fixed-terminal post stays in one spot, handles specific duties and receives communications, handles them and sends them on their way.

   A line post has to do with organizational lines, seeing that the lines run smoothly, ironing out any ridges in the lines, keeping particles flowing smoothly from one post to another post. A line post is concerned with the flow of lines, not necessarily with the fixed-terminal posts at the end of the lines.

9. *LINES:* A LINE is a route along which a particle travels between one terminal and the next in an organization; a fixed pattern of terminals who originate and receive or receive and relay orders, information or other particles.

A COMMAND LINE is a line on which authority flows. It is vertical. A command line is used upward for unusual permission or authorizations or information or important actions or compliances. Downward it is used for orders.

A COMMUNICATION LINE is the line on which particles flow; any sequence through which a message of any character may go. It is horizontal.

The most important things in an organization are its lines and terminals. Without these in, in an exact known pattern, the organization cannot function at all. The lines will flow if they are all in and people wear their hats.

10. *ORG BOARDS:* An ORG BOARD (ORGANIZING BOARD) is a board which displays the functions, duties, sequences of action and authorities of an organization. The org board shows the pattern of organizing to obtain a product. It is the pattern of the terminals and their flows. We see these terminals as "posts" or positions. Each of these is a hat. There is a flow along these hats. The result of the whole org board is a product. The product of each hat on the board adds up to the total product.

11. *HATS:* HAT is a term to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post to a point of full application of the data therein. A HAT designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs. HATTING is the action of training the person on the checksheet and pack of materials for his post.

12. *TELEXES:* A TELEX is a message sent and received by means of telex machines at specific stations hooked up with one another. This is a fast method of communication, similar to a telegram or cable.

    Use telexes as though you were sending telegrams. Positiveness and speed are the primary factors. Cost enters as a third. Security enters as a fourth consideration. All have importance but in that order.

    Telexes must be of such clarity that any other person in the org can read and understand them. You must take responsibility for both ends of a communication line. Write your communication (telex) so that it invites compliance or answer without further query or dev-t. Entheta in telexes on a long-distance comm line is forbidden.

    Don't use telexes when despatches will do. Nonurgent communications on telex lines jam them. Do NOT put logistics (supply) on a telex line. Telex lines should only be used for communications concerning operations.

13. *DESPATCHES:* A DESPATCH is a written message, particularly an official communication. When writing a despatch, address it to the POST—not the person. Date your despatch. Route to the hat only, give its department, section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination. Sign it with your name but also the hat you're wearing when you write it.

As with telexes, despatches must be written so clearly that any other person in the org can read and understand them, with the originator taking responsibility for both ends of the communication line. And, as with telexes, entheta in despatches on a long-distance comm line is forbidden.

14. *STATISTICS:* A STATISTIC is a number or amount *compared* to an earlier number or amount of the same thing. STATISTICS refer to the quantity of work done or the value of it in money. Statistics are the only sound measure of any production or any job or any activity. These tell of production. They measure what is done. Thus, one can manage by statistics. When one is managing by statistics they must be studied and judged alongside the other related statistics.

15. *GRAPHS:* A GRAPH is a line or diagram showing how one quantity depends on, compares with or changes another. It is any pictorial device used to display numerical relationships.

16. *CONDITIONS:* A CONDITION is an operating state. Organizationally, it's an operating state and oddly enough, in the MEST universe, there are several formulas connected with these operating states. The table of conditions, from the bottom up, includes: Confusion, Treason, Enemy, Doubt, Liability, Non-Existence, Danger, Emergency, Normal, Affluence and Power or Power Change. There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is *actually* in. One has to *do* the steps of a condition formula in order to improve one's condition.

17. *PERSONNEL FOLDERS:* A PERSONNEL FOLDER is kept in HCO for each person employed by the org. The folder is to contain all pertinent personnel data about the person: name, age, nationality, date employment started, address (if other than the org), next of kin, social security number, test scores, previous education, skills, previous employment, case level, training level, name of post, former posts held and dates held, production record on post(s), date employment ceased, copies of all tests, and any other pertinent data.

    Copies of contracts, agreements or legal papers connected with the person are filed in the personnel folder. The originals of such papers are kept in the val doc files.

    A personnel folder is used for purposes of promotion and any needful reorganization and so should contain anything that throws light on the efficiency, inefficiency or character of personnel.

    Personnel folders are filed by division and department in HCO, with the personnel in separate folders filed alphabetically in their department. There should be two sections in the personnel files: (1) present employees and (2) past employees.

18. *ETHICS FOLDERS:* An ETHICS FOLDER is kept in HCO for each individual staff member. It is a folder which should include his complete ethics record, ethics chits, Knowledge Reports, commendations and copies, as well, of any

justice actions taken on the person, such as Courts of Ethics or Comm Evs, with their results.

Filing is the real trick of Ethics work. The files do 90 percent of the work. Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. When one file gets fat, call up a Court of Ethics on the person and his area gets smooth.

19. *FILES:* A FILE by definition is an orderly and complete deposit of data which is available for immediate use. As FILES are the vital operational line it is of the GREATEST IMPORTANCE that ALL FILING IS ACCURATE. A misfiled particle can be lost forever. A missing item can throw out a whole evaluation or a sale. It is of vital interest both in ease of work and financially that all files are straight.

20. *DATA SERIES:* The tool to discover causes. The administrative technology described in these policy letters is applied to find what is logical by ferreting out what is illogical, using this to reveal the greatest outness which, when remedied, will resolve the scene.

There is considerably more data on each of these tools contained in the policy letters in the OEC Volumes and Management Series Volumes, *none* of it complicated or difficult to grasp.

The purpose of this policy letter is simply to advise the exec that these *are* his tools — his most fundamental and basic management tools. And that they are for USE and it is VITAL that he USE them.

Why? Because use of these simple, basic tools means the difference between a failing org and a flourishing one.

And we want organizations to flourish!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983
ISSUE II

REMIMEO
ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

VITAL — IMPORTANT

ADMIN KNOW-HOW SERIES 49
EXECUTIVE SERIES 27
ORG SERIES 47
ESTABLISHMENT OFFICER SERIES 48

MANAGEMENT TOOLS BREAKTHROUGH

Refs:

HCO PL	29 Dec. 82R II	AKH Series 45
	Rev. 30.7.83	Exec Series 24
		Org Series 45
		Esto Series 45
		THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 I	AKH Series 48
		Exec Series 26
		Org Series 46
		Esto Series 47
		BASIC MANAGEMENT TOOLS

THE FIRST THING AN EXECUTIVE OR MANAGER AT ANY LEVEL NEEDS TO KNOW IS THAT HE HAS *TOOLS* WITH WHICH TO MANAGE.

This applies to top levels of management, to middle management echelons and in every org from the CO or ED down through the Exec Council and every head of a division or department.

BREAKTHROUGH

This datum is the result of a recent, eye-opening breakthrough.

The breakthrough was not a matter of discovering or developing or improving the materials which make up the tools of management. Org boards, the Admin Scale, target policy, planning and programing, statistics, graphs and conditions (to name a few of these tools) have been a part of our technology, well defined, available for use and used for quite some years now.

THE BREAKTHROUGH WAS IN DISCOVERING THAT A GREAT MANY EXECUTIVES DID NOT LOOK UPON THESE AS *TOOLS*.

But unless one does recognize them as tools, unless one actually puts them in the *category of tools,* like rakes and shovels and wheelbarrows, he is apt to think of them as opinions or theories or something of the sort. He won't recognize that he does have actual *tools* with which to manage. And, not realizing this, he won't USE them in managing.

Such a scene could be compared to somebody building a house who didn't even know he was trying to build a house and, should this be pointed out to him, he would look at hammers and saws as if they were total strangers. He wouldn't wind up with a house.

Any activity has its tools. And if one is going to engage in an activity, he had better know what its tools are and that they are for use.

BASIC MANAGEMENT TOOLS

We are rich in management tools but the most fundamental of them, required for use at any executive level from the highest to the lowest, are these:

ADMIN SCALE

TARGET POLICY

STRATEGIC PLANS

PROGRAMS

PROJECTS

ORDERS

COMPLIANCE REPORTS

ORG TERMINALS

SPECIFIC LINES

ORG BOARDS

HATS AND HATTING

TELEXES

DESPATCHES

STATISTICS AND GRAPHS

CONDITIONS

PERSONNEL FOLDERS

ETHICS FOLDERS

FILES

DATA SERIES

Each of these fundamental tools is defined and covered briefly in HCO PL 31 July 83 I, BASIC MANAGEMENT TOOLS.

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None of these are complicated. They are actually SIMPLE but VITALLY, VITALLY IMPORTANT.

One gets some terminals, gets them some lines, gets the channels of command and echelon worked out, gets in strategic planning and with that one can achieve some coordination.

But it is necessary to be able to conceive of purpose (which, in target policy, becomes objectives). And it is necessary to be able to write targets that will accomplish that objective or that purpose. To get the targets done one needs lines and terminals there. And to have lines and terminals, of course, one has to have an org board.

SIMPLE. But VITALLY IMPORTANT.

In laying out these tools we are laying out the fundamentals of organization as that, most definitely, is what these tools are. And these tools will give one an organization. Without them, you don't have an organization, you have a mob. And if one cannot figure out purpose or objectives or write targets and telexes and get hatting done and hats worn they'll just keep on being a mob. But correct use of just this basic list of management tools can turn a mob into a producing organization!

EXEC STATUS ONE CHECKSHEET

A fast, instant-hat type of checksheet called Exec Status One is being provided to swiftly train execs and managers at all levels on these tools.

This is not a substitute for an OEC or FEBC. But it is vital that an exec starts using these tools right now, instantly and at once yesterday, if he considers himself an executive or is in a position of handling an organization of any type, size or kind. Because if he doesn't use these tools, he's going to lay an egg.

ETHICS

Once the exec has passed this first checksheet, Exec Status One, it's an ethics offense to fail to use these tools properly. One would handle a first or second offense with cramming, but after that it's a Court of Ethics and, in the case of a person having trained on these tools continuing to misapply or not apply these tools, it becomes a matter for a Comm Ev.

SUMMARY

1. First, an executive or manager must know that actual TOOLS EXIST for his use in managing.
2. Second, he needs to know WHAT his tools are.
3. Third, he must realize that these tools are SIMPLE but VITALLY, VITALLY IMPORTANT, that they are for USE and he must *USE THEM*.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 JUNE 1985

REMIMEO
ALL EXECUTIVES
PRODUCT OFFICERS
ORG OFFICERS
ESTABLISHMENT OFFICERS
CRAMMING OFFICERS

EXECUTIVE SERIES 30
ORG SERIES 48

PRODUCT ORIENTATION

Refs:

HCO PL	14 Sept. 70 I	Org Series 2 COPE AND ORGANIZE
Tape:	7011C17 SO	FEBC 1, "Welcome to the FEBC"

One of the primary duties of a product officer is to look around and find some production to do.

On an executive post, the formula one operates on is 50 percent production and 50 percent organize. When the organize is superlative and is very well done (while remaining only 50 percent of the time spent by the executive), it eventually gets up to 75 percent production and 25 percent organize. This is approximately the ideal scene.

OVER–ORGANIZE

Organization is a vital activity. However, when the amount of organize time starts outweighing the production time, it is an indicator of other outnesses. The purpose for organizing in the first place is so that *production* can occur. In an area of organize-organize-organize, one will always find crashing Mis-Us, false data, overts and withholds. In other words, these are the things which turn people into fiddle-fiddle organize.

Organize time should not exceed 50 percent of a person's post time. Cramming and drilling fall under the category of organize, and the 50-50 rule applies here as well. The solution to a flubbing staff member is not to put him onto full-time drilling or cramming. The person should do his correction actions for half a day and be put on the job in some capacity the other half of the day so that he stays accustomed to the scene. Otherwise, the person is liable to get stiff and have trouble getting back onto post when he does finish his correction. Study, and even cramming, is actually an award. What about the guys that are doing all the work? Wouldn't they like to have a full day of cramming too?

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KEEPING PRODUCTION ROLLING

It is the responsibility of the executive to keep his staff busy producing.

Many people don't like to be executives because they always have to be ransacking around making sure staff are producing, and finding things for them to do. But personnel are actually put at risk when they aren't kept in production. A big company which suddenly dismisses a lot of personnel simply has shiftless executives who have not found things for the personnel to do.

Even if major production in a particular area is temporarily stopped for some reason, other related (or different) products and subproducts can be found for the staff to do which can be done with existing resources.

As an example of this, suppose one had a movie production company whose camera was out for repair. Though they wouldn't actually be able to put anything on film, there would still be cycles which could be done in the meantime. They could be rounding up props, rehearsing actors, and making sure all the other actions which will be needed to complete that film are done.

It is not a slight matter to overlook things like this because somewhere up the track, in the midst of heavy rush production, suddenly one of these overlooked cycles will pop into view and stall the whole line while it is done on an emergency basis.

SUMMARY

The trick of the product officer is to find blank periods and things to put in them. If one gets conditioned to thinking this way, it becomes a very easy job. Otherwise, it's all panic.

Product orientation is very important, as in the long run, it protects the worker and it gets the show on the road. One can't totally produce or totally organize at any given time. It takes an average between production and organize to keep things going. But the whole point is to keep things going, and keep products rolling out.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 21 SEPTEMBER 1995

REMIMEO
ESTOS
ALL ORGS
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 53
ORG SERIES 49
ESTABLISHMENT OFFICER SERIES 51

LOST TECH

(Written on 8 Nov. 79. Issued as
an HCO PL on 21 Sept. 95.)

Modifies: HCO PL 9 May 74 PROD–ORG, ESTO AND OLDER SYSTEMS RECONCILED

I've just realized that the Esto and the prod–org system, both of which were successful in their day, have been totally dropped. One executive apparently had a confusion on the two systems and could not reconcile them and so stopped pushing both of them. That is my Why for some org failures.

The prod–org system was enormously successful and has been dropped. The Esto system had limited success and has been dropped. The reason for the failure of the Esto system was earlier isolated — the Supervisors let the Esto trainees fake their way through their study of the subject. They just didn't study the subject and then went around running into walls. This was true even though they were given heavy intensive training on it. They didn't do the training.

This comes up because of a cram done on this executive which states that he could never reconcile the two systems and has had a confusion on them. This definitely must have shown up during his tenure as an executive and it brings to mind right this minute that the prod–org system and the Esto system may never have been pushed in. This executive violated the normal actions of prod–org and org establishment. But this bares the fact that management and orgs may not be pushing either the prod–org system nor the Esto system and this could, in large measure, account for the fact that orgs in some cases became disestablished and ceased to produce and deliver.

The exact goof which this executive made is important to understand — he put the Service Product Officer over the Esto and made the Esto the org officer of the Service Product Officer, and hoped from this that his org would be established. Of course it wouldn't be established at all because a product officer's org officer normally specializes in disestablishment — org officers have tended mainly to tear up the org in

the name of production. That is by our experience. An org having an Esto, recruits up an Esto corps. That is the only thing that will get posts filled and hatted.

These two systems must be represented on any org board. The product officer must be on those org boards, the product officer's org officer must be on those org boards. And the Executive Esto must be on those org boards. Otherwise these systems will continue to be submerged.

I mention this in order to get into action both the prod–org system and the Esto system. They must be called strongly to attention, otherwise they will go on being neglected.

This could be a major downfall of management and orgs if one just ceased to push these two successful points.

Thus I am calling to your attention the fact that you should use these systems so that we can recover this lost tech.

L. RON HUBBARD
FOUNDER

The Establishment Officer Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 FEBRUARY 1972
ISSUE II

REMIMEO

ESTOs

(Originally written by LRH for the *Apollo* OODs of 24 Feb. 72. Issued as an HCO PL on 18 Sept. 80.)

An Esto has a definite job to do. He is not part of the division's lines. He hats, organizes, trains, sets up files, lines, and does all those establishment actions people need to *really* establish a division and maintain it.

If you want an Esto to go into gales of laughter, say "I am too busy to get hatted." Those papers and that enMEST show that a two hours of hatting a day save a year of dev-t nonproduction.

HCO over the world could not establish orgs. It can do its departmental functions. The answer is the Esto.

You'll be seeing a lot of this. Might as well know who these strange people are who keep insisting you find out about comm baskets and things.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 MARCH 1972R
ISSUE I
REMIMEO REVISED 13 APRIL 1972

ESTABLISHMENT OFFICER SERIES 1

THE ESTABLISHMENT OFFICER

PURPOSE

The Establishment Officer system evolved from the product–org system where it was found the HAS alone could not establish the org. The product–org officer system is entirely valid and is not changed. Tapes up to and including number 7 of the prod–org system (also called the FEBC tapes) are correct. From number 8 onward, the prod–org tapes are replaced by the Esto Series tapes. It is important to know that when the org officer is removed from a unit "because it now has an Esto" it will practically destroy the unit and crash its stats. Taking the org officer out of a division or org and making him the Esto is a guarantee of a crash. The Esto is an extension of the original HCO system as an Esto performs all the functions of HCO for the activity to which he is assigned *plus* his own tech of being an Esto.

The purpose of Establishment Officers is to ESTABLISH and MAINTAIN the establishment of the org and each division therein.

The term "Esto" is used for abbreviation as "EO" means Ethics Officer.

It has been found that the whole reason for any lack of prosperity of an org is INTERNAL. The surrounding area of the public has very little to do with whether stats are up or down. An org, by "delivering" out-tech and its own conduct, upsets its area but it can also straighten it out PROVIDING IT DOES ITS JOB. So this too is an internal cause.

Thus if an org is well established so that each staff member is doing his exact function, stats will go up and the org will prosper because it has been handled internally.

All booms and depressions of an org are due to its being expertly built up and then, having a peak period, is not maintained in that well-established condition and disintegrates.

In the vital flurry of getting the product and expanding, the org becomes disestablished.

In the product–org officer system of 1971 it was found uniformly that as soon as the org began to boom, the HAS was wholly unable to establish rapidly enough and the boom collapsed. HCO was too few to keep an org established even when the HCO was manned because THEY WERE NOT WORKING INSIDE EACH DIVISION.

The answer to these shortcomings is the Establishment Officer system. This preserves the best in the product–org system and keeps pace with product and expansion.

A well-trained, hard-working Esto in a division has proven to be the miracle of org prosperity.

The system has already been tested and is in successful operation.

Establishment consists of quarters, personnel, training, hatting, files, lines, supplies and materiel and all things necessary to establishment.

POSITION

The org board of Establishment Officers is:

Commanding Officer or Executive Director (coordinates)

Product Officer (operates org)
Org Officer (organizes for Prod Off)

Executive Establishment Officer (operates Estos)

Exec Esto Org Officer
Esto Establishment Officer
(Esto Course Supervisor)
} Combined Hat

(Div secs are in charge of div and are product officers.)

7	1	2	3	4	5	6
LRH Comm	HAS	Dissem Sec	Treasury Sec	Tech Sec	Qual Sec	Dist Sec
Div 7 Esto	HCO Esto	DEO	Tr EO	TEO	QEO	PEO

CO or ED Foundation
Org Off Fdn

LRH Comm Fdn	HAS Fdn	Dissem Sec Fdn	Treas Sec Fdn	Tech Sec Fdn	Qual Sec Fdn	Dist Sec Fdn
Fdn Div 7	Fdn HCO	Fdn Dissem	Fdn Treas	Fdn Tech	Fdn Qual	Fdn Dist

(Same Esto covers same div Day and Fdn.)

PRODUCTS

To understand what the Esto system is you have to understand first and foremost the meaning of the word "PRODUCT." (The whole system breaks down where this one word is not understood and not understanding this one word and failing to get it understood has been found to be the barrier in most cases.)

PRODUCE (verb) = To bring into existence, make; to bring about; cause.

PRODUCT (noun) = Someone or something that *has been* brought into existence; the end result of a creation; something or someone who has been brought into existence.

If you really know that definition you can then look over HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT. In this we have (1) establishing something that produces (Product 1), (2) operating that which produces in order to get a product (Product 2), (3) repairing or correcting that which produces (Product 3), (4) repairing or correcting that which is produced (Product 4).

Now in order to get an org there and make money and eat and get paid and things like that, these things like products have to be understood and the knowledge USED.

If we try to operate an org that isn't there, or repair it, nothing happens. No stats. No money. The product officer and org officer have nothing to run. They're like a pilot and copilot with no airplane. They don't fly.

So an Establishment Officer is there to put the airplane there AND get the pilot and copilot to fly it well, without wrecking it, to everyone's benefit.

So, the Establishment Officers put the org there to be run and put the people there to run it so they run it well, without wrecking it, to everyone's benefit.

POSTS AND TITLES

The org is commanded by the Commanding Officer (SO orgs) or the Executive Director (non-SO orgs). In the triangular system of the Flag Executive Briefing Course (FEBC) (product–org officer system) the CO or ED *coordinates* the work of the product officer, org officer and Executive Esto.

In most orgs the CO or ED is also the PRODUCT OFFICER of the org which is a double hat with CO.

The product officer controls and operates the org and its staff to get production. Production is represented by the gross divisional statistics and valuable final products of the org.

The ORG OFFICER assists the product officer. He gets production lined up, grooves in staff on what they should be getting out and makes sure the product officer's plans are executed.

(The duties of CO or ED, product officer and org officer are covered in the FEBC tapes 1 to 7.)

The EXECUTIVE ESTABLISHMENT OFFICER is the one who puts the org there to be run. He does this by having Establishment Officers establishing the divisions, org staff and the materiel of the division. He is like a coach using athletes to win games. He sends them in and they put their divisions there and maintain them. They also put there somebody to *work* them.

The EXECUTIVE ESTABLISHMENT OFFICER ORG OFFICER (Esto Org Officer) is the E Esto's deputy and handles his programs and the personal side of Estos.

The ESTABLISHMENT OFFICER'S ESTABLISHMENT OFFICER (the Esto's Esto) is the one who trains and hats and checks out Estos and establishes the Esto system. He also runs the Esto course that makes Estos and is the Esto's Course Supervisor. In practice, the hats of Esto Org Officer (above) and Esto's Esto Officer are held as one hat until an org is very large. The person who holds this post has to be a very good Course Supervisor who uses study tech like a master as his flubs would carry through the whole Esto system.

An ESTABLISHMENT OFFICER IN–CHARGE is an Esto who has Establishment Officers under him in an activity that has five or less Estos, does duties comparable to an Executive Esto for that activity.

A CHIEF ESTABLISHMENT OFFICER + DIVISION is an Esto who, in a division, has Establishment Officers under him due to the numerousness of the division.

A LEADING ESTABLISHMENT OFFICER + DEPARTMENT is a departmental Establishment Officer who has section Estos under him due to the numerousness of the section.

An ESTABLISHMENT OFFICER + SECTION is an Establishment Officer of a section where there is a departmental and divisional Esto.

The divisional Establishment Officers are as follows. If they have other Estos under them in the division the title CHIEF is put in front of the title.

THE DIV 7 ESTABLISHMENT OFFICER (Div 7 Esto) for Division 7, the Executive Division. He is not "The Executive Esto." He carries out all the Esto duties for this division.

THE HCO ESTABLISHMENT OFFICER (HCO Esto) establishes and maintains HCO.

THE DISSEMINATION ESTABLISHMENT OFFICER (DEO) establishes and maintains the Dissem Division.

THE TREASURY ESTABLISHMENT OFFICER (Tr EO) establishes and maintains the Treasury Division.

THE TECHNICAL DIVISION ESTABLISHMENT OFFICER (TEO) establishes and maintains the Tech Division. This division amongst all the rest is most likely to have other Estos in the division.

THE QUALIFICATIONS ESTABLISHMENT OFFICER (QEO) establishes and maintains the Qual Division.

THE DISTRIBUTION ESTABLISHMENT OFFICER (PEO for Public Division) establishes and maintains the Distribution Division.

The Exec Esto and Esto Org Officer and the Esto's Esto and Esto course are org boarded as in Dept 21.

The Estos themselves are in their own assigned divisions.

The CO or ED, product and org officer are org boarded in Dept 19.

HEAD OF ORG

The head of the org is the Commanding Officer or Executive Director. He is usually also the PRODUCT OFFICER. He is senior to the Exec Esto.

DEPUTY CO OR ED

The CO's or ED's DEPUTY handles the programs functions of the CO or ED and is the org's org officer.

He ranks *with* the Exec Esto.

HEAD OF DIVISION

The head of a division is the DIVISIONAL SECRETARY. He is the PRODUCT OFFICER of his division. His boss is the CO or ED.

He is senior to the divisional Esto or Chief Esto.

He is *not* the divisional Esto's boss. The E Esto is.

DEPUTY DIVISION HEAD

The DEPUTY SECRETARY of a division is the org officer of that division.

He handles the programs of the division for the secretary.

He ranks with the divisional Esto or Chief Esto.

DEPARTMENT DIRECTOR

He is the PRODUCT OFFICER OF HIS DEPARTMENT.

The divisional Esto is senior to him.

The departmental director is senior to an Esto posted to his specific department.

SECTION OFFICER

The officer in charge of a section is the PRODUCT OFFICER of that section.

He is junior to all Estos except an Esto posted directly to his specific department.

STAFF

Staff members other than those who are Estos are all considered PRODUCT 2 and 4 PERSONNEL from the viewpoint of the Esto whose products are 1 and 3 (see above or Org Series 10, HCO PL 29 Oct. 70 I).

TEST

The test of the successful Esto is whether he increases QUANTITY and QUALITY of PRODUCT 2 PER STAFF MEMBER AND AN ABSENCE OF DEV-T (developed or unnecessary traffic).

SMALL ORGS

An Esto In-Charge in a small org (2 to 5 staff not counting Estos) would be one of two Estos. He would handle the Esto system for that org and Divisions 7, 1 and 2 and the other Esto, Divisions 3, 4, 5 and 6. He would also run the Esto course as well as work the Estos.

With trained Estos actually functioning, the production of this small org would increase and one would have an evolution leading to an Esto I/C, one Esto for 7, 1 and 2 and another for 3, 4, 5 and 6.

Further evolving there would be an Esto I/C, one for 7, 1 and 2, one for 3, 4 and 5 and another Esto for Div 6.

With additional expansion there would be an Esto I/C, one for 7, 1 and 2, one for 3 and 5, one for 4 and one for 6.

Additional expansion would have an Esto I/C, one for 7 and 1, one for 2, one for 3 and 5, one for 4 and one for 6. This reaches the stage of five Estos for one Esto I/C.

We now upgrade the system to an Exec Esto and a deputy and one Esto per division.

Almost at once Tech will need a Chief TEO and a TEO. Then a Chief TEO and three Leading Estos for 4.

The system goes on evolving. One Esto to ten staff is the maximum allowed at this stage.

BUREAUX

Where bureaux are combined with the service org the divisional Esto also has the duties of the bureaux establishment.

In such a case there is an OPERATIONS ESTABLISHMENT OFFICER in charge of the four Operations Bureaux which combined make up the Operations Bureaux. He, as expansion occurs, will shortly become a Chief Esto for Operations (or Chief Operations Esto) with an Esto in each bureau — the Action Leading Esto; the Data Leading Esto; the Management Leading Esto; and the Ext Comm Leading Esto.

RULE OF EXPANSION

The Esto system may not be expanded nor may the org be expanded without comparable expansion of GI, delivery completions and success statistics.

The quality and skill of Estos in acquiring personnel, training, hatting, supplying, FP conduct and other duties is directly reflected in statistical increase of GI, delivery, success and VIABILITY.

ESTO TRAINING

The EXEC ESTO (or Esto I/C) is responsible for the quantity of establishment done and the quality and performance of all his Estos. EXEC ESTOs or ESTO I/Cs are trained on Flag or as designated by Flag.

Exec Estos or Esto I/Cs are usually granted the right to train Estos. For this they must have the packs and equipment. The actual training is done by their Esto Org Officer or when one exists, the Esto's Esto.

The actual hatting and training of Estos comes under the Esto's Esto, the Esto Org Officer generally wearing this hat.

In a crush emergency in any one of the mentioned divisions the EXEC ESTO goes in on Divs 7, 1 or 2 and the Deputy Exec Esto goes in on Divisions 3, 4, 5 and 6.

An Esto usually works the full day less conference time and studies an additional five hours minimum.

Where there is a Foundation, the same Estos as the Day org cover the Foundation as well until both Day and Foundation are too large to be so handled, at which time a Foundation begins a separate Esto function under its own Esto I/C. When all Foundation divs are separately covered, the Foundation has its own Exec Esto.

TRAINING OUTLINE

A full training outline of the skills required in an Esto follows:

An Exec Esto should be ideally a full FEBC. This covers the OEC and the product–org officer system.

An Esto I/C would have to know the OEC.

In addition to the above would be added these specific requirements:

Primary Correction Rundown (HCOB 30 Mar. 72)

Word Clearer — able to handle a meter and do Method 2 and Method 4, assess prepared lists and do good TRs

Vol 0 OEC (if not done on the OEC)

Vol 1 OEC (if not done on the OEC)

Org Series PLs

Personnel Series PLs

Data Series PLs

PR Becomes a Subject (FEBC tapes)

Mini Course Super Hat (Full HPCSC for the Esto's Esto)

ARC triangle materials

Dianetics 55!

FP policy (finance pack)

PTS phenomena HCOBs

DB and SP HCOBs and PLs

Psychosis HCOBs

HCO investigatory tech

Establishment Officer tapes series

Establishment Officer Series PLs

LRH ED 174 Int (1972), STUDY AND TECH BREAKTHROUGH

HCO PL 9 Apr. 72, CORRECT DANGER CONDITION HANDLING

There is a difference in what the Esto himself has to know to be hatted and what he must teach in his division. These are TWO different bodies of knowledge.

The Esto must know all the hats and valuable final products of any division he is hatting.

He should know the Product–Org series tapes.

He should know quarters and housing materials.

He should know the operating manuals and how to operate any machine in the division he is establishing.

On ships he should know the FOs.

Any FOs, FSOs and CBOs that may apply in a bureau.

The Esto becomes totally proficient in his own hat and makes others proficient in theirs. He has to be able to read and pick up data on another's hat very rapidly.

CASE REQUIREMENTS

(Not necessarily in program order)

TRs the Hard Way

Admin TRs

OCA not below center line

Physically well

Case gain

C/S 53 to F/N on list

If drugs, full Drug RD

GF 40RR to F/N on list

The HAS Rundown

F/N on White Form

Study Correction List

W/C No. 1

HATTING CYCLE

The cycle of hatting of Estos and of staff members is HAT some and get production, hat more and get production, hat more and get production. Hat to total specialization, get production. Hat to more generalized skill and get production. Hat an activity until it can do own and everyone else's hat in the activity and get production.

Quarters, supply, equipment, space, all follow this same gradient. Get it in, get it producing, get more in, get it producing.

ESTO TRAINING

An Esto has two hats. (A) His own hat as an Esto in which he must be expert. (B) The hats and skills he is grooving in on others.

The most skilled Esto learns his own job and that of the other fellow rapidly and thoroughly.

These two hats are separate and must be kept separate.

INVOLVEMENT

The Esto may not involve himself in the production cycles of a post or division except to learn it himself so he can hat expertly or get the HCO PLs or tech applied to it understood by himself so he can hat and debug the post.

The Esto *must* be an *expert* on Word Clearing Method 3 tapes and then W/C Method 4ing them.

He, in Europe, MUST KNOW FOREIGN LANGUAGE TRANSLATED TAPE HCOBs, PLs AND EXPERTISE.

HCO

HCO performs its normal duties per policy. It is not called on to establish the whole org, however, but is to back up Estos.

Personnel is obtained through Department 1 by Estos but these do not have to depend only on that but must clear personnel and changes through it.

EXEC ESTO's MAA

The Executive Esto has a MASTER–AT–ARMS in a large org.

The MAA musters the crew, conducts any exercises, does ethics investigations as needful especially by the Exec Esto and helps hat the Ethics Officers of the org. He does not replace these. He does other duties assigned.

PRODUCT CONFERENCE

The PRODUCT CONFERENCE is conducted by the CO or ED (or his deputy). It consists of the divisional heads of the org as each of these is a PRODUCT OFFICER.

It sets and reports on targets.

As the CO or ED as PRODUCT OFFICER investigates and does evaluations and writes programs, some of the actions of the product conference are furnishing data to debug. The Data Series and the OEC and FOs are the tech used. (The primary reason for failures of such a conference will be found to be [A] operating on wrong Whys, [B] lack of knowledge of conference tech which is mainly do homework for the conference [CSW] before it begins, not during it and do not monopolize conference time.)

Therefore product conference success depends upon:

1. Finding and operating on correct Whys.
2. Getting targets for valuable final products of each div or department that exchange with the society around them in return for income.
3. Ensuring adequate preparation (intelligent programs).
4. Debugging production programs.
5. Getting DONES, not not-dones or half-dones as they will become hidden backlogs in the org.
6. Coming to conference prepared.
7. Not monopolizing conference.
8. Actually punctually holding them.

IT IS UP TO THE EXEC ESTO TO HAT AND GET THE PRODUCT CONFERENCE OPERATING AND COMPETENT.

ESTO CONFERENCE

The ESTABLISHMENT OFFICER CONFERENCE is held by the Exec Esto (or his deputy).

This conference handles Esto matters, debugs Esto targets worked out by the CO/ED or Estos' projects, gets in reports of divisions and their personnel, hatting, supply, spaces, quarters, etc.

The Esto conference handles financial planning using FP policy in which the Esto must be proficient. (FP must be approved by the Treasury Sec and the Flag Banking Officer. The org has to be run on FBO allocations.)

This conference is governed by similar guide rules as a conference to the product conference.

The PRODUCT conference is senior to the Esto conference but cannot overrule its FP.

PROGRAMS

Estos as well as PRODUCT OFFICERS run on programs.

These are in accordance always with Data Series 23 and 24.

AIDES COUNCIL

An Aides Council or A/Aides (or International Secretary or Assistant International Secretary) Council is held as:

1. A product conference or
2. A program conference or
3. An establishment conference.

But never two or three of these at the same time.

SUMMARY

The Esto system has already proven a success.

It will be successful in direct ratio to its:

1. Staying on policy;
2. Setting no independent policy;
3. Operating only toward production;
4. Its Estos continuing to train and be well trained;
5. Consistently staying in the division and actively working in it to establish and maintain, better establish and maintain;
6. Setting an excellent example to staff as competent, helpful executives and staff members.

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HCO POLICY LETTER OF 9 MARCH 1972
ISSUE II

REMIMEO

ESTABLISHMENT OFFICER SERIES 2

HATTING THE ESTO

It will be found that hatting rules and procedures apply to the Esto himself.

In orgs while under training he himself is hatted and produces alternately, doing better and better.

He must NOT be let off hatting until he is *fully* hatted.

And he shouldn't, especially when being trained in an org by an Esto I/C, be let off establishing on the excuse he is not yet fully hatted.

IMPORTANCE OF ESTO HAT

It will be found that some Estos back off from an area because "they do not know all the tech lines and hats in that area."

The reason they give for this back-off is the wrong Why. They back off or fumble when they are not hatted as Estos! Not because they are not hatted on the area's hats.

Just like the housewife who criticizes her neighbor for a cluttered backyard while standing in a more cluttered one of her own, hatting begins at home.

If an Esto knows his business he could straighten up a huge corporation using the Esto system with never a whisper of their business!

It would be tough. But it shows where the importance lies.

There is Esto tech. When it is not known or used, then an Esto can just sink down into a division puzzled and apathetic, thinking *its* tech is what is bogging him.

He daily sees and talks to people swamped in dev-t, unsure, nervous and wide-eyed with problems and questions.

If an Esto does not at all times KNOW HE IS AN ESTO and ACT LIKE AN ESTO he can easily slide into these confusions and try to handle production-performance problems that are outside the Esto's line of duty.

FIRST, LAST AND ALWAYS IT IS THE ESTO HAT THAT MUST BE WORN IN ANY GIVEN SITUATION.

Thus the A (own hat) and B (div tech and hats) differences of hats is important to know.

It's great to know and one should know a division's tech and hats. But this is something one learns as he goes along.

It's a matter of THE MOST VITAL IMPORTANCE that the Esto wears his Esto hat.

That's the hat he has to have down cold.

Then he will find that org and division confusion is nothing to him.

HE HANDLES THINGS LIKE THAT!

HE IS AN ESTO!

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HCO POLICY LETTER OF 9 MARCH 1972
ISSUE III

REMIMEO

ESTABLISHMENT OFFICER SERIES 3

DEV-T AND UNHATTEDNESS

The first thing an Esto runs into in an area that is not hatted is DEV-T (developed unnecessary traffic).

People in an org can be working frantically, totally exhausted and yet produce nothing of value. The reason is that their actions are almost totally dev-t.

The WHY of this is UNHATTEDNESS.

The people on the posts do not know their own hats or even if some do they are dealing in the "NOISE" of other people who don't know their own hats.

Few if any of these people know the other hats or duties of the org and so don't know where to go for service or who to approach or despatch for what.

So it's not an org or a division. It's a nonproductive chaos.

The answers are three:

1. Get dev-t understood and

2. Get the staff at least instant-hatted at once.

3. Chinese school (staff or div staff all together in front of a big org board chanting together the hats, duties and products of the org as visible on the org board).

In order to get anything done at all or even begin this, an Esto Ethics Officer function has to be in.

A schedule has to be posted including exercise, post time and study and staff has to be mustered and handled at these periods. This gets some awareness of the org group as a team of people with similar purposes.

DEV-T

Dev-t packs are made up. These consist of:

HCO PL	2 July 59 II	DEVELOPED TRAFFIC THE DELIRIUM TREMENS OF CENTRAL ORGS
HCO PL	19 Aug. 59 III	HOW TO HANDLE WORK

HCO PL	4 Sept. 59 I	COMPLETED STAFF WORK
HCO PL	17 Nov. 64 I	OFF–LINE AND OFF–POLICY YOUR FULL IN–BASKET
HCO PL	31 Jan. 65	DEV-T
HCO PL	8 Feb. 65	DEV-T ANALYSIS
HCO PL	13 Oct. 65	DEV-T DATA EXECUTIVE RESPONSIBILITY
HCO PL	5 Jan. 68 I	OVERFILLED IN–BASKET BAD NEWS
HCO PL	27 Jan. 69	DEV-T SUMMARY LIST
HCO PL	30 Jan. 69 II	DEV-T SUMMARY LIST ADDITIONS
HCO PL	27 Oct. 69 I	AKH Series 23 DEV-T
HCO PL	4 Nov. 69	DEV-T GRAPHED
HCO PL	23 July 71	TELEX COMM CLARITY (Dev-t Series)
HCO PL	25 Oct. 71 I	COMM ROUTING, HOW TO TIE UP A WHOLE ORG AND PRODUCE NOTHING
HCO PL	27 Feb. 72	Exec Series 9 ROUTING
HCO PL	29 Feb. 72 I	Exec Series 10 CORRECT COMM

These packs are issued to staff members and they are required to check out on them.

Each staff member keeps a dev-t log and writes down the name of anyone he is getting dev-t from and also issues Dev-t Chits.

HATTING

The staff at the least are instant-hatted at once — place on the org board, work space, supplies, what his title is and what it means, org comm system, what he is supposed to produce on his post.

He is gotten producing what he is supposed to produce in some volume at once.

Hat checklists and packs are verified as there or are gotten ready.

A full hat checkout can then begin.

Courses he needs are done in staff study time.

Actually hat study and checkout is done on the post a bit each day.

This is in fact "on-the-job training," as he is expected to go on producing while he is being hatted.

ORG BOARD

Org bds are rapidly gotten up or up-to-date in the org (in HCO) and (full org bd) in each division.

Each division is Chinese-schooled, first on its own org bd, then on the org as a whole, in such a way that they know the duties of divisions, departments and posts and the flow lines of the org.

Wherever an org or even a division falls apart or slows up, this campaign is repeated.

SAMPLE ORG ED

This is a sample Executive Directive (ED) giving a program written for an actual org where the above was done to cure dev-t and get the org hatted and producing:

ED _____ Date _____

TOP PRIORITY

Takes priority over all other EDs
(as they can then be gotten done!)

CORRECT COMM PGM

SITUATION:

It has been very difficult to handle the org.

DATA:

A long and intensive collection of data has finally culminated in discovering, through reports on comm and inspections by showing why the org appears fantastically busy and overworked while producing very little even when it was found the org was insolvent.

Ethics has been very heavy for some time and has not led to any spectacular recovery.

But the comm line reviews and analysis reveal

INVESTIGATION:

The org and all its units is drowning in DEV-T. HCO is even generating it. This makes an appearance of frantic action and overload while little is produced.

And an analysis has produced a

WHY:

The org is almost totally unhatted and untrained.

DEV-T comes only from AN UNHATTED UNTRAINED ORG.

STATS:

Out the bottom and below the briny bedrock of the sea so far as finished products per man-hours and as far as GI by reason of the org are concerned.

IDEAL SCENE:

A whole staff and the org fully hatted and producing only correct comm without dev-t and at work actually producing things of real value which will *exchange* for value.

HANDLING:

THE ESTO SYSTEM AND DEV-T PLs HANDLE THIS.

1. Admin Cramming and each Esto to be furnished with packs of dev-t policies at once including last Exec Series PL Routing and new dev-t PL Correct Comm.

   ALL HANDS DISSEM _____

2. FULL Esto setup to be gotten on post at once. They go on duty and part-time train.

   HAS _____

3. Existing Estos and those to be put on at once to hammer, hammer, hammer all posts on off-line, off-origin and other points of dev-t so they are UNDERSTOOD.

   EXEC ESTO _____

4. Big paper org bd with new complement to be gotten up at once in HCO.

   HCO ESTO _____

5. Big paper org bds from it to be gotten up in each div and the div Chinese-schooled on it. Specializing in the div but also covering the whole org so people know where they are and what each handles and where other terminals in the org are so they can properly route to or go to them for the exact service of that exact post.

   DIV ESTOs under EXEC ESTO _____

6. Straighten out the comm lines of each post.

   EXEC ESTO/DIV ESTOs _____

7. Report to his div Esto (see org bd) or Ethics Officer any person originating off-line, off-origin traffic or failing to originate from his post paper or body or remark. Report by "Dev-t Chit."

   EVERYONE IN THE ORG _____

8. Send flagrant offenders to Admin Cramming.

   EXECUTIVES _____

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

9. Put in:

    1. Instruct, and if no improvement
    2. Cram, and if no improvement
    3. Retrain, and if no improvement
    4. Offload

    where hatting continues to fail to produce rapid comprehension of dev-t and/or persistent inability to actually DO his hat. Court of Ethics or Comm Ev on request to remedy any injustice.

    ESTOs _____

10. Excuses concerning hatting and arbitraries like "only study hat in hatting college" to be wiped out and any barriers to getting on-policy, on-FO-FSO wiped out by Ethics action or Cramming.

    ESTOs _____

11. Instant-hat every staff member.

    DIV ESTOs _____

12. Chinese-school every division.

    DIV ESTOs _____

LET'S MAKE THIS A CRACK ORG WE CAN BE PROUD OF!

EXECUTIVE DIRECTOR

The above program can be completed in a few days.

It is followed by further programs to get in lines of the org, full hatting, and proper comm setups for each staff member, etc.

If the program falls out or dev-t flares again, (A) REHAT Estos and (B) do the program once more.

The org will come right and begin producing PRODUCTS WHICH EXCHANGE FOR VALUABLES.

The org will become solvent.

Only the Esto system makes such a program possible.

We have long had the tech as you can see by the PL dates. Dev-t tech has existed since the mid-1950s. But it could not be gotten in swiftly enough to make a startling change in the org morale or stats until Estos were on post in an org.

If it does not go in rapidly even with Estos, then some of the Estos are not well enough or firmly enough hatted *as* Estos; and the answer of an Exec Esto or Esto I/C is to very rapidly cram his Estos or, following the (1) instruct, (2) cram, (3) retrain, (4) offload pattern, improve his Esto team.

Fully done, the program works like a beautiful breeze bringing peace and a cheerful staff.

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HCO POLICY LETTER OF 10 MARCH 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 4

EXEC ESTO HATTING DUTIES

An Esto I/C or Exec Esto has as his primary duty *the hatting and handling of ESTOs*.

It will be found that an Esto tends to get pulled into operating the division when (a) he is too new at it and (b) he fails to establish.

Such hatting actions usually require a repeat checkout or harder assertion of the PLs relating to HCO such as "musical chairs," "don't unmock a working installation." Such PLs cover the host of errors that HCOs and HASes have made.

Usually the Esto in training just doesn't know the material or even believes it's all "old" because it came before the Esto system. The prime cause of alter-is is just not knowing or understanding the material.

The system of (1) instruct, (2) cram, (3) retread applies to Estos in training.

WHYS

Like in auditing the situation may look so desperate that unusual remedies are thought to be needed.

The skill of an Esto in rapidly finding a Why (as in investigation tech and the Data Series) and quickly handling is what makes a real Esto.

Dreaming up new solutions not in policy usually comes from not really investigating and finding a Why.

Finding Whys is like seeing real gold for the first time. Until a person really finds a REAL Why that promptly unravels the whole knot he is like the tourist in the gold field who can be sold any yellow glitter as being gold. But when he sees real GOLD for the first time he never after can be fooled.

Usually first Whys an Esto I/T finds about a post or a class or a line are usually so shallow and so narrow that they are just dev-t. They would resolve nothing.

The Exec Esto will have to keep an Esto I/T at it, looking again, looking again, looking again.

An Esto I/T will first think of removals. Then he will think of doing musical chairs. Then he will think of having only the BEST people. He's going along the old worn

ruts of human prejudice and impatience. He is not really looking for a Why there in front of him but at his or another's dreams.

An Esto I/T usually buys whatever Why the person on the post gives him. He mistakenly believes "but he has more experience with the scene" and "I am so green on this scene that . . ."

This piece of tech applies IF THE WHY THE PERSON OR AREA HAS WERE THE RIGHT WHY THERE WOULD BE NO TROUBLE THERE.

This comes from "the problem a pc thinks he has isn't the problem he has. If it were it would as-is and he wouldn't have it."

Whys are obtained by observing the obvious (obnosis) closely enough to find the biggest OUTPOINT that explains all the nearby outpoints (always a lack of production or low production per high man-hours).

Whys are traced back from the PRODUCT, its absence or lack of volume or quality.

So an Esto I/T has to be sent in again and again and again until he finds THE Why. And then the post unsnarls rapidly.

Example: TR Course product horrible, slow and upsetting the inflow of new people. Esto I/T was ordered to hat the TR Supervisor. After much blow-off, apathy, TR Super in tears, the Esto I/T said HE would take over the course. Wrong answer. It couldn't be more wrong. Esto I/T bypassed, an experienced Esto investigated students, Super and area and within about three hours found it. The Super was so unhatted that WHAT IS A COURSE? PL was wholly out. The TR students had no packs of their own, could not read those and weren't being supervised either and just struggled on with the unhatted Super falsely reporting how great the students were doing (while they didn't finish and wanted to blow).

Now what did this Esto I/T do wrong?

He didn't work out the product: successfully completed exultant students.

He didn't then start hatting the Super with just standard HCOBs about TRs and supervising.

He didn't check the course as a COURSE against WHAT IS A COURSE? PL to know what was missing on it.

Had he just done his job as an Esto he would have found the Why.

The course, of course, resolved at once and got the product.

BEWARE

A person training to be an Esto himself can be very guilty of dev-t to his senior Esto.

By *bringing a problem* to a senior without having resolved it, HE CAN GET HIS SENIOR UPSET, ALARMED, DESPERATE AND PULLED INTO THE DIVISION!

These solutions of "transfer this one or that," "comm ev this one or that," "this situation is so ghastly that (and there follows some wild solution that sounds like 'stand the pc on his head')" are simply abandonment of standard actions.

As the observation is bad, the Why is not found. Then the situation looks unusual. So unusual remedies are urged.

And a senior can be dragged right in!

CORRECT ACTION

Anyone handling Estos in training has to use the standard action of:

1. Get the packs of that post! (Or area or div he's trying to handle or proposes the unusual solution for.)

2. Look over the policy materials! (May include discard of "former occupant hat write-ups" and looking into PL or FO or files for the real materials about it. May include Word Clearing 4 or a clay demo or a Why as to why the Esto can't dig them.)

3. Work out the product of that post! (Or course or section or dept or div or even the org. May require getting the word PRODUCT understood or Word Clearing Method 4 on the Esto I/T, or even the "Management Power Rundown" or cram on products or any other standard action such as even finding Why he can't dig *products*.) (And it may require "detective" work on the materials of the post to find out what is continually talked ABOUT so one can figure out from *that* what the product would have to be.)

4. Be sure it is the major EXCHANGE product of that post! (Or dept or div or area. May require reviewing the Esto I/T on EXCHANGE, its PLs and the Esto tapes.)

5. Check it with the product officer! (The head of the dept or div or org and don't be startled if he has a cognition on it or if he violently disagrees with it while having his own product wildly nonexchangeable! Which opens up a whole new situation! Or he may simply suggest a revision of the wording. BUT THIS POINT HAS TO BE CLEARED or the Estos will find themselves going east while the product officers go west!)

6. Go to your area! (This may include making the Esto I/T do TR 0 on the area or running him on bodily reaching and withdrawing from it and other drills or even a third party investigation.)

7. Observe the scene! (Which may mean having to wait until it has traffic or action in progress. It may mean a microphone plant as on an auditor or a tape of an interview with a voice start–stop operated recorder to catch the traffic, but it generally means just looking and comparing what one sees to the key PL about it or an ideal scene as would have to be in order for a product to occur in it.)

8. Find the Why! (And that means investigation tech and the Data Series. It can be formally written up or just there it is!)

9. Get it accepted! (Which can mean argument or HE&R or violence or blows off post if it isn't the right Why or the person is just plain SP. The right Why brings in GIs almost always. It's usually as obvious as a bass drum in the middle of the floor once *seen*.)

10. Have (him, her or them) GET IT IN! (Which can mean a project written per Data Series 23 and 24 or it can be just "do it.")

11. Straighten up the (spaces, lines, materiel, personnel) indicated by the Why.

12. Hat the person (personnel) to get production! (Could mean begin to hat, wholly hat, could mean train further, could mean find the Why that stops him or them from being hatted, but it means get better hatting DONE.)

13. Review to find if production increased! (Means look it over again to be sure it was the right Why found as a Why must lead to a nearer approach to ideal scene. Usually means INCREASED STATS for the area.)

14. Train the Esto I/T better.

DOGGEDNESS

The protection of an Esto I/C or Exec Esto is his own insistence along the lines of the above.

The moment he comes off of holding this line of hatting his Estos and keeping them at it, the less successful he will be.

If he doesn't do this, the next thing he knows he will be in total exasperation with the *org* and will be pulled right into it himself.

AUDITORS

We've been through all this before training auditors in 55–58. Ds of P and I.

They often had unusual solutions. They also would say they had "already done that" so we had a trick — "*What* did you do?" And we'd hear some *other thing* than what was ordered.

We know all about that.

And today when we apprentice them in orgs, boy, they really come out as real auditors!

So we know all about getting standard actions really done.

And there IS a thing called standard tech.

And there is a thing called STANDARD ADMIN.

Above is the 1 to 14 of making a real Esto and thereby a real org. This is really third dynamic auditing for production.

RULE

The EXEC ESTO or his deputy must okay every major action any Esto means to take to be sure it is ON–POLICY, ON–LINES.

HOLD THE FORM

The one thing an Esto I/C or Exec Esto ALWAYS DOES is hold the form and lines of the org.

EQUIPMENT

An Esto I/C or Exec Esto should have a 1–14 checklist with a blank at the top for the Esto's name and date and time.

When a solution is brought in he enters the Esto's name and date and a note of it.

Then he or his deputy keeps tabs on it by checking off the dones.

Such an action as 1–14 takes little time, actually. Twenty-four hours is an AGE.

He will find that some of his Esto I/Ts can't complete them rapidly, a rare one can't complete at all. This needs a Why itself. And maybe a retread or, that failing, a replacement.

A policy and HCOB library like the Qual Library is a necessity. You can't hold the form of an org with no record of the form.

FAITH

Faith in the system comes first, then faith in the Esto I/Ts and then faith in the org will prevent a lot of shooting.

But a few right Whys then show that it usually isn't evil. It's just outpoints. AND THAT THESE CAN BE HANDLED. The real gold of REAL WHYS.

This restores one's faith. Rapidly.

SIGN

And on his desk, facing outward, the Exec Esto should have a sign:

THE ANSWER TO YOUR
OFF–POLICY SOLUTION IS "NO!"
FIND THE WHY.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

HAT HAT HAT

An Esto is busy hatting staff, handling lines. He is being hit with weird solutions. Product officers talk to them about how it should really be established (while not themselves producing or getting anything produced).

Someone has to hold the Esto stable as an Esto.

That's the senior Esto of the org.

He hats Estos while they establish. He demands establishment! And he gets it if he hats, hats, hats Estos and keeps them establishing. He IS the real holder and expander of the form of the org. Via his Estos.

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HCO POLICY LETTER OF 13 MARCH 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 5

PRODUCTION AND ESTABLISHMENT ORDERS AND PRODUCTS

The situation one often finds in an org, after one has to some degree conquered dev-t, is that PEOPLE REQUIRE ORDERS. For years I wondered why this was so. Well, I found it.

WHEN PEOPLE DO NOT CLEARLY KNOW WHAT THEIR PRODUCTS ARE THEY REQUIRE CONSTANT ORDERS.

To the Establishment Officer, this reflects most visibly in trying to get program targets DONE.

Some people have to be ordered and ordered and ordered and threatened and howled at. Then, in a bewildered way, they do a target, sometimes half, sometimes nearly all.

Behind this apparent blankness lies an omitted datum. When they're like that they don't know what their product is or what it adds up to. Or they think it's something else or should be.

That blankness can invite overts.

It is very seldom that malice or resentment or refusal to work lies behind the inaction. People are seldom that way.

They usually just don't understand what's wanted or why.

Because they don't know what a PRODUCT is!

A whole Ad Council of a downstat org was unable even to *define* the word.

They had required orders, orders, orders and even then didn't carry them out.

HAT SURVEY FOR ORDERS

A staff member who requires orders may also think that any order is a policy and lasts forever. If you look into hats you will even find casual "close the door" type of orders given on one occasion to fit one circumstance are converted over into STANDING (continued) ORDERS that forever keep a certain door closed.

An Esto surveying the hats of a unit may very well find all manner of such oddities.

It is a standard Esto action to survey hats.

In hats you will find despatches giving specific orders or quoted remarks preserved instead of notes on what one has to know to produce a product.

In auditors' hats, directions for *1* specific pc in 1960, never published and from no tape or correct source, held on to like death like it was to be applied to every pc in the world!

A dishwashing hat may have orders in it but not how to wash dishes rapidly and well.

This is all a symptom of a unit or activity that does not know what its products are.

DISESTABLISHMENT

Where you find lots of orders kicking around, you will also find disestablishment by bypass, command channels not held and staff members like to take their orders from anyone but those in authority — any passerby could give them orders.

This is rampant where an executive has not been well on post.

By counting such orders up and seeing who they are from one can determine the unhattedness of staff, their org bd weaknesses and principally their lack of knowledge of their products.

HATTING FOR PRODUCT

If an Esto is to hat so as to get the staff member to get his product out, then the Esto has to know how to clear up "products."

Now an Esto is an Establishment Officer. There are product officers. The product of an Esto is the establishment. Then what is he doing with products?

Well, if he doesn't *hat* so staff members get out products then the org will be a turmoil, unhappy and downstat.

Production is the basis of morale.

Hattedness is a basic of third dynamic sanity.

But if you don't HAT SO AS TO GET THE STAFF MEMBER YOU ARE HATTING PRODUCING YOU WILL HAT AND HAT AND IT WILL ALL BE IN VAIN. The person won't stay hatted unless he is hatted so as to be able to produce.

The product officer should be working to get the products out.

So if you don't hat for the product then the staff member will be torn between two sets of orders, the Esto's and the product officer's.

Only when you hat to get product will you get agreement with product officers.

If you are in disagreement with product officers, then the Esto is not hatting to get production.

RIGHT WAY TO

There is a right direction to hat. All others are incorrect.

1. CLEAR UP WHAT THE PRODUCT IS FOR THE POST. AND HAT FROM THERE.

2. HAT FROM THE TOP OF THE DIVISION (OR ORG) DOWN.

These are the two right directions.

All other directions are wrong.

These two data are so important that the failure of an Esto can often be traced to violation of them.

You can have a senior exec going almost livid, resisting being hatted unless you hat by first establishing what the *product* is. If PRODUCT is first addressed and cleaned up then you can also hat from the top down.

If this is not done, the staff will not know where they are going or why and you will get silly unusual situations like, "All right. So you're the Establishment Officer. Well, I give up. The division can have 2½ hours a day establishment time and then get the hell out of here so some work can be done . . . !" "Man, you got these people all tied up! Stats are down! Can't you understand . . ."

Well, if you don't *do* 1 and 2 above you'll run into the most unusual messes and "solutions" you ever heard of, go sailing off-policy and as an Esto wind up at your desk doing admin instead of getting your job done in the division. And an Esto who is not on his feet working in the division is worth very little to anyone.

So see where the basic errors lead and

Hat on product before doing anything else and

Hat from the top down.

STEPS TO CLEAR "PRODUCT"

This is a general rundown of the sequence by which *product* is cleared and re-cleared and re-cleared again.

This can be checklisted for any exec or staff member and should be with name and date and kept in the person's "Esto file folder" for eventual handing to his new Esto when the person is transferred out of the division or in personnel files if he goes elsewhere.

1. Clear the word PRODUCT. _____

2. Get what the product or products of the post should be. Get it or any number of products he has fully, fully stated, not brushed off. _____

3. Clear up the subject of *exchange*. (See HCO PL 27 Nov. 71 I, Exec Series 3, Finance Series 6-1 and HCO PL 3 Dec. 71, Exec Series 4, Finance Series 6-2.) _____

4. Exchange of the product internal in the org. For what valuable? _____

5. Exchange external of the valuable with another group or public. For what valuable? (Person must come to F/N VGIs on these above actions before proceeding or he goes to an auditor to get his Mis-Us and out-ruds very fully handled.) _____

6. Does he want the product? Clean this up fully to F/N VGIs or yourself get E/S to F/N or get an auditor to unsnarl this. _____

7. Can he *get* the products (in 2 above) out? How will he? What's he need to know? Get him fully settled on this point. _____

8. Will it be in volume? What volume? Is that enough to bother with or will it have to be a greater volume? Or is he being optimistic? What's real? What's viable? _____

9. What quality is necessary? What would he have to do to attain that? To attain it in volume? _____

10. Can he get others to want the product or products (as in 2 above)? What would he have to do to do this? _____

11. How do his products fit into the unit or section or department or division or the org? Get this all traced. _____

12. Now trace the blocks or barriers he may believe are on this line. Get what HE can do about these. _____

13. What does he have to have to get his product out? (Alert for unreasonable "have to have before he can do" blocks.) _____

14. Now does he feel he can get his product or products out? _____

_____
Signature of Esto
or Clearer

NOW he really can be hatted.

BRUSHOFF

Quickie handling is a very, very bad fault. "Quickie" means a brushoff "lick and a promise" like wiping the windshield on the driver's side when really one would have to work at it to get a whole clean car.

So don't "quickie" product. If this is poorly done then there goes the old balloon. Hatting won't be possible.

Orders will have to be poured in on this terminal. Dev-t will generate. Overt products will occur, not good ones. And it won't be worthwhile.

DISAGREEMENT

There can be a lot of disagreement amongst product officers and Estos on what products are to be hammered out.

In such a case, or in any case, one can get a Disagreement Check done in Dept of Personnel Enhancement (who should look up how to do one).

This is a somewhat extreme way to settle an argument and should only be a "when all else fails."

It is best to take the whole product pattern of the org apart with the person, STARTING FROM THE BIGGEST PRODUCT OF THE ORG AND WORKING BACK TO THE PERSON'S PRODUCT.

Almost always there will be an outpoint in reasoning.

An exec who *only* wants GI can be a trial as he is violating EXCHANGE. As an org is paid usually before it delivers, it is easy to get the org in trouble by backlogs or bad repute for nondelivery. An org that has credit payments due it that aren't paid maybe didn't deliver. But Div 3 may soften up collections for some reason like that and then where would the org be?

Vol 0 of the OEC Course gives an excellent background of how a basic org works. As one goes to higher orgs, lower orgs are depended upon to continue to flow upward to them. (See HCO PL 9 Mar. 72 I, Finance Series 11, INCOME FLOWS AND POOLS, PRINCIPLES OF MONEY MANAGEMENT.)

A study of Vol 0 OEC and a full understanding of its basic flows and adapting these to higher orgs will unsnarl a lot of odd ideas about product.

The Esto has to be very clear on these points or he could mis-hat a person.

Usually however this is very obvious.

Heads of orgs and divisions have had to organize so long they get stuck in it.

They will try to order the Esto.

This comes about because they do not know their products or the Esto is not following 1 and 2 above and does not know his own product.

The product officer may try to treat the Esto as a sort of "organizing officer" or a "program officer" if

A. The Esto is not hatting to get production.

B. The product officer is not cleared on product.

So it comes back to the 1 and 2 first mentioned.

You can look over it now and see that if one is not doing these two things, dev-t, nonviability and orders will occur.

So where you have dev-t, down stats and orders flying around, you know one thing that will resolve it:

SOMETHING WILL HAVE TO BE IRONED OUT ABOUT *PRODUCT*.

When it all looks impossible, go to this point and get to work on 1 and 2.

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HCO POLICY LETTER OF 14 MARCH 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 6

SEQUENCE OF HATTING

1. The Executive Establishment Officer or Establishment Officer In-Charge hats and keeps Estos working in their areas.
2. The Estos work in their areas hatting and establishing.
3. The product officers get production.

In that way the org is built or expands stably. In that way the org is prosperous, the staff is happy.

If some other sequence is being tried or other things are happening then the org is likely to be slow, upset or nonviable.

When an org has both an Exec Esto and an Esto I/C or Chief Estos or Leading Estos the Exec Esto shall hat all the Estos and the I/C or Chief or Leading Estos especially until they can safely be trusted to become a 1A relay point in the above where 1 would be "The Exec Esto hats all Estos I/C, Chief and Leading Estos until they in turn can hat and handle their Estos as per 2."

SPEED

Power is proportional to the speed of particle flow. This applies to despatches, bodies, materiel and anything else that can be called a particle.

What then slows things down?

UNCERTAINTY.

Many things can cause uncertainty. Threats, transfers, rumors.

People want their posts. Leave one without one awhile and see what happens!

Firm establishment, unchanging orders give certainty.

Nothing however causes more uncertainty than what one's product is.

Or if he can get someone to get out a product.

As certainty becomes firm on the product of a post or org, the ability to get it out, then all else falls into place and establishment has occurred.

BYPASS

It is easy for an Exec Esto or Esto I/C or any Esto to imagine he could make it all right by just bypassing and doing the product job. If he does that he fails as an Esto and the staff becomes uncertain as they feel they can't get out the product.

SPEED UP

If you want to speed up an org just do the usual 1, 2, 3 as given above.

The org will become certain.

It will speed up.

ESTO DESKS

Estos who do lots of admin are not being Estos. They belong on their feet or at best sitting with a staff member hatting him.

When an Esto has given up he begins to do admin.

Of course one has to do org boards and CSWs for posting, lines and materials. And one does have despatches. But if these require more than a couple hours a day something is very wrong.

The Esto is the only one who MUST bring a body.

ASSISTANT MASTER–AT–ARMS

In a very large org there are at least two Esto Masters-at-Arms.

Both have crew mustering, exercise, etc. Their functions can interchange.

But the senior is the Exec Esto's MAA for investigation and finding Whys.

The Assistant MAA is the one who helps handle the Estos and cross-checks on them and helps them and acts as liaison between them and the Ethics Officer or HCO terminals of the org.

Estos do NOT go to the HCO Esto for HCO PRODUCTS. They go to the HCO terminals involved or, far better, put it via the Asst Exec Esto's MAA — "the Esto's MAA." And *he* does not go to the HCO Esto either but to the proper terminals in HCO.

The Assistant MAA should know at any given moment where to find any Esto in the org. This is so he can get them for the Exec Esto or locate them due to emergencies.

He is their personal troubles terminal.

He verifies their presence at any muster.

He is in fact keeping the lines in between the Exec Esto and the Estos.

It is all done by body traffic, not by any despatch.

In an exact division of duties the Senior Exec Esto MAA is responsible for the whole *staff* as people. And how they influence org form.

The Assistant Esto MAA is responsible for the Estos as Estos on post and as people. And how they influence the Esto pattern of operations 1, 2 and 3 above.

SUMMARY

Thus the pattern can be held.

If it is, the wins are fantastic.

It is an easy pattern to hold.

It can be done.

ORGS ARE BUILT OF PEOPLE.

ESTOs WORK DIRECTLY WITH PEOPLE.

And the pattern of the work is 1, 2 and 3 above.

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HCO POLICY LETTER OF 14 MARCH 1972
ISSUE II

REMIMEO

ESTABLISHMENT OFFICER SERIES 7

FOLLOW POLICY AND LINES

About the fastest way Estos can unmock an org is pursue the fatal course of org officers in the first product officer–org officer system.

These org officers bypassed all normal lines for personnel, materiel, spaces and supplies and by disestablishing in that fashion tore more org apart than they built. This made it almost impossible for the lonely HAS to establish anything.

An Exec Esto especially and any Esto must:

1. Get personnel on usual channels.
2. Get materiel only by proper procurement.
3. Get and use spaces only according to standard CSW to the authorities involved — usually the CO or ED.
4. Get supplies only by the exact purchase order and supply channels.
5. Follow the exact admin lines designed to achieve establishment.

For, after all, those lines ARE a major part of establishment.

If these lines are not in they must be put in.

If the Exec Esto and Estos cannot or do not follow the *exact* procedure required in policy or routing forms or admin patterns THEY WILL TEAR THINGS UP FASTER THAN THEY CAN BE GOTTEN IN.

Estos must be drilled on these lines until they are truly in and effective.

It is up to them to set the example to others.

LINES

Lines that cross from one division to another such as public lines are under the control of Dept 2 HCO.

They are dummy run by the Dir Comm under the guidance of the HCO Esto and with the cooperation of the Esto conference.

These lines are vital to an org.

This is also true of personnel *lines*, supply *lines* and routing forms for new staff or transfers or any other action that may involve two or more divisions.

Lines within a division are the business of the Estos of that division.

Where departmental Estos exist, the lines linking up departments are handled by the Esto conference of that division.

INVISIBLE

Lines are invisible to many people. They disregard them and chaos results.

Thus Estos of all people must see that edges are put on those lines, usually in the form of HCO routing forms and ethics actions for violations.

AN ORG WHOSE ADMIN OR BODY LINES ARE BEING VIOLATED WILL DISESTABLISH.

What is gained in sudden action is lost in disestablishment. The seized desk without permission, the grabbed space without proper allocation, the ripped-off supplies for lack of chits and supply lines, the suddenly transferred personnel all end up with a headache for somebody else and an unmocked area.

WORKING INSTALLATION

DO NOT DISESTABLISH A WORKING INSTALLATION!

Example: An exec spends months building up a producing Qual Div. The Qual Sec is suddenly ripped off without replacement and apprenticing the replacement. The div collapses. There went months of work. It was far more economical to have a Qual Sec In-Training under that Qual Sec for a month or two before the transfer.

Using the wrong personnel pools for want of proper recruiting and training is the downfall of most orgs.

Because it wrecks working installations.

This applies as well to org machinery. Don't wreck one machine to get a part for another. And don't ever take one apart that is running well.

OPERATIONAL

The definition of OPERATIONAL is running without further care or attention.

Anything that needs constant fiddling or working at to make it run is non-operational! It must be repaired fully or replaced.

Man-hours and time waste easily eat up any value of the inoperational machine.

Further, a machine that is forced to run that does not run well may then break down utterly and expensively. The time to repair is *soon,* the moment it cannot be run without great care or attention.

OPERATIONAL is a key definition that answers many problems.

It is also true of people. Those who need continual pushing around or rounding up cannot be considered operational. They can absorb time totally out of proportion to worth.

This is no license to shoot staff down. But it is a warning that where too much time is absorbed trying to make a staff member functional he cannot be considered OPERATIONAL.

If an Esto spent 100 percent of his time for weeks on just one staff member and let the rest go hang, he'd soon find he was rewarding a downstat as well as violating the definition of operational.

RIGHT TARGET

A working unit that is getting on well, has an already established activity even to internal training, is not the right target for an Esto to reorganize.

His whole activity should be to get it support and new trainees for it. His internal functions should be minimal so long as it runs well.

He helps it without hindering it.

Putting a unit there that is already there is a bit foolish.

The right thing to do is get it help and support!

Example: An exec who really turns out the production. Seven Esto should groove in his communicator and support lines and hat hell out of *them*.

Example: A Mimeo Section that runs like a bomb. The Esto recruits new in-trainings for it, eases its supply problems and better establishes the outside lines into it.

You keep what's established going.

New brooms may sweep clean. New Estos know their scene. And *then* establish what *isn't* established or its support lines. To do otherwise can hurt a working unit or activity.

SUMMARY

Know what disestablishes.

Then you won't accidentally tear down faster than you build up.

The hallmark of the good Esto is

ESTABLISH AND MAINTAIN.

Sometimes he is unlucky and has disestablishing going on.

Sometimes he is very lucky and only has to maintain!

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HCO POLICY LETTER OF 16 MARCH 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 8

LOOK DON'T LISTEN

An Establishment Officer who stands around or sits around just talking to people or seniors is dev-t.

If these people knew what was wrong the stats would be in Power. So if they aren't, why gab?

Questions, sharp and pointed, as in an investigation, yes.

But an Esto who just talks, no.

A GOOD ESTO LOOKS.

The scene is in the hats or lack of them. The scene is on the org board or lack of it.

THE SCENE IS RIGHT BEFORE ONE'S EYES.

It is moving or it is not.

Its graphs are rising or they are level or falling or they are false or don't reflect the product or they aren't kept or they aren't posted.

Products are appearing or they are not.

Overt products are occurring or good products.

The lines are followed or they aren't.

The MEST is okay or it isn't.

It is a SCENE. It is in three dimensions. It's composed of spaces and objects and people.

They are on a right pattern or they aren't.

A person is on post or he is moving onto one or moving off or isn't there at all or he is dashing in and out.

None of these things are verbal.

Few are in despatches. Quantities of despatches, types of despatches, yes. Content? Only good for investigation, not for adjusting the lines, types and volumes.

Example: Overloaded exec. Examine his traffic. Don't *talk* to him. Examine his traffic. Look to see if he has an in-basket for each hat he wears, a folder for each type or area. Find a WHY. It can be as blunt as he doesn't know the meaning of the word "despatch." Use the WHY. Handle. Hat his communicator on comm procedures. Hat him on comm procedures. Examine his org board. Find where it's wrong. Adjust it. Get his agreement. And the load comes off and product goes up.

Now there are moments in that example when one talks. But they are concerned with ACHIEVING THE PRODUCT OF AN ESTABLISHED PRODUCING EXECUTIVE.

If the Esto doesn't himself know, name, want and get and get wanted his Product 1 (an established thing) or Product 3 (a corrected establishment) he will talk, not look. (See HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT, for Products 1, 2, 3, 4.)

You can't know what's happening in a kitchen by talking to a cook. Because he's not cooking just then. You can't know how good the food is without tasting it. You don't know really how clean a floor is without wiping at it. You don't know how clean an icebox is without smelling it.

You don't know what a tech page is really doing without watching him.

You don't know how an auditor is auditing without listening to him, looking at the pc, the exam reports, the worksheets, the date and progress of the program. If you *listened* to him, wow, one sometimes hears the greatest sessions that you ever could conceive.

To adjust a scene you have to LOOK AT IT.

ADMIN

An Esto or Esto I/C or Exec Esto who tries to do it with admin will fail.

Admin is S-L-O-W.

A product officer acts very fast if he is producing. The flurry to get a product can tear the establishment apart.

You don't halt the flurry. That's exactly counter to the purpose of an Esto.

The right answer is to ESTABLISH FASTER AND MORE FIRMLY.

It takes quickly found RIGHT Whys to really build something up.

And it isn't done by admin!

"Dear TEO. I have heard that you are in trouble with the D of P. Would you please give me a report so I can bring it up at a meeting we are holding at the Hilton next week to see if we can get people to cooperate in sending us Whys about the insolvency of the org. My wife said to say hello and I hope your kids are all right. Drop around sometime for a game of poker. Seeing you sometime. Don't forget about the report. Best. Joe, Esto I/C."

Right there you'd have a Why of org insolvency. Not any meeting. But that it's on a despatch line. TOO DAMNED SLOW.

Already establishment is slower than production. It always is. And always will be. It takes two days to make a car on an assembly line and two years to build a plant.

BUT when you make establishing even slower, you lose.

Esto admin is a splendid way to slow down establishment.

Let me give you some actual times.

1. SITUATION: Overloaded exec. Three periods of looking, each 15 to 20 minutes. Time to inspect and find WHY, and handle Mis-U word 32 minutes. Time to write cramming orders on a communicator 17 minutes. Total time to totally Esto handle: 1 hr and 49 minutes over a period of 3 days.

2. SITUATION: Investigation of lack of personnel. Collection of past records 1 hour. Location of peak recruitment period by record study 7 minutes. Location of EDs and hats of that period 35 minutes. Study of what they did. 20 minutes. Location of Why (dropped out unit) 10 minutes. Orders written as an ED to reestablish unit. Approval 9 minutes. Total Esto time 2 hours and 21 minutes. Plus time to form unit by HAS. 1 day. Unit functioning in 36 hours and got first 3 products in 2 days.

3. SITUATION: Backlog on an auditor. Inspection of lines ½ hour. Of folders of all auditors and their times in session 2 hours. Finding WHY and verifying 25 minutes (other HGC auditors dumping their pcs on one auditor because he had a slightly higher class and "they couldn't do those actions"), investigation of D of T 32 minutes (not on post, doing admin, Supers doing admin). Writing pgm 35 minutes. Locating PLs on course supervision, 1 hour. Writing cramming chits on 6 auditors, Supers and D of T 1 hour 15 minutes. Total time 6 hours and 17 minutes. Check of Why 5 days later found HGC stats up and auditor not backlogged.

4. SITUATION: Stats I/C goofing, making errors. Meter action Method 4, 18 minutes. Found word "statistic" not understood. Total time 18 minutes. Check back in 3 days, Stats I/C doing well, taking on all the duties of the hat.

5. SITUATION: Pc Admin only instant hatted. Getting her mini-hatted. M4, demos, clay demos, 4 days at 1 hour per day and 15 minute check in late day to see if she is applying it to produce what it says, 5 hours.

6. SITUATION: Exec believes all his products are overt. Three hours and 15 minutes completing 14 steps of Esto Series 5 on him, locating only one product was overt. Twenty minutes clearing up how to unbug it. Three hours and 35 minutes.

These are typical Esto situations. They are not all the types of actions Estos do. They would be typical total required time involved if the Esto were right on his toes.

I do such Esto actions. They are very rapid and effective. So what I am writing is not just theory.

Not all actions are at once successfully resolved. I have been involved in efforts to find a WHY in a very broad situation for months before all was suddenly revealed.

But where in all this was writing despatches about it?

F/N VGIs

One knows he is right when he looks and when he finds the right WHY. It's always F/N VGIs. Gung-ho! ("Pull together.")

So one isn't only looking. He is looking to see the scene and find the WHY and establish.

If the Esto has spotted and named the product he wants, then he has a comparison with the existing scene.

He cannot compare unless he looks!

Product named and wanted. Is it here in this scene? One can only see by *looking*.

You start listening and you get PR, problems, distractions, 3rd partying, etc., etc. An Esto gets into a cycle of

Outpoint, handle, outpoint, handle, outpoint, handle.

He hasn't looked and hasn't found a Why. So the scene *will get worse*.

You have then a busy, frantic Esto with the walls of Jericho falling down all over him because he listens to people blowing their own horns.

When you see an Esto standing and listening. Okay. If you see it again elsewhere. What? What? This Esto is not doing his job.

If you see an Esto standing and watching, okay. If you see him pawing through old files, okay. If you see him sitting doing a checkout, okay. If you see him working with a meter on somebody, okay. If you see him with a pile full of hats gazing into space tapping his teeth, okay. If you see him running, okay. If you see him reading policy, okay.

If you see him sitting at a desk doing admin, no, unless it's "today's chits." As a habit all day, No No No No No No.

If you see him standing talking, standing talking, give him a Dev-t Chit. He's not being an Esto.

The real tale is told when a division or an org is established so that its stats RISE and RISE.

When the staff looks happier and happier.

When the public being served is bigger and bigger and more and more thrilled.

And the Esto achieves all that by LOOKING.

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A good Esto has the eye of a hawk and can see an outpoint a hundred feet away while going at a dead run.

A good Esto can find and know a real WHY in the time it takes a human being to wonder what he'll have for dinner.

A good Esto LOOKS. And he only listens so he can look.

And like Alice he knows he has to run just to keep up and run like everything to get anywhere.

And so a good Esto arrives.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 MARCH 1972
ISSUE II

REMIMEO

ESTABLISHMENT OFFICER SERIES 9

STUCK IN

An Esto, as well as being mobile, must not get "stuck in" on one point of a division or org.

Spending days hatting only *one* staff member and letting whole departments go is an example of what is meant by "getting stuck in."

This is why one "short cycles" an area. By that is meant doing a short start-change-stop that COMPLETES that action.

This is why one (a) instant hats, (b) gets production, (c) does a mini hat PL on the person, (d) gets production, (e) does another PL, (f) gets production.

The *produce* is a test to the Esto of whether or not he is winning on a post.

You cover your whole area as an Esto with short cycles you can complete on each person individually.

You do group drills of the whole group, little by little.

Gradient scales are at work here. (Look it up if you don't know it.)

Like, found one basic product for each in the div. Then handled other things. Then got product moved to Exchange on each one. Then did other things. Etc., etc.

The other things are find a Why for a jam area or handle a blow or any other Esto duty.

But don't spend 82 hours hatting Joe who then doesn't make it while the rest go hang.

Dev-t drops little by little and production rises IF you short cycle your actions.

Don't get "stuck in." "I've been working on Dept 1 and it is better now. Next month I go to Dept 2" is a wrong look.

Short cycles. Each staff member getting attention individually as well as a group.

If one man was totally hatted and all the rest not, they'd just knock his hat off anyway.

Don't get stuck in on a dev-t terminal. Instruct, cram, retread, dismiss is the sequence.

Short cycles work. They show up the good as well as the bad. This gives upstats a reward.

Never have a situation where a product officer can say to you, "I appreciate all the trouble you're taking getting Oscar hatted. Let me know someday when you've finished so I can stop holding the div together and get on with my product."

Little by little a whole group makes it. Drilled as a group as on org bds. Hatted on one product or a PL as an individual.

In between you work like mad to get up an org bd and groove in the new staff member or find the WHY the Exec Esto is so anxious to get.

If two days pass and a staff member has not had any individual attention, no matter how brief, from an Esto, that Esto has gotten "stuck in."

Stay unstuck!

Flow. Be mobile.

You can, you know. And be very effective too.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 18 MARCH 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 10

FILES

The lowly and neglected item called FILES is the cause of more company downfalls than desks and quarters and sometimes even personnel.

Because files are looked upon as routine clerical work they seldom are given enough attention by executives. Yet the downfall of most executives is lack of information and FILES.

Files are often considered an area of overwork on the shoulders of one person or a part-time action. This is the most expensive "saving" an org can get itself into.

Example: One org (Joburg, early 1960s) did not have file cabinets or proper respect for files and kept losing their 6,500 Central Files of clients. The org remained in income trouble.

Example: Another org (SH 1960) would not file into its bills files or keep them up and routinely overpaid creditors. In 1964, for lack of these proper accounts files, it thought it owed £1,000 when it actually owed £22,000! And don't think *that* didn't cause management overwork!

Example: An org didn't have its CF straight and its Address was therefore incorrect and not tabbed for publics. (AOLA 1971–72) This cost thousands of dollars a week in (a) promo wasted to wrong addresses, (b) low returns, (c) insolvent cash-bills.

I could go on and on with these examples. FSM pgms broken down as Dept 18s had no proper FSM file or any real selection slip file. Inability to promote to correct publics because of no tabbed address plates. Inability to locate suppliers due to no purchaser files. No personnel obtained as personnel files nonexistent. And so on.

There are LOTS of files in an org. HCO PL 23 Feb. 70, THE LRH COMM WEEKLY REPORT,* lists the majority of these.

ORGANIZING FILES

The Establishment Officer will find all too often that in the flurry to get products, the file forming and maintenance function is bypassed. He will find files are being pawed through and destroyed by frantic staffs.

*[*Editor's Note:* HCO PL 23 Feb. 70, THE LRH COMM WEEKLY REPORT has been cancelled. The files to be kept by any division are covered in the OEC volume for that division.]

He will seldom find similar attention being given to files. He will even find local (and illegal) orders like, "They are spending too much time organizing and too little time producing. So just produce, don't organize."

Such people are getting this week's stats at the expense of all next year's income!

They even order files destroyed as "old" instead of setting up archives.

Half to two-thirds of an org's income comes from having a well kept Central Files and Address and FSM files and a lot of credit rating and correct payment comes from bills files. PL and HCOB files almost totally monitor training and processing and admin quality.

So files are FINANCIALLY VITAL TO AN ORG.

Efforts to block or cheapen files supplies and personnel must be countered. This is the first step of organizing files.

The next step is using a simple system that lets one recover things once they are filed.

The next step is collecting everything to be filed *while filing it*.

The next step is *completing* the files (usually by extra hands).

The final step is MAINTAINING the files by keeping people there to do it and having exact lines.

Independent files all over a division are liable to file out-of-date or lost. Therefore it is best to have DIVISIONAL FILES. These usually go in the last dept and section of the division. Usually every type of file in the div is kept there.

In this way you *can* keep a files person on the division's files.

A big deep FILES BASKET exists in the div comm center.

A log-out log-in book exists to locate where files have gone. This can be a large colored card that takes the place of the file.

A prefile set of boxes A–Z sits above the files and is used, so one isn't opening and closing file cabinets every time one files in one scrap of paper.

Files personnel HAVE TO KNOW THEIR ALPHABET FORWARDS AND BACKWARDS LIKE LIGHTNING. This is the biggest cause of slow or misfiling.

All hands of the division actions can be taken for an hour or two a day to catch a sudden inflow or backlog.

There are *no* "miscellaneous files" or catchall "that we put things in when we don't have another place for them."

Clerks must be able to get things out of files rapidly as well as file in.

The files location must not be so distant from the users (like Letter Reges or Accountants) that use of them is discouraged by the delay or the time lost. When this is true they start keeping their own independent files.

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MEMORY

A person without memory is psychotic.

An org without files has no memory.

ESTOs

The Esto is responsible for organizing, establishing and maintaining files even when there is a Files I/C. The div head and dept heads are in command of files and their use and over files people. But this does not excuse an Esto from having the div's files established.

If an Esto only did this file action well, the increased income of an org and the decreased cost would cover his and the file clerk's pay several times over!

FILES ARE VALUABLE TO AN ORG.

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HCO POLICY LETTER OF 23 MARCH 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 11

FULL PRODUCT CLEARING LONG FORM

Ref: HCO PL 13 Mar. 72

Esto Series 5
PRODUCTION AND ESTABLISHMENT
ORDERS AND PRODUCTS

MUST BE DONE ON AN ESTO BEFORE HE DOES IT ON STAFF

If you ask some people what their product is, you usually get a DOINGNESS.

There are three conditions of existence. They are BE, DO and HAVE.

All products fall under HAVE.

The oddities you will get instead of a proper product are many.

Thus it is possible to "clear products" without any real result.

PRODUCT CLEARING FORM

_____
Org

_____
Person's Name

_____
Date

_____
Post

The 14 points of Esto Series 5 are done in this fashion, with a meter used to check words.

STEP ONE

DO NOT TAKE FOR GRANTED THAT THE PERSON KNOWS WHAT "PRODUCT" MEANS. GET IT AND EVERY WORD IN THE DEFINITION LOOKED UP.

a. Clear the word PRODUCT. Dictionaries give a variety of definitions. Make sure you get a usable definition that the person understands AND WHICH HE UNDERSTANDS ALL THE WORDS IN. He can be hung up on "that" or "is" in the definition itself believe it or not. _____

b. Have the person USE the word PRODUCT ten times in sentences of his own invention and use it correctly each time. _____

c. Now clear up BE, DO, HAVE, the conditions of existence. People often think a BE is a product or a DO. It is always something someone can HAVE.

Clear the words BE, DO, HAVE by dictionary, especially HAVE. _____

d. Write these on a sheet of paper:

BE

DO

HAVE

Tell the person to name a product out in the world (a car, a book, a cured dog, etc.).

Put an arrow into the word DO if he gives you a "do," into BE if he gives you a "be" instead of a HAVE.

Mark HAVE with an arrow each time he gives a right HAVE product.

When he can *rapidly* name a product that is something that one can HAVE, without a comm lag, go on to next step. _____

e. Clear up this question on a meter Method 4 (see HCOB 22 Feb. 72, Word Clearing Series 32, WORD CLEARING METHOD 4):

Have I used any word so far you did not understand?

Get it clean. _____

f. Now give the person a copy of HCO PL 29 Oct. 70 I, Org Series 10, THE ANALYSIS OF ORGANIZATION BY PRODUCT.

Have him read the policy letter. _____

g. Clear by Method 4 Word Clearing this question:

Are there any words in the policy letter you did not understand?

Get it cleaned up. If there were any, have him reread the policy letter until he says he has it. _____

h. Drill the pc on Products 1, 2, 3 and 4.

Write:

Product 1	Product 2
Product 3	Product 4

on a sheet of paper. Let him retain and consult the HCO PL 29 Oct. 70 I, Org Series 10.

Put the point of your pen on one of the products (Product 1 or 2 or 3 or 4) and say, "Name a Product 1." "Name a Product 3." "Name a Product 4." "Name a Product 2." Do this until pc has it.

Now take the PL away from him and repeat the drill.

When your Product 1, etc., is all blacked up with ballpoint spots *and* the person is quick at it, thank him. Tell him he has it and go on to next step. _____

STEP TWO

a. Look up the hat and org board of the post of the person being product cleared and get some idea of what the post's product would have to be to fit in with the rest of the scene. It won't necessarily be in former hat write-ups. What the post produces must be worked out. Write down what it possibly may be. _____

b. Get the person to tell you what his post *produces*. Have him work the wording around until it is totally satisfactory to him and is not incorrect by Step 2a.

Be *very* careful indeed that you don't get a wrong product or you could throw the whole lineup of the org out.

Beware of "a high stat" or "a bonus" or "GI" as these are items received in exchange, not the person's produced product.

Once more resort to:

BE

DO

HAVE

to be sure he is not giving a doingness. And point this out until he actually has a HAVE.

Write down the product on the worksheet. _____

c. Ask if there are any more products to the post. If the person is wearing several hats, he would have a product for each hat.

List each hat and get the product of each hat written after it. _____

d. Now take the principal product of the post and see if it is really three products of different degrees or kinds. (Example: an auditor has [A] a well pc [one who has been gotten over a psychosomatic illness], [B] a person who is physically active and well and will continue to be well, and [C] a being with greatly increased abilities. A Super has [A] a trained student, [B] a course graduate, [C] a person who successfully applies the skills taught. Note: The above are rough wordings.)

The A, B, C you will notice fit roughly into (A) BE, (B) DO, (C) HAVE.

If the person has trouble with this, write BE, DO, HAVE on the worksheet. _____

e. Find out if the person has had these confused one with another or if he is trying for A when his product was C, or any other mix-up.

See if he has to first get a BE, then a DO to finally achieve a HAVE.

When he has all this straight he should cognite on what product he is going for on his post, with VGIs. _____

f. Tell the person that's it for the step and verify the products with a product officer. (Be sure it's a product officer who has had his Product Clearing. If this is THE product officer of the org, see if it compares to the valuable final products of an org [see HCO PL 8 Nov. 73RA, Rev. 9 Mar. 74, THE VFPs AND GDSes OF THE DIVISIONS OF AN ORG*].)

If the products are not all right check the person on a meter for Mis-Us and do Steps 1 and 2 again. If okay, proceed to Step 3. _____

STEP THREE

a. Give the person HCO PL 27 Nov. 71 I, Executive Series 3, Finance Series 6-1, MONEY and HCO PL 3 Dec. 71, Executive Series 4, Finance Series 6-2, EXCHANGE. Have him read them. _____

b. Return and do Method 4 on the PLs and clean up any misunderstood word. If these are found and looked up and used, then have the person read the PLs again. _____

c. Now that the person has it, exchange objects with him.

Have him now explain exchange until he sees clearly what it is. _____

*[*Editor's Note:* HCO PL 8 Nov. 73RA, Rev. 9 Mar. 74, THE VFPs AND GDSes OF THE DIVISIONS OF AN ORG was later cancelled and the data on VFPs can now be found on the org board provided with OEC Volume 0.]

STEP FOUR

a. Now write his product on the left-hand side of your worksheet and draw an arrow from it to the right:

His product ——————→

And one to the left below it

←——————

Have him tell you what, *internally* in the org, he could get in *exchange* for producing his product and getting it out.

Have him clear up why he might not get that. _____

b. Have him look at a worksheet picture:

	Overt Act	→	Injury
	Injury	←	Overt Act
SELF	No Product	→	OTHERS
	Nothing	←	Nothing

as a cycle. Be sure he grasps that. _____

c. Have him look at a worksheet picture:

Overt Product	→	Upset
Upset	←	Overt

And have him grasp that cycle. _____

d. Now have *him* draw various such cycles having to do with the products he has been getting out. Such as:

Bad Product	→	Dissatisfied
Bad Feelings	←	Ethics

But using various versions of products.

Do this until he has it untangled and feels good. _____

e. Have him write down his product on the left, arrow to the right, what comes back on the right and what occurs on the left.

If he has this now, tell him that's fine. _____

STEP FIVE

(All in Big Clay Demos)

a. Have him work out what theft is in terms of exchange, and arrows. _____

b. Have him show how his product contributes to the org's product. _____

c. Have him work out how the org's product as relates to his division is then exchanged with society outside the org and Scientology and what society exchanges back to the org. _____

d. Have him work out how his product contributes to org's product outward and outside the org and Scn and then from the society outside back to the org and org back to him.

This may have more than two vias each way. _____

e. Have him work out the combined staff products into an org product and then out into the society and then the exchange back into the org and to CLOs and upper management and to org staff. _____

f. When the demos are all okay and BIG, tell him that's fine and go on to next step. _____

STEP SIX
(Metered)

a. Find out if person wants his *product*? (not the exchange).

If not, find out who might suppress it? and E/S times.

Who might invalidate it? and earlier times.

Two-way comm it to F/N cog VGIs. _____

b. Establish now if the person wants his product. _____

(If bogs turn over to a C/S and auditor for ruds and completion.)

STEP SEVEN
(Metered)

a. Can the person get his product out?

Handle by two-way comm E/S to F/N. _____

STEP EIGHT
(Metered)

a. What will his product be in volume?

Is that enough to bother about or will it have to be in greater volume?

What would be viable as to volume?

Clean up RUSHED or failures.

To F/N cog VGIs. _____

STEP NINE

(Metered)

a. What quality would be necessary?

Get various degrees of quality stated.

What would he have to do to attain that quality?

What volume could he attain?

What would he have to do to attain that?

To F/N cog VGIs. _____

STEP TEN

(Metered)

a. Can he get others to want the products he put out?

What would he have to do to attain this? _____

STEP ELEVEN

(In BIG Clay)

(This is a progressive clay demo added to at each step.)

a. How does his product or products fit into the framework of his section? Requires he work out the section product if his is not it. Then fit his to it. _____

b. How does his product fit into the department? Requires he work out the department's product and fit his to it if his is not the dept's product. _____

c. How does his product fit into the division's products? He will have to work out the div's product or consult HCO PL 8 Nov. 73RA, Rev. 9 Mar. 74, THE VFPs AND GDSes OF THE DIVISIONS OF AN ORG. _____

d. How does the division's product exchange with the public? And for what? _____

e. What happens to the org on this exchange? _____

STEP TWELVE

(In Big Clay)

a. What blocks might he encounter in getting out his product? _____

b. What can HE do about these? _____

STEP THIRTEEN

(Two-way Comm)

a. What does he have to have to get his product out? (Beware of too much have before he can do. Get him to cut it back so *he* is more causative.) _____

STEP FOURTEEN

(Written by Pc)

a. What is his product on the 1st dynamic — self?
How does it fit in with what he is doing? _____

b. What is his product on the 2nd dynamic — family and sex?
How does it fit in with what he is doing? _____

c. What is his product on the 3rd dynamic — groups?
How does it fit in with what he is doing? _____

d. What is his product on the 4th dynamic — mankind?
How does it fit in with what he is doing? _____

e. What is his product on the 5th dynamic — animal and vegetable kingdom?
How does it fit in with what he is doing? _____

f. What is his product on the 6th dynamic — the universe of matter, energy, space and time?
How does it fit in with what he is doing? _____

g. What is his product on the 7th dynamic — beings as spirits — thetans?
How does it fit in with what he is doing? _____

h. What is his product on the 8th dynamic — God or the Infinite or religion?
How does it fit in with what he is doing? _____

i. What is his post product? _____

j. Can he get it out now? _____

_____
Esto or Product Clearer

Note this long form has to be run on leading executives and eventually on all staff. The short form in Esto Series 5, HCO PL 13 Mar. 72, PRODUCTION AND ESTABLISHMENT, ORDERS AND PRODUCTS, 14 points, serves as a rapid action.

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Where there is any hang-up on the short form, send the person to an auditor. Where there is a hang-up on the long form, send the person to an auditor. The auditing action is to fly ruds on the RD and assess any key words the pc is upset about and do an 18 button Prepcheck *carrying* each prepcheck button to F/N.

TA

Where the TA is already high do not attempt the short or long form.

Where the person turns on a rock slam check for rings on the hands. If so, remove rings. Note if R/S continues.

In either case the person should be programed for TA trouble with C/S 53RRR and handled, and then given a GF 40RR Method 3 (F/Ning each question that reads) and then running the engrams with drugs run first.

Product Clearing is best done after Word Clearing No. 1 is successfully done.

An Esto who can use a meter and Method 4 W/Cing and knows clay demoing can do it.

HCO Bulletins are planned to be issued on this RD to handle it on rough ones or repair it as needed in the hands of an expert auditor.

L. RON HUBBARD
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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 APRIL 1972

REMIMEO

EXECUTIVE SERIES 11
ESTABLISHMENT OFFICER SERIES 12

MAKING AN EXECUTIVE

FLOW LINES

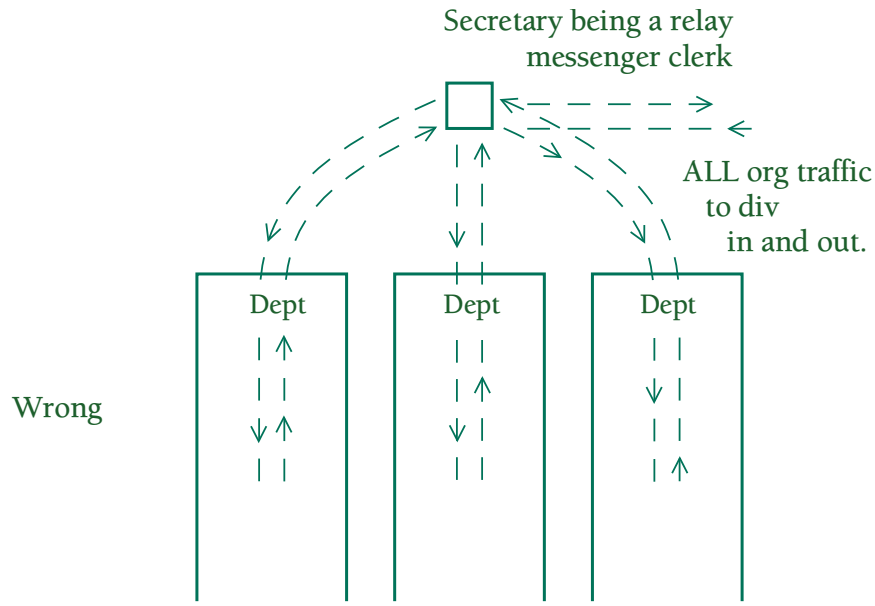
If an executive has his flow lines wrong he will NEVER be a product officer but only a comm clerk.

For some poor reason executives get themselves onto all comm lines in their area. Probably it is an individual Why for each one. But the fact remains that they *do* do it!

And they promptly cease to be useful to anyone. While they "work" like mad!

Basically *they have confused a comm line with a command line.* These are two different things. A comm line is the line on which particles flow, it is horizontal. A command line is a line on which authority flows. It is vertical.

Here is an example of a divisional secretary who can get nothing accomplished while sweating blood over her "work."



Now quite obviously this secretary is suffering from "fear of juniors' actions" or "having to know all." Exactly nothing will happen because the person is plowed under with paper. No real actions are taken. Just relays.

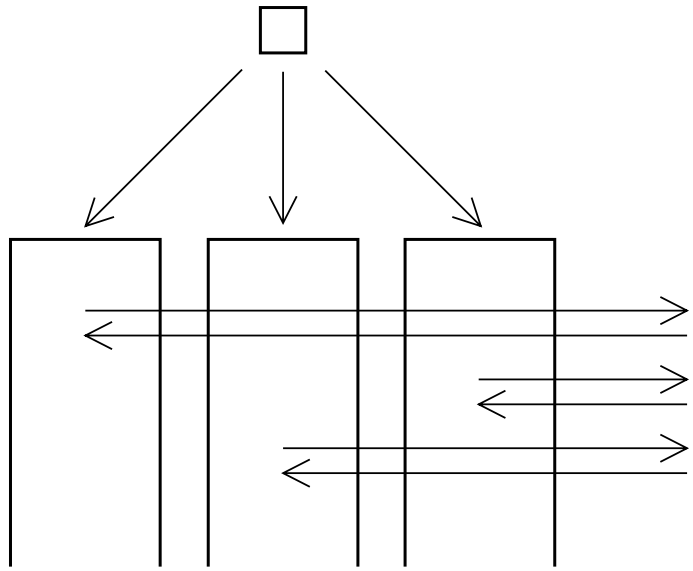
One such secretary of a division even acted as the relay point on all out and in BODY traffic. In short, just a divisional receptionist.

No product. Nothing happening at vast expense.

Here is another example. The correct one.

Div secretary as product officer

Right



This is known as horizontal flow.

It is a fast flow system.

The correct terminals in each department are addressed by terminals outside the dept, directly. And are so answered.

Now we have a divisional secretary who is a PRODUCT OFFICER and whose duty is to get each department and section and unit producing what it is supposed to produce.

MISROUTE

So long as a command line is confused with the comm line an org will not produce much of anything but paper.

INFORMATION

It *is* vital that an executive keep himself informed.

The joker is, the despatch line does NOT keep him informed. It only absorbs his time and energy.

The data is not in those despatches.

The data an executive wants is in STATISTICS and REPORTS and briefings.

Statistics get posted and are kept up-to-date for anyone to look at, especially but not only the executive. They must ACCURATELY reflect production, volume, quality and viability.

Reports are summaries of areas or people or situations or conditions.

The sequence is (a) statistic goes unusually high, (b) an inspection or reports are required in order to evaluate it and reinforce it.

Or (a) the statistic dives a bit and (b) an inspection or reports are needed to evaluate and correct it.

Thus an executive is NOT dealing with the despatches or bodies of the division's inflow and outflow lines but the facts of the division's production in each section.

An executive makes sure he has comm lines, yes. But these are so he can make sure stats get collected and posted, so reports can be ordered or received and so he can receive or issue orders *about these situations.*

Despatchwise that is all an executive handles.

INSPECTIONS

Personally or by representative, an executive INSPECTS continually.

His main duties are:

OBSERVATION

EVALUATIONS (which includes handling orders)

and SUPERVISION.

All this adds up to the production of what the division is supposed to produce. Not an editing of its despatches.

A good executive is all over the place getting production done.

On a product he names it, wants it, gets it, gets it wanted, gets in the exchange for it.

He cannot do this without doing OBSERVATION by (1) stats, (2) reports, (3) inspections.

And he can't get at what's got it bugged without evaluation. And he can't evaluate without an idea of stats and reports and inspections.

Otherwise he won't know what to order in order to SUPERVISE. And once again he supervises on the basis of what he names, wants, gets, gets wanted and gets the exchange for.

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THE SCENE

This *is* the scene of an executive.

If he is doing something else he will be a failure.

The scene is an active PRODUCTION SCENE where the executive is getting what's wanted and working out what will next be wanted.

ABILITY

An actual executive *can* work.

A real fireball can do any job he has getting done under him better than anyone he has working for him or under him.

He can't be kidded or lied to.

He *knows*.

Thus a wobble of a stat has him actively looking in the exact right place. And evaluating knowingly on reports. And getting the exact right WHY. And issuing the exact right orders. And seeing them get done. And knowing it's done right because he knows it can be done and how to do it.

Now that's an ideal scene for an exec.

But any exec can work up to it.

If he does a little bit on a lower job each day, "gets his hands dirty" as the saying goes, and masters the skill, he soon will know the whole area. If he schedules this as his 1400 to 1500 stint or some such time daily, he'll know them all soon. And if he burns the midnight oil catching up on his study.

And he *knows* he must watch stats and then rapidly get or do observations, so he can evaluate and find real Whys quickly and get the correction in and by supervision get the job done.

That's the ideal scene for the exec himself where he's head of the whole firm or a small part of it.

If he can't do it he will very likely hide himself on a relay despatch line and appear busy while it all crashes unattended.

An exec of course has his own admin to do but they don't spend hours at it or consider it their job for it surely isn't. Possibly an hour a day at the most handles despatches unless of course one doesn't police the dev-t in them.

Most of their evaluations are not written. They don't "go for approval" when they concern somebody's post jam. They are done by investigation on the spot and the handling is actual, not verbal.

A desk is used (a) to work out plans, (b) catch up the in-basket, (c) interview someone, (d) write up orders. Two-thirds of their time is devoted to production. Even if a thousand miles away they still only spend one-third of their time on despatches.

An executive has to be able to produce the real products and to get production. That defines even an Esto whose product has to do with an established person or thing.

Any department, any division, any org, any area responds the same way—favorably—to such competence.

ANALYSIS

To attain this ideal scene with an executive, one can find out WHY he isn't, by getting him to study this PL and then find WHY he can't really do it and then by programing him to remedy lack of know-how and other actions, increase his ability until he is a fireball.

If you are lucky you will have a fireball to begin with. But only the stats and *the truth of them* tell that!

Esto action: Can you do all this and these things? If the answer is no or doubtful or if the executive isn't doing them, find the Why and remedy.

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HCO POLICY LETTER OF 3 APRIL 1972
REMIMEO

ESTABLISHMENT OFFICER SERIES 13

DOING WORK

The basic Esto problem is getting somebody to do his job.

This is not just executives nor "bad staff." It tends to be rather prevalent in our modern culture.

The basic question really is, "Why can't you do what you are supposed to be doing?"

An Esto will find many people "busy," but really not doing their post hat.

As the Esto's own stat depends on people actually doing their jobs, and as the pay and well-being of those people also depend on it, it amounts to quite a problem.

You can do a Product Rundown to cognitions. But then in some cases nothing happens.

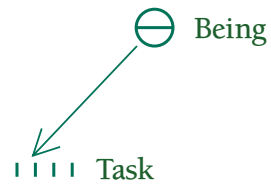
You hat and still nothing happens.

ABERRATION

To understand this you have to understand "aberration."

Get the idea of a being doing wholly what he is doing. You get this:

A.

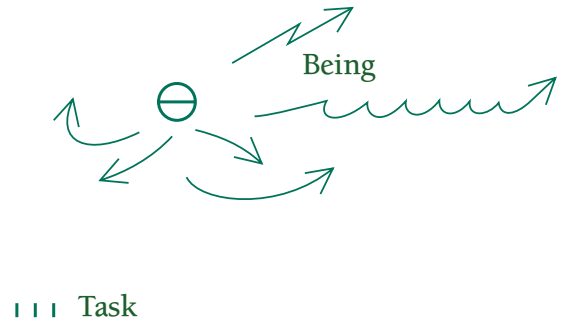


It is a *straight* line of attention.

Now get the idea of somebody "doing a job that is not doing what he is doing."

We get

B.



This is aberration. Which means "not in a straight line."

So in example (A), the person *does* what he is doing.

In example (B), he is doing but he is not doing what he is doing MENTALLY. Mentally he is doing something else while he is doing what he *seems* to be doing.

SCHIZOPHRENIA

The most prevalent "mental disorder" is supposed to be schizophrenia. This means "SCISSORS" or 2 plus "head." A two-head in other words. And in this case two heads are not better than one (joke).

You see this in institutions. A person is changing valences (personalities) click-click-click, one to the next.

But the condition is a gradient one that worsens between sanity and the bottom of the scale.

Midway, the condition is common but almost never noticed. It is so common today that it passes as normal humanoid.

The person is not doing what he is doing.

Examples of this are: people who do not like a job with responsibility because they "like to do mechanical things so they can dream of something else while working"; persons who "have to do something else before they can _____"; persons who are out of area; persons who continually make dev-t.

There is also the person who rams sideways into the work of others with "mistakes," "demands," and prevents them from doing what they are doing while himself not doing what he is doing.

One can't say these people are crazy. Not today. But one can say they make problems which are very difficult unless you know how to unlock the riddle.

BARRIERS

Study Series 2, HCOB 2 June 71 I, CONFRONTING, and the drills given in the Esto tape series can push their way through an astonishing mass of barriers.

For this is what the condition is — an effort to get through barriers.

The reason example (B) above occurs is that the person's attention is misdirected by mental barriers each time he tries to do (A) above.

Yet only if he can do (A) will he have any self-determinism and power.

It does not mean he is crazy. It means he is incapable of directing his attention straight. Each time he does, he hits something that deflects it (sends it off at an angle).

All this will seem very reasonable to him because it is the way it has always been. And like the little girl who never knew she had had a headache from the time of birth, and only knew it when it quit suddenly, such a person does not realize he cannot control his attention.

Such think about lots of other things while apparently thinking about what they are doing. And they do lots of other things.

MISUNDERSTOODS

Misunderstood words prevent them being in communication with materials or others. Thus they do not *read* or *listen*. They maunder (which means wander about mentally).

This is the inflow side of it.

The outflow side are barriers of odd fears and peculiar ideas.

Such people appear rather weak and dispersed. Or too heavy and stubborn to make up for it.

They have fixed ideas and other outpoints because their thoughts *detour* instead of running along a highway.

HAPPINESS

To get someone to actually do what he is doing when he is doing it will sound cruel to some people. That's because they find it painful to confront and would rather withdraw and maunder, sort of self-audit themselves through life.

They are not happy.

Happiness comes from self-determinism, production and pride.

Happiness is power and power is being able to do what one is doing when one is doing it.

COMPETENCE

When a person is competent, nothing can shake his pride. The world can yell. But it doesn't shake him.

Competence is not a question of one being being more clever than another. It is one being being more able to do what he is doing than another is.

Example (A) is competence.

Example (B) is incompetence.

MORE THERE

You could say a competent person was "more there." But this is really "more able to put his attention on what he has his attention on."

WHY

Anyone who is not a fireball on his post could be described by this WHY:

Unable to do his post for an individual WHY for each person.

Thus there are two ready remedies an Esto can use.

1. He can find the WHY a person cannot do his post, and then handle it.

2. He can do Esto drills on the person.

In finding the WHY, the observation itself that his stats are low may find the person a bit defensive.

It just could be that he *does* do what he is doing. But if so his stats would be high and he would be moving fast.

Thus one has to find his personal WHY. If it is the right one he should have very good indicators and speed up and do his job. If it is not quite the right one he may feel degraded or ashamed.

The test of any right WHY is does it raise the existing scene toward the ideal with existing resources.

Thus you can get a WHY that is not wholly acceptable until handled. But if you really are spot on it should blow a lot of the barriers.

Thus a real WHY blows a lot of the barriers, when handled, between the being and his job.

The drills then push it on through.

The drills sometimes blow through the WHY. The WHY sometimes blows right through any need of drills.

So these two actions interact.

If you see someone feeling very guilty after the WHY "is found," better check it over. It could be a wrong Why, and in this case, just find a new one.

THIRD ACTION

The Primary Rundown, HCOB 30 Mar. 72, should be done on a staff member thoroughly.

Otherwise he will remain to some degree out of comm. He will not be able to take in data quickly if he cannot communicate with words.

Of course processing removes *all* the barriers eventually. But it is not necessarily aimed at doing a job.

Ability potential is enormously increased by processing.

But traditionally we do not rely on processing to handle staff.

We handle people and we handle cases.

But auditors and staff members, simply because we *do* handle people and cases, must not have cases on post. We do not admit that they have cases. This raises necessity level.

And it is quite amazing how high that necessity level can be raised and how a person can function despite his case.

If we admitted that staff had cases, we couldn't handle public cases. It's that simple.

So an Esto does not advise or use auditing on staff members as a post remedy nor accept case as a WHY.

Of course "case" is a Why. But when you accept it you retreat from example (A) above and at once get a (B).

You will be amazed how a person can begin to do what he is doing by finding his Why and doing drills.

And of course you also have to handle the fellows who jam in from the side at every turn and disperse the staff member's attention. He too (and especially) isn't doing what he is doing.

The same procedure (Why and drills) handles him as well.

In sum, if a staff member isn't doing what he is doing he is doing something else. They never do nothing.

Ask, "What is the reason you do not fully do your post?" or any such version. Find the real WHY. And handle the person.

That's the major part of an Esto's job.

And don't be surprised if you get a cheerful "but I am!" And find he is.

But his stats and speed tell the whole story.

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HCO POLICY LETTER OF 4 APRIL 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 14

ETHICS

The normal level of an unhatted, dev-t, nonproducing org is out-ethics.

The reason you see so many heavy ethics actions occurring — or situations where heavy ethics actions should occur if they aren't — in such an org is that it has its EXCHANGE flows messed up.

It is important to know this fact as this factor alone can sometimes be employed to handle persons in the area whose ethics are out.

CRIMINALITY

Unless we want to go on living in a far nowhere some of the facts of scenes have to be confronted.

An inability to confront evil leads people into disregarding it or discounting it or not seeing it at all.

Reversely, there can be a type of person who, like an old-time preacher, sees nothing but evil in everything and, possibly looking into his own heart for a model, believes all men are evil.

Man, however (as you can read in HCOB 28 Nov. 70, C/S Series 22, PSYCHOSIS), is basically good. When going on some evil course he attempts to restrain himself and caves himself in.

The Chart of Human Evaluation in *Science of Survival* was right enough. And such people also can be found by the Oxford Capacity Analysis where the graph is low and well below a center line on the right.

This sort of thing can be handled of course by auditing but the Esto does not depend on that to handle his staff's problems.

Criminal actions proceed from such people *unless checked* by more duress from without not to do an evil act than they themselves have pressure from within to do it.

Criminality is in most instances restrained by just such an imbalance of pressures.

If you have no ethics presence in an org, then criminality shows its head.

Such people lie rather than be made to confront. They false report — they even use "PR," which means public relations, to cover up — and in our slang talk "PR" means putting up a lot of false reports to serve as a smoke screen for idleness or bad actions.

Unless you get ethics in, you will never get tech in. If you can't get tech in, you won't get admin in.

So the lack of ethics permits the criminal impulse to go unchecked.

Yes, it could be handled with tech. But to get money you have to have admin in.

Unless there is ethics and ways to get it in, no matter how distasteful it may seem, you will never get tech and admin in.

Of course there is always the element of possible injustice. But this is provided against. (See HCO PL 24 Feb. 72 I, INJUSTICE.)

When ethics is being applied by criminal hands (as happens in some governments) it can get pretty grim.

But even then ethics serves as a restraint to just outright slaughter.

Omitting to handle criminality can make one as guilty of the resulting crimes as if one committed them!

So criminality as a factor has to be handled.

It is standardly handled by the basic ethics PLs and the Ethics Officer system.

EXCHANGE

The unhatted, unproducing staff member, who is not really a criminal or psychotic, can be made to go criminal.

This joins him to the criminal ranks.

The ethics system also applies to him.

However there is something an Esto can do about it that is truly Esto tech.

This lies in the field of EXCHANGE.

If you recall your Product Clearing, you will see that exchange is something for something.

Criminal exchange is nothing from the criminal for something from another.

Whether theft or threat or fraud is used, the criminal think is to get something without putting out anything. That is obvious.

A staff member can be coaxed into this kind of thinking by

PERMITTING HIM TO RECEIVE WITHOUT HIS CONTRIBUTING.

This unlocks by the way an age-old riddle of the philosophers as to "what is right or wrong."

HONESTY is the road to SANITY. You can prove that and do prove it every time you make somebody well by "pulling his withholds." The insane are just one seething mass of overt acts and withholds. And they are very physically sick people.

When you let somebody be dishonest you are setting him up to become physically ill and unhappy.

Traditional Sea Org ethics labeled noncompliance as Liability and a false report as Doubt.

And it's true enough.

When you let a person give nothing for something, you are factually encouraging crime.

Don't be surprised that welfare districts are full of robbery and murder. People there give nothing for something.

When *exchange* is out the whole social balance goes out.

Every full scholarship ever given by an org wound up in a messy scene.

When you hire a professional pc who just sits around making do-less motions while people audit him and contribute to him DO NOT BE SURPRISED IF HE GETS SICKER AND SICKER.

He is contributing nothing in return and winds up in overwhelm!

Similarly if you actively prevented someone from contributing in return, you could also make him ARC broken and sick.

It is EXCHANGE which maintains the inflow and outflow that gives a person space around him and keeps the bank off of him.

There are numbers of ways these flows of exchange can be unbalanced.

It does not go same out as comes in. Equal amounts are no factor. Who can measure goodwill or friendship? Who can actually calculate the value of saving a being from death in each lifetime? Who can measure the reward of pride in doing a job well or praise?

For all these things are of different values to different people.

In the material world the person whose exchange factor is out may think he "makes money." Only a government or a counterfeiter "makes money." One has to produce something to *exchange* for money.

Right there the exchange factor is out.

If he gives nothing in return for what he gets, the money does not belong to him.

In Product Clearing many people it was found that some considered their food, clothing, bed and allowance were not theirs because they produced. They were theirs "just by being there." This funny "logic" covered up the fact that these people

produced little or nothing on post. Yet they were the first to howl when not getting expensive (to the org) auditing or courses or tech!

Thus such a person, not hatted or made to produce, will get ill.

It is interesting that when a person becomes productive his morale improves.

Reversely it should be rather plain to you that a person who doesn't produce becomes mentally or physically ill. For his *exchange* factor is out.

So when you reward a downstat you not only deprive upstats, you also cave the downstat in!

I don't think welfare states have anything else in mind!

The riots of the ancient city of Rome were caused by these factors. There they gave away corn and games to a populace that eventually became so savage it could only enjoy torture and gruesome death in the arena!

A lot of this exchange imbalance comes from child psychology where the child is not contributing anything and is not permitted to contribute.

It is this which first overwhelms him with feelings of obligation to his parents and then bursts out as total revolt in his teens.

Children who are permitted to contribute (not as a cute thing to do but actually) make noncontributing children of the same age look like raving maniacs! It is the cruel sadism of modern times to destroy the next generation this way. Don't think it isn't intended. I have examined the OCAs of parents who do it!

So if a person is brought up this life with the exchange all awry, the Esto has his hands full sometimes!

He is dealing with trained-in criminality!

WHAT HE CAN DO

The remedy is rather simple.

First one has to know all about EXCHANGE as covered in the Product Clearing policy letters.

Then he has to specially clear this up with people who do not produce.

He should get them to work on it as it relates to ALL THEIR DYNAMICS IN RELATIONSHIP TO EVERY OTHER DYNAMIC.

That means he has to clear up the definitions of dynamics with *care* and then have the person draw a big chart (of his own) and say what he gives the first dynamic and what it gives him. Then what he gives the second dynamic and what it gives him. And so on up the dynamics.

Now, have him consider "his own second dynamic." What does his second dynamic give his first dynamic? What does his second dynamic give the second dynamic and what does it give him?

And so on until you have a network of these exchange arrows, each both ways.

Somewhere along the way, if your TRs are good and you have his attention and he is willing to talk to you, he will have quite a cognition!

That, if it's a big one, is the end phenomena of it.

And don't be surprised if you see a person now and then change his physical face shape!

CONDITIONS BY DYNAMICS

An ethics-type "action" can be done by giving the person the conditions formulas (pages 383, 438, 442, 443, 444, 445 of Vol 0, Basic Staff Hat. HCO PL 14 Mar. 68 — page 437 — gives one the table.)

Method 4 the person on the table of conditions and pick up any other misunderstoods.

Have the person study the *formula* of each of these conditions in the table so that he knows what they are and what the formulas are.

When he has all this now with no misunderstood words you must clear up the words related to his dynamics 1 to 8 and what they are.

Now you're ready for the billion-dollar question.

Ask him what is his condition on the first dynamic. Have him study the formulas. Don't buy any glib PR.

Don't evaluate or invalidate. When he's completely sure of what his condition really is on the first dynamic he will cognite.

Now take up the second dynamic by its parts — sex, family, children. Get a condition for each.

Similarly go on up each one of the dynamics until you have a condition for each one.

Now begin with the first dynamic again.

Continue to work this way.

You will be amazed to find he will come out of false high down to low and back up again *on each dynamic*.

Somewhere along the line he will start to change markedly.

When you have a person in continual heavy ethics or who is out-ethics (ethics bait, we say) and who is floundering around, you can do an S&D on him and quite often save his future for him.

When you have such a person you do this one first before you do the Exchange by Dynamics.

In other words, you use this on "ethics bait" and then when he's come out of such, you do Exchange by Dynamics on him.

SUMMARY

When all looks black, and you are getting false reports, and the things said done were not done and what was really being done were overt products and despite all your work the stats just *won't* go up, you still have three answers:

1. GET IN ETHICS ON THE ORG.
2. GET EXCHANGE DONE ON INDIVIDUALS.
3. GET IN CONDITIONS BY DYNAMICS ON THE ETHICS BAIT.

And after that keep a strong, just Division 1 Dept 3.

You'll be amazed!

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HCO POLICY LETTER OF 6 APRIL 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 15

PRODUCT CORRECTION

If you find the wrong product for a post, you knock the staff member's hat off.

Example: Get the janitor a product of "a well-established business" and he's the Exec Esto!

When all the "products" have been "found" you can have bits of trouble here and there. This would be very mysterious unless you realize that a certain percentage of products found will be:

a. Incorrect,

b. Too few,

c. Incompletely worded,

d. Are doingnesses not havingnesses,

e. Can't be worked into a stat.

There will also be a certain small number who were upset by a poor Product Rundown and will have to have auditing to handle (usually the bypassed charge list L1C on the Product Rundown or what is called a Green Form or even a Word Clearing Correction List).

The majority probably will be all right, so that's a pluspoint.

But these flubbed rundowns become themselves a Why.

So let's see how to correct one.

1. **Did the product add up to a havingness?** _____
2. **Was it exchangeable?** _____
3. **Did it match the actual hat?** _____
4. **Were there more for the same post?** _____
5. **Is the person really wearing several hats, each of which has a product?** _____

6. If more than one found did they go together with each other? _____
7. Does it give the person a different hat? _____
8. Did it give the person somebody else s hat? _____
9. Were there misunderstood words in the rundown? _____
10. Does the person have contrary orders from some other person? _____
11. Was it just an exercise to the person? _____
12. Did doing the rundown make the person ARC broken or otherwise put ruds out? _____
13. Didn t the person agree with it? _____
14. Was the person really trying to do some other job? _____
15. Was the person about to leave present post or wanted to? _____
16. Was the Product Rundown really not done? _____
17. Is the person unhappy on post? _____
18. Is the person taking illegal orders? _____
19. Is the person connected to antagonistic people (PTS)? _____
20. Wrong post for the product? _____
21. Wrong org board? _____
22. Crossed over into another department? _____
23. Crossed over into another division? _____

The questions, assessed on a meter, should be handled if they read.

And when that is done (assessed and handled), the door is open to finding the Why called for in Esto Series 13. The above questions could be the Why or part of it but usually that's just a symptom of the real Why called for in Esto Series 13.

But in any event the questions correct the Product Rundown and it's vital to do that.

HATS AND ORG BOARD
EXISTING ORG BOARD

The routine action with a post is to get the person to list on separate cards WITH CORRECT EXACT WORDING each hat the person wears or has been wearing no matter how small. This is NOT copied from a PL. It's an honest "What hats do you really wear?"

The list may be as long as 35 or 40! The higher you go on the command channel, the more of these hats.

Having done that for every member in a division, you wind up with either:

1. Completely expressed division hats or
2. Woefully missing functions or
3. Badly adjusted workloads.
4. A totally cross-hatted scramble.

You put these cards (identified as whose by the writing) onto a blank org board. You now have AN EXISTING ORG BOARD.

NEXT ACTION

The following is an entirely separate action.

Now you take the 1965 org board or FEBC org board or whatever org board is a model and see if the "hats" you have go under the functions listed on the board.

You adjust the hats around to cover the actual functions of the division.

You write up cards to cover the missing functions.

You put these new cards on the org board.

FUNCTION BOARD

You write up the *functions* of the org board of the division by departments on a separate model and add the valuable final products per HCO PL 8 Nov. 73RA.*

This gives you the functions to get out the VFPs expected.

These functions will or won't get out the VFPs.

What *functions* are needed to get them out?

By blocking in these, you have now a FUNCTION ORG BOARD.

TITLES ORG BOARD

From this function org board you can now make up a TITLES ORG BOARD.

Each title has some of these functions. The functions must be of the same general type for the title.

When you have done this (with divisional secretary, divisional org officer and divisional Esto and department heads), you now have a TITLES ORG BOARD.

*[*Editor's Note:* HCO PL 8 Nov. 73RA, Rev. 9 Mar. 74, THE VFPs AND GDSes OF THE DIVISIONS OF AN ORG was later cancelled and the data on VFPs can now be found on the org board provided with OEC Volume 0.]

POSTING

The main failure in putting names on an org board is that people take the easy way out and try to put a different person's name on each title. This gives you a 100-person division "absolutely vital" while the production is about 5 man!

You take the names you have NOW in the division and post those to cover all the functions and titles.

You post from the top down. YOU NEVER POST FROM BOTTOM UP. And you NEVER LEAVE A GAP BETWEEN PERSONS ON LOWER POSTS AND HIGH POSTS. Either of these faults will raise hell in the division's functioning and are grave faults.

Having done this, you now have a POSTED ORG BOARD.

MATCHING

Now the hat lists you have are probably wildly different than your posted org board.

Take the cards of hats they were wearing and try to fit these onto your POSTED ORG BOARD.

You now at once "before your very eyes" will see what's wrong with your product and what might be right with it.

You will have one of these:

1. Completely expressed division hats
2. Woefully missing functions
3. Badly adjusted workloads OR
4. A function not on the POSTED BOARD but done by someone that is getting the product!

You will see that the board, made from the hat cards they wrote, doesn't usually compare with your posted org board!

AND THAT'S A POSSIBLE WHY YOU COULDN'T GET PRODUCT RUNDOWNS DONE!

Hats don't add up to product. Or the actions really being done are totally unproductive.

You now have it before your eyes.

CAUTION

By an excess of purity you can crash a division or an org by removing a key function someone is doing that's NOT on the posted org board *but* IS getting the product!

We had a Phone Reg recently removed because he wasn't allowed for on the org board and "had to be Dir Reg but wouldn't." When he was *forced* into line, the stats promptly crashed!

The stats recovered promptly when his removal was spotted and he was ordered back on post.

You don't juggle an org board lightly. You can destroy a division or unit by juggling hats.

The rule is DON'T DISMANTLE A WORKING INSTALLATION. NEVER!

You can build around it, support it, put in another one like it. But don't touch it!

It is heartbreaking to build a successful upstat division — takes months — and have somebody crash it by musical chairs, musical functions.

So always look at stats. And look at the PAST points of high stats of that div in past years and see what was its organization when it was *really* upstat.

You could do no better than to rebuild that old structure.

But if your div or activity was a working installation that was really getting out the product, don't monkey with it. Study it instead.

RECLEARING PRODUCT

If Product Clearing wasn't good, and the unit isn't doing well, then do the above org board exercises to see what gave.

And you probably will now see that you didn't have the right products.

Try to get your division or dept standard if its stats are low. Standard is your 1965 SH org board for a big org. That org really ran! Most policy is built on it.

But a little org builds up from "Org Program No. 1," LRH ED 49 Int, 9 Dec. 69. And can go through the 6-dept stage of London, LA and DC in their glory (56–62). They had an HCO, a Registration, Accounts, Training, Processing and a Department of Personnel Efficiency (public).

These did all the functions. There was an HCO Sec and an Association Sec. But Org Program No. 1 phases into it with a person in full charge of public.

Or a little org can build a big org from Org Program No. 1 right on into the 65 org board.

The *approximate* products of HCO PL 8 Nov. 73RA are being worked for. I say approximate as there may be more and the wording may be better adjusted.

When you have the hats getting out the subproducts (those necessary to make the VFPs of the org) you will get the VFPs.

CORRECTED ORG BOARD

You may find it necessary to correct your posted org board to get the VFPs.

Remember, it has the staff it has, plus any new ones it manages to get plus any field technical persons it can get in to go on staff.

YOU HAVE TO SET IT UP TO GET OUT THE VFPs NOW NOW NOW.

An org can't stand idle to be organized. It can die if it is halted just to establish.

So you post the people you have to do the functions that must be done.

Then you Product Clear.

You clear from the top down.

You HAT *to produce.*

There isn't anything more important than this step.

EASY WAYS

The easy way to do this is to do two of the short form steps quickly on EACH staff member from the top down.

Then take the next two on ALL the staff, each one.

If a Product Rundown has been done already but it isn't running well, correct it, with above list.

And do it with two steps and go on to the next staff member.

NEGLECTING TO CLEAR PRODUCTS

The biggest omission is not clearing products at all.

The next biggest omission is failing to clear from the top down.

The next is not clearing them all through the div two at a time.

The next is not clearing products on the new people coming into the div promptly.

CRISSCROSSING PRODUCTS

A div can be tangled by having the wrong products for the hats.

So product is always suspect when stats are down or lines tangle.

BIGGEST WHY

The biggest Why of products not getting cleared is an Esto I/C in a small org or an Exec Esto who does not run and train his Estos. If an Exec Esto listens to "but I can't use a meter," "my TRs are out," "she won't let me hat her," "I have Mis-Us on the PLs so don't read them" and does not handle his Estos the way a coach handles a hot football team, products won't get cleared.

Naturally if products are not cleared on an Esto I/C or an Exec Esto or if they aren't cleared on the Estos, they will flounder.

Once again it's a two-step at a time action round and round while getting other things done between each two steps.

EXAMPLE OF PRODUCTS

An example of Product Clearing that throws things out is crossing the hats of the Esto MAAs.

The Exec Esto's MAA is responsible for the schedule and getting to work and exercise and activities of STAFF MEMBERS.

The Assistant Esto MAA is responsible for Estos.

If their products are incorrectly cleared they will flounder around and their posts may look of little value.

The Exec Esto's MAA probably has a product like "effective post hours of each staff member." Each staff member on post one hour is a product. He also therefore has a welfare sort of function that leads to a lesser product that leads to the main one. Like "a staff member in good physical condition for the day." And this gives another lesser product, "a secure staff member for that day." And so it goes. This is not a list nor an exact wording of his products. But do you see that they all fit? They are ethics-type stats so they have *time* in them because they *preserve* and measure survival. They could not be graphed without *time* in them. They would not vary.

The Esto's MAA has "an Esto on post with ethics in that day." He has lesser products of "a defended or secure Esto that day" and "an Esto assisted with liaison with HCO." Do you see that the products mesh? If an Esto has out-ethics he can't be defended because he can be hit from above.

Also the Exec Esto's MAA has the staff and the Esto's MAA has the Estos so "both sides" are supported.

Now, if you product cleared the Exec Esto's MAA as having "a working Esto" as his product he would be at once the Exec Esto! While called "Esto's MAA." He wouldn't be able to make head nor tail of his post.

If the org's HCO Ethics Officer had the same products as the Esto MAAs (or, lord help us, all three had wrong products), whole zones of ethics would be missing in the org and out-ethics would occur. The Ethics Officer has several products but as HCO is a production division, he has "an out-ethics person whose ethic level has been made acceptable." It would not be "Ethics Orders issued" as that isn't the whole product of

the E/O nor would "people hit by Ethics" be a product because it isn't a product. The product would have to include *public* and if it didn't the whole public zone would be out. Students would get into an E/O section jammed with staff backlog and would be kept off course and maybe blow. Decent investigations couldn't be made. So ethics would go out in the area.

But an Esto having trouble with a staff member would know, if products were right and published, to send him to the Exec Esto's MAA!

And what of files? It's useless to duplicate files so HCO Ethics Files has *all* ethics files and the Exec Esto MAA's files and the Estos MAA files.

So, just with this example, you can see that products *can* be very neatly coordinated. AND MUST BE FROM STAFF MEMBER TO STAFF MEMBER in a section, a department, a division, an org. Then it all FLOWS. Somebody is in charge of each internal product in the org that it takes to make a VFP and in charge as well of that VFP loosely (incorrectly called) the GI (GI is really the valuable FINAL REWARD for which the VFPs are exchanged).

Thus, an org properly product cleared RUNS, PRODUCES VFPs in high volume and quality and is rewarded with GI and other things for which VFPs exchange.

And that's the org you want!

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HCO POLICY LETTER OF 24 APRIL 1972
ISSUE I

REMIMEO

ESTABLISHMENT OFFICER SERIES 16

HATTING THE PRODUCT OFFICER OF THE DIVISION

Estos have been told "hat from the top down."

Why? Because the head of a div or org or the product officer of the org is the one who gets other people to work.

If the product officer is not hatted to get people to work there will be no products, the stats will be very low and that Esto could be very mystified and look bad as an Esto.

For if he does not do this one thing first then whatever else he does will be wasted.

An Esto who gets drawn in and given orders by a div head or who cannot confront the div head will wind up withdrawing from the div or just being inactive.

The first major failure of an Esto would be a failure to hat the product officer of the org or div.

FIRST SITUATION: There is no head of div (or org). Correct action: Get a head of div (or org) *fast* and *rapidly* org board the div. The number of people in the div (or org) does not matter at this stage. First things first. Get a head of div (or org). And rapidly org board the place.

SECOND SITUATION: You have a head of div (or org). Correct action: Hat him with HCO PL 28 July 71, ADMIN KNOW–HOW No. 26. Tell him you will attend to the hatting *IF* he will get them producing. *He* is responsible for their production. Get him to know this PL. (Method 4 W/C.) Tell him he is in Phase I. So let's see some production.

THIRD SITUATION: The head of div or org flies about, looks busy or just sits there. He is not getting out production. He will tell you all about "not being hatted," "doesn't know the tech," on and on, excuses, excuses. But no production from him or staff. Correct action: He has to be made to understand that he isn't doing his job no matter how *busy* he looks or how many reasons he has. He probably has not noticed and does not know that he is faking work. People with low confront don't *see*. If he *is* really doing his job and getting out his products and forcing any staff to get out theirs, you have a pearl. Cherish him, and don't consider doing this third action on him. But one is easily fooled. Only real products tell the tale. A busy exec or division is not necessarily a producing exec or div. So if no products from him or staff for whatever

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reason, he's below Danger. You don't have a head of div or org if you don't have products coming off and exchange occurring. Only *these,* not excuses or motions, tell the tale. You can get "PR" and glowing (but false) reports. You can get all sorts of things. But where are the products? So you bait (tease) and badger (nag) the head of div (or org) to IMPINGE ON HIM (draw his attention) until he snarls or cries or screams AND SPITS OUT AN OUTPOINT. You don't ask him like repetitive commands "Why aren't you working?" You ask in many ways "Where are the products?" And he'll eventually tell you an outpoint. Like "But I can't get out any products because they aren't products until they are back home telling people how good we are so how can I _____." Or "I just keep running around here and nothing happens." Or some other nonsense that *is* nonsense. That's his Why. So you tell him, "Look, you don't get out products because you don't think you can!" Or "You are just trying to look busy so you won't be thought idle." And if you're smart and on the ball, that will be it. The exec will cognite and go into smooth two-way comm at once and you got him out of the Esto PL Series 13 state into a confront. This is "Bait and Badger" to get him broken out of nonconfronting. That's all that's wrong with him really. He doesn't look.

SITUATION FOUR: The exec won't let an Esto near him. Snaps, snarls. Don't avoid him. Correct action: Bait and Badger. He's already halfway through Situation Three above. Finish it up.

SITUATION FIVE: The exec goes into shock. This is a symptom of no confront. He won't fight back. He will propitiate. But he won't do anything either. Correct action: Get a new exec. Tame execs who won't fight and can't work will never get a staff to work. After getting a new exec, salvage the old one with processing. Do steps one to four on the new one.

SITUATION SIX: Having gotten the original or a new exec this far, you will find he is usually outpointy in his actions even if producing. Correct action: Run Confront in his area. Run Reach and Withdraw in his area. Then product clear him on every section and department he has as though he's the head of it.

SITUATION SEVEN: Gets out volume but quality suffers. This is a general nonconfront. Correct action: Bring him personally up through each dynamic, through the conditions per Esto Series No. 14. Get him in normal or higher on each dynamic. Now do Dynamic Exchange, Esto Series No. 14.

SITUATION EIGHT: He is active, producing but isn't forcing staff to produce. Correct action: Recheck him on HCO PL 28 July 71, ADMIN KNOW–HOW No. 26, and look for a Why that he can't pull himself out of Phase I into Phase II. Get this VGIed. Tell him, "Preach to them that dones come from effective doingness. If they don't do things that are effective they will not get a *done.* Demand DONES."

SITUATION NINE: He really doesn't know his job. Correct action: Begin to hat him. Don't start hatting him further than an instant hat before you have worked it up to Situation Eight. His *confront* will not be good enough to apply the material even if he knows it. So only at this stage do you start to really hat. And at this stage you hat by *observing* what he doesn't know that he needs to know and you look up and select PLs that fit his current state of unhattedness and check him out on only these. You keep a log of what he's checked out on so he gets credit for it.

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SITUATION TEN: The executive skids back. He roller-coasters or gets ill. Correct action: Recognize this as a PTS situation. Get him interviewed by the D of P. Get the PTS situation HANDLED and don't buy "It's just the flu" or whatever. He's PTS and that's trouble. (See HCOB 17 Apr. 72, C/S Series 76, C/Sing A PTS RUNDOWN.)

SITUATION ELEVEN: The exec does not seem to remember what he's been checked out on or apply what he knows. He is glib or he is foggy. Correct action: Get him word cleared Method 1. Then word clear him Method 4 on the materials he has covered. (See Word Clearing Series HCOBs.)

HOW MUCH TIME

How much time do you spend with an exec?

Well, effective or not his time is valuable.

Do not use peak load post time or he'll be going mad with the PTP of unhandled actions needing to be done. So you won't get anywhere.

Try to do these actions on an exec during his *study time.*

Observe him on post to know what to do in his study time.

If he has no study time, you must get the Study Correction List (HCOB 14 Jan. 72, Study Series 7)* done on him and handled as in Situation Thirteen. An exec who can't study can't see either.

If this conflicts with your own study time, make other arrangements for that portion of yours. But get yours IN too.

SITUATION TWELVE: Has study time in addition to working hours but does not study. Correct action: See that study time is run per WHAT IS A COURSE? HCO PL 16 Mar. 71 I and WHAT IS A COURSE HIGH CRIME, HCO PL 16 Mar. 72 V and LRH ED 174 Int, STUDY AND TECH BREAKTHROUGH, 29 Mar. 72.

SITUATION THIRTEEN: Even though staff course exists does not study. Correct action: Have a Study Corr List, HCOB 14 Jan. 72, Study Series 7, done and properly handled.

REST OF STAFF

What do you do with the rest of staff?

These thirteen situations cover as well any staff member.

You could do no worse than do these things on each one as beginning actions.

There are many Esto actions that can be done but if you don't get these done you won't get far.

But on staff below dept head, Situations One, Two and Eight do not apply.

*[*Editor's Note:* HCOB 14 Jan. 72, Study Series 7, was later replaced by HCOB 4 May 81RA, Rev. 27 June 88, STUDY GREEN FORM.]

SITUATION ONE STAFF: Major post not posted. Correct action: Force a Dept 1 into existence via the Exec Esto and get it producing staff and get the post posted. (Don't do an incorrect action and use other parts of the org as personnel pools and dismantle working installations or rob Tech.) Get the org board up and the person on it.

SITUATION TWO STAFF: You have a person on the post. Correct action: Instant-hat him. Get him programed for training for post. Unbug his study time. See that he studies per program.

SITUATION EIGHT STAFF: He is active and producing but isn't moving his products or is backlogging and/or gets in jams. Correct action: Volume 0 of OEC Course, get in its comm sections, drill him on org board and show him the other terminals he is supposed to be in comm with. Make him follow his product physically through lines and then make him follow the routes of things that should come to him. While doing this you will find bugs in the lines or in his own lines. Smooth them out. Drill the person further.

THIS PL AS A CHECKLIST

You can use this PL as a checklist.

Get a cardboard folder. Put the person's name on it.

Write the person's name in at the top of this PL.

When each action is done, mark the dates it is being worked on in the margin beside the situation with your initial.

When fully done mark it DONE with date. Beware of NOT–DONES or HALF–DONES or BACKLOGS. (See AKH Series 29, Exec Series 5, both are HCO PL 26 Jan. 72 I, NOT–DONES, HALF–DONES AND BACKLOGS.)

Don't skip about on this one.

THE GENERAL WHY OF INACTIVITY OR NONPRODUCTION IS: LOW CONDITION ON ONE OR MORE DYNAMICS MAKING A NONALIGNMENT WITH OTHER DYNAMICS CAUSING AN INABILITY TO CONFRONT.

Most beings are not there as a being as they are below existence. As a being plus body they have social responses and can do orders or will do at something when attention is called to it. Otherwise they are blind with their eyes wide open. They are not malicious. They just don't SEE.

If they are not there they won't have to be responsible for what they do, will they? They do not think they have lived before or will live again, which is why the population is fixed on a one-life idea.

As a result the above situations *do* occur. And the handling has been tested and works.

Do not say, "Why haven't you seen _____" this or that outness. Say, "Do you see this _____" outness. And they will look in that direction. But sometimes have to be shown further evidence. Then they *see* it. Until the above situations are handled, you are working with social machinery.

When you have handled these situations as above correctly as noted, you will get toward full application of HCO PL 5 May 59, POLICY ON SEC EDs AND HATS, Vol 1 of OEC. Call the above "correct actions" the modern processes plus many other Esto actions and you *can* bring the exec to CAUSE so that he CREATES his post.

Until you have handled, using his social machinery as per the situation handlings above, he is *not* being bad, he just *can't see.*

This is how you get an exec functioning.

It is no overt act to get him functioning as only until you do will he have any morale at all.

SITUATION FOURTEEN: An exec or staff member may try to use the Esto as an org officer or to get the Esto to get involved in the division's products. BOTH are fatal Esto errors. Correct action: Explain Esto functions to them briefly so they know the Esto's product is THEM.

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HCO POLICY LETTER OF 13 MAY 1972
ISSUE I

(Also issued as an HCOB, same date and title)

REMIMEO

ESTABLISHMENT OFFICER SERIES 17
STUDY SERIES 4

CHINESE SCHOOL

As very few westerners have ever seen a Chinese or Arab school in progress, it is very easy for them to miss the scene when one says "Chinese school."

The term has been used to designate an action where an instructor or officer, with a pointer, stands up before an assembled class and taps a chart or org board and says each part of it.

It is very funny to one who knows or has heard a real Chinese school to see the class sitting there silently. This is strictly a Western pattern. This is how a teacher does it in Omaha or Cornell. But never in Shanghai!

A Chinese class sings out in unison (all together) in response to the teacher. They *participate!*

The only Western near equivalent is a German beer hall where the audience choruses items sung out by the song leader.

Chinese school, then, is an action of class vocal participation. It is a very lively loud affair. It sounds like chanting.

In a real Chinese school the response is so timed that although spoken by many voices it is quite easy to tell what answer is being chorused.

It is essentially a system that establishes instant thought responses so that the student, given "2 x 2" thinks instantly "4."

For example, the instructor, tapping a big multiplication chart cries, "Two times two." The class in one voice cries, "Four." Instructor: "Five times two." Class: "Ten." And so on and on and on by the *hour*.

This gets more complex when, let us say, the maxims of good conduct or the Koran are being taught. In such cases the tablets or scrolls are on the wall. The teacher calls chapter and verse and the students chant it.

You could teach the Laws of Listing and Nulling, the Auditor's Code, Axioms and so on in this way.

The tools are the same — an instructor, a pointer, a chart or set of pictures or big scrolls, a class.

There are two steps in such teaching.

A. The instructor taps and says what it is. Then asks the class what it is and they chant the answer.

B. When the class has learned by being told and repeating, the instructor now taps with the pointer and asks and the class chants the correct answer.

DRILL

The instructor himself has to grasp the drill.

Here is how it would go on an org board.

A

Instructor taps Div 1. "This is Division 1 HCO Division."

Class chants, "Division 1 HCO Division."

Instructor taps Div 6. "This is Division 6 Distribution Division."

Class: "Division 6 Distribution Division."

And so on until all divisions have been named a few times.

B

Instructor taps Div 1. "What is this?"

Class: "Division 1 HCO Division."

Instructor taps Div 4. "What is this?"

Class: "Division 4 Tech Division."

And so on and on. The divisions are then considered trained-in on the class.

Next one would go to departments. Then to philosophic names of departments. Then to sections. Then one would go to the titles of each division head. Then to dept heads. Etc. Etc.

If one had a function org board of what each div and department and post *did* one would go on with the same thing.

A Chinese school drill run for a short period each day will eventually cover an enormous amount of org board.

Newcomers to the drill have to be schooled-in to catch up or join a new class.

Anything can be taught by Chinese school that is to be learned by rote. The parts and actions are always the same.

There is also a version that uses a text, preferably with a copy of it in each student's hands. It sounds the same.

One is limited only by what he can put on a chart or even in a text where each student has a copy of the text open before him.

Crude charts are easy to draw up with a felt (heavy ink) pen. The size of a chart is determined by the ability of the students furthest away to see it easily.

Cloud types, pictures to be named in a foreign language, even slides of airplane types, anything can be Chinese schooled that is to be learned verbatim. And you'd be surprised how many things should be. And if they aren't the person has a shaky foundation under the subject.

Care should be taken to define strange words. But it is not really a problem or exercise in Word Clearing. It is verbatim rote teaching.

And it works.

And is lots of fun.

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HCO POLICY LETTER OF 15 AUGUST 1978R
REVISED 31 OCTOBER 2000

REMIMEO
HCOs
ORG OFFICERS
ESTOS

ESTABLISHMENT OFFICER SERIES 17-1

CHINESE SCHOOLING AN ORG BOARD

Ref: HCO PL 13 May 72 I

Esto Series 17
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CHINESE SCHOOL

In a Chinese school the instructor stands up before the class, with a pointer, and taps each part of the chart or text being taught and says it. A Chinese class then chants in unison in response to the teacher.

This system of verbatim teaching is used in orgs to drill the org board.

There are two steps in Chinese schooling an org board.

A. The instructor taps the org board with a pointer and says what it is. Then asks the class what it is and they chant the answer.

B. When the class has learned by being told and repeating, the instructor now taps the org board with the pointer and asks, "What is this?" and the class chants the correct answer.

The top exec of the org (CO or Exec Dir) is the first one drilled, with other execs following suit, as they have to know the org board far better than the crew — otherwise they will run a "hey you" org board.

Chinese schooling an org board is never flattened. Once you get the org board itself and the names of the people on the posts well drilled, you start drilling the duties of each department and every post one by one, all the way down the org board and that takes weeks. Then you go back to whole org board drilling and so it goes.

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Revision assisted by
LRH Technical Research
and Compilations

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HCO POLICY LETTER OF 12 JUNE 1972RA
REVISED 14 DECEMBER 2000

REMIMEO

DATA SERIES 26
ESTABLISHMENT OFFICER SERIES 18

LENGTH OF TIME TO EVALUATE

(Restored 14 Dec. 2000 to the original LRH text.)

It will be found that long times required to do an evaluation can be traced each time to AN INDIVIDUAL WHY FOR EACH EVALUATOR.

These, however, can be summarized into the following classes of Whys:

This list is assessed by a Scientology auditor on a meter. The handling directions given in each case are designations for auditing actions as done by a Scientology auditor and are given in the symbols he would use.

1. **MISUNDERSTOOD WORDS?** _____
   (Handled with Word Clearing [Method 1 and Method 4 of the Word Clearing Series].)

2. **INABILITY TO STUDY AND AN INABILITY TO LEARN THE MATERIALS?** _____
   (Handled by a Study Correction List HCOB 4 Feb. 72.*)

3. **OUTPOINTS IN OWN THINKING?** _____
   (Handled by what is called an HC [Hubbard Consultant] List, HCOB 28 Aug. 70.)

4. **PERSONAL OUT ETHICS?** _____
   (Use PL 3 May 72, by an auditor. Has two Listing and Nulling type lists.)

5. **DOING SOMETHING ELSE?** _____
   (2-way communication or PL 3 May 72 or reorganization.)

6. **IMPATIENT OR BORED WITH READING?** _____
   (Achieve superliteracy. LRH Executive Directive 178 International.)

7. **DOESN T KNOW HOW TO READ STATISTICS SO DOESN T KNOW WHERE TO BEGIN?** _____
   (Learn to read stats from Management by Stat PLs.)

*[*Editor's Note:* HCOB 4 Feb. 72 was later replaced by HCOB 4 May 81RA, Rev. 27.6.88, STUDY GREEN FORM.]

8. **DOESN T KNOW THE SCENE?** _____
   (Achieve familiarity by direct observation.)

9. **READS ON AND ON AS DOESN T KNOW HOW TO HANDLE AND IS STALLING?** _____
   (Get drilled on actual handling and become Super-Literate.)

10. **AFRAID TO TAKE RESPONSIBILITY FOR THE CONSEQUENCES IF WRONG?** _____
    (HCOB 10 May 72 on Robotism. Apply it.)

11. **FALSELY REPORTING?** _____
    (Pull all withholds and harmful acts on the subject.)

12. **ASSUMES THE WHY BEFORE STARTING?** _____
    (Level IV Service Facsimile triple auditing.)

13. **FEEL STUPID ABOUT IT?** _____
    (Get IQ raised by general processing.)

14. **HAS OTHER INTENTIONS?** _____
    (Audit on L9S or Expanded Dianetics.)

15. **HAS OTHER REASONS NOT COVERED IN ABOVE?** _____
    (Listing and Nulling to blowdown F/N item on the list.)

16. **HAS WITHHOLDS ABOUT IT?** _____
    (Get them off.)

17. **HAS HAD WRONG REASONS FOUND?** _____
    (C/S Series 78.)

18. **NOT INTERESTED IN SUCCESS?** _____
    (PL 3 May 72, and follow as in 14 above.)

19. **SOME OTHER REASON?** _____
    (Find it by 2-way comm.)

20. **NO TROUBLE IN THE FIRST PLACE?** _____
    (Indicate it to person.)

When this list is assessed one can easily spot why the person is having trouble with the Data Series or applying it. When these reasons are handled, one can then get the series restudied and word cleared and restudied and it will be found that evaluations are much easier to do and much more rapidly done.

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HCO POLICY LETTER OF 13 JUNE 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 19

PROGRAM DRILL

A majority of people cannot follow a written program. Yet all legal projects are in program form.

The reasons are various. But when programs are not understood they can be cross-ordered, abandoned, left half-done and the next thing you know you have a backlog (HCO PL 26 Jan. 72 I, NOT–DONES, HALF–DONES AND BACKLOGS).

There can be (and usually are) other situations that prevent the doing of a program. Out-ethics (PL 3 May 72, ETHICS AND EXECUTIVES), PTS or SP (PL 5 Apr. 72, PTS TYPE A HANDLING), lack of understanding of a product or exchange, an unmanned or undermanned area are the commonest reasons. But when all these have been handled, there can be two other reasons — the written project itself is bugged so it can't be done (needs special equipment or finance or is outpointy or doesn't apply) or THE PERSONS CONCERNED JUST CAN'T DO A PROJECT. The former of these reasons is seized upon all too often to excuse the latter WHICH USUALLY IS THE CASE. They can't execute a project and prefer cross orders because the orderliness of a project or what it is, is not understood. Therefore, to handle this we have the following project drills.

The person is just to do these, honestly, each one, from targets 1 on.

DUMMY PROJECT 1

PURPOSE: To learn to do a project.

MAJOR TARGET: To get it done.

PRIMARY TARGETS:

1. Read this PL down to "Dummy Project 1."
2. Check off each one when done.

VITAL TARGETS:

1. Be honest about doing this.
2. Do all of it.

OPERATING TARGETS:

1. Take off your right shoe. Look at the sole. Note what's on it. Put it back on.
2. Go get a drink of water.
3. Take a sheet of paper. Draw three concentric circles on it. Turn it over face down. Write your name on the back. Tear it up and put the scraps in a book.
4. Take off your left shoe. Look at the sole. Note what is on it. Put it back on.
5. Go find someone and say hello. Return and write a despatch to your post from yourself as to how they received it.
6. Write a despatch from your post to yourself in proper despatch form Volume 0 OEC correcting how you wrote the despatch in 5 above. File it in your hat.
7. Take off both shoes and bang the heels together three times and put them back on.
8. Write a list of projects in your life you have left incomplete or not done.
9. Write why this was.
10. Check this project carefully to make sure you have honestly done it all.
11. List your cognitions if any while doing this project.
12. Decide whether you have honestly done this project.
13. Hand all written papers including the scraps in the book over to your Esto or senior with a proper despatch on top Dummy Project No. 1 Completion.

END OF PROJECT

DUMMY PROJECT 2

PURPOSE: To learn about production.

MAJOR TARGET: To actually produce something.

PRIMARY TARGETS:

1. Get a pencil and five sheets of paper.
2. Situate yourself so you can do this project.

VITAL TARGETS:

1. Read an operating target and be sure to do it all before going on.
2. Actually produce what's called for.

OPERATING TARGETS:

1. Look very busy without actually doing anything.

2. Do it again but this time be very convincing.
3. Work out the valuable final product of your post. Get help from your Esto or senior as needed.
4. Straighten up the papers in your in-basket.
5. Take sheet 1 as per primary targets above. Write whether or not No. 4 was production.
6. Pick over your in-basket and find a paper or despatch that doesn't contribute in any way to your getting out your own product.
7. Answer it.
8. Take the second sheet called for in the primary target. Write on it why the action in 7 is perfectly reasonable.
9. Take the third sheet of paper and draw the correct comm lines of your post.
10. Get out one correct product for your post, complete of high quality.
11. Deliver it.
12. Review the operating targets and see which one made you feel best.
13. Take the fourth sheet of paper and write down whether or not production is the basis of morale.
14. Take the fifth sheet of paper, use it for a cover sheet and write a summary of the project.
15. Realize you have completed a project.
16. Deliver the whole project with papers to your Esto or senior.

END OF PROJECT

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HCO POLICY LETTER OF 26 JUNE 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 20

SUPERVISOR TECH

Refs:

HCO PL	25 June 72	RECOVERING STUDENTS AND PCs
LRH ED 174 Int	29 Mar. 72	STUDY AND TECH BREAKTHROUGH
LRH ED 178 Int	30 May 72	SUPER–LITERACY

It should be very plain to an Esto that if the materials of Dianetics and Scientology are not available and not taught, all his work will be in vain.

The TRAINING and HATTING of Course Supervisors is not a product officer function. It belongs to HCO Dept 1 or the E Esto or his TEO.

A failure on course supervision (and Cramming Officer functions) will throw out the whole tech delivery of an org *and* staff and defeat everything an Esto is trying to do.

Public and staff courses are both of vital importance. After these come auditing. But where training fails, auditing won't occur as the auditors won't be able to audit.

Further, an Esto often trains and he should have these points down as well. And he should get them in on Supers NO MATTER WHAT DIVISION HE IS ESTOing.

If he doesn't, a training breakdown will defeat all his best laid plans. Bad Supers? So who gets trained?

MATERIALS

First and foremost is *materials*. If you don't have these on the course for that course, what course?

Always check the available materials and then move mountains to get them remedied where out or missing or too few.

SCHEDULES

Next is schedules.

These must be real and KEPT BY THE SUPER AS WELL.

PRESENCE

Next is the existence or presence of the Super.

There may be none, he may be there part time, he may be there but doing something else.

Get the Super on the course supervising the course, not doing admin or folders. (With a course co-auditing, the D of T whose job it is, dumps it on the Super or fails to get a C/S and then there's no Super.)

So get a Super supervising the course properly as his hat and duty.

SUPER ASSISTANCE

Two extremes can happen in course supervision:

1. *No* attention to the student.

2. Bothering the student and stopping his progress.

The point one has to grasp is "OBNOSIS." This is a coined (invented) word meaning OBSERVING THE OBVIOUS. There is no English or any other language precise equivalent for it.

Man just does not seem to observe the obvious. The reason for it is misunderstood words. Not understanding the symbol (word) the actual thing can become somewhat less visible.

The real job of the Course Supervisor is to get the puzzled or doping or bogged student going. And to *protect* the student who is flying from interference, including the Super's own.

To do this the Course Supervisor has to *observe the obvious.*

Is the student going okay?

Is the student bogged?

What *is* an F/Ning student? Is he chortling and gurgling and slapping his knee? No. He is just calmly going right along.

What *is* a bogged student? Is he stretched out on the floor snoring? No, he is groggy or puzzled or frowning or even emotionally upset by his Mis-U words. When not caught and handled he will go to sleep or just stare into space.

Should a student's fingers be wiggling? No, he should do demos fully and with full attention only when he has something to demo in order to grasp it. Should two students be chattering about a date they had? No. They are not F/Ning *students* even if they are F/Ning gossipers.

When the Super does not know the key words of his post, his power of observation is low. To remedy this one does Word Clearing Method 6 on him (HCOB 21 June 72 II, Word Clearing Series 39, METHOD 6).

And one gets him to look.

To keep from looking a Super can develop systems like, "Every 36 minutes I'll check up on every class member for it takes just 36 minutes to go around them all."

When an F/Ning student is interrupted by the Super he can be given a "withhold of nothingness." The student may say, "No, I've just been checked up" and the Super goes away. But the student now wonders, "Am I trying to hide something?" "Am I really doing all right?" Etc. A W/H of nothingness.

To keep students from blowing, BOTH these points have to be looked into.

OBNOSIS is the drill required on the Super.

And a Method 6 on the key words of his post.

And Product Clearing and his own study Why.

Study tech does work but must be applied!

A Supervisor must be a Super-Literate to be of real use.

Apply LRH ED 174 Int of 29 Mar. 72 and LRH ED 178 Int of 30 May 72.

BLOWN STUDENTS

See HCO PL of 25 June 72 RECOVERING STUDENTS AND PCs for check items of how to get students back on course.

SUMMARY

An Esto backed up by good courses and course supervision will eventually bring it all straight.

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HCO POLICY LETTER OF 28 JUNE 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 21

FILES ACCURACY

As files are the vital operational line it is of the GREATEST IMPORTANCE that *ALL FILING IS ACCURATE*.

A misfiled particle can be lost forever.

A missing item can throw out a whole evaluation or a sale.

Items get misfiled for four reasons:

1. Ignorance of the alphabet

2. Ignorance of geography

3. Ignorance of the vital role of the files

4. Personal out-ethics

The remedies therefore are:

1. ALL FILES PERSONNEL (a) MUST BE ABLE TO RATTLE OFF THE ALPHABET FORWARDS AND *BACKWARDS*. (b) They must be drilled then to be able to give the letter ahead of and behind each letter in the alphabet.

2. GEOGRAPHY must be known to files personnel, particularly the locations of orgs, cities, states and continents. This is done by drilling them on a map that has key locations related to files.

3. Method 6 W/Cing should be done on words connected with the post and action of filing. Then the value and purpose of the files they handle should be done by them.

4. Persons with out-ethics or on an ethics cycle should not be given filing as an amends as they are not drilled and are out of PT to say the least.

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ETHICS ACTION

Anyone finding a misfiled particle should report it to the Ethics Officer or Master-at-Arms.

He must then quickly make every effort to locate who is misfiling and take rapid action.

The first action is to hat them as above.

Any repeat is an ethics offense handled by a Court.

If the E/O cannot find the person or does not act he himself must comb all files and straighten up the particles.

SUMMARY

It is of vital interest both in ease of work and financially that all files are straight.

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HCO POLICY LETTER OF 14 JULY 1972

REMIMEO

EXECUTIVE SERIES 14
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ESTO FAILURES

For several months I have been studying the Esto system in operation and have finally isolated the exact points of any failures so they can be turned to successes.

PUTTING IN THE SYSTEM

An Esto returning to an org can crash it.

The exact reasons for this are:

A. The execs who heretofore did organizational work say, "Ah, here's the Esto system at last," and promptly drop their organizational and personnel actions.

Yet here is this lone E Esto, no divisional Estos, no one trained to support him.

The right answer is when an E Esto goes into an org where there are no Estos or only a TEO or QEO, he must gather up the execs and tell them it will take him weeks to recruit and train Estos and that THEY MUST CONTINUE ANY ORGANIZATIONAL ACTIONS THEY ARE DOING and that the HAS IS STILL ESTABLISHING THE ORG.

Otherwise they let go their lines.

B. The new E Esto takes key production personnel from the divisions to be Estos and they crash.

The answer to this is to RECRUIT the new Estos.

This is easier than it looks if you recruit idle area *auditors* to be Estos.

If you do this, remember that they went idle as auditors because they had out-ethics, were PTS, had misunderstoods and out-TR 0. To get them you do a 3 May 72 (ETHICS AND EXECUTIVES) PL, a 5 Apr. 72 (PTS TYPE A HANDLING) PL, Method 4 on their courses and make them do *real* TRs, especially zero. And they'll be ready.

You get a list of area auditors and contact them and do the above on them and you'll have Estos who are half-trained already.

Failing this or in addition to it just plain recruit.

C. The first post a new E Esto should take is Dept 1.

He does NOT "hat the HAS" or "just do programs." He rolls up his sleeves and WORKS as director of Dept 1.

He recruits, he posts up Dept 1. He hats the hell out of Dept 1.

He makes a Department 1 that really, really flows in personnel, puts up org boards and hats.

WHEN he has a Department 1 FUNCTIONING he can begin to recruit Estos as well as other org staff.

If he can't get a Dept 1 whizzing he has no business being an Esto, does he?

He does NOT put in Dept 2 or act as Dept 3. He makes the HAS handle these.

With a *strong working* Dept 1, an Esto system can then go in.

D. Musical chairs is the commonest reason any org collapses.

A "new broom sweeps clean" complex will wreck any org.

An E Esto on arrival, taking over Dept 1, FREEZES ALL PERSONNEL TRANSFERS. He does not permit even one transfer.

The only exception would be where a musical chair insanity has just occurred. If this was followed by a stat crash then one REVERTS THE ORG TO THE UPSTAT PERIOD and *then* FREEZES PERSONNEL TRANSFERS.

But before one reverts one must evaluate the earlier period by stats to be sure it WAS the upstat period.

By freezing personnel one protects what he is building.

Almost all musical chairing is the work of a suppressive except when it is the work of an idiot.

E. Anyone trying to hold Dept 1 in a personnel starved org is holding a hot seat as any HAS or Personnel Director can tell you.

Body traffic to this dept in any medium-sized org defies belief.

It looks like Grand Central Station at the rush hour.

"I have to have _____," "Where is my Course Super _____?" etc., etc., etc., is the constant chant.

You can spend the whole day interviewing staff execs and get nothing done.

There is a right way to do all these things and a billion wrong ways.

Obviously the answer to all their problems is to get and train new people. Yet how can one in all the commotion.

Ninety percent of these requests are from people who are not hatting and using the people they already have.

The right way is on any new personnel demanded one gets Dept 3 to do an Inspection and Report Form for people in the area of the exec doing the demanding. You will find very often unhatted, untrained and wasted personnel and many outnesses.

You hold the line on personnel by saying: "Handle these unutilized or half-working staff or these outnesses. You are here on my procurement board as entitled to the (give priority, 3rd, 8th) person we hire or recruit."

And get industrious in recruiting, using all standard actions, for that is the only way things can be solved.

Most orgs would run better on less people because the personnel are not hatted or trained. One org, two years before this writing, made *four* times as much money on *half* the personnel it now has.

Unhatted, the staff is slow and uncertain. Unproducing, the div heads demand little.

But they sure can scream for more personnel!

No org ever believes it is overmanned.

F. Some divisions (like the usual Treasury or Dissem) can be undermanned. Key income posts most often are empty.

When one mans up an org one sets priorities of who gets personnel.

This is done by PRODUCTION paralleling. One mans up against production.

New people come in through Div 6. They are signed up by Div 2. Delivery is done by Div 4. Money is collected by Div 3. That gives you a sequence of manning up.

You man income and delivery posts with new hirings.

The E Esto is trying to get in a Dept 1 so of course he gives this a priority as well.

Until the income is really rolling in and the delivery rolling out, one does very little about other areas.

Having gained VOLUME, one now begins to man up for quality. This means a Cramming and a W/C Section in Qual. It means more HCO.

One now hits for future quantity by getting auditors in training, more upper execs in training.

When the org is so built and running and viable it is time the whole Esto system got manned up.

G. Every 5th person hired on an average should be put in Dept 1 as a *Dept 1* extra personnel who does Dept 1 duties and trains part time as an Esto.

This gives the E Esto additional personnel in Dept 1.

It also begins an Esto right.

His most essential duties as an Esto *are* Dept 1 type duties.

You eventually have a bulging Dept 1. You have a basic Dept 1 that functions well and will continue so. You have the Esto trainees who are working in Dept 1 as Dept 1 personnel. And you have of course some new people who are HCO Expeditors until they get in enough basics for real regular posting.

This makes a fat Dept 1 and proves one can Esto!

SUCCESS

If an E Esto introduces the Esto system exactly as above and in no other way, he will be a success.

Like an auditor varying processes or altering HCOBs, a new E Esto who varies the above will bring about disaster.

Where E Estos have gone into orgs other ways or where the system has been varied, stats have crashed.

By going in this way, as above, it can be a wild success.

How fast can you put in an Esto system? It takes months of hard work. It depends really on how good the E Esto is at recruiting, org boarding and hatting.

If he's good at these things the time does not stretch out to forever.

For comparison, it took half a year each to build DC, Johannesburg and SH to their highest peaks. They were all built from a Dept 1 viewpoint of recruiting, org boarding and hatting hard enough to get production.

So this is the oldest pattern we have — Dept 1 evolves the org.

When the org gets too big Dept 1 loses touch. You extend it into each div and you have the Esto system. And you have Estos.

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HCO POLICY LETTER OF 23 JULY 1972RB
REVISED 11 JANUARY 1991

REMIMEO

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THE VITAL NECESSITY OF HATTING

On a graph analysis of past stats, my campaign on hatting where a hat was a checksheet and pack apparently introduced a steady rise of the International Gross Income.

Studying this further I discovered a new basic, simple fact:

HATTING = CONTROL

A person who is hatted can control his post.

If he can control his post he can hold his position in space — in short, his location. And this is power.

When a person is uncertain, he cannot control his post, he cannot control his position. He feels weak. He goes slow.

If he can control his post and its actions he feels confident. He can work effectively and rapidly.

The key is CONTROL.

Control is the ability to START, CHANGE and STOP.

When he is hatted he knows the tech of HANDLING things. Thus he can control them. He is at CAUSE over his area.

If you have an org composed only of weak wobbly posts, they tend to collapse in on each other. There is no POWER.

The org then cannot be CAUSE over its environment because it is composed of parts which are not cause. The whole is only the sum of its parts.

If all the parts are each one at cause, then the whole will be at CAUSE over its environment.

Only an org at CAUSE can reach and CONTROL.

Thus a fully hatted org can be at cause over its environment, can reach and control its fates and fortunes.

THUS THE PRIMARY TARGETS OF AN ESTO ARE:

A. ESTABLISHED ORG FORM and

B. FULLY HATTED PERSONNEL.

BASIC SEQUENCE OF HATTING

1. Recruited or hired. Signs contract.
2. Instant-hatted for the job assigned as an HCO Expeditor.
3. Staff Status 0.
4. Basic Study Manual (if the staff member has not previously done the Student Hat or Primary Rundown).
5. Staff Status I.
6. Staff Status II.
7. Posting as other than an HCO Expeditor.
8. Full hatting with a checksheet and pack fully done with M6, M7, M9, M3 and M4 Word Clearing.
9. Eligibility for study and auditing (OR for staff service or study).
10. Must have a stat and demonstrated he has produced on post.
11. Purification Rundown.
12. Objective Processes: CCHs, 8-C, SCS, Havingness, etc.
13. Scientology Drug Rundown (if required).
14. Method One Word Clearing, Student Hat.
15. Administrative or tech training (OEC or auditing).

Flag Orders in the Sea Org may change this lineup slightly but it is basically the same.

No one should have any other training, much less full-time training, before step 12 in the above.

After a staff member has completed Staff Status 0 he may receive PTS handlings and study the PTS checksheet and may have emergency assists. He may also be audited by students and TTC if he has rising stats.

There are time limits placed on how long it takes to do SS I and SS II. A person who can't make it is routed to Qual where he is offloaded with advice on how to get more employable. (In the SO it is Fitness Board.)

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TIME–TESTED

The above is the route that has been tested by time and found good.

Other approaches have NOT worked.

Granting full-time training at once is folly. The person may get trained but he'll never be a staff member. This is the biggest failure with auditors — they don't know the org. Admin training with no org experience to relate it to is a waste of time.

This was how we built every great org. And when it dropped out the org became far less powerful.

Old-timers talk of these great orgs in their great days. And they will tell you all about the org boarding and hatting that went on. How the Hatting Officer in HCO and the Staff Training Officer in Qual worked as a team. And how fast the lines flew.

The above steps have stood the test of time and are proven by stats.

RECRUITING AND HIRING

You *never* recruit with a promise of free courses or free auditing. Not even HASes or HQSes. You recruit or hire somebody to be part of the team.

OPEN GATE

If *any* opinion or selection is permitted as to who is going to be let on staff, *all* recruitment and hiring will fail.

By actual stats when you let *anyone* say, "No! Not him! Not her!" the gate shuts, the flow stops. And you've had it.

Requirements and eligibility *fail*. The proof is that when they have existed in orgs, the org wound up with only PTSes and no-case-gains!

The right answer is FAST FLOW hiring. Then you have so many that those who can't make it drift low on the org board or off. You aren't trying to hold posts with unqualified people "who can't be spared."

In a short-staffed org "looking only for the best people" the guy nobody will have gets put in an empty "unimportant" department. He's now a Director!

It only happened because you didn't have dozens.

The answer is NOT lock the gate or have requirements. The answer is HAT.

An org that isn't hatted goes weak and criminal.

Don't be selective in hiring or recruiting. Open the gates and *HAT!*

Follow the steps given above and you have it.

Don't spend coins like training or auditing (or travel) on people until they have proven their worth. No bonuses or high pay for anyone until they have reached and attained step 10 (a good stat). The cost of such fast flow hiring is not then a big factor.

The only trouble I ever had with this was getting div heads to UTILIZE their staff. A FIRST JOB FOR AN EXECUTIVE IS TO GET THINGS FOR HIS PEOPLE TO DO. AND KEEP THEM BUSY AT PRODUCTIVE THINGS.

So I used to have to go through the org that did FAST FLOW HIRING regularly and get people to use their new people. And to move off those who could not work.

This was ALL the trouble I had with the system.

And until I enforced FAST FLOW HIRING there was always some effort by someone to close the gate.

ALL the great executives in Scientology came up in such orgs.

With a *flow* of people the best move on up. The worst, if any, drop off.

Only orgs with restricted hiring or recruiting give trouble.

IN A FAST FLOW HIRING ORG THE HAS AND ESTOs *MUST* BE ON THE BALL. THE BREAKDOWN OCCURS WHEN THEY DO NOT *HAT* AND KEEP ON TOP OF THE PERSONNEL SCENE.

Fast flow hiring only breaks down and gets protested where HCO and Estos are not doing a top job. They have to really *handle* the personnel, post them, hat them, keep the form of the org.

A fully formed org in a heavily populated location would need hundreds of staff. It would make hundreds of thousands.

But only if it is fast flow hiring, hatting, holding the form of the org, and only then could it produce.

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Revision assisted by
LRH Technical Research
and Compilations

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HCO POLICY LETTER OF 25 JULY 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 24

THE FORM OF THE ORG

You often hear that one should "hold the form of the org."

What is it?

Some people think it is making sure the command channel (junior to senior to senior's senior or on down). This is only a small part of an org form.

In any new group of a few people, each and every one wears all the hats. This is *not* an org form.

An org form is *that arrangement of specialized terminals which control and change the production and organization particles and flow lines of an activity.*

A *terminal* for this purpose is something that has mass and meaning which originates, receives, relays and changes particles on a flow line.

SPACE

To have any form at all, an org must have *space.*

The space must be located where it can have particles and flows or where the particles and flows with which it deals can easily be gotten to it and sent out from it and where it can conduct its activity without undue disturbance and at a velocity and volume with exchange that makes it viable.

There are a number of factors involved as noted in the above requirement: located, can have particles and flows, can get them in and out, no undue disturbance, velocity and volume, exchange and viability.

Although this looks complex, it is actually very simple as it involves *just those elements* and others are relatively unimportant. When you add aesthetics of building and grounds, and carpets and desks you can get too far off the definition of space requirement when these are given first priority. These are something you build up to. Clean and neat are closer to importance *after* the basic definition is met.

So one has a space. It has to be big enough for the traffic volume it has to handle to be viable. This is usually smaller than people think. The space is a building or other structure.

So we have a *space* as an essential of org form.

TRAFFIC GUIDE

Traffic, particles, flows have to be *guided.* They have to be pulled in (as per Div 6, Div 2 Reg, Div 2 Letter Reg, ASR, D of Tech Services, etc.). These are *reaches* out into the potential traffic that pulls it up to the space entrance point. In essence these posts work on the potential traffic and get it up to the door. So org form can start way out with a *general* approach, a magazine book ad, word of mouth, PR, an FSM, a ticket distributor, a book, etc. A specialized approach to specific names as per the Tour, the Letter Reg working CF, the Phone Reg, etc. One generally directs the whole "general public" toward the space and also specifically directs specific people in it toward the space.

This is the org form at work that functions outside the org space. If it doesn't function the org space itself gets no inflow.

Departing traffic must also be guided — and is too often neglected. An org without its CF up-to-date and used is neglecting its departing traffic.

England, for instance, loses a huge percent of its car sales business because it has no decent spare parts stockpiles (government taxes spare parts on the shelf). The customer who purchases often gets no follow-through.

Orgs that neglect departed traffic wind up with ARC broken fields.

So org form *must* include its own space *and* the spaces of its potential traffic and its departed traffic as they relate to the org's activity.

ROUTING

When particles arrive at the org space proper they must be routed AND MUST CONTINUE TO BE ROUTED FROM THE MOMENT THEY ENTER UNTIL THEY LEAVE THE ORG SPACE.

Thus there must be a Reception for bodies, for mail, for phone, for telexes and for messages in general.

There must also be an exit point for all these things and someone to send them on their way *out* of the org space.

Lack of a Reception that can and does route can break an org of any type or kind and has done so.

When bodies can't contact the org they assume the org is dead. And so it dies. The org can be so mislocated for its type of traffic that it can't get anyone in or out. Then, too, the org will seem dead.

No matter the INTERNAL form of the org, its external form can be so remote that success is impossible to maintain. Thus org form does not begin with reception and routing. This is an action that occurs after the external requirements are met.

But once the particle (body, despatch, raw materials, whatever) is at the door RECEPTION must establish the routing.

This is done usually with an each-step-signed-off ROUTING FORM that gives the full road map of the particle.

Without this, particles don't enter, jam up, get lost, go astray and DESTROY THE INTERNAL ORG FORM by making confusions.

Thus Reception has to have a very good idea of particle *types* and *org form* even to be able to issue the right routing form.

INTERNAL LINES

Routing forms often carry a particle into the org but not out.

This becomes a serious problem in getting anything *completed*. The start is on the form and not the exit. Thus the particle doesn't exit but piles up someplace.

When you see a mass of paper (in-baskets, pending, etc.) or a jam of bodies (Reg waiting room, DTS, etc.) or piles of unused pamphlets or unsold books you know two things at once:

A. Routing is unknown or not done or incomplete but in any event is faulty.

B. The internal org form is bad.

TERMINALS

To say internal lines are out, one must also be saying internal terminals are faulty.

Ideally, the internal org form is designed for flows with the target of production.

The internal space has to be so allotted and arranged that the lines flow.

The lines flow to terminals in the sequence of change required in each particle.

The principal particle, meaning the most important one for that org has the total priority for design of space and terminals.

If wheat were being processed, then the whole space and terminal allocation of the plant or org, to have *org form* would have to deal with *wheat*.

In a Scientology org it is public bodies. Thus the whole design of space and flows must deal with public bodies.

This is easily violated and when it is it makes a terrible confusion.

You have to trace such a flow with what is called a DUMMY RUN. This means going through the place pretending to be the principal particle.

When you first try this in most plants or orgs you really begin to wonder how *anything* happens ever.

The answer is correction of location, either of the whole space or the terminals in the space.

One can dummy run as anything. First dummy run the principal particle and lay that out by what has to be done to adjust the space and terminals to it. Then as a telex, then a despatch, then as a piece of money, then as an invoice, etc.

When you've done all these you'll really know what you're doing in terms of space and terminals. Until then it's all guesswork.

You will find you can't get in, you can't get handled, you can't stay in and you can't get out!

So you adjust space and terminals for the main particle and then for the lesser particles.

You will achieve a near optimum compromise.

Then you arrange it and drill it in on the terminals.

After that things will speed up and stats will go up.

HOLDING THE FORM

You now and only now have the FORM OF THE ORG.

It must be drawn up as org boards and flow plans and terminal location plans (three quite separate things). These three plans give you the form of the org.

Then you have to drill in EACH OF THE THREE PLANS usually with Chinese school.

You do the routing forms.

Now by HATTING you give each terminal control over his portion of the line.

The terminals will thereafter interact to bring about the needful flows.

And if your product is good and desired, the place will boom.

And that's what's really meant by the FORM OF THE ORG.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 JULY 1972

REMIMEO

ESTABLISHMENT OFFICER SERIES 25

FORM OF THE ORG AND SCHEDULES

Those parts of the org engaged upon similar functions must be on the same schedule.

In essence, you can't play a ballgame with different members of the team appearing at different times. It would look pretty silly to have a goalkeeper show up in the last third of the game. By that time it would be lost.

If over a 24-hour period people on public lines showed up, each one, at different hours, there would be no public line. Thus there would be no org form. For there could be no flow of the major particle.

If an activity is open for business at 0900, let us say, the persons on key posts would have to be there at 0830 or at least 0845 in order to "open for business" (which means open for flow) at 0900.

Precision of schedule is determined by the *type* of particle the org form is set up to handle.

A service org handles bodies. A management org handles messages as the principal flow particle. A refinery would handle crude oil. A flour mill wheat, etc.

Of all particle types bodies tend to be the most random and are most likely to erode or knock out org form.

Thus a service org handling bodies has to be established and hatted about a dozen times more than one which handles inert particles.

This is one of the reasons "standard business practices" do not work in setting up an org. They are not strong enough or fast enough.

Schedules become very important in orgs which handle bodies. The lines rapidly jam up and make considerable confusion wherever the line goes faulty.

As almost every part of an org requires internal cooperation from almost every other part of an org, lack of schedules, unreal schedules or failure to keep a schedule are, after hatting and line establishing, the most likely causes of confusion or nondelivery.

It is important to start as a team and it is also important to stop as one if there is a "next shift" as in a Foundation. As the staffs collide, the students collide and the space tangles.

Operating a number of schedules at the same time for different parts of the org can get complicated. Governments do this to ease off automobile and commuter traffic but then they (governments) do not produce much and it doesn't matter. Half a dozen daily schedules running at the same time for one org can cause a considerable confusion.

The best schedules are very simple ones. You can have a schedule that has so many times in it, so many musters, that it is a full day's work just to keep the schedule!

A grave fault in schedules is not allowing any slack between two time points. Example: Class ends 1600. Next class, three blocks away, begins at 1600! Either one class has to let out early or everyone is late to the next class!

Schedules commonly omit any time spaces to take care of things. Example: 0900 on post. 0900 public lines open. Well, it's going to take 15 minutes or more to get a post set up, so the schedule gets violated. Thus we have it saying 0900 when it can only be 0915! This makes schedules look unreal to people, so they drop out. A correct version would be 0840 on post. 0850 open for business checklist collected. 0900 public lines open.

CLOSING LINES

Closing of lines costs a great deal. An extreme example is closing an org for 2 weeks "so everyone can have a vacation." African orgs used to do this and would often lose their higher stats for months.

Closing orgs "during a congress" can cost. During one national congress, several missions closed for a week and had to fight crashed stats for months.

Closing an org at noon or for supper can ball up lines and can have a heavy effect on stats.

All this "closing" is simply saying "we're dead."

Lines have a tendency to keep flowing when flowing and remain stopped when they are stopped.

If an org began at 0900 and, with a Foundation or second and weekend shifts, ran continuously until 2300 seven days their general stats would improve out of proportion to the additional time open.

Management orgs run very raggedly on schedules as their traffic loads vary so greatly.

It takes good observation and skill to write a good schedule for an org. If an unreal schedule exists or if one is too complex, it will not be kept. Peak loads have to be taken into account and their approximate times have to be established. There are also no-load times and to cover these with a full org is to fail to have an adequate org there for the peak loads.

Careful, real study, on the ground, watching traffic flows, has to be done to make a real schedule that will be kept and which boosts production.

A schedule which does not boost production or a schedule just to have one, are a waste of everyone's time.

So select the principal particle the org handles. Use it to determine the times of peaks and no-loads, study what goes on in actual fact. And then write the schedule. And see that it is kept.

This will greatly improve org form.

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HCO POLICY LETTER OF 28 JULY 1972

REMIMEO

EXECUTIVE SERIES 16
ORG SERIES 32
ESTABLISHMENT OFFICER SERIES 26

ESTABLISHING
HOLDING THE FORM OF THE ORG

If a person who could not play a piano sat down at a piano and hit random keys, he would not get any harmony. He would get noise.

If the head of a division gave orders to his staff without any regard to their assigned posts or duties, the result would be confusion and noise.

That's why we say a division head "doesn't know how to play the piano" when he knows so little about org form that he continually violates it by giving his various staff members duties that do not match their hats or posts.

But even if one could play the piano, one would have to have a piano to play.

SPECIALISTS

Each org staff member is a specialist in one or more similar functions. These are his specialties.

If he is fully trained to do these he is said to be HATTED.

The combined specialties properly placed and being done add up to the full production of an org.

The org form is then the lines and actions and spaces and flows worked out and controlled by specialists in each individual function.

These specialists are grouped in departments which have certain actions in common.

The departments having similar functions are grouped into divisions.

The divisions combine into the whole org form.

It is *far* less complex than it looks. It would be very complicated and confusing if there weren't divisions and departments and specialized actions. Without these you would get noise and very limited production and income, and at great strain.

Take a theater as an example. There are people who advertise it; these are the public relations people; they are hatted to get publicity and make people want to come to the play; call them the PR Division. There are the producers and directors; they are hatted to present a performance and make it occur; call them the Production Division. There are the actors and musicians; call them the Artists Division. There are the property men; they are hatted to get costumes and items needed; call them the Property Division. There are the stagehands and electricians and curtain and set men; call them the Stage Division. There are the ticket sellers and money handlers and payroll and bills payers; they are hatted on money and selling; call them the Finance Division. There are the people who clean the theater and show people to seats and handle the crowds; call them the House Division. And there are the managers and playwrights and score writers and angels (financiers); call them loosely the Executive Division.

Now as long as they know their org board, have their flows plotted out, are hatted for their jobs and do a good job, even a half-good play can be viable.

But throw away the org board, skip the flows, don't hat them and even a brilliant script and marvelous music will play to an empty house and go broke.

Why? Because an org form is not held. Possibly an untrained unhatted producer will try to make the stagehands sell tickets, the actors write the music, the financiers show people to their seats. If he didn't know who the people were or what their hats were he might do just that.

And there would be noise and confusion even where there was no protest. People would get in one another's road. And the general presentation would look so ragged to the public they'd stay away in droves.

ESTO ACTION

Now what would an Esto (or an Executive Director) have to do with, let us say, an amateur, dilettante theatrical company that was about to bog.

Probably half the people had quit already. And even if there were people in the company they would probably need more.

The very first action would be to Esto Series 16 the top men to make money quick.

The first organizing action would be to kick open the hiring door. This would begin with getting out hiring PR and putting someone there to sign people up who came to be hired (not to test and audition and look at references, but just to sign people up).

The next action would be to do a flow plan of public bodies and money. So one sees where the org form reaches. Then a schedule.

Next action would be to do an org board. Not a 3-week job. (It takes me a couple hours to sketch one with a sign pen for posting.) AND GET IT POSTED.

One then takes the *head* of each of these divisions and *hats* him on what his division is supposed to do and tell him to *do* it. NOW.

You make and post the flow plan, org bd and terminal locations plan where the whole company can see them.

Chinese drill on a flow plan to show them what they're doing and what has to be done.

Chinese drill on the org board including introducing each person named on it and getting it drilled, what he does and who he is.

You Chinese drill the terminal locations where each of these persons (and functions) is to be found.

You get agreement on schedules.

You now have a group that knows who specializes in what and what's expected of each.

You get the head of the whole company to work with and hat the heads of his divisions.

Now you get the heads of divisions to hat their own staffs while you help.

And you get them busy.

You then put the polishing touches on your own Dept 1 (personnel PR, personnel hiring, personnel placement, org bds, hat compilations, hat library and hatting, hatting, hatting).

And by hatting and insisting on each doing his specialized job and getting seniors to HOLD THE FORM OF THE ORG by ordering the right orders to the right specialists and targeting their production and MAGIC! This amateur theatrical company gets solvent and good enough to wind up on Broadway. It's gone professional!

You say, yes, but what about artistic quality? What about the tech of writing music and acting . . .

Hey, you overlooked the first action. You kicked the door open on hiring and you hatted and trained. And you let go those who couldn't get a stat.

Eventually you would meet human reaction and emotion and would put in a full HCO and a full Qual particularly Cramming. But you'd still do that just to be sure it kept going.

Yessir, it can't help but become a professional group IF you, the Esto, established and made them HOLD THE FORM OF THE ORG and produce while they did it.

An Executive Director can do all this and produce too. The great ones do things like this. But here it is in full view.

A Scientology org goes together just like that. Which could be why, when we want to get something started, we say:

"Get the show on the road!"

But there is no show until it is established and the FORM OF THE ORG is held.

You are luckier than the amateur theatrical company's Esto. You have policy for every post and a book of it for every division and all the tech besides.

So there is no valid reason under the sun you cannot establish and then hold the form of the org.

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HCO POLICY LETTER OF 21 AUGUST 1972

REMIMEO
HATTING OFFICER
HATS

ESTABLISHMENT OFFICER SERIES 27

EFFECTIVE HATTING

Here is a report from the Ship Programs Chief on Flag of the results obtained from following my orders on how to get Estos to hat people.

It should be noted that the procedure laid down by my despatch on the second half of this PL was exactly how I operated to develop the data used for Esto Series 16. (HCO PL 24 Apr. 72 I, HATTING THE PRODUCT OFFICER OF THE DIVISION)

THE REPORT

"Dear Sir,

"We have been having trouble getting Hatting Officers in Dept 1 to actually produce. They don't complete cycles of action to a result, they don't hat from the top down or hat for production. They don't seem to understand *why* they are hatting and what are the results they should achieve in hatting.

"This was the same problem we had back in May of this year in getting Estos to do effective hatting.

"At that time you sent me the attached despatch addressed to the Exec Esto. I used it faithfully and, with it, actually got hatting to occur.

"The results are still evident on the ship. With the DEO hatting per this despatch the then Dissem Division came right up in production and is still producing very well as the PR and Consumption Bureau.

"The Treasury Division improved markedly. Some improvement was attained in the Steward's Dept, Electronics and Qual Div where all Estos hatted per this despatch.

"All of these Estos had big wins hatting because I *used* the data on this despatch and forced them to persist with a hatting action to a RESULT.

"I kept a big logbook with each hatting cycle noted down. I insisted the Esto kept at *that* cycle until it was complete.

"Each division had its own program for hatting from the top down.

"Each exec and staff member had his or her own personal hatting program kept by the Esto. These were followed and checked off as they were done.

"A number of the blue-chip FSO crew now so valuable for Flag stability were *made* by heavy hatting last spring.

"I know the data on your despatch *works* if it is *done*.

"The Estos under me at the time first had to be *forced* to hat and to continue hatting to a *result*. Apparently their lack of confront had to be overcome by a hard driving senior.

"Generally, once they started getting results, they no longer had to be forced. They knew that Esto tech worked and willingly went ahead and applied it with vigor.

"Their confront was improved as well by doing Esto No. 16 drills on each other and running TRs 6–9 on each other every evening for at least an hour.

"Only by applying the principles laid out by you on the attached despatch was I able to get real hatting done by others.

"As we are having the same problem now with Hatting Officers in Dept 1, I feel that if this data were released as policy I could force it into use and get the ship hatted up faster."

GETTING HATTING DONE

Here is the despatch I wrote to the Exec Esto on Flag back in May of this year:

Inspections do not show Estos being industrious in their divs. They are more active than they were.

They are not hatting from the top down and not hatting to get production.

Basically they do not parallel the current push. They do little cycles down the org board.

A general grasp of what's needed and wanted is missing. Thus Estos are actually in or below Non-Existence and have not achieved upgrade from a new post or new system condition.

They are getting individual results in some cases. They are not integrated into the scene with what they are doing.

They would have to upgrade their handlings about 500 percent in order to actually effect a marked change in the org.

Inspections show only a small percent of Estos do Esto actions for a small period of time each day. They have other fish frying or are acting a bit confused.

If you had that many auditors and found them auditing pcs as seldom as Estos are found doing Esto actions the HGC stat would be nearly zero WDAH.

I know what I'm talking about here because I am piloting the system to find out why it isn't producing marked changes. I find that, with two messengers a watch of six hours, working myself part time on it, I have been able to get areas working. They were NOT producing under the attention of existing Estos.

The difference is, I force those I find not working at the top to actually produce and demand production from their staffs.

In doing this I have never crossed or found an Esto working on it. I *have* found two div heads who were refusing to be gotten going. Both of these I later got going.

Thus from my viewpoint:

a. It can be done with untrained Esto Commodore's Messengers.

b. I find messengers who know little of a meter can use one without coaching or training.

c. Production *can* be achieved by getting people to work.

d. That Estos have to be run and exactly ordered to do exactly so-and-so.

e. That in running Estos one has to keep track of what one is doing with them so one doesn't get a lot of half-dones. One has to make up for a lack of persistence.

Therefore I conclude:

A. One has to know what he is trying to build.

B. One has to target and direct its building.

C. One has to force in a persistence.

I also conclude that training of Estos is secondary to getting them to DO and that "lack of training" is an excuse not to do.

This is what I am learning about the system from actually working it.

The current on-board application of the system lacks planning, direction and persistence, does not hat from the top down and does not hat toward production. It MUST *BEGIN*.

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HCO POLICY LETTER OF 4 OCTOBER 1972RA
REVISED 29 DECEMBER 2000

REMIMEO

ESTABLISHMENT OFFICER SERIES 28

HANDLING PTS AND OUT-ETHICS PERSONNEL

An Esto must know and be able to apply HCO PL 5 Apr. 72RD, PTS TYPE A HANDLING; HCO PL 3 May 72RA, Exec Series 12, ETHICS AND EXECUTIVES and HCOB 20 Apr. 72 II, C/S Series 78, PRODUCT PURPOSE AND WHY AND W/C ERROR CORRECTION.

I recently found an org where Division 2 and Division 6 refusals and inactivities were ruining GI. The Why behind this was a downgrade of importance of both divisions and a confusion between them. The Ethics Why was that SPs and PTSes were running "can't haves" of Scientology on the org and public.

An Esto must be able to spot out-ethics and PTS/SP phenomena and effectively deal with it.

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FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 OCTOBER 1973

REMIMEO

ADMIN KNOW-HOW SERIES 31
ESTABLISHMENT OFFICER SERIES 29

ADMINISTRATIVE SKILL

An administrator is one who can make things happen at the other end of a communication line which result in discovered data or handled situations.

A very good administrator can get things handled over a very long distance. A mediumly skilled administrator has a shorter reach.

As this scale declines, we get people who can make things happen only at arm's length.

It is interesting that administrators are valued in direct proportion to the distance they can reach and get things handled over. Persons who can handle things only at arm's length are valued but not in proportion to a long-reaching administrator.

The complexity of situations and things handled is also a test of the administrator. If one began at the highest level of capability of handling things thousands of miles away and at the bottom of the scale handling things at arm's length, one would also find complexity entering the picture.

The artisan can, by means of heavy MEST communication lines and tools, make all manner of things occur but mostly within his visual sight line.

The day laborer who can only handle a shovel usually can only handle the simplicity of lifting a few pounds of dirt to a definite position.

One of the troubles PTS people have, as an example, is handling something over a long-distance communication line. One can tell them to handle the suppressive, but one must realize he may also be giving the order to someone to handle another person several thousand miles away. This is a high level of administrative skill and is usually no part of a PTS's ability, whatever other technical considerations may intervene.

Estimating situations thousands of miles away and handling them terminatedly is actually comparable to an OT ability.

There is no effort here to include artists and technicians who do work with their hands, for this is another class of activity requiring enormous technical skill and ability.

However, very few people understand the administrator or what he is or what he can do, yet the whole world is the effect of good or bad administrators.

The administrator has technology with which to discover and handle situations and if he is a very good administrator his handling is ordinarily constructive; but whatever it is, it is firm.

A skilled administrator therefore can be defined as ONE WHO CAN ESTABLISH AND MAINTAIN COMMUNICATION LINES AND CAN THEREBY DISCOVER, HANDLE AND IMPROVE SITUATIONS AND CONDITIONS AT A DISTANCE.

When you fully grasp this and realize it is the basic simplicity that is the basic all of an administrator's further complex technology, you can estimate an administrator's efficiency or effectiveness.

If you are engaged in administration, this basic truth will serve you very well if you fully understand it and use it.

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HCO POLICY LETTER OF 22 NOVEMBER 1973

REMIMEO

ESTO SERIES 30

All persons doing Esto work may only use the title "Esto I/T" (In-Training) until he has successfully and honestly completed:

1. HCOB 21 Nov. 73, THE CURE OF Q AND A.
2. The PRD (Primary Rundown).
3. The OEC.
4. The Esto Series.
5. Has shown on post the ability to see situations and handle them terminatedly.
6. Gets staff members actually producing by increased stats.

Any reasons for failure of the Esto system anywhere have derived from (a) a dishonest "completion" of the PRD and (b) Qing and Aing instead of seeing and handling situations terminatedly.

An Esto must be at CAUSE.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE I

REMIMEO
ALL EXECS
ALL PURCHASERS

ADMIN KNOW-HOW SERIES 33
ESTABLISHMENT OFFICER SERIES 31

PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT

The product–org officer system, covered fully in Flag Executive Briefing Course tapes, contains the key phrase for any product officer. This is:

NAME, WANT AND GET YOUR PRODUCT.

Breaking this down into its parts we find that the most common failure of any product officer or staff member or Purchaser lies in the first item, NAME YOUR PRODUCT!

On org boards and even for sections, one has products listed. Departments have valuable final products. Every staff member has one or more products.

IF PRODUCTION IS NOT OCCURRING, THE ABILITY TO NAME THE PRODUCT IS PROBABLY MISSING.

Misunderstood post titles were collected once on a wide survey. Whenever it was found a staff member did not seem to be able to do his job, it was checked whether he knew the definition of the word — or words — that made up his post title. It was found, one for one, that he could not define it even though no unusual or special definition was being requested. In other words, the first thing about the post could not be defined — the post title. This may seem incredible, but only until you yourself check it out on staff that habitually goof.

The ability to NAME the product required goes further than a mere, glib definition. Some engineers once drove a Purchaser halfway up the wall by glibly requesting "one dozen bolts." The Purchaser kept bringing back all different thicknesses and lengths and types of bolts. The Purchaser was going daffy and so were the engineers. Until the engineers were forced to exactly name what they were seeking by giving it ALL its name. The Purchaser trying to purchase could not possibly obtain his product without being able to FULLY name it. Once this was done, nothing was easier.

A product officer can ask, beg, plead, yell for his product. But maybe he isn't naming it! Maybe he isn't naming it fully. And maybe even he doesn't know the name of it. A product officer should spend some time exactly and accurately naming the

exact product he wants before asking for it. Otherwise he and his staff may be struggling around over many misunderstood words!

When you see a staff whirling around and dashing into walls and each other and not producing a thing, calmly try to find out if any of them or their product officer can NAME what products they are trying to produce. Chances are, few of them can and maybe the product officer as well.

Handle and it will all smooth out and products will occur.

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HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE II

REMIMEO
ALL EXECS
ALL PURCHASERS

ADMIN KNOW-HOW SERIES 34
ESTABLISHMENT OFFICER SERIES 32

PRODUCT–ORG OFFICER SYSTEM
WANT YOUR PRODUCT

A product officer has to name, WANT and get his product.

Where no real or valuable production is occurring, one has to ask the question, does the product officer really WANT the product he is demanding? And does the staff member or members he is dealing with WANT the product?

The reason that a psychotic or otherwise evilly intentioned person cannot achieve anything as a product officer or staff member is that he does NOT want the product to occur. The intentions of psychos are aimed at destruction and not at creation.

Such persons may SAY they want the product but this is just "PR" and a cover for their real activities.

People who are PTS (potential trouble sources by reason of connections with people antagonistic to what they are doing in life) are all too likely to slide into the valence of the antagonistic person who definitely would NOT want the product.

Thus, in an org run by or overloaded with destructive persons or PTS persons, you see a very low level of production if you see any at all. And the production is likely to be what is called "an overt product," meaning a bad one that will not be accepted or cannot be traded or exchanged and has more waste and liability connected with it than it has value.

One has to actually WANT the product he is asking for or is trying to produce. There may be many reasons he does not, none of which are necessarily connected with being psycho. But if it is a creative and valuable product and assists his and the survival of others and he still does not want it, then one should look for PTSness or maybe even a bit of psychosis. And at the least, some withholds.

One does not have to be in a passionate, mystic daze about wanting the product. But one shouldn't be moving mountains in the road of a guy trying to carry some lumber to the house site either.

The question of WANT the product has to be included in any examination of reasons why a person or an org isn't producing.

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HCO POLICY LETTER OF 7 AUGUST 1976
ISSUE III

REMIMEO
ALL EXECS

ADMIN KNOW-HOW SERIES 35
ESTABLISHMENT OFFICER SERIES 33

PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE

A product officer and ESPECIALLY an org officer has to know how to GET a product.

All science and technology is built around this single point in the key phrase "Name, want and get your product." Managers and scientists specialize in the HOW TO GET part of it and very often neglect the rest.

There are many product officers who do NOT know enough about organization to organize things so they actually GET their product. These, all too often, cover up their ignorance on how to organize or their inability to do so by saying to one and all, "Don't organize, just produce!" When you hear this you can suspect that the person saying it actually does not know the tech or know-how of organizing or how to put an organization together. He may not even know enough about organizing to shove aside other paper on his desk when he is trying to spread out and read a large chart — yet that is simple organization.

A bricklayer would look awfully silly trying to lay no-bricks. He hasn't got any bricks. Yet there he is going through the motions of laying bricks. It takes a certain economic and purchasing and transport tech to get the bricks delivered — only then can you lay bricks.

A manager looks pretty silly trying to order a brick wall built when he doesn't have any bricks or bricklayer and provides no means at all of obtaining either one.

A product officer may be great at single-handing the show. How come? He doesn't realize that building a show comes before one runs it. And even though economics demand at least a small show before one builds a large show, a very bad product officer who can't really organize either, will, instead of making the small show bigger, make the small show smaller by trying to run a no-show.

There is a HOW of organization. It is covered pretty well in the Org Series and elsewhere. Like you can't put in comm lines unless you put in terminals for them to connect with. Like you can't get particles flowing in a profitable way unless they have something for them to run *on*. That's simply the way things go in the universe in which you are operating. Now of course you could build a new universe with

different laws but the fact is, that would require a knowledge of organization as well, wouldn't it?

The tech of how to produce something can be pretty vast. One doesn't have to be a total expert on it to be able to manage the people doing it, but one has to have a pretty good idea of how it goes and know enough NOT to stop the guys who do know how to make bricks when one wants bricks.

If the product is to get somebody to come in to see you, then you have to have some means of communication and some tech of persuasion to make him want to come in to see you. Brute force may seem okay to cops but in organization it seldom works. There is more tech to it than that.

If a product officer does not know there is tech involved in GETTING the product, then he will never make his staff study it or teach anybody to do it. And he will wind up with no product. So beware the product officer who won't give time off for hatting! He doesn't know one has to know the tech of getting his product. What do you think the OEC (Org Exec Course) Volumes and the technical bulletins are all about?

One has to spend some time organizing in many different ways — the organization itself, the hatting, the technical skill staff members would have to have, to get anywhere in GETTING a product.

Sure, if you only organize and never produce you never get a product either. But if you only produce and never organize, the only brick wall you'll ever see is the one you run into.

L. RON HUBBARD
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HCO POLICY LETTER OF 22 OCTOBER 1978R
REVISED 14 DECEMBER 2000

REMIMEO

ESTABLISHMENT OFFICER SERIES 34

MISTAKES

A new piece of Esto tech has come into view:

He who cannot be hatted will not learn by mistakes.

REPEATING MISTAKES

It isn't making mistakes that is actionable; it is failing to learn from them and repeating them.

We know in auditor training that we retread somebody who commits the same mistake twice but this is not true in any other area.

A failed student is apparently somebody who can't be hatted either and he is detected by somebody who makes the same mistake over and over and doesn't correct himself.

Thus it's possible to detect a failed student by somebody who makes the same mistake.

We are not unduly concerned with somebody who is unhatted. We are only concerned with people who cannot be hatted and these are easiest to detect by observing when they make the same mistakes without correcting themselves. This person is not only dangerous on lines but also frankly can't be utilized.

This could be classified as a new phenomenon, part of the cultural mess that has caught up with us.

For example, four people recently taken out of a Special Unit of a Filming Project not only couldn't apply tech standardly on which they were fully hatted but also couldn't learn from their mistakes. As a consequence their redone work contained the same mistakes that were originally made.

So this apparency of not being able to get anyplace with the unit was due to several people who could not learn by their mistakes as well as could not be hatted.

This is a new view of a failed student — it wasn't whether they studied, it was just that they couldn't be hatted and kept repeating the same mistakes, even some new ones, and they couldn't learn about their equipment.

This also connects with disassociation phenomenon in that the person does not connect the mistake he just made with the last time he made that mistake or why or what effect it created or how and why to prevent it occurring again.

SUMMARY

Where you have someone who does not learn from his mistakes and cannot be hatted, it is better to replace the person rather than just hope.

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Revision assisted by
LRH Technical Research
and Compilations

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REMIMEO

ESTABLISHMENT OFFICER SERIES 35
PRODUCT DEBUG SERIES 7
WORD CLEARING SERIES 60

MISUNDERSTOOD WORDS AND CYCLES OF ACTION

MISUNDERSTOOD WORDS AND NO PRODUCT

A misunderstood word can prevent a person from understanding the remainder of what is heard or written.

I have now discovered that: A MISUNDERSTOOD on any given subject CAN PREVENT THE COMPLETION OF A CYCLE OF ACTION related to that subject.

Therefore, those people who don't complete cycles of action on certain subjects have a misunderstood word on them.

This then results in no-product situations.

Therefore, when you are getting no product, look for the misunderstood word on the subject no matter how long and arduous it is. It's there. And when it's found the person can go on and complete a cycle of action and get a product.

CAUTION: Make sure the person actually does have an inability to complete a cycle of action *before* you get into handling him. You don't handle somebody who *is* completing cycles of action that result in production.

MISUNDERSTOODS AND PERCEPTION

Misunderstoods can also act as perception shut-offs. They can actually interrupt a person's perception.

It is quite astonishing that perceptions such as sight, sound and even touch can be shut off by Mis-U words.

This opens the door to the fact that people apparently do not see, hear, notice or handle outnesses when they have Mis-Us on them.

This also may open the door to people who have perceptic shut-offs, such as poor eyesight, deafness or other perception difficulties.

MISUNDERSTOODS AND COMPLEXITY

Misunderstoods lead to complexity. People who have Mis-Us in an area are inclined to develop vast complexities. They can generate confusions and complexities beyond belief.

People do this because, having misunderstoods, they do not confront and duplicate in the area and so get into a lot of think-think and unnecessary significance. Their ability to get things done in that area dwindles as a result. And at the bottom of all this is simply misunderstood words.

MISUNDERSTOODS AND TOTAL ORGANIZE

When you see an area that is organizing only, you know that area is loaded with misunderstoods.

When people have incomplete cycles due to Mis-Us, they get bogged down into organization.

You can tell when people have Mis-Us — they are totally involved in organize, organize, organize. They don't know what they are doing.

There is a level below this — they have overts and withholds which prevent even organizing.

Below that level people are PTS.

Lacking a sense of organization actually lies below this. It is below the level of Mis-Us, overts and withholds and PTSness — and you'd have to go north through PTSness and overts and withholds to even get to the Mis-Us.

MISUNDERSTOODS AND NO ORGANIZE

There can also exist a condition where someone does not organize any corner of his area or work or organizations or lines. This manifests itself by irrational demands to only produce and to prevent any organization so that production can occur. At the bottom of this you are very likely to find misunderstood words, particularly on the purpose of the production or why one is producing. It is in this sector that you get overt products most frequently.

HANDLING

The exact procedure for handling these Mis-Us is given in HCOB 17 June 79, CRASHING MIS-Us: THE KEY TO COMPLETED CYCLES OF ACTION AND PRODUCTS. Crashing Mis-U Finding is done as part of HCO PL 23 Aug. 79 I, DEBUG TECH. Additional data on the location of Crashing Mis-Us is found in HCOB 23 Aug. 79 I, CRASHING MIS-Us, BLOCKS TO FINDING THEM and HCOB 16 July 79, THE "ELUSIVE" MIS-U OR CRASHING MIS-U.

With this knowledge we can now handle all the factors that prevent the completion of cycles of action and products.

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REMIMEO
SUPS
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ESTABLISHMENT OFFICER SERIES 36
PRODUCT DEBUG SERIES 8

FALSE DATA STRIPPING

Refs:

The Study Tapes

DAB Vol 1, Nos. 1–2	STANDARD PROCEDURE (Tech Vol I)
DAB Vol 1, No. 3	HOW TO RELEASE A CHRONIC SOMATIC (Tech Vol I)

Book: *Notes on the Lectures,* Chapters 7 and 13

When a person is not functioning well on his post, on his job or in life, at the bottom of his difficulties will often be found *unknown* basic definitions and laws or *false* definitions, false data and false laws, resulting in an inability to think with the words and rules of that activity and an inability to perform the simplest required functions. The person will remain unfamiliar with the fundamentals of his activity, at times appearing idiotic, because of these not-defined and falsely defined words.

Verbal hatting is the main source of false definitions and false data. Someone who "knows" tells someone else a definition or a datum. The person now thinks he knows the definition (even though nothing in the field makes any sense to him). The word may not even read on the meter during misunderstood checks because the person "thinks he knows."

A politician is told by an adviser, "It doesn't matter how much money the government spends. It is good for the society." The politician uses this "rule" and the next thing you know inflation is driving everybody to starvation and the government to bankruptcy. The politician, knowing he was told this on the very best authority, does not spot it as false data but continues to use it right up to the point where the angry mobs stand him up in front of a firing squad and shoot him down. And the pity of it is that the politician never once suspected that there was anything false about the data, even though he couldn't work with it.

There is no field in all the society where false data is not rampant. "Experts," "Advisers," "Friends," "Families" seldom go and look at the basic texts on subjects, even when these are known to exist, but indulge in all manner of interpretations and even outright lies to seem wise or expert. The cost in terms of lost production and damaged equipment is enormous. You will see it in all sectors of society. People cannot think with the fundamentals of their work. They goof. They ruin things. They have to redo what they have already done.

You'll find people whose estimate of the environment is totally perverted to the point they're walking around literally in a fog. The guy looks at a tree and the reality of the tree is blurred by the "fact" that "trees are made by God" so he won't take care of the tree because he is convinced.

What we're trying to cure in people is the inability to think with data. This was traced by me to false data as a phenomenon additional to misunderstood words, although the misunderstood word plays a role in it and will have to be allowed for.

When a person is having difficulty in an area or on a post, when he can't seem to apply what he has "learned" or what he is studying or when he can't get through a specific drill or exercise in his training materials, you would suspect he has false data in that area or on those materials. If he is to use it at all effectively he must first sort out the true facts regarding it from the conflicting bits and pieces of information or opinion he has acquired. This eliminates the false data and lets him get on with it.

INABILITY TO HAT

We are looking here at a brand-new discovery I have made which is that it can be nearly impossible to hat anyone who is sitting on false data on the subject you are trying to hat him on. This is the *primary* reason people cannot be hatted, and False Data Stripping, therefore, enables a person to be hatted even though other approaches have failed. This is a very valuable discovery—it solves the problem of inability to hat or train.

SOURCES

False data on a subject can come from any number of sources. In the process of day-to-day living people encounter and often accept without inspection all sorts of ideas which may seem to make sense but don't. Advertising, newspapers, TV and other media are packed with such material. The most profound false data can come out of texts such as Stanislavsky (a Russian actor and director); and even mothers have a hand in it, such as "children should be seen and not heard."

Where a subject, such as art, contains innumerable authorities and voluminous opinions, you may find that any and all textbooks under that heading reek with false data. Those who have studied study tech will recall that the validity of texts is an important factor in study. Therefore, it is important that any Supervisor or teacher seeking to use False Data Stripping must utilize basic *workable* texts. These are most often found to have been written by the original discoverer of the subject and, when in doubt, avoid texts which are interpretations of somebody else's work. In short, choose

only textual material which is closest to the basic facts of the subject and avoid those which embroider upon them.

It can happen, if you do False Data Stripping well and expertly without enforcing your own data on the person, that he can find a *whole* textbook false — much to his amazement. In such a case, locate a more fundamental text on the subject. (Examples of false texts: Eastman Kodak; Lord Keynes' treatises on economics; John Dewey's texts on education; Sigmund Freud's texts on the mind; the texts derived from the "work" of Wundt [Leipzig 1879 — Father of Modern Psychology]; and [joke] a textbook on "Proper Conduct for Sheep" written by A. Wolf.)

USE OF FALSE DATA STRIPPING

False Data Stripping should be used extensively in all hatting and training activities. Current society is riddled with false data and these must be cleared away so that we can hat and train people. Then they will be able to learn useful data which will enable them to understand things and produce valuable products in life.

False Data Stripping can be done on or off the meter. It can be done by an auditor in session, by a Supervisor, Cramming Officer or Word Clearer or by an exec, Esto or any administrator. Students and staff can be trained to do it on each other.

Not a lot of training is required to deliver this procedure but anyone administering it must have checked out on this HCOB/PL and have demoed and drilled the procedure. If it is going to be done on the meter (which is preferable), the person doing it must have an okay to operate an E-Meter.

GRADIENTS

It will be found that false data actually comes off in gradients.

For example, a student handled initially on false data on a particular drill will appear to be complete on it. He goes on with his studies and makes progress for a while and then sometimes he will hit a bog or slow in his progress. This is usually an indication that more false data has been flushed up (restimulated or remembered as a result of actually doing studies or drills). At that point more basic false data will come off when asked for. The reason for this is when you first give a student false data handling, he doesn't know enough about the subject to know false data from the true. When he has learned a bit more about the subject he then collides with more false data hitherto buried. This can happen several times, as he is getting more and more expert on the subject.

Thus, the action of stripping off false data can and must be checked for and used in any training and hatting. The rundown has to be given again and again at later and later periods, as a student or staff member may come up against additional faulty data that has been not-ised. It can be repeated as often as necessary in any specific area of training until the person is finally duplicating and is able to use the correct tech and *only* the correct tech exactly.

THEORY

There is a philosophic background as to why getting off false data on a subject works and why trying to teach a correct datum *over* a false datum on the subject does not work. It is based on the Socratic thesis-antithesis-synthesis philosophical equation.

Socrates: 470 B.C.–399 B.C. A great Greek philosopher.

A *thesis* is a statement or assertion.

Antithesis: opposing statement or assertion.

The Socratic equation is mainly used in debate where one debater asserts one thing and the other debater asserts the opposite. It was the contention of Socrates and others that when two forces came into collision a new idea was born. This was the use of the equation in logic and debate. However, had they looked further they would have seen that other effects were brought into play. It has very disastrous effects when it appears in the field of training.

Where the person has acquired a *false* thesis (or datum), the *true* datum you are trying to teach him becomes an antithesis. The true datum comes smack up against the false datum he is hanging on to, as it is counter to it.

In other words, these two things collide, and *neither one* will then make sense to him. At this point he can try to make sense out of the collision and form what is called a synthesis, or his wits simply don't function. (*Synthesis:* a unified whole in which opposites, thesis and antithesis, are reconciled.)

So you wind up with the person either:

a. attempting to use a false, unworkable synthesis he has formed, or

b. his thinkingness locks up on the subject.

In either case you get an impossible-to-train, impossible-to-hat scene.

GLIBNESS

Probably we have here the basic anatomy of the "glib student" who can parrot off whole chapters on an examination paper and yet in practice uses his tools as a doorstop. This student has been a mystery to the world of education for eons. What he has probably done in order to get by is set up a circuit which is purely memory. The truth of it is his understanding or participation is barred off by considerations such as "nothing works anyway but one has to please the professor somehow."

The less a person can confront, the more false data he has accumulated and will accumulate. These syntheses are simply additives and complexities and make the person complicate the subject beyond belief. Or the collision of false data and true data, without the person knowing which is which, makes him look like a meathead.

Therefore, in order to cure him of his additives, complexities, apathy and apparent stupidity on a subject, in addition to cleaning up misunderstood words, it is necessary

to strip the false data off the subject. Most of the time this is prior to the true data and so is basic on the chain. Where this is the case, when that basic false data is located and stripped the whole subject clears up more easily.

FALSE DATA PRONE

Some people are prone to accepting false data. This stems from overts committed prior to the false data being accepted. The false data then acts as a justifier for the overt.

An example of this would be a student studying past Mis-Us on a subject, cheating in the exam and eventually dropping the subject entirely. Then someone comes along and tells him that the subject is useless and destructive. Well, he will immediately grab hold of this datum and believe it as he needs something to justify his earlier overts.

This actually gets into service facsimiles as the person will use the false data to make the subject or other people wrong.

So if you see someone who is very prone to accepting false data on a particular subject or in general, the answer is to get the prior overts pulled. Then the person will not need to justify his overts by accepting any false data that comes his way.

PROCEDURE

You may not easily be able to detect a false datum because the person believes it to be true. When False Data Stripping is done on a meter the false datum won't necessarily read for the same reason.

You therefore ask the person if there is anything he has run across on the subject under discussion which he couldn't think with, which didn't seem to add up or seems to be in conflict with the material one is trying to teach him.

The false datum buries itself and the procedure itself handles this phenomenon.

When the false datum is located it is handled with elementary recall based on 1950 Straightwire. Straight memory technique or Straightwire (so called because one is stringing a line between present time and some incident in the past and stringing that line directly and without any detours) was developed originally in 1950 as a lighter process than engram running. Cleverly used, Straightwire removed locks and released illnesses without the pc ever having run an engram.

Once one had determined whatever it was that was going to be run with Straightwire, one would have the pc recall where and when it happened, who was involved, what were they doing, what was the pc doing, etc., until the lock blew or the illness keyed out.

Straightwire works at a lock level. When overdone it can key in underlying engrams. When properly done it can be quite miraculous.

STEPS

A. Determine whether or not the person needs this procedure by checking the following:

1. The person cannot be hatted on a subject.
2. No Crashing Mis-Us can be found on a subject yet it is obvious they exist.
3. The person is not duplicating the material he has studied as he is incorrectly applying it or only applying part of it, despite Word Clearing.
4. He is rejecting the material he is reading or the definition of the word he is clearing.
5. You suspect or the person originates earlier data he has encountered on the materials that could contain false data.
6. The person talks about or quotes other sources or obviously incorrect sources.
7. He is glib.
8. The person is backing off from actually applying the data he is studying despite standard Word Clearing.
9. He is bogged.
10. He cannot think with the data and it does not seem to apply.

B. Establish the difficulty the person is having—i.e., what are the materials he can't duplicate or apply? These materials must be to hand and the person must be familiar with the basic true data on the subject being addressed.

C. If the action is being done metered, put the person on the meter and properly adjust the sensitivity with a proper can squeeze.

D. Thoroughly clear the concept of false data with the person. Have him give you examples to show he gets it. (This would be done if the person was receiving False Data Stripping for the first time.)

E. The following questions are used to detect and uncover the false data. These questions are cleared before they are used for the first time on anyone. They do not have to read on a meter and may not do so as the person will not necessarily read on something that he believes to be true.

1. **Is there anything you have run across in** (subject under discussion) **which you couldn t think with?**
2. **Is there anything you have encountered in** (subject under discussion) **which didn t seem to add up?**
3. **Is there something you have come across in** (subject under discussion) **that seems to be in conflict with the material you are trying to learn?**

4. **Is there something in** (subject under discussion) **which never made any sense to you?**

5. **Did you come across any data in** (subject under discussion) **that you had no use for?**

6. **Was there any data you came across in** (subject under discussion) **that never seemed to fit in?**

7. **Do you know of any datum that makes it unnecessary for you to do a good job on this subject?**

8. **Do you know of any reason why an overt product is all right?**

9. **Would you be made wrong if you really learned this subject?**

10. **Did anyone ever explain this subject to you verbally?**

11. **Do you know of any datum that conflicts with standard texts on this subject?**

12. **Do you consider you really know best about this subject?**

13. **Would it make somebody else wrong not to learn this subject?**

14. **Is this subject not worth learning?**

The questions are asked in the above sequence. When an area of false data is uncovered by one of these questions, one goes straight on to step F—location.

F. When the person comes up with an answer to one of the above questions, locate the false datum as follows:

1. Ask, **Have you been given any false data regarding this?** and help him locate the false datum. If this is being done on the meter, one can use any meter reads one does get to steer the person. This may require a bit of work, as the person may believe the false data he has to be true. Keep at it until you get the false datum.

If the person has given you the false datum in step E, then this step will not be needed; just go straight on to step G.

G. When the false datum has been located, handle as follows:

1. Ask, **Where did this datum come from?** (This could be a person, a book, TV, etc.)

2. **When was this?**

3. **Where exactly were you at the time?**

4. **Where was** (the person, book, etc.) **at the time?**

5. **What were you doing at the time?**

6. If the false datum came from a person, ask, **What was** (the person) **doing at the time?**

7. **How did** (the person, book, etc.) **look at the time?**

8. If the datum has not blown with the above questions, ask, **Is there an earlier-similar false datum or incident on** (the subject under discussion)**?** and handle per steps 1–7.

Continue as above until the false datum has blown. On the meter you will have a floating needle and very good indicators.

DO NOT CONTINUE PAST A POINT WHERE THE FALSE DATUM HAS BLOWN.

If you suspect the datum may have blown but the person has not originated, then ask, **How does that datum seem to you now?** and either continue if it hasn't blown or end off on that datum if it has blown.

H. When you have handled a particular false datum to a blow, going earlier-similar as necessary, you would then go back and repeat the question from E (the detection step) that uncovered the false datum. If there are any more answers to the question, they are handled exactly as in step F (location) and step G (handling).

That particular question is left when the person has no more answers. Then, if the person is not totally handled on the subject under discussion, one would use the other questions from step E and handle them in the same way. All the questions can be asked and handled as above but one would not continue past a point where the whole subject has been cleared up and the person can now duplicate and apply the data he has been having trouble with.

I. *CONDITIONAL:* If False Data Stripping is being done in conjunction with Crashing Mis-U Finding, one would now proceed with the Crashing Mis-U Finding.

J. Send the person to the Examiner.

K. Have the person study or restudy the true data on the subject you have been handling.

END PHENOMENA

When the above procedure is done correctly and fully on an area the person is actually having difficulty with, he will end up able to duplicate, understand and apply and think with the data that he could not previously grasp. The false data that was standing in the road of duplication will have been cleared away and the person's thinking will have been freed up. When this occurs, no matter where in the procedure, one ends off the False Data Stripping on that subject and sends the person to the Examiner. He will have cognitions and VGIs and on the meter you will have an F/N. This is not the end of all False Data Stripping for that person. It is the end of that False Data Stripping on the person at that particular time. As the person continues to work with and study the subject in question, he will learn more about it and may again collide with false data, at which time one repeats the above process.

NOTE

False data buries itself as the person may firmly believe that it is true. Sometimes the person will have such faith in a particular person, book, etc., that he cannot conceive that any data from that particular source might be false. One artist being false data stripped had received some false data from a very famous painter. Even though the data didn't really add up and actually caused the artist tremendous problems, he tended to believe it because of where it came from. It took persistence on the part of the person administering the False Data Stripping to eventually blow this false datum with a resulting freeing up of the artist's ability to think and produce in the area.

MISUNDERSTOODS

Misunderstoods often come up during False Data Stripping and should be cleared when they do. One would then continue with the False Data Stripping. One person being false data stripped knew he had some false data from a particular source but the false datum was a complete blank — he couldn't remember it at all. It was discovered that he had a Mis-U just before he received the false data and as soon as this was cleared up, he recalled the false data and it blew. This is just one example of how Word Clearing can tie in with False Data Stripping.

REPEATED USE

False Data Stripping can be done over and over as it will come off in layers as mentioned before. If False Data Stripping has been done on a specific thing and at some later point the person is having difficulty with a drill or the materials, the stripping of false data should be done on him again. In such a case it will be seen that the person recognizes or remembers *more* false or contrary data he has accumulated on the subject that was not in view earlier. As he duplicates a drill or his materials more and more exactly, former "interpretations" he had not-ised, incorrect past flunks that acted as invalidation or evaluation, etc., may crop up to be stripped off.

CAUTIONS

CODE. False Data Stripping is done under the discipline of the Auditor's Code. Evaluation and invalidation can be particularly harmful and must be avoided. All points of the Code apply.

RUDIMENTS. One would not begin False Data Stripping on someone who already has out-ruds. If the person is upset or worried about something or is critical or nattery, then you should fly his ruds or get them flown before you start False Data Stripping.

OVERRUN. One must be particularly careful not to overrun the person past a blow of the false datum. The stress in recall is that it is a light action which does not get the person into engrams or heavy charge. Keep it light. If you overrun someone past the point of a blow, he may drop into engrams or heavy charge. Just take the recall step to a blow and don't push him beyond it.

DATE/LOCATE. Date/Locate is another way of getting something to blow. If a false datum does not blow on the recall steps despite going earlier-similar, then it could be

handled with Date/Locate *in session* as ordered by the C/S. This would normally be done as part of a False Data Stripping Repair List. Date/locating false data would never be done except in session as ordered by the C/S or as directed by the False Data Stripping Repair List. The auditor must be totally star-rated on date and locating and practiced in it before he attempts it.

FALSE DATA STRIPPING REPAIR LIST. The False Data Stripping Repair List is used in session by an auditor when False Data Stripping bogs inextricably or the person is not F/N GIs at Exams or gets in trouble after False Data Stripping has been done. A bogged False Data Stripping session must be handled within twenty-four hours.

NEW STUDENTS. Students who are new to Scientology should not use this procedure on each other as they may be insufficiently experienced to deliver it competently. In this case the Supervisor or someone qualified would administer False Data Stripping to those students who need it.

SUMMARY

The problem of the person who is unable to learn or who is unable to apply what he learns has never been fully resolved before. Misunderstoods were and are a major factor and Word Clearing must be used liberally. Now, however, I have made a major breakthrough which finally explains and handles the problem of inability to learn and apply.

Man's texts and education systems are strewn with false data. These false data effectively block someone's understanding of the true data. The handling given in this HCOB/PL makes it possible to remove that block and enable people to learn data so they can apply it.

With the ability to learn comes stability and the production of valuable products. With stability and the production of valuable products comes the achievement of one's purposes and goals, high morale and happiness.

So let's get to work on stripping away the false data which plagues man, clogs up his ability to think and learn and reduces his competence and effectiveness. Let's increase the ability of individuals and the human race.

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REMIMEO
ALL ORGS
ALL STAFF

ADMIN KNOW-HOW SERIES 38
ORG SERIES 39
ESTABLISHMENT OFFICER SERIES 37

SERVICE PRODUCT OFFICER

Refs:

Taped Lectures		The Flag Executive Briefing Course tape lectures
HCO PLs		The Org Series
HCO PLs		The Establishment Officer Series
HCO PL	9 Aug. 79 I	CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME
HCO PL	7 Aug. 76 I	AKH Series 33 Esto Series 31 PRODUCT–ORG OFFICER SYSTEM NAME YOUR PRODUCT
HCO PL	7 Aug. 76 II	AKH Series 34 Esto Series 32 PRODUCT–ORG OFFICER SYSTEM WANT YOUR PRODUCT
HCO PL	7 Aug. 76 III	AKH Series 35 Esto Series 33 PRODUCT–ORG OFFICER SYSTEM TO GET YOU HAVE TO KNOW HOW TO ORGANIZE
HCO PL	20 Nov. 65RB I Rev. 13. 3. 99	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL	28 May 72	BOOM DATA PUBLICATIONS BASIC FUNCTION
HCO PL	15 Nov. 60R I Rev. 4. 2. 91	MODERN PROCUREMENT LETTERS
HCO PL	14 Feb. 61 II	THE PATTERN OF A CENTRAL ORGANIZATION
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	23 Aug. 79R I Rev. 23. 8. 84	Esto Series 38 Product Debug Series 1 DEBUG TECH
HCO PL	23 Aug. 79R II Rev. 24. 6. 88	Esto Series 39 Product Debug Series 2 DEBUG TECH CHECKLIST
HCO PL	9 Aug. 79 III	AKH Series 39 SERVICE CALL–IN COMMITTEE
HCO PL	10 July 65	LINES AND TERMINALS, ROUTING

The post of SERVICE PRODUCT OFFICER is hereby established in the Office of the CO/ED, Dept 19, of all Class IV and Sea Org orgs. His direct senior is the CO/ED.

Until such time as a SERVICE PRODUCT OFFICER is posted the responsibilities and duties are covered by the Service/Call-in Committee as fully laid out in HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME and HCO PL 9 Aug. 79 III, SERVICE CALL–IN COMMITTEE.

The VALUABLE FINAL PRODUCTS of this post are (1) flawlessly serviced and completed paid pcs and students who re-sign up for their next service, and (2) high quality promotional items in the hands of volumes of public who come in, sign up and start an org service.

The main statistics for the SERVICE PRODUCT OFFICER are:

1. Number of pcs and students completed and re-signed on to their next service. (This includes those actually routed on to the next upper org for services and who do re-sign.)

2. Number of public in and started on to a service.

Completion: By completion is meant those actions completed and attested at C&A and accompanied by an acceptable success story.

Re-sign: By re-sign-ups are meant pcs and students who, after completion of a service, see the Registrar to sign up *again* for another service while in the org.

Promotional Items: Those items which will produce income for the organization. By promotional items are meant those things which make Scientology and our products known and will cause people to respond either in person or by written reply to the result of receiving Scientology commodities. These are: tours, book outlets, Sunday services, events, upstat image, fliers, info packs, handouts, books, ASR packs, specified service promotion, etc.

There are of course many other stats that reflect the SERVICE PRODUCT OFFICER'S subproducts and these are: VSD, TOTAL GI, INTENSIVES COMPLETED, BULK MAIL OUT, NUMBER OF PROMOTIONAL ACTIONS OF THE ORG IN, NUMBER OF FULLY AND PARTIAL PAIDS GOTTEN INTO THE ORG AND ON TO THEIR NEXT SERVICE. These are very important parts of the SERVICE PRODUCT OFFICER HAT, as they reflect his subproducts which lead to his valuable final product.

SERVICE PRODUCT OFFICER RESPONSIBILITIES AND DUTIES

The purpose of an organization is to deliver service to the public. The primary functions which add up to delivery to the public are: promotion, sales, call-in, delivery itself and re-sign. The Service Product Officer is responsible for the flow of *products* through these areas. He is a *product officer*. He names, wants and gets products in these areas and thus ensures that the organization is accomplishing its purpose of service to the public.

The full technology of product officers is explained in the Flag Executive Briefing Course lectures, where the product–org officer system was developed. This system is still fully valid and is, in fact, the tech of the Service Product Officer. He is solely interested in products. When the Service Product Officer comes across a situation that

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requires organizing, he gets his organizing officer to handle it. The O/O (organizing officer) should actually be operating a few steps ahead of the Service Product Officer at all times — organizing for immediate production, per the product–org system. A full study of the product–org system, as contained in the FEBC tapes, the Org Series and AKH Series 33, 34 and 35, NAME, WANT AND GET YOUR PRODUCT is recommended in order to attain a thorough understanding of the actions of the Service Product Officer and his organizing officer.

The Service Product Officer is not a stopgap at any point of the promotion, sales, call-in, delivery and re-sign lines, where executives have failed to post and hat staff. This would be the responsibility of the Exec Establishment Officer per Esto Series 1. Establishment Officers see that short- and long-range establishment are occurring in the organization in the form of recruiting, hatting and training of staff. The Esto system is a necessary and very vital tool for the Service Product Officer and the organization and should definitely be in full use.

The Service Product Officer has the authority to directly order or work with any terminal involved in the promotion, sales, call-in, delivery or re-sign areas so long as he maintains direct liaison with their seniors.

The Service Product Officer must be fully aware of every post in the org and what their jobs consist of. He must know who handles what cycles and what cycles are on the lines. For instance, it is up to the Service Product Officer to be aware of all promotional actions occurring in the org and who is doing them, or if they aren't getting done. He must be aware of what public aren't getting serviced and he ensures those responsible get them serviced. He doesn't do this himself, as a serious goof of any product officer would be to go down the org board and do the job himself. The Service Product Officer *must* ensure others get the work done. Otherwise, he would wind up doing everyone's post and not getting anything done. It's actually pretty overwhelming to think of a Service Product Officer as responsible for doing everyone else's post duties. That's the surefire way to sink fast. Where a product isn't getting out the Service Product Officer debugs it using HCO PL 23 Aug. 79R I, DEBUG TECH, in order to get production. He is not interested in first finding the person's Mis-U or excuse, he is interested in getting production occurring now. Let the org officer and Qual worry about the staff member's Mis-Us.

Divisional Secretaries are the product officers for their division per the product–organizing officer system. The Service Product Officer sees that the product officers over the whole delivery cycle are getting their products. He coordinates the flow of products from division to division. A Service Product Officer doing his post fully and properly is, in fact, the person that makes the org board work. He sees that products aren't jamming up at one point of the line, but that they continue through the organization.

The Service Product Officer walks into the Tech Div and finds the Tech Sec sitting at his desk, shuffling paper and the pcs are piling high and complaining about no service. The last thing the Service Product Officer would do is start organizing the Tech staff around and scheduling the pcs. No sir, that's a serious offense. The first thing he would do is find out what can be produced RIGHT NOW, what auditors can be gotten into session right now and make the Tech Sec do it and GET IT DONE. This all takes about fifteen minutes and he gets the area flowing again and then,

WHAM! . . . he's out and into his next area. The Service Product Officer would not sit down and just start word clearing or doing Exchange by Dynamics on the Tech Sec. He would unstick the flows and get them moving. Then he would alert HCO and Qual to this serious problem of unhattedness and demand it be handled.

The basic sequence of the Service Product Officer on getting the products flowing off the lines is PUSH, DEBUG, DRIVE, NAME IT, WANT IT, AND GET IT. That's the only way you ever get a product. Products don't happen on their own.

This means he tells the Tech Sec to get Joe Blow there in session now! There is no general "audit these pcs." You'd never get a product that way.

The CO/ED has no authority to order the Service Product Officer to perform the total duties of any one post. The Service Product Officer must guard against being stuck into one post after another, doing it all himself. Nor is the Service Product Officer an "expeditor" for the CO/ED.

It is also very important that the Service Product Officer advise seniors that he is going into their areas so as not to create a Danger condition and wind up having to run the entire org. He also does this by getting the seniors to handle their juniors so a product is gotten. He does not walk in and cross-order the seniors of areas but works with them to see that products are produced.

The Service Product Officer is one who comes up with BIG IDEAS on getting public flooded into the org and being serviced swiftly. He is the one who thinks along the line of PRODUCTS, PRODUCTS, PRODUCTS. By spanning the divisions, he coordinates the product wanted and ensures each division is aware of its part in getting this product and that their actions are uniform. Where the Service Product Officer spots diversity, or lack of uniformity, he must alert his org officer or HCO. By doing the actions of coordination for a product and product demand, the product officer creates a team and more importantly sets the pace of the org's production and morale.

ORG LINES AND THE SERVICE PRODUCT OFFICER

There are certain aspects of the organization which the Service Product Officer must be thoroughly trained in to do his job properly.

The Service Product Officer must be fully aware of all the Valuable Final Products (VFPs) of each department and each division of the org. Without this the Service Product Officer can create havoc, as he would be ordering Division 6 to recruit or the Reges to supervise. By not knowing cold the org VFPs, the Service Product Officer would certainly jam the flows throughout the org board.

A serious fault in any executive is not knowing the functions of terminals and the relation of one terminal to another. A key function of any executive is that of routing. An executive that misroutes communications and particles will tie his org in knots and wonder why no products are coming out. Therefore, a Service Product Officer must know cold every post function in the org and what particles belong on what lines.

He has got to know where a product comes from and where it goes in order to see it through the lines. A product officer's job is to name, want and get a product. However, he must first know where that product is to come from and where it is to go. This is an incredibly fundamental point.

In order for org lines to flow, routing forms (RFs) must be used. A routing form is a full step-by-step road map on which a particle travels. Every point a particle (which could be a student, a pc, mail, etc.) must go through to wind up at its destination must be listed on the routing form.

The Service Product Officer's Organizing Officer must ensure routing forms exist and are in use for each and every line in an org he deals in. Both he and the Service Product Officer must know these forms cold and be able to instantly spot when a line is being abused or ignored so as to slam in the correct routing.

A Service Product Officer must fully clay demo all the lines of an organization for each and every product. This must include each particle from entrance to the org and through all lines on which that particle would flow until it leaves the org. Lines are the most fundamental point of administration. To not have a full grasp of these lines would be detrimental to any product officer.

SERVICE PRODUCT OFFICER SEQUENCE OF ACTIONS

It is very easy for the Service Product Officer to become wrapped up in one area while neglecting the others; however, this must not be done as, while products might be getting through in one area, they may well be seriously bogging in others.

The Service Product Officer is concerned with promotion, sales, call-in, delivery and re-sign. He begins his product officering in promotion and gets products out there or started and moves on to sales and gets them on to getting their products and so on through call-in and delivery and re-sign. He then returns to the beginning, promotion, and follows up on what he started there and gets even more production out. This is basically how the Service Product Officer moves through the org.

Daily, the Service Product Officer must plan and battle plan out his day. He must list those products he intends to achieve in each one of his areas and then get them.

The Service Product Officer is not an "information courier" or "data gatherer." He is ahead of the game and *knows* the data. He must know what public haven't been regged in the org yet, he must know who hasn't been taken into session that day, or who has been stuck in Ethics for three days, and ensure these things get handled. Therefore he must be quicker and faster than anyone else in the org and run run run.

PROMOTION

Promotion is the first action of the SERVICE PRODUCT OFFICER. He must ensure the many promotional pieces and actions are getting done. Some of these are:

1. Selling of books.
2. Staff selling books.

3. Books placed in public bookstores.
4. Selling of books to FSMs, missions, distributors, retailers and salesmen.
5. Books sold on each public contact.
6. Books advertised in mags, ads, posters, fliers, etc.
7. ASR packs.
8. Info packs.
9. Div 6 handouts for lectures and free testing.
10. Posters on major services in Div 6.
11. Promo to field auditors, FSMs, Gung-ho Groups, Dianetic study groups.
12. Org mags.
13. Flag shooting boards.
14. Promo for future events and tours.
15. *The Auditor* (for SHs).
16. *Clear News.*
17. *Advance!* mag (for AOs).
18. *Source* mag (FSO).
19. I Want to Go Clear Club promo (AOs).
20. SHSBC/NED/internships/NOTs/grades, etc., specified in promo.
21. Promo at points of public inquiry.
22. Free testing ads.
23. Fliers inviting people to buy Scientology books.
24. More Info Cards used in books.
25. Ads in newspapers.
26. Questionnaires to detect people's plans for training and processing.
27. Enough letters to public so they come in.
28. All promotional actions per HCO PL 20 Nov. 65RB I, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION.
29. Book seminars, public campaigns and lectures.
30. Public Reception display (books, posters, handouts, etc.).

31. Tours and events, Sunday service.

32. Free testing line.

33. Handling of Gung-ho Groups, keeping FSMs well supplied and supervision of Dianetic study groups and FSMs.

34. Test Centers outside the org as an extension.

35. Radio and TV advertisements.

36. Dept 17 services.

37. Reception greeting, handling, routing, chasing up people for appointments and handling incoming calls with ARC and efficiency.

38. Formation of Dianetic Counseling Groups.

39. Weekly tape and film plays.

40. Promotes the org and standard tech to Auditors Association.

41. Contacts and sees any sign of ARC broken field and alerts Chaplain to clean up the field.

The first thing a Service Product Officer would want to do is get out a large volume of promo to at least get some activity occurring. This would entail Dissem getting any promo laying around the org dug up and sent out to students and pcs. They would get it out in letters and mailings, they would get it handed out to students and pcs, they would pick up the half-completed promo piece, have it fixed up and sent out. They would have promo placed in Reception, in any public inquiry, etc. In other words, the Service Product Officer ensures that the org fully utilizes what promo they do have. He would also have specific promo pieces done to enlighten the field on what services the org has. Where any of this bogged he would push — debug — drive — name it — want it — and get it.

The Service Product Officer, in trying to get in any promotional items, must review what resources he has. For example, is there a Dir Clearing, is there a Receptionist, etc.? He must concentrate on getting those terminals that already exist busy on promotional actions that will create the largest volume of inflow, while his organizing officer works on getting more immediate resources to increase the volume even further. It would be senseless to have the Dir Clearing running around trying to form up groups in an inactive field, single-handing, when he has FSMs that need to be gotten on to selecting and driving in new public. The Service Product Officer is concerned with priorities of promotional actions, so must be totally aware of all the promotional items and actions that an org can produce.

Actions such as "improved org appearance," "high ARC handling," and "correct and efficient routing of public" can be put in instantly. If he has two people in all of Dissem he still can and must get the particles flowing and products coming off the line.

SALES

The sales lines consist of enlightening the public, having lines to sign people up, getting public into the org and signed up for service.

The following gives you an idea of some of the sales actions and lines in an org:

1. Body Reg phones and schedules public to come in for interview.
2. Use of CF to produce business.
3. Reges who accept advance registrations.
4. D of T procurement of students.
5. D of P procurement of pcs.
6. Receptionist sells to public coming in.
7. SHs in communication with the Class IV org Tech Secs and Registrars and targeting them for public completing and routing on to the higher org.
8. AO's and SH's case consultant actions.
9. AO/SH events to Class IV org Academies to encourage upper-level auditor training.
10. Use of FSMs, Auditors Associations, personal contact, etc., to get public into the org and on to their next service.
11. Fast lines so public are not left waiting to see the Reg.

The lines of routing a public person to the Reg, or from the Reg to a service, must be tight so public aren't lost and the Reg is continuously kept busy with the public. Therefore, the Service Product Officer must police these lines and where he notices any lack of uniformity he gets his org officer onto it. Nonuniform or slow routing interferes with the product, so the Service Product Officer gets it speeded up now by push — debug — drive — name it — want it — and get it.

The first actions of the Service Product Officer in the sales area are to get all "in-the-org" public routed to the Reg on breaks or after course end to be further signed up for additional service. He can also have Dissem drilling done with Reges so as to increase sales in the org. His operating procedure is products, products, products, now, now, now. His org officer or HCO and Qual can worry about organize, organize, organize.

CALL-IN

Call-in is the action of getting fully paids into the org on to their next service. This also includes getting partially paids fully paid and on to their next service. These functions are of great concern to the SERVICE PRODUCT OFFICER as undelivered services to the public can mess up a field and increase the chance of refunds. The Service Product Officer should see to it that the Call-in Units are given stiff targets and that their production is not monitored by low auditor hours or low-producing training

areas. The execution of needed programs to get Call-in Units fully operational is under the Service Product Officer per HCO PL 9 Aug. 79 I, CALL–IN: THE KEY TO DELIVERY AND FUTURE INCOME. This same policy also lists out the functions of the Call-in Units. Call-in falls between sales and delivery, as it deals with those either fully or partially paid and needing only to finish payment and be called in and gotten on to service.

DELIVERY

The Service Product Officer must ensure that the service lines of the org are fast and 100 percent standard, that pcs and students do complete quickly and don't get lost off the lines.

The Service Product Officer is to have an alert line with the public set up whereby if a student or pc's study or auditing is slowed, or if the public person is dissatisfied in any way, he can alert the Service Product Officer so it can be handled.

Some of the actions and lines to be product officered by the Service Product Officer are as follows:

1. Tech Services arranges housing, has the pc met when he is arriving and generally operates as the pc's host while in the org.

2. The many lines such as pc to Ethics, pc to Examiner, student to Ethics, student to Qual, C/S Series 25 line and pc to D of P line must be drilled so they are flawless and handled with ARC.

3. The most senior policy applied to this area is HCO PL 21 Nov. 68 I, SENIOR POLICY, "WE ALWAYS DELIVER WHAT WE PROMISE."

4. There must be an adequate amount of auditors, Tech Pages and FESers, Ds of P, Supervisors, Course Admins, etc.

5. The auditing line must be fast so no pcs wait to be serviced.

6. Use of all hands tech terminals in the org auditing when required to handle backlogged service.

7. Getting students through their courses and on to their internship at which point they can audit in the HGC.

8. Proper scheduling so every pc gets in 12½ hours a week minimum.

9. Recovering blown auditors, getting them fixed up and auditing.

The Service Product Officer ensures tech lines are fast. For instance, a pc's folder not getting C/Sed for days, or idle auditors and Ds of P "waiting" for pcs when they can be made to procure pcs, must be spotted and handled by the Service Product Officer.

The Service Product Officer must be kept briefed on what pcs and students arrive and how they are going to be handled. He must get around to these areas (Training and HGC) to ensure that there are no slows with public or anything that would get in the way of public receiving top-quality service.

Service to the public is the reason the org is there and service must be kept fast and 100 percent standard and plentiful. This is a primary duty of the Service Product Officer; he is there to ensure this occurs.

It is losses on service that keep public away, org income down and staff pay low.

RE–SIGN–UP

The re-sign-up line is also very key to an organization's prosperity. It brings further income, and proves conclusively that the last service received by the public person was of high quality. This is why the Service Product Officer must be very alert to the amount of re-signs. Some of the things that should be watched for are:

1. That the Reg is supplied with an upstat cert for his last completed service to present to the student or pc.
2. That the Reg knows fully how to handle the public person that won't re-sign (by sending them to Qual).
3. The Reg must be provided with tech estimates, Grade Chart information, etc., so he is aware ahead of time of what the student or pc's next action is.
4. Tech terminals are fully briefed and the line is in that every completion gets routed to the Reg. This must be drilled.

The public person should be serviced in your org until he/she requires upper-level service that your org cannot deliver, at which point they should be directed to the next higher org.

PITFALLS

The Service Product Officer can lose his effectiveness if he takes any "hey you" orders or gets stuck in at various points. He is not an expeditor. He is not an information and full-time coordinator terminal. He is an executive, a *product* officer, and he is there to ensure the entire machine runs.

He must be well versed on actions occurring in the org. He must also pay strict attention to completing actions he has started and to carrying a handling through to a done. Otherwise he can wrap himself around a pole with incomplete cycles which will ball up the line and prevent the service lines from flowing flawlessly.

Where the Service Product Officer post bogs it is undoubtedly due to a lack of an organizing officer, as with the speed in which a Service Product Officer demands products, he requires a fast-moving org officer. So it is essential this post be provided with an org officer as soon as possible.

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Those personnel in the org who are responsible for organization, any Esto personnel, etc., are the people who put the units in the org there. It is not the duty of a Service Product Officer to man and hat the org. Therefore, it is a lot of sweat off the Service Product Officer's brow to have a fully functioning Esto team backing up his actions in getting the flow of products out of the organization.

SUMMARY

The Service Product Officer ensures all the actions of getting public into, through and out of the org are *accomplished* with high quality results.

It is extremely important that this post be manned in each and every org. It doesn't just make the difference between a poor, empty org and a good org. This post makes the difference between a good org and a booming org.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 JUNE 1972

REMIMEO

ADMIN KNOW-HOW SERIES 38-1
ORG SERIES 39-1
ESTABLISHMENT OFFICER SERIES 37-1

PRODUCT OFFICERS

(Originally written by LRH for the *Apollo* OODs of 11 June 72.
Issued as an HCO PL on 21 Sept. 80.)

Worked last evening getting Tech to start shooting them through to completions.

The PL on Selling and Delivering Auditing (HCO PL 28 Sept. 71) tells why you have to audit a pc all at once, whole program. Dribbling it out means repairs due to life upsets before the guy made it.

So crowd it on and get a pc *through*. Then we'll have some products for our coins.

A product officer has to name, want and get his products.

This means one says, "You there. Joe Blow. Want him completed. All right get it DONE." Product by product. There is no general "Audit these pcs." "Get up the hours." Hell, you never get a product that way.

"You there, George Thunderbird. I want you through your Primary and onto and through course and classified. Get going, man, get going. Oh, you were told to weedle the toofle before you woofled by Dorance Doppler. Org Officer? Get that name — to Flag MAA, get the cross orders the hell off my lines. Now you George Thunderbird, I want you through your Primary and onto and through course by 1 July. You got it? You got it now! Good. Well, get with it. Get going!" Note on clipboard: Org Off to get cross order by Dorance Doppler invest and report. "There's your slip." Note on progress board. Geo Thunderbird HSDA 1 July. "Now you Tobler Tomias, what's the tale; how are you going? . . . Well, standing there smoking and looking at the scenery isn't going to do anything. If your girl doesn't like you anymore the thing to do is drown your sorrows in the Primary Rundown. . . . Okay, you are to be an Expanded Dianetics. All right, that's fine. I want you completed by 16 July. . . . I don't care if that's a 16-hour day. Let's see, Primary Rundown by _____ and Class IV Acad by _____ and _____. Yes, that's 16 July AT NOON. Man, to hell with your PTPs. Get going, man." And on the progress board. And from the board — "And here's Bill Coal. He should be off the Primary today, where is he? All right Bill — ah, you made it that far. Now you're on schedule. That's great. HSDA. Get with it, man. You completed Primary 20 minutes ago and aren't on the next course. Super! What the _____."

That's the way it goes for a Tech Prod Off. "We are finishing Agnes, Torp and Goshwiler today. Today. Yes today. Certified and off lines. Got it, D of T? Well, do it!"

Push, debug, drive. Name it, want it, get it.

That's the *only* way you ever get a product.

Sad but true.

They don't ever happen by themselves.

And all the public relations chatter in the world is not a product. I know this product officer beat.

It's a piece of cake.

But it has to be DONE.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 AUGUST 1979R

ISSUE I
REVISED 23 AUGUST 1984
(Also issued as an HCOB, same date and title)

REMIMEO
PRODUCT OFFICERS
ORG OFFICERS
EXECS
ALL STAFF
PROGRAMS CHIEFS
PROJECT OPERATORS
MISSION OPERATORS
MISSIONAIRES
FLAG REPRESENTATIVES
LRH COMMUNICATORS
CRAMMING OFFICERS
REVIEW

ESTABLISHMENT OFFICER SERIES 38
PRODUCT DEBUG SERIES 1

DEBUG TECH

Refs:

LRH ED 302 Int		DEBUG TECH BREAKTHROUGH
HCO PL	23 Aug. 79 II	Esto Series 39 Product Debug Series 2 DEBUG TECH CHECKLIST
HCOB	23 Aug. 79 II	Product Debug Series 10 PRODUCT DEBUG REPAIR LIST
HCOB	17 June 79	Product Debug Series 3 Word Clearing Series 61 CRASHING MIS-Us: THE KEY TO COMPLETED CYCLES OF ACTION AND PRODUCTS
HCOB	7 Aug. 79	Esto Series 36 Product Debug Series 8 FALSE DATA STRIPPING
HCO PL	26 Mar. 79RB Rev. 2.9.79	Esto Series 35 Product Debug Series 7 Word Clearing Series 60 MISUNDERSTOOD WORDS AND CYCLES OF ACTION
HCOB	23 Aug. 79 I	Product Debug Series 6 Word Clearing Series 65 CRASHING MIS-Us, BLOCKS TO FINDING THEM
HCOB	9 Feb. 79R Rev. 23.8.84	KSW Series 23 HOW TO DEFEAT VERBAL TECH CHECKLIST

When I wrote LRH ED 302 Int, DEBUG TECH BREAKTHROUGH, in February of this year, I promised that there would be a policy letter issued covering the tech more fully. Well, there have been further breakthroughs in the area of debugging production. The tech given in that LRH ED has been acclaimed by hundreds to be miraculous. This policy reissues that tech and brings it up-to-date with the new discoveries.

HISTORY

Recently I noticed quite a few programs were not progressing rapidly. I found many targets bugged. Project operators did not seem to know what to do and were getting losses and becoming frustrated. Their targets were "bugged."

"Bugged" is slang for snarled up or halted.

"Debug" means to get the snarls or stops out of something.

I had always been given to believe somebody had developed and written up debug tech. People would often tell me they had debugged this or that, so of course I assumed that the tech existed and that issues and checksheets existed and were in use. Yet here were people operating projects who couldn't get the targets done by themselves or others.

I didn't recall ever having written any policy letter containing the tech of debugging programs or targets.

So I called for the various "debug checksheets" and "debug issues" they were using and found something very astonishing. None had any real tech on them to debug something. They just had various quotes that did not necessarily apply.

I did a study of the subject based on what people trying to debug should be doing and what they were not doing and developed a fast, relatively simple system. Some project operators were located in very bugged areas which had brought them to apathy and even tears of frustration. The new debug tech was put into their hands and they came streaming back in wild excitement. It worked! Their areas were rolling!

I am releasing this tech to you as it is vital that programs are quickly executed and that production occurs.

This debug tech is tested, fully valid and for *immediate* use.

Debug tech is a vital executive tool. Anyone who is responsible for getting targets and programs executed, getting production out, turning insolvency into solvency and generally making a better world frankly can't live without it.

Debug tech is used to debug program targets, programs, a lack of completion of the cycles of action which lead to production and, in short, whenever there is *any* insufficiency of viable products coming from an area, org or individual.

THE TECH

I. *INSPECTION*

The first action in debugging an area is an inspection to see what is going on in terms of production. In inspecting the area you do the following:

1. You look for what products have been gotten out in the past.
2. You look for products that are there completed.
3. You look for what products can be attained in the immediate future.

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4. You look for the value of the products produced as compared to the overall cost of the production organization.

5. You look for overt products or cycles where products continuously have to be redone, resulting in no or few products.

The full volume of data on how to do an investigation is given in the Investigations Checksheet of *The Volunteer Minister's Handbook.**

When you first inspect an area for products, you just look. Policies on "Look Don't Listen" apply (HCO PL 16 Mar. 72 I, LOOK DON'T LISTEN). Don't listen to how they are going to get 150 products; just look and walk around with a clipboard.

If you don't see 150 products waiting to be shipped or invoices showing they have been, they don't exist. If you don't see receipts for 150 shipped products, they don't exist and never have. The product is either there or there is ample shipping or departure or finance evidence that they have just left or been shipped. Products that are only in people's heads don't exist.

Dreams are nice — in fact they are essential in life — but they have to be materialized into the physical universe before they exist as *products*.

The most wide trap the debugger can fall into is "But next week . . . ," since experience will tell you that next week's production may never arrive. The definition of product is something that can be exchanged for a valuable product or currency. They have subproducts. These are necessary. A subproduct can also be an overt product and block final products.

When you have done your product inspection, you then look over the period of time from a viewpoint of time and motion. This is to answer the question "Are things arranged so that there is no time wasted in useless motions which are unnecessary?" This includes poor placement of materiel on a flow line or tool sheds five miles from the site of work so that one has to go there every time one wants a hammer, out-of-sequence flows or waits.

One counts up the amount of wasted time simply because of the disorganization of a place. It isn't enough to say a place is disorganized. How is this disorganization consuming time and motion which is not resulting in a higher quantity of production? Examples of this are quite gross.

When you have done this study, during which of course you have made notes, you will have the raw materials necessary to make an estimation of the area.

If there is not an adequate and even spectacular record of products getting out and if products have to be redone or if no products are coming out, you proceed as follows:

II. *PERSONAL HANDLING*

Find a product that *can* be gotten out, any product, and insist that it and products like it or similar cycles be gotten out flat out by the existing personnel.

*[*Editor's Note:* This data is now covered in *The Scientology Handbook* chapter on "Investigations."]

Do not let this debug act as an excuse for them not to produce. The first step of this handling *is* to demand production.

When you have gotten them on that, you enter in upon a second stage of debug. This consists essentially of finding if the place is knowledgeable enough and able enough to produce what is actually required and what is actually valuable or being needed from it.

This is accomplished as follows:

(Note: You should not attempt to find Crashing Mis-Us, etc., until the above inspection and the steps A to I below have been done.)

A. **WHERE ARE THE ORDERS RELATING TO THIS TARGET (OR PROJECT OR PRODUCTION AREA)?** (Can include policies, directives, orders, bulletins, issues, despatches, tapes, valid texts and previous debugs and any and all files.)

Handling: Collect up all of the orders relating to this target (or project or production area). This includes the orders and policies the person is operating off of as well as all those he should be operating off of. At this point you may need to employ the "How to Defeat Verbal Tech Checklist":

1. If it isn't written it isn't true.
2. If it's written, read it.
3. Did the person who wrote it have the authority or know-how to order it?
4. If you can't understand it, clarify it.
5. If you can't clarify it, clear the Mis-Us.
6. If the Mis-Us won't clear, query it.
7. Has it been altered from the original?
8. Get it validated as a correct, on-channel, on-policy, in-tech order.
9. IF IT CAN'T BE RUN THROUGH AS ABOVE *IT'S FALSE!* CANCEL IT! And use HCOB 7 Aug. 79, FALSE DATA STRIPPING, as needed.
10. Only if it holds up this far, force others to read it and follow it.

B. **HAVE YOU READ THE ORDERS?**

Handling: If he has not read them, then have him read, word clear and star-rate them.

Ca. **DO YOU HAVE MIS-Us ON THESE ORDERS?**

Handling: Get the orders word cleared using M4, M9 or M2 Word Clearing—whatever Word Clearing *is* needed to fully clear any Mis-Us he has.

Cb. **DO YOU HAVE FALSE DATA ON THESE ORDERS?**

Handling: Strip off the false data per HCOB/PL 7 Aug. 79, FALSE DATA STRIPPING.

Handle this step (Ca and Cb) until the person has duplicated the orders and issues relating to this production area.

D. **ARE THERE FINANCIAL OR LOGISTICS PROBLEMS ON THEM?**

Handling: Debug using HCO PL 14 Mar. 72 II, FOLLOW POLICY AND LINES, and Flag Divisional Directive of 25 Aug. 76, FINANCIAL PLANNING MEMBER HAT CHECKSHEET. Debugging this may require getting the whole FP Committee through the FP pack.

E. **ARE THERE PERSONNEL PROBLEMS?**

Handling: Debug this using HCO PL 16 Mar. 71 IV, LINES AND HATS, and the Personnel Series, as given in the *Management Series*.

It may be necessary to do this debug on the HAS or any person responsible for getting the products of staff members who produce.

F. **ARE THERE HATTING PROBLEMS?**

Handling: Handle this using full Word Clearing and False Data Stripping and get the scene debugged using HCO PL 29 July 71 I, WHY HATTING? and HCO PL 22 Sept. 70, HATS, and HCO PL 27 Dec. 70, HATS PROGRAM PITFALLS.

Hatting problems may include the total and utter lack of a hatting course for the staff or a hatting course where WHAT IS A COURSE? PL is flagrantly not in, and if you find this, you have gotten to the root of why you are working hard debugging all over the place and it had better be handled quick.

It may also be that the area senior doesn't make sure his staff puts in study time off production hours, and in this you may find the senior is a failed student himself and this you would also have to handle.

Note: A person who *cannot* be hatted at all has false data. The handling would be to strip off the false data.

G. **IS THERE EXTERIOR INFLUENCE STOPPING THE PRODUCTION WHICH CANNOT BE HANDLED IN THE PRODUCTION AREA?**

Handling: Handle using HCO PL 31 Jan. 72, THE WHY IS GOD, and HCO PL 25 May 73, SUPPLEMENTARY EVALUATIONS, and HCO PL 30 Dec. 70, ENVIRONMENTAL CONTROL.

When told that these exterior influences exist, the wise debugger immediately verifies. The simplest way to verify is to ask the person who is supposed to be putting stops on the line if he has issued such orders. You commonly find out he hasn't. But if he has, then you have started to locate your area to handle.

You commonly run into verbal tech at which moment you use the "How to Defeat Verbal Tech Checklist."

H. **WHAT OTHER EXCUSES EXIST?**

Handling: As per HCO PL 31 Jan. 72, THE WHY IS GOD; HCO PL 19 May 70, SANITY; HCO PL 30 Sept. 73 II, SITUATION FINDING; and HCOB 19 Aug. 67, THE SUPREME TEST.

And once any obvious ones in the above have been handled, and production *still* isn't rolling, you have:

I. **ROUTINE FINDING OF MIS-Us PER WORD CLEARING SERIES.**

J. **CRASHING MIS-U TECH PER HCOB 17 JUNE 79, CRASHING MIS-Us: THE KEY TO COMPLETED CYCLES OF ACTION AND PRODUCTS.**

Crashing Mis-U Finding is done exactly per this HCOB. Crashing Mis-Us can be buried or suppressed as covered in HCOB 23 Aug. 79 I, CRASHING MIS-Us, BLOCKS TO FINDING THEM. The factors as listed in that HCOB which can cause a Crashing Mis-U to remain hidden and unknown may have to be handled before the Crashing Mis-U appears.

K. **DO THEY HAVE ANY IDEA AT ALL THAT THEY SHOULD BE GETTING OUT ANY PRODUCTS? OR DO THEY PRETEND TO BUT DON T?**

Handling: Simply two-way comm on why the guy is there. It might come as a startling realization that he is supposed to get out products. This can be backed up with Exchange by Dynamics, HCO PL 4 Apr. 72 I, ETHICS, and Short Form Product Clearing, HCO PL 13 Mar. 72, PRODUCTION AND ESTABLISHMENT, ORDERS AND PRODUCTS, or HCO PL 23 Mar. 72, FULL PRODUCT CLEARING LONG FORM.

There is also such a thing as a person who will not complete a cycle of action. This is normally true of what we call a "suppressive person" or even an insane person.

Handling: Get the person's case looked into by a competent C/S and also by the Ethics Officer for background.

But as PTS people are in suppressive persons' valences, he may only be PTS.

Handling: See section P below for de-PTSing.

L. **WRONG STAT.** The person has been given a stat that has nothing to do with what he is supposed to produce.

Handling: Get the right stat figured out so that it agrees with what he is supposed to produce and actually measures his actual production.

M. **WRONG VFP OR WRONG PRODUCT? DO THEY HAVE THE IDEA OF VFP RIGHT?** (Or does the org think it's the award rather than the product, i.e., GI rather than an audited paying pc or a trained paying student?)

It of course can occur, amazingly, that the person or department, etc., is trying to turn out a product that has no exchange value. This can occur because what they do produce is so flubby as to be called "an overt product" which nobody can use further on up the line or even at the end of the line.

You handle this by coming down on their sense of fitness of things. Overt products waste resources and time and personnel and are actually more destructive than on first glance. They cannot be exchanged but they also waste resources as well as lose any expected return. You can remedy this sort of thing by improving their tech so they do turn out something decent and useful.

They can also be turning out a type of product nobody wants—such as 1819 buggy whips in a space age. They may be great buggy whips but they won't exchange because nobody wants them.

They may also be getting out products of excellent quality but never tell anybody they have or do them. This can apply as narrowly as one worker who doesn't tell anybody he is having or doing them or a whole organization which, with complete asininity, never markets or advertises their products.

It is also possible that a combination of all three things above may be found.

It also may be they have all sorts of products they could get out but they never dreamed of getting them out, yet their lifeblood may depend upon it.

Handling: HCO PL 24 July 78, SUBPRODUCTS, HOW TO COMPILE A SUBPRODUCT LIST, which tells how to compile a subproducts list and attain VFPs. Exchange by Dynamics per HCO PL 4 Apr. 72 I, ETHICS, and Full Product Clearing Long Form on the correct and actual VFP (as well as any other products the person or area may have), as well as marketing and PR tech.

N. **NEVER FIGURED OUT WHAT THEY WOULD HAVE TO DO TO GET A PRODUCT?**

Handling: Handle this using HCO PL 7 Aug. 76 I, II and III, AKH Series 33, PRODUCT–ORG OFFICER SYSTEM, NAME YOUR PRODUCT; AKH Series 34, PRODUCT–ORG OFFICER SYSTEM, WANT YOUR PRODUCT; AKH Series 35, PRODUCT–ORG OFFICER SYSTEM, TO GET YOU HAVE TO KNOW HOW TO ORGANIZE; HCO PL 24 July 78, SUBPRODUCTS, HOW TO COMPILE A SUBPRODUCT LIST; and HCO PL 14 Jan. 69 I, OT ORGS.

O. **OUT ETHICS?**

Handling: Determine the situation and handle with O/W write-ups or auditing and ethics conditions or correction of past conditions and the ethics policies that apply.

P. **IS THE AREA OR INDIVIDUAL CREATING PROBLEMS AND DEMANDING SOLUTIONS TO THEM?**

Handling: Give the person PTS handling as per ethics policies. If and when available, get the personnel de-PTSed using Clay Table De-PTSing as per HCOB 28 Aug. 79 I, PTS CLAY TABLE HANDLING, THEORY AND ADMINISTRATION. (Note: Clay Table De-PTSing can only be done on someone by a person who has had the step himself.)

Q. **TOTAL ORGANIZE? (IS THE AREA ORGANIZING ONLY?)**

Handling: This is an indicator of many misunderstoods in the area, especially on the part of its senior. The senior and the personnel in the area need full Word Clearing on the materials to do with the production area, including Crashing Mis-U Finding as in J (Ref: HCO PL 26 Mar. 79RB, MISUNDERSTOOD WORDS AND CYCLES OF ACTION) off production hours and meanwhile make them produce what they can.

R. **ORGANIZATION ADEQUATE TO GET THE PRODUCT? INADEQUATE ORGANIZATION?**

Handling: Debug the organization per HCO PL 13 Sept. 70 II, BASIC ORGANIZATION; HCO PL 14 Sept. 70 I, COPE AND ORGANIZE; HCO PL 14 Sept. 70 II, HOW TO ORGANIZE AN ORG; HCO PL 8 Oct. 70, ORGANIZING AND PRODUCT; HCO PL 29 Oct. 70 I, THE ANALYSIS OF ORGANIZATION BY PRODUCT.

NO ORGANIZATION?

Handling: This is the situation where someone does not organize any corner of his area or work or organizations or lines. This manifests itself by irrational demands to only produce and to prevent any organization so that production can occur. The handling is to clear the misunderstoods (including Crashing Mis-Us) in the area, particularly on the purpose of the production and why one is producing.

LACKING A SENSE OF ORGANIZATION?

Handling: Lack of a sense of organization lies below the level of Mis-Us, overts and withholds and PTSness—and you have to go north through PTSness and overts and withholds to even get to the Mis-Us.

The handling would be de-PTSing as in step P. Then handle any overts and withholds and then clear the Mis-Us in the area being addressed (including Crashing Mis-Us).

Debug tech is laid out as a checklist in HCO PL 23 Aug. 79R II, DEBUG TECH CHECKLIST. It is a very useful checklist, as the points of debug can be assessed on a meter by an auditor (or any person trained to use an E-Meter) or be administratively used by anyone wishing to debug an area.

HCOB 23 Aug. 79R II, PRODUCT DEBUG REPAIR LIST, is for use by an auditor to repair someone who has been messed up by somebody trying to debug his area. As faulty debugging can mess a person up, this repair list has been written to remedy that, should it occur.

Normally, in an area that is very bogged and not producing, the first question or two will deliver the reasons right into your hands. They are trying to produce blue

ruddy rods but the order they finally dig up after a fifteen-minute search says specifically and directly that green finglebums are what are wanted here and that blue ruddy rods are forbidden. It is usually outrageous and large. As you go down the list, you will find out that you are running into things which open the door to justification. So you take very good care to notice the justifications which are being used. The handling of justifications is indicated in HCOB 23 Aug. 79 I, CRASHING MIS-Us, BLOCKS TO FINDING THEM, and HCOB 21 Jan. 60 I, JUSTIFICATION.

WHAT TO HANDLE

Handling of course is indicated by what you find and the above references. But handling must always be in the direction of at least 50 percent production. Even while debugging, do not go for an all-organize handling. Also do not go for an all-production handling.

A person, once trained on the data as contained in this PL, Crashing Mis-U tech, False Data Stripping and Product Clearing, will be able to get almost any area debugged and producing. It is important to remember that debug tech applies from the very small expected action to the huge expected project.

THE EP OF DEBUG

The above debug actions are never carried on past the point where the target or area or individual or org has been debugged.

Once production has been debugged and desirable products are now being gotten for real in adequate quantity, the debug has been accomplished.

This could occur at any one of the above steps. And when it does, you let the area get on with producing the products they are now able to produce.

EVALUATION AND PROGRAMING

There is a whole different technology called evaluation. The full tech on how to evaluate and program is contained in the Data Series and the Data Series Evaluator's Course and the Target Series HCO PLs: 14 Jan. 69 I, OT ORGS; 16 Jan. 69, TARGETS, TYPES OF; 18 Jan. 69 II, PLANNING AND TARGETS; 24 Jan. 69 I, TARGET TYPES; 24 Jan. 69 II, PURPOSE AND TARGETS; and HCO PL 14 Dec. 73, TARGET TROUBLES. One is expected to know how to evaluate. But even after you have evaluated, evaluations contain targets. And targets get bugged. So you will need debug tech even when you are an accomplished evaluator.

With the debug tech and the added steps of Crashing Mis-U Finding, overts and withholds, False Data Stripping, Product Clearing, etc., you will be able to crack the back of the most resistive nonproducing areas and get them into roaring, high-morale production.

Between February 79 and 23 August 79, I have spent a great deal of development time on the technology needed to completely debug people, projects, targets and production. A very large number of missions, researches and pilots were undertaken to discover and polish up this tech. It can now be considered a completed development cycle.

The above IS the tech.

USE IT!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 NOVEMBER 2000

REMIMEO

ESTABLISHMENT OFFICER SERIES 38-1

STOPPING PRODUCTION LINES

(Originally issued 4 Oct. 79 as LRH Executive Training Instructions.)

I just figured out how some secretly ill-intentioned persons could go about totally stopping a production line. They could pretend to be busy and doing something while actually creating chaos and overt products and pretending to reform and reassuring people it was all going along, and so involve the actual producers in the area in complexities and problems to a point where nothing could be completed.

This would come from an extremity of PTSness or secret revenge, but it could be developed into a system which would effectually stop production without seeming to.

The clue that this might be going on is the consistent use of orders and policy to stop and pretended false data. It's a kind of a trap they would get one into.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 AUGUST 1979R
ISSUE II
REVISED 24 JUNE 1988

REMIMEO
TECH/QUAL
ALL EXECS
ALL STAFF
PROGRAMS CHIEFS
PROJECT OPERATORS
MISSION OPERATORS
MISSIONAIRES
DEPT OF SPECIAL AFFAIRS
LRH COMMS
FRS

ESTABLISHMENT OFFICER SERIES 39
PRODUCT DEBUG SERIES 2

DEBUG TECH CHECKLIST

Refs:

HCO PL	23 Aug. 79R I Rev. 23.8.84	Esto Series 38 Product Debug Series 1 DEBUG TECH
HCOB	23 Aug. 79R II Rev. 14.6.88	Product Debug Series 10 PRODUCT DEBUG REPAIR LIST
The Product Debug Series		

(This checklist is clarified by HCO PL 23 Aug. 79R I, DEBUG TECH, and is used in conjunction with that PL.)

Production is the basis of morale. People who don't get products have low morale.

Executives and responsible people have the task of getting out products. When they don't get them out, the unit or organization fails.

It is extremely upsetting and puzzling to a staff member and to his seniors when he can't get out the products expected of him. I have seen an executive going around in circles for weeks trying to guess why such and such a staff member couldn't get out the products of his post area. I have seen staff members actually in tears because they were unable to achieve the products of their post. I have also seen people busy, busy, busy and totally unaware of the fact that they were producing absolutely nothing.

LRH ED 302 was a breakthrough. It has now been written into HCO PL 23 Aug. 79R I, DEBUG TECH, and contains a considerably expanded tech on how to debug products. People have had very great success in applying it.

To give them even greater successes, I have rewritten LRH ED 302-1 into this PL. The whole object of this checklist is to debug a lack of products and accomplishments of an org or post.

USE OF THIS CHECKLIST

This Debug Checklist is used in conjunction with HCO PL 23 Aug. 79R I, DEBUG TECH. It gives the person doing the debug a list of things that could be standing in the way of production. The sequence of handling is as laid out in the Debug Tech PL. The first action is an inspection of the area. Then come the personal handling steps.

This sequence must be followed in any debug action. For instance, if you haven't done the inspection, then how would you know what it is you are trying to debug?

This checklist can be assessed on a meter or be administratively used (off the meter) by Mission Operators, Program Operators, Project Operators, Evaluators, executives and anyone else needing to debug a cycle of action or lack of products, including any staff member or student himself. The only restriction on the administrative use of the list is that Sections O (out-ethics and O/Ws), P (PTS) and S (drugs) must be turned over to a qualified auditor who checks them using an E-Meter. They are *not* checked without using a meter. This is to ensure that reads and withholds don't get missed on these sections.

When assessed on a meter, each reading line is taken to F/N by doing the handling given for that line. In many cases the full handling of a reading line will involve steps done off the meter or in another session. Where this is the case, the person being debugged is put back on the meter when all the handling steps for that question are done, to ensure that he is F/Ning and VGIs and satisfied that that point is now handled.

Though the checklist is often done with the use of a meter, its purpose is not to sort out a person's *case* considerations or difficulties. Some of its questions and handlings involve case-handling actions such as rudiments and PTS handlings, but the purpose of the list is to get stalled production *un*stalled and production occurring.

When doing this checklist the individual should have the issues and references he may need to carry out the handlings along with him. He must also have a copy of HCO PL 23 Aug. 79R I, DEBUG TECH, with him for ready reference.

Anyone using this checklist must be checked out and drilled on it and on HCO PL 23 Aug. 79R I, DEBUG TECH.

THE EP OF DEBUG

Debug actions are never carried on past the point where the target or area or individual or org has been debugged.

Once production has been debugged and desirable products are now being gotten *for real in adequate quantity,* the debug has been accomplished.

This could occur at any one of the steps. And when it does, you let the area get on with producing the products they are now able to produce. But don't neglect to keep an eye on the area to make certain it is actually and stably debugged, and don't drop any incomplete action (such as PTS handling or False Purpose RD) because production is now occurring.

PRODUCT DEBUG REPAIR LIST

In case of a bog or trouble on the following checklist use HCOB 23 Aug. 79R II, PRODUCT DEBUG REPAIR LIST, to repair the person so he can continue with the debug actions.

INSPECTION

00. The first action in debugging an area is an inspection to see what is going on in terms of production.

THIS ACTION IS *ALWAYS* DONE AS THE FIRST STEP IN ANY DEBUG. IT IS NOT OMITTED OR SKIMPED OR BRUSHED OFF.

In inspecting the area you do the following, making notes on what you find and checking off each step as it is completed:

___ 1. You look for what products have been gotten out in the past.

___ 2. You look for products that are there completed.

___ 3. You look for what products can be attained in the immediate future.

___ 4. You look for the value of the products produced as compared to the overall cost of the production organization.

___ 5. You look for overt products or cycles where products continuously have to be redone, resulting in no or few products.

Full data on how to do this inspection is given in HCO PL 23 Aug. 79R I, DEBUG TECH.

0. Find a product that *can* be gotten out, any product, and insist that it and products like it or similar cycles be gotten out flat out by the existing personnel.

THE CHECKLIST

Section A:

A1. **NO ORDERS?** _____

(Find out if [a] he's needing orders due to not knowing his hat, [b] he's not getting any direction or guidance from his senior or [c] if he never received the orders. Handle [a] by getting him hatted or [b] by doing this checklist on his senior or [c] by having him get the orders and handle any cut line that isn't relaying the orders.)

A2. **CROSS ORDERS?** _____

(Find out what and handle per HCO PL 13 Jan. 79, ORDERS, ILLEGAL AND CROSS.)

A3. **ILLEGAL ORDERS?** _____

(Find out what and handle per HCO PL 13 Jan. 79, ORDERS, ILLEGAL AND CROSS.)

A4. **VERBAL TECH?** _____

(Find out what and handle per the "How to Defeat Verbal Tech Checklist" in HCO PL 23 Aug. 79R I, DEBUG TECH, and with False Data Stripping.)

Section B:

B1. **HASN T READ THE ORDERS?** _____

(Have him read, word clear and star-rate the orders.)

B2. **AVOIDANCE OR NEGATION OF POLICY?** _____

(Get his O/Ws off per HCOB/PL 2 Mar. 84R, O/W WRITE–UPS, or with Sec Checking. Then clear up his Mis-Us on the relevant policy.)

B3. **POLICY UNKNOWN?** _____

(Determine what applicable policy is unknown to him and have him read, word clear and star-rate it.)

B4. **LACK OF TECH?** _____

(Have him get familiar with the exact problem he's encountering and make him work out a solution that will handle it.)

B5. **NEVER LOOKED OVER AND READ UP ON THE EXACT MATERIALS YOU ARE SUPPOSED TO BE USING IN THIS PROJECT OR ACTION?** _____

(Have him read and word clear the exact materials he needs to know to get out the products.)

B6. **NEVER MEMORIZED THE BASIC STABLE DATA AND LAWS OF THE AREA?** _____

(Have him dig up and memorize the stable data and laws of his field or area. Note that this applies to admin and other type personnel quite in addition to technical people.)

Section C:

C1. **MISUNDERSTOODS?** _____

(Find and clear the Mis-Us.)

C2. **MISUNDERSTOODS ON THE ORDERS?** _____

(Find and clear the Mis-Us.)

C3. **DOESN T UNDERSTAND THE ORDERS?** _____

(Handle with Word Clearing and False Data Stripping.)

C4. **FALSE DATA ON THE ORDERS?** _____

(Handle with False Data Stripping.)

C5. **OUT OF AGREEMENT WITH THE ORDERS?** _____

(Get any out-ruds handled. Then handle with Word Clearing and False Data Stripping. If needed, get C/S okay and do a Disagreement Check per HCOB 22 Mar. 72RA, DISAGREEMENT CHECK.)

C6. **NO INTEREST?** _____

(Find out if it's out-ruds or Mis-Us or past failures and handle accordingly.)

C7. **LACK OF VALUE OF THE CYCLE OF ACTION ITSELF?** _____

(Find his Mis-Us and handle. Have him demo out the cycle of action.)

Section D:

D1. **FINANCE BUGS?** _____

(Find out what the bug is and get it debugged by using this checklist and finance policy on it. If it amounts to that, get the whole FP Committee through the FP pack.)

D2. **LOGISTICS PROBLEMS?** _____

(Find out what it is and handle with HCO PL 14 Mar. 72 II, FOLLOW POLICY AND LINES, and any other debug tech needed.)

D3. **ARE YOU MISSING ANY EQUIPMENT?** _____

(Find out what is needed and if it *is* really needed; if so debug it per D1 and D2 above so it is gotten. Remember that there are enormous percentages of people who absolutely have to have before they can possibly do and use that usually as an excuse not to produce.)

Section E:

E1. **SCARCITY OF PERSONNEL?** _____

(Indicate it. Then investigate and handle HCO, which is usually up to its ears in personnel requests and busy on them instead of putting an HCO there that properly recruits, hats and utilizes personnel. This may mean doing this Debug Checklist on the HAS or any person responsible for that division or activity because they aren't getting the products of staff members who produce.)

E2. **SOME OTHER PROBLEM WITH PERSONNEL?** _____

(Debug this using HCO PL 16 Mar. 71 IV, LINES AND HATS, and the Personnel Series, Org Series and Esto Series.)

Section F:

F1. **ABSENCE OF HATTING?** _____

(Find out if it's [a] lack of a hatting course for the staff, [b] a hatting course where What Is a Course? PL is flagrantly not in, [c] the area's senior doesn't make sure his staff put in study time off production hours or [d] some other reason why the person does not go to study. Handle according to what comes up and HCO PL 23 Aug. 79R I, DEBUG TECH.)

F2. **DOESN T ATTEND STUDY?** _____

(Find out if it's [a] lack of a hatting course for the staff, [b] a hatting course where What Is a Course? PL is flagrantly not in, [c] the area's senior doesn't make sure his staff put in study time off production hours or [d] some other reason why the person does not go to study. Handle according to what comes up and HCO PL 23 Aug. 79R I, DEBUG TECH.)

F3. **ABSENCE OF DRILLING?** _____

(Get any needed drilling on equipment and actions done.)

F4. **ABSENCE OF CRAMMING?** _____

(Get the subject cramming is needed on and send him to Cramming.)

F5. **FAULTY CRAMMING?** _____

(Get what occurred. If it doesn't clean up immediately, then send the data in to the C/S, who will program for handling, e.g., with a Cramming Repair List.)

F6. **A DISASSOCIATION BETWEEN THE THEORY OF WHAT IS SUPPOSED TO BE DONE AND THE PHYSICAL UNIVERSE?** _____

(Get the specific area of disassociation and have him demonstrate — in clay if necessary — and give real examples of the application of the theory. Program for the Hubbard Key to Life Course and Super Power.)

F7. **FALSE DATA ON THE HATTING MATERIALS?** _____

(Handle with False Data Stripping.)

F8. **LACK OF TECHNICAL KNOW HO W?** _____

(Locate the area of technical know-how he is lacking in and get him studying and drilling the tech on it.)

F9. **UNABLE TO BE HATTED?** _____

(Strip off the false data in the area with False Data Stripping. If this does not fully handle, send the person's folder to the C/S for programing; the program can include Student Rehabilitation List, Study Green Form, False Purpose RD, etc., as applicable.)

Section G:

G1. **EXTERIOR INFLUENCE STOPPING THE PRODUCTION WHICH CANNOT BE HANDLED IN THE PRODUCTION AREA?** _____

(Handle per Section G of HCO PL 23 Aug. 79R I, DEBUG TECH.)

Section H:

H1. **OTHER EVENTS OR REASONS?** _____

(Find out what and handle per HCO PL 23 Aug. 79R I, DEBUG TECH.)

H2. **HUGE PRODUCTION BUG?** _____

(Find out what and use full debug tech to handle.)

H3. **TIME?** _____

(Find out if there's just NOT ENOUGH time to do what he has to do or if he's wasting time by not being organized or is being dev-ted. Handle with HCO PL 14 Feb. 80, ORDER VERSUS DISORDER, study and application of dev-t PLs, etc., as applicable.)

H4. **TROUBLE WITH COMM LINES?** _____

(Find out what the trouble is. It could include W/Hs, Mis-Us, unfamiliarity with the comm lines, an incomplete or omitted Non-Existence Formula, an absence of functioning comm lines. Handle what is found as applicable per ethics policies, Word Clearing tech and the Org and Esto Series.)

H5. **INABILITY TO COMMUNICATE?** _____

(Pull his W/Hs. Make him do Reach and Withdraw on the people and objects of his area. Program him for a TRs course and the Hubbard Key to Life Course.)

H6. **ABSENCE OF ALTITUDE?** _____

(Have him read HCO PL 4 Oct. 68 II, ETHICS PRESENCE, and Exec Series 1 and 2. Have him demo how he can use them and then drill their use.)

Section I:

I1. **MISUNDERSTOODS OR CONFUSIONS IN THE PRODUCTION AREA?** _____

(Routine Word Clearing per the Word Clearing Series.)

I2. **MISUNDERSTOODS OR CONFUSIONS ON WHAT IS SUPPOSED TO BE DONE?** _____

(Routine Word Clearing per the Word Clearing Series.)

Section J:

J1. **CRASHING MISUNDERSTOOD?** _____

(Crashing Mis-U Finding per HCOB 17 June 79, CRASHING MIS-Us: THE KEY TO COMPLETED CYCLES OF ACTION AND PRODUCTS.)

J2. **TROUBLE COMPLETING CYCLES OF ACTION IN THE PRODUCTION AREA?** _____

(Crashing Mis-U Finding per HCOB 17 June 79, CRASHING MIS-Us: THE KEY TO COMPLETED CYCLES OF ACTION AND PRODUCTS.)

Section K:

K1. **NO IDEA AT ALL THAT PRODUCTS SHOULD BE GOTTEN OUT?** _____

(Simply two-way comm on why the guy is there. It might come as a startling realization that he is supposed to get out any products. This can be backed up by Exchange by Dynamics per HCO PL 4 Apr. 72 I, ETHICS, and Product Clearing per HCO PL 13 Mar. 72, PRODUCTION AND ESTABLISHMENT, ORDERS AND PRODUCTS, or HCO PL 23 Mar. 72, FULL PRODUCT CLEARING LONG FORM.)

K2. **PRETENDING TO KNOW THAT PRODUCTS SHOULD BE GOTTEN OUT BUT DOESN T GET THEM OUT?** _____

(Simply two-way comm on why the guy is there. It might come as a startling realization that he is supposed to get out any products. This can be backed up by Exchange by Dynamics per HCO PL 4 Apr. 72 I, ETHICS, and Product Clearing per HCO PL 13 Mar. 72, PRODUCTION AND ESTABLISHMENT, ORDERS AND PRODUCTS, or HCO PL 23 Mar. 72, FULL PRODUCT CLEARING LONG FORM.)

K3. **WON T COMPLETE A CYCLE OF ACTION?** _____

(Get the person's case looked into by a competent C/S and an Ethics Officer for background. If you are dealing with a suppressive or insane person, handle per ethics policies. If it is PTSness, get the person de-PTSed; if it is pretended PTSness as per HCOB/PL 28 Feb. 84, PRETENDED PTS, get the person programed for the False Purpose RD.)

Section L:

L1. **WRONG STAT?** _____

(Get the right stat figured out per policy on stats and stat management so that it agrees with what he is supposed to produce and actually measures his actual production.)

L2. **DOES THE STAT HAVE NOTHING TO DO WITH WHAT IS SUPPOSED TO BE BEING PRODUCED?** _____

(Get the right stat figured out per policy on stats and stat management so that it agrees with what he is supposed to produce and actually measures his actual production.)

Section M:

M1. **WRONG VFP?** _____

(Use HCO PL 24 July 78, SUBPRODUCTS, HOW TO COMPILE A SUBPRODUCT LIST, Exchange by Dynamics and full Product Clearing Long Form on the correct and actual VFP — as well as any other products the person or area might have.)

M2. **WRONG PRODUCT?** _____

(Use HCO PL 24 July 78, SUBPRODUCTS, HOW TO COMPILE A SUBPRODUCT LIST, Exchange by Dynamics and full Product Clearing Long Form on the correct and actual VFP — as well as any other products the person or area might have.)

M3. **UNSURE OF WHAT THE PRODUCT IS?** _____

(Get a complete and accurate statement of the correct product and product clear him on it. See also HCO PL 7 Aug. 76 I, PRODUCT–ORG OFFICER SYSTEM, NAME YOUR PRODUCT.)

M4. **THINKING IT S THE AWARD RATHER THAN THE PRODUCT?** _____

(Use HCO PL 24 July 78, SUBPRODUCTS, HOW TO COMPILE A SUBPRODUCT LIST, Exchange by Dynamics and full Product Clearing Long Form on the correct and actual VFP — as well as any other products the person or area might have.)

M5. **OVERT PRODUCTS?** _____

(Handle any W/Hs connected with this. Then handle per HCO PL 23 Aug. 79R I, DEBUG TECH, Section M.)

M6. **NO MARKETING OR ADVERTISING OF THE PRODUCT?** _____

(Handle any W/Hs connected with this. Then handle per HCO PL 23 Aug. 79R I, DEBUG TECH, Section M.)

Section N:

N1. **NEVER FIGURED OUT WHAT WOULD HAVE TO BE DONE TO GET A PRODUCT?** _____

(Handle per HCO PL 23 Aug. 79R I, DEBUG TECH, Section N.)

Section O:

Note: Section O is to be done only by a qualified auditor using an E-Meter. It is not to be done off the meter.

Each question in Section O must be prefaced so that the questions are limited to the person's current post, position or the immediate cycle that is being debugged (e.g., "Concerning the production of ruddy rods, _____," "As dishwasher, _____" or "On the target to plant potatoes, _____," etc.).

O1. **OUT ETHICS?** _____

(Handle as a W/H, E/S to F/N. Then get the person sorted out by application of ethics conditions, Sec Checking, etc., as applicable per ethics policies. May require repair of past ethics conditions per HCO PL 19 Dec. 82R II, REPAIRING PAST ETHICS CONDITIONS.)

O2. **ACTIVE COUNTER INTENTION?** _____

(Handle as a W/H, E/S to F/N. Locate and clear the person's Mis-Us in the area of the counter-intention. C/S to program for False Purpose RD. In any case, watch him and remove him if he remains CI.

If it is CI on the part of others, then find out who and handle any agreement he has with their CI as a W/H, E/S to F/N. Get the person or persons who have CI handled on their O/Ws and get their Mis-Us found. C/S to program them for False Purpose RD. In any case, watch them and remove if they remain CI.)

O3. **OTHER INTENTIONEDNESS?** _____

(Handle the other-intentionedness as in O2.)

O4. **ARE YOU WITHHOLDING SOMETHING FROM ME?** _____

(Pull it, E/S to F/N.)

O5. **HAVE YOU DONE THINGS YOU COULD BE HIT FOR?** _____

(Handle as a W/H, E/S to F/N.)

O6. **ARE YOU BEING CRITICAL OF OR MALICIOUS ABOUT OTHERS?** _____

(Pull all overts and withholds connected with this, each E/S to F/N. Note for handling of any black PR campaign he may be running on others. C/S to program for the False Purpose RD if applicable.)

O7. **HAVE YOU LISTENED TO CRITICAL OR MALICIOUS STATEMENTS ABOUT OTHERS?** _____

(Pull all overts and withholds he has connected with this, each E/S to F/N. False data strip the area of the critical or malicious statements to EP. Note for investigation and handling of any black PR campaign that may be occurring. C/S to program for the False Purpose RD if applicable.)

O8. **IS THIS NOT A POST OF YOUR OWN CHOOSING?** _____

(Handle the dishonesty of accepting a post with no intention of doing it and go E/S on times he's done that, to F/N. C/S to program for Sec Checking and/or False Purpose RD, as applicable.)

O9. **DO YOU KNOWINGLY DO THINGS THAT CAUSE OVERT PRODUCTS?** _____

(Get what he has done specifically and handle each thing done as a W/H, E/S to F/N. C/S to program for False Purpose RD.)

O10. **WHEN PRODUCTS ARE NOT COMING OUT RIGHT, DO YOU NOT CROSS CHECK TO MAKE SURE YOU LOCATE ALL THE ERRORS?** _____

(Handle as a W/H, E/S to F/N.)

O11. **HAS ANY EQUIPMENT BEEN REMOVED OFF THE LINES?** _____

(Get the data. Handle any overts and withholds connected with it, E/S to F/N.)

O12. **HAVE YOU DAMAGED ANY EQUIPMENT?** _____

(Handle as a W/H, E/S to F/N.)

Section P:

Note: Section P is to be done only by a qualified auditor, using an E-Meter. It is not to be done off the meter.

P1. **LOTS OF UNSOLVABLE PROBLEMS IN THE AREA?** _____

(Get the data, noting all meter reads and route it to the C/S. The person will need PTS handling per ethics policies. Other personnel in the area must also be checked for PTSness and handled as found necessary.)

P2. **CONNECTED TO SOMEONE OR SOMETHING ANTAGONISTIC?** _____

(Get the data, noting all meter reads and route it to the C/S. The person will need PTS handling per ethics policies.)

P3. **PTS?** _____

(Get the data, noting all meter reads and route it to the C/S. The person will need PTS handling per ethics policies.)

P4. **ACCIDENTS?** _____

(Get the data, noting all meter reads and route it to the C/S. The person will need PTS handling per ethics policies.)

P5. **ROLLER COASTERING?** _____

(Get the data, noting all meter reads and route it to the C/S. The person will need PTS handling per ethics policies.)

Section Q:

Q1. **ORGANIZING ONLY?** _____

(Handle his Mis-Us in the area, including any Crashing Mis-Us.)

Q2. **TOTAL ORGANIZATION?** _____

(Handle his Mis-Us in the area, including any Crashing Mis-Us.)

Section R:

R1. **IS THE AREA DISORGANIZED?** _____

(If this is the case, do the inspection and handling steps of HCO PL 14 Feb. 80, ORDER VERSUS DISORDER. Also get done any needed study, Word Clearing, Crashing Mis-U Finding, etc., as per Section R of HCO PL 23 Aug. 79R I, DEBUG TECH, so that the area is understood and gotten organized and productive.)

R2. **IS A LOT OF TIME SPENT TRYING TO FIND THINGS?** _____

(Handle as in R1.)

R3. **ARE THINGS NOT FILED BUT JUST PILED AROUND THE AREA?** _____

(Handle as in R1.)

R4. **IS THERE NO SYSTEM OF LOCATING THINGS?** _____

(Handle as in R1.)

R5. **ARE THINGS NOT LOGGED IN AND OUT WHEN THEY ARE USED?** _____

(Handle as in R1.)

R6. **DOESN T UNDERSTAND THE THINGS BEING USED WELL ENOUGH TO ORGANIZE THEM?** _____

(Handle as in R1.)

R7. **PUZZLED ABOUT HOW TO ORGANIZE THE AREA?** _____

(Handle as in R1.)

R8. **LACKING A SENSE OF ORGANIZATION?** _____

(Get the person through PTS handling per ethics policies. Next handle any overts and withholds on the area with Sec Checking, then clear the Mis-Us and Crashing Mis-Us in the area being addressed.)

Management Series

NAVIGATE

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ORG BOARDS

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R9. **NO GRASP OF THE CONCEPT OF ORGANIZATION?** _____

(Handle as in R8.)

Section S:

Note: Section S is to be done only by a qualified auditor, using an E-Meter. It is not to be done off the meter.

S1. **HAVE YOU EVER TAKEN DRUGS, MEDICINE OR ALCOHOL?** _____

(Let him tell you about it, noting any reads. Get the data to the C/S so that he can be programed for full drug handling and/or FES and repair of past drug handlings.)

S2. **ARE THERE PEOPLE IN THE PRODUCTION AREA WITH UNHANDLED DRUGS?** _____

(Get the data and how he feels this may be affecting production in the area. Any unhandled drug cases must be gotten through the Purification RD and full drug handling.)

L. RON HUBBARD
FOUNDER

Revision assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 FEBRUARY 1980

REMIMEO
EXEC HATS
ALL STAFF HATS

ORG SERIES 40
ESTABLISHMENT OFFICER SERIES 40
PRODUCT DEBUG SERIES 9

ORDER VERSUS DISORDER

Refs:

HCO PL	9 Feb. 74R Rev. 17.2.80	CONDITION BELOW TREASON CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA
HCO PL	30 Dec. 70	Personnel Series 15 Org Series 20 ENVIRONMENTAL CONTROL

I made a breakthrough recently, while investigating low production areas, and realized that a good deal more needs to be said on the subject of order and disorder.

Order is defined as a condition in which everything is in its proper place and performs its proper function. A person with a personal sense of order knows *what* the things in his area are, he knows *where* they are, he knows *what* they are for. He understands their value and relationship to the whole.

A personal sense of order is essential in getting out products in an area.

An orderly typist, for instance, would have all the materials requiring typing, she would have ample paper and carbons within arm's reach, she would have her correction fluid to hand, etc. With all preparatory actions done, she would sit down to type with an operational typewriter and would know what that typewriter was and what it was for.

She would be able to sit down and get her product, with no wasted motion or stops.

But let's say you had a carpenter who couldn't find his hammer and he didn't even know what a hammer was for and he couldn't find his chisel because when he picked it up he put it down and couldn't find it again and then he didn't know where his nails were. You give him a supply of lumber and he doesn't know what it's for, so he doesn't categorize it where he can put his hands on it.

How many houses do you think he would build?

The actual fact of the case is that a disordered person, operating in a disorganized area, makes a ten-minute cycle into a three-week cycle (believe it, this is true) simply because he couldn't find his ruler, lost his eraser, broke his typewriter, dropped a nut and couldn't find it again and had to send off to Seattle for another one, etc., etc., etc.

In working with a group of nonproductive technicians recently, I discovered something interesting: out-basics. I actually found a lower undercut to what we generally think of when we say "basics."

These technicians had reportedly researched a key piece of equipment and had it all sorted out. But I found that they didn't even know the basic fundamental of what that machine was supposed to do and what they were supposed to be doing in their area!

That told me at once that they had no orderly files, no research data. They were losing things.

Now, if they were losing things, that opened the door to another basic: They couldn't have known where things were. They put down a tool over there and then when they needed it again they would have to look all over the place because they hadn't put it down where it belonged.

Their work was not organized so that it could be done and the tools were not known.

So I checked this out. Were they logging the things they were using in and out so they could find them again? Were they putting things away when they were done with them? No, they weren't.

This is simply the basic admin coupled with the knowledge of what the things one is working with are. It's orderliness and knowing what things are, knowing what they are for and where they are, etc. That's the undercut.

If people don't have a true knowledge of what the things they're working with are, if there are omitted tools, inoperational tools, if they don't know what their tools are supposed to do, if there are no files or if once used, files are not reassembled and put back in the file drawer, if things get lost and people don't know where things are and so on, they will be running around spending 3 or 4 hours trying to locate a piece of paper. That isn't production.

If a person can't tell you what the things he works with are, what they're for and where they are, he isn't going to get out any product. He doesn't know what he's doing.

It's like the carpenter trying to build a house without knowing what he's got to build it with, without understanding his tools and raw materials and the basic actions he must take to get his product. That's what was holding up production in the area: disorderliness. And the basics were out.

This is actually far *below* knowing the tech of the area — the actual techniques used to get the product. The person does not even know what his tools and equipment are or what they're supposed to do. He doesn't know whether they are operational or inoperational. He doesn't know that when you use a tool you return it to its proper place. When you have a despatch, you put it in a file where it can be retrieved. It undercuts even knowing the orders and PLs relevant to his hat.

What are the basics that are missing? The basics of sitting down to the table that one is supposed to sit down to, to do the work! The basics of knowing what the tools, materials and equipment he works with *are* and what he's supposed to do with them to get his product. Those are the basics that are missing.

We are down to a real reason why a person cannot turn out products.

That is what is holding up such a person's production. It is well below knowing the technique of his job.

Out-basics. Does the guy know where the file is? When he finishes with that file does he leave it scattered all over the place or does he put it back together and into the file where it can be found?

Now, a person who's working will have papers all over the place, but does he know where they are and is he then going to reassemble them and put them back in order or is he going to just leave them there and pile some more papers on top of them?

If you find Project No. 2 scattered on top of Project No. 1, you know something about that area. Basics are out.

This is a little piece of tech and with that piece of tech you've got insight. You would have to have an overall picture of what the area would look like when properly ordered and organized — how it would be organized to get optimum production.

Then you could inspect the area and spot what's going on. You would inspect on the basis of: How does the area compare with how it should be organized? You would find out if the personnel didn't know what the things in their area were or what they were for, you would see if they knew the value of things in the area or if there were altered importances, omitted files or filing, actions being done out of sequence, inoperational tools or equipment, anything added to the scene that was inapplicable to production, etc.

In other words, you can inspect an area by outpoints against this one factor of orderliness.

This sort of out-basics and disorderliness cuts production down to nothing. There just won't be any production at all. There will be no houses built.

What we are talking about here is an orderly frame of mind. A person with a sense of order and an understanding of what he is doing sits down to write a story or a report and he'll have his paper to hand, he'll have it fixed up with carbons and he'll have his reference notes to hand. And before he touches the typewriter he'll familiarize himself with what the scene is. He'll do the necessary preparatory work in order to get his product.

Now, someone else might sit down, write something, then dimly remember there was a note someplace and then look for an hour to find where that note was and then not be able to find it and then decide that it's not important anyway and then come back and forth a few times and finally find out he's typed it all up without a carbon.

There is a handling for this. Anyone trying to handle an area who doesn't understand the basics of what they're dealing with and is in an utter state of disorder must get a firm reality on the fact that until the basics are learned and the disorder handled, the area will not produce satisfactorily.

The following inspection is used in determining and handling the state of such an area.

INSPECTION

This inspection is done in order to determine an area's knowledge of basics and its orderliness. It can be done by an area's senior for the purpose of locating and correcting disordered areas. It is also used as part of debug tech as covered in HCO PL 23 Aug. 79 I, Esto Series 38, Product Debug Series 1, DEBUG TECH. It is for use by anyone who is in the business of production and getting products.

The full inspection below would be done, clipboard in hand, with full notes made and *then* handlings would be worked out based on what was found in the inspection (according to the Handling section of this PL and the suggested handlings given in parentheses below).

1. **DOES HE KNOW WHAT ORGANIZATION, FIRM OR COMPANY HE S IN? DOES HE KNOW WHAT HIS POST OR JOB IS?**

   This is a matter of does he even know where he is? Does he know what the organization or company he works for is, does he know what the post he is holding is?

   (If he is so confused and disoriented that he doesn't even know the company or org he's in or doesn't know what his post is, he needs to apply the Expanded Confusion Formula, HCO PL 9 Feb. 74R, and then work up through the conditions.

   Of course the person would also need to be instant-hatted on his post—the organization, his post title, his relative position on the org board, what he's supposed to produce on his post, etc.

   If he is doing this handling as part of his Expanded Confusion Formula, simply have him get the instant hatting and carry on with his Confusion Formula.)

2. **ASK THE PERSON WHAT HIS PRODUCT IS.**

   Does he know? Can he tell you without comm lag or confusion?

   You may find out that he has no idea of what his product is or that he has a wrong product or that he has confusions about his product. Maybe he doesn't even know he's supposed to get out products.

   (If this is the case, he must find out what his product is. If the person's product is given in policy references, he should look these up. If his product is not covered in tech or policy references, he'll have to work out what it is.)

3. **CAN HE RATTLE OFF A LIST OF THE BASIC ACTIONS, IN PROPER SEQUENCE, NECESSARY TO GET OUT HIS PRODUCT OR DOES HE HEM AND HAW ON IT?**

   Does he know what to do with his product once it is completed?

   He may try to tell you what he does each day or how he handles this or that and what troubles he's having with his post. You note this, but what you're interested in is does he know the basic actions he has to take to get out his product? And does he know what to do with the product once it is complete?

   (If he can't rattle off the sequence of actions 1, 2, 3, then he'd better clay demo the basic actions, in proper sequence, necessary to get out his product and then drill these actions until he can rattle them off in his sleep. If he does not know what to do with his product once completed, then he'd need to find out and then drill handling the completed product.)

4. **ASK HIM WHAT HIS TOOLS ARE THAT ENABLE HIM TO GET THIS PRODUCT.**

   Note his reaction. Can he name his tools at all? Does he include the significant tools of his area? Does he include his hat pack as a tool?

   (If he doesn't know what his tools are, he'd better find out what he's operating with and what it does. A good workman knows his tools so well he can use them blindfolded, standing on his head and with one arm tied behind his back.)

5. **ASK HIM TO SHOW YOU HIS TOOLS.**

   Are his tools present in the work area or does he have them out of reach, down the hall or in some other room?

   (He may have to reorganize his work space to get his tools within easy reach and to get in some basics of organization. The purpose of such organization would be to make production easier and faster.)

6. **ASK HIM TO TELL YOU WHAT EACH OF HIS TOOLS ARE.**

   Can he define them?

   Does he know what each of them are and what they are for?

   (If he doesn't know, he'd better find out.)

7. **ASK HIM TO TELL YOU WHAT THE RELATIONSHIP IS BETWEEN EACH ONE OF HIS TOOLS AND HIS PRODUCT.**

   (If he can't do this, have him clay demo the steps he takes to get out his products with each tool he uses, so he sees the relationship between each tool and his product.)

8. **ASK HIM TO NAME OFF THE RAW MATERIALS HE WORKS WITH. ASK HIM TO SHOW YOU HIS MATERIALS.**

   Does he know what his raw materials are? Are they in his work area? Are they in order? Does he know where to get them?

(He may have to find out what the raw materials of his post are [by defining them] and where they come from. He should drill procuring and handling them and then run Reach and Withdraw on them.)

9. **DOES HE HAVE A FILE CABINET? FILES? ASK HIM WHAT THEY ARE.**

   Does he know what they are for? Does he know what a despatch is, etc.?

   (He may have to be brought to an understanding of what files, file cabinets, despatches, etc., *are* and what they have to do with him and his product. He may have to clay demo the relationship between these things. He will have to set up a filing system. Ref: HCO PL 18 Mar. 72, Esto Series 10, FILES.)

10. **DOES HE HAVE A SYSTEM FOR LOCATING THINGS?**

    Ask to see it. Check his files. Does he have logs? Does he log things out and correct the logs when he puts them back? Are the comm baskets labeled? Does he have a specific place for supplies? Ask him to find something in his files. How long does it take?

    Does he have an orderly collection of references or a library containing the materials of his field? Is it organized so as to be usable?

    (If he has no system for locating things, have him set one up. Have him establish a filing system, a logging system, label the comm baskets, arrange supplies, etc. Get a reference library set up and organized. Drill using the system he has.)

11. **WHEN HE USES AN ITEM, DOES HE PUT IT BACK IN THE SAME PLACE? DOES HE PUT IT BACK WHERE OTHERS CAN FIND IT?**

    He'll probably tell you, yes, of course he does. Look around. Are objects and files lying about? Is the place neat or is it a mess? Ask him to find you something. Does he know right where it is, or does he have to search around? Is there an accumulation of unhandled particles around?

    (Have him clay demo why it might be advantageous to put things back in the same place he found them. Drill him on putting things back when he's finished with them. Have him clean up the place, handling any accumulation of unhandled particles.)

12. **IF FEASIBLE, ACTUALLY GO WITH THE PERSON TO HIS PERSONAL LIVING AREA.**

    Is the bed made? Is the area clean? Are things put away? How much dirty laundry does he have? Is it stowed in a bag or hamper or is it strewn about the place? People who had disorderly personal MEST, one for one were *not* getting out any products on post — they had no sense of order.

    (If his personal quarters are a mess, have him — on his own time of course — straighten up his personal area and keep it that way on a daily basis. This will teach him what order *is*.)

HANDLING

Some areas, of course, will be found to be in excellent order and will pass the inspection. These will most likely be high production areas.

Other areas will be found to have only a few points out which would correct easily with the above handlings. These will probably be areas where some production is occurring.

Where personnel have a concept of what order is and why it is important, they will usually be eager to correct the points of disorder that have turned up on the investigation and may need no further urging, drilling or correction, but will quickly set about remedying outpoints. For many bright and willing staff members just reading this policy will be enough to get them to straighten out their areas right away.

There is, however, a sector which has no concept of order and may not have the slightest notion of why anyone would bother with it. You will most likely find them in apathy, overwhelm or despair with regard to their post areas. No matter what they do they simply cannot get their products out in adequate quantity and quality. They try and try and try but everything seems to be working against them.

When you find such a situation, know that the area is in Confusion. You are trying to handle an area which is in a confirmed, dedicated condition of Confusion.

Such an area or individual would require the application of the Expanded Confusion Formula (HCO PL 9 Feb. 74R) including the handlings above. So if these things confirm in an area, you must use the Expanded Confusion Formula and the handlings given above to full completion. Because, frankly, such an area or individual *is* in a condition of Confusion and will remain in Confusion until the Expanded Confusion Formula, including the full handlings from the inspection, are applied.

Once out of Confusion the person would have to be brought up through the rest of the conditions.

CAUTION

The condition of Confusion is a very low condition and should never be assigned where it is not warranted. Where one or two points on the above inspection were found to be out in an area, and where these corrected easily, there would be no purpose in assigning Confusion to that area. In fact, it may worsen an area to assign an incorrect condition.

But where you have a long-term situation of no or few products combined with a state of disorder, know that the area or individual is in a condition of Confusion and that the application of the Confusion Formula plus the handlings given in this PL will bring the area out of the muck and up to square one where it can *begin* producing.

NOTE: If the inspection is done on a person or area and some of the points are found to be out and handlings are done but no condition of Confusion is assigned, the area must be reinspected about a week later. This way you will detect if an actual condition of Confusion was missed, as the area will have lapsed back into disorderliness or will have worsened.

SUMMARY

A knowledge of the basics of an area and having orderliness in an area are essential to production.

When you find a fellow who is a light-year away from the basics and doesn't have a clue on the subject of order and he's flying way up in the sky someplace instead of just trying to put together what he's supposed to put together or do what he's supposed to do, you've got your finger on his Why for no production.

With the inspection and handlings given in this policy, we can now handle any degree of disorderliness and disorganization.

And order will reign.

Nonproductive areas become capable of producing.

Already producing areas increase their production.

And production will roll.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 DECEMBER 1981

REMIMEO

ESTABLISHMENT OFFICER SERIES 41

POST PURPOSE CLEARING REVIVED

(Originally issued as an HCO Bulletin of same date, same title.)

Ref: HCOB 4 Aug. 71R POST PURPOSE CLEARING
Rev. 26.11.74

Recently some new technology, known as Deoppression, was developed for and is being used on orgs. (Deop is part of mission tech and is the subject of Flag Orders.)

There is a piece of good technology that has fallen out of use: It is Post Purpose Clearing. It is quite successful in raising the general tone level and production of orgs. All by itself it produces an increase in production.

It should be undertaken, for sure, after a Deoppression of an org is done. And, factually, it should be done in any case.

The tech of it is contained in the reference HCOB. But to that HCOB could be added additional steps.

PPC 12A. One asks, "What is your intention toward your post?" One takes this to F/N.

PPC 12B. One asks, "What is your post product?" One takes this to F/N.

PPC 12C is done, "What is your intention in getting out that product?" To F/N.

PPC 12D. "What volume of product do you intend to get out?" To F/N.

PPC 12E. "What degree of quality do you intend your products to have?" To F/N.

PPC 13 and PPC 14 are as given in the reference HCOB.

There is an added note to Post Purpose Clearing. It probably accidentally got swept aside when some Quals abused What, How and Why in questions and got org staff snarled up because these were listing questions. Qual was arbitrarily forbidden to use such listing questions and this may have influenced this action of Post Purpose Clearing, so necessary to orgs, and the tech got lost. The result has been, in some cases, confused and unproductive staffs.

Also, some seniors, not knowing how their own departments or divisions were supposed to run, tended to knock off hats and put people on posts doing the wrong things, resulting in a "hey you" org board.

The remedies for these two errors are quite plain.

1. When any step results in a BD F/N result, indicate it to the pc. In case of any bog, treat the two-way comm pc statements as though they were L&N items. Any bog can be repaired with an L4B.

2. In the case of executives and seniors, clear them on the various posts over which they have command, using the OEC Volumes for reference. This will tend to make them hold the form of the org.

Various outnesses will be found by any Qual attempting to do this on an org. They may discover, for instance, that the org has no hats: But this should not stop them, although it should be remedied fast as well.

By adding the intention step, Qual is certainly going to collide with a few rock slams regarding products or the org. But this is all to the good: we don't want rock slammers messing up products or the org. Any plants or people of evil intentions will show up, though PPC is not intended as an ethics cycle.

PPC is an organizing step and should not be used to stop production. But, at the same time, it should not be forbidden because it is an organizing step.

The speed with which a PPC can be done is not forever. At PPC 2, if the person is set up to have one as in this step, the PPC should, for most posts, simply sail along like a June breeze. With a VGIs at the end.

QUAL'S OBJECT IN GETTING THIS DONE ON A STAFF AND NEW STAFF MEMBERS IS TO IMPROVE THE QUALITY OF PRODUCTION OF THE ORG AND TO INCREASE THE PRODUCTION OF THE ORG.

It is quite true that the pay of the org depends upon the individual quality and volume productivity of each individual org member. A PPC well done throughout an org inevitably should raise, by making a better org, org income and pay.

Remember that orgs which have had the highest stats were those orgs which ran closest to OEC policy. This is an historical fact, borne out time after time. So in all Post Purpose Clearing, your main reference is green-on-white, the policy letters, and these should be handy and referred to in any case where the duties of the staff member are unclear.

It will also come about that you are handling someone who holds two or three posts. In that case, clear all of them but add a step PPC 12F, "Is there any conflict with your other hats and posts?" If it reads, "What are the conflicts?" and "How are you going to resolve that?"

All cautions and directions in the reference HCOB apply in doing any Post Purpose Clearing.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 DECEMBER 1981

REMIMEO

ESTABLISHMENT OFFICER SERIES 42

POST PURPOSE CLEARING FOR MANAGEMENT TEAMS AND EXECUTIVES

(Originally issued as an HCO Bulletin of same date, same title.)

Refs:

HCO PL	17 Dec. 81	Esto Series 41 POST PURPOSE CLEARING REVIVED
HCOB	4 Aug. 71R Rev. 26.11.74	POST PURPOSE CLEARING

The two necessary ideas a management team or executive must have:

1. That a long-term view, as well as immediate remedies, is vital.

2. That an increase in stats and betterment of organization health is desirable.

Management staff members or executives who do not have these concepts or intentions have no business on a management team or on post as these two basics are why they are there.

A member of management or an exec can always shortsightedly operate for a quick profit (i.e., get lots of service sold but none delivered; buy a cheap machine that will look good on an FP but will break down in a month; do a fast, bad job to get up stats and then involve others for months trying to handle the botch; falsely reassure seniors that all is well when, in a short time, a crash will expose them; operate on short-term stats and ignore the gradual drift down over the months).

When only short-term views are taken, disaster is being courted.

A betterment of the organization and its prosperity has to be intended by management or an executive in order to bring it about. When a management team or an executive has other-intentioned items at work, they harm or destroy not only the organization but also themselves (i.e., not have to work so hard; be powerful personally; get even with others; have more time for the family; keep up with my golf; live better; wear better clothes; escape the Ethics Officer; and, of course, simply intending to do the place and staff in).

Upper-echelon intentions bring about the state of the division, org or network not only in the present but in the future. If they *intend* to make things go right, they will, of course, observe their area and study successful policies and actions of proven worth and apply them.

The state of stats, long term, of an executive or management team gives a definite revelation of their real intentions.

SUMMARY

Where any management team or executive is failing, it will be found that their view is very short term and they are other-intentioned on post.

In management and executive Post Purpose Clearing, one has to keep these two things in view.

A good manager or executive works hard hour by hour to keep the show on the road but always with a long-term view as well. And he intends that org and staff will prosper.

The auditor in Post Purpose Clearing will get a lot of glib answers. The stats, the honest ones, and the true long-term performance of the executive, measured by the health of his zone of responsibility, tell the tale and should be consulted when in doubt.

The Post Purpose Clearing auditor must be sure these two principles above are really the case and, if not, handle the executive so that they are.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 MARCH 1982

REMIMEO

PERSONNEL SERIES 30
ESTABLISHMENT OFFICER SERIES 43

PERSONNEL POLICY

We are building strongly for the future.

Scientology is going to go on for a VERY long time.

The way to build a strong future is to build a strong organization.

Internally, the only way we have been held back is by out-ethics and nonproduction. This does not build a strong organization or a strong future.

Therefore, we have no room on staffs for those who do not produce — or worse, are extravagant and produce overt products — or (which goes with poor production) are out-ethics.

We need productive people who keep their ethics in.

Individuals, and above all execs, are the building blocks of organizations.

To build strongly for the future, keep the above points in mind where appointing, promoting or handling personnel.

Personnel of that caliber belong outside orgs — they are the pcs and cases. Do not recruit them, appoint them or leave them on post when found.

One can mend people. But one cannot build a new world with broken straws.

It takes the ethical few to handle the many. And these are what our orgs must be built with now. The strong within only then can handle the weak outside.

Make it easy in the future for all of us. We have a long way to go. The speed we get there is measured by the ethical quality of persons on exec posts and on staffs. It is fine to be big brother to all the world — so long as we keep our staffs the top people. Be them.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 NOVEMBER 1982

REMIMEO
ALL ORGS
ALL EXECS
FBOs
D/FBOs

ADMIN KNOW-HOW SERIES 44
ORG SERIES 43
ESTABLISHMENT OFFICER SERIES 44
FINANCE SERIES 32

THE DEPUTY CO OR DEPUTY ED FOR DELIVERY AND EXCHANGE

Refs:

HCO PL	9 Aug. 79R II Rev. 19.11.79	AKH Series 38 Org Series 39 Esto Series 37 SERVICE PRODUCT OFFICER
HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	29 Jan. 71	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	10 Mar. 71R I Rev. 27.10.82	Finance Series 5 FBO HAT
HCO PL	27 July 82R Rev. 20.9.82	Finance Series 25 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)
HCO PL	3 Sept. 82	Finance Series 27 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE

(NOTE: The pilot for this post has been long and successful: it is the FCCI PO [Flag Case, Course, Internship Product Officer] whose duties were covered by the famous Bulldozer EDs issued on Flag. However, the FCCI PO also covers the post of what is now called D/FBO for MORE [D/FBO for Marketing of Org Resources for Exchange]. Without this post effectively manned, the FSO — Flag Service Org — collapses and any sag in its stats is instantly traced to the nonfunctioning of the FCCI PO post. The post once functioned well in the Office of the Staff Captain and has functioned less well in the Office of the CO FSO. Therefore, the D/CO [or D/ED] for Delivery and Exchange post is put in close liaison with the strong and powerful International Finance Office Network, while remaining under the authority of the CO or ED of the org.)

The Service Product Officer in any org should have D/CO or D/ED status.

His key function is to see that the org operates at the highest level of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

Therefore, his post is now retitled D/CO (or D/ED) for Delivery and Exchange and he is located in the Office of the CO/ED, Department 19, of all Class IV and Sea Org orgs.

He is the bridge between the D/FBO for MORE and the FBO.

This creates a flow:

You have the D/FBO whipping up business by seeing that the public is made aware of the org's products and services, and driving more business down on the org than it can waste.

The D/CO (or D/ED) for Delivery and Exchange makes sure this public gets SIGNED UP and SERVICED. He is a product officer who names, wants and gets promotion, sales, call-in, delivery itself and re-sign occurring.

The FBO, then, sees to the org's solvency by ensuring income is greater than outgo, that production is properly financed, that staff are well paid for their production and that Flag is recompensed for good management of the org. And all of this makes it possible for the org to then expand and deliver in greater volume.

The flow goes from public (D/FBO) to ⟶ the whole sign-up and service line (D/CO or D/ED for Delivery and Exchange) to ⟶ solvency and volume (FBO).

It is this incredibly workable lineup that takes an org stably up the conditions of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

But the line breaks down where there is no D/CO or D/ED for Delivery and Exchange posted. And where it breaks down most specifically and ruinously is in the area of CALL–IN.

If one wants call-in to occur and the org's exchange with its public kept in, the only way to do it and also expand the org is to get a D/CO or D/ED for Delivery and Exchange on post and functioning.

Public interest may be kindled, public reach may be occurring, public may be paying partially or in full for goods or services, but if goods and services aren't being delivered in full the flow is broken and the org is in a condition of only partial exchange. Delivery in full means calling in the person so the service CAN be delivered. In this way the org maintains "fair exchange" with each and every public on its lines.

So the answer for any org that is sitting in a condition of only partial exchange, or an org that is ANYWHERE below the fourth condition of exchange — exchange in abundance — is to immediately, at once and yesterday, and without ripping off some vital post, post a D/CO or D/ED for Delivery and Exchange.

The first and primary function of the D/CO (or D/ED) for Delivery and Exchange is CALL–IN and this means he personally gets call-in done all by his little lonesome. With his own hands and voice he himself begins to call in fully and partially paids. Call-in is his first duty and when he's got that going he posts a Call-in Officer to take over the hat which he has already begun and he then expands onto the other functions of his D/CO or D/ED for Delivery and Exchange post, as covered in HCO PL 9 Aug. 79R II,

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SERVICE PRODUCT OFFICER. But he FIRST and PERSONALLY and BY HIMSELF gets call-in going and exchange occurring at once.

What is involved here is the administrative principle that in order to get something done that is an expanding function you give it to somebody and tell him to expand it.

A CO or ED, whose responsibility it is to see that the main functions of the org are getting done, also wears the planning and coordination hat for the whole of the org's activity. If he's going to get the show on the road he needs to delegate some of this responsibility. He needs a deputy — the Deputy CO (or D/ED) for Delivery and Exchange — and that deputy needs the authority and the clout to see that, through promotion, sales, call-in, delivery and re-sign, the main products of the org do get produced.

Getting this post filled competently enables the ED to fully wear his planning and coordination hat and makes it possible for the flow from D/FBO to D/CO (or D/ED) for Delivery and Exchange to FBO to occur.

As some orgs in recent times have experienced both external and internal suppression on the subject of calling people in and servicing them, the D/CO (or D/ED) for Delivery and Exchange is given the additional powers of immediate communication to the International Finance Office and the Inspector General Network without vias to report and get help to remedy internal and external situations in orgs which suppressively inhibit call-in, delivery or expansion whether by inattention, refusals to post vital posts, failures or refusals to contact or call in interested persons, theft of org prospects or business or outright rip-offs to the end of ensuring successful execution of his duties and the expansion of the org. A form for such a report will be provided but absence of a form or a supply of such forms must not inhibit such reports.

This IS the winning combination by which an org moves up to "fair exchange" with all of its public and from there up to the highest level of exchange.

And it is the highest level of exchange toward which the whole activity of the D/CO or D/ED for Delivery and Exchange is geared — exchange in abundance!

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HCO POLICY LETTER OF 29 DECEMBER 1982RA
ISSUE II
REVISED 21 JANUARY 1991

REMIMEO
ALL ORGS
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ADMIN KNOW-HOW SERIES 45
EXECUTIVE SERIES 24
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ESTABLISHMENT OFFICER SERIES 45

THE TOOLS OF MANAGEMENT

Refs:

HCO PL	11 Apr. 70 I	THIRD DYNAMIC TECH
HCO PL	28 July 72	Exec Series 16 Org Series 32 Esto Series 26 ESTABLISHING, HOLDING THE FORM OF THE ORG
HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION

There is a simplicity to managing effectively. It begins with the basics of management.

Although it may appear so to some, successful management is not a highly complicated, esoteric activity. But, just as an auditor or a C/S must know and be able to use the exact tools of first dynamic tech in handling cases in order to achieve exact and standard results on a one-for-one basis, so must an executive or manager know and be able to use the exact tools of third dynamic tech in handling groups to achieve successful and exact results in every instance.

Within the wealth of data on third dynamic tech contained in HCO Policy Letters, the OEC Volumes and recorded LRH lectures and books on the subject, there are certain definite, specific *tools* a manager uses. These are the tools of management.

The difference between brilliant management and mediocre or no management, at any level, lies in:

1. Knowing what the *tools* of management are, and

2. Knowing how to use them.

Many people are not aware that, like a carpenter or any other workman, a manager uses specific and exact *tools*. Thus, we see people here and there who are doing the equivalent of using the handle of a chisel to drive nails into wet concrete.

It is a common fault with inexpert workmen to find them using their tools wrongly or not using them at all. They make a breakthrough when they discover what the specific tools are for.

One can see this in people who can't mix sound or can't become mixing engineers. They sit with all these knobs in front of them, reach out and grab this knob or that one, hoping hopefully something will happen to the sound. Yet every component they have in front of them is an exact tool to do an exact thing with sound!

There are a lot of comparisons one could make, but the point is that people in management positions have precise *tools* available to them in Dianetics and Scientology which happen to be far better tools than have ever been available on the planet.

One can have very good people on management posts who still can drown if they don't know and put to use the management tools.

But without these being specified as exact tools, one might not see the simplicity of it.

MANAGEMENT ECHELONS

Operating as it does into an expanding scene, Scientology has grown into the need for and use of various echelons of management.

In orgs, for some time we have had division heads and above them we have the Executive Council, headed by the CO or ED of the org.

Above the level of service orgs we have middle management and still above that we have the Senior Executive Strata of management. And each of these echelons must know the tools of management and how to use them.

The OEC (Org Executive Course) and the FEBC (Flag Executive Briefing Course) have long been established as the essential courses for training executives at service org level and above.

These courses, and the OEC and Management Series Volumes upon which they are based, teach the form of the org and how to use the parts and posts and functions that go to make up the whole. They give us executives who know how to correctly utilize staff and their assigned posts and duties. We call it "knowing how to play the piano"—it's a matter of knowing what key to hit when and which keys to use in combination to produce a desired result. (Ref: HCO PL 28 July 72, ESTABLISHING, HOLDING THE FORM OF THE ORG) In other words, it's a matter of knowing and using one's tools. The OEC and FEBC courses teach this data and much, much more.

While at this writing there are numerous OEC and FEBC grads and more in the making, thousands more will be needed to handle the current rate of expansion.

Meanwhile an executive at any level and whatever his training needs to know and use his management tools NOW if he is to function at all.

A div head must "know how to play the piano" within his division.

The posts of CO or ED, Chief Officer, Supercargo, Org Exec Sec and HCO Exec Sec require executives who are capable of "playing the piano" across the divisions of the entire org and using hats and posts and functions correctly in order to achieve immediate production from the org as a whole.

At middle management one is handling not one function nor only one org but many orgs and their functions, which requires "knowing how to play the piano" at that level.

And at the Senior Executive Strata of management, we get into the vital need for "knowing how to play the piano" across a much wider sphere, using the full scope of management tools and using them with high skill. One might be using the same tools as lower stratas of management but a higher level of expertise is required as one's planning, decisions and actions are influencing far, far broader areas.

What has brought this about is the rapid expansion of Scientology into wider zones of responsibility and therefore increased responsibility with a resultant increase in traffic. This naturally has to be handled by increasing efficiency. What it has done, in effect, is push some up from lower-level management status to upper-level management status, necessarily. Without realizing it, some executives have been climbing a status stairs in terms of influence and zones of control. And they can go only so high without being terribly precise in their use of tools. After that, without this acquired precision, they drown.

The obvious answer to all of this is an executive training program which instant-hats executives on the fundamental tools of management and provides Management Status checksheets through which an executive or manager raises his status by *becoming more and more expert with these and an even wider range of tools*. And such a program has now been developed!

MANAGEMENT STATUS CHECKSHEETS

The new executive training program consists of three status levels.

These levels are to be covered in a series of Management Status checksheets.

The Management Status One checksheet has a prerequisite of Staff Status II. It *instant-hats* an exec on the basic tools of management, such as:

The Admin Scale, target policy, strategic plans, programs, specific lines and org terminals, org boards, despatches and telexes, statistics and graphs, conditions, hats and hatting, files, personnel folders, ethics folders, etc. Each one is a specific tool.

The Management Status Two checksheet (with an OEC prerequisite) consists of a profound review of the basic management tools and study of the upper-level tools of management, which include:

Surveys, PR, pilots, review of past performance, general economics, finance systems, cost accounting, control through networks, admin indicators, morale, legal, goodwill, exchange, missions (Action missions), economical management and managing by dynamics.

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The Management Status Three checksheet (with FEBC prerequisite) would be a more profound review of the basic *and* upper-level management tools, in addition to training on the twelve ingredients of expansion upon which the Senior Executive Strata operates.

Even an OEC or FEBC grad would do the Management Status checksheets as, when he comes out of an OEC or FEBC, all in the clouds, the Management Status checksheet is needed to bring him back down to earth and tell him he's dealing with tools which are very finite tools.

What is being communicated to executives by these checksheets is that they have tools, what the tools are exactly, and that they must use them.

EXECUTIVE STATUS LEVELS

There are specific requirements to be met by a manager to attain each of the three Executive Status levels.

Working up through these status levels, a manager not only becomes more proficient in handling an org, any org, but becomes fully certified to operate at middle or senior echelons of management.

The Executive Status levels are:

1. EXECUTIVE STATUS ONE: At this level, the person is simply thrown on post, the basic management tools are put into his hands via a brief, rat-a-tat-tat Management Status One checksheet and he gets on with it.

2. EXECUTIVE STATUS TWO: For one to be certified at this level, one must have completed the OEC, done the Management Status Two checksheet and have an adequate production record.

3. EXECUTIVE STATUS THREE: For one to be certified at this level, he must have completed the FEBC, done the Management Status Three checksheet and have a proven production record.

When the steps for Executive Status certification are complete, the exec must present adequate evidence of such to the Qualifications Division. After verification of the evidence, he is awarded the appropriate Executive Status certificate.

By use of these Executive Status levels, executives at management levels could see what executives they had (or not had). The designation "ES I" (Executive Status I) would tell them at once what they were dealing with, etc. Also, from the viewpoint of the individual, he would know where he had to go to get an upper-level rating.

Once these Management Status checksheets are issued, middle and central management personnel should not draw full pay or be bonus eligible until they have completed the Management Status One checksheet, as they will not be operating effectively until they have done this.

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EXECUTIVE STATUSES AND STAFF STATUSES

The Exec Status levels do not replace Staff Status training. All staff and execs are programed and move up the Staff Statuses so as to have a better idea of the org as an org; these levels are also indicative of the training and experience of a staff member and show his promotion eligibility.

An executive should attain Executive Status One by completing the Management Status One checksheet as soon as possible upon assuming post, so he has the management tools available for his immediate application.

Once an exec attains Staff Status VI (Org Exec Course graduate), he can attain Executive Status Two by fulfillment of the requirements listed above. An FEBC graduate achieves Executive Status Three in a similar fashion.

SUMMARY

With the release of the new Management Status checksheets, precise and gradient training levels for all echelons of management will exist comparable to the precise and gradient training levels required for all echelons of technical delivery.

Quite an unbeatable combination!

One winds up with managers fully familiar with their exact tools, having the one-two-three of management tech at their fingertips, and "knowing how to play the piano" effectively across an org, a continent, a planet!

So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!

It begins with the basic tools of management.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 JANUARY 1983

REMIMEO

ESTABLISHMENT OFFICER SERIES 46
KEEPING SCIENTOLOGY WORKING SERIES 28

YOUR POST AND LIFE

A vital datum has emerged in my recent whole track research.

IF ONE KNOWS THE TECH OF HOW TO DO SOMETHING AND CAN DO IT, AND USES IT, HE *CANNOT* BE THE ADVERSE EFFECT OF IT.

This applies in many, many ways and is in fact a key point of life — a fundamental that may underlie all others.

And it applies to you directly on a post and in life.

If you know the tech — and that includes policy — of your post and apply it, you cannot be the adverse effect of it. FACT!

This has many ramifications:

1. A hatted staff member is not only at cause over his post, he is safe.

2. A well-trained auditor gets no adverse reaction from auditing others.

3. A well-trained Supervisor has no adverse reaction from students.

4. A fully trained and functioning staff can get no real adverse reaction from superiors or even an enemy.

5. An SP confronted by someone who knows and can use all the tech concerning SPs would shatter.

The list could go on and on since the datum pervades all sectors of life itself. In fact, it is almost mystical!

There is a corollary: If one is experiencing an adverse effect on a post or in life, then he does not know or has not applied the tech or policy covering it.

There is also a limiting factor: The full benefit of the datum is not sweepingly realized in all sectors until one is all the way up the Bridge. *BUT* the datum is so powerful that it can be applied and will manifest itself even in small things like opening cans, much less doing a post.

And knowing that one datum can save you enormous trouble and grief and put you on the road to OT doing what you're doing and right where you are!

Nice, eh?

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HCO POLICY LETTER OF 31 JULY 1983R
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BASIC MANAGEMENT TOOLS

Refs:

HCO PL	29 Dec. 82RA II Rev. 21.1.91	AKH Series 45 Exec Series 24 Org Series 45 Esto Series 45 THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 II	AKH Series 49 Exec Series 27 Org Series 47 Esto Series 48 MANAGEMENT TOOLS BREAKTHROUGH

The following is a list of the materials which, out of the many tools of management, comprise the BASIC MANAGEMENT TOOLS.

1. *ADMIN SCALE:* A scale for use which gives a sequence (and relative seniority) of subjects relating to organization. The scale, from the top down, includes: Goals, Purposes, Policy, Plans, Programs, Projects, Orders, Ideal Scenes, Statistics, Valuable Final Products. The scale is worked up and down until it is (each item) in full agreement with the remaining items. In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

2. *TARGET POLICY:* A series of policy letters which describe each type of target and how they are to be used by staff, executives and management personnel to get something *done.*

3. *STRATEGIC PLANS:* A STRATEGIC PLAN is a statement of the intended plans for accomplishing a broad objective and inherent in its definition is the idea of clever use of resources or maneuvers for outwitting the enemy or overcoming existing obstacles to win the objective. It is the central strategy worked out at the top which, like an umbrella, covers the activities of the echelons below it.

4. *PROGRAMS:* A PROGRAM is a series of steps in sequence to carry out a plan. Programs are made up of all types of targets coordinated and executed on time.

5. *PROJECTS:* A PROJECT is a series of guiding steps written in sequence to carry out one step of a program, which, if followed, will result in a full and successful accomplishment of the program target.

6. *ORDERS:* An ORDER is the direction or command issued by an authorized person to a person or group within the sphere of the authorized person's authority. It is the verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy. Some program steps are so simple that they are themselves an order or an order can simply be a roughly written project. By implication an order goes from a senior to juniors.

   All orders of whatever kind by telex, despatch or mission orders must be coordinated with current written command intention. You can destroy an org by issuing orders to it uncleared and uncoordinated. Coordinate your orders! Clear your orders!

7. *COMPLIANCE REPORTS:* A COMPLIANCE REPORT is a report to the originator of an order that the order has been done and is a completed cycle. It is not a cycle begun, it is not a cycle in progress, it is a cycle completed and reported back to the originator as done.

   When an executive or manager accepts "done" as the single statement and calls it a compliance, noncompliance can occur unseen. Therefore, one must (1) require explicit compliance to every order and (2) receive the evidence of the compliance pinned to the compliance report. Such evidence might be in the form of copies of the actual material required by the order and procured, or photographs of it, ticket stubs, receipts, a signed note stating the time and place some action was carried out, etc. Evidence is data that records a "done" so somebody else can know it is done.

   It is up to LRH Comms, Flag Reps or execs to verify reports of dones or get dones done. True compliances to evaluated programs are vital.

8. *TERMINALS:* A TERMINAL is something that has mass and meaning which originates, receives, relays and changes particles on a flow line. A post or terminal is an assigned area of responsibility and action which is supervised in part by an executive.

   A fixed-terminal post stays in one spot, handles specific duties and receives communications, handles them and sends them on their way.

   A line post has to do with organizational lines, seeing that the lines run smoothly, ironing out any ridges in the lines, keeping particles flowing smoothly from one post to another post. A line post is concerned with the flow of lines, not necessarily with the fixed-terminal posts at the end of the lines.

9. *LINES:* A LINE is a route along which a particle travels between one terminal and the next in an organization; a fixed pattern of terminals who originate and receive or receive and relay orders, information or other particles.

A COMMAND LINE is a line on which authority flows. It is vertical. A command line is used upward for unusual permission or authorizations or information or important actions or compliances. Downward it is used for orders.

A COMMUNICATION LINE is the line on which particles flow; any sequence through which a message of any character may go. It is horizontal.

The most important things in an organization are its lines and terminals. Without these in, in an exact known pattern, the organization cannot function at all. The lines will flow if they are all in and people wear their hats.

10. *ORG BOARDS:* An ORG BOARD (ORGANIZING BOARD) is a board which displays the functions, duties, sequences of action and authorities of an organization. The org board shows the pattern of organizing to obtain a product. It is the pattern of the terminals and their flows. We see these terminals as "posts" or positions. Each of these is a hat. There is a flow along these hats. The result of the whole org board is a product. The product of each hat on the board adds up to the total product.

11. *HATS:* HAT is a term to describe the write-ups, checksheets and packs that outline the purposes, know-how and duties of a post. It exists in folders and packs and is trained in on the person on the post to a point of full application of the data therein. A HAT designates what terminal in the organization is represented and what the terminal handles and what flows the terminal directs. HATTING is the action of training the person on the checksheet and pack of materials for his post.

12. *TELEXES:* A TELEX is a message sent and received by means of telex machines at specific stations hooked up with one another. This is a fast method of communication, similar to a telegram or cable.

    Use telexes as though you were sending telegrams. Positiveness and speed are the primary factors. Cost enters as a third. Security enters as a fourth consideration. All have importance but in that order.

    Telexes must be of such clarity that any other person in the org can read and understand them. You must take responsibility for both ends of a communication line. Write your communication (telex) so that it invites compliance or answer without further query or dev-t. Entheta in telexes on a long-distance comm line is forbidden.

    Don't use telexes when despatches will do. Nonurgent communications on telex lines jam them. Do NOT put logistics (supply) on a telex line. Telex lines should only be used for communications concerning operations.

13. *DESPATCHES:* A DESPATCH is a written message, particularly an official communication. When writing a despatch, address it to the POST — not the person. Date your despatch. Route to the hat only, give its department, section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination. Sign it with your name but also the hat you're wearing when you write it.

As with telexes, despatches must be written so clearly that any other person in the org can read and understand them, with the originator taking responsibility for both ends of the communication line. And, as with telexes, entheta in despatches on a long-distance comm line is forbidden.

14. *STATISTICS:* A STATISTIC is a number or amount *compared* to an earlier number or amount of the same thing. STATISTICS refer to the quantity of work done or the value of it in money. Statistics are the only sound measure of any production or any job or any activity. These tell of production. They measure what is done. Thus, one can manage by statistics. When one is managing by statistics they must be studied and judged alongside the other related statistics.

15. *GRAPHS:* A GRAPH is a line or diagram showing how one quantity depends on, compares with or changes another. It is any pictorial device used to display numerical relationships.

16. *CONDITIONS:* A CONDITION is an operating state. Organizationally, it's an operating state and oddly enough, in the MEST universe, there are several formulas connected with these operating states. The table of conditions, from the bottom up, includes: Confusion, Treason, Enemy, Doubt, Liability, Non-Existence, Danger, Emergency, Normal, Affluence and Power or Power Change. There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is *actually* in. One has to *do* the steps of a condition formula in order to improve one's condition.

17. *PERSONNEL FOLDERS:* A PERSONNEL FOLDER is kept in HCO for each person employed by the org. The folder is to contain all pertinent personnel data about the person: name, age, nationality, date employment started, address (if other than the org), next of kin, social security number, test scores, previous education, skills, previous employment, case level, training level, name of post, former posts held and dates held, production record on post(s), date employment ceased, copies of all tests, and any other pertinent data.

    Copies of contracts, agreements or legal papers connected with the person are filed in the personnel folder. The originals of such papers are kept in the val doc files.

    A personnel folder is used for purposes of promotion and any needful reorganization and so should contain anything that throws light on the efficiency, inefficiency or character of personnel.

    Personnel folders are filed by division and department in HCO, with the personnel in separate folders filed alphabetically in their department. There should be two sections in the personnel files: (1) present employees and (2) past employees.

18. *ETHICS FOLDERS:* An ETHICS FOLDER is kept in HCO for each individual staff member. It is a folder which should include his complete ethics record, ethics chits, Knowledge Reports, commendations and copies, as well, of any

justice actions taken on the person, such as Courts of Ethics or Comm Evs, with their results.

Filing is the real trick of Ethics work. The files do 90 percent of the work. Ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. When one file gets fat, call up a Court of Ethics on the person and his area gets smooth.

19. *FILES:* A FILE by definition is an orderly and complete deposit of data which is available for immediate use. As FILES are the vital operational line it is of the GREATEST IMPORTANCE that ALL FILING IS ACCURATE. A misfiled particle can be lost forever. A missing item can throw out a whole evaluation or a sale. It is of vital interest both in ease of work and financially that all files are straight.

20. *DATA SERIES:* The tool to discover causes. The administrative technology described in these policy letters is applied to find what is logical by ferreting out what is illogical, using this to reveal the greatest outness which, when remedied, will resolve the scene.

There is considerably more data on each of these tools contained in the policy letters in the OEC Volumes and Management Series Volumes, *none* of it complicated or difficult to grasp.

The purpose of this policy letter is simply to advise the exec that these *are* his tools — his most fundamental and basic management tools. And that they are for USE and it is VITAL that he USE them.

Why? Because use of these simple, basic tools means the difference between a failing org and a flourishing one.

And we want organizations to flourish!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 JULY 1983
ISSUE II

REMIMEO
ALL ORGS
ALL EXECS
ALL MANAGEMENT
PERSONNEL

VITAL — IMPORTANT

ADMIN KNOW-HOW SERIES 49
EXECUTIVE SERIES 27
ORG SERIES 47
ESTABLISHMENT OFFICER SERIES 48

MANAGEMENT TOOLS BREAKTHROUGH

Refs:

HCO PL	29 Dec. 82R II	AKH Series 45
	Rev. 30.7.83	Exec Series 24
		Org Series 45
		Esto Series 45
		THE TOOLS OF MANAGEMENT
HCO PL	31 July 83 I	AKH Series 48
		Exec Series 26
		Org Series 46
		Esto Series 47
		BASIC MANAGEMENT TOOLS

THE FIRST THING AN EXECUTIVE OR MANAGER AT ANY LEVEL NEEDS TO KNOW IS THAT HE HAS *TOOLS* WITH WHICH TO MANAGE.

This applies to top levels of management, to middle management echelons and in every org from the CO or ED down through the Exec Council and every head of a division or department.

BREAKTHROUGH

This datum is the result of a recent, eye-opening breakthrough.

The breakthrough was not a matter of discovering or developing or improving the materials which make up the tools of management. Org boards, the Admin Scale, target policy, planning and programing, statistics, graphs and conditions (to name a few of these tools) have been a part of our technology, well defined, available for use and used for quite some years now.

THE BREAKTHROUGH WAS IN DISCOVERING THAT A GREAT MANY EXECUTIVES DID NOT LOOK UPON THESE AS *TOOLS*.

But unless one does recognize them as tools, unless one actually puts them in the *category of tools,* like rakes and shovels and wheelbarrows, he is apt to think of them as opinions or theories or something of the sort. He won't recognize that he does have actual *tools* with which to manage. And, not realizing this, he won't USE them in managing.

Such a scene could be compared to somebody building a house who didn't even know he was trying to build a house and, should this be pointed out to him, he would look at hammers and saws as if they were total strangers. He wouldn't wind up with a house.

Any activity has its tools. And if one is going to engage in an activity, he had better know what its tools are and that they are for use.

BASIC MANAGEMENT TOOLS

We are rich in management tools but the most fundamental of them, required for use at any executive level from the highest to the lowest, are these:

ADMIN SCALE

TARGET POLICY

STRATEGIC PLANS

PROGRAMS

PROJECTS

ORDERS

COMPLIANCE REPORTS

ORG TERMINALS

SPECIFIC LINES

ORG BOARDS

HATS AND HATTING

TELEXES

DESPATCHES

STATISTICS AND GRAPHS

CONDITIONS

PERSONNEL FOLDERS

ETHICS FOLDERS

FILES

DATA SERIES

Each of these fundamental tools is defined and covered briefly in HCO PL 31 July 83 I, BASIC MANAGEMENT TOOLS.

None of these are complicated. They are actually SIMPLE but VITALLY, VITALLY IMPORTANT.

One gets some terminals, gets them some lines, gets the channels of command and echelon worked out, gets in strategic planning and with that one can achieve some coordination.

But it is necessary to be able to conceive of purpose (which, in target policy, becomes objectives). And it is necessary to be able to write targets that will accomplish that objective or that purpose. To get the targets done one needs lines and terminals there. And to have lines and terminals, of course, one has to have an org board.

SIMPLE. But VITALLY IMPORTANT.

In laying out these tools we are laying out the fundamentals of organization as that, most definitely, is what these tools are. And these tools will give one an organization. Without them, you don't have an organization, you have a mob. And if one cannot figure out purpose or objectives or write targets and telexes and get hatting done and hats worn they'll just keep on being a mob. But correct use of just this basic list of management tools can turn a mob into a producing organization!

EXEC STATUS ONE CHECKSHEET

A fast, instant-hat type of checksheet called Exec Status One is being provided to swiftly train execs and managers at all levels on these tools.

This is not a substitute for an OEC or FEBC. But it is vital that an exec starts using these tools right now, instantly and at once yesterday, if he considers himself an executive or is in a position of handling an organization of any type, size or kind. Because if he doesn't use these tools, he's going to lay an egg.

ETHICS

Once the exec has passed this first checksheet, Exec Status One, it's an ethics offense to fail to use these tools properly. One would handle a first or second offense with cramming, but after that it's a Court of Ethics and, in the case of a person having trained on these tools continuing to misapply or not apply these tools, it becomes a matter for a Comm Ev.

SUMMARY

1. First, an executive or manager must know that actual TOOLS EXIST for his use in managing.
2. Second, he needs to know WHAT his tools are.
3. Third, he must realize that these tools are SIMPLE but VITALLY, VITALLY IMPORTANT, that they are for USE and he must *USE THEM*.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 MARCH 1984

REMIMEO
EXECS
ESTOS
ALL NETWORKS
SENIOR HCO
HCOS
QUALS
HCO BOARDS OF REVIEW
MISSIONAIRES

ESTABLISHMENT OFFICER SERIES 49

THREE CLASSES OF PEOPLE

Refs:

HCO PL	19 Sept. 58	A MODEL HAT FOR AN EXECUTIVE
HCO PL	23 Feb. 78	LRH Comm Network Series 19 BOARD OF REVIEW
HCO PL	24 Feb. 72 I	INJUSTICE
HCO PL	29 Mar. 82	Personnel Series 30 Esto Series 43 PERSONNEL POLICY

People generally fall into three types:

1. Those who go along handling life,

2. Those who get into bad situations occasionally and have to be pulled out of them, and

3. Those who are incorrigibly making sure that nothing ever gets anywhere.

This is a very high generality but it has some workability in application.

Those in category 1 don't need any correction and are self-correcting.

Those in category 2 can be corrected and will then fly right.

Those in category 3 are simply dedicated losers and will continue to be dedicated losers until they have been put through an extensive program of Sec Checking and PTS checking for nonsurvival considerations and evil purposes on all dynamics.

It usually depends on the person's track record but mostly whether the person has actually been productive or counterproductive as a way of life.

This data is especially relevant to execs, HCOs and Quals.

Boards of Review also should know this data as sometimes people in the middle category are unjustly removed or dismissed when they should have simply been corrected. Sometimes people in the first or second category are gotten rid of by people in the last category. So this too must be watched for.

In investigating along these lines, your target is simply justice or injustice.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 JULY 1984

REMIMEO
ALL EXECS
ALL STAFF
ESTOS
HATTING OFFICER
SSO
MAAS/ETH OFFS

EXECUTIVE SERIES 29
ESTABLISHMENT OFFICER SERIES 50

HATTING AND THE ENVIRONMENT

There is a single difference I have spotted between past environments I have hatted people in and the current environment. The sea, war, expeditionary wilds are all very dangerous places and a person either gets hatted or he kicks the bucket most gruesomely, not because some senior will clobber him, but because the environment will not only wipe him out but torture him in the bargain.

Now, suppose you had a junior who was always sending problems to you. He never handled them or recommended any handling or tried to prevent them. He even invented them. What would you think of a staff member who did that? Charitably, you could say that he is just green or untrained or deaf or blind or that he has lots of Mis-Us. In some cases these may account for this type of behavior. But there is also this other factor of the environment.

I have taken illiterate crews who were the dregs of the docks and hatted them up into a crack crew very quickly. These guys weren't just illiterate, they were even in awe of someone who could read because they couldn't. Yet, they could be hatted and rapidly. The difference between this and training staff in our orgs is that these guys had to be able to operate in an environment which would have no mercy on them if they failed. They were forced by the environment to know their hats and wear them if they wanted to survive.

A senior in an org can bring duress on his juniors to get the job done. However, this duress, or even threat, is only coming from a senior, not from the environment. A staff member might feel that he has nothing to lose if he doesn't get hatted. He won't get tortured or killed. He'll just have some senior a bit mad at him which is really a bit mild.

In other words, we are apparently trying to hat people in a totally safe space with no threat to them whether they get hatted or don't. After all, someone will pick up all the pieces and pay all the bills, or they can blow and go back to their pot.

Factually, the environment we live in could eat us up. There is more threat to a staff member personally in not doing his job right now than the sea or war or anything like that. The threat to us if we don't make it is eternity.

One could ask a staff member that refuses to get hatted how he would like to spend all of the coming eternity blind, in the dark and in pain. He would probably say he wouldn't like that. But if we don't make it, that's what we've got and that's what he is condemning this planet to.

This probably would sound quite mad to some, yet is the most stark truth I have ever uttered.

A staff member who refuses to get hatted and get out real products does not know what we are trying to do. He doesn't realize that he himself, next life, is for it if we don't make it.

If a sailor didn't get hatted, he only died once in his estimation. If staff in our orgs don't get hatted, they're condemning themselves and the planet to death a thousand times over.

So understand that no matter how mild the environment might appear to you, we are actually fighting a full-scale war against ignorance and enslavement. But we *do* have the tech to win.

L. Ron Hubbard
FOUNDER

HCO POLICY LETTER OF 21 SEPTEMBER 1995

REMIMEO
ESTOS
ALL ORGS
ALL MANAGEMENT
PERSONNEL

ADMIN KNOW-HOW SERIES 53
ORG SERIES 49
ESTABLISHMENT OFFICER SERIES 51

LOST TECH

(Written on 8 Nov. 79. Issued as
an HCO PL on 21 Sept. 95.)

Modifies: HCO PL 9 May 74 PROD–ORG, ESTO AND OLDER SYSTEMS RECONCILED

I've just realized that the Esto and the prod–org system, both of which were successful in their day, have been totally dropped. One executive apparently had a confusion on the two systems and could not reconcile them and so stopped pushing both of them. That is my Why for some org failures.

The prod–org system was enormously successful and has been dropped. The Esto system had limited success and has been dropped. The reason for the failure of the Esto system was earlier isolated — the Supervisors let the Esto trainees fake their way through their study of the subject. They just didn't study the subject and then went around running into walls. This was true even though they were given heavy intensive training on it. They didn't do the training.

This comes up because of a cram done on this executive which states that he could never reconcile the two systems and has had a confusion on them. This definitely must have shown up during his tenure as an executive and it brings to mind right this minute that the prod–org system and the Esto system may never have been pushed in. This executive violated the normal actions of prod–org and org establishment. But this bares the fact that management and orgs may not be pushing either the prod–org system nor the Esto system and this could, in large measure, account for the fact that orgs in some cases became disestablished and ceased to produce and deliver.

The exact goof which this executive made is important to understand — he put the Service Product Officer over the Esto and made the Esto the org officer of the Service Product Officer, and hoped from this that his org would be established. Of course it wouldn't be established at all because a product officer's org officer normally specializes in disestablishment — org officers have tended mainly to tear up the org in

the name of production. That is by our experience. An org having an Esto, recruits up an Esto corps. That is the only thing that will get posts filled and hatted.

These two systems must be represented on any org board. The product officer must be on those org boards, the product officer's org officer must be on those org boards. And the Executive Esto must be on those org boards. Otherwise these systems will continue to be submerged.

I mention this in order to get into action both the prod–org system and the Esto system. They must be called strongly to attention, otherwise they will go on being neglected.

This could be a major downfall of management and orgs if one just ceased to push these two successful points.

Thus I am calling to your attention the fact that you should use these systems so that we can recover this lost tech.

L. RON HUBBARD
FOUNDER

The Management Series

Volume 3

The PR Series
The Marketing Series
The Art Series
The Finance Series

L. Ron Hubbard
Founder of Dianetics and Scientology

Press and Public Relations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 SEPTEMBER 1970

REMIMEO
ALL STAFF
PRO COURSE
CHECKSHEET
MISSIONS

FIRST POLICY

The first policy of a Scientology org, laid down on about 8 or 10 March 1950, is:

MAINTAIN FRIENDLY RELATIONS WITH THE ENVIRONMENT AND THE PUBLIC.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 AUGUST 1963

CENTRAL ORGS
STHIL STUDENTS

SCIENTOLOGY FIVE

PRESS POLICIES

(Tech Dir to Star-Rate Examine HCO Sec and Assoc Sec, any HCO Exec Sec and any Special Programs Director on the theory and practical of this policy letter and report to me when so done.)

This HCO Policy Letter modifies press policy.

We do not care if Scientologists communicate to the press but if they do there are certain points to keep in mind.

Certain vested interests, mainly the American Medical Association, a private healing monopoly, wish to do all possible harm to the Scientology movement over the world in order to protect their huge medical-psychiatric income and desired monopoly which runs into the tens of billions annually. In their congresses they complain that we and people like us cost them 1.1 billion dollars a year that they don't receive. Their sole interest is income. Reference: Minutes of various AMA conferences. Almost all our bad publicity and attacks are authored by two men, one named Keaton, the AMA press man, and one named Field, their head of "investigation." These men flood bad tales about Scientology into press, magazines, radio, TV. Their sole interest is a medical-psychiatric monopoly for the AMA. They blind the public to the fact that the crimes of psychiatry are medical crimes, not crimes of mental healing. The medical-psychiatrist is a very small part of the world of psychiatry. They want it all for physical medicine. The sole reasons for attack are money and monopoly. If ethics entered into it they would clean up their own failures. Their publicity goes overseas. The FDA is used by these people and FDA releases are sent overseas.

I don't care whether anyone thinks this shouldn't be or thinks it isn't right. It isn't. It's just fact and we have the evidence in black and white.

We have always had policies of leaving healing alone and not attacking medicine and other areas of psychiatry. Our pay for this is receiving continual bad press.

Medical doctors practicing psychiatry are peculiarly vulnerable. Their physiological technology belongs to the nineteenth century. It has innumerable crimes on its hands. Hitler and Stalin held power through medical-psychiatry. They associate themselves chiefly with the rich and powerful. They therefore cannot stand up to any heavy attack. Further they have many overts.

We are modern, twentieth century. We are of the people. We hate fascism and brutality. We are the new replacing the old. We have passed the test of survival. Despite thirteen years of attack we have survived. Therefore we must have something and we must be all right. So much for the justice or truth of such attacks.

THE REPORTER

The reporter who comes to you, all smiles and withholds, "wanting a story," has an AMA instigated release in his pocket. He is there to trick you into supporting his preconceived story.

The story he will write has already been outlined by a sub-editor from old clippings and AMA releases.

He probably knows as well as you do that you are decent and effective.

He has no power whatever to alter the preconceived story he has been ordered to write. If he were audited or otherwise totally convinced of the great value of Scientology he would still write the same critical story. If he didn't he would probably get sacked. So the time you spend trying to convince him of your decency and effectiveness is wasted time.

He wants a story. The only ways to handle him are to eject him or to give him a story that he thinks is a story. There are no halfway measures.

If he publishes outright lies sue his paper for libel if you like, but don't be afraid of what he will write. Central Organization income usually rises during bad press campaigns. So he can't really harm you whatever he does or says. Your job minimum action is to refuse to be led into utterances that can be misconstrued.

Contrary to what he may want to believe, press doesn't always mold public opinion.

No bad product sells, no matter how much advertising it buys or how much good press it has. Bigger than press is word of mouth. If advertised products don't have good word of mouth they don't sell.

We have good word of mouth and will continue to have it as long as we give service.

So good service and being decent are superior to even good press. Be decent, then, and give good service and, good press or bad press, we'll still make it.

We prefer no press because it slows our word of mouth amongst the people.

However, bad press is no catastrophe. So the reporter cannot really hurt you and is nobody to be feared. Pitied, rather — for if he does write what he really feels, he'll get sacked. That's what makes him sick and cynical. He may know you're decent and effective and yet he'll have to go write what he's told to write.

Even if you handed this policy letter to him and he said it wasn't true, he'd have to write stories that follow the points below.

So actually he's on a spot. He'd have to sell out the human race if his editor told him to.

But he would write a different story if he found one that fitted his pattern of requirements.

STORY RULES

If you want to give him a story he will publish you have to know these rules, for they are the rules he follows.

The rules of newspaper writing today are very exact.

And this is probably a far better analysis of the rules than he has, so you could surely win.

To be printed a story must contain one or more of these things:

1. HARM (BLOOD, VIOLENCE, DAMAGE, DEATH, SCANDAL)
2. SEX
3. MONEY
4. BIG NAMES
5. The story must be written to *INVALIDATE* something.
6. The story must contain a *CONTROVERSY*.
7. A story must contain TWO OPPOSING FORCES. Dialectic materialism is the basic philosophy used by the society at this time. This philosophy is crudely stated in the following statement: "It takes two opposing forces to produce an idea." The Scientologist recognizes this as reliable items in a Goals Problem Mass but it is real to editors as TRUTH.

Therefore a *great* story to a newspaperman contains nearly all of (1) to (4) above and (5), (6) and (7).

This is the formula on which modern newspapers operate. They don't publish any other kind of "news story."

You could be elected Queen of the May and the headline would be "Controversy Rips Queen Election. Sexual Bias Hinted."

If you inherited a billion happily from an uncle who loved you and were all set to help the millions with it, the news story would be "Foul Play Hinted in Uncle's Death. Rights of Heir Challenged. Sex Life Probed."

And that's the isness of the entheta called news.

This sounds like criminal gossipmongering. It is. But it's also the total formula of news in this century. It's what the editor *believes* sells papers. It may not even do that but they *believe* it does. And the publisher, hounded by economics, *must* sell papers to stay alive.

A SCIENTOLOGY LIABILITY

If you give him any story at all, the reporter must wind it into the above formula or it won't be published. He may not even be after you or mad at you. He just *has* to write "a story" along the above lines.

If you talk only about Scientology, according to (7) he must furnish another terminal, so he adds in "the public" and makes Scientology oppose "the public interest." He has, then, no choice but to make Scientology dangerous to the public.

As he has a rule in (1) about harm and he can find no blood, he is driven to inventing something that harms something or has harmed something.

In (2) he must have sex so he has to invent some sex.

In (3) he has to talk about our fees because money is a great story requirement.

In (4) he has to have names and so has to use my name as the best one known regardless of all the other people in Scientology.

In (5) he has to make (1) to (4) invalidative of Scientology if that's the only item there and he expects the *public* to buy his papers so he can't invalidate the public.

In (6) he has to imagine something questionable or just say we're controversial as he must have a *controversy*. This makes things "timely and interesting" for his editor.

And as I said above, he has to have two forces so he is driven to use the public as the other one to "oppose" Scientology.

Therefore by the very nature of news writing and the singleness of Scientology you get bad press unless you release good press stories of your own guidance.

It is naive to expect good press. Press isn't going to pat anyone on the head. It's going to follow its rules of "what is a story" (1) to (7) above.

Unfair though it may seem, that's still the isness of it.

A GOOD STORY

The best story you can hope for from modern press would have to have all the above elements.

This sounds deadly for us. But it really isn't. All we have to know is their formula, release our own stories using it and be sure it isn't *us* to which they assign the blood, sex, money and names. Let it be somebody else's blood, sex, money and names.

Actually we are pretty dull on the first four points. We're too decent, we give too much service.

They have to imagine bad things to get them in at all.

So let's use their formula if we want press but with a more accurate viewpoint.

DRILLS

First you should glance over some daily papers and satisfy yourself that the news formula above is factual to get some practice and to see how varied the resulting stories become. You will find you can determine where a story would be placed in a newspaper by the number of requirements and the magnitude of one or more of the requirements. And you will be able to predict how long any story will last by seeing how many requirements it fulfills and to what degree.

And you'll be a news analyst. A columnist's story is the exception. He is against things. But he still follows other requirements too. Thus if we were simply against things we would most likely be columnist-type news, not headline.

It's a good drill. Once you've done it press won't ever scare you again. And you can be cause over it.

Take the front-page news stories and a pencil. Check off in any one story as many as you can of story requirements (1) to (7) above by number and the first letters of the requirement.

It's an amusing game. You won't find many missing in any one story and you'll find that those that go front page for days have all of the requirements.

Call that "Something A." We're against it or them.

1. Explain how harmful "Something A" is.
2. Explain the sex aspects of "Something A" or omit.
3. Give figures as to the huge sums connected with "Something A."
4. Give the big names connected with "Something A" and what's wrong with them.
5. Be sure to invalidate "Something A."
6. Explain that "Something A" is controversial and exactly what about it is controversial.
7. As mentioned above be sure to define that you as a force oppose "Something A" as a force and you have a fully designed "news story."

Now and then a skilled press hand can get an idea which has pure INTEREST value. This is essentially a theta story. And in a sane society mostly these would get published. But on releasing them in the present society immediately (1) to (7) gets added to such a story. Take my Tomato Story. "Vegetables react on an E-Meter." Essentially then bodies and vegetables were both of the same order of response. This I made into "Do Tomatoes Feel Pain?" and got international press. But before a week had run the following elements had been added: (1) Crazy to think so, (2) Pretty girl inspires love in a cabbage, (5) Probably not, (6) Controversial. They couldn't manage to increase (4) beyond my name and (7) they couldn't quite manage. It went however and went on for two years with everybody from the U of Texas to the US government getting in on the act.

They are starved for ideas. They are scarce, as you could imagine from a philosophy like Russian dialectic materialism. Therefore the press nurses and continues old stories. They look for but do not expect to find new stories. My last press boy (after I'd batted a theta international press story out for the third time in a year, all carefully figured out) said, "But one *can't* think of a tomato story every six weeks!" He didn't believe it was possible to think of new ideas and also believed that it was impossible to get press.

It's always possible to get press. The hardest press to get is theta press because it's too far from the modern formula. You and I know that theta flows faster than entheta. That makes one wonder what makes newspapers circulate at all. For their formula is enturbulative and therefore unlikely to go far.

From this we can assume, then, that they seek enduring stories, not interesting or communicating stories. So adding time to a story is always good.

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"We are *always* getting A-type cases. They must stop this continual selling of A." "It takes years to make a real professional auditor." "We have been trying for years to stop A."

A campaign against vice is always good news. Gets lots of mileage. Because it adds up to all seven points, usually.

To create a news story often requires that you take action. The action need not outlast the news value of the story. This is a special programs sort of job. Example: Teenage girl shows up in HGC who has been beaten and raped by teenage boys at high school and withholding it since. Audit it out, get parents to okay investigation, call in press. Release story of vice and crime at local high school with the org doing the investigation. On subsequent days: Criticize laxity of police. Criticize principal. Finally find more teenage sex cases. Just day by day deal off a new action to the press. String the story out. Take an action, hold a press conference. Put students on meters. Put teachers on meters. Get parents to sue. Finally advise school hire a permanent mental consultant and give daily mental exercises to "teenage mobsters." Then wrap it all up and skip it. You've made something evil become something good attained — Scientology in schools.

You make a calendar of coming events, one day one action. One action one news story. And string it out.

Exercise: Do a story design and calendar for "Scientology Ministers Demand FDA Prove Sterility Pills Aren't Sex Stimulants."

That's press. You cause it. You don't just receive it.

And all press must be calculated at the reality level of the newspapers, not the public.

Most press *agents* (public relations counsels) don't understand press. They often act only to prevent it. Or they try to use me 24 hours a day to specialize on (4). Or they want "stunt press" — like Bernarr Macfadden's parachute jump into Niagara Falls at the age of seventy or some blonde swimming the Channel. This has small value and is chancy press. And preventing press is also chancy for one is only at effect.

If you really want "good" press, get some element that fits all seven of the above requirements, plan an exact series of actions, do them in exact sequence and release a press story for each action. The press will love you.

Now, does it occur to you that it is this exact action (poorly done) that is being undertaken against us by the AMA. Ah, you learn fast! But the difference is theirs is toward a sordid goal.

This is an analysis of current press. It is released to help understand our press situation and our problems.

I am not condoning the current state of press. I am not advising that we go all out for press. I am just giving you data about press and requiring that if you want press or have to handle press it will be successful in this current society only if handled with the above elements firmly understood.

Using these Scientology FIVE data we could be front page 100 days out of every year.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 MAY 1964
ISSUE II

CENTRAL ORGS

PRESS RELATIONS

These instructions are based on a wide experience of how the press, and journalists generally, write about Scientology. They apply not only to daily and weekly newspapers, but to all journalists of any kind—magazines, periodicals, "serious," comic, scurrilous, etc.

Press relations should be entrusted to, and handled by, only one person in an org. This person is specially appointed to the post. Any good Scientologist should be able to do it. *NOT* a professional public relations man. The person chosen should be capable of good communication on Level 0 and Level I. Anyone who can run a good PE Course and who is known not to Q-and-A would be suitable.

The post is not even vaguely full time, not even part time. The hat is assumed only when a journalist writes in or telephones or tries to contact the org about anything. The Press Relations Officer then handles it. All correspondence, cables, telephone calls, anything, are handled *only* by the Press Relations Officer. If he or she is not available, the switchboard operator or Receptionist answers only, "Mr.——— (the Press Relations Officer) is not available. There is no one else here who can handle it." All inquiries should be handled courteously, but there are no exceptions to the rule.

No one else except the Press Relations Officer handles any press or journalist communications of any kind.

The Press Relations Officer should answer inquiries only on a Scientology Zero basis—maybe a little of Scientology One. He or she is polite but is not tempted into giving any other information about Scientology. Do not Q-and-A. All other inquiries (not directly concerned with Scientology data) may usually be answered factually but will almost certainly be misduplicated, quoted out of context or misrepresented in some way.

The stable datum is: The press will not print anything good—only bad. So give them nothing that can be misunderstood.

This does not alter the truth contained in HCO PL of 14 Aug. 63, PRESS POLICIES. But it should be borne in mind by those who handle press relations that experience has shown that the press prints its own preconceived story anyway. So keep it brief, be sincere, don't defend, don't attack. Don't Q-and-A. And you'll win.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 OCTOBER 1968
ISSUE I

REMIMEO
ALL PRS

PRESS RELEASES

A press release should be on one subject ONLY and this one subject is used in variations time and again. When the press are tired of that subject, then another one is used and that one is ridden until it likewise is worn out.

Also press releases should always contain some factor of endurance. This gives the public the idea that we endure. Examples:

"For many years now we have stated . . ."

"We have stood up to such attacks many times and are still surviving and expanding."

"Since 1950 we have . . ."

"Eighteen years ago . . ."

A good time to make press releases is on a Monday. Newspapers have shot all their bolts in the Sunday newspapers, so this makes Monday a rather quiet day for news.

So remember—push one subject until that has worn thin, add endurance and release press stories on Monday.

ALWAYS ATTACK in a press release. Never defend or deny.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 FEBRUARY 1969

REMIMEO

PUBLIC IMAGE

For a long while we have not had an exactly stated policy on building a public image. We have just been ourselves and done our jobs and hoped somebody would catch on. This is basically what protected us. And we should keep doing it.

But the time has come to also build a public image as an outflow publicity action.

The image is:

SCIENTOLOGISTS ARE THE PEOPLE WHO ARE CLEANING UP THE FIELD OF MENTAL HEALING AND EFFECTIVELY HANDLING MENTAL HEALTH ON THE PLANET.

Note that it is dual. We will handle the first part of it first, "cleaning up the field of mental healing." It is a dirty inhuman rotten field, full of graft, misappropriation, phony authoritarianism and betrayal. Because it is like this we get a backflash from it. We are the only ones in it who have clean hands and effective technology. So we have no choice but to NOISILY clean it up. That builds that much of the image. By uniting with other civic, humanitarian and civil and human rights groups we can make an organized progress.

For the second part, we are already doing it to a degree. "Effectively handling mental healing on the planet" is what we are being effective in doing. But we don't make enough public image with it. We keep building the image to Scientologists. We must study how to do it outside.

We have clean hands. We are effective. We dedicatedly do our jobs well. We must keep on doing this.

But we have to find more PUBLIC ways to SAY so.

It would also be a good policy to have two PROs. One specializes and plans to clean up the field of mental healing and grabs allied organization support, holds committee meetings, works on crusades about it, gets close to top publishers and really scareheads the world or area about the abuses to human rights in the field.

The other PRO works to banner-head the successes and the programs to effectively handle mental healing on the planet. He also gets support from allied organizations (different than human rights attacks) like churches and gets a crusade going for handling all the mental healing problems, not just using Scientology.

In both instances you have to go civic, go outside Scientology, get support, organize committees, plot out campaigns, work for outside finance, etc.

In handling the above public image policy, you don't announce the policy. You use it for a guide to keep pounding variations of the same message.

The policy is expressed in community *action,* well press covered, not just in statements. Committee meetings, deputations, picketing, big names, events.

You figure out the story that will be written, then *do* it, seeing it gets covered by having the press to hand.

Make all issues hot, exciting, brutal or sensational. Go strictly circus in the type of message.

You can and must ally with real humanitarian and civil rights groups (getting press coverage for every such contact).

You can and must approach governors, parliamentary committees, big names, big activities *and* get press coverage for every contact.

Scientology speakers must address groups and *say* the story which is to appear, not just talk about Scientology.

Plan a program, let it run awhile. The program is based on the policy which is the major target — to make that public image. When *that* program damps out, get a *new* program. It takes a while to beat a program into the public mind. They last a few months.

This is almost standard PRO work. The press prints "hard" news. Hard news is an event, a meeting, the formation of something, an attack, a campaign. It is not a statement.

You can and must seize the attention of the press in your area, not to defend Scientology, but to hammer home the above public image by forwarding crusades and campaigns that carry the message. Then providing events of your own manufacture. Then seeing they get reported in the press, on radio and TV.

Don't defend Scientology, attack bad conditions and bad hats.

It is a dismal flub to force a parliament to consider a bill outlawing psychiatry and then provide no other event about it or press coverage. It has to be planned, targeted. You have to have other groups start talking, public meetings, a deputation to the governor.

Build up Scientology celebrities that can speak and meet the public in your area.

And in doing all this don't tear up the Scientology org or distract it too much or you will not have any money to do the job with. You will have lost what you're trying to save.

PRO is an energetic, imaginative fiery-eyed function. It has to be hot — hot on getting compliance, scheduling and events.

PRO should know all about targets, dev-t and this policy letter.

Scientology has been the object of enemy PRO campaigns of a professional level for years. Study if you like the stunts *he* pulled. How did *he* do it? Just by using names, connections and press. So reverse the action. Do it *far* better.

Our end product is a sane planet. His was a dead one. So with all the theta in our lines and purpose, Scientology PRO to the PUBLIC can be ten thousand times as effective and worthwhile.

This public image can and *must* be built if this planet is to survive at all.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 FEBRUARY 1969
ISSUE II

REMIMEO
ALL PRs

PRO ACTIONS

Star-rate
In Clay

The purpose of a Public Relations Officer is TO FORMULATE, GUIDE AND UTILIZE PUBLIC OPINION TO THE END OF ENHANCING THE REPUTE AND EXPANSION OF HIS ORGANIZATION OR CLIENT.

To do this the PRO PROVIDES EVENTS TO CARRY FORWARD THE MESSAGE OR NAME HE WISHES STATED.

He utilizes word of mouth, persons, publications, and news media of all types. The publications can be his own or general public ones. News media can be his own or general public ones.

A PRO uses ideas to act as a carrier wave for his message. By carrier wave is meant the impulse to forward them along.

He becomes conversant, by study of various media, of what is considered *event*. Meetings, deputations, significant dates, combinings and separations and many other things are events.

A PRO can plan a series of events each with its message, leading up to a major event.

He forms groups, committees, alliances, to carry his message as attached to an *event*.

A PRO RELEASES HIS NEWS EFFECTIVELY ALONG AS MANY CHANNELS AS POSSIBLE. But the main thing to do is *release the news*.

Even a bad counter-event can be used by a PRO to carry his own message.

A PRO has to know what his message *is*. He has to use his imagination to provide means of getting the message carried.

You would usually be amazed what press, radio, TV, magazines consider an *event*. You only have to study them to find out. The event is usually trifling. A committee meeting, a club addressed, a deputation.

A PRO doesn't let an event go by without getting it reported on and getting his message into it.

A PRO uses the same message over and over for months, even years. He gives it infinite variety, provides infinite events. Just to get his message repeated.

A knowledge of the ETHNIC values of the public to whom he is communicating is vital. What they think is wonderful, good, passable, bad, awful. He can get these by survey or by studying what the public *has* reacted to in the past in other fields.

He makes his organization compare to the wonderful, good ETHNICS. He makes the enemy compare to the bad, awful ethnics.

A PRO watches the enemy trend and counterplays skillfully to turn it to his own advantage.

A PRO must study and use the HCOBs on the antisocial personality for various reasons.

Big names, big organizations are the best in furnishing events.

Most PROs are (in most companies) pretty poor. They do not know these data. Therefore they can be surpassed easily.

Scientology has been the effect of PRO actions of this nature all its life. To reverse public opinion it is necessary that one really learns PRO actions.

A Scientology PRO is way out in front. The orgs do well. The tech is tops. Scientology has a complete technical monopoly in mental healing. Its people are decent and stand up very well. With this to *start* with, doing the job is a cinch IF one follows this HCO PL.

Modern press is following the example of *Paris Match*. This periodical says there must be a CONFLICT. This is modern journalism.

Press follows the lead of the ATTACKER. Providing the attack is upon some real or imagined abuse or violation of public mores.

EXAMPLE

J. Big, a Scientologist, addresses (arranged by org PRO) the Ladies Auxiliary. J. Big is instructed to say what Scientology is and also to attack some (perhaps recent) public abuse. PRO gets the text and a comment of the Ladies Auxiliary and MAKES SURE IT GETS INTO PRESS.

EXAMPLE

Three weeks of news stories are designed. A pathetic girl abused by psychiatrist comes to Church of Scientology for help to get guidance to right the wrong. That's a story with photos. Church of Scientology committee visits sanitarium. Is refused entrance. That's a story. Church of Scientology committee seeks and can't obtain death records of the sanitarium. That's a story. Church of Scientology committee visits big

name in government to force death list to be given out. That's a story. Church of Scientology committee meets with a law society committee to recommend legislation. That's a story. Girl treated by a medical doctor paid for by Church of Scientology and Scientology processing helps girl. That's another consecutive story. Citizens' committee urges police action to close sanitarium. That's another story. Girl restored to family by Church of Scientology committee. That's a story.

You see what an *event* is? And what a story is?

A PRO gets ideas like this and carries them out and gives them out so they'll get published.

A TV challenge of a psychiatrist to demand why he kills people.

This is all PRO.

A PRO must be a good organizer. He must be fast.

Note that nothing really happens in most of these events. They use man's fixation on groups.

This HCO PL is a rapid coverage of modern PRO work. It is not what we have been doing. It is what PROs do over the world when they are on the job.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 17 JUNE 1969

REMIMEO
PRO COURSE
CHECKSHEET
DIV 6

THE ORG IMAGE

A poor org public image can cost an org nine-tenths of its income, thus greatly curtailing pay and facilities. It can lead to trouble with the area. It can reduce the expansion of Dianetics and Scientology to near zero.

When important people enter an org and find its premises messy, themselves and their requirements neglected, the org not only loses their fee, it also loses the important friends who would actively protect it.

If an org and its staff display a downstat image, public confidence in Dianetics and Scientology is shaken.

By showing a good org mock-up, we are living examples of what Dianetics and Scientology can do.

There are several zones which comprise the org image.

1. Premises, particularly the entrances and interview and service areas. These should be neat, not cluttered up with baggage, paper, tattered notices or unsightly things.

2. Public comm lines. Letters and mailings should be correctly addressed with the right name and not sent to several addresses for the same person. The appearance and tone of any mailings and communications should be good and not offend. "Friendly and agreeable responses" was the first order I ever gave to an org.

3. Staff. Appearance and attitude to the public.

4. Service delivery, assurances of.

5. Publicizing values of service.

6. Publications, appearance and suitability of distribution.

7. Alliances with suitable groups and leaders, with due regard to local "ethnic" values (publicly admired values).

8. Eradication of enemies on public lines with due regard to local ethnic values (publicly detested values).

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9. Alignment of promotion with things publicly admired and against things publicly detested.

10. Advertising, effectiveness, suitability and lawfulness of.

11. Membership expansion.

12. Group expansion.

13. Expansion planning of facilities.

Contemporary "Public Relations Officer" duties in business firms are not as embracive as the above 13 points by considerable. These are loosely classified as follows (quoted from their texts).

"1. To keep management informed of public opinion, and of events and trends likely to affect its reputation.

"2. To advise management on the policies and actions it should adopt in order to gain and keep public goodwill; and on the likely effects, in terms of public opinion, of any policies and actions dictated by other factors.

"3. To apply public relations techniques to solve problems in which the company's reputation is at stake and to maintain a continuing, positive program of action to secure goodwill, presenting the company in all its aspects to all its audiences by every appropriate means of communication.

"The executive side of the public relations man's work includes the company's relations with the press, radio and television; the production of many kinds of printed matter, including company reports, house magazines, wall charts, brochures and even books; films and film strips; exhibitions; the design of company stationery; the way a firm receives its visitors; a watching brief on the way it answers its telephone calls, writes its letters, handles complaints; its policy on donations to charity and an infinite variety of items beyond."

We often hear that we should hire a public relations firm to do all these things. The catch is that these firms have a high personnel turnover and new men on the "accounts" have to be rebriefed continually.

We have in the past hired contemporary, professional PRO men AND THEY LAID THE FOUNDATION OF OUR DIFFICULT TIMES WITH PRO ACTIONS.

In Dianetics and Scientology we have gone up against a totalitarian conspiracy using "mental health" to control populations. This was not a normal PRO atmosphere as encountered by business firms. It began with war where the enemy controlled all news media and governments.

We had to be very, *very* good indeed *to live through it at all*. Our "public" does not understand this. They are accustomed to sleek, untroubled firms selling them "Wheaties, the Breakfast of Idiots" or "Go Slow gasoline" or "You too can be insane."

So in Dianetics and Scientology we have a job in PRO which far exceeds the usual company demands.

In ordinary PRO actions we have not done too badly in the past. For instance our people handling congresses make the US Democratic Party Convention PROs look like rank amateurs.

The enemy has used all available PRO and intelligence techniques to hold us back, and as the enemy also controlled many key government figures, this has been a very rough time.

That we are alive at all and expanding shows we have not done too badly. The enemy is definitely losing.

The reason for this is INTEGRITY. By and large our people are sincere.

WORD OF MOUTH is a public relations comm line *superior* to press, radio, television or Mr. Big. Radio, press and TV only seek to create "word of mouth." This term means what people say to one another.

By standing for what people think is good and opposing what people think is bad greatly speeds WORD OF MOUTH.

We will go as far as Dianetics and Scientology work in the hands of auditors and no farther.

The enemy, lacking integrity, word of mouth and workable tech, has not won despite total control of governments, press, radio, TV and all standard PRO media, plus financing in terms of billions.

Thus we see that there are three commodities above contemporary PRO concepts. These are:

A. INTEGRITY

B. WORD OF MOUTH

C. WORKABILITY AND USEFULNESS OF PRODUCT

All the PRO advices and direction will not prevail if the above three things are not an integral part of "the company" PRO planning.

How much a product COSTS has some bearing on whether or not it is used. But unstabilizing prices, we have learned (such as a small increase), is utterly deadly. And reducing prices does not actually increase sales in our experience. The exception is the granting of 50 percent scholarships and giving certain courses as field staff member prizes. And here it does seem that the STATUS value outweighs the monetary saving appeal. Therefore STATUS INCREASE is a vital part of the product.

However, whether Dianetics and Scientology have been at war or not, the first 13 points are what we would consider routine PRO actions which, if neglected, would result in heavy income losses.

A staff idling in reception, offhand handling of callers, wrong address or names misspelled drive off customers. Aside from simply blocking sign-ups, these points also REDUCE CUSTOMER STATUS.

As our organizations are built (due to tech concentration) on handling the individual, any PRO must be very alert to any point which would seem to the "customer" to diminish his status.

A PRO should himself look at the given points from the viewpoint of an important potential "customer." Would the org environment and handling attract or drive off an important person (let us say, the mayor) as a "customer"? If the answer is "yes" in any point, then the org is losing up to 90 percent of its income through these PRO omissions.

If a staff is poorly paid or the premises are poorly furnished, cluttered or dirty, then the error lies in either the first 13 or the above A, B, C points of PRO.

A PRO in advising actions to the EC (and he should have direct access to the Executive Council or management) should be very wary of killing off the org's vitality with too much militant control. The PRO also has the staff as a public. If one wants to clear sandwich-eating staff off reception, the best way is to start a campaign for a staff lounge, get it and *then* forbid staff to clutter up reception.

The PRO in accomplishing PRO points is of necessity a creature of ideas even in getting his routine PRO actions done.

The enemy we have had gets very high points on 1 to 13 (omitting 4, assurances of delivery; and 7 and 8, ethnic points). Dianetics and Scientology orgs get rather low points on 1 to 13 (excepting 4, 7 and 8 which they do well).

Dianetics and Scientology orgs do well on A, B and C. The enemy utterly collapses on these.

If Dianetics and Scientology orgs did well on *all* points (1 to 13 and A, B and C), the battle would be won in very little time.

If a PRO is not working to bring points 1 to 13 and A, B and C all into full operation in his area, he is not doing his job. If he *is* doing all these things, he is a very, very valuable PRO and should be given every possible assistance on his job.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 SEPTEMBER 1988R
REVISED 13 DECEMBER 2000

REMIMEO

MARKETING SERIES 23

ETHNIC SURVEYS

(Taken from LRH tape 6910C21, "It's a PRO World.")

Refs:

HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	12 Nov. 69	APPEARANCE AND PRO
HCO PL	11 Dec. 69R I Rev. 16.9.88	APPEARANCES IN PUBLIC DIVS

You are always at risk operating in an area where you do not know the ethnic values. They don't even have a word for this in English which means exactly that.

It's the mores and customs. It's what do people believe. It's what is right and what is wrong. It is the solution of good conduct.

Ethnics — what is:

Wonderful

Good

Bad

Awful

Infinitely valuable

Valuable

Worthwhile

Unacceptable

Not wanted

Hateful

In an area, you have to figure out what they are beating the drum for. This is known as ethnics.

ETHNICS AND CONTROL

Actually, some of this type of work was done for American troops before World War II. They weren't supposed to do this and weren't supposed to do that, in order to

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better their relationships with the native population. But that work was simply based on careless, factual or nonfactual surveys.

If you are going to control or govern or have influence upon an area, you have to make ethnic surveys. You have to find out what is most liked and what is next most liked and what is considered bad and what is considered totally evil. When you've got the lists of those things you know the control buttons of the society. Those are the buttons of control. They aren't just a "study."

I get so tired of reading about a psychiatrist stating, "We're studying the . . ." "And we're going to have . . ." "We had a conference the other day and Professor Blotz advanced his new principle that uh — if people were daffy they were quite crazy. And uh — we discussed this for some hours and 'Are newborn babies happy?'" And they don't even get a midwife in to ask her. That isn't how you do ethnic surveys.

You do an ethnic survey by going out and asking questions and by looking into books and backgrounds of religions. It takes a little while to get ethnic surveys, but you're at risk if you're operating in an area in which you do not know the ethnics of that area.

For example, what is "good conduct"? If you look over today who the heroes of stories are that are being written in the United States and England, you would be absolutely flabbergasted because they obviously are representing the level of good conduct. What is good conduct? What is being good? If you think you can answer this, that is your first mistake. What is good conduct today has very little to do with good conduct yesterday.

But an ethnic survey will resolve it, whereby you go out on a broad-scale basis and you sample enough of the population and you will find out what the new ethnic is and what their basic ethnics really are. Then after you have put together a code of performance for action, or the mock-up, you get *this* critically looked at and then you have it taped. That is putting in your "R."

You would do an ethnic survey, base a program mock-up on the ethnic survey, and then you would get that evaluated as a new survey and put it into operation. It does not necessarily take forever.

MAJORITY OPINION

In doing an ethnic survey you are only interested in the majority. You are studying the human beings in the mass, not their personal prejudices. You can't just listen to *one* newspaper reporter and *one* prejudiced politician — it's too small a sampling. Ethnic samplings have got to be very broadly done.

For example, an ethnic survey was done in South Africa years ago. Something on the order of 49 percent of the people in South Africa were not all worried about the things you would think they were interested in. The most popular characteristic in South Africa was friendliness! The surveyors were looking for something dramatic!

What was most liked in South Africa was friendliness and what was the least liked was narrow-mindedness — that was detested. These were the high, sweeping

majorities. There were no other majorities. There were little things like 11 percent, 2 percent, 1 percent but they were nothing.

It was friendliness versus narrow-mindedness. It didn't even make a dichotomy. All you would have had to say, "Those who are against us in South Africa are narrow-minded because we are the friendliest people in the country!" Immediately the South Africans would have been for you.

That is what is meant by an ethnic survey.

TRUTH VERSUS LIES

Using this tech properly, you can put yourself in so strong locally with all the powers that be that if someone exterior tries to do something to you it just causes one awful stink. Because you are putting truth up against a bunch of lies, and in the final analysis truth always wins.

CONCLUSION

If an organization or group backs up what it does 100 percent with good, sound ethnic surveys, if you plan your program, mock-up or actions based on these surveys, reanalyzed them after they were planned and followed them, you would take the world!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 NOVEMBER 1969
ISSUE I

REMIMEO
PES HAT
OES HAT
ACCOUNTS HATS
FINANCE COURSE CHECKSHEET
PRO COURSE CHECKSHEET

ACCOUNTS AND PRO

It's a PRO world today.

Public Relations Office or Officer is meant by "PRO." It is also slang for "Controlled good relations in the community or area."

When you "PRO" something, you visit, write, handle it so as to enhance and improve your public image.

A terrific amount of PRO effect occurs on ACCOUNTS lines.

Bad or inaccurate statements of debt can ruin your PRO with a customer, pc or student.

Unfair accounts decisions can mess up the PRO of a whole area.

Unpaid bills can ruin your PRO in a whole town.

So there is a lot of PRO connected with accounts actions.

Repairing the damages done by not submitting correct accounts to customers or failing to pay commercial bills or rents or utilities is a PRO action and requires some thought and careful handling so as to restore the org's PRO.

The biggest crime one can commit in this modern society is to be without money. Even in a supersocialism this is a crime.

For an org not to have and make lots of money is stupid. Given a potentially remunerative activity, only thoroughly lousy service and horribly bad handling of promotion or criminal carelessness in accounts can leave an org without money. Doing standard org actions, giving excellent service and adequate promotion brings in plenty of money. The outnesses which prevent income or waste outgo have to be truly glaring and goofy to leave an org without money.

The way to have NO PRO is to have no money at all.

Lack of money or wild outnesses in handling money can practically destroy an org's PRO.

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"Credit" as a quality is a sort of god in Western society. If your "credit is bad" that finishes you to one and all. It is a statement far worse than mere "murderer." It must be since psychiatry murders daily but is well thought of in governments.

So you get the extreme value of "good credit."

Dateline paying and other accounts policies prevent bad credit.

But when it has gone bad, it takes making money and brilliant PRO actions to restore a good credit image. AND IT MUST BE RESTORED.

Money as a total motivation for an action is not high-grade motivation. In espionage services the man who works for money only is expected to turn his coat and allegiance and is regarded with contempt.

But money is a basic point of judgment on which higher levels of motivation can be built in a wog world. It *is* PRO to the commercial world which has no real dedications.

So billing debtors and paying creditors have high PRO value to an org.

All this can become a strange cycle. The org mucks up its area, let us say, by bad or indifferent service, promotion then is unreal so the org PRO with customers collapses. These don't buy service. The org runs out of money. Its bills mount up and its commercial community PRO collapses so it has no public credit. There goes the org.

Accounts is the area hit and will go on being hit until it begins to insist on GOOD SERVICE, the repair of all bad service, good real promotion and finds money to spend on PROMOTION. Money will come in. Accounts actions must now PRO the commercial field, get that handled with good PRO accompanied by money on dateline payments and sound arrangements. Further money is spent on more PROMOTION. Former bad service is handled. Credit is reestablished in the area. Any accounts trouble with customers is cleared up. The org is fully there again.

There is no substitute in Accounts PRO for knowing one's finance policy and following it.

Sloppy accounts files, no financial planning, no Purchase Order system, ignorance of finance policy as in the Finance Checksheet can lead an org directly into losing its community PRO regardless of service quality or promotion. So just as Accounts can be mucked up by lack of money coming from bad service or bad promotion, it also happens that Accounts all by itself can wreck an org's community PRO.

Therefore it is VITAL to PRO that an org:

1. Has its Accounts personnel have their Accounts hats on and finance policy being closely followed.

2. That financial planning is real and income remains greater than outgo.

3. That adequate funds are available for promotion and that org funds do not get all soaked up by the HCO ES and OES divisions on filing cabinets and new roofing paper.

4. That the pcs and students (customers) of the org are handled to generate high PRO on their accounts contacts.

5. That the commercial connections of the org in the community, the org's creditors, are smoothly handled to generate high PRO.

6. That any adverse reactions along accounts lines are instantly handled to restore good PRO. These can include a covert operation to one's creditors by some enemy—which is handled by proving the falsity of the accusation. They can include wrong change, failure to refund, reluctant or inaccurate or failed payment to field staff members. These and any other adverse Accounts action MUST be pushed back to good PRO fast.

Lack of money comes from slow or bad service, and a failure to go flat out to remedy it or from no or poor or unreal promotion. Or no money can stem directly from off-policy or messy handling of accounts and org finances.

In the final analysis it's a PRO world and high PRO cannot be effected for an org if there is anything wrong in its accounts lines. Thus, PRO is affected strongly by Accounts and Finance actions.

Our orgs do not go into debt, do not finance themselves by borrowings. Our orgs make their own way. That is why they are still our orgs. And Accounts PRO has a lot to do with it.

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FOUNDER

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HCO POLICY LETTER OF 12 NOVEMBER 1969

REMIMEO
PES HAT
PRO COURSE
CHECKSHEET

APPEARANCE AND PRO

Anyone engaged in a personal contact PRO action should support his action by clean and neat appearance.

He or she is a symbol. A clean bright looking symbol *emanates* by appearance only. Thus, any PRO action is reinforced by one's appearance. As the appearance is acceptable then the thought and words or action is made more acceptable and reinforces one's potential success.

If one's appearance is too bizarre or garish or if a girl is wearing too much perfume, appearance *distracts* from the thought or action and may make it fail.

Similarly a degraded appearance degrades the PRO action. Body odor, bad breath, dirty hands, face or fingernails all degrade one's message or intent and can make one's PRO action, no matter how acceptable otherwise, fail.

One does not have to be handsome or beautiful to reinforce a PRO action. It helps but it often also hinders.

Integrity and sincerity can communicate even more forcefully than appearance.

However, appearance has a definite role in PRO.

For instance, a clean, neatly dressed lecturer has as a rule a far greater impact than one who is either very fancily dressed or at the other extreme, scruffy.

THE ARC OF APPEARANCE

The communication formula contains duplication at either end. In the presence of duplication of type or social class of appearance we get better A (affinity) (can occupy same space), better R (reality) (can agree because of similarity of caste or station in life) and hence communication, lifted by A and R, can occur.

The above is the actual operating law.

Thus, average audiences or persons or persons in the West seeing their ideal of themselves (clean, neat, mannerly), if similarly but slightly better dressed, are impressed by appearance and receptive.

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If, however, a PRO person were dressed that same way yet sought to impress or get the agreement of a communist group in the East he probably would fail as he is a bourgeoisie (middle class) symbol. I wonder if you notice that the world's rulers in this PRO world deserted top hats about 1920 and began to become upper-class citizens in business suits by the 1930s and in the 1950s became "men of the peeeeple" in ratty unpressed lounge suits.

To get the attention and sincere agreement of a bunch of collective farmers, one would have to look like their ideal of a very good collective farmer and act accordingly.

On the other hand to PRO a movie star it would be necessary to dress a bit movie star — but not too much as they fear rivals in attention getting.

COVER

All this gets badly disarranged as a law when one enters the wonderland of "cover appearances." Then one must look and act like what the viewer thinks the personal identity adopted looks like. Impersonating a real reporter one has to look like what the person being interviewed thinks reporters currently look like in that area. Notice we say "what the person *thinks* reporters look like." Actually reporters look like tramps or executives or MI6 agents or what have you in real life.

But "cover" is a deception process and depends on perverting the comm formula by fooling the person or persons being seen, addressed or interviewed and belongs more to an intelligence service than PRO.

ILLUSION

However, in PRO, one is actually creating an illusion or symbol that will be considered acceptable by those who see the image compatible with the message one is trying to put across or the data one is attempting to find.

ETHNICS

This subject of appearance is actually an ETHNIC idea. Ethnic means beliefs, mores, customs, patterns of thought or racial or religious stable data.

What do the people being seen think the PRO person should look like, dress like, act like to be asking or talking to them about that subject?

The Walla-wallas think someone with a new product should look like a witch doctor before they believe him. Politicians think one should look like a psychiatrist before appropriating a few billion for him. Savage Ugpugs only accept PRO from fat men. And the Romans only accepted it from bird entrails.

What type of communicator is acceptable? For what message? That is an ethnic survey problem and the answer is only valid for the area in which it is obtained.

It is always what they *think* the ideal symbol is, not necessarily the usual symbol that gives that type of message to them. And it is what symbol is *now* effective as the old one may have become too common.

CONCLUSION

It is not a very involved subject. The comm formula in its entirety should be known and understood in PRO work.

The factors one is trying to instill are acceptability and belief.

Truth plays its own role as it is the highest R (reality) there is. But sometimes the whole truth is too much and again it becomes the degree of R that fits in with the A and C.

Untruth, when exposed, can wreck ANY PRO symbol. And voicing a truth that is unbelievable can also cause the symbol uttering it to not be believable.

The need for impingement (enough jolt to attract attention) causes a lot of wild PRO think. The mobs of people are sufficiently numerous today to cause a "herring effect." No one herring is given any attention by the rest of the herrings. PRO attempts to break out of this inattention by being a more startling herring. But if overdone, the rest of the herrings believe one is a shark.

To solve the dilemma, if it comes to a dilemma, it is best to be one's own self, but a clean, neat, mannerly version of oneself and if one has a message or reason to be there the PRO will usually come off very well.

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HCO POLICY LETTER OF 23 NOVEMBER 1969
ISSUE I

REMIMEO
PES HATS
PRO COURSE

INDIVIDUALS VERSUS GROUPS

The wide survey done in accordance with LRH ED 14 Int, 1 Aug. 68, BROAD PUBLIC QUESTIONNAIRE, the results summarized in LRH ED 37 Int of 23 Nov. 69, REFORM MAILING RESULT, gives us two valuable data:

1. DO NOT LECTURE OR DISSEM TO SOCIAL OR PUBLIC GROUPS. (The full list is in these two LRH EDs.)

2. DISSEM TO THE INDIVIDUAL WITH PROBLEMS NOT THE GROUP OR INDIVIDUAL WHO HAVE SOLUTIONS.

PUBLIC AND SOCIAL GROUPS

Public and social groups, from governments to garden clubs, are organized around some agreed-upon solution and were organized because of and to support some fixed solution such as an ideology or a quick buck or a dominance system.

In such a case you are talking to and at an *idée fixe*. It fears anything that might shake its pet aberration.

Indeed, by addressing it directly as a group by a lecture or a mailing you can solidify the consistent antagonism it feels to anything different to its ideas.

Such groups are also a mutual protection society and their members are to a greater or lesser degree personally defensive but collectively aggressive.

Such groups can usually be neglected in matters of dissemination.

They can be approached only within the framework of cooperation when your aims and theirs seem to or can be made to seem to have something in common and only then if you don't try to "sell your wares" to their members. Even a mutual support idea is a touchy matter and has to be very smoothly handled with top PRO.

To a nation at war, for example, everyone not of that nation is a potential enemy and allies are traditionally barely tolerated and suspiciously so at that.

In a "dog-eat-dog" world, such as man is continually told it is, political and social groups have other foundations than a simple wish to assemble or to make things go right.

Thus a mailing list to a governmental, public, social or professional (nonscientific) group is a WASTE OF TIME and can even do harm. This includes any list of individual members of such groups.

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They are not there to make a better society, but to have mutual support for some special idea.

We also long ago learned this cynical axiom: "Groups tend to perpetuate the conditions which they are formed to combat." For example, the Beers groups "to bring legal rights and better treatment to the insane" in 1905, advocates as the "mental health" associations of today, which advocate easy seizure and mayhem while still talking about the late Clifford Beers.

Nobody ever heard of polio until it really got antipolio groups.

Deficient in technology to accomplish their ends and dependent at last on the evil they fight to gain support, the group types listed in LRH ED 14 Int, 1 Aug. 68, are found to fix into a solidified idea that brooks no challenge and which imagines anything else *is* a challenge to it.

So don't waste your time except to fix up an alliance and do that only by discussing points of close agreement in purposes not your own subject.

Exceptions will of course be found.

We sent these mailings to check reform codes. We also found it is worthless to dissem to specialized groups.

We also had this datum earlier. A mission based its whole dissem program on approaching and working with specialized groups and went broke promptly.

Groups can also be unpopular in the extreme as witness certain governments. A certain percentage of the poor response told us to attack the American Medical Association and American Psychiatric Association.

THE INDIVIDUAL

The bulk of the individuals on the planet are "unaligned." This is about 92 percent of the population! This figure is taken from countries involved in heavy insurgent attack.

The commotion of "mobs" one reads about in the press, the "opinion of the people" are usually propaganda nonsense gotten up by specialized groups who are less than a thousandth of the population. They are staged and pushed by newspapers who are solvent only on funds that make them pro- or anti-. Newspapers represent so little of "public opinion" they are seldom generally liked. Supported by specialized groups they pretend to "public opinion" in order to increase the impact of the message of special interests. Billionaire Nelson Rockefeller, favorite son of US big interests, mud-balled on a flying tour throughout Latin America, almost everywhere he stopped got the most placid US and the most violent European press on the same incidents one ever read. Neither one represented any "public opinion."

In the hard reality of insurgency campaigns when propaganda is at highest intensity, when all the chips are down 92 percent just aren't on either side. They simply wait to see who is winning if they have any ideas at all.

This tends to say 92 percent of a population do not belong to groups. The figure is not too far wrong.

This gives us a new insight into the one out of twenty in any purposeless gathering who suddenly objects to Scientology.

YOU COULD HAVE HIM IF YOU INVARIABLY ASKED "ALL RIGHT, WHAT IS YOUR SOLUTION TO THINGS?"

You would probably get a harangue about fascism or legal rights. Lord knows exactly what you'd get but it would be the *idée fixe* of some specialized group.

Newspaper reporters are usually serving, by direct orders, specialized groups. "The vicious Catholics and the heroic Protestants." "The underhanded Left and the holy Right."

By the natural selection of firing any reporter who isn't a devoted advocate of the special interest group behind the publisher, any disaffected newspaperman isn't on that paper long. Freedom of the press as it is laughingly called does not extend to freedom of reporters! The unaligned reporter is left to take up other lines of work. The closest you can come is to control the publisher or to indicate alliance with the paper's interests to the reporter.

The Special Interest Individual is a member of a group united by an *idée fixe*. He has a SOLUTION. Any other idea he considers a potential enemy of his solution. Thus his comm will occur, hidden or exposed, to forward special interests. When the comm is hidden it becomes disinterested or vicious as it is over the top of the withhold of his alignment with a special interest.

Comm is possible only by discovering his special interest and indicating alliance with it. The comm then will probably be a bit grudging but it occurs.

However, this leaves us about 92 percent of the world's population with whom comm is possible, especially on a personal basis.

In this 92 percent one has a uniform factor, a common denominator of personal survival.

The special interest fellow would comm only on his third dynamic special interest and sometimes even commit suicide on the first dynamic to defend that special interest.

But 92 percent have some idea of personal survival and therefore can individually comm about things that would increase their survival potential.

SUMMARY

We can repeat "Disseminate to those who have problems not those who have solutions."

Thus there is little point in disseminating to a university as it has solutions for everything. There is every point in disseminating to a student as he has the problems. But even here many students also have *the* solution — to get a degree to magic carpet them to life and the buck or are in the process of espousing special interest groups.

So one can say one can usually disseminate to a student who has PROBLEMS.

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There would be no point in disseminating to a police force. There would be every point in disseminating to a policeman who has problems.

There would be no point in disseminating to the War Ministry but every point in disseminating to soldiers who have PROBLEMS.

The only "risk" one runs is some special interest group believing their prey are being stolen from them.

One can easily make the error of believing special groups are interested in general betterment.

With Earth as it is, "prey" is a better word than "patient" to describe a psychiatrist's special interest attitude. And "prey" is a better word than "citizen" to match the thoughts of some government agencies.

Now it so happens that people don't like to be "prey" and they resent the large majority of special interest groups the moment they discover they are such.

It opens the door widely to dissemination to get a clean look at the fact that upwards of 92 percent of a population are not on the side of anyone. The large majority of these have problems.

Thus dissemination can occur.

We who are simply trying to make individuals better and so improve the society, without any other axes to grind or drums to beat, thus have the majority potentially on our side.

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HCO POLICY LETTER OF 11 DECEMBER 1969R
ISSUE I
REVISED 16 SEPTEMBER 1988

REMIMEO
PES HAT
DIR PUBLIC RELATIONS

(IMPORTANT ORG BOARD CHANGE)

APPEARANCES IN PUBLIC DIVS

The appearance of the org and staff is transferred out of Department 1 which becomes the DEPARTMENT OF ROUTING AND PERSONNEL and may still be called RAP.

In accordance with HCO PL 5 June 83 VI, CLASS IV ORGS PUBLIC DIVISIONS ORGANIZING BOARD, APPEARANCES comes under the Department of Public Relations, Div 6C, Dept 18A, Org Appearances Section.

The Public Exec Sec therefore is directly responsible for the appearance of the org, its staff, its literature and publications so far as appearance and acceptability go.

Appearances never worked under Dept 1. "Image" is actually a PRO function and it is of vital interest to the Public Exec Sec as otherwise his promotion may be dulled or rendered null. Appearance can even cause him much trouble.

The IMAGE of an org and its staff and its literature and publications actually is a form of projection into the public.

The reason it is in Dept 18A is that this is the first department of the Field Control Division. Also it is something which has to be fitted into the values of the population where the org is located. They have definite ethnic ideas of what an org would look like, what a staff would dress like, what the literature should look like if any of these had a command position.

It is always easy when one has millions to spend to make a commanding image. The trick is to make it without its costing more than one can afford.

One has to make the money before one makes the full image.

There is much one can do — and has to do — at no financial cost or at a low price.

One can paint up a place with volunteer help for the cost of rented machines and materials.

Staff individual areas of responsibility ("cleaning stations") should be assigned via the HCO ES so that all areas of an org are covered. If one has a cleaning service this is still necessary as there is such a thing as litter. Newspapers, magazines, typewriters, machines — no cleaning service handles these. That is staff action because it's staff use.

Where one does not buy the staff its clothing one can still insist on clean hands, fingernails and cut hair, bathed bodies and brushed teeth, polished shoes and so on. It's poor advertising indeed when a staff member is dirty and unkempt.

When one has money and an ethnic survey has determined what the population thinks a professional looks like, one can buy the staff clothes that forward a highly professional image to create public respect and confidence. Remember in this survey as in all ethnic surveys, one does not copy professionals in the society as they *haven't* done a survey. One is interested in looking like what the public thinks a professional looks like. This is moderated of course by what the staff will then be proud to look like.

Reception and staff manners are part of appearances.

An auditor's bad breath or body odor can cost you quite a lot of gained ground. So this is part of it also.

A noisy atmosphere near auditing rooms or in Reception, radios playing, staff chattering can spoil an image.

Children flying about and babies' nappies hanging are about as far as you can get from a professional image. Do all right for the Congo maybe but even there I can't imagine a juju being taken very seriously in a hut so equipped.

The way to spoil an org image is of course to subdue or kill what successful Scientology orgs have always been noted for — a happy, friendly, busy atmosphere. So the use of heavy ethics to produce image compliance is murderous. Pride is the primary reason for good appearance.

So staff cooperation and enthusiasm for the project is worth thousands of conditions seeking to force them to work for an image. Modern schools are so backward they don't teach personal appearance, manners, cleanliness. And a lot of staff just don't know any better and have to be taught what they weren't taught in schools.

Fighting to obtain and improve a suitable image is inevitably quite a task. If the org had lots of money it could buy its image. But without lots of money the image has to be gradually built. Cleanliness and neatness are the primary building blocks to respect in most societies.

An org without money has to have an image to make money but an image costs money and the org hasn't any. That's a typical problem. "We should have a building like the new Life Insurance Skyscraper" leaves the problem unsolved. There is a gradient between. You can pay so much rent you just work for the landlord or the bank. Or the rent is so high you can't afford enough space to earn the rent. Problems like that crop up.

If the tech/admin ratio of 2 admin to 1 tech is kept and even brought toward 1 to 1, and if promotion is excellent and effective and tech service and org service is good, it is easy to lay aside enough to earn new quarters. So the image can be improved.

Similarly, literature quality is desirably very high. But its cost can rise to a point where it makes promotion too costly to be engaged upon. That has happened several times to orgs where they went overboard on too posh literature.

Quality of presentation of tape recordings — sound quality — definitely comes under Dept 18A now.

The org image is in the care of the PES. I trust he does well with it.

L. RON HUBBARD
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Revision assisted by
LRH Technical Research
and Compilations

THE PR SERIES

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 AUGUST 1970
ISSUE I

REMIMEO
PUBLIC DIV HATS
DIV 2 HATS
LETTER REG CHECKSHEET
PES HATS
ISSUE AUTHORITY HAT
PR COURSE CHECKSHEET

PR SERIES 1

LIABILITIES OF PR

PR = public relations, a technique of communication of ideas.

A casual investigation of the activities and effects of "PR" as practiced in the first seventy years of the twentieth century gives one ample data to regard "PR" with caution.

The subject is one which can be said to be dangerous in its incomplete stage of development or in the hands of inexpert or unscrupulous people.

Thus we have three major liabilities in PR usage:

1. It is an incomplete technology as developed and used up to 1970.

   a. The human mind was not a known field.

   b. Any early technology of the human mind was perverted by the University of Leipzig studies and animal fixations of a Prof. Wundt in 1879 who declared man a soulless animal subject only to stimulus-response mechanisms and without determinism.

   c. Further perversions entered upon the scene in the 1894 libido theory of Sigmund Freud attributing all reactions and behavior to the sex urge.

PR is essentially a matter of reaching minds. Therefore the above three factors have given PR strange elements and bedfellows which have curtailed its development as a subject.

Naturally you'd have to know something of the mind to handle PR. Yet if a PR man is operating not only without knowledge of the mind but with a corrupt idea of it (as in Wundt or Freud), his use of PR technique can spread a fantastic amount of aberration into the society and can result in an aberrated society. PR men operating in the "mass media" (press, radio, television, magazines and in lobbying parliaments) push strange mental ideas.

2. Inexpert PR men can make a gruesome mess out of the subject and the society.

   a. Working with an incompletely developed subject, yet using the powerful communication systems of the society, it is not only not unusual for the work of a PR to recoil on his own employers but is usual to bring them into decay.

3. PR lends itself to the use of unscrupulous persons and cliques.

   a. The extremists such as the Nazis and Stalinists saw in PR techniques the means of subjugating their own people, perpetrating horrors and bringing their opponents into disrepute. Such extremist groups were enormously assisted by PR techniques.

   b. Using PR technique to bring about disrepute of their imagined enemies, unscrupulous persons have brought about an atmosphere of war, crime and insanity on the planet.

These are of course harsh words. But it is better to know all sides of a subject.

PR practitioners of course spread PR about PR. But the use of black PR far exceeds its other uses in this year of 1970. Yet teachers of PR in the smoky cloisters (smoke from marijuana) give us only the Sunday school version. According to them, *PR* is a nicey-nicey way *of bringing good works to public notice* and that is their favorite definition. In actual fact ten times as much PR work is done in getting rid of someone or something imagined to be dangerous to the PR's employer.

Bribing newspapermen and "freelance writers" to write horrible lies about a competitor, bribing or lying to congressmen or ministers or members of Parliament to get a law passed to enable a fast buck to be made and countering the ploys of the other firm's PR men are the common duties of a working public relations employee.

This scene doesn't seem to be quite the same as PR as represented in the ivory skulls of its professors.

It's a PR world.

When you read the papers, books and watch the TV of the twentieth century, it's not a very nice world. Well, that's PR at work.

The far right PRs against the far left. And in between, more moderate groups PR both.

Every government department in England has a PR office. The beginning of the decline of the British Empire and the first British government "information office" are of similar date.

The unsavory history of PR, its use to perpetuate questionable interests and cause needless and murderous quarrels must be confronted as part of the study of PR.

It is not for no reason that PR men are often of pitiful morals and degenerate character.

The countless trillions of volts of radio and TV, the rivers of newsprint and pages tearing through presses, pour fantastic lies into the overwhelmed population of Earth.

The prevailing tone of dismay and contempt across the world is stimulated and kept alive by PRs.

So disabuse yourself of any idea of a pleasant scene in the field of PR.

Even if you are engaged in the promotion of the most worthwhile objects pushed by the most altruistic leader, PR work is done cheek by jowl with some pretty questionable characters whose objects are far from worthwhile and whose masters are about as altruistic as a rattlesnake.

Thus PR easily becomes a cynical activity. The PR deeds of the bad hats throw the field into disrepute and throw the whole world into a whirlpool of hate and decay.

So in entering or studying this field, do not walk into it like a wide-eyed virgin making an incautious visit to a military brothel.

There is no reason to be disillusioned if one does not start out with illusions.

PR is a partially developed technique of creating states of mind in different types of audiences or publics.

PR can be used or abused.

Thus before proceeding any further with the subject, it was necessary to restudy the subject and find out what was wrong with it, add it to the subject and thus make it less dangerous to use.

The liabilities of PR, as taught and used before 1970 were:

A. It inevitably recoiled in greater or lesser degree to the harm of its user.

B. It had long repute as a carelessly or badly used subject, full of failures.

C. It is normally used into the teeth of competitive PR.

Unless these objections could be nullified or new discoveries and developments could be accomplished, the basic techniques of PR were about as safe as a cocked Spanish pistol — ready to blow up its user long before it hit anyone else.

This is what has been done with PR in our hands:

1. Its more dangerous points have been located.

2. A *full* study of its texts is required.

3. It is designed now for use that is beneficial as well as offensive and defensive.

Thus the standard texts of PR have to be studied and studied well. And they must be studied WITH THE ADDITIONAL DEVELOPMENTS KNOWN AND GIVEN HIGH IMPORTANCE.

Only then is it safe to use PR techniques. Otherwise PR activities are almost a complete liability and will lead to trouble.

In this series we will bring PR up-to-date from the liabilities which exist in its purely PR college textbook practice.

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HCO POLICY LETTER OF 13 AUGUST 1970
ISSUE II

REMIMEO
PUBLIC DIV HATS
DIV 2 HATS
LETTER REG CHECKSHEET
PES HATS
ISSUE AUTHORITY HAT
PR COURSE CHECKSHEET

PR SERIES 2

THE MISSING INGREDIENT

The primary corrective discovery about PR has to do with the ARC triangle of Scientology.

This triangle is affinity — reality — communication. If one corner (say A) is raised, the other two will rise. If one corner is lowered, the other two are as well.

Thus with high affinity, one also has a high reality and a high communication. With a low affinity one has also a low reality and a low communication.

With a high or low R one has a high or low A and C.

And so it goes. The whole triangle rises and lowers as one piece. One cannot have a low R and a high A and C.

PR is supposed to be a *communication* technique. It communicates ideas. Suppose one were to try to communicate an out-the-bottom R. In such a case the communication would possibly at first reach, but then it would recoil due to its R.

This is of course an advance in the mental technology of Scientology. It was not available to early pioneers of PR. So they talked (and still talk) mainly lies.

Older PR practitioners *preferred* lies. They used circus exaggeration or black propaganda. They sought to startle or intrigue and the easiest way to do it was with exclamation point "facts" which were in fact lies.

"Mental health" PRs dreamed up out of whole cloth the "statistics" of the insane. "Nine out of every fifteen Englishmen will go insane at some period of their lives" is a complete lie. Streams of such false statistics gush from PR lobbyists to get a quick pound from Parliament.

The stock in trade of PRs, whether hired by Stalin, Hitler, the I Will Arise Society, the US president or the International Bank, has been black, bald-faced lies.

The US president has given two different figures of the percentage of increased government cost per year in two months. His PR man was trying to influence Congress.

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The "Backfire 8" as the "Car of the Century" and the parachute exhibition "record delayed drop" and the ambassador's press conference on "Middle East Aims" are all PR functions — and salted throughout with lies.

You pick up a newspaper or listen in the street and you see PR-PR-PR — all lies.

A battle cruiser makes a "goodwill visit" to a town it is only equipped to crush and you have more lies.

The tremendous power of newspapers, magazines, radio, TV and modern "mass media" communication is guided by the PRs of special interests and they guide with lies.

Thus PR is corrupted to "a technique of lying convincingly."

It makes a cynical world. It has smashed idealism, patriotism and morality.

Why?

When an enforced communication channel carries only lies then the affinity caves in and you get hate. For the *R* is corrupted.

PR, dedicated to a false reality of lies, then becomes low A, low C and recoils on the user.

So the first lesson we can learn that enables us to use PR safely is to KEEP A HIGH R.

The more lies you use in PR the more likely it is that the PR will recoil.

Thus the law:

NEVER USE LIES IN PR.

The trouble with PR then was its lack of *reality*. A lie of course is a false reality.

The trouble with PR was R!

In getting out a press release on a new can opener, that opens cans easily and you want to say "A child could use it," find out if it's a fact. Give one to a child and have him open a can. So it's true. So use the line and say what child. Don't call it the "Can Opener of the Century." It won't communicate.

Just because radios, TVs and press pour out does not mean they communicate. Communication implies that somebody is reached.

Don't tell a lie to city officials when the truth is just as easy to tell. Why go to all the work of dreaming up a lie? If you do, it will weaken you if it is found out that it is a lie. Now you *do* have a PR problem with the "official public."

Any lie will either blunt the C (communication) or end the C off one day with revulsion.

Handling truth is a touchy business also. You don't have to tell everything you know — that would jam the comm line too. Tell an *acceptable truth*.

Agreement with one's message is what PR is seeking to achieve. Thus the message must compare to the personal experience of the audience.

So PR becomes the technique of communicating an acceptable truth — and which will attain the desirable result.

If there's no chance of obtaining a desirable result and the truth would injure, then talk about something else.

PR is employed to obtain a result desired by the PR and his group.

Or it is employed to cancel out the undesirable PR of others.

Thus there is offensive and defensive PR.

In defending against hostile PR, once more it is the *R* that counts. Sun Tzu in his book about warfare gives several types of agent. One of these is the "dead agent" because he tells lies to the enemy and when they find out they will kill him.

Hostile (or counter) PR is usually the usual fabric of lies.

If one finds out the lies being told and documents just one as being false, he has made counter-PR recoil. His hearer will never believe him again. He's dead.

In the war between psychiatric hostile PR and the truth of Scientology, the "dead agent" caper has a field day. Psychiatric PR has been lying for twenty years. Documented, the fact that these lies are lies is *killing off psychiatry*.

You understand, it's not one PR's word against another's. It's one PR's documents against the other PR's lies! That is correct defensive PR.

So you see that using out-R PR can be very dangerous.

If one is trying to PR an abuse into decay (a dangerous activity in itself), he obtains the desirable result by documenting TRUTH. But using the "dead agent" caper is quite enough almost always.

The use of *R* not only involves truth, it involves acceptable truth and that involves the fixed opinions of another or others and their experience. All this is contained in the subject of REALITY.

What is the R of another or others?

This involves SURVEYS.

Then you know what truth he or they will accept.

Imagination in PR is not limited at all. It takes lots of imagination. But the imagination should be devoted to how the truth is made acceptable to the R of others and how the comm is delivered.

A totally imaginary statement or story is quite useful so long as it is known to be imaginary and not passed off as truth.

In a PR world, truth is the almost unknown commodity. This world is full of the "noise" of many lies, many babbles, many old fixations and hates.

But truth has comm value. All the lies will dead-end someday.

A (affinity) supports the R and C.

Therefore PR which seeks to incite hate will not have the C value of a message that carries actual affinity.

But affinity can also be falsified and in the PR world too often is.

A person who is sane has a high ARC value.

So the PR who is sane has a high potential. And those who have corrupted their A, R and C into a hole, wind up on the bottle or beating their dogs or cynical beyond belief.

Serving mad masters, a PR hasn't much chance.

So there *is* a technique known as public relations. And it has the high liability of abuse through lies and the degrade of its practitioner.

But if one strictly attends to the values of truth and affinity, he will be able to communicate and can stand up to the strain.

Knowing this, PR becomes a far more useful and mature subject.

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HCO POLICY LETTER OF 13 AUGUST 1970
ISSUE III

REMIMEO
PUBLIC DIV HATS
DIV 2 HATS
LETTER REG CHECKSHEET
PES HATS
ISSUE AUTHORITY HAT
PR COURSE CHECKSHEET

PR SERIES 3

WRONG PUBLICS

What is a "PUBLIC"?

One hears "*the* public," a star says "*my* public." You look in the dictionary and you find "public" means an organized or general body of people.

There is a specialized definition of the word "PUBLIC" which is not in the dictionary but which is used in the field of public relations. "PUBLIC" is a professional term to PR people. It doesn't mean the mob or the masses. It means "a TYPE OF AUDIENCE."

The broad population to PR professionals is divided up into separate *publics*. Possibly the early birds in PR should have begun to use "audiences" back in 1911. But they didn't. They used the word "publics" to mean different types of audiences for their communications.

So you won't find this in the dictionaries as a PR professional term. But you sure better wrap your wits and tongue around this term for USE. Otherwise you'll make more PR errors than can easily be computered.

WRONG PUBLIC sums up about 99 percent of the errors in PR activities and adds up to the majority reason for PR failures.

So what's a "public"?

In PRese (PR slang) use "public" along with another word always. There is no single word form for "public" in PR. A PR never says THE public.

There is the "community public," meaning people in the town not personally grouped into any other special public. There is the "employee public," meaning the people who work for the firm. There's the "shareholder public," meaning the birds who own shares in the PR's company. There's the "teenage public," meaning the under-twenty people. There's the "doctor public," meaning the MD audience the PR is trying to reach.

There are hundreds of different types of publics.

An interest in common or a professional or caste characteristic in common — some similarity amongst a special group — determines the type of public or audience.

The PR needs this grouping as he can expect each different type of public to have different interests. Therefore his promotion to them must be designed especially for each type of public.

In the PR world there aren't kids — there is a "child public." There aren't teenagers — there's a "teenage public." There aren't elderly people — there's an "elderly public."

The PR man does not think in huge masses. He thinks in group types within the masses.

PR is an activity concerned with *presentation* and *audience.* Even when he writes a news release, he "slants" it for a publication that reaches a type of audience and he writes it *for* that audience (modified by editorial idiosyncrasies).

A PR *surveys* in terms of special publics. Then he presents his material so as to influence *that* particular public.

He doesn't offer stories about wheelchairs to the teenage public or Mickey Mouse prizes to the elderly public. If he is a good PR man.

All releases should be designed to reach a special public.

When you mix it up you fail.

When you get it straight and survey it you succeed.

The "police public" is not going to buy the glories of hash. The "criminal public" isn't going to go into raptures over the "heroes in blue."

All expert PR is aimed at a specific, carefully surveyed, special audience called a "_____ public."

When you know that you can grasp the subject of PR.

When you can use it expertly you are a pro PR!

To give some examples of wrong publics, Ron's Journal was designed for org staffs as an intimate chat with staff members to let them in on what's going on and what we're planning so that staffs could be informative to the Scientology public. It was a "staff public" medium of communication.

Somebody (in NY) broke the rules, played it to the Scientology public. Then somebody else figured it was a substitute for a congress and dropped congresses.

The exact end result was to cut totally my comm line to org staffs. The other day I heard how staffs missed hearing from me.

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If my line to staffs in orgs is going to be played to PE attendees, that's it. Wrong public. No comm line to staffs.

I do a briefing of SO members on Flag, some dimwit uses it to play to Public Div public. Wrong public. So that line is cut.

Clear News publishes Treason orders on students to promote an AO! Wrong public.

Clear News is used for an FSM newsletter. Wrong public.

Clearing Course fliers go to new bookbuyers. Wrong public.

Letter Registrars write to people on a mailing list sent in by a mail-order house. Wrong public.

A conclusion someone not knowledgeable in PR technique could reach would be "promotion doesn't work."

Promotion never works on wrong publics.

THE SYSTEM

The PR has to figure out his precise publics. There may be several distinct types.

Then he has to survey and look over the reactions of each different type.

He then plans and designs his communication and offerings for each one.

An orderly org has each different public categorized and labeled in Address.

Then the PR sends the right message to the right public in each case. There may be a dozen different messages if there are a dozen different publics. Each one is right for that public.

The PR is after a result, a call-in, a reply, a response.

The right message in the right form to the right public gets the result.

A wrong message to the wrong public simply costs lots of money and gets no result.

Even if a PR is engaged in "molding public opinion," it still requires a different message to each different public.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 9 OCTOBER 1970

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PR SERIES 4

THE PR PERSONALITY

A public relations personnel has to be spot on in:

a. Confronting,

b. Organizing,

c. Working.

CONFRONT

In confronting, a shy or retiring PR is not about to handle suppressive persons or situations. A PR must be able to stand up to and handle the more wild situations easily and with composure. When he does not, his confront blows and any sense of presentation or organization would go up in smoke. A PTS (potential trouble source) person or one who roller-coasters casewise or one who tends to retreat has no business in PR. His connections that make him PTS and his case would have to be handled fully before he could make good on PR lines.

ORGANIZE

In organizing, a PR has to be able not only to organize something well but to organize it faultlessly in a flash.

Every action a PR takes concerns groups and therefore has to be organized down to the finest detail; otherwise it will just be a mob scene and a very bad presentation.

A PR who can confront, can "think on his feet" and grasp and handle situations rapidly and who can organize in a flash will succeed as a PR.

WORK

The last essential ingredient of a PR is the ability to WORK.

When appointing people to PR training, the person's *work record* is very, very important.

The ability to address letters, push around files, haul furniture into place, handle towering stacks of admin in nothing flat are all PR requisites.

To be able to tear out to Poughkeepsie before lunch and set up the baby contest and build a scene for a press conference on catfish before two and get dressed, meet the governor by six is WORK. It takes sweat and push and energy.

A PR should be able to get out a trade paper in hours where an "editor" might take weeks.

The ability to work must be established in a potential PR before wasting any training time, as a PR who can't work fails every time.

DELUSORY REQUIREMENTS

People *think* a PR must be charming, brilliant, able to inspire, etc., etc.

These are fine if they exist. But they are actually secondary qualities in a PR.

Lack of the (a), (b), (c) qualities is why you see PRs begin to hit the bottle, get sick, fail.

If a PR is *also* charming, brilliant, able to inspire, he is a real winner. Possibly one is born with all these qualities every few generations.

Personnel in appointing and training PR must look for the wish to be a PR and (a), (b) and (c).

And anyone taking up PR who does so to escape hard work will fail as it IS hard work.

A real top PR wants to be one, has the abilities of (a), (b) and (c) and is trained hard and well in the subject. Then you have a real stat raiser, a real winner, a real empire builder.

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HCO POLICY LETTER OF 18 NOVEMBER 1970

REMIMEO

PR SERIES 5

PR DEFINITION

The definition of public relations is very precise. The definition is not given sufficient importance in the texts and it is way down in the middle of most books. It is what the subject is all about and without it the subject doesn't make sense. (And doesn't make sense to many PR pros either.)

It took me a whole hour to clear this definition and misunderstoods of it and related words on a PR student. It should be meter cleared. Every word in it should be clay tabled.

THE DUTY AND PURPOSE OF A PUBLIC RELATIONS MAN IS:

THE INTERPRETATION OF TOP MANAGEMENT POLICY TO THE DIFFERENT PUBLICS OF THE COMPANY — TO ADVISE TOP MANAGEMENT SO THAT POLICY IF LACKING CAN BE SET — TO MAKE THE COMPANY, ITS ACTIONS OR PRODUCTS KNOWN, ACCEPTED AND UNDERSTOOD BY THE DIFFERENT PUBLICS — AND TO ASSIST THE COMPANY TO EXIST IN A FAVORABLE OPERATING CLIMATE SO THAT IT CAN EXPAND, PROSPER AND BE VIABLE.

If a PR man understands all that so he can apply it rapidly and perfectly, he will *then* be in a position to know what PR procedures are and do his job.

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HCO POLICY LETTER OF 11 MAY 1971
ISSUE I

REMIMEO

PR SERIES 6

OPINION LEADERS

An "opinion leader" is that being to whom others look for interpretation of publicity or events. Through wisdom, proximity to data sources, personality or other factors including popularity itself, certain members of the group, company, community or nation are looked to by others for evaluation.

In the teething days of public relations, George Creel, who conducted the massive Liberty Loan drives for the US government considered that it was enough to batter avalanches of publicity down on the heads of the "general public." Given enough money, enough media of communication and no real opposition this proved successful enough.

But as time unreeled, some unsung PR man recognized the fact that the "general" public was made up of smaller groups. Churches, social clubs, factories, and thousands of other large or small groupings of the population were what made up the "general" public.

Each of these groups had its own "opinion leader" and within each group there were smaller groups who each in turn had its own opinion leader.

"To whom do they listen?" "Whose opinion do they accept?" "Whom do they trust?" "On whom do they depend?" are the questions, which, answered, identify the opinion leader of the group, large or small.

Further, the opinion leader of a very large group, in turn, is interpreted by the opinion leaders of the smaller units which go to make up the larger group.

As an example, government spokesman X puts out Bulletin A on the radio and TV and into the press. He is NOT talking to masses of people. He is in reality talking to opinion leaders. On a crucial question there will not be a reaction to X until the listeners have heard what their opinion leaders have to say about Bulletin A.

If there have been other issuances like Bulletin A, the opinion leaders will have voiced their own opinions. Their groups will then know the attitude. In this case Bulletin A will receive an apparent "general public" reaction. In short, the opinion about Bulletin A's will have been preformed by the opinion leaders. This makes it look like there is mass public opinion without opinion leaders.

One of the great dangers of PR practice comes from not really knowing the subject well enough or in twisting it or in losing bits of it.

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Having discovered the principle that "opinion leaders" form public opinion not the "general" public, many PR people forgot it, or didn't give it enough importance or even in some cases chose to be willfully destructive of their employers.

It should be very obvious that if general public reaction to an event is dependent upon the reaction and interpretation of opinion leaders, then a PR action's success depends upon favorably influencing the opinion leaders of that part of the population one is trying to reach and calculating what opinion leaders one can neglect or even offend.

This would be almost mathematical in computation. Spokesman X issuing a Bulletin A that offended 55 percent of the opinion leaders would get, roughly, a 55 percent opposing reaction from the whole public.

Surveys for the identities of opinion leaders would then become a MAJOR activity of PR in any area and for any type of message or event.

Even a rough estimation, which is easily done, would serve better than no thought of it at all.

PR men go for Very Important People. PR wears this out beyond belief. But it is an alter-is. VIPs to PR are only opinion leaders. A government minister is tagged automatically by PR people as a VIP because his car has flags and he *is* a minister. Yet he may be a drunken nephew whose opinion is about as welcome to his colleagues as a hangover. So he may be a VIP but he is not an opinion leader. When he says "blue," his colleagues think "black" and the opinion leaders in the public think "red." The only PR use of this minister would be to get him to embrace and speak up for someone you wanted shot or some cause you wanted opposed!

There is such a situation currently in a man called Goodrich or some such name, head of FDA in Washington. Thirty-two years in that agency, big record. Head of it = VIP. All he has to do is open his mouth and his staff writhes, Congress spits and opinion leaders say no — no — no. So he could only be used to oppose something you wanted popular.

So it's very lazy PR to assume that a "VIP" is worth knowing or using. Sometimes VIPs are also opinion leaders.

Celebrities are more often opinion leaders as they arrive at their role by popular acclaim. But even here one has to operate with good sense. Paul Robeson, the great American singer, was used by communists in the 1930s to popularize their cause. It did not achieve this. Paul Robeson championing his own race probably would have advanced civil rights legislation greatly. The misuse brought anticommunists to believe that all the Negroes would now become a communist fifth column and brought about strong opposition to Negroes and to communists.

The rule that should not be violated is to use an opinion leader only to further an opinion he could have visibly. The equation must add up with all factors of a kind, not a strange factor interjected into the sequence. Like music, you don't introduce a wrong note in the scale if you want harmonious rendition. Robeson (black singer) — opinion leader of blacks — communism. Too odd a sequence. Robeson (black singer) — opinion leader of blacks — black relief. Obvious sequence.

The equation:

Bertrand Russell (British philosopher) — academic opinion leader — communism: caused a strengthening of the communist cause because he was a thought symbol and "anybody was free to think" and "they're always forming odd ideas in the halls of learning." His statement "Better red than dead" was a classic PR caper. It was widely quoted. Helped Russell, of whom few ever would have heard, and possibly helped communism, at least to be talked about, and obviously was picked up by the group in which Russell existed. To the rest of us this may have sounded like naked atomic war threat and warmongering. But it was the proper use of a foreign opinion leader by a large group.

Now if the paragraph above jarred on you in any way or seemed to espouse a strange cause, etc., etc., you will have the reason why PR men cannot always see clearly and objectively. They themselves are too involved in causes and pros and cons to remain pan-determined (viewing or handling all sides).

By permitting prejudice to get in the way of handling opinions a PR man loses control of his subject. He becomes so violently partisan that many of his stable data become blurred or abused.

Thus the subject of opinion leaders can become abandoned. Disagreement with the views of some of them remove not only the opinion leaders but the whole subject of opinion leaders out of use.

While conducting themselves like status-mad prima donnas, seeking to exist mainly by PR techniques, most people in government power positions are remarkably badly served by their PR men and by their own prejudices or jealousies.

Essentially, a person *in* power is not the same person seeking power.

Maintaining power is a different subject than attaining power.

A politician by definition is someone who handles people. Even the word means "people." Thus the subject of "public relations" does a natural closure with government.

Yet the alteration of the subject of PR and its misuse, neglect or abuse by government PR men could be in itself a considerable study.

The vast majority of population unrest stems from the misuse, neglect or abuse of PR technology by governments, even those governments that consider themselves experts.

A politician commonly is boosted to power by opinion leaders. This could be called the "will of the people." Once he has attained power, the garden-variety politician of this age finds himself committed to special interests that have little to do with the "will of the people." Few are the politicians who have the integrity to continue to look to the people — the opinion leaders — who put them there. Thus, now apparently serving other masters they appear to have been false in their earlier pretensions. Not remaining true to their opinion leaders, politicians as a general subject acquires a cynical reputation with the "people."

A Labor leader in England, put into power by opinion leaders, then spends his time in office talking about bankers, banking, deficits and all that mumbo jumbo of

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modern government, speaks hostilely about unions, seeks to restrain shop stewards and union bosses, puts on a tax to penalize any company that hires someone and then has the dullness to wonder why he took a beating at the polls eventually and lost. He turned on his opinion leaders. Where were his vaunted PR experts?

The US government routinely achieves the impossible of turning the bulk of the population against it on most issues. Its politicians are regularly forced to maintain their positions by huge avalanches of public funds.

Hiring more and more police and spies for more and more government police agencies, the government is becoming less and less popular. "Patriotism" and "idealism" are now considered dirty words.

Why? How did this get this bad?

Well, one reason is that government PR is continually recoiling on the government. Either they don't hire good PR men or if they do, they don't take their advice. Or their PR men don't know their subject or aren't permitted to practice it.

The general unrest and unpopularity is largely traceable to a violent disregard of the subject of *opinion leaders*.

Attaining power is done usually by the consent of or with the help of the opinion leaders. Arrival in a position of power too often causes the person to shift the basis of his operation. He is now associating with different people in a power strata. It would require quite an effort of will to not be seduced. Having achieved power by opinion leaders, the person may forget them and seek to maintain power by other means or by force. This is essentially a violation of the Power Formula which indicates one should not disconnect. By disconnecting from the previous opinion leaders, the person begins his own demise.

This is terribly easy to do in the case of government. It is so easy for a government to use FORCE that a disregard of previous opinion leaders can occur.

Money power is usually available to persons who rise to positions of leadership and can be, like force, a substitute.

Thus a truly suborned leader would desert "opinion leader" as a basis of power and begin to use FORCE and MONEY to hold his position.

But when one assumes a position of power, regard for opinion leaders should *broaden,* not be dropped.

The astute leader on his way up may tread heavily on the opinion leaders of the opposition. This has its benefits in reinforcing the favor of opinion leaders for him. But it also has its liabilities for, now in power, he may have serious enemies who are all the more perturbed now that they too have him as a leader.

Few politicians—indeed few men who move into any kind of power—ever satisfactorily solve this problem. The *very* able ones do solve it and become far more powerful as a result since they do not violate the Power Formula.

Not only does the brilliant leader refuse to disconnect from the opinion leaders who put him there through "public approval," he also connects with the previously

opposing opinion leaders. If truly magnificent he gains the good opinion of former hostile opinion leaders without decreasing the goodwill of the opinion leaders who put him there. This actually defines the difference between a second-rate politician and a real statesman. The genius required to arrive at such solutions cannot be underestimated, but the formula of achieving it is elementary PR.

The leader of the "blues" (supported of course by the opinion leaders of the "blues") rises to power in the teeth of "green" opposition. Now in power, he has sway over both the blues and the greens. The blue's opinion is that this should signal a panorama of dead greens. But unless this rule is to be just one long bloodbath it is now necessary to cool off tempers all around, preserve blue support and *win* green support. That is an elementary equation.

Attilas and Huns and Genghis Khans solved this by simply murdering all imagined hostile elements. They may be known in history but politically they built nothing that endured. Even the pyramids of skulls vanished.

Men like Hitler went so far in reverse in handling this problem as to finally slaughter even their adherents.

In the general field of human activities every different or specialized group can be considered a political unit. It elects with a wide variety of formalities, or lack of them, its leaders, and when different agencies than themselves elect them (inheritance, appointments from without), the group at least elects its opinion leaders if only by listening.

And people strive to *be* opinion leaders and also back down or otherwise react when someone else is so "elected."

So being an opinion leader involves the responsibility of maintaining the position by remaining well informed or personable or whatever else seems to be required.

One has to decide in some degree what he is an opinion leader for or against or at least about. And one has to set a zone or have one set for him in which he operates.

A usual example is the family. Often someone in it is the opinion leader. It is not necessarily the one with the money or the force. Where one member or clique has the money or force and uses these and the opinion leader is someone else, strife and domestic upset may result.

All the children may look to an aunt for their styles, thoughts and approval. Where this runs counter to the money-force persons, somebody is going to have a broken home or a horrible old age.

Such is human prejudice — or ignorance — that the money-force persons almost never dream of winning the support of the opinion leader aunt by sound but popular policy based on consultation.

The right answer of course is for the money-force power to operate in consultation with the opinion leader.

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This is true all the way on up to government-sized groups.

Money-force may bribe and break necks but it really never does become the leader in the absence of the approval of a majority of opinion leaders.

Prosperity and an easy rule depend utterly upon the cooperation of opinion leaders.

The US government in the last few decades has seemed obsessed with the antagonizing or destruction of opinion leaders.

Using the broad mass approach long since found faulty in PR activities, the US government has lately sought to reach the "public" without that annoying step of reaching and getting the approval of opinion leaders.

Instead, an army of spies from every agency (according to the Committee of Senator Ervin), descend upon any and every popular leader, hound him, annoy him, discredit him. Even managers of businesses are so plagued by government they can hardly do their work. This is also true of England and other countries.

The unrest in the United States and some other countries is traceable directly to this fantastic omission in their PR technical expertise. They not only do not seek the favor of opinion leaders, they actively harass and seek to destroy them.

In return the opinion leaders feel endangered and have and state opinions accordingly. The power of the government drops back on money and force only. Governmental survival is thus greatly impaired.

The so-called "mass news media," by which is meant newspapers, TV, radio and magazines, has the fault built into its title. It cannot and never will reach any masses directly. It reaches only through opinion leaders. It has to quote this one and that one which it fancies as an opinion leader. But it never finds out WHO the opinion leaders are.

Newspaper editorials are a direct effort to force opinion. They quote the opinions of other papers just as though these were opinion leaders.

They believe they "mold public opinion" but PR men long since have given up this idea and even greet it with raucous laughter.

Newspapers have ceased to wonder about their rapid demise. They are getting fewer fast. They thought it was radio. Then TV. It wasn't.

Willy Hearst's 1890 yellow journalism and scandalmongering began to dig the grave of the newspaper that many decades ago.

Hear this: While seeking to control public opinion, newspapers began to strike viciously at opinion leaders. Name him, sooner or later any really important opinion leader in the area would be hit with scandal. It happened so often that opinion leaders automatically began to say, "Don't believe the newspapers."

The day of the newspaper is dead. The not mourned *London Daily Mail* hit one too many opinion leaders one too many times. And nobody believed it anymore and nobody bought it. And it folded.

So government or newspaper or church or hockey club, the same rule applies. The goodwill of the opinion leaders is necessary for survival. *Not* the good opinion of the masses! Since that cannot be reached.

The Russian state talks down about individualism. The "cult of the individual" is a bad thing.

Their internal police is vital to them. They have forgotten that the czar's Okhrana destroyed the czar by destroying every opinion leader amongst the people whom they could seize or slay.

Almost amusingly, the US government has taken over the exact operational pattern of the Okhrana. You can hardly get to your desk through the government forms and mobs of spies urging the staff to commit crimes so they can be arrested or holding out bribes to falsify the tax reports. All one has to do is mention the US government in a pop program and he'll have three army sergeants from G-2 pushing the band out of the way. That's the way it was in pre-1917 Russia just before the opinion leaders decided NO in one final bloodbath.

So as I said earlier in this series, PR is dangerous stuff if one doesn't really know it and if one only applies half of it.

Omitting the opinion leader is bad enough. Seeking to destroy him is far far worse.

Yes, one says, but how about the violent opposition? How about that fellow?

Well, he's a problem. But he *is* an opinion leader.

One has to decide how much of an opinion leader he is.

If you don't handle a would-be opinion leader who is anti but who is NOT an opinion leader, people get cross.

The decision here stems from:

a. Is he talking about actual abuses? or

b. Is he just lying?

In either case one has certain courses of action. If the abuses are actual, work to remedy them. If he is just lying, lay out the truth. If he really isn't an opinion leader, ignore him.

But one can only interfere with him or remove him if many, many are getting cross because you don't. But that's a risky business.

As a rule, only that dissident person should be removed who is speaking in your name and on your lines and using your power to do you down. And then he can only be removed off your lines as you are under no obligation to finance or empower your own opposition. That's suicide. He is not an opinion leader but a traitor for he owes his power to you.

Usually anti-opinion leaders are *made by neglect.*

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PR-wise, one has to catch them early and handle.

Abuses by those in charge are never put right by force. They are only worsened.

Perhaps there is no excuse whatever to use force to enforce an opinion. Wars are notorious for failing to solve. You can always find a point years or decades before the war when a point existed that PR and cooperative rule could have solved.

PR imperfectly known or unknown as a subject leads to big trouble.

PR is powerless when it doesn't know.

PR loses when it neglects.

Early enough, PR alone does it.

Later, PR with concessions is needed.

Then PR is out and only force is thought to serve.

This would be a DETERIORATING SITUATION.

The longer PR takes to catch it up, the more imminent loss or force becomes.

From this, technically adept PR could be seen to have too limited a role in the affairs of nations or groups.

The way to attain a more dominant role with PR is first to know it well, next, to be sure others who should, understand it, and then to use it effectively.

As it is a subject which is meant to reach masses, remember that it must reach them through opinion leaders.

Opinion leaders may or may not be VIPs. But they are, whoever they are, barber or king, VIPs to the PR.

Thus surveys for opinion leaders are necessary. And the opinions of opinion leaders must be known.

And for heaven's sake restrain the boss from shooting opinion leaders no matter how just his wrath.

But also don't tell him Dr. Kutzbrain is an opinion leader just because he talks to two nurses and his wife.

Peace is not necessarily a target of PR. Survival is. And survival requires some control of opinion.

When this becomes control of numbers of people PR is only accomplished through opinion leaders.

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HCO POLICY LETTER OF 11 MAY 1971
ISSUE II

REMIMEO

PR SERIES 7

BLACK PR

About the most involved employment of PR is its covert use in destroying the repute of individuals and groups.

More correctly this is technically called BLACK PROPAGANDA.

Basically it is an intelligence technique.

It can be a serious error to cross intelligence and PR.

These are two different fields. They have two distinctly different technologies.

A PR man must also know something of intelligence technology. Otherwise one day he will be left gaping.

Intelligence is intelligence. PR is PR.

When you gather information by intelligence procedures and at once employ it for PR, the result is likely to be poor.

It is not that it isn't done. It's that it isn't very effective. Also it is an act of desperation.

PR IS OVERT.

INTELLIGENCE IS COVERT.

PR is at its best when it begins and ends overtly.

Intelligence is best when it begins and ends covertly.

PR with an open demand by known authors, a demonstration, a conference is normal PR.

Intelligence trembles on the edge of PR when filched data explodes a storm in the public. It recoils when the authors are then known.

Black propaganda is, in its technical accuracy, a covert operation where unknown authors publicly effect a derogatory reaction and then remain unknown.

The effect of black propaganda is largely wiped out by "Oh, it was the Germans who set them up."

So PR enters intelligence in this way: One finds who set up the black propaganda and explodes that into public view.

This use of PR is almost that of an auditor to the group. One is disclosing hidden sources of aberration.

To use intelligence to find where they hid the body and then flip over into wide publicity is not very powerful in actual practice. There better be a body there and one better tell the police not the public.

If there are no effective police, then one has the problem of police action. Exploding it to the public ideally is an effort to make the public a vigilante committee. Modern publics seldom rise this high. Educated publics seldom explode to the explosion.

A PR man who thinks of taking Blitz & Company's crimes to the public is really just dreaming hopefully—without foundation. It may or may not hurt Blitz. It might recoil. The ability of the public to stand around and look stupidly at a dripping-handed murderer without doing a thing about it is a symptom of our civilization. They *ought* to act. They don't. You can form an opinion amongst them but governing bodies won't consult it.

Exposure is not an effective road to *action*. It can be to opinion. It is slow.

Then what is effective?

INTELLIGENCE

By definition intelligence is covert. Undercover. If it is kept so all the way it is effective.

When intelligence surfaces it becomes very ineffective.

Threat and mystery are a lot of the power of intelligence. Publicity blows it.

Take the Red Orchestra, World War II, Stalingrad Campaign. In Berlin, Schultz-Boysen and other highly placed Russian agents got the whole German plan of the battle that was to be Stalingrad. Brilliant and covert intelligence. They passed it to the Russians. Brilliant and covert comm. The boss at Center in Moscow put the ring's names and addresses in a code radio message. The Germans of course broke the code. The Germans rounded them up and messily executed them on meat hooks. The Germans had no other battle plans but contemplated not attacking Stalingrad that way. This put the whole coup at risk. Then the Germans did use the plans the Russians knew and that was the beginning of the end of WW II.

So TWO exposures threatened the success of this intelligence coup. One was the stupid radio message. The other was the realization the Russians had the battle plans.

Exposure is the basic threat of intelligence.

PR is the willful broadcast of information.

The two don't mix well.

BLACK PROPAGANDA

Possibly used since the morning pale of history, black propaganda was developed by the British and German services in World War I into a fine art.

The word "propaganda" means putting out slanted information to populations.

One propagandizes the enemy population or one's own or neutrals.

In popular interpretation it is a parade of lies or half-truths or exaggerations.

PR and advertising technology and mass news media are employed as well as word of mouth and posters.

The trouble with it is that it can often be disproven, discrediting the utterers of it.

It may serve the moment but after a war it leaves a very bad taste.

If one is engaging on a campaign of this nature, its success depends on sticking to the truth and being able to document it.

The entire black propaganda campaign conducted for twenty-one years against Scientology began to fold up in its sixteenth year because never at any time did its instigators (a) have any factual adverse data or (b) tell the truth.

The Scientology movement continued if only by heroic means and much sacrifice.

But at last nobody of any note believed the propaganda.

The attackers pulled in on themselves a counterattack based on penetrating, horrible, documented truth.

It required intelligence-like tactics to discover who it was exactly.

The "dead agent caper" was used to disprove the lies. This consisted of counter-documenting any area where the lies were circulated. The lie "they were _____" is countered by a document showing "they were *not*." This causes the source of the lie and any other statements from that source to be discarded.

That real trouble and damage was caused Scientology is not to be discounted. The brilliance of the defense was fantastic. The depth and inroads the propagandists reached was alarming. BUT THEY DIDN'T MAKE IT.

Some black propaganda campaigns have won in other areas, not Scientology.

The British got the US into World War I with black propaganda, despite a president elected on a peace platform.

Many individuals have been destroyed by black propaganda. Wilhelm Reich was by the lies and violence of the FDA.

So black propaganda is not a certain-result technology. It is costly. It makes fantastic trouble.

Essentially it is NOT a PR campaign. It is a cross between PR and intelligence.

The technique is:

A hidden source injects lies and derogatory data into public view.

Since it *is* a hidden source, it requires an intelligence approach to successfully end it.

In the meanwhile the "dead agent caper" is the best tool to counter it.

Legal action can restrain such a campaign but is chancy unless one knows the source or at least has counterdocuments. It is risky solely because "law" is unpredictable. However legal action has a definite role in restraining, not in ending, such a campaign.

A good policy when faced with a black propaganda campaign is to defend as best you can (dead agent and legal restraints) while you find out (intelligence) WHO is doing it. Then, confrontation can occur. Finding and suing false whos can make things much more involved.

Black propaganda countercampaigns are inevitable. One engages upon them whether he would or no. These are engaged on while one narrows down the area to an exact WHO. For instance, one knows the Whatsits are attacking one. Thus he can counterattack the Whatsits. But *what* are the Whatsits exactly? and to whom are they connected? and exactly WHO, an individual always, is keeping it going? These last three have to be answered eventually. And that requires an intelligence-type search.

THE CROSS

So there is where intelligence and PR cross.

When PR goes into black propaganda (hidden source using lies and defamation to destroy) it has crossed intelligence with publicity. They don't mix well.

The action is risky to engage upon as it may run into an ex-intelligence officer or trained intelligence personnel. It may also run into a dead agent caper or legal restraint.

Anyone engaging in black propaganda is either using a wrong way to right a wrong or confessing he can't make it in open competition.

PROTEST PR

Outright protest PR based on facts is a legitimate method of attempting to right wrongs.

It has to be kept overt. It has to be true.

Protest PR can include demonstrations, hard news stories and any PR mechanism.

Minorities have learned that only protest PR can get attention from politicians or lofty institutions or negligent or arrogant bosses.

Where protest PR is felt to be a necessity, *neglect* has already occurred on the issues.

The riots of Panama some years ago were very violent, verging on open war. This followed the negligence of the US in negotiating new treaties, a matter arranged for long ago and arrogantly skipped for several years by the US.

The slaves were freed in 1864 but were either misused or neglected for the next century and finally became a key racial problem full of demonstrations and riots and social unrest. Imperfect redress of wrongs following these then continued the riots. This is probably the biggest PR mess of the last century and a half, wobbling this way and that. It is still in the stage of protest PR, possibly because it went so very, very long unhandled.

The only real recourse these people had was protest PR. Recently, black congressmen were refused audience by the president and had to stage a demonstration before it was granted. But protest PR *did* obtain an audience.

The silliest idea of modern times is conscription. Draftee soldiers might possibly be excused as a *levée en masse* but not as the habit of government in peace and war just to overcome their lack of ability to make the country worth fighting for and the armed services a stable, attractive career. This is all the more foolish since hardly anyone in history ever had any trouble recruiting an army that could pay for one. Even Gibbon remarks on it as an amazingly easy thing to do in any civilization. And that is true today.

So conscription is continued. Facing every young man with an arbitrary military future was a bad thing. Napoleon invented it and he lost.

Protest PR was the answer used to contest it. Met by force and violence, it has not halted.

Somebody will have to give the country a nobler cause more decently prosecuted, will have to better the services and conditions and will have to admit men without demanding their right names or perfect physique and make them immune to recall for civil offenses. Probably that army would fight well. Conscript services are too expensive, too inefficient and too ready to revolt for any sane government to use them. But here this unhandled wrong has to resort to protest PR.

So protest PR has its place. It is a fine art. It is the subject of fantastic skill and tech.

It is not good. But it does work and it is used as a last resort when normal hearings and good sense fail.

When money and force lead and opinion leaders are unheeded, when special privilege enters management or government, protest PR, the strike, the demonstration, is the tool employed.

If that doesn't work, or if it is crushed, subversive actions, general intelligence actions, black propaganda and other evils occur.

PR used soon enough can avert much of these consequences.

But there are always two in any fight and the other side may not want to live and so set themselves up.

Intelligent early PR is the best remedy. But it is not always possible.

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HCO POLICY LETTER OF 28 MAY 1971
ISSUE I

REMIMEO

PR SERIES 8

TOO LITTLE TOO LATE

The hallmark of bad promotion is "Too Little Too Late."

Probably the most aggravating and most suppressive error that can be made by those doing promotion or other PR actions is to plan or announce an event too close to the date for anyone to come.

Typical report: "Only fifty came to the congress. I guess it just wasn't popular."

An exec hearing this can validly suspect "too little too late" as the real WHY. He would be 95 percent right without even querying further.

"When did you announce the July 1 congress?" Usual true answer: June 25! "How many mailings were sent?" Usual true answer: Five hundred "because FP . . ." "What other promotion was done?" Usual true answer: None.

Reason for only fifty at the congress: "Too little promotion announced too late for anyone to come."

Often this factor is hidden. Other more dramatic reasons, not the true WHYS, are advanced. "There was a football match the same date." "We are in disrepute." "There is an anticampaign." "The press . . ." Yap, yap, yap. All lies. It was just too little promotion too late.

"Nobody showed up for the VIP dinner." The right response to this is, "When did you send the invitations?" "Well, you see, FP wouldn't give us any stamps so . . ." "WHEN did you send the invitations?" "The same morning as the dinner was held." "Were they engraved?" "No, we sort of ran them off on mimeo."

Just *why* event failures are 95 percent traced to "handled at the last moment without proper planning and without proper verified addresses and without enough posh or volume" is itself a mystery.

Undermanned PR section is the most charitable reason.

PR in reality is about 80 percent preparation of the event and about 20 percent event.

If the preparation is not planned and prepared fully well in advance of the event, the events fail.

Off-the-cuff PR is sometimes necessary. But usually made necessary by lack of foresight and hard work.

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There is a rule about this:

THE SUCCESS OF ANY EVENT IS DIRECTLY PROPORTIONAL TO THE TIMELY PREPARATION.

In other words, poor preparation made too late gives an unsuccessful event.

PR is hard work. But the hard work mostly occurs before there is any public view of it. The work in the event itself is pie.

You see these beautifully staged affairs, these flawless polished occurrences. They look so effortless. Well, they LOOK effortless because a fantastic amount of preparation went into them ahead of time.

A well-attended event is planned and drilled and announced ages ahead of the occurrence.

Even a mere dinner has to be announced at least a week in advance.

PRs who don't work hard to plan and drill and who don't announce in time with enough promotion have flops.

So PR flops come from failures to plan, drill, promote enough and in plenty of time.

Therefore PR successes are best guaranteed by data gathering, sharp planning, heavy drilling, timely announcement and adequate promotion.

Even a surprise event has to be handled this way for everyone except those for whom the surprise is intended.

So gather the data that will guide planning, plan well, program it, do all the clerical actions necessary, announce it in ample time, drill all those connected with it heavily until they're flawless and then stage it.

And there you are, a "spontaneous," highly successful event.

Whether it's a protest march, a press conference, a congress, a new course or dinner for VIPs or even just friends, if it's to be a success, prepare it and announce it widely in plenty of time.

There was this grave where they buried a failed PR man. And on the headstone they put, "George Backlog. Too Little, Too Late." They had to shoot him because he broke the company's leg.

A mediocre event very well prepared and announced well and in time will succeed better than the most splendid event done off-the-cuff.

The next time you see empty seats remember and use this PL. Or better still, do it right in the first place.

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HCO POLICY LETTER OF 30 MAY 1971

REMIMEO

PR SERIES 9

MANNERS

The original procedure developed by man to oil the machinery of human relationships was "good manners."

Various other terms that describe this procedure are politeness, decorum, formality, etiquette, form, courtesy, refinement, polish, culture, civility, courtliness and respect.

Even the most primitive cultures had highly developed rituals of human relationship. In studying twenty-one different primitive races, which I did firsthand, I was continually impressed with the formalities which attended their interpersonal and intertribal and interracial relationships.

Throughout all races, "bad manners" are condemned.

Those with "bad manners" are REJECTED.

Thus the primary technology of public relations was "manners."

Therefore a public relations man or team that has not drilled and mastered the manners accepted as "good manners" by those being contacted will fail. Such a PR man or team may know all the senior PR tech and yet fail miserably on the sole basis of "exhibiting bad manners."

"Good manners" sum up to (a) granting importance to the other person and (b) using the two-way communication cycle (as in *Dianetics 55!*). Whatever motions or rituals are, these two factors are involved. Thus a PR violating them will find himself and his program rejected.

Arrogance and force may win dominion and control but will never win acceptance and respect.

For all his "mental technology" the psychiatrist or psychologist could never win applause or general goodwill because they are personally (a) arrogant beyond belief, (b) hold others in scathing contempt ("man is an animal," "people are all insane," etc.). Born from Bismarck's military attitude these subjects have borrowed as well the attitude which made the Nazis an object of worldwide condemnation. No matter how many people were maimed or killed, the Nazi would never have dominated the world any more than their "mental scientists" will ever win over humanity.

They just don't have "good manners"; i.e., they do not (a) consider or give others a feeling of importance and (b) they are total strangers to a comm cycle.

SUCCESSFUL PR

All successful PR, then, is built upon the bedrock of good manners as these are the first technology developed to ease human relations.

Good manners are much more widely known and respected than PR tech. Therefore NO PR tech will be successful if this element is omitted.

Brushing off "mere guards" as beneath one's notice while one goes after a contact with their boss can be fatal. Who talks to their boss? These "mere guards."

Making an appointment and not keeping it, issuing an invitation too late for it to be accepted, not offering food or a drink, not standing up when a lady or important man enters, treating one's subordinates like lackeys in public, raising one's voice harshly in public, interrupting what someone else is saying to "do something important," not saying thank you or good night — these are all "bad manners." People who do these or a thousand other discourtesies are mentally rejected by those with whom they come into contact.

As PR is basically acceptance then bad manners defeat it utterly.

A successful PR person has to have good manners.

This is not hard. One has to assess his attitude toward others and iron it out. Are they individually important? One has to have his two-way comm cycle perfect, so perfect it is so natural that it is never noticed.

Given those two things, a PR can now learn the bits of ritual that go to make up the procedure that is considered "good manners" in the group with which he is associating.

Then given PR tech correctly used, one has successful PR.

IMPORTANCE

You have no idea how important people are. There is a reversed ratio — those at the bottom have a self-importance *far* greater than those at the top who *are* important. A charlady's concept of her own importance is far greater than that of a successful general manager!

Ignore people at your peril.

Flattery is not very useful, is often suspect, as it does not come from a sincere belief and the falsity in it is detectable to all but a fool.

A person's importance is made evident to him by showing him respect, or just by assuring him he is visible and acceptable.

To see and acknowledge the existence of someone is a granting of their importance.

To know their name and their connections also establishes importance.

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Asserting one's *own* importance is about as acceptable as a dead cat at a wedding.

People have value and are important. Big or small they are important.

If you know that, you are halfway home with good manners.

Thus PR can occur.

COMMUNICATION

The two-way comm cycle is more important than the content.

The content of the comm, the meaning to be put across to another or others is secondary to the fact of a two-way comm cycle.

Comm exists to be replied to or used.

Comm with the comm cycle being in first must exist before it carries any message.

Messages do not travel on no line.

Advertising is always violating this. Buy Beanos! Into the empty air. Other things must establish the line. And the line must be such as to obtain an answer, either by use or purchase or reply.

A funny example was a letter writer who without preamble or reason told people to buy a multi-thousand dollar package without even an explanation of its use or value. Response zero. No comm line. He was writing to a name but not really to anyone.

In social intercourse a comm cycle must be established before any acceptance of the speaker can occur. Then one might get across a message.

Good manners require a two-way comm cycle. This is even true of social letters and phone calls.

Out of this one gets "telling the hostess good night as one leaves."

One really has to understand the two-way comm cycle to have really good manners.

Without a two-way comm cycle, PR is pretty poor stuff.

PRIMITIVES

If an American Indian's ritual of conference was so exact and complex, if a thousand other primitive races had precise social conduct and forms of address, then it is not too much to ask modern man to have good manners as well.

But "good manners" are less apparent in our times than they once were. This comes about because the intermingling of so many races and customs have tended to destroy the ritual patterns once well established in the smaller units.

So one appears to behold a sloppy age of manners.

This is no excuse to have bad manners.

One can have excellent manners by just observing:

a. Importance of people

b. Two-way comm cycle

c. Local rituals observed as proper conduct

These are the first musts of a PR man or woman.

On that foundation can be built an acceptable PR presence that makes PR succeed.

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HCO POLICY LETTER OF 2 JUNE 1971R
REVISED 28 JULY 1983

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PRO COURSE
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PR SERIES 10

BREAKTHROUGH PR AND PRODUCTION TONE SCALE SURVEYS

Ref: Tape: 7101C18, FEBC Tape 2, "PR Becomes a Subject," which contains the full text on using Tone Scale surveys in PR.

THE LAWS OF PR

THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

PR IS THE SOCIAL TECHNOLOGY OF HANDLING AND CHANGING HUMAN EMOTION AND REACTION.

A LOW PRODUCTION AREA IS OUT–MORALE BECAUSE IT IS LOW PRODUCTION. IF YOU CAN NURSE THE AREA UP TO PRODUCTION, YOU HAVE MORALE.

DON'T USE NEGATIVE ARC IN A PR SURVEY. MAKE IT LIGHT SO IT INVOLVES COMMUNICATION.

To get a PR survey done in an area that is barriered against production, you begin by writing down three VERY DIRECT questions that you want answered. One question for each of BE, DO, HAVE.

On a survey of Lower Slobovia central command point, the three direct questions could be:

1. (BE) Do you want this joint to succeed?
2. (DO) Are you personally going to be active in getting this show on the road?
3. (HAVE) Are you going to directly assist Scientology to acquire Lower Slobovia?

Now you translate these into the field of human emotion. Each direct question is concerned with one or more of A, R and C. You put down by your direct question what each question is concerned with.

In the example above,

1. is A,
2. is A or C,
3. is R.

You now phrase a question to which you will get a reaction, and that reaction you get has to be the reaction of the individual to the *direct* question, but you get that reaction by asking him a different question translated into terms of emotion that will give you his reaction willy-nilly. He can figure his way round the direct question to give you a PR answer. He cannot help but give you his reaction if you involve his emotions. The direct question does not involve his emotions so that he doesn't give a reaction you can observe clearly as *the* reaction to the question.

Having established your BE, DO, HAVE questions and added your connotations of A, R, C, you can translate the direct question into a survey question that involves his emotions and gives you his reaction.

The examples above could translate as follows:

1. Do you think that increased efficiency in management would bring about a more desirable organization?
2. Would it be more pleasant working within such a framework?
3. Have you envisioned improvements that would occur in Lower Slobovia if Scientology were more widely used?

Now you pretest the survey mentally, paying attention to diction and comprehension, rephrasing to ensure adequate communication without losing any of the sense of your question, per the art formula.

The surveyor contacts the people to be surveyed, asks his questions and makes notes of the answers given; he also makes sure he notes the reaction. He should write down the *tone level* of the reaction to each question. He doesn't handle anything—just the question, recording the answer and the reaction.

Tabulation of the results gives you a majority of reactions on one tone level.

You can now design your PR campaign on a tone level half or one notch above that level and be sure to obtain wide agreement, by the rules contained in *Science of Survival*.

Thus the barrier of human emotion and reaction is removed.

The duty and function of PR is to remove the barrier of human emotion and reaction.

You hit at the heart of reaction when you get into human involvement.

You hit at the basic on any production situation when you get into BE, DO, HAVE.

You hit at his emotion when you address his A, R, C.

So you involve him when you get his emotion and thus his reaction.

You can strip off the verbiage in the survey and its tabulation and get a numerical answer (tone level figure) for each question.

Different publics can be PRed. Finance publics, for example, as well as production publics — sometimes finance people get into conflicts with production.

PR is always perfectly okay as long as it is real. If not real, it acts as a stop. You find the R by establishing if there is a situation to begin with, surveying to get the tone level, figuring out the majority response of the group on each question — and design a PR campaign to handle.

These are the basic concepts of the science of PR. It covers the field of manipulation of human emotion.

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HCO POLICY LETTER OF 5 OCTOBER 1971

REMIMEO
ALL PRS

PR SERIES 11

PROPAGANDA BY REDEFINITION OF WORDS

A long-term propaganda technique used by socialists (communists and Nazis alike) is of interest to PR practitioners. I know of no place it is mentioned in PR literature. But the data had verbal circulation in intelligence circles and is in constant current use.

The trick is—WORDS ARE REDEFINED TO MEAN SOMETHING ELSE TO THE ADVANTAGE OF THE PROPAGANDIST.

A prime example is the word CAPITALIST. Once it meant "one who makes his income from the interest of loaning money to others." That is still the definition in economics. Through propaganda redefinition a capitalist became a person of wealth who invested in *business* (making him an owner, not a banker) and currently is someone who exploits others, urges war and stamps on workers! In short, the word is changing in meaning by the efforts of those who are trying to own everything in the country under the guise of being the workers' friend. Totalitarian socialism must eradicate the private owner in order to grab the property for themselves. Hence, an intense concentration on redefining the word "capitalist" and "capitalism."

Many instances of this exist. They are not "natural" changes in language. They are propaganda changes, carefully planned and campaigned in order to obtain a public opinion advantage for the group doing the propaganda.

Given enough repetition of the redefinition, public opinion can be altered by altering the meaning of a word.

The technique is good or bad depending on the ultimate objective of the propagandist.

"Psychiatry" and "psychiatrist" are easily redefined to mean "an antisocial enemy of the people." This takes the kill-crazy psychiatrist off the preferred list of professions. This is a good use of the technique as for a century the psychiatrist has been setting an all-time record for inhumanity to man.

The redefinition of words is done by associating different emotions and symbols with the word than were intended.

The American Medical Association and the National Association for Mental Health in England and South Africa and the "British Psychological Association" in Australia have been working very hard to redefine Scientology in the public mind.

Two things occur because of this — the Scientologists are redefining "doctor," "psychiatry" and "psychology" to mean "undesirable antisocial elements" and are trying to stabilize the actual meaning of "Scientology."

The AMA has even gotten US dictionaries to redefine "Dianetics" as a "pseudoscience from science fiction."

Fortunately the public does not respect and is not responding to mass news media. Mass news media believes it steers public opinion, but in actual fact can get a reverse effect.

"The capitalistic AMA is seeking to deny the people the benefits of new discoveries such as Scientology because it would eradicate the great profits the AMA makes from the psychosomatic illnesses of the people," would be a statement reversing the reversal of meaning. One has to find, pinpoint and denounce the propagandists to make headway against such an effort of redefinition. One brands the propagandist and blows the effort to redefine, using a steady, standard PR campaign to do so.

One can also use redefinition by exposing the effort to redefine.

A case in point is the word "psychology."

Webster's International Dictionary of the English Language—1829 defines "psychology: a discourse or treatise on the human soul; the doctrine of the nature and properties of the soul."

Webster's High School Dictionary—1892 "psychology: the powers and function of the soul."

Merriam Webster's 3rd International Dictionary—1961 "psychology: the science of mind or mental phenomena or activities; the study of the biological organism (as man) and the physical and social environment."

Somewhere along the way, man lost his soul!

We pinpoint when and we find Professor Wundt, 1879, being urged by Bismarck at the period of Germany's greatest militarism, trying to get a philosophy that will get his soldiers to kill men. And we find Hegel, the "great" German philosopher, the idol of supersocialists, stressing that WAR is VITAL to the mental health of people.

Out of this we can redefine modern psychology as a German military system used to condition men for war and subsidized in American and other universities at the time the government was having trouble with the draft. A reasonable discourse on why "they" had to push psychology would of course be a way of redefining an already redefined word, "psychology."

The way to redefine a word is to get the new *definition* repeated as often as possible.

Thus it is necessary to redefine medicine, psychiatry and psychology downward and define Dianetics and Scientology upwards.

This, so far as words are concerned, is the public opinion battle for belief in *your* definitions and not those of the opposition.

A consistent, repeated effort is the key to any success with this technique of propaganda.

One must know how to do it.

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HCO POLICY LETTER OF 5 DECEMBER 1971R
REVISED 10 SEPTEMBER 1988

REMIMEO
SURVEYOR HATS
PR HATS
MARKETING HATS
DIV 2 HATS
DIV 6 HATS
PR COURSE CHECKSHEET
SURVEY NETWORK

PR SERIES 12
MARKETING SERIES 20

HOW TO DO SURVEYS

Refs:

HCO PL	2 June 71R Rev. 28.7.83	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	15 Dec. 2000	PR Series 13 GOODWILL PROMOTION
HCO PL	7 Jan. 72R II Rev. 10.9.88	PR Series 15 Marketing Series 21 CREATING SURVEY QUESTIONS

This hat write-up by a Public Relations Officer, written at LRH's request, contains valuable data on how to do surveys.

SURVEY means "a careful examination of something as a whole and in detail."

The word "survey" as used in public relations and marketing terminology means to carefully examine public opinion with regard to an idea, a product, an aspect of life, or any other subject. By examining in detail (person to person surveying) one can arrive at a whole view of public opinion on a subject by tabulating highest percentage of popular response.

The purpose of this hat write-up is to describe the two most important aspects of surveying so that 100 percent successful results can be obtained every time. Though there are many different *types* of surveys, the method used is the same. The two components of surveying are:

1. The mechanics of doing the survey itself,

2. The beingness of the surveyor.

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THE MECHANICS

The actions involved in doing a survey are simple and few. The first thing you do is establish the questions you are going to ask the public to find out what is wanted and needed, popular or unpopular or whatever. Creating the survey questions is a technology in itself and is laid out in the Marketing Series HCO PLs covering the different types of surveys which can be done.

After the questions are established they are mimeoed on survey forms or typed on a piece of plain paper for the surveyor to refer to. If one were doing a survey in a city where large numbers of people were interviewed, the survey forms might be most practical. However, all that is needed for most surveys is a clipboard with plenty of plain paper and several ballpoint pens. The survey question page is then placed on top of the pad of paper and flipped back while taking notes of the interview.

The only materials needed for a survey are several ballpoint pens (so running out of ink in the middle of the survey doesn't cause interruption), plenty of paper and a clipboard.

To begin a survey, you simply walk up to a person and in a friendly manner introduce yourself (if a stranger) and ask to survey them. If additional R-factor is requested, it is given and then the survey is begun.

Ask the person the first question, flip back the question page and take down the answer. Be sure to number the answers corresponding to the question number being asked. You needn't write down every word as the person speaks to you but get the most important points. You will find, after practice surveying, you can write almost everything down.

Also remember to note down the person's tone level reaction to each question.

After the person has answered the first question, thank him or her with good TRs to acknowledge that comm cycle and go to the next question. All you have to do is BE THERE, be INTERESTED in what the person is saying, and take down his answers.

At the end of the survey thank the person very much. The person will most likely be thanking you at this point as people LOVE to be asked their opinion of things, and having another terminal grant beingness to this and listen attentively is a rare and valuable experience to many.

Then go to the next person and repeat the same procedure. This is all there is to the mechanical action of surveying.

TABULATION OF THE SURVEY

The final tabulation of a survey is very simple. The following data was written and compiled while conducting an ethnic survey.

1. Count all the surveys.
2. Establish various categories of answers for each question by listing answers briefly as you go through the surveys.

3. Soon you will be able to merely mark a slant by each category, the slant meaning one more answer of a similar nature.

4. Then you total the answers given for a particular category of answer. Let's say you had 1,500 answers of a similar nature to one question and your total number of surveys is 2,500. This means 60 percent gave that similar type of answer (1,500/2,500).

5. You then list each question and under that question list the categories of answers and the percentage from the highest to the lowest.

6. The only mistake you can make is not to realize the similarity of answers and so have a great diversity of categories.

BEINGNESS OF THE SURVEYOR

Just as an auditor has to have his TRs in, has to abide by the Auditor's Code and BE there as a terminal for the pc to communicate to, so must a surveyor.

Outward appearance of the surveyor must be clean, tidy and the dress ethnically acceptable for whichever public is being surveyed.

A successful surveyor *must* have a high affinity for other beings—friends or complete strangers. A friendly NATURAL approach to people is required. A sincere smile and good TRs is the door opener. And CONFRONT. You have to reach out to complete strangers and get them interested in themselves enough to let you know what their reality is so you can help them.

This is completely natural to any trained Scientologist anyway. A Scientologist knows the formula of communication, knows to grant beingness to another, and that ARC = Understanding. With these factors and the basic TRs in, the person being interviewed will feel relaxed about communicating his ideas and realities.

This is *all* there is to surveying, and you will be amazed with the results attained!

PITFALLS

Listed below are some DON'TS just to make sure possible pitfalls are known about and avoided.

1. Don't dress in an unclean or unethnic way. That would automatically make you unwelcome.

2. Don't be short of materials and have to fumble for a pen or survey form. The person might walk off from you in the meantime if you're doing a survey on the street.

3. Don't be backward or shy. This would make you look unconfident of your own product or purpose for being there.

4. Don't overwhelm with forceful, overzealous approach or comm.

5. Don't be overserious, or on the other hand giddy. Anything phony is absolutely detrimental.

6. Don't do socially unacceptable practices like chewing gum loudly, biting your fingernails or any one of dozens of other little annoyances.

7. Don't be in too much of a hurry. The person must feel you CARE about what he feels and thinks.

8. Don't be propitiative or the other extreme, condescending. Be YOURSELF, in valence and confident.

9. Don't cut a person's comm or be gruff in any way.

10. Don't act supersweet either. Be *friendly* and BUSINESSLIKE.

As a matter of interest, there is a certain PR textbook which describes a method of surveying called "depth interview." It is said that this method takes highly trained interviewers and skilled analysts.

Now these fellows think a successful surveyor needs *years* of training of some kind or another.

But because you have the technology to UNDERSTAND the basics of the mind, yourself and other people, you accomplish what seems *miraculous* by any other standards.

The miracles of survey results are easily obtainable and *valuable*. But don't be surprised if other people still think you're a genius.

Public Relations Officer

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 DECEMBER 2000

REMIMEO
MARKETING HATS
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PR SERIES 13

GOODWILL PROMOTION

(Taken from an LRH conference of 14 Dec. 71 given aboard the Flagship *Apollo*.)

Ref: HCO PL 7 Apr. 83R
Rev. 30.10.2000

Exec Series 25
PR Series 41
GOODWILL

There is a different brand of promotion called "goodwill."

What is goodwill?

When a business is sold, goodwill has value. One might say, "$100,000 for assets and $100,000 for its goodwill." That means its customers, its repute and knowingness.

That is goodwill. It is a commodity. It is the ARC people have for it, or the willingness people might have to exchange valuables for it.

It is a whole subject in itself.

Goodwill is something you build by PR.

For instance, the Aluminum Company of America sells nothing whatsoever to the public directly. But it has huge ads all over the place that are called "goodwill ads," so the public will think well of it. That gives sort of a background structure against which one can erect an advertising campaign that offers people something valuable. Now the manufacturer can say, "This tank is built out of Aluminum Company of America aluminum and it won't poison your child," and people will have confidence in it because Aluminum Company of America has advertised goodwill.

SURVEYING FOR GOODWILL

In doing a survey to determine goodwill you might ask "What do they like about _____?" or "What is popular?" or "What do people think about _____?" And what little counterpoint needs correction? Only you don't publicize *that* too much, you just curve it in and correct it. You don't say, "That is denied." You just announce a contrary fact. Sometimes you have to be very clever. For example, someone says, "Well, everybody in that boarding school is being starved." You don't ever say, "Everybody is not being starved." You put out a typical menu of the place, all glossed up. And right away people say, "Well, there must have been something wrong with that rumor."

By getting information, regardless of whether it's gotten by survey or otherwise (although it is usually only reliable when gotten by survey), or by taking a survey done from something else, you can open the door to goodwill. And with goodwill advertising you can inevitably and invariably refute the current opinion, utterly, without ever mentioning it.

GOODWILL EQUATION

Goodwill equates to life. Because (1) if you are *not* communicating you are obviously not alive and (2) if you are communicating *bad* things why then you obviously are in a very low-toned state and you are so weak that you have to pay attention to it.

For example, one could go out and answer, as a rebuttal, everything bad ever said about them, making a catalog of all those things. But it would be the most idiotic piece of PR work that was ever done under God's green earth. Yet by just being alive and continuing to communicate and continuing to reach people, these things are shown to be untrue anyhow.

So one can see what goodwill advertising uses as its equation:

Theta = life

Goodwill promotion = life.

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Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 16 DECEMBER 1971

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DIV 6

PR SERIES 14

PRO AREA CONTROL

(Originally written by LRH as Flag Order 3094
of 16 Dec. 71. Issued as an HCO PL on 28 July 83.)

PRO (Public Relations Office) Area (port and town and country) Control (regulate, start change and stop from cause-point) is the basic action of the Port Captain's Office (or Div 6 in an org).

Customs, immigration, dockmasters, police, officials, town officials, inhabitants, country officials, country inhabitants, and the lines and activities of all these as they affect the ship or org are the subject of "PRO Area Control."

The tech of how this is done is found in the book *Effective Public Relations,* the PR Series PLs, Flag Orders and Flag Ship Orders. It is a technology.

The extent of one's PRO area control can be measured at once by counting up the points one is not controlling from the company or org viewpoint and the points one IS controlling. This gives you a ratio like 3 to 6 or one-half.

Example: Immigration and customs are NOT doing what we want. Agents, dockmasters and police are. Thus we have two-thirds effective PRO area control.

This is poor, showing a one-third failure.

Now the *tech* to apply is a *survey* of all five points to find out, let us say, what they want one to be, what they want one to do, and what they want to have from one. (See FEBC tape on PR.)

Then one surveys further to find out what problem they are trying to solve by having us be, do, have these things.

This puts us at cause because we can now handle their misinformation, reassure their suspicions and generally increase ARC.

A project to get all required points now known in and followed would now be done and executed.

Result — PRO Area Control.

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HCO POLICY LETTER OF 7 JANUARY 1972R
ISSUE II
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CREATING SURVEY QUESTIONS

Refs:

HCO PL	2 June 71R Rev. 28.7.83	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	5 Dec. 71R Rev. 10.9.88	PR Series 12 Marketing Series 20 HOW TO DO SURVEYS
Tape:	7101C18 FEBC Tape 2	"PR Becomes a Subject"

The following policy letter was written by an experienced surveyor. It is a brilliant issue which puts PR survey tech right on the line, and is full of examples of actual surveys both for production internal and sales external.

The purpose of this policy letter is to fully document *how* survey questions to evoke human emotion and reaction are derived. Included are examples of actual surveys done, showing the SITUATION, the SURVEY QUESTIONS, the SURVEY RESULTS and resulting PR program to handle. A good many of the surveys were done within the org to find human emotion and reaction barriers to production amongst staff members. The examples are given in chronological order so that one may see how the survey and PR technology was evolved by Ron during the years of 1970 and 1971.

SURVEY EXAMPLE 1

SITUATION:

Due to various causes, morale is not what it should be aboard.

The full intention of Command is to have things running smoothly and safely for all hands.

Major Target:

To interview each individual crew member and obtain his honest state of opinion regarding his post and issues.

Vital Targets:

1. Not to interrupt the work of or worsen the situation.
2. To improve matters by survey.
3. To obtain data so that a new sensible reality can be established by PR programs.

Primary Targets:

1. Provide yourself with paper, clipboard and ballpoints.
2. Work at this at optimum periods.

Operating Targets:

1. To approach persons individually. Draw them out of groups.
2. Just listen and prompt and question. Don't interrupt or interject. Don't comment on what they say to them.
3. Make useful, not necessarily voluminous, notes.
4. Cover each question.
5. Excerpt results.
6. Design programs to handle what is found.

QUESTIONS AND RESULTS:

Survey R-factor — The Commodore wants your opinion on certain matters to help handle them.

1. What do you feel command intention really is?

   33% Clear the planet.

   31% Something planned from Source or high org executive to be carried out by staff members.

   16% Everyone doing his job and getting the show on the road.

   7% Well-trained crew in tech, policy and seamanship.

   5% Provide safe environment so LRH can get on with his research.

   5% Successful management of outer orgs.

   3% Miscellaneous.

2. What do you feel you should know more about to get your job done?

   30% Tech, policy and seamanship.

   22% OEC policy.

   20% Specifics relating to hat.

   14% Nothing in particular.

   9% More briefing re schedules and Flag Org actions with outer orgs.

   5% Scientology tech.

3. What do you really need to get your job done?

   32% Nothing in particular.

   20% More training.

   17% Specifics pertaining to hats.

   13% More time (without arbitraries and distractions).

   8% More personnel.

   7% To be left alone to get on with it.

   3% More briefing of ship schedules for planning work cycles.

4. What would you like to see us doing?

   31% Expanding Scientology around the planet.

   21% Group cooperation and coordination.

   16% Crew getting trained and OT.

   14% What we are doing.

   13% Moving more and to different ports.

   3% Getting stats up in outer orgs.

   2% Miscellaneous.

5. What changes should occur?

   30% What we are doing is good.

   24% More expansion in the field for more flow of recruits to Flag.

   20% More trained personnel in tech and policy.

   13% More briefing of the crew on Flag Org operations.

   7% Specifics relating to post.

   4% No opinion.

   2% Miscellaneous.

The following is an item from the Flag Orders of the Day with regard to the tabulated survey, written by LRH:

24 April 1970

"SURVEY

"The survey of the ship's company purposes and opinions has been completed and all hands are thanked for their contribution to it.

"Results will be issued in due course.

"There is an astonishing similarity in the answers which demonstrates we are all of similar opinion on vital questions.

"It discloses there is far less dissidence in the company than might have been supposed.

"We are a true group.

"The survey will be of great use in future planning.

LRH, COMMODORE"

SURVEY EXAMPLE 2

SITUATION:

"INJURY SURVEY

"Please interview the 5 people recently injured to discover:

"What's going on?

"I've never had any injured people like this.

"All in this port.

"See if you can 2-way comm it and get some common denominator.

Love,
Ron"

RESULTS:

The common denominator found followed this pattern:

1. EXTERIOR at time of injury.
2. Attention OFF the body.
3. Physical contest being engaged in.
4. NO PAIN involved (though 2 needed stitches!).
5. NO MISEMOTION at having injury, mild interest only.
6. A feeling of POWERFULNESS prior to injury.

Following is an item entered in the next day's Orders of the Day by LRH:

4 June 1970

"INJURIES

"Those recently injured were not PTS. Survey showed they were exterior and feeling powerful and didn't watch where they were sending the body.

LRH, COMMODORE"

SURVEY EXAMPLE 3

SITUATION:

A cross-section survey is needed on *what we are thought to be aiming for.*

QUESTIONS AND RESULTS:

1. What is your conception of what we are doing currently?

   Getting the ship's company trained up in specialist seamanship and then admin functions.

   Getting Scientology tech fully back in use and orgs running smoothly.

2. What is your idea of the ideal we are working towards?

   Immediately — smooth running Sea Org and Scientology networks.

   Ultimately — a clear and sane planet.

3. What is being done to achieve it?

   Strengthening ourselves internally while keeping our external lines operating.

4. Do you feel we are making it?

   Yes!

5. Does anything need to be changed so we can make it faster?

   More training.

   More processing.

   Any counter-intention removed.

   More promotion.

   Faster and wider acceptance of Scientology.

6. When do you think we will make it?

Current ship programs	2–6 months.
Scientology org programs	1–2 years.
Planetary Scientology influence	2–5 years.
Real planetary control	10–20 years.

An LRH Orders of the Day item of the next day comments on the survey results:

24 June 1970

"SURVEY

"The cross-section survey just done regarding what we are doing showed 'very good results, and the answers were quite consistent.'

"We sure have group agreement on what we are doing!

"There were very good indicators on this survey. There was an overall feeling of confidence among all those surveyed (a 28-person cross section of the ship).

"There was confidence that we are progressing on a steady and positive uptrend and that the next few years will show monumental victories in our favor.

LRH, COMMODORE"

BREAKTHROUGH

During the month of January 1971 LRH made a major advance in the subject of PR and surveying. That is — PR surveying in combination with the Tone Scale tech. He discovered the basic laws of PR as contained in HCO PL 2 June 71R, PR Series 10, BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS and LRH Tape 7101C18, FEBC Tape 2, "PR Becomes a Subject."

Thus, ONE SURVEYS TO FIND THE REALITY OF A PERSON *ABOUT* SOMETHING.

The person's tone level about this subject is noted. This tone level establishes the affinity, or lack of, the person has about the subject. Emotion is A (affinity). A is the Tone Scale. (NOTE: The person's tone level *toward* the surveyor and *about* the subject may be two entirely different tone bands so don't get them confused. The person may be in Enthusiasm toward the surveyor but Antagonism about the subject being surveyed. It is the latter tone level which is of value. People don't just have a tone. They have a tone *toward* something.)

You survey to determine the R (reality) of each person so as to raise the A about the subject through the PR campaign.

You're looking for agreement. This is the key to SALESMANSHIP. To get agreement you come down to the point where the guy will agree with you. You determine the R (reality) they agreed with. Translate this into A (affinity tone). R is monitored by A. You then raise the R one half to one tone band and this establishes the C (comm) level.

The following item by LRH in the Orders of the Day of 25 January 1971 summarizes this:

"PR

"Some more PR data has been developed. The same public varies by continent.

"One tests the tone with R questions, reads the A off the Tone Scale, develops the program at the A half a tone above and uses the R of that tone. R to A, up half, A of that to new R desired. Gives one the program that *communicates,* raises tone.

"A survey of a tone must be a tone *about* something.

"See *Science of Survival*'s Chart of Human Emotion. Read the book. The new and future bible of PR, followed by *8-8008* for the graduate PR expert! Finally came into its own!

LRH, COMMODORE"

On 18 January 1971 Ron made a tape entitled "PR Becomes a Subject," which outlines the basic laws of PR and describes how PR survey questions are derived. An excerpt follows:

"PUBLIC RELATIONS IS FOR THE HANDLING AND CONTROL OF HUMAN EMOTION AND REACTION.

"IT'S A THIRD DYNAMIC TECHNOLOGY.

"How do you get these questions? That's very simple. There's nothing much to this question.

"Three questions. One is the equivalent of BE, one is the equivalent of DO, one is the equivalent of HAVE. BE, DO, HAVE — three questions.

"Above and below it, why, you could have a couple of null questions. You're trying to find out if somebody on the assembly line likes automobiles. He's building them; does he like them? Well, that's an easy one because it's already a human emotion. 'Do you LIKE automobiles?'

"Well, let's find out if he's going to *work* on the assembly line. Let's make it a little bit tougher. Now, we're going to find out 'Are you going to work on the assembly line?'

"All right, we go around and ask, 'Are you going to work on the assembly line?' The guy says 'no' and the next guy says 'yes' and so forth. You're noplace.

"So therefore, you take the questions you want to know on the subject of BE, DO, HAVE, and you encode them into human emotion using the ARC triangle. We don't care whether you put A or R or C after each question. You're going to translate the basic question that you know into human emotion in order to obtain involvement. And you immediately have involvement. So, you get the true answer, don't you?

"But the target of your subject is of course the control of human emotion and reaction. So if that is the case then you would have to have involvement in human emotion and reaction.

"So, how do you put this question together? Let's go right back to battery now. This subject is the control of human emotion and reaction, so therefore the questions of your survey have to be what you want to know transported over into a human emotion and reaction.

"BE: 'Do automobiles exist?' translated once across for an A is 'Do you like automobiles?' Now, you will get then an emotional response which can be plotted.

"Now, why all this? Now you see, I am teaching you this backwards. I'm moving back. Now the penny drops:

"THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

"That's the primary barrier to production. And all at once we know where PR lives. There's its use. Not in getting somebody to 'become a man of extinction by drinking Seagram's whiskey' to aid and assist advertising, which would be a minor use, but actually to sound out the public to which the campaign is addressed so as to handle the human emotion and reaction.

"Now I'll trace it back through the basic laws that we're involved with, then.

"THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

"PUBLIC RELATIONS IS THE TECHNOLOGY OF HANDLING AND CONTROLLING HUMAN EMOTIONS AND REACTION.

"So you have to find out what is the human emotion and reaction, so you get an encoding of the three questions: one BE, one DO, one HAVE; you translate those over into an emotional question by adding the ARC triangle; you plot that; now you get your human emotions in response to these questions; you add them up; you put your program together against the Tone Scale, one half to one band above. You will have a pretty uniformly successful method of reach.

"So, when all seems too grim and you can't seem to get your point across and you can't seem to get your product and it just won't organize that way, then you do have a tool. And that tool is called PR.

"And it has its own technology and we have made a breakthrough in this subject."

EXAMPLE

As an example of this, let's pretend we want to survey HCO. The ED of the org has an idea not a person in HCO is hatted, though a major product of HCO is personnel hatted. In this HCO there may be some counteropinion re getting hats on. The implementation of policy of management is the first line of PR.

We're trying to obtain data to popularize and remove barriers from hatting. It may very well be hatting is the least popular function of HCO.

Developing the Survey Questions:

1. You make a statement of a possible situation. (E.g., it may be hatting is the least popular function of HCO.)

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2. You then think up several BLUNT, head-on type questions:

   BE: What is your hat?
   DO: What do you actually do?
   HAVE: What is your product?

3. You then convert those questions so you get a HUMAN ELEMENT. In that way you get an involvement. A PR survey question must *always* contain a "human" or "being" involvement.

   BE: Are you interested in your hat?
   DO: Do your duties align with your own purpose?
   HAVE: Do you consider your product contributes to the group?

A further question encoded could be:

DIRECT: Are you being trained in your hat?

to

ENCODED: Do you find the training you are getting on your hat interesting?

The purpose of this survey would be to obtain data to popularize and remove the barriers from hatting.

RE: PRODUCTION

Validation of accomplishment is garden-variety PR.

One rule about a product officer is he has to *want* the product before he gets it. This is human emotion and reaction.

Thus there is the:

1. ADMIN approach, which the org or product officer uses which is a straight question. (E.g., "What is your hat?")

2. HUMAN (or PR) approach, which is used by the PR man to find basic desires and OPINION. (E.g., "Are you interested in your hat?")

YOU HIT AT THE HEART OF THE "RESISTANCE TO" WHEN YOU GET INTO THE HUMAN INVOLVEMENT.

The key PR datum is of course THE GREATEST BARRIER TO PRODUCTION EFFICIENCY IS HUMAN REACTION.

and

A LOW PRODUCTION AREA IS OUT–MORALE BECAUSE IT IS LOW PRODUCTION.

IF YOU CAN NURSE IT UP TO PRODUCTION, YOU HAVE MORALE.

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SURVEY EXAMPLE 4

SITUATION:

A survey needs to be done in Department A to find out who or what keeps the area upset.

DIRECT QUESTIONS

BE: Do you want your job?
DO: Are you doing your job?
HAVE: What is wrong in Dept A area?

ENCODED QUESTIONS

BE: Do you enjoy your post?
DO: Are you having any difficulties on your post?
HAVE: What changes are needed, if any, in the Dept A setup?

RESULTS:

Ten staff out of 17 had good indicators, were willing, having wins and creating their posts.

The other 7 were to varying degrees conservative about their posts, having minor difficulties and upsets.

It was found that unstabilization was coming from external sources to the division, i.e., HCO (1) allowing frequent personnel changes and (2) not ensuring the area was hatted.

HANDLING:

These two factors were gotten in on HCO from an exec level and the Department A area stabilized remarkably.

SURVEY EXAMPLE 5

SITUATION:

An urgent order was given to the Tech Div in an org. It was not done and the situation went unhandled, causing severe overload to staff in the area.

We are looking for an attitude of defiance and one or more attitudes of helpless child.

DIRECT QUESTIONS

1. What hat are you wearing actually, if any?

2. Why didn't you handle your post in this emergency?

3. Are you unwilling to have fast tech lines and stats?

ENCODED QUESTIONS

Affinity Tone	1. Did you like the hat you were assigned?
Affinity Tone	2. What did you feel about the situation?
Affinity Tone	2A. What was unpleasant about it?
Communication Tone	3. How do the present tech lines compare with the early ones we had?

RESULTS:

Various terminals in the area were found to be antagonistic and some apathetic. Others were found to have realized their failure to handle the situation and had taken steps to prevent reoccurrence.

By isolating these factors it was then possible, by keeping a close eye on the area for the next few days, to observe further instances of noncompliance and resistance to handling the area. Additional actions were taken as necessary to hat and to handle confusions and noncompliance.

SURVEY EXAMPLE 6

SITUATION:

HCO needs further data for posting personnel optimumly in two divisions.

QUESTIONS

1. When you need to know how to do something whom do you ask?
2. Who gets the most done?
3. In the div whom do you feel the most secure about?

RESULTS:

The most upstat of the two divisions answered the questions as follows:

Majority Tone 4.0

1. When you need to know how to do something whom do you ask?

   My immediate senior.

   A reference book.

   Figure it out myself.

2. Who gets the most done?

   We all do!

   Our division.

   The same for all of us.

3. In the div whom do you feel the most secure about?

   Our div head!

   All the guys in our division.

   Myself and the rest in our division.

The less upstat, less productive, low morale division answered accordingly:

Majority Tone 2.0

1. When you need to know how to do something whom do you ask?

   Try to find out for myself then ask the div head.

   Look in a book.

2. Who gets the most done?

   Two of the most junior staff in the division named.

3. In the div whom do you feel the most secure about?

   The div head, then the two junior staff members as named in answer 2 (the department heads not mentioned).

This survey confirmed the success of the productive division as having stable leadership from the division head and staff who were enthusiastic about their jobs, had high morale and were continually training on their posts. The division as a unit worked with tremendous team spirit. The downtone, poor production division had an unhappy senior with downtone unstable department heads. There was no team spirit in this division and little if any post training actions. The most stable terminals in this division were two junior staff members who had enthusiasm for doing their posts and who trained in their study time to increase their abilities.

HANDLING:

HCO then knew (regarding the unproductive division) who to look to for future executive material, and who would then bring this division to a high operating standard. And HCO knew what area to concentrate on most heavily with hatting.

Needless to say, nothing was changed in the productive division. As its production increased even higher, it was allotted additional personnel.

SURVEY EXAMPLE 7

SITUATION:

Some staff members' appearance not up to an acceptable standard. Information needed — the majority tone level on the subject of appearance so that a PR program can be formulated and launched at an appropriate tone level to reach the reality of offenders.

ENCODED QUESTIONS

BE: Do you feel good about having a professional-looking appearance?

DO: How would you like to dress for your job?

HAVE: What would be the advantages of the group being sharply uniformed?

RESULTS:

It was found that staff were strongly interested (3.5) in having good appearance. The main outpoint was lack of uniforms available.

So an enthusiastic campaign to coordinate uniforming of the crew was the answer.

SURVEY EXAMPLE 8

SITUATION:

Personal and org premises not as clean as they should be. Attitude and tone level toward cleanliness required so a suitable PR program to upgrade standards can be carried out.

ENCODED QUESTIONS

BE: Do you enjoy being very clean?

DO: Do you find it more difficult to maintain personal cleanliness on a ship than where you have lived ashore?

HAVE: Is the standard of others' cleanliness, personal and living space, acceptable to you?

RESULTS:

A cross-section survey was done and the majority tone level with regard to cleanliness was 2.0–2.5 (Antagonism to Boredom).

Of those interviewed, various justifications were given by those who didn't keep clean, and these people even admitted they were justifications. Some even admitted to pure laziness.

Among those surveyed who *do* keep clean, there was the desire to be clean.

Several "uncleans" invited stricter discipline to keep the standards up.

Therefore what was wanted and needed was more 8-C. The PR program thus derived was firmer HCO enforcement of hygiene and cleanliness. This was a successful campaign with good results.

SURVEY EXAMPLE 9

SITUATION:

Wherewithal—staff members not adequately aware of their responsibility for org viability and income.

Reality and tone level toward this subject need to be established so further action can be taken to educate staff on the subject of org viability.

ENCODED QUESTIONS

BE: How do you feel about the group making its own way?

DO: What can be done to ensure the group has lots of money to work with?

HAVE: When do you think you'll be receiving full bonus awards?

RESULTS:

The average tone level of those surveyed was 3.5 (Strong Interest). There was a high degree of reality and agreement that the group make its own way.

To support this agreement, the recommendations of a recent B of I on the subject of finance were endorsed. This was to place a 6' x 10' graph in HCO reception showing weekly org income. This enabled all staff to see org viability and to feel more at cause over wherewithal by producing on their own posts.

SURVEY EXAMPLE 10

SITUATION:

Ethics—a general attitude and tone level with regard to the subject of ethics desired.

ENCODED QUESTIONS

BE: How do you feel about ethics?

DO: How do *you* use ethics?

HAVE: What is the advantage of working within a group which has an ethics system?

RESULTS:

Majority tone level on the subject of ethics was found to be in the 2.0 (Antagonistic) range. The human emotion and reaction was found to be toward Courts of Ethics being printed in the Orders of the Day. Reading these notices first thing in the morning in the Orders of the Day was driving many of the crew into tone levels of Resentment, Anger and Fear. In addition, the notices themselves were written a tone *below* the average tone of the group re ethics, which was causing a doubly reverse effect.

Therefore, as a PR measure, the Ethics Officer was informed of this and instructed to print Courts of Ethics on HCO Conditions Orders, not in the Orders of the Day. The Ethics Officer was also briefed on the Tone Scale. From then on Ethics Orders were written up in a conservative manner simply stating the facts with no additional HE&R included.

This was a very successful measure and group morale rose on the whole at least one tone level higher than before on the subject of ethics.

SURVEY EXAMPLE 11

SITUATION:

Execs are needed. Those presently on post are not all capable.

The PR survey questions must detect —

BE: Other *Status*—Status as defense. *Been* something else? IS something else?

DO: Other *Involvement*—Involvement in other things or things that don't matter or involvement in contrary actions to a post. Problems would come up.

HAVE: Scene — omitted or false — what does he know about it, how real are his data? *Representation.*

Execs fall into two categories:

A. Those who will assume the status or forward the doingness or enhance the scene toward ideal.

B. Those who defend status, have other involvement and have an omitted or falsified scene.

Category A build things into a smooth prosperous org.

Category B wind up with an omitted or perverted org.

Sample Survey Questions:

1. What would be the most ideal post to have if you had total choice? Or what type of life best suits you?

2. What problems or situations would you find easy to handle? Or, what should you be working on? Or, what are you working on?

3. How are things really in your area? Or, what is the org really doing these days?

QUESTIONS USED

STATUS	1. Is there a post you would like to hold sometime in the future for which you feel ideally suited?
INVOLVEMENT	2. Are you having any problems getting done what you are working on now?
REPRESENTATION	3. How is your org presently doing on an overall basis?

RESULTS:

The results of this particular survey showed the tone level of the org execs to be Grief. In addition, at least half the execs surveyed volunteered that they really didn't want to be an exec at all, but would prefer to be in a worker position.

The WHY of the org's down statistics was neglect of implementing LRH policy, EDs and projects in the org on the part of the execs.

Short-range and immediate handling was to post an LRH Comm in the org who forced in compliance to LRH orders and policy. Long-range handling was to move into exec positions junior staff members who were ambitious to hold an exec post competently, and to move off the unwilling execs into junior areas where they could produce well until ready to again resume a more senior position.

SURVEY EXAMPLE 12

SITUATION:

LRH wrote a test statement of the meaning of Scientology.

A survey was done of Scientologists locally to establish popularity of the statement and check for agreements or disagreements.

QUESTION

A direct question was used. "Please read this statement and tell me what you like or dislike about it."

RESULTS:

For the survey, each sentence of the statement was numbered. On the tabulation, the percentage of endorsements of that sentence or suggestions for its improvement were written beside the number of the corresponding sentence.

Several of the words and phrases in the statement were thus changed or rearranged slightly to make the statement totally acceptable. The amended version was then resurveyed and the results confirmed complete endorsement.

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SURVEY EXAMPLE 13

SITUATION:

Population survey. The purpose of this survey—to find out the reality and majority tone level of an entire city so that the org could promote and deliver to this reality.

4,800 people in Boston were surveyed in a few days by several org staff members.

QUESTIONS AND RESULTS:

1. What are you trying to achieve in life?

Happiness	32%
Good jobs—careers	10%

2. What worries people most?

Money	24.4%
Other people	15.1%

3. If these things were resolved what would happen?

People would be a lot happier	19%
Better world to live in	15.2%

Tone Level = PAIN, ANTAGONISM

The following telex was sent to the org by LRH in response to the survey results:

> "9 Dec. 71 Relay C/O USLO Relay C/O Boston ELATED BY SURVEY. FURTHER DATA NEEDED BUT BEAUTIFUL FOR PCs STUDENTS. LOVE = RON"

THE TONE LEVEL OF ALL THE PROMO WRITING AND PRESENTATION WOULD BE CONSERVATISM = 1 TONE ABOVE ANTAGONISM (the level found by survey).

The Boston Org survey is interesting as it shows a cross-sectional reality level of an entire city. Survey results (reality and tone) would vary in different cities, countries and continents. So each org in surveying its own area would create its promo slanted to a slightly different reality, and the Scientology services offered would correspond to what is most wanted and needed by the public.

SPOTTING TONE

After one has mastered the technique of creating survey questions, the only remaining expertise necessary is accurately spotting tone levels.

The PR man's bible is of course *Science of Survival* and the Hubbard Chart of Human Evaluation and the book *Scientology 8-8008*. These materials must be read and thoroughly understood. Additional references which contain invaluable information for surveyors are HCOB 25 Sept. 71RB, TONE SCALE IN FULL; HCOB 26 Oct. 70 II, OBNOSIS AND THE TONE SCALE; LRH Tape 5505C14, "The Tone Scale"; LRH Tape 5212C05, PDC Lecture 17, "The Tone Scale: Moving the Pc Up the Scale" and Technical Training Films EM 2 and EM 2A, *The Tone Scale* and *The Tone Scale Drill Film*. The way to drill yourself on observing and quickly spotting tones is to do the drills called for in Technical Training Film EM 2, *The Tone Scale* and HCOB 26 Oct. 70 II, OBNOSIS AND THE TONE SCALE.

CONCLUSION

As you can see, the technology of PR surveys and the Tone Scale in handling and controlling human emotion and reaction is an incredibly powerful tool.

By putting this technology to use on a personal basis you can literally be in control of your environment on at *least* the first three dynamics. And Scientologists (particularly Scientology staff members) have a monopoly on the entire subject. If there was ever a way to "win friends and influence people," this is it. We as Scientologists are continually jolted by the primitive nature of the general populace around us. So by establishing the local reality and tone we can at least present ourselves and our product in such a way as to be accepted, and then we can bring people up the scale from there.

Gone are the days of hit-and-miss promo, and by-guess-or-by-god public events. We now have the know-how to hit the exact target every time. We now have, thanks to Ron, another beautiful tool for UNDERSTANDING.

Data compiled by
LRH Personal PRO
from LRH notes, lectures,
books, policy, bulletins,
tapes and guidance

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

[*Editor's Note:* PR Series 15-1, HCO PL 15 Dec. 76RA, REALLY FIND OUT SURVEYS, is a limited distribution HCO PL available only to contracted org staff.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 JUNE 1972R
REVISED 24 JANUARY 1983

REMIMEO

PR SERIES 16

PR AREA CONTROL
THREE GRADES OF PR

These are the three grades of PR:

Perfect PR: GOOD WORKS WELL PUBLICIZED.

Inadequate PR: GOOD WORKS WHICH SPEAK FOR THEMSELVES.

Enemy PR: BAD WORKS FALSELY PUBLICIZED.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 AUGUST 1972R
REVISED 9 AUGUST 1972

REMIMEO

PR SERIES 17

PR AND CAUSATION

Public relations is causative. To be effective it must cause something.

PR is essentially a communications subject and follows the communication formula:

SCIENTOLOGY AXIOM 28

AXIOM 28. COMMUNICATION IS THE CONSIDERATION AND ACTION OF IMPELLING AN IMPULSE OR PARTICLE FROM SOURCE–POINT ACROSS A DISTANCE TO RECEIPT–POINT, WITH THE INTENTION OF BRINGING INTO BEING AT THE RECEIPT–POINT A DUPLICATION AND UNDERSTANDING OF THAT WHICH EMANATED FROM THE SOURCE–POINT.

The formula of Communication is: Cause, Distance, Effect, with Intention, Attention and Duplication WITH UNDERSTANDING.

The component parts of Communication are Consideration, Intention, Attention, Cause, Source-point, Distance, Effect, Receipt-point, Duplication, Understanding, the Velocity of the impulse or particle, Nothingness or Somethingness. A non-communication consists of Barriers. Barriers consist of Space, Interpositions (such as walls and screens of fast-moving particles), and Time. A communication, by definition, does not need to be two-way. When a communication is returned, the formula is repeated, with the receipt-point now becoming a source-point and the former source-point now becoming a receipt-point.

SIGNIFICANCE

Public relations deals mainly in significances.

It uses those channels of communication which convey thought. Some of these channels are the spoken word, word of mouth, TV, radio, cinema, tapes, pictures, symbols, designs, colors, the written word as represented in books, signs, advertisements, pamphlets, handouts, newspapers and various combinations. *Any* channel which conveys thought overtly or covertly is a legitimate channel for public relations use.

PERSUASION

The object of PR is persuasion to think, either newly or differently or to keep on thinking the same way.

Therefore coercion to think in the way required is done by varying ideas persuasively.

INTELLIGENCE

When coercion takes the form of blackmail or threat, PR is no longer PR but has entered the field of intelligence.

VIOLENCE

When the persuasion is attempted by threat of mass violence, it has entered the field of war.

"WHITE" PR

When PR is used for the improvement of things, ideals, conditions or any promotion of prosurvival factors, it could be called "white PR."

BLACK PR

When PR is used for the destruction of ideals or institutions or repute of persons, it is called, traditionally, black PR.

CAUSATION

Thus it can be seen that the person undertaking PR must be causative. He is causing an effect in the field of thought by utilizing the communication channels that are open to him or that he can develop.

He can assign as his source authoritative persons. He can use authoritative channels. Or he can make his apparent sources bear more weight. Use of opinion leaders is a routine mechanism.

He can in many ways, not the least of which is logic, persuade the acceptance and continuance of thoughts he causes to emanate.

KNOWNNESS

In dealing with products or persons in white PR the PR person achieves as his first action *knownness*. This is done by simply repeating continuously on as many channels as possible the identity of what he is representing.

To this basic significance he must attach associated significances that cause the acceptance and understanding of the basic significance which is being PRed.

For this he continues to use suitable channels and develops further channels for his use.

MESSAGE

The thought or significance which the PR person is attempting to convey is called "the message."

The PR person must clearly understand this message himself in order to cause its communication in the many varied ways required.

PUBLICS

The receipt-points of the message are called "publics."

There are many different publics. These are types or groups who accept differently from other types or groups.

It is the task of the PR person to study and separate out the different publics and know what they want or will accept.

It is then his task to couch variations of his message in terms and forms which will be accepted by a particular public.

Unless he knows what to offer each different public his message will not be received.

The common tool of the PR in getting to know various publics is *surveys*.

He has to know the reality, tone and acceptance level of each public he is trying to reach. And use it for that exact public and no other.

IMAGINATION

As a PR person IS operating at the CAUSE point he must be able to IMAGINE.

In other words he has to be able to think creatively and create images.

Without this ability he cannot conceive of various forms of his message or conceive of his publics.

If he is a type who simply records or writes down only what he sees, he will not be able to master PR. If he can *imagine*, he will master PR.

IDEALIZATION

White PR is engaged in IDEALIZATION at all times to a greater or lesser degree.

The better side of life or persons or dreams or hopes is the subject of white PR.

This is true even when the truth of the message is a very high level of betterment or stature. Here the imagination is used to bring the public chosen into a greater awareness of the ideal.

DEGRADATION

Black PR also uses imagination in order to degrade or vilify or discredit an existing or fancied image.

MIDDLE GROUND

Common, ordinary dull statement of the isness of things is hardly classifiable as PR. It is communication of a sort but it is not PR because it is only attempting to *inform,* it is not attempting to *persuade.*

TRUTH

Too glowing an idealization can be punctured when it is a lie.

Too vicious degradation can be exploded when it is a lie.

The only safe ground is to idealize what is already true and when engaged in black PR to degrade what is already bad.

PERSONALITY

The personality of the PR man tends to determine what kind of PR he will do (or not do).

But whether handling white PR or black, the successful PR man or woman must be causative, imaginative, energetic and capable of a lot of fast, hard work.

The middle grounders who, neither bright nor sour, live a dull monotone and see only what they see, do not make PR people.

Taking or choosing photographs or programs, the true PR personality moves things, directs things, combines things until he gets the effect he wants regardless of work. Then he lets it roll. For black PR he will twist things around and put out lights and tear cloth and move garbage until he gets a suitable awfulness. And then lets it roll.

The middle grounder just records or takes what's there and lets it go on — which is not PR.

His however is not a hopeless case. All he has to do is decide to be causative and capable of PR actions. And then do them with a will!

SCENES

The PR deals in three scenes.

The EXISTING SCENE is what is really there.

In white PR the idealized scene is the way he wants the scene to be praised by a public.

In black PR the degraded scene is the way he wants the scene to be condemned by a public.

He can actually raise a scene by idealizing it or degrade a scene by condemning it, at times he condemns the bad to idealize the good. He must know all three scenes whatever he is doing with PR. He must have the scene he wants clearly in view and project it so that it is accepted.

He is lucky when he has a near-ideal scene to idealize or a near-degraded scene to degrade as then he closely approaches the existing scene and is dealing in truth with only changes in emphasis.

SPEED

Real PR has to move fast. The moment and timeliness of an action is so swiftly gone in PR that great speed is required in spotting, developing and executing an action.

Whether pushing for new ideals or social reform a PR has to MOVE FAST.

Because it is all a world of *thought* anyway, the structures put up by PR, the campaigns developed, the situations seen and handled all approximate thought velocity rather than the physical universe.

The time it takes to get something done must not continue beyond the need of the message. If it does, PR has failed.

PR is always seizing the moment and getting in the message. And the moment has a habit of passing.

Thus, speed in PR is essential.

PR could be called the busiest profession.

The speed of a PR determines how many times he can get his subject known and thought about and wanted or approved or disapproved.

This is what really measures success in PR: number of times.

Thus those wanting a quiet life should take up something else.

But for excitement, PR has all the pluspoints whether white or black.

The world is a PR world today.

And PR is a great and useful subject.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 NOVEMBER 1972

REMIMEO
ALL PR PACKS

PR SERIES 18

HOW TO HANDLE BLACK PROPAGANDA

RUMORS AND WHISPERING CAMPAIGNS

"Black propaganda" (black = bad or derogatory, propaganda = pushing out statements or ideas) is the term used to destroy reputation or public belief in persons, companies or nations.

It is a common tool of agencies who are seeking to destroy real or fancied enemies or seek dominance in some field.

The technique seeks to bring a reputation so low that the person, company or nation is denied any rights whatever by "general agreement." It is then possible to destroy the person, company or nation with a minor attack if the black propaganda itself has not already accomplished this.

Vicious and lying gossip by old women was the earlier form of this tactic and was so bad that some areas put them in public stocks (neck yokes) or drove them out of town.

In modern times there is no such check on black propaganda. Difficulties and costs of libel and slander suits, abuse of press privilege, lay anyone open to such a campaign.

All one needs is an enemy. And there are few men in history who have been without enemies.

There are random individuals in the society who do not understand very much. This is expressed as a sort of malicious glee about things. Such pass on slanderous rumors very easily. In an illiterate society such people abound. Since they cannot read, the bulk of knowledge is denied to them. Since they do not know very many words much of what is said to them is not understood.

This is not isolated to the illiterate only.

What they do not understand they substitute for with imaginary things.

Thus such persons not only listen to slander but also corrupt and twist even it.

Thus a rumor can go through a society that has no basis in truth.

When numbers of such rumors exist and are persistent, one suspects a "whispering campaign." This is not because people whisper these things but because like an evil wind it *seems* to have no source.

Black propaganda makes use of such a willingness to pass on and amplify falsehoods.

Much black propaganda is of course more bold and appears blatantly in irresponsible (or covertly controlled) newspapers and radio and television.

But even after a bad press story has appeared or a bad radio or TV broadcast has been given, the "whispering campaign" is counted upon by black propagandists to carry the slander through the society.

Thus any person, any being is at risk.

No person, company or nation has totally clean hands. That is left to the saints. In childhood one stole a few apples, broke a window or two, dented a fender, went joy riding in a "borrowed" vehicle or took pennies or candy bars that weren't his own.

Childhood is quite lawless and the teenage period is often a revolt against the closer and closer fitting straitjacket of "proper social conduct." One marries the wrong spouse or goes astray with another in some incautious moment, or commits various large and small sins of which society disapproves.

Any of these things tend to make one vulnerable to attack, upon his past or repute.

A person comes to fear bad things being said about him. In the face of a whispering campaign, real or imagined, one tends to withdraw, tends to become less active and reach less.

This is equally true of companies and even nations.

Thus, unless one knows how to handle such an attack, one can in fact be made quite miserable and ill.

THE ATTACKER

The world is full of madmen.

The basic characteristic of extreme madness is perpetual attack, attacks on anything, attacks on persons or things which contain no menace.

Extreme, not petty, crime is at the root of such an impulse.

The attacker has an evil purpose in life. He is a thing of death, not life. And his harvest is a death harvest.

Such a person feels he cannot be safe unless everything else is dead.

His evil purpose takes many forms and expressions. The end product is the same — death.

Where an attacker has gone too far he is himself then attacked. Long bitter quarrels and national wars are alike the to and fro exchange of violence.

Where an attacker lacks the physical means of destroying others and where his own purpose would fail if disclosed, the attacks become covert.

He uses word of mouth, press media, any communication channel to spit his venom. He hides himself as the source, he makes the verbal attack seem logical or real or proven.

He counts on the utterances being picked up or distorted and passed on by the more base people in the society.

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This is black propaganda. It is intended to reduce a real or imagined enemy, hurt his income and deny him friends and support.

Companies or associations do this to competitors. The American Medical Association maintains its multibillion dollar monopoly over sickness by continuing a long, well-financed black propaganda campaign against anyone it *thinks* might threaten their income. The head of their "Department of Investigation" (as they call their black propaganda department) once said they just kept it up and kept it up against any rival and one day WHAM! They use press releases, their own members, paid ads, displays, government connections and speakers, any channel, to release endless streams of *imaginary* tales against any *imaginary* rival. While this does bring them government support it has brought them deep hatred not only from rivals but the public at large.

They get back what they put out. They were once wealthy. They are no longer. Their members dislike them and increasingly doctors belong only to state medical societies, not the AMA. The individual doctor most often has good public relations. His main society benefits from this and betrays it. One day, no AMA. WHAM!

So black propaganda is not something one lightly instigates. For it recoils on the person who uses it.

Let us see how it recoils.

Too much venom put out stains one with venom.

Too much black propaganda gets attacks in return.

Black propaganda is essentially a fabric of lies. The AMA simply imagines stories to put out or have put out.

Sooner or later such stories are found not to be true. ONE false story can destroy the credit of the teller. Now who listens?

Thus a black propaganda campaign is vulnerable. The attacker sooner or later is attacked — often by many.

But those who have to counter such a campaign need the technology of how it is handled.

ANY NEWS

There is a natural law at work that unfortunately favors black propaganda.

WHERE THERE IS NO DATA AVAILABLE PEOPLE WILL INVENT IT.

This is the Law of the Omitted Data.

A vacuum tends to fill itself. Old philosophers said that "nature abhors a vacuum." Actually the surrounding pressure flows into an area of no pressure.

It is this way with a person, company or nation.

Hit by lies the person tends to withdraw. This already tends to pull things in.

The person does not then wish to put out data. He becomes to some degree a mystery.

To fill that mystery people will invent data.

This is true of persons, companies or nations.

This is where *public relations is a necessity*.

Essentially public relations is the art of making good works well known.

It is a fatal error to think good works speak for themselves. They do not. They must be publicized.

Essentially this is what public relations is. And this is *why* it is — to fill that vacuum of omitted data.

In the midst of a black propaganda campaign one is denied normal communication channels. The press media along which the campaign is being conducted will *not* run favorable comment. One is mad if he thinks it will as it is serving other masters that mean to destroy the repute of the target.

"Authoritative" utterances push plain truth out of sight.

Thus public relations people have to be very expert in their technology when they confront black propaganda.

THE TECH

When one is not fighting a battle against black propaganda, public relations is easy.

One hires a reporter who gets to work thinking up ideas and turning out releases. That's why reporters are often thought of as public relations people which they are not.

In the face of a black propaganda campaign, such releases are twisted, refused and that is the end of it.

There is far more to the art than this.

These are some of the rules that apply:

1. Fill the vacuum of omitted data with factual data.
2. Prove all false utterances heard are lies.
3. Discredit every rumor encountered.
4. Handle the interest level with any utterance.
5. Carefully study out the scene until the exact source is located.
6. Use the knowledge of source to impede or destroy the source of black propaganda by noncriminal means.
7. Continue to fill the vacuum of no data with good data using any channels available.

Each one of these points could well take a book. But understanding them and using one's initiative one can fill in a lot of the tech himself.

The variations of each one are endless.

1. Fill the Vacuum

First of all, cease to withdraw. It is proven conclusively that in public relations handling of black propaganda, only outflow pays off. Saying nothing may be noble in a character but it is fatal in public relations. Yet even "experts" advise it (when they are doing their clients in).

Blunt denial is crude and can be used against one as a sort of confirmation.

You don't have to announce or spread a flap and never should. PR men often *make* the flap.

But don't interpret this as "silence is necessary." Get in a safe place and speak up.

Use any channel to speak up. But don't seek channels that will corrupt what you say in repeating it.

Don't stay on the same subject that you are being attacked on.

An example of speaking up without denying and thus confirming might be:

STATEMENT: "I read your company went broke last month."

REBUTTAL: "My god. You're telling me! If we hadn't got out of that contract we really would have gone broke. There was a hell of a row in the boardroom. But McLinty won. Scotch to the core. He said, 'I won't sign it!' Like to have tore the president's head off. Hell of a row. Seems like we got 80 million buried somewhere and McLinty is in charge of it and he won't *move an inch* on it."

The interrogator's conclusion is you're not broke. He's got data. The vacuum is filled with a story of board rows and 80 million mysterious reserves.

2. Disprove False Data

The technique of proving utterances false is called "DEAD AGENTING." It's in the first book of Chinese espionage. When the enemy agent gives false data, those who believed him but now find it false kill him — or at least cease to believe him.

So the PR slang for it is "dead agenting."

This consists of disproving utterly the false statement with documents or demonstration or display.

One has to have a kit (a collection of documents) or the ability to demonstrate or something to display.

STATEMENT: "I've been told you are in trouble with income tax people."

REBUTTAL: "Here's a document of fully paid taxes and a letter of commendation from the tax authorities." Displays same.

Result? Whoever told him that is now dead with him as an accurate informer.

The *best* way to dead agent is when the person makes some disprovable statement, find WHO to fix his mind on it and then produce the rebuttal.

STATEMENT: "I hear you aren't married to the man you're living with."

REBUTTAL: "*WHO* told you that?"

STATER: "I forget."

REBUTTER: "Well, you remember and I'll show you some proof."

STATER: "Well, it was a man . . ."

REBUTTER: "WHO?"

STATER: "Joe Schmo."

REBUTTER: "Okay. Here's my marriage certificate. Who's the Joe Schmo nut anyway?"

Now it's Joe Schmo who's the mystery. How come he lies? What's in it for him?

When one hasn't got the document but can get it, one can say, "You tell me the name of whoever said that and next time I see you I'll show you something *very* interesting about it."

And be sure to get the document and see him again.

Dead agenting has a billion variations. "It won't fly." Fly it. "Place is empty." Show him it's full.

The subject matter of dead agenting is PROOF in whatever form.

You only challenge statements you *can* prove are false and in any conversation let the rest slide.

EVERY FRIEND, EVERY OPINION LEADER, EVERY STAFF MEMBER YOU HAVE SHOULD BE SUPPLIED WITH A DEAD AGENT PACK CONTAINING PROOFS AGAINST COMMON RUMORS (AND BROCHURES AND COACHING TO FILL THE VACUUM).

3. Disprove Every Rumor

Proving negatives is almost impossible. "How do I know you aren't a CIA man?" Well, how can one prove that? One can't whip out a KGB badge as that would be just as bad. No one ever wrote a document "Bill Till is not a member of the CIA." Useless. It is a denial. Who'd believe it?

Sometimes "You don't" works.

But the right answer to a negative (no proof) is a "fill the vacuum."

STATEMENT: "How do I know you're not a CIA man?"

REBUTTAL: "Christ, please don't insult me! The CIA tried to hire me once. Said they'd shoot me if I didn't join up. Cuba it was. I was a sugar salesman. And Batista was trying to . . . , etc., etc. See this scar on my leg? (Pulls up pants.) Batista cop shot me because he thought I was CIA. So don't bring up painful subjects. (Rubs scar.) (Laugh)"

But once in a while you *can* prove a negative. Accused of drug smuggling one can show he's a member of the antidrug league. The counter in a negative proof must be *creditable.*

A million million variations exist in dead agenting.

The basis of it is NOT to be the thing rumored and to be able to prove it fast.

4. Handle the Level

Handling interest level is basically an exercise in the Tone Scale. (See Tone Scale Charts of Human Emotion.)

Agreement occurs at the same emotional tone level as the person making the statement. He buys his facts at that level.

To go half a tone up from his level is to command him within his zone of reality.

STATEMENT: "It's hopeless trying to believe in anyone. I thought you people were all right but now I hear you are all hippies. (In a dull apathy.)"

REBUTTAL: "Oh, oh, oh, who could have told you such a sad lie. (Sob)"

STATER: "Wouldn't be any use to say."

REBUTTER: "(Sob) But you've got to say. Oh, I feel so awful."

STATER: "Well, he wouldn't care if I told. It's the local minister."

REBUTTER: "(Sob) (Kleenex) What an awful thing to say. Just because we found him dead drunk and took him home to sleep it off and he said if we ever told he'd say we're hippies."

STATER: "What a sad story. Oh, it's a bad world. How ungrateful."

You go half a tone up. Give him a story, on the subject or not. Like "(Sob) That's because we lost our instruments. We once were a band and this nightclub owner wouldn't pay us and we had to sleep in the barn (sob) . . ."

Another one.

STATEMENT: "I hear some bad things about you people. (Covert hostility)"

REBUTTAL: "(Anger) Who would DARE say such things?"

Etc.

And story type can be matched in tone.

STATEMENT: "I hear those people stole some rowboats."

NAVIGATE
FIRST PAGE
SEARCH
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ORG BOARDS
INDEX

REBUTTAL: "Who said so?"

STATER: "The dockmaster's son."

REBUTTAL: "Oh, him. Gets things wrong. *Our* rowboat was stolen! With all the gear in it. We were out fishing and . . . say, you don't suppose HE stole it do you? Did you ever hear of him stealing anything? Has he got a record?"

Well, this dockmaster's son will now "have a record" in the stater's tales. As *theft* is of interest to him, crime will also be.

5. Carefully Study Out the Scene

The technology of finding who is shooting is very vast. But the core of it is FILING.

All PR is expensive in time or money or both. And nowhere is it more time-consuming than in locating the source of a black propaganda campaign.

But, to live at all, one has to engage in this search at some time or other.

One just keeps running down these tales until one locates the source.

There can be more than one *apparent* source and these can be handled. But they will at last lead to the real instigator.

One just keeps locating names and filing them, with dates.

At length one name file is very thick. That's your boy — or association or company or nation.

6. Impede or Destroy

As you have been dead agenting as you looked, the attacks get handled. The campaign ebbs and flows but actually lessens.

There are thousands of variations on finding the real WHO.

But essentially it is just looking, dead agenting, filing, looking on and on.

You are, in this whole period, *handling*.

Once in a while it happens fast.

Now and then the black propagandist packs up and fades away before he is fully spotted. He becomes aware of the counteraction.

The usual action is a counterpropaganda campaign *based on truth*.

It is a long-to-find and hard-learned fact that people who engage in black propaganda have big bursting crimes to hide.

They do not have *little* crimes. They have BIG ones.

One's own ability to confront evil may be too low to really grasp the black propagandist's crimes or believe they exist.

Such people are often sanctimonious hypocrites. They are usually arrogant and will not parley (have conferences with a foe). They appear so terribly sure they are RIGHT that it fairly shakes one's confidence that they could ever do anything wrong.

Thus the black propagandist is not detectable as such in many cases. The lordly institution, the lofty society, the glittering country are far, far above such a nasty psychotic trick as a studied, financed, expertly run campaign of vicious lies.

Thus they are believed. Or their servants are believed. And their campaigns can be *very* effective.

But this makes them hard to suspect or detect. And it makes it hard to get anything bad about *them* believed.

But under all this are *real* crimes. Not stealing apples or pinching pennies as a child. *Real* crimes like extortion, blackmail, embezzlement and mass murder are sitting in their closets. Believe that. For in the course of your counterattack you may despair of ever finding anything.

But you will find it.

A lofty railroad — but secretly murdering anyone who opposed their land grabs. A minister of high renown — but a secret member of and taking orders from a murder mob. The biggest and "most respected" union leader in the country — but a numbered agent of a foreign intelligence service dedicated to destroying the country's fuel capacity and defeating its president!

And each of these engaged in and never were suspected of black propaganda campaigns that ruined many lives.

Bad guys tend to get rid of good guys. Sometimes for what they consider good reasons, sometimes for imagined reasons, sometimes because the bad guy just can't *stand* a decent bright person.

But there is no real truth in the bad guys always cause their own downfall. It may come, but it may be far too late to save the reputation or even life of the person being attacked by hidden campaigns.

Therefore it is *vital* to handle the matter. One can't just hope it will all go away. It won't. It will get disastrous to the degree that it is not handled.

The less handling, the more disastrous.

There is another hard-won truth.

ONLY COUNTERATTACK HANDLES.

The fact is that just going on PRing oneself does not remove the effects of the campaign and all too soon one no longer has communication lines left in order to handle anything since reputation is so destroyed no one will listen and no lines remain.

One has to fill the vacuum of the counterpropagandist's evil deeds. As these are never exposed to view there is a vacuum there.

Another strange thing is that press *will* print attacks. Maybe this will no longer be true in some enlightened age. But in this era, good attacks or fights between things will get print space.

But press is *very* far from the only channel of communication. Governments do believe the press and think it is public opinion. A newspaper can be a fortress of some black propagandist. But a people often believes little it reads.

There are opinion leaders, there are letters, there is word of mouth. These are also channels of communication and really far more powerful than the press.

There is also friendly press. But a friendly talking reporter is often the most suspect. He was so nice in the interview, so vicious in his article.

Statements one makes can be curved. "She had a birthday party" becomes "The delinquents in her circle gathered yesterday for a sex orgy and pretended to the police it was a birthday party. No one was jailed."

The brand of black propaganda is very easy to see in writing twists.

So it takes time and work to reverse an attack because normal channels have to be reopened and reversed.

It is done by attacks.

But attacks which are not true earn suits. So one must attack only on proven ground.

This requires a lot of hard search.

However, a black propagandist often has *many* other enemies. These have sometimes gathered data.

The principles are that when the subterminals are located, they are investigated and counterattacked. Then further investigation reveals closer terminals to the propagandist and these are attacked. In short, one investigates and attacks.

Always be ready to parley—that is have a conference and settle it. The arrogance of the black propagandist often forbids this. And when it does, it means longer and harder work and if well done, his downfall.

In any event, the attack is a long cycle, a complex cycle and often an expensive cycle. It consists of investigate and attack.

But remember, one *must* attack once he has any idea of the identity of the black propagandist or even his subterminals.

There is no other way out.

Any other course is death.

7. Continue to Fill the Vacuum

Continuous good works and effective release of material about one's good works is vital especially in a black propaganda war.

One cannot just fight.

You are in effect advertising the other fellow when you expose him repeatedly. This gives you a new sort of vacuum. One becomes known as the fellow or company or nation that attacks _____. But who really is this fellow or company or nation?

Pamphlets, brochures, press releases, one's own newspaper and magazines, one's own contacts with opinion leaders, these and many more, must be supplied with A COMPREHENSIBLE IDENTITY OF SELF.

Distributing or using these one publicizes one's own good works.

And one must also *do* good works. One can't just dedicate his life to eradicating the enemy, even when that is tempting.

On the other hand, within the dictates of safety, one cannot hide continuously. One must, through his good works and actions at least, be visible.

So a continual truthful and artful torrent of public relations pieces must occur.

Then one day there is no enemy.

And one's repute is high.

There may be other attacks but now one can handle them as small fires and not as a whole burning forest.

WHAT IS BLACK PROPAGANDA?

You can see that black propaganda is a covert attack on the reputation of a person, company or nation using slander and lies in order to weaken or destroy.

Defense presupposes that the target is not that bad.

One does not have to be perfect to withstand such an attack, but it helps.

But even if one *were* perfect it would be no defense. Almost all the saints in history have been subjected to such attacks. And most of them died of it.

The answer is PR TECHNOLOGY SKILLFULLY APPLIED.

To be skillful in anything, one has to know it and be experienced in it and DO it.

As weary a task as it may seem to some, as heartbreaking as it can be, one still has to *fight*. And fight with tools and technology and dedication superior to that of the enemy.

But progressing and getting small gains, small penetrations, small little skirmishes and battles one at length comes up to victory after victory and at last wins the whole war.

One is saved.

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HCO POLICY LETTER OF 29 OCTOBER 2000
ISSUE II

REMIMEO
ALL PR HATS

PR SERIES 18-1

DOCUMENTATION IN HANDLING DISINFORMATION

(Cancels and replaces HCO PL 20 Sept. 88, PR Series 32, DOCUMENTATION AND THE DA CAPER.)

(Taken from an LRH briefing of 30 July 70, "A Succinct View of PR.")

Refs:

HCO PL	11 May 71 II	PR Series 7 BLACK PR
HCO PL	21 Nov. 72	PR Series 18 HOW TO HANDLE BLACK PROPAGANDA

There is a two-thousand-year-old Chinese book by Sun Tzu, who writes about the art of war. He says there are several kinds of agents; one of them is the disinformation agent. Sun Tzu doesn't call him that. The agent feeds false reports to the enemy. Sun Tzu refers to him as a dead agent because if the enemy finds out that they are being fed false information, they kill him or at least cease to believe him. And therefore he is a very insecure agent.

Now that is our only and our sole method used at this time in handling disinformation files as they are spread around — to show the information false. That is the *correct* procedure. You document the falsity of the information. You document it conclusively to show that the report is false and every time we have done that we have succeeded.

If a PR is faced with some odd crack or some peculiar question he would be in *violent* contradiction to policy if he tried to explain this away or brush it off or meet it with a lie. You want to know who told him and you want a document that controverts what is being said. You go ahead and get this documentary controversion. You say, "I'll be right back," and you go and get the documentary controversion. Now you have dead agented his informant (he won't believe him again) and if you can find out who, you have run back the SP.

This is the tech by which we handle these things. You have no business, if you are on PR lines, not knowing these two pieces of tech, because that is all we ever use.

By finding out who told him, you are following the SP policy. Now you can trace this back. And on the other one, follow the dead agent policy.

Now sometimes you have to think fast how the devil you could pull up some kind of a certificate that calls this a total lie. And that is the way you think. That is the think. *THERE ISN'T ANY OTHER THINK ON THIS*.

It takes some wit; you have to be familiar with the dead agent caper, familiar with it to a point where you think in those terms. You have to be familiar with SP policy to a point where you automatically *think* in that direction. It is not enough to have casual, nodding acquaintance with these sorts of things.

Somebody tells you an outrageous lie that has been reported to him — you must think right away, "How do I dead agent this?" What document would it take to knock this out?

Some countries can get upset. And when they get upset they get active. And when they get active they consult their information files. And when they consult their information files they drag out the darnedest lies that anybody ever heard of. A PR's defense against a false report is to pick it up early and stamp it out early by documentation.

And we counter it with a *minimum*. We never give it a maximum hit, we always give it a minimum hit. If you have twenty-five documents, use one.

If you find some whisper coming up of a particular character (SP), your technique is: Find out who? Who? Who? Run it back.

And when dead agenting, we want the minimum documentation it will take to knock the guy completely into total falsity.

Sometimes it takes a little thinking, but because their lies are so outrageous they are very easily countered.

This is the technique on which we operate, this is the technology on which we operate. You better acquaint yourself with SP policy from beginning to end, the HCOBs, so that you know it inside out.

And you will have it made.

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Revision assisted by
LRH Technical Research
and Compilations

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HCO POLICY LETTER OF 1 APRIL 1982

REMIMEO

PR SERIES 19

THE SAFE POINT

(Taken from an LRH briefing of 1 Dec. 72 aboard the flagship *Apollo*.)

Ref: HCO PL 21 Nov. 72 PR Series 18
HOW TO HANDLE BLACK PROPAGANDA

Under "Application" of Rule 1 (Fill the Vacuum) of PR Series 18, the instruction is given: "Get in a safe place and speak up."

It is necessary of course to have a safe place to get into, from which one can in safety speak up.

One cannot defend himself in a point that has no defenses.

Without some consideration of security in the first place, any attempt at PR area control is folly.

Thus the safe point takes consideration over active defense.

One can be in the situation of attempting to sell and deliver a product or service and suddenly find it necessary to defend himself in the same place from attack. The attack can make the point dangerous to such a degree it becomes impossible to deliver from. One might even be forced to act from a totally hidden point.

Thus the safe point takes consideration over active defense but takes even greater consideration over delivery operations.

Where possible, PR area control makes the point safe for the production activity, before any production occurs.

Sometimes funds are lacking to expand over a long period on a nonincome-producing PR area control operation. In this case one is forced into production to make money.

Whenever it is necessary to go into delivery operations without the prior step of making the safe point, a special unit must be set up and run at full steam to *make* a safe point and gain *viable* PR area control over all publics in the area.

PREPARING THE SAFE POINT

You cannot operate without a base to operate from. You cannot deliver without somewhere to deliver it. You cannot sell what you cannot deliver.

The optimum action is to send a PR area control team to the area you want to operate in, and have it establish PR area control *first*.

A new group or company should be established first as a safe point and *then* as an operating point.

There is a formula here just a hair lower than Non-Existence: "Find a point from which to put out a comm line."

The PR area control action in a new area can go so far as to create in the area a whole past and future track for the activity being established. It can make it sound old-established, stable, reliable, expert, productive, and with continuing expansion before it — when the delivery activity arrives and gets into operation.

Everything that accompanies an actual delivering unit is put there. Except the delivery. With established PR area control, delivery is put in, without a ripple, and it is all perfectly natural and acceptable.

BASIC ESSENTIALS

The most important action to undertake when going about making a safe point is to carefully and painstakingly find out who exactly are the top dogs in the area in financial and political circles, and their associates and connections, and to what each one is hostile.

A handful of allies with impressive sounding titles and positions is not enough. Viability depends on having all areas and persons who could affect or influence the operation under PR control. Most important are the groups who survey out to be the key, real powers in an area. These persons may or may not be those who occupy high political or social positions. They may or may not be the titular heads of large economic concerns. Research and survey alone can determine this.

One must *learn* carefully his p's and q's with regard to these people and take care not to step on their toes. Otherwise one can get tromped on hard, and will. This data must be learned and USED.

Without a safe point established as above, it is a waste of time to rush into dealings with a government or to promise them anything. It is too easy to step on hostile toes and to arouse suspicion of you or make you difficult to account for. Build your PR area control on a well-researched, surveyed and solid gradient.

To maintain your safe point when you have started delivery, it is vital that you be able to detect the SP/PTS character(s) on your delivery lines and HANDLE him, be he high or low in station, and get him out of the road. One such person acting against you in the midst of your safe point can undermine it totally.

One of the reasons for this is that violations of study tech in a person's education can turn him into a seething mass of BPC. This is *very* easily stirred up by an SP or PTS, and at the slightest chance he will do so. A whole class can explode like a powder keg, and with it the safety of your delivery point and its whole PR area control.

Thus SP/PTS tech is a basic tool of PR area control for the operating activity.

Delivery of excellent results is of course a vital necessity in any activity, no matter what the degree of PR area control, once it is established.

Follow this procedure to make a safe point, and the rules of PR Series 18 to make it safer.

But make it safe *first*.

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Assisted by
LRH Pers Comm

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HCO POLICY LETTER OF 26 FEBRUARY 1974

REMIMEO

PR SERIES 20

THE UNTRAINED PR

An untrained PR will do at least two wrong things:

1. He will waste events and materials and

2. He will not only not handle existing situations, he will create new ones.

PR is a real technology. Until he studies it, a person may not realize it.

Therefore people who are "in PR" must be called and must sign themselves I/T until such time as they have studied the full approved text and done the most recent PL full PR checksheet and its practical and have had some apprenticeship.

Life is rather hard for the trained PR who has to work with the very untrained as he is likely to be kept busy correcting or creating new materials that are then wasted and handling stupid situations generated in the name of PR.

The real pro has a right to insist that anyone on his lines "helping" or "assisting" or holding PR posts GET TRAINED. That they put their seat on a student chair and do the course thoroughly.

It is easier to do this than to be worked half to death without getting PR products out of juniors.

This applies to Public Div Secretaries, Port Captains, PR officers, photographers, artists, magazine editors and makeup people and anyone directly concerned with PR.

GET TRAINED!

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HCO POLICY LETTER OF 27 FEBRUARY 1974

REMIMEO

PR SERIES 21

WASTED PLANNING

It too often occurs in PR that the planning of several capers (PR events or actions) comes to nothing.

This can be the planning of four hard news (events rather than statements) stories or six future issues of a magazine.

The trained PR outlines it all quite plainly.

Then the debacle.

In execution by untrained juniors the four hard news stories become one and the one is presented badly in the wrong place. The six magazine issues become one handout.

Why?

Well, it's Data Series No. 1, THE ANATOMY OF THOUGHT, HCO PL 26 Apr. 70.

It is also in Book One, *Dianetics: The Modern Science of Mental Health:* A=A=A.

The junior conceives things as identical which are in fact only similar or even very different.

It might not be realized by the trained PR that people are sometimes incapable of differentiating.

To the untrained and aberrated "helper," the capers are all alike even though one displays a burning building and another the birth of twins; the magazine layouts were all identical to each other even though one was for winter complete with Santa Claus and snow and another was full of bathing beauties and sunburn.

Instead of going purple about it, the right answer is to point out simple differences to the "helper" so that he spreads out his tendency to identify everything with everything.

If you do this well you will get understanding cooperation in most cases.

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HCO POLICY LETTER OF 17 MARCH 1974RA
REVISED 2 SEPTEMBER 2000

REMIMEO
ALL PRs
FIELD CONTROL SECS
PORT CAPTAINS

PR SERIES 22

PRESS CONFERENCES, PREPARATION FOR

A press conference that is not fully prepared for can be a disaster. It can all by itself create bad press.

One should study the policy letters related and do Public TRs and FSM TRs.

The policy letters which regulate press conferences are:

HCO PL	14 Aug. 63	PRESS POLICIES
HCO PL	25 May 64 II	PRESS RELATIONS
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	12 Nov. 69	APPEARANCE AND PRO
HCO PL	29 Oct. 2000 II	PR Series 18-1 DOCUMENTATION IN HANDLING DISINFORMATION
HCO PL	18 Mar. 74	PR Series 23 THE PRESS BOOK
HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS
HCO PL	21 Sept. 88R Rev. 8.11.2000	PR Series 42 HARD EVENTS AND PUBLICITY
HCO PL	23 Sept. 88R Rev. 10.9.2000	PR Series 40 NAMES AND THE LOCAL ENVIRONMENT

ESSENTIALS

The *absolute minimum* essentials for a press conference are:

1. An originated idea, a gimmick, which will be picked up and used and is the "reason" for the conference. This "explains" or gives reason or gives a news item or a hard news (visible action rather than a statement) display performed. But even with hard news there is also a gimmick, an idea, a novel twist. This is the test of a real pro PR. Can he originate (dream up) an acceptable newsworthy gimmick.

2. A handout, mimeoed or *many* typed copies. This gives all essentials and is a smoothly written news story in itself. It gives the gimmick. It gives all proper names. It gives all data the reporter or paper needs. It also explains away possible sticky points that will come up. One doesn't expect the reporter to print it verbatim (word for word) but it could be and a friendly reporter might do just that. A conference without a handout is like an empty coffee cup offered to a guest. It insults. It is a grave error to omit one.

3. A press book is vital. This contains photos and clippings of the client. See HCO PL 18 Mar. 74, PR Series 23, THE PRESS BOOK, for a description of one.

4. A proper target for the conference and all extraneous or wrong target subjects omitted or fended off.

5. A DA pack which proves by authentic document that any hostile ideas or stories being circulated are false lies. Dead agent packs must be complete for the scene.

   Various PLs cover this subject. The pack contains only copies but contains as well extra copies so they can be handed out. A well done DA pack kills rumors dead and makes fools out of determinedly hostile reporters.

6. Good newspaper photos to hand out that will reproduce.

Given these items, only then can you begin to apply the policy letters on the actual holding of a conference.

If you get hostility or bad press it will be mainly because the points above were not done.

A PRESS CONFERENCE BEGINS DAYS BEFORE IT IS HELD. It begins with the swift and full adherence to the above preparation points.

It goes without saying that an untrained, undrilled PR is dynamite in a press conference no matter what he is equipped with.

So get trained.

Get the tech.

And before any press conference prepare the above points. These are the key to good press.

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Revision assisted by
LRH Technical Research
and Compilations

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HCO POLICY LETTER OF 18 MARCH 1974

REMIMEO

PR SERIES 23

THE PRESS BOOK

A professional PR who has a "client" always at once constructs a display book. And he keeps it added to and up-to-date.

IT IS VITAL THAT THIS BOOK BE CREATED AT ONCE.

The book is used to get interviews, bookings, press.

Usually it is a loose-leaf big fancy clipping scrapbook.

Such a book begins with an acceptable story of the group creation which is factual and contains itself PR.

There follow press cuttings including photos as in the press. Such press sections go on and on in the book as new press occurs so other data is sandwiched in between expanses of press.

Radio and TV appointments or plays are noted or clipped from papers and pasted in.

Display photos of the group exist in different locations.

Group members are individually photographed and a short *PR* biography (quotable gimmicks) is included for each member. This is material a reporter or interviewer would pick up and use for human interest.

Awards, plaques are photographed well and included.

What they do is described.

In the case of a music group, a cassette player and a sample tape are part of the kit — a piece that shows audience participation.

Several full packs of photos, duplication quality, one of each displayed, are included in the kit. This is so no one tears photos from the book.

Real handbills and posters are pasted in as they occur.

Such a book is a responsibility of any professional PR. A pro never operates without one. He also keeps it up-to-date as a routine action, putting new photos and clippings in it as a day-to-day part of his admin.

The book is *not* created in two or three months. It is knocked together fast and then gradually built fully.

It is of tremendous use and gets bookings and interviews with speed.

That it is fat is a big recommendation in itself.

Usually it and its packs are kept in an attaché case big enough to hold the works.

No *professional* PR or booking agent or advance man is ever without a display book telling of and selling his client.

A group's *popularity* and *usefulness* depend as much upon doing the usual steps (such as a display book) of PR and booking as they do upon the performance itself.

PR is defined as GOOD WORKS WELL PUBLICIZED.

The first public one contacts is usually the person in charge of programs.

This book is what you PR *him* with. If you win there, you are in and have a comm line to the broader public.

Thus a PR or booking man without a good effective display book is liable to miss selling the person who has the key to the door!

So be sure to make and have such a book!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1988R
REVISED 14 DECEMBER 2000

REMIMEO
ALL PRs

PR SERIES 23-1

CLIPPING BOOKS

Ref: HCO PL 18 Mar. 74 PR Series 23
THE PRESS BOOK

PRs should keep clipping books of all ads, news stories, photographs and even commercials relating to any one item.

Such books are usually quite large, more like big scrapbooks than press books.

If one keeps such a book for any one item up, one has at once all the materials from which to:

a. quote,

b. make up similar campaigns and

c. analyze the success, or lack of it, of a campaign so as to adjust the next one for a similar item.

Neat PR admin of this character makes a PR's work in the future much easier.

Also, a humongous clipping book, as different from a press book, can be used to make a big impression when trying to convince an editor or manager he is dealing with a commodity that GOT COVERAGE. It can mean the difference between placing new releases or not placing them (or bookings or schedulings).

A maxim that runs in editors' minds is "existing press gets more press — unpublicized items go unpublicized." Sort of daffy, but that's how they think.

A clipping book helps solve this.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 OCTOBER 1974

REMIMEO

PR SERIES 24

SAFE GROUND

1. NEVER SAY OR PUBLISH ANYTHING YOU CANNOT PROVE OR DOCUMENT.

2. ALWAYS DOCUMENT THE TRUTH TO OPPOSE LIES.

These two rules are a PR's safe ground.

Violating them can bring on catastrophe!

About the most trouble that can be caused by violations of rule one is to tell several versions of a tale that then by their own contradiction bring about the collapse of creditability.

On the second rule, letting any lie remain disproven can be a fatal course. Dead agenting — as this is called — is a VITAL PR function.

THE ART OF PR

The art of PR consists of *how* the truth is told and *how* the lie is disproven.

PR is not a dry-as-dust activity. One could follow the above two rules in a variety of moods.

Truth can be revealed in an enhancing way, a dull way, a derogatory way.

Lies can be disproven spectacularly or dully or in a derogatory fashion.

The imagination of the good PR is wholly exercised only in how he is doing rules one and two.

A very bad and dangerous PR exercises his imagination in inventing the "truth" and the disproof of lies. In this way he erects a structure any baby can topple over.

There is NO limit to the amount of imagination a PR can use PROVIDING he does not violate the above two rules.

If this seems a contradiction, let us examine examples.

Statement about the PR's subject by PR: "He drives." "He is a good driver." "He is a fantastic driver." Proof: He wins or has won a road rally. The imagination of the PR is employed in the mood of his statement and in his device to prove. Reversely, he has the proof already, so he can make the statement.

A foolish PR, in violation of rule one, says, "He is a world champion driver." The fact is he had his license revoked for bad eyesight! What a picnic an enemy could have with that!

A lie example would be an enemy statement: "He can't drive." The DA would be showing his twenty-year membership in the AAA and a safe driving award.

A violation of rule two would be a PR hearing an enemy statement "He can't drive" and letting it go by! Or, hearing "He is a reckless driver," showing a news clipping of his subject winning a speed rally!

Imagination plays its role in overall image planning and then selecting what can be proven easily and then building it up.

Also imagination plays its role in rule two in leading a hostile person into uttering lies which can be wiped out by the DA book in the PR's lap simply by opening it. And *then* opening another display that shows the hostile person had lost seven suits for libel and slander he has uttered against others!

There are other ways of applying imagination to rule two. One would be to let half a dozen hostile statements one cannot easily disprove pass (in one debate or article) and leap all over the seventh which *can* be documented as false and then winding the whole scene into a hurricane around that seventh!

But whatever you do, do NOT violate the two basic rules ever for *that* is the road to PR disaster.

PR does not quite follow (as intelligence work does) the rules of warfare. Deception is NOT a legitimate PR action.

The road to Power in PR must be built on a high road of truth.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 MARCH 1975

REMIMEO

PR SERIES 25

PR AND INFORMATION

PR brings things to the notice of a public.

In order to do that the PR himself has to notice things.

There is no "ivory tower" in PR.

One has to know what is going on.

To do that a PR has to be on info lines and has to know accurately (not by gossip, which is a public's action).

In writing a release or furnishing a campaign, a PR has to do his homework. He can't rely on guesses or faking the data if he is to succeed.

Information, collection of, on any subject is a first-step must in any PR action.

This *includes* surveys. But there are other sources of info than surveys.

He notices things and handles.

He finds out the data before he acts.

The PR has to be the person in the know.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JUNE 1975

PR SERIES 26

THE ENEMY LINE

When there is a concerted short- or long-term campaign going on against someone or something from a single or multiple source, there has been a black PR agreement as to what to say about that someone or something.

Some worked-out and agreed-upon entheta is concocted.

The enemy's PRs, media outlets and front groups are given exact statements to make.

There is a maxim in PR or advertising that A MESSAGE MUST BE REPEATED OVER AND OVER TO IMPINGE ON A GIVEN PUBLIC. This is found in advertising as "brand-name exposure." In general PR work it is used to get a client's name repeated over and over. Even in intelligence the same principle is used: they have the same report appear in several places at once. This convinces the opposition of its "truth."

An enemy group usually originates several carefully worked-out entheta statements. You can always trace these as being a *planned* campaign by someone because the same perverted statements appear at widely separated points.

Example: Glutz Biscuits is monopolizing the market. The Weevil Biscuit Company PRs decide to attack Glutz Biscuits and get more of the market. At a meeting, Weevil's PRs decide upon "Twelve Glutz Biscuit employees were hospitalized for rabies." To make press on this they get Gussie Mug to get a job at Glutz, pop some soap in her mouth and get carted off for a rabies test. Gussie's "mother" calls the president of Glutz and confesses Gussie had scratched another employee. The Glutz president has several employees checked for rabies. Weevil PRs tip off the press. The result is a tiny local item "Several Glutz employees were tested for rabies after another employee was hospitalized." Two-line filler. But Weevil PRs now go to town. A citizen's committee angrily condemns Glutz for unhygienic actions. The Health Ministry and local city inspectors are called in and Glutz packages are suspended in stores.

All Weevil Biscuit distributors and salesmen are given the tip-off and clippings. They each are heard to say, "Too bad about Glutz — they had rabies develop in their plant and it has been shut down by the Health Ministry."

Glutz PRs now *deny* that the plant is shut down and say that there was only one case of rabies. The idiots.

Glutz staggers into a ten million dollar loss.

Their error? They FORWARDED AN ENEMY COMMUNICATION LINE.

Glutz could have DAed and should have whenever the subject came up. But never brought it up!

And Glutz PRs should have (a) gotten Gussie to confess it was done by Weevil, (b) promptly done a campaign on Weevil, and (c) instructed their own network to say (a new arranged line) "Did you hear about Weevil trying to buy out Glutz yesterday? What these guys will do for a takeover!"

NEVER FORWARD AN ENEMY CAMPAIGN ON YOUR OWN OR OTHER LINES!

Don't deny rumors for that is what they want you to do.

HAVE A BETTER CAMPAIGN THAN THEY HAVE AND FORWARD IT!

Examples of enemy planned statements re Scientology:

1. "People who should have professional help go to them." (Truth is, those who started this kill people with their "professional help.") Answer: Expose the source as murderous.

2. "Hubbard is a science fiction writer." (This is not too bad as people respect science fiction writers. But it is false. Hubbard only wrote 1,000,000 words of science fiction over a short period and wrote 14,000,000 words on other things. They plug "fiction" to connect it to Scientology. Subtly clever.) A countercampaign might be (the truth) "Hubbard's books on Dianetics and Scientology sell more copies than any other writer about the mind. Every psychology course today tries to include Hubbard's work."

3. "Hubbard is not allowed to enter England." (The truth is that this was rigged while Hubbard was *not* in England and is based on no offenses of any kind, a purely PR action.) A counteraction: "Hubbard is a popular member in a score of English clubs and professional societies."

The enemy line is now very ineffective. It has put itself in the same situation as the Weevil Biscuit Company! It is wide open to attack in every quarter and it opened the door by opening an attack.

Don't be a Glutz PR.

NEVER FORWARD AN ENEMY CAMPAIGN ON YOUR OWN LINES!

THE ONLY ANSWER TO A CAMPAIGN IS A CAMPAIGN OF YOUR OWN.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 DECEMBER 2000

REMIMEO
ALL PR HATS

PR SERIES 27

PR AND WRITING

(Taken from an LRH briefing of 5 Oct. 75.)

Always develop the trick of reading what you do from another viewpoint. I can read one of my own stories from the viewpoint of the editor, the reader and so on. I rewrite and reread it as if I never read it before. One has to shift valence at will. Develop that trick — take the viewpoint of the public you're writing for and read it again.

The first thing a PR has to be able to do is write in streams.

I can tell you how to overcome that — write.

Dish it out and read it back.

A PR is going for terrific quality. Well, what would a PR say to an audience, standing in front of one? He should mock up an audience and communicate. What a PR is looking for is R. It has everything to do with R. If he gets his R up, communication will follow.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 JANUARY 1979
RESTORED 28 JULY 1983

PRs
MARKETING PERSONNEL
COPYWRITERS
ARTISTS
DESIGNERS
LECTURERS
DIV 6

PR SERIES 28
MARKETING SERIES 5

POSITIONING, PHILOSOPHIC THEORY

Although Madison Avenue has used "POSITIONING" for some years, it has not fully understood the actual philosophical background that makes "POSITIONING" work.

There is an excellent booklet called: "The Positioning Era" put out by Ries Cappiello Colwell, Inc., 1212 Avenue of the Americas, New York, NY 10036, which has been reprinted and issued as HCO PL 13 Sept. 88R, Marketing Series 24, THE POSITIONING ERA. It is an excellent booklet. It does not, however, give the philosophical background which, probably, is not generally known. Probably it was never discovered. I had to work it out myself.

Buckminster Fuller, an engineer and architect of some renown, says that it is a two-terminal universe. In other words, the universe is built by twos.

In electricity you have heard of two "poles"—the positive and the negative. You only get movement or generated energy in the presence of two poles. That is the principle of the electric motor, why current flows from one point to another point and so forth. There are four possible arrangements of these two poles: they are positive-negative, positive-positive, negative-negative and negative-positive.

In the reactive bank a positive and a negative, when occurring together, tend to bring about a stuck point in time. You sometimes see this in a marriage where the husband is jolly and carefree and the wife is sad and morose. One wonders why these people would ever stay together. The fact of the case is, due to reactivity of the mind, they can't do anything else.

Despite propaganda that "one should live for oneself alone," the fact is that it is very difficult and most disappointing to do so. Life really can't be lived on the first dynamic alone. If you don't believe it go on out in space 300 miles and sit there for a while; you won't like it. You'd be calling Houston every few minutes.

In any event, one could say that life was at *least* a two-pole activity. Actually, it is not only always just two but certainly it doesn't go along well with just one and goes best with several — ask any popular person.

Fast communication is most easily done by comparisons. When one asks, "What is the book like?" he really is not trying to get you to describe the book. He means that he wants some comparison. He will be happiest with the answer if he is told that it is like another book with which he is familiar. It would take you a lot longer and involve you in a lot more arguments if you just tried to describe the book to him instead of comparing.

"What does it taste like?" is satisfactorily answered, "Like candy." That, if it has some shadow of truth and accuracy, is a perfectly satisfactory answer to the other person.

So we get a law which is this:

THE UNFAMILIAR IS RAPIDLY INTRODUCED OR COMMUNICATED BY COMPARING IT TO A FAMILIAR.

Joe knows nothing about practice boxing gloves and there are none there to show him and he will be fairly satisfied if he is given a familiar object, pillows, to compare them to.

Thus, one can achieve a very rapid communication by observing the following law:

ONE CAN ACHIEVE THE APPARENCY OF FAMILIARITY, EVEN WHEN THE PERSON HE IS COMMUNICATING TO HAS NO KNOWLEDGE OF THE SUBJECT OF COMMUNICATION, WHEN HE ASSOCIATES IT IN THE MIND OF THE OTHER WITH SOMETHING WITH WHICH THE OTHER IS FAMILIAR.

Positioning takes advantage of a fact that one can compare the thing he is trying to get the other person to understand with desirable or undesirable objects. Desirable objects are now more commonly used in advertising. Undesirable objects are more commonly used in propaganda. By comparing this unfamiliar thing or the thing he wants to sell to another desirable object or by comparing something he wants people to detest to an undesirable thing, he can achieve a rapid communication and comparison.

Further advantage is taken of the fact that one can position *above* a familiar object, *with* a familiar object, *below* a familiar object, *at, to, against* and *away from* a familiar object. This opens the door to an opportunity to establish an opinion of the thing one is seeking to communicate. You might call it an "instant" opinion.

For example, we know that an astronaut is a familiar, highly regarded being. Thus, we position a product above, with, below, at, to, against or away from an astronaut.

We know that people think angels are good, sweet and kind, so we position another something above, with, below, at, to, against or away from angels.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

We know people loathe psychiatry, so we communicate something being loathsome by saying it is below (worse than) psychiatry. We could also make people think something was good by saying it was against psychiatry, bad because it would bring them to psychiatry, or awful because it used psychiatrists (like the tax people).

A common use of positioning in advertising is to take a product which, by reason of advertising, is familiar to the public and is regarded by them as the leader in the field and then *positioning* a new untried, unfamiliar product above it, with it, or just below it. Thus the new product gains a sudden spurt in sales by being compared to the leader.

In fact, in the field of advertising this has been the primary use of positioning, probably because no one had carried the idea back to a point of formulating the actual laws of it and thus broadening its use. They thought in advertising, evidently, that the basic theory of it was the "pecking order of hens" which means that the whole barnyard is usually found to have a top hen and a bottom hen and they peck each other in that order.

Apparently, from talking to ad guys, they thought that by putting their products in the pecking order against the top product they made their product higher or just with or just below the top hen. That's what the advertising people get for associating *with* such "experts" as psychologists.

POSITIONING can be seen to have far far broader uses than "cola" and "uncola" ads when you study the above basic PL data. The horizon becomes very very vast and all around because with it you can attain fast communication about the unfamiliar and can formulate "instant opinion."

When used in advertising, posters, write-ups, PR, propaganda or any one of many activities, forceful and effective positioning requires certain requisites:

1. The selection and identification of the public or person one is trying to cause to have an instant opinion, desire or repugnance.

2. Work out whether you are trying to do a good or bad relationship to the familiar object you will find and what kind of an opinion, desire or repugnance.

3. Survey that public with questions which do not even mention the thing you are eventually going to use the survey for to find what they consider wonderful, popular, useful, etc., etc., or awful, terrible, etc., etc. You can survey for attitudes, objects, professions or anything else you have chosen that will even dimly compare with something you are going to use the survey to push.

4. From the majority answer of this survey, choose an object, profession, attitude, etc., etc., that they think is great or awful or whatever.

5. Get a bright idea of how to compare the thing you were trying to communicate to the familiar object, attitude, profession, etc., that they all firmly have an opinion on.

Do as many other surveys as you like of this same public you are trying to reach to get their attitudes in general or attitudes about what you found or even their general

likes and dislikes, vocabulary, habits of dress, etc., so you can write copy and draw pictures that seem to be them or what they would say or do.

Do your drawings and write your copy.

If you have been clever, you will succeed in communicating forcefully and effectively and instantly at a glance something that was very unfamiliar to them previously.

All the other rules of copywriting, art and design, impingement, etc., are dovetailed into this to make more of it.

By doing a lot of practice with this and drill, drill, drill, drill and getting experienced with it, you will suddenly find yourself able to use this in PR, advertising, marketing and communication in general with an impact that will be very effective and very startling.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 JANUARY 1991R
ISSUE I
REVISED 5 DECEMBER 2000

REMIMEO
MARKETING HATS
PR HATS

PR SERIES 29
MARKETING SERIES 29

REPETITION OF MESSAGE

(Originally issued 9 July 79 as an LRH ED.)

One of the essences of PR and promotion is that you have to pound the same message home time and time again.

All issuances (fliers, magazines, posters, etc.) on a certain subject should all go in the same direction and bear a similar message. One is attempting to simply pound home a message. If the message is not smooth, it won't pound home.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 MARCH 1982RB
REVISED 30 OCTOBER 2000

REMIMEO
ALL PR HATS

PR SERIES 30

THE DEFINITION OF PR

(LRH instruction to PRs of 14 Aug. 79.)

The definition of PR is:

"GOOD WORKS WELL PUBLICIZED."

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 AUGUST 1979

REMIMEO

PR SERIES 31
MARKETING SERIES 1

DIANETICS AND SCIENTOLOGY ARE NEW

People who have been in Dianetics and Scientology for years see it as a way of life. They accept it.

But to listen to them you'd think Dianetics and Scientology had been around for the last 50 billion years at least!

They have lost their viewpoint of the newness of Dianetics and Scientology.

They do not realize that Dianetics and Scientology are new news to the bulk of the world's population.

They do not realize that the oldest Dianetics or Scientology books are *brand-new* books to the bulk of humanity!

Before 1949 man's knowledge of himself, the spirit and the mind was a black barbarism. Look over the psychology, psychiatric and religious texts of the 30s and 40s. Man could not change. He was a degraded animal. The way you applied therapy was dreams or drugs, ice picks and ice baths.

Only Dianetics and Scientology began the road out of that witch pit.

But the witch pit is still there for almost all the world!

Because Scientologists number millions, Scientologists do not look at the *billions* to whom Dianetics and Scientology are BRAND-NEW!

Those billions are still in the witch pit. They are still boiling.

Dianetics and Scientology are NEW NEWS.

We are the only road out.

Just because YOU are making it is no reason the world will. (If you *aren't* making it in auditing, if you are a "failed case," get yourself a repair—Scientology is the only approach ever developed that repairs itself too! And that is also new news!)

Let them in on the new news!

Cultures change slowly. It took centuries for man to realize that slavery was wrong and could be changed. Cultures don't shift overnight.

So write and act like you have *new* news.

Recover your viewpoint by comparing what you now know to what they still don't know in even "modern" institutions.

You have new news. And Dianetics and Scientology are good news. In fact, the best news man has ever had. Don't sit on it!

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 SEPTEMBER 1988R
REVISED 30 OCTOBER 2000

REMIMEO
ALL PRs

PR SERIES 32

POSITIONING IN PR

Refs:

HCO PL	30 Jan. 79	PR Series 28
	Restored 28.7.83	Marketing Series 5
		POSITIONING, PHILOSOPHIC THEORY
HCO PL	13 Sept. 88R	Marketing Series 24
	Rev. 21.11.2000	THE POSITIONING ERA
HCO PL	14 Sept. 88R	Marketing Series 25
	Rev. 26.12.2000	POSITIONING SURVEY TIPS

The following is the text of a little booklet on "Positioning in PR" which is quite good. It belongs in the PR Series. It is written by Al Ries and Howard Geltzer and published by Ries Cappiello Colwell, Inc. in the 1970s.

POSITIONING IN PR

Anybody who reads a magazine or watches television today has to be aware of positioning.

Campaigns like The Uncola, The Third Newsweekly and The Other Computer Company have radically changed the way the advertising game is being played.

Just as Jack Trout and Al Ries predicted in a series of articles written for *Advertising Age* in 1972.

Today, positioning has become a buzzword in advertising and marketing circles. The subject of many speeches and articles.

WHAT IS POSITIONING?

You can demonstrate the basic principle by asking yourself a few questions. Who was the first person to fly solo across the North Atlantic? Charles Lindbergh, right?

[*Editor's Note:* A glossary has been included as an attachment to this issue to provide definitions for specialized terms used in the text which might otherwise be difficult to find.]

Now can you name the second person to fly solo across the North Atlantic?

Not so easy, is it?

What's the name of the highest mountain in the world? Mount Everest in the Himalayas, right?

Now, what's the name of the second highest mountain in the world?

The first person, the first mountain, the first company to occupy the position in the prospect's mind is going to be awfully hard to dislodge.

IBM in computers, Hertz in rent-a-cars, Coca in cola.

If your company or brand is not the first to occupy the position in the prospect's mind, then you have a positioning problem. You must relate to the leader's position if you hope to make progress. This is the essence of positioning, one of the most useful tools ever developed for coping with marketing problems.

WHAT ABOUT PUBLIC RELATIONS?

In spite of its overwhelming acceptance by the advertising community, it's possible that positioning will prove to have an even greater role in public relations.

The reason is obvious. Positioning is essentially an "against" strategy. That is, you normally position your company or brand against another.

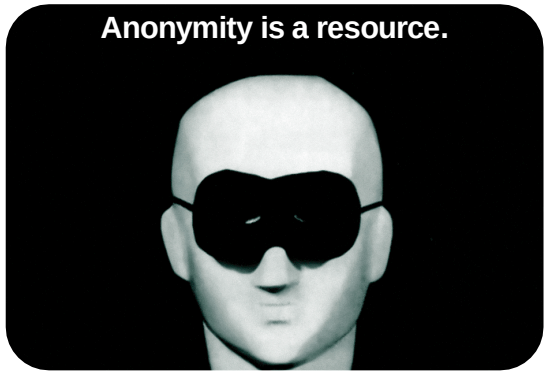
And as every editor knows, what you stand for is not news. What you're against is the thing that makes news. (Ralph Nader became famous not by advocating safer cars but by singlehandedly attacking the world's largest corporation.)

Being against some thing or idea or concept (not necessarily another company) is an equity that can be translated into publicity coverage. Editors encourage controversy and so do readers and viewers. Controversy is a tool that can drive your message into the mind. Never be afraid to exploit it.

In the past, however, many PR programs have not been effective from a marketing point of view. And it's easy to see why. In PR, your inherent lack of control of what is being printed or said about you often leads to a lack of direction. (The discipline that positioning can bring to a publicity program can make an enormous difference in results.)

To make positioning work in PR, however, the emphasis has to shift from "getting your name in the paper" to achieving marketing objectives.

(Many prominent companies do not need more exposure. They need less, but better-directed exposure in the media.)

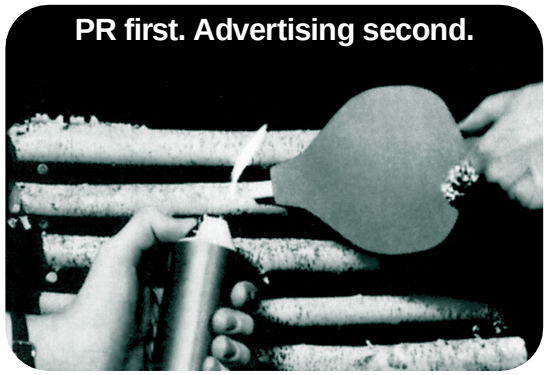


In the PR business, anonymity is a resource. It can easily be squandered by too much publicity. An unknown company with an unknown product has much more to gain from PR than an old company with an established product.

"You never get a second chance," someone once said, "to make a good first impression."

Publicity is like eating. Nothing kills the appetite quite as much as a hearty meal. And nothing kills the PR potential of a product quite as much as a premature feature story. Or a misdirected television placement.

WHAT ABOUT ADVERTISING?



Since unplanned, untimely exposure dulls the publicity potential of a new product or concept, it's easy to see that advertising has to be carefully handled if a company wants to take maximum advantage of PR. Never to run ads until the major publicity possibilities have been exploited.

The general rule is: publicity first, advertising second. (PR plants the seed. Advertising harvests the crop.)

The truth is, advertising cannot start a fire. It can only fan a fire after it has been started. To get something going from nothing, you need the validity that third party endorsements bring. The first stage of any new campaign ought to be public relations.

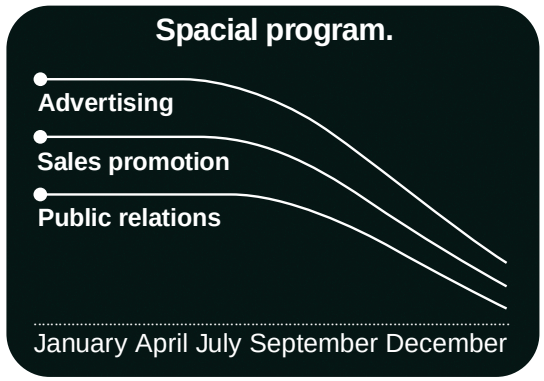
When a company is using positioning as its basic advertising strategy, then it just makes sense to use positioning strategy in PR. Especially since the PR ought to precede the advertising.

Too often, this never happens. Advertising agencies and public relations agencies see themselves as competitors. For the client's ear and his or her dollar.

This intramural rivalry saps the strength of many product and corporate programs. The advertising runs too soon and kills much of the PR potential. And the PR lacks a positioning concept so it doesn't set up anything that the advertising can exploit.

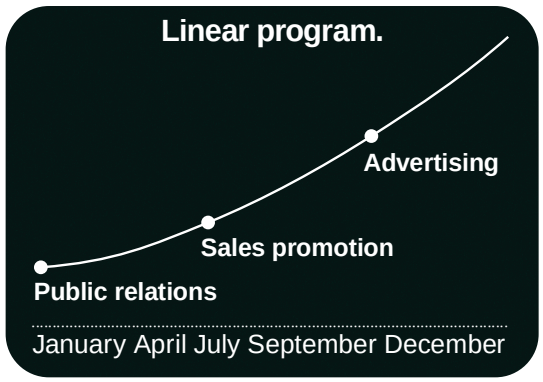
What's needed is a basic change in the way advertising and public relations programs are planned. Programs must be developed that are linear rather than spatial.

QUICK BANG VS. SLOW BUILDUP



In a spatial program, the elements start together, but in different space. (Public relations, advertising, sales promotion, etc.) This is the typical way most programs are conceived. The quick bang, if you will.

But when the smoke clears away, when the excitement of the initial launch is over, nothing usually has been changed. The prospect's attitude is the same as it was before.



In a linear program, the elements unfold over a period of time. The advantage, of course, is that they can be designed to work together to reinforce each other. The slow buildup that leads to a big change in the prospect's mind.

The trouble with most spatial programs is that they don't go anywhere. There's no buildup, no climax, no unfolding of elements, no drama, no "what's going to happen next" excitement.

Which is why the beginning of a new year usually marks the start of a new spatial program. With new objectives, new strategy, a new advertising theme.

This annual changeover is just the opposite of good positioning strategy. More than anything else, successful positioning requires "consistency." You must keep at it, year after year after year.

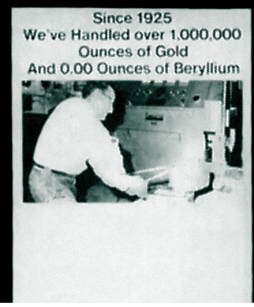
A linear program helps you achieve this consistency. The gradual buildup of an idea or concept allows plenty of time for the public relations portion of the program to be developed to its fullest extent.

Linear thinking could also shift the emphasis from advertising to PR and reverse the roles that advertising and public relations agencies play in the development of marketing strategy.

The four examples that follow demonstrate some of the ways that Ries & Geltzer uses positioning in the public relations field.

THE ANTI–BERYLLIUM POSITION

The anti-beryllium position.



For Leff Dental Golds, Ries & Geltzer has developed a marketing communications program that positions the company against beryllium.

The background: Spiraling gold prices have encouraged many refiners to develop alloys. One of the most popular combines gold with beryllium.

According to some scientists and physicians, however, beryllium when inhaled by laboratory technicians, dentists and patients has dangerous side effects.

For Leff, the agency developed statements and articles about beryllium which appeared in the trade press.

Speeches, brochures and advertisements expanded this anti-beryllium position in moderate, unemotional explanations of the hazards of the metal. Result? Leff Dental Golds is positioned as the one company that rejects price in favor of safety.

THE SERVICE POSITION

The service position.

DEPOSIT BOX TOPS/LABELS HERE!

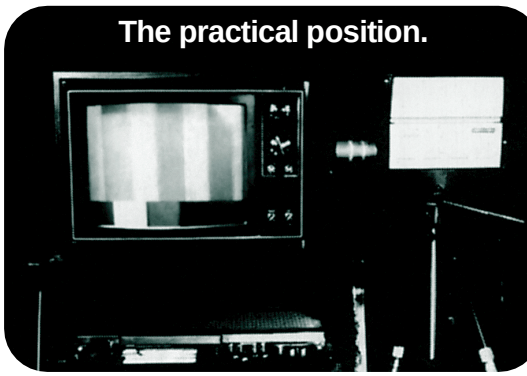
Colgate-Palmolive has developed a marketing strategy that sells products and helps youngsters by providing funds for school projects. National groups like Boy Scouts, Girl Scouts, 4-H Clubs also benefit.

One of their programs is the School Action Plan, where youngsters, working through their schools, collect Colgate labels and box tops. Colgate sends cash, and the funds are used for worthwhile school projects like band uniforms, class trips, athletic events, etc.

Ries & Geltzer communicates news of the School Action Plan. We also publicize the efforts of enrolled schools in local media. Public relations techniques have helped schools raise hundreds of dollars for projects where funds would not otherwise be available.

THE PRACTICAL POSITION

The practical position.



For Sony, one marketing objective was to reach executives in every business category with a basic message: That the U-Matic Videocassette System was a practical, simple, economical and versatile tool for their own specialized problems.

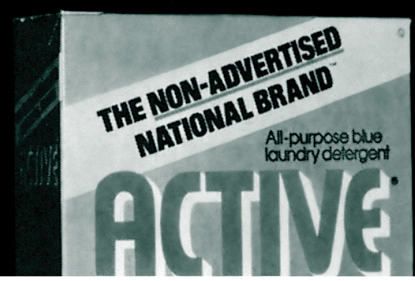
Advertising in each category was prohibitively expensive. Consequently, Sony concentrated its advertising in general business and video publications and its product

publicity in vertical magazines to tell prospects how the U-Matic can be used in their specific fields.

Ries & Geltzer interviewed hundreds of Sony customers, prepared articles about the more interesting and newsworthy case histories and placed them as full length features in a wide range of publications in industry, education and medicine.

THE NON–ADVERTISED POSITION

The non-advertised position.



The laundry detergent field is an overcrowded jungle of heavily advertised products (to the tune of $120 million a year, most of it on television).

With advertising, it would obviously cost Witco Chemical a lot of money to launch an unknown brand in this media-saturated marketplace.

Instead, Witco hired Ries & Geltzer to introduce Active, the first non-advertised national brand of laundry detergent.

The non-advertised position became the news slant for an intensive public relations program to communicate with consumers and consumerists groups. Feature stories appeared on women's, food, living and business pages of daily and weekly newspapers throughout New England, the first market in the national rollout.

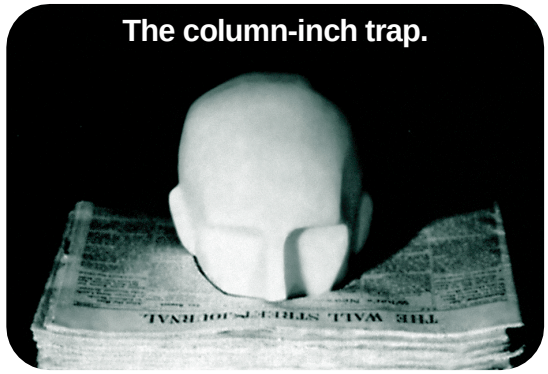
An articulate home economist was retained as Active's regional consumer spokesperson.

Appearances were booked on radio and television talk shows. Speaking engagements were arranged before women's, service, religious and consumer organizations. Visits were planned to supermarkets where she met and spoke with consumers and passed out coupons.

The result? In the first three months, Active achieved 80 percent supermarket distribution. More than 1.5 million New England consumers were reached through the media.

In the execution of a positioning PR program, there are many traps that can catch the unwary. Here are four examples of the most common ones.

THE COLUMN–INCH TRAP


The column-inch trap.

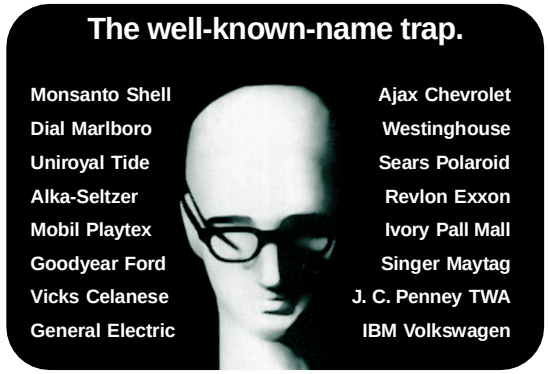
Public relations is hard to measure. The most widely accepted method is the avoirdupois approach. Clippings are collected and submitted to managements. Content is largely irrelevant. Weight is all that counts.

One large company collects clippings, including those detrimental to the firm, its products and its management. They are carefully mounted on heavy paper, inserted into expensive binders and accompanied by a "look how much we did for you" letter.

Fortunately, management doesn't pay close enough attention. If the report seems like an acceptable number of troy ounces, the job is well done.

A public relations report can be light in weight and heavy in effectiveness if each press penetration supports and reinforces the position.

THE WELL–KNOWN–NAME TRAP



In the past when there were fewer companies and still fewer products, a well-known name was a much greater asset than it is today. Because of the noise level, a "well-known" company has tremendous difficulty trying to establish a position in a different field than the one in which it built its reputation.

Both General Electric and RCA thought they could take their strong positions against IBM in computers. But just because a company is well-known in one field doesn't mean it can transfer that recognition to another.

Also, too much publicity on an individual product can be dangerous. Some products (and companies) have acquired an aura of invincibility that PR, if not carefully handled, can destroy. A god cannot be looked at too closely.

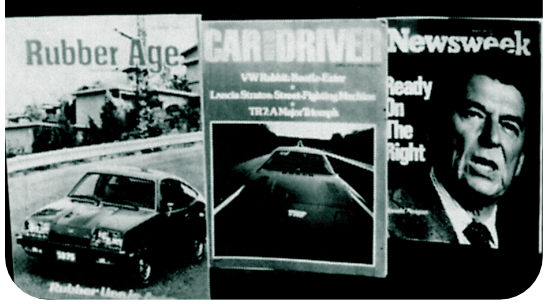
Furthermore, every exposure increases the chances of a nuclear accident. The kind of negative publicity that can wipe out years of hard work.

THE MASS–IS–BEST TRAP

The mass-is-best trap.

There is a tendency on the part of the publicist to shoot for the moon. To try to place a story first in the biggest, most massive media. But this overlooks the linear nature of good public relations strategy. A story in *Time* or *Newsweek* is the end of a good PR program, not the beginning.

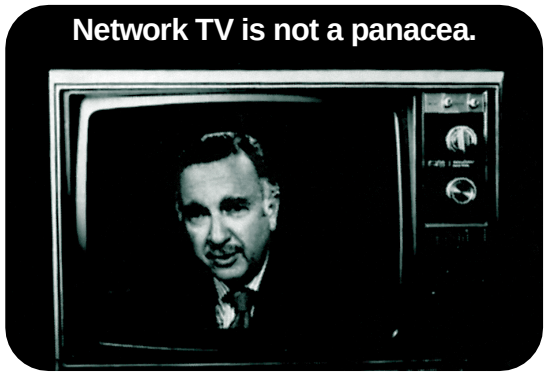
The rollout works best.



What works best is starting with your core group and then rolling it out. A story in a newsletter leads to one in a trade publication which improves your chances in a general business magazine. Then you can move on to a consumer publication and ultimately to network television. With a few side trips along the way to radio and newspapers.

If you can win the battle with the core group first, your future success is almost automatically assured.

Take Uniroyal's new tire advertising program featuring CRF (for carbon reinforcing factor). This idea desperately needs a *Rubber Age/Car & Driver/Newsweek* buildup. Only by running it through the rollout process can it be strong enough to survive in the marketplace.


Network TV is not a panacea.

Yet in an effort to produce fast results, many PR people attempt to leap-frog this critical first step. They try to take their case directly to network television.

Even if they get on the air, it doesn't always work. The public is not in a good position to evaluate most products or companies. They tend to take their clues from the knowledgeable "in" people or core group.

Without this constant core group reinforcement, a consumer-oriented program can easily fail.

Take a typical consumer. Ten years of advertising and publicity exposure to a drug product, for example, can be overturned by one negative comment from a member of the medical fraternity. And the same principle applies to a broad range of products from automobiles to cameras to pianos.

Yet many companies continue to launch advertising and publicity programs that cannot survive exposure to an expert. (Many experts take great delight in puncturing the neophyte's balloon. Especially if the expert has been bypassed in the positioning process.)

THE IMAGE TRAP

The image trap.

Public relations practitioners often defend their scatter-shot publicity efforts as protecting the company's image.

Sadly, when a crisis develops, they are unable to respond spontaneously. Their emphasis is on protecting the company rather than solving the problem. As a result, they often fail either to influence or to help.

Traditionally, the oil companies generate an enormous amount of general image publicity. When the energy bombshell landed with long lines of fuming motorists crawling to any available fuel pump, oil companies attempted to calm the situation through public relations.

One firm inundated the press with advertising and PR saying, "We told you so and you didn't listen." Another injected massive doses of money into public television. Both were as welcome as an oil slick on a clear lake.

Yesterday when the public was much more trusting, this heavy concentration of public relations might have calmed the troubled waters. Today, it serves no purpose because it lacks a clearly defined position or communications strategy.

Contrast two image-conscious utilities under siege in New York City. When its huge Big Allis generator failed, causing electrical outages and power reductions, Con Edison's response was nearly inaudible. The media noise gap was filled by outraged consumers, public officials and opportunists.

When its downtown switching center was damaged by fire, silencing nearly a quarter of a million phones for several weeks, the New York Telephone Company suspended its image-oriented program.

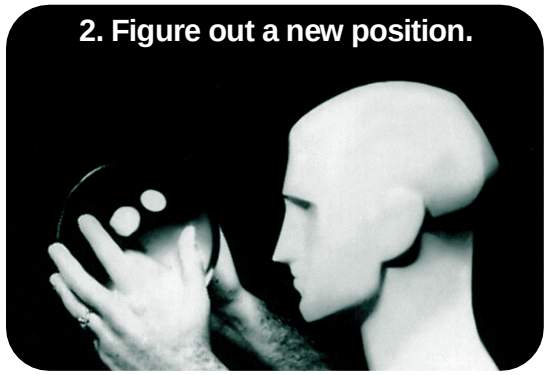
Quickly, the company implemented a "we're doing everything humanly possible" position, with daily reports in print and electronic media, interviews by normally quiet executives and extensive coverage of every positive step to alleviate the problem.

Even consumers and business people severely hurt by the lack of phone service, publicly lauded the giant utility.

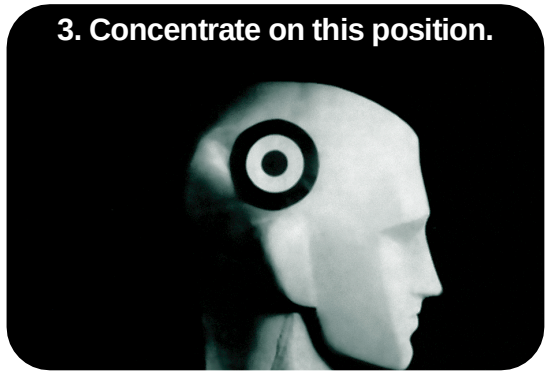
FOUR RULES FOR SUCCESS

If this discussion has motivated you to take a closer look at your public relations program, here are some simple rules that can serve as a starting point.

1. Find out what position you already own in your public's mind. Spend a few dollars for research. Or put on your hat and coat and go out and talk to customers and prospects. And don't forget the most important people of all, the editors of your key publications.



2. Adopt a position that you want to own. Zero in on the specific position you want to achieve through public relations and advertising. Make sure this position is not a general one, like improving your image. And avoid attributes like dynamic, modern, progressive, etc. These are not positions but purely a question of style which public relations can seldom do much about.



3. Convince everyone to concentrate exclusively on this one positioning approach. This includes your management, your advertising agency and, of course, everyone in your public relations department. Stick to your one basic position and reinforce it with every press and public penetration.

4. From time to time, evaluate your PR position along with your advertising, merchandising and overall marketing positions. Public relations is simply one of a number of tools all aiming at the same direction. It is self-defeating when PR pulls in one direction and advertising in another.

Remember, the name of the game in the seventies is not advertising. It's not public relations. It's positioning.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

"Positioning in PR" was written by Al Ries and Howard Geltzer, Ries & Geltzer PR. Reprinted with permission of authors.

GLOSSARY OF TERMS

Active: a trademark of a liquid detergent for washing dishes and fabrics first put on the market in 1963 by Witco Chemical Company, Inc.

Advertising Age: a leading American weekly trade magazine covering major advertising news, developments and trends. It also features articles on surveys and award-winning campaigns.

beryllium: a steel gray, light, strong, toxic, metallic substance that resists corrosion. Beryllium can be mixed with other metals (such as copper) to create a hardened alloy.

Big Allis generator: the name of an electric generating unit that served the New York area and which was the world's largest generator when put into service in 1965. However, during the huge blackout of the Northeastern United States and Canada on 9 November 1965, caused by a failure to an electrical relay system in Ontario, Big Allis was badly damaged. From that point onward she was plagued by mechanical problems, some of which resulted in loss of power to parts of the New York City area, resulting in public complaints of poor service by the utility company. Big Allis got her name from her maker, Allis-Chalmers Manufacturing Company.

Car & Driver: a monthly magazine for auto enthusiasts that contains reviews (road tests) of new cars and associated products as well as data on racing and the automotive industry.

Coca: short for Coca-Cola, the largest selling soft drink company in the world. The drink Coca-Cola was first made by an Atlanta pharmacist in 1886 from coca leaves (from a small shrub found in South America) and cola nuts from the cola tree (found in such locations as Africa and South America). Originally created as a cure for various ills and hangovers, it wasn't until the early 1900s that it became popular when another Atlanta pharmacist bought the formula and, through wise marketing, expanded the company throughout the first quarter of the 1900s. The company continued to expand and by the end of the twentieth century it was distributing and selling their soft drink in every country in the world.

Colgate-Palmolive: a large company which originally started out in the candle and soap business and eventually grew to manage five main segments — oral care, personal care, household surface care, fabric care and pet nutrition. The company markets such well-known products as Colgate toothpaste, Irish Spring soap, Mennen deodorant, Palmolive dishwashing liquid and Fab laundry detergent. The name Colgate was the surname of its original founder and Palmolive was the name of the soap the company sold in the early 1900s and which became the best-selling soap in the world.

Con Edison: the Consolidated Edison Company of New York, Inc., a large electrical utility company that supplies both electricity and gas to the New York City area.

4-H Club: one of the largest youth organizations in the United States, it fosters nonformal educational programs as well as participation in organized projects. It originated at the turn of the twentieth century because of a need to improve life in rural areas. It introduced improved methods of farming and homemaking and taught youths to learn by doing, such as growing corn, testing soil, etc. Later the organization expanded into

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urban areas. The four Hs stand for head, heart, hands and health and the members pledge: "I pledge my head to clearer thinking, my heart to greater loyalty, my hands to larger service and my health to better living, for my club, my community, my country and my world."

General Electric: one of the largest companies in the world, it manufactures light bulbs, home appliances, equipment for hospitals, factories, power plants and steel mills. The company began in 1892 and by the turn of the century was producing everything for the electrification of the United States: generators, electric motors, electric light bulbs and electric locomotives. The company expanded throughout the twentieth century and is responsible for thousands of new products, has over 50,000 patents and employs over 400,000 personnel.

Hertz: a United States automobile rental service that started in 1923, named after John Hertz, an early owner. The company expanded not only in its US based offices, but established branch offices in many parts of the world, becoming an international organization and number one in car rental services. It offers various current model cars on a short-term rental basis—daily, weekly or monthly in downtown and suburban business areas as well as at airports and resort locales.

Honeywell: reference to Honeywell, Inc., a major American corporation which produces a variety of electronic equipment, including computers, thermostats, systems for automated industries, and guidance systems for planes and missiles. Honeywell entered the computer business in the mid-1950s and in 1970 greatly expanded its computer production by buying General Electric's computer operation. It competed against the leading computer company, IBM, by positioning Honeywell as the logical alternative. The company promoted itself as "The Other Computer Company" and IBM as "Mr. Big." In 1991 Honeywell went out of the computer business and used its digital computer technology in its traditional field of activity of automated controls.

IBM: International Business Machines Corporation. IBM is one of the world's largest companies and in the 1970s was a leader in the manufacturing of such items as computers, typewriters, dictating equipment, electronic cash registers and photocopying machines.

Leff Dental Golds: a company that operated in the 1970s and which sold gold for use in both jewelry and dental work.

Lindbergh, Charles A.: (1902–1974) American aviator and engineer best known for making the first solo nonstop flight across the Atlantic Ocean on May 20–21, 1927. Lindbergh made the flight in the plane, *Spirit of St. Louis* in 33½ hours despite having no radio and having direct vision only through a side window of the plane. The flight gained Lindbergh international fame and he was honored with awards, celebrations and parades.

Nader, Ralph: (1934–) American lawyer who became famous as an advocate for consumer protection against government and business practices considered dangerous to public health and safety. His book, *Unsafe at Any Speed* (1965), attacked the American automobile industry for placing profits and style over safety. It specifically criticized General Motors Corporation (one of the largest automobile manufacturers in the world) for building a vehicle he called a "death trap." The book became a bestseller and led to the passage of legislation which gave the government the power to enact safety standards for all automobiles sold in the United States. General Motors tried to discredit Nader personally and set private detectives on him. Nader sued General Motors for

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invasion of privacy, and the company was eventually forced to pay him $300,000. Nader also publicized the possible dangers of excessive use of X-rays, food additives and radiation from TVs. Additionally, his efforts brought about stricter safety and health laws in meat and poultry industries, coal mines, etc.

Newsweek: a weekly newsmagazine in the United States started by a former employee of *Time* magazine. The format consists of short articles giving opinions on various subjects such as international affairs, sports, books, movies, science, etc.

Other Computer Company, The : Honeywell, a company which manufactured computers. They used the line "The other computer company versus Mr. Big" in their advertisements, referring to themselves as "The Other Computer Company" and IBM as "Mr. Big." This was a very successful positioning strategy for Honeywell. *See also* **Honeywell.**

RCA: Radio Corporation of America, a large, diversified corporation dealing mainly in electronics and communications. RCA is mainly known to the public for its home entertainment equipment such as radios, stereo equipment, television sets and video equipment. In the 1960s it entered the computer industry but in 1971 withdrew from it after financial losses totaling nearly 250 million dollars.

rollout: the broad, and normally step by step, public introduction of a new product or service through announcements, exhibitions and advertising.

Rubber Age: a rubber industry and trade periodical first published in 1917. It is currently published every other month.

Sony: one of the largest and most successful electronics manufacturing companies in the world. Started by two Japanese men in 1946, the company has a history of innovations such as the first transistor radio, the Walkman portable cassette recorder and the compact disc (in cooperation with another company). In the 1990s, Sony acquired the Columbia Broadcasting System and became one of the world's largest entertainment companies—including music production and film. The name Sony was adopted in 1958 and comes from the word *sonus* (Latin for "sound") and *sonny* (which means "little son").

Sports Illustrated: a weekly sports magazine launched in 1954 by American editor and publisher Henry Luce. Its circulation grew rapidly from the start, reaching 575,000 in its first year; 1,000,000 by 1962 and more than 3,000,000 by the 1990s. Written in a non-newspaper style, the magazine features sports information and entertainment articles using both text and pictures. For a period of time the magazine positioned itself as the "Third Newsweekly" behind two major newsmagazines, *Time* and *Newsweek*.

Third Newsweekly : an advertising campaign done for *Sports Illustrated* magazine which positioned it with *Time* and *Newsweek* magazines, the two leading weekly newsmagazines.

Time: a weekly newsmagazine in the United States, whose format consists of dozens of short articles giving opinions on various subjects, arranged under departments such as international affairs, business, education, science, medicine, law, religion, sports, books, movies, etc.

U-Matic Videocassette System: a type of videocassette format newly created by Sony Corporation in the late 1960s. Consisting of a hard plastic, self-contained cassette, it holds a ¾ inch high tape for recording or playing back video. Although too bulky and expensive for home use, they became popular for educational and industrial use, such as in broadcast and video production and dominated the market in the early 1970s.

Uncola: a term coined to market a popular American soft drink, Seven-Up (7-UP). Competing against one of America's leading soft drinks, Coca-Cola, and other cola companies, Seven-Up gained a stable place in the soft drink market as the "Uncola." This term was used in many different advertisements and emphasized the brand's characteristics that were opposite to those of cola drinks.

Uniroyal: originally named the U.S. Rubber Company, it produced bicycle tires but switched to car tires in the beginning of the twentieth century with the advent of the automobile. In 1966, U.S. Rubber changed its name to Uniroyal. In later years the company merged with its principal competitor, Goodrich, forming the Uniroyal-Goodrich Tire Company but was sold in 1990 to another large tire manufacturer, Michelin.

vertical magazines: business publications with specific concentration on the needs, interests and activities of one particular industry, profession or trade. For instance, a magazine for dentists would be one which only interested those associated with the dental industry. In contrast, horizontal magazines would have editorial content of interest to many different professionals.

Wall Street Journal: the leading US financial and business daily newspaper, published in New York City. It was founded in 1889 by Charles H. Dow (1851–1902) to primarily cover business and financial news. It has one of the largest circulations of any national newspaper in the US and is known worldwide. "Wall Street" comes from a well-known street of the same name in New York City, so called from a wall extending along it when the city earlier belonged to the Dutch. It is the major financial center of the US where some of the most important American financial institutions are situated.

Witco Chemical: one of the world's largest manufacturers of specialty chemicals. Witco began as a distribution company with its largest market in carbon black and various other coloring agents needed by Chicago's printing industry. Later it began manufacturing its own products but throughout the '50s, '60s and '70s Witco bought many diverse acquisitions including a detergent business. By the 1990s the company again concentrated on chemical specialties.

Glossary compiled by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 SEPTEMBER 1988R
REVISED 10 NOVEMBER 2000

REMIMEO
ALL PR HATS

PR SERIES 33

PR TEXTS

Ref: HCO PL 30 Jan. 79
Restored 28.7.83

PR Series 28
Marketing Series 5
POSITIONING, PHILOSOPHIC THEORY

SCIENCE OF SURVIVAL AND *8-8008*

The bible of PR is the book *Science of Survival,* including the Chart of Human Evaluation, followed by *Scientology 8-8008,* for the graduate PR expert.

EFFECTIVE PUBLIC RELATIONS

[*Effective Public Relations,* by Scott M. Cutlip and Allen H. Center, published by Prentice Hall, Inc., Englewood Cliffs, New Jersey*]

The book, *Effective Public Relations,* is quite good. The basic technology of PR is contained in this book, plus the policy letters on PR and marketing.

The HCO PLs PR Series should be read *before* reading *Effective Public Relations* as the authors don't tell you what the subject is for.

The main faults of *Effective Public Relations* are very few: (a) It denigrates press agentry to some degree, even though a tremendous amount of existing media is pure press agentry in its oldest hoopla form; (b) It continuously advises frankness with the press to a point where a PR, using that, could easily create situations of out-PR. It is not that a PR should ever lie to the press, but neither is it necessary that he tell them all he knows. Otherwise, except for these two points the book is a near masterpiece.

"POSITIONING IN PR"

There is also a little booklet, "Positioning in PR" by Al Ries and Howard Geltzer, first published by Ries & Geltzer PR in the 1970s, which is on the subject of positioning and is quite good. (Ref: HCO PL 12 Sept. 88R, PR Series 32, POSITIONING IN PR)

*[*Editor's Note:* A special annotated edition of the book, *Effective Public Relations,* with margin notes by LRH printed in red ink, is available from Bridge Publications (US) and New Era Publications (non-US).]

[*Big League Sales Closing Techniques*, by Les Dane, published by Parker Publishing Company, Inc., West Nyack, NY is available from Bridge Publications and New Era Publications.]

PR contact people should be trained up on *Big League Sales Closing Techniques* AND USE THE TECHNIQUES TO SELL NOT COURSES BUT AGREEMENT THAT SCIENTOLOGY IS NEEDED. Use Big League to get agreement. The thing sold is the idea of Scientology. The exchange is acceptability (not money).

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 SEPTEMBER 1988R
REVISED 5 SEPTEMBER 2000

REMIMEO
ALL PR HATS

PR SERIES 34

DEFENSE

(Written 24 Feb. 80.)

(Cancels and replaces HCO PL 22 Sept. 88,
PR Series 41, CREATING OVERWHELMING POPULARITY.)

The best defense on any front would be an enormous increase in popularity and delivery volume of Scientology. Public opinion could be built up formidably.

Whatever other defense is in progress, the above could be and will be, if done, the key factor: overwhelming public popularity.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 FEBRUARY 1982
ISSUE II

REMIMEO
ALL STAFF
MARKETING HATS
DIRS PROMO PUBS
PRS
ALL PUBS AND COMPS UNITS

PR SERIES 35
MARKETING SERIES 16

BOOKS AND MARKETING

Don't plan books to be printed without Marketing liaison and don't mishmash and cross publics when marketing books. Don't market with generalities; marketing is aimed at specific publics. And above all, don't downgrade or put black PR in books. Also, don't hit at allies to upset them. This is a theta line. Make it theta all the way. If any black PR is done on it, it is only to blow enemies off it. But the theta in these works, all by itself, will blow the enemy away.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 DECEMBER 2000

REMIMEO
ALL PRs

PR SERIES 36
MARKETING SERIES 34

SHOWMANSHIP IN PUBLIC RELATIONS AND MARKETING

(Originally issued on 11 June 82 as an LRH ED.)

Refs:

HCO PL	14 Aug. 63	PRESS POLICIES
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS

The flavor and flair of showmanship and pizzazz can be lacking in PR and marketing.

Showbiz, the book biz, the record biz is full of spangles and glitter and the trumpet call. Hyperbole is the order of the day.

Today's advertising world is overloaded with many messages (just turn on the TV) and it takes abnormally brilliant marketing and glitter to get a message through and impinge on the public.

Showmanship in presentation and marketing imbues things with life—it makes them stand out and be noticed.

In PR and marketing today one cannot hide the wares and still succeed.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HCO POLICY LETTER OF 19 JULY 1982

REMIMEO
PRS

PR SERIES 37
FAILED PR

Refs:

HCO PL	18 Nov. 70	PR Series 5 PR DEFINITION
HCO PL	7 Aug. 72R Rev. 9.8.72	PR Series 17 PR AND CAUSATION
HCO PL	21 Nov. 72	PR Series 18 HOW TO HANDLE BLACK PROPAGANDA
HCO PL	1 Apr. 82	PR Series 19 THE SAFE POINT
HCO PL	27 Oct. 74	PR Series 24 SAFE GROUND
HCO PL	30 Mar. 75	PR Series 25 PR AND INFORMATION
HCO PL	19 Sept. 79	Marketing Series 11 PROMOTION
HCO PL	30 May 68 I	AKH Series 20 ADMINISTRATION
HCO PL	16 May 65 II	INDICATORS OF ORGS
HCO PL	26 Dec. 68 I	THE THIRD PARTY LAW
HCO PL	15 Mar. 69	THIRD PARTY, HOW TO FIND ONE
HCOB	21 Jan. 60 I	JUSTIFICATION
HCOB	12 Feb. 62	HOW TO CLEAR WITHHOLDS AND MISSED WITHHOLDS
HCOB	8 Feb. 62	MISSED WITHHOLDS
HCOB	3 May 62R Rev. 5.9.78	ARC BREAKS, MISSED WITHHOLDS
HCOB	31 Jan. 70	WITHHOLDS, OTHER PEOPLE'S
HCO PL	3 May 72R Rev. 18.12.77	Exec Series 12 ETHICS AND EXECUTIVES
HCOB	16 Nov. 61	SEC CHECKING
HCOB	22 Feb. 62	WITHHOLDS, MISSED AND PARTIAL
HCO PL	19 Oct. 74	THE DRAMATIZATION OF WITHHOLDS ON VITAL INFORMATION LINES
HCOB/PL	7 Aug. 79	Esto Series 36 Product Debug Series 8 FALSE DATA STRIPPING

There is a datum as follows — when admin won't go in, tech is out. When tech won't go in, ethics is out.

Here is how this fits in the PR world:

WHEN PR WON'T GO IN, ETHICS IS OUT.

There are several ramifications of this, which is to say, several possible flows. It could be the PR himself is not pushing and is out-ethics.

It could be — the usual reason — that the via to the target public or even the target public is out-ethics in some way.

It could occur that the target (or via to it) is being pressured by an out-ethics third flow — as in third party tech.

But, whatever the flow, the fact remains that the above datum is true.

Any PR pushing a worthwhile message and pushing it with good ideas and PR tech will get his only loses by reason of the above datum.

An example is PRing an org which then does not respond — an instance which just happened, out-ethics was rife at the org top.

This is not to put PRs in the ethics game. And it is not to serve as an excuse for failure.

The datum is for use — to widen up the obs ability of the PR for it opens a new avenue to him for a PR handling!

Out-ethics on the surface appears as withhold phenomena. This makes the person the PR is working on or via behave as they do per withhold HCOBs which a PR should know.

PR, as well as being bright, is often a wily, clever game. If one knows what he is up against he can develop a PR handling to fit.

If one suddenly realizes he is talking to no avail he need not just go on butting his head against the wall or countering chop or insults. There are ways to blow withholds into view and withholders out of the water that are too numerous to mention. If one, seeing the key datum of this PL is the case, then shifts his approach to blowing the withhold to bits, he wins. *And* he stands a big chance of now getting his message through where before it was all failure.

As an example, the crudest form would be an abrupt shift and question, "Who has been lying to you about (principal)?" This enters it into false data stripping instantly. There are many, many ploys depending on the flow and situation encountered.

"Worse than" is a tool a PR can use. One infers the withhold is far worse than it possibly could be. "Why are you planning to (shoot, destroy, wreck) (principal)?"

The above datum has a thousand uses.

Don't get bugged by failures to get a message through. Having given your best efforts resulting in a block, don't quit. Apply the above datum. It serves the same purpose as dynamite. It can clear the way for flows to go through even if the pieces fly sky-high!

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 12 SEPTEMBER 1982

REMIMEO
PR HATS

PR SERIES 38

PR FUNCTIONS

The functions of a PR are all those listed in "Effective PR" (the book, *Effective Public Relations* by Cutlip and Center, published by Prentice-Hall, Inc.), and policies relating to PR actions.

But remember this:

PRs evolved from press agents and a basic area of their hat — particularly as it applies to promotion — is PRESS AGENTRY.

A PR must have some skill in:

A. News stories

B. News photography

Without these skills he cannot really comm to the media.

In obtaining "profitable images" a PR must take advantage of, stage or conceive of an event that gets attention. He must be able to assume the viewpoint of a reporter, an editor or any of the types of public he is seeking to reach. Otherwise he will not perceive what they will accept. This done, they will find his comm convincing and he can get his purpose done.

A PR must be able to write "handouts" ranging from all the facts he wants received to a complete news release that will be printed verbatim.

A PR must be able to get taken or take news type photographs for use in media.

And a PR must be able to line up media — or audiences — to get his message across.

The basic tools of a PR are all embraced in the word "messages." These can be oral, written or pictorial.

They must be oriented to the purpose the PR is seeking to achieve.

They must be arresting enough to impinge. They must be bright enough to interest.

These are the basic tools of the PR: purposes, messages. From these come profitable images.

The purposes are many, the message forms and channels are many. To achieve his product of images, the PR must acquire knowledge of and skills in them all.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 24 SEPTEMBER 1988R
REVISED 4 NOVEMBER 2000

PR HATS
EXECUTIVE HATS

PR SERIES 39

PR AND PURPOSE

(Taken from an LRH management briefing of 12 Sept. 82.)

Refs:

HCO PL	1 July 82	AKH Series 41 MANAGEMENT COORDINATION
HCO PL	19 July 82	PR Series 37 FAILED PR
HCO PL	6 Dec. 70	Personnel Series 13 Org Series 18 THIRD DYNAMIC DE–ABERRATION
HCO PL	14 Jan. 69 I	Target Series 1 OT ORGS
HCO PL	31 Jan. 83	THE REASON FOR ORGS

It is of considerable interest that the primary failure of management has been isolated.

This discovery has a lot to do with PR work and is important to them.

The Admin Scale is the basic policy here.

Numerous programs written by management reveal a singular fact: The *purpose* of the program would not have been achieved by the targets written *and* the purpose written in, in some way was off the wall.

Also management at this time cannot seem to grasp "coordination." (Ref: HCO PL 1 July 82, AKH Series 41, MANAGEMENT COORDINATION)

Common denominator of all these things is at the top of the Admin Scale: It is *purpose.*

Programs are written to achieve a *purpose.*

To coordinate, one must have a purpose to coordinate *to.*

A primary function of a PR is to make known, enhance and forward the purposes of management.

Now let us consider the plight of a PR who is not serving someone who has a real purpose. The PR would be adrift or into forwarding an emptiness.

But let us consider a PR trying to work with or put an image into a group in the absence of purpose.

That, as you can easily see, would be grim.

A PR, to get cooperation, would have to be forwarding some agreed-upon purpose.

Suppose that a PR, representing his client, was trying to work with a group of execs who had no purpose or (as in out-ethics scenes) had an entirely different purpose. It would be worse than grim — the PR would have to fight every inch of the way! There would be no money, no personnel, no volunteers, wow!

So one comes down to an overriding rule for PRs:

THE FIRST STEP IN ANY PR CAMPAIGN IS TO DING IN THE *PURPOSE* OF THE CAMPAIGN.

The words "ding in" are used advisedly. We do not care if the targets from whom we are requesting cooperation have any purpose at all.

There are various mechanisms that can be used. When one announces a *very* good and worthwhile purpose, the targets can feel ashamed or guilty for not having it and *can be made to agree and cooperate* out of a fear they will be exposed as antisocial or a pariah.

So the PR does not really care whether they *really* believe in that purpose. If it is a very good and needed one, even off-purpose and out-ethics cats have to give at least surface or public agreement to it. Thus we use the words "ding in."

If one studies this and works out his own examples, one can see that successful campaigns all begin with a stellar, well-stated *purpose.* Then one uses this, repeating it often, to get done the targets that will accomplish it.

It is a deadly tool — even the most balky or privately other-intentioned people have to cooperate: "But you agree that (purpose), so therefore———."

So a PR can work and accomplish a well-defined and vital purpose even when the group that should be cooperating (a) has no purpose at all or (b) has other purposes.

It also follows that a PR can *instill* purpose in a group, using all manner of PR tech. Thus a PR should be an expert in shaping and defining and communicating *purposes.*

A survey finds what buttons a group has — what they will accept. One can also survey trial purposes to find out what communicates.

But one is *not* limited by what a group accepts. Most groups are far below purposes — probably even below orders on the Admin Scale.

A PR skilled in the developing and handling of purposes can get almost anything moving. It can be the "long enough lever to move the world." All PR campaigns that fail did so because they omitted this step. All those that really succeeded had great purposes behind them, well-stated and dinged in.

One works it out, then *tells* the people what purpose *they* have. The PR operates at cause.

With practice, skill and communication, the PR, knowing this, can start or end wars; drive whole populations into serenity or mass hysteria. It is no light tool.

PRs should know this cold.

In many instances over the years this has been THE Why of management troubles — they had not grasped purpose. And *there* a PR can really shine!

L. Ron Hubbard
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 SEPTEMBER 1988R
REVISED 10 SEPTEMBER 2000

REMIMEO
ALL PRs
LANDLORD NETWORK

PR SERIES 40

NAMES AND THE LOCAL ENVIRONMENT

Refs:

HCO PL	15 Sept. 88	Marketing Series 26 NAMING SERVICES AND PRODUCTS
HCO PL	13 Aug. 70 III	PR Series 3 WRONG PUBLICS
HCOB	26 Feb. 84 II	Art Series 15 ART AND INTEGRATION

There is a principle in naming (or writing songs, etc.) which is to get general empathy by tying in a whole public to its environment. They have the environment in common *and* are often fond of it. A being's home area, no matter how drab, is always a matter of sentiment to him and he identifies himself with it.

Thus, if the purpose is to make something being named acceptable to locals, the press or even VIPs, the proper PR angle is to tie it into their environment in a way they will accept it — not consider it odd or intruded upon them as something strange in violation of their "home" ideas.

One would get better press and local mileage if what is being named were tied to their home. They would then "own it" and point it out as desirable and even defend and protect you.

The locals will point it out proudly. The press will treat it well. The VIPs will accept it.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 APRIL 1983R
REVISED 30 OCTOBER 2000

REMIMEO

EXECUTIVE SERIES 25
PR SERIES 41

GOODWILL

Refs:

HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	28 Feb. 65 I	DELIVER
HCO PL	26 May 61 II	KSW Series 2 QUALITY COUNTS
HCO PL	21 Nov. 68 I	SENIOR POLICY
HCO PL	2 Sept. 70	FIRST POLICY
HCO PL	17 June 69	THE ORG IMAGE
HCO PL	24 Aug. 65 II	CLEANLINESS OF QUARTERS AND STAFF, IMPROVE OUR IMAGE
HCO PL	11 Dec. 69R I Rev. 16.9.88	APPEARANCES IN PUBLIC DIVS

The amount of public demand for service and your future income are both largely dependent upon GOODWILL.

Goodwill is the reputation an organization has with its publics for integrity, good service, prompt bills paying, high quality delivery, friendliness, etc.

Excellent technical delivery is what generates a blaze of goodwill and PR that spreads by word of mouth like wildfire.

Events, open houses, tours, film or slide presentations — all such activities serve to generate public interest and goodwill.

Training and processing are commodities that are far, far more desirable than anything else this world has to offer. And when they are delivered with superlative technical application with the out-of-this-world gains that are possible, you would drum up so much public support that you would soon have an army of ardent supporters outside your door, no matter how much the psychs and press railed about us.

PR

Good technical delivery makes it possible to have good "PR" (public relations). By definition, PR is good works well publicized. When technical is creating miracles on a regular basis, it is simply a matter of making this broadly known. Your public will even do it for you on a "word-of-mouth" basis.

WORD OF MOUTH

Almost all Scientology prospects come from people who have had service who are urging other people to have service or read books on the subject. That is called WORD OF MOUTH. Word of mouth comes from having numerous people in the field who are happy and cheerful and satisfied with their service and who are active in the fields of Dianetics and Scientology. There is where the bulk of your income comes from.

Word of mouth is a superior form of advertising to newspaper, radio and TV ads. People tend to believe their friends. They are skeptical of advertising. "It worked for Joe, it will probably work for me" is what people think. And in Scientology they are correct.

When word of mouth and PR have been in neglect, it will be because the org has not worked on the basis of goodwill and has let its tech go out (and is therefore costing itself a mint). This applies to all organizations and missions all the way up to the FSO and includes other units and networks as well.

The "word," whether good or bad, spreads like wildfire. That's why you'll never see anything empty out quite as fast as an Academy that is run nonstandardly; or conversely, anything fill up as quickly as a tightly scheduled, smartly run, in-tech Academy.

SUMMARY

Other factors also enter in where goodwill, word of mouth and PR are concerned. The public, in dealing with the business world, has grown to expect clean, pleasant quarters and smart, friendly service.

There is nothing as destructive of goodwill as dirty quarters, sloppy, "help yourself" service and an unfriendly staff.

Clean quarters, professional conduct, good service and above all, a friendly staff, all go a long way to promoting goodwill.

It is not only the job of the Public Relations Officer to secure goodwill. It is part of *every* staff member's job to help build goodwill for the organization by doing those things that will cause the public to think well of it, and by refraining from doing those things that would result in bad PR for the organization.

Above all, it is every staff member's primary concern that the organization is delivering the best tech quality possible. This point *in* is *the* source of goodwill.

You must take a hand in creating goodwill. It is *your* org!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 21 SEPTEMBER 1988R
REVISED 8 NOVEMBER 2000

REMIMEO
ALL PRS
PORT CAPTAINS

PR SERIES 42

HARD EVENTS AND PUBLICITY

(From LRH PR Training Instructions. Cancels and replaces HCO PL 21 Sept. 88, PRESS AGENTRY.)

Refs:

HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	14 Aug. 63	PRESS POLICIES

There is a whole wide sector of PR activities which come under the head of "marketing" which concerns the handling of events. Mid-West Rogers is the company which handles all the centennials in the United States, or used to. I was trained by Mid-West Rogers. They handle whole events like setting up a whole county fair or a whole centennial or such. We are not engaged in that but some of the tech bleeds off into "hard events."

The definition of a "hard event" is simply a newsworthy action.

A trained PR knows very well that the issuance of a statement is liable to get little media. A statement has to be coupled with a "hard event" for the media to pay attention to it. This is true of newspapers as well as television.

Newspapers don't quote statements made by somebody in the absence of hard news. You have to tie them into hard news. Any kind of an event can be called hard news.

In creating hard news events, the media can sometimes push them sideways as "publicity stunts." But oddly enough, they have no objection to them as long as they just seem to be publicity stunts. It is only when something is violently faked that newspapers and the media take exception to it, such as the kidnapping of Aimee

Semple McPherson* of ages back. This was basically a publicity stunt and it sure backfired. It finished Aimee's church.

So if you keep your publicity stunts in the open as publicity stunts you can escape this trap.

Any little action no matter how minor or major can be stated to be a "hard event." "Hard" simply means actual and "event" simply means that it occurred. To this one can unite a statement, express sentiments or curve or make public opinion or give viewpoints. But to the media these two things are not separable.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

***Aimee Semple McPherson:** (1890–1944) evangelist who, from the age of seventeen, devoted her life to preaching and healing. She founded an international religious movement and in 1923, with donations from her followers, opened Angelus Temple, a 5,300-seat auditorium in Los Angeles. For the next twenty years she delivered sermons that were broadcast simultaneously over the radio station she purchased. Sunday services at the temple were attended by thousands of worshipers who sometimes witnessed a fifty-piece orchestra, prayers, singing and a dramatic sermon sometimes accompanied by costumes appropriate to the theme (she once wore a policeman's outfit when preaching about "God's Law"). She subsequently founded a Bible college, an evangelistic association and an international church. Aimee was repeatedly in the headlines, most notably in 1926 when she disappeared for five weeks while swimming in the Pacific Ocean, was thought to have drowned, but reappeared saying she had been kidnapped for ransom. She was tried for perjury but the case was dismissed. In 1944, she died from an overdose of sleeping pills.

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 NOVEMBER 2000
ISSUE I

REMIMEO
ALL PRs

PR SERIES 43

NEWS RELEASES—FUNDAMENTALS

(From LRH PR Training Instructions.)

Refs:

HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	14 Aug. 63	PRESS POLICIES
HCO PL	13 Aug. 70 II	PR Series 2 THE MISSING INGREDIENT

Book: *Effective Public Relations* by Cutlip and Center

A news release must be written as a news release. It requires the fundamentals of what a press story is. It must signalize an event. Otherwise, it isn't a newspaper story an editor would pick up and print.

Look in newspapers and see what they release as press stories. Editors never print releases which are not hard news or just an expression of an opinion. Some newsworthy fact has to start the article and the remainder of the article simply expands that fact. The fact must be newsworthy and timely.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 NOVEMBER 2000
ISSUE II

REMIMEO
ALL PRs
PORT CAPTAINS

PR SERIES 44

CAUSING NEWS STORIES

(From LRH PR Training Instructions.)

Refs:

HCO PL	12 Sept. 82	PR Series 38
		PR FUNCTIONS
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	14 Aug. 63	PRESS POLICIES

Book: *Effective Public Relations* by Cutlip and Center

If reporters of friendly papers contact a PR, he must have and get across HIS news story.

If you wait for them to dig one up, it is much less likely to be good.

One has to be at CAUSE in PRO. The short comm formula is CAUSE—DISTANCE—EFFECT. If you're not cause you will be effect. That's the way the formula goes.

Picking up an empty life raft on the high seas is not a "maritime report." It is a *news* story. One adds, "We cruised the area and checked the waters very thoroughly and found no survivors," and it becomes news.

News never *happens*.

It is manufactured. One has to be clever. That's the way newspapers work because they sell on INTEREST TO READERS.

This is not in *Effective Public Relations*. It is, however, standard PR actions.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 8 NOVEMBER 2000
ISSUE III

REMIMEO
ALL PRs

PR SERIES 45

PRESS STORY FOLLOW–UPS

(From LRH PR Training Instructions.)

Refs:

HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	14 Aug. 63	PRESS POLICIES

Part of the art of PR is follow-up. You can usually get *three* stories out of one publication.

As *repeated* name is the key to getting a name known, it is vital to get follow-ups on every release actually printed.

1. The original has to be clear enough to get printed.

2. One then has to get cleverer and get a follow-up, same story.

3. By being very clever indeed one can get a third story with a follow-up of a second.

It is not true that only three stories can be gotten for all. You can, of course, get dozens. But three is par and to get less is not professional.

This should be part of any course or briefing to PRs.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 DECEMBER 2000

REMIMEO
ALL MARKETING HATS

PR SERIES 46
MARKETING SERIES 35

WORD OF MOUTH

(Originally issued 10 Oct. 82 as an LRH ED.)

The keynote in any promotion is word of mouth.

You can talk all you want about paid ads and radio ads and every other kind of ad but sooner or later a property gets into word of mouth or it doesn't. In other words people start telling each other about it.

That happens to be the senior publicity on any item. Something people do not talk about can be advertised and publicized until you are black in the face and it won't sell.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

The Marketing Series

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 AUGUST 1979

REMIMEO

PR SERIES 31
MARKETING SERIES 1

DIANETICS AND SCIENTOLOGY ARE NEW

People who have been in Dianetics and Scientology for years see it as a way of life. They accept it.

But to listen to them you'd think Dianetics and Scientology had been around for the last 50 billion years at least!

They have lost their viewpoint of the newness of Dianetics and Scientology.

They do not realize that Dianetics and Scientology are new news to the bulk of the world's population.

They do not realize that the oldest Dianetics or Scientology books are *brand-new* books to the bulk of humanity!

Before 1949 man's knowledge of himself, the spirit and the mind was a black barbarism. Look over the psychology, psychiatric and religious texts of the 30s and 40s. Man could not change. He was a degraded animal. The way you applied therapy was dreams or drugs, ice picks and ice baths.

Only Dianetics and Scientology began the road out of that witch pit.

But the witch pit is still there for almost all the world!

Because Scientologists number millions, Scientologists do not look at the *billions* to whom Dianetics and Scientology are BRAND-NEW!

Those billions are still in the witch pit. They are still boiling.

Dianetics and Scientology are NEW NEWS.

We are the only road out.

Just because YOU are making it is no reason the world will. (If you *aren't* making it in auditing, if you are a "failed case," get yourself a repair—Scientology is the only approach ever developed that repairs itself too! And that is also new news!)

Management Series

NAVIGATE

FIRST PAGE

SEARCH

FIND

AGAIN

EXIT

CONTENTS

ORG BOARDS

INDEX

Let them in on the new news!

Cultures change slowly. It took centuries for man to realize that slavery was wrong and could be changed. Cultures don't shift overnight.

So write and act like you have *new* news.

Recover your viewpoint by comparing what you now know to what they still don't know in even "modern" institutions.

You have new news. And Dianetics and Scientology are good news. In fact, the best news man has ever had. Don't sit on it!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 SEPTEMBER 1979

REMIMEO

MARKETING SERIES 2

MARKETING, PROMOTION AND DISSEMINATION DEFINED

MARKETING: The conceiving and packaging and the moving of a specific product into public hands. It means to prepare and take to and place on the market in such a way as to obtain maximum potential and recompense.

PROMOTION: To make something well known and well thought of. In our activities it means to send something out that will cause people to respond either in person or by their written order or reply to the end of applying Dianetics or Scientology service to or through the person or selling Dianetics or Scientology commodities, all to the benefit of the person and the solvency of the org.

Promotion is the art of offering what will be responded to. It consists only of what to offer and how to offer it that will be responded to.

By promotion in a Scientology organization we mean *reach the public* and *create want.*

DISSEMINATION: Spreading or scattering broadly. By dissemination in a Scientology organization we mean making broadly known the materials, services and results of Dianetics and Scientology through books, promotional material, letters, films or other media or activities, including word of mouth.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 JANUARY 1977RA
REVISED 29 AUGUST 1979

REMIMEO

MARKETING SERIES 3

MARKETING HAT

Refs:

HCO PL	21 Jan. 65R	VITAL DATA ON PROMOTION
	Rev. 5.4.65	THE FUNDAMENTALS OF PROMOTION
HCO PL	17 Nov. 65	THE BASIC PRINCIPLES OF PROMOTION

The Marketing Bureau motto is CREATE WANT!

The PURPOSE of marketing is to CREATE WANT and to SELL SOMETHING.

That includes selling something that can be delivered.

The keynotes of *any* marketing action are:

1. Search around and find what there is to sell. Get very full lists.
2. Pick one item.
3. Find out *all* about it.
4. Find any past history of it or any similar item in sales.
5. Survey the item on a variety of publics to find out:
   a. Which public will buy it,
   b. What that public wants, needs or would demand,
   c. Any past surveys on it or a similar item,
   d. Do a positioning survey per HCO PL 30 Jan. 79, PR Series 28, Marketing Series 5, POSITIONING, PHILOSOPHIC THEORY.
6. A. Use the survey results to position (particularly 5d).
   B. Use the remaining survey results to write the copy, keeping in mind that your positioning dominates it.
7. Write a sales campaign including what want it fulfills (by survey) and what the key buttons are for that public chosen (by survey). Include fliers, info sheets, ads, material for salesmen of it, order forms. Use graphic design which forwards the positioning and use the positioning in the surveys in all issues

regarding the campaign. "The Basics of Marketing Stable Data" has to be applied heavily at this point to all issues, ads and campaigns. (See HCO PL 7 Feb. 79R, Marketing Series 7, THE BASICS OF MARKETING.)

8. Design or get designed and laid out the items in the sales campaign.
9. Get them printed (or placed when ads) according to the design.
10. Write a full program for the item's release whether new or old.
11. Assure a supply of the item can be gotten for selling at the points it will be sold.
12. Release the campaign.
13. Adjust and handle any bugs in any points above.
14. Arrange a continuation of the campaign so that it is not just a "one-shot" action but will go on and on, such as distribution and continued issue of the literature.
15. Keep a visible record of the successes of the campaign week to week and be prepared to correct, renew or restart the campaign whenever it falters.
16. While working on the above, during the wait periods, pick another item and go through all steps for it as above.
17. Keep each item's checklist (as per this PL) in a folder for that item which contains all marketing actions. All pertinent papers, work and work copies to be filed in this folder with all results as they continue to come in.
18. Review folders from time to time to evaluate them and restart them or reinforce them.
19. Do not leave any stone unturned to find old or new items that could be marketed.
20. Do not fall for needing new items only or pushing only the new and realize that volume selling of everything you have is the way to market successfully and that you have to keep on selling anything in order to get a large constant gross.
21. Be a high-volume success!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 SEPTEMBER 1979R
REVISED 11 DECEMBER 2000

REMIMEO
ALL STAFF
MARKETING HATS
DIRS PROMO
DIV 6

MARKETING SERIES 4

SURVEYS ARE THE KEY TO STATS

(From LRH ED 161 Int, 18 Dec. 71, same title.)

Refs:

HCO PL	11 Sept. 88R Rev. 13.12.2000	Marketing Series 23 ETHNIC SURVEYS
HCO PL	23 Nov. 69 I	INDIVIDUALS VERSUS GROUPS
HCO PL	13 Aug. 70 II	PR Series 2 THE MISSING INGREDIENT
HCO PL	13 Aug. 70 III	PR Series 3 WRONG PUBLICS
HCO PL	2 June 71R Rev. 28.7.83	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	27 Nov. 71 I	Exec Series 3 Finance Series 6-1 MONEY
HCO PL	3 Dec. 71	Exec Series 4 Finance Series 6-2 EXCHANGE
HCO PL	5 Dec. 71R Rev. 10.9.88	PR Series 12 Marketing Series 20 HOW TO DO SURVEYS
HCOB	25 Sept. 71RB Rev. 1.4.78	TONE SCALE IN FULL
HCOB	26 Oct. 70 II	OBNOSIS AND THE TONE SCALE
HCO PL	15 Dec. 2000	PR Series 13 GOODWILL PROMOTION

We can do too much.

By just flying ruds on people we could cure what often passes as insanity.

By Word Clearing we could change the whole educational picture.

We could handle the whole problem of psychosomatic (mentally caused) physical illness.

We could lower industrial absenteeism from illness.

We are the only people who can cure drugs.

We could do a thousand other things with our tech.

That makes us unbelievable. Nobody on the whole track could ever do these things.

So when we broadly offer *everything* we can do, it is too much.

SURVEYS

To find out what people want or will accept or will believe, one does SURVEYS.

HCO PL 5 Dec. 71R, PR Series 12, Marketing Series 20, HOW TO DO SURVEYS, tells you how to do a survey.

HCO PL 2 June 71R, PR Series 10, BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS, tells you how to phrase survey questions.

It is not hard to do surveys.

When you have one done, the data should be USED. The real fault in doing surveys is not using the result in promotion.

EXCHANGE

You and your org are involved in exchanging valuables for valuables.

You offer a valuable service in return for valuable money.

(See HCO PL 27 Nov. 71 I, Executive Series 3, Finance Series 6-1, MONEY and HCO PL 3 Dec. 71, Executive Series 4, Finance Series 6-2, EXCHANGE, for further information on what exchange is.)

So in surveying, you are in actual fact seeking to know WHAT SERVICE THAT YOU CAN DO WILL PEOPLE CONSIDER VALUABLE ENOUGH TO GIVE MONEY OR VALUABLES FOR.

STATS

When you have this answer, you have the answer to prosperity stats.

PROMOTION

Promo done without survey, magazine ads without survey, fliers without survey, you are going it blind.

It's pathetic to realize that you might be within an eighth of an inch of the right offering without making it. Sort of like digging two feet away from the gold vein and getting an empty hole when you could have a million dollar mine.

Working without surveys, you could spend thousands a month on promotion and lose it all.

Or working WITH surveys, you could spend hundreds on promotion and make hundreds of thousands.

It all depends on knowing how to do surveys, doing them, really tabulating the results and USING what you find.

INVOICES

You can even do a survey out of invoices. You can see what book sells best lately and then look into the book to see what it seems to promise and then promote that you do that and you'd increase your delivery volume.

Or you could find the popular book by invoices, find who'd bought it and survey the buyers as to what they would consider valuable in it and promote that *service,* and you'd increase delivery sales.

You could review invoices to tabulate what part of the town or state your customers came from and saturate (fill up) the area with promo and increase your delivery sales.

You could see by invoice survey what they bought and do a flier on that and use that flier to saturate that area.

Invoices are very useful. It is a must to set up an invoice-counting project to see what to put in the next bulk mailing.

SUCCESS STORIES

Taking all back success stories, particularly from an affluent period, and finding out what the people were most appreciative about and then converting that to a training or processing offer and using it for promo is a vital action. Not to quote the success stories — we do that and it's fine. But to SURVEY the success stories to find out what to offer.

EXAMINER REPORTS

A survey of past Examiner Reports for exam comments after certain specific actions or courses have been completed is very revealing.

This gives you what you can offer with confidence.

It gives you a promotion base on which to build a campaign.

PAST PROMOTION

One also surveys past promotion. What gave the largest percent of response?

Promo which returned 11 percent or 16 percent is phenomenal.

You judge the accuracy of your survey by the success of the promo based upon it. If the success is not great you resurvey.

SATURATION

When you are serving only the same people all the time, you can hit a saturation point (all filled up) by never offering their next action.

This next action requires a survey.

And new people must be fed in.

An example is an AO that got fat selling OT VII to old customers and neglected promotion to get new customers and eventually saw its stats begin to sink.

So surveys of old customers and new customers have to be done and each promoted to.

Thus, you have different PUBLICS which have to be surveyed. In this case "old public" and "new public." Each requires a different survey and a different survey action and different promotion.

TOTAL EFFECT

Desperation often leads one to try for a TOTAL EFFECT. (See Effect Scales in HCOB 18 Sept. 67, corrected 4 Apr. 74, SCALES, and in the book *Scientology 0-8*.)

One has sometimes seen a student trying to push home a full HDA Course in fifteen minutes to his non-Scientology friends.

His R is wrong. He sometimes doesn't even get an ack in exchange!

If, perhaps, he demonstrated a Touch Assist expertly, explaining body comm, they would look on him as a wizard!

Some student can make his whole audience depart by talking about past lives and OT states when if he explained that people often led sad lives after a family member died he might have an awed audience.

But to be sure how to have an awed audience, even the student would have to "survey" a little bit. He'd have to ask them what they wanted handled or something and then talk about that. In that way he would be certain of attention.

A student or an org can get desperate and try for a total effect by telling or offering everything they know — and fly right out of the reality of their audience.

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MISSION

You as a Scientologist have a certain mission toward the world.

It is not a very civilized world.

You can bring it friendliness, peace and understanding.

How do you find an entrance point into this unfriendliness and lack of love?

The answer is surveys.

Hereinafter, issue authority must be given only when Promotion can cite what survey it has based this upon.

Survey, lack of, is the weak link in all promotion.

To better your stats you must get this in.

Failure to survey can cost you thousands in ineffective promo and tens of thousands in lost stats.

So the word is:

SURVEY!

KNOW BEFORE YOU PROMOTE!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 JANUARY 1979
RESTORED 28 JULY 1983

PRs
MARKETING PERSONNEL
COPYWRITERS
ARTISTS
DESIGNERS
LECTURERS
DIV 6

PR SERIES 28
MARKETING SERIES 5

POSITIONING, PHILOSOPHIC THEORY

Although Madison Avenue has used "POSITIONING" for some years, it has not fully understood the actual philosophical background that makes "POSITIONING" work.

There is an excellent booklet called: "The Positioning Era" put out by Ries Cappiello Colwell, Inc., 1212 Avenue of the Americas, New York, NY 10036, which has been reprinted and issued as HCO PL 13 Sept. 88R, Marketing Series 24, THE POSITIONING ERA. It is an excellent booklet. It does not, however, give the philosophical background which, probably, is not generally known. Probably it was never discovered. I had to work it out myself.

Buckminster Fuller, an engineer and architect of some renown, says that it is a two-terminal universe. In other words, the universe is built by twos.

In electricity you have heard of two "poles"—the positive and the negative. You only get movement or generated energy in the presence of two poles. That is the principle of the electric motor, why current flows from one point to another point and so forth. There are four possible arrangements of these two poles: they are positive-negative, positive-positive, negative-negative and negative-positive.

In the reactive bank a positive and a negative, when occurring together, tend to bring about a stuck point in time. You sometimes see this in a marriage where the husband is jolly and carefree and the wife is sad and morose. One wonders why these people would ever stay together. The fact of the case is, due to reactivity of the mind, they can't do anything else.

Despite propaganda that "one should live for oneself alone," the fact is that it is very difficult and most disappointing to do so. Life really can't be lived on the first dynamic alone. If you don't believe it go on out in space 300 miles and sit there for a while; you won't like it. You'd be calling Houston every few minutes.

In any event, one could say that life was at *least* a two-pole activity. Actually, it is not only always just two but certainly it doesn't go along well with just one and goes best with several — ask any popular person.

Fast communication is most easily done by comparisons. When one asks, "What is the book like?" he really is not trying to get you to describe the book. He means that he wants some comparison. He will be happiest with the answer if he is told that it is like another book with which he is familiar. It would take you a lot longer and involve you in a lot more arguments if you just tried to describe the book to him instead of comparing.

"What does it taste like?" is satisfactorily answered, "Like candy." That, if it has some shadow of truth and accuracy, is a perfectly satisfactory answer to the other person.

So we get a law which is this:

THE UNFAMILIAR IS RAPIDLY INTRODUCED OR COMMUNICATED BY COMPARING IT TO A FAMILIAR.

Joe knows nothing about practice boxing gloves and there are none there to show him and he will be fairly satisfied if he is given a familiar object, pillows, to compare them to.

Thus, one can achieve a very rapid communication by observing the following law:

ONE CAN ACHIEVE THE APPARENCY OF FAMILIARITY, EVEN WHEN THE PERSON HE IS COMMUNICATING TO HAS NO KNOWLEDGE OF THE SUBJECT OF COMMUNICATION, WHEN HE ASSOCIATES IT IN THE MIND OF THE OTHER WITH SOMETHING WITH WHICH THE OTHER IS FAMILIAR.

Positioning takes advantage of a fact that one can compare the thing he is trying to get the other person to understand with desirable or undesirable objects. Desirable objects are now more commonly used in advertising. Undesirable objects are more commonly used in propaganda. By comparing this unfamiliar thing or the thing he wants to sell to another desirable object or by comparing something he wants people to detest to an undesirable thing, he can achieve a rapid communication and comparison.

Further advantage is taken of the fact that one can position *above* a familiar object, *with* a familiar object, *below* a familiar object, *at, to, against* and *away from* a familiar object. This opens the door to an opportunity to establish an opinion of the thing one is seeking to communicate. You might call it an "instant" opinion.

For example, we know that an astronaut is a familiar, highly regarded being. Thus, we position a product above, with, below, at, to, against or away from an astronaut.

We know that people think angels are good, sweet and kind, so we position another something above, with, below, at, to, against or away from angels.

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We know people loathe psychiatry, so we communicate something being loathsome by saying it is below (worse than) psychiatry. We could also make people think something was good by saying it was against psychiatry, bad because it would bring them to psychiatry, or awful because it used psychiatrists (like the tax people).

A common use of positioning in advertising is to take a product which, by reason of advertising, is familiar to the public and is regarded by them as the leader in the field and then *positioning* a new untried, unfamiliar product above it, with it, or just below it. Thus the new product gains a sudden spurt in sales by being compared to the leader.

In fact, in the field of advertising this has been the primary use of positioning, probably because no one had carried the idea back to a point of formulating the actual laws of it and thus broadening its use. They thought in advertising, evidently, that the basic theory of it was the "pecking order of hens" which means that the whole barnyard is usually found to have a top hen and a bottom hen and they peck each other in that order.

Apparently, from talking to ad guys, they thought that by putting their products in the pecking order against the top product they made their product higher or just with or just below the top hen. That's what the advertising people get for associating *with* such "experts" as psychologists.

POSITIONING can be seen to have far far broader uses than "cola" and "uncola" ads when you study the above basic PL data. The horizon becomes very very vast and all around because with it you can attain fast communication about the unfamiliar and can formulate "instant opinion."

When used in advertising, posters, write-ups, PR, propaganda or any one of many activities, forceful and effective positioning requires certain requisites:

1. The selection and identification of the public or person one is trying to cause to have an instant opinion, desire or repugnance.

2. Work out whether you are trying to do a good or bad relationship to the familiar object you will find and what kind of an opinion, desire or repugnance.

3. Survey that public with questions which do not even mention the thing you are eventually going to use the survey for to find what they consider wonderful, popular, useful, etc., etc., or awful, terrible, etc., etc. You can survey for attitudes, objects, professions or anything else you have chosen that will even dimly compare with something you are going to use the survey to push.

4. From the majority answer of this survey, choose an object, profession, attitude, etc., etc., that they think is great or awful or whatever.

5. Get a bright idea of how to compare the thing you were trying to communicate to the familiar object, attitude, profession, etc., that they all firmly have an opinion on.

Do as many other surveys as you like of this same public you are trying to reach to get their attitudes in general or attitudes about what you found or even their general

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likes and dislikes, vocabulary, habits of dress, etc., so you can write copy and draw pictures that seem to be them or what they would say or do.

Do your drawings and write your copy.

If you have been clever, you will succeed in communicating forcefully and effectively and instantly at a glance something that was very unfamiliar to them previously.

All the other rules of copywriting, art and design, impingement, etc., are dovetailed into this to make more of it.

By doing a lot of practice with this and drill, drill, drill, drill and getting experienced with it, you will suddenly find yourself able to use this in PR, advertising, marketing and communication in general with an impact that will be very effective and very startling.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 25 JUNE 1978

ORG STAFFS
DIV 6S
REGISTRARS
FSMS
MISSIONS
GROUPS

MARKETING SERIES 6

COME–ON DISSEMINATION

A recent look at dissemination revealed the following data:

DISSEMINATION BY MEANS OF PURVEYING A LITTLE PIECE OR SEVERAL LITTLE PIECES OF TECH (to answer questions, show *how* a person's problem could be handled, show *how* the mind works, etc.) *ENDS* THE CYCLE AND *TERMINATES* THE REACH.

DISSEMINATION BY MEANS OF "COME–ON" STRENGTHENS THE REACH AND LITERALLY PULLS THE PERSON IN.

COME–ON

A thetan is a mystery sandwich. If we tell him there is something to know and don't tell him what it is we will zip people into Div 6 and on into the org.

So in using come-on, one simply does the above. You either have or you create interest in your prospects — then you *channel* them along. Their own curiosity will pull them along the channel, providing you created the correct mystery in the first place.

You channel by indicating where and how *to get* the data — never just GIVE the data. And one can keep on doing this to a person — shuttle them along using mystery. Dept 17 services especially should be geared to this, one service ending in some mystery that only the next Div 6 (or better yet, Div 4) service will solve. One can also put this type of come-on promotion in books one sells so the person buying the book is put into mystery and doesn't just end on a win by reading that one book alone.

END–OFF

Reach gets blunted or terminated once a person gets his question answered, the solution to his problem, etc. Purveying random and little pieces of tech to a prospect and the public at large does just this. This is end-off dissemination.

Thus one should gear one's dissemination to the come-on and keep the prospect's appetite for knowledge and mystery well stimulated and channel the person right along so that he will and does become an actual Scientologist.

In our case, the curiosity restimulated eventually will be fully answered and to the person's complete advantage. When he is given a mere scrap of information, he has been denied the full data, gains and technology which will be his if he attains the benefits of major services.

DEFINITIONS

MYSTERY: the glue which sticks thetans to things. (SHSBC 235, 6211C01)

MYSTERY SANDWICH: 1. the principle of mystery is, of course, this: the only way anybody gets stuck to anything is by a mystery sandwich. A person cannot be connected to his body, but he can have a mystery between him and his body which will connect him. You have to understand this thing about the mystery sandwich. It's two pieces of bread, one of which represents the thetan, one of which represents the body, and the two pieces of bread are pulled together by a mystery. They are kept together by a volition to know the mystery. (PAB 66) 2. a thetan stuck to anything is, of course, just a mystery sandwich. It's thetan, mystery, object — mystery sandwich. (SHSBC 52, 6108C31)

COME–ON: *(noun)* 1. something offered as an inducement. *(Webster's New World Dictionary)* 2. something offered to attract or allure; enticement; inducement. *(World Book Dictionary)*

SUMMARY

Imbue your prospects and the public at large with a thirst to find out.

Mystery, not little scraps of data, will be found to be the biggest puller.

L. RON HUBBARD
FOUNDER

Assisted by
Public Films
Scriptwriter Assistant

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 FEBRUARY 1979R
REVISED 3 SEPTEMBER 1979

REMIMEO

MARKETING SERIES 7

THE BASICS OF MARKETING

There are certain stable data anyone engaged in marketing or preparing the materials for marketing should memorize so that he can think with them. These are not just stable data which one uses to qualify whether or not a marketing thing is okay; these are the stable data which a marketing person, or anyone connected with the development of marketing, uses to create the products related to marketing such as fliers, ads, info sheets, material for salesmen, posters, etc., etc. Memorize the basic data given below and be familiar and able to work with the material contained in parentheses after them so that you can think with these stable data.

0. Be a professional in anything you do.

1. Survey for the public and then survey that public with regard to any product. (HCO PL 2 June 71R, PR Series 10, BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS; HCO PL 1 Jan. 77RA, Marketing Series 3, MARKETING HAT; HCO PL 12 Nov. 69, APPEARANCE AND PRO; HCO PL 13 Aug. 70 II, PR Series 2, THE MISSING INGREDIENT; HCO PL 13 Aug. 70 III, PR Series 3, WRONG PUBLICS; HCO PL 23 Nov. 69 I, INDIVIDUALS VERSUS GROUPS, and any other survey tech.)

2. Do your homework. (Study the market, competitors, field, publics, etc.)

3. Be fully familiar with the propaganda line of PR or public image your company is currently following.

4. Know your product.

5. Establish and use a positioning for every product. (HCO PL 30 Jan. 79, PR Series 28, Marketing Series 5, POSITIONING, PHILOSOPHIC THEORY.)

6. Impinge! (Applies to graphic design, campaign ideas, anything else.)

7. Be alive! (Don't compose dead downgrades.)

8. Direct people's attention. (This applies to graphic design, wording of ads, placement of ads, color choices, ideas, capers and stunts.)

9. Make material aesthetic. (Know how to use geometric design, color wheels, color depth perception, layout, etc.)

10. Be clean, clear-cut, comprehensible. (Don't be complex and muddy.)

11. Use come-on. (In advertising you never tell all you know, just tell people how they can get it or find it.) (See HCO PL 25 June 78, Marketing Series 6, COME–ON DISSEMINATION.)

12. Create want!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 SEPTEMBER 1979

REMIMEO
MARKETING PERSONNEL
COPYWRITERS
ARTISTS
DESIGNERS
DIV 2
DIV 6
LECTURERS

MARKETING SERIES 8

MORE ON MARKETING BASICS

The duty of Marketing is to make sure that something gets marketed in such a way that it will be wanted and delivered. To accomplish that one needs to know his marketing basics.

PRODUCT AVAILABILITY

Marketing is supposed to create want and demand, but it is fatal to create want and demand where no delivery is going to occur.

Marketing is also supposed to engage in and result in some sort of exchange. Another way of saying "We deliver what we promise" would be, for marketing purposes, "We promise and promote what we can deliver."

A created demand which then cannot be fulfilled results in ARC breaks with, further, the time, effort and money put into that marketing action down the drain. Also, in such a case, as far as the public goes the credibility of any future marketing done is apt to suffer.

Thus, one markets WHAT IS THERE RIGHT NOW IN EXISTENCE THAT CAN BE DELIVERED. And the marketing of a NEW item must be dovetailed with the actual release and availability of the new item for delivery.

In this way we reap a whirlwind of business, the public gets delivered to and the created demand gets fulfilled.

TWO VITAL MARKETING DATA: REALITY ON THE PRODUCT/REALITY ON THE PUBLIC

There are two important data which must be used in marketing. When these are not applied the result is a marketing piece which does not communicate to the public it was intended for and therefore the promotion is worthless and a waste of money.

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These data are:

1. TO GIVE ANY READER REALITY ON AN ITEM, THE COPYWRITER HIMSELF HAS TO HAVE REALITY ON THE ITEM.
2. TO COMMUNICATE TO AN AUDIENCE, YOU HAVE TO HAVE A REALITY ON THE AUDIENCE AS TO WHERE THEY ARE AT AND WHAT THEY ALREADY KNOW OR DON'T KNOW.

Applied, these two data are the basics on which any successful marketing campaign, small or large, is built. If one knows the product and knows his audience, the remainder of the actions necessary to bring the two together become relatively easy.

THE MARKETING CYCLE

Probably some marketing failures result from a false datum that to market is synonymous with directly selling to the customer. That is a wrong concept and woefully incomplete.

Marketing includes all actions from before the beginning of the production right on through to its use by the customer and its word-of-mouth promotion by the public. Your first step is you've got to have a product to market that will market. And you have to groom that product up so you can market it.

From the first moment a product is conceived, much less produced, Marketing has to be in there with surveys to establish the design and use of the product, and it carries on through at every stage to make sure that it will eventually sell and get good word-of-mouth promotion.

Advertising enters into it. The basis of advertising is: You have to *attract,* you have to *interest,* and you can then *get your message across.* It's in that sequence.

Another part of marketing is distribution planning. Without a plan to get the promotion and the product distributed to those points where the promo will be used and the product sold and consumed, you can't market.

And there is one more step in marketing that you have to take, which is the standard step of PR. You have to review your marketing program and your issues and your promo and find out if they were put to use. Did the issues and promo ever arrive? Did the promo ever get printed? Was it actually used? And what was the response to it?

A completed marketing cycle would always include such a follow-up. The success of an existing marketing campaign or the success of the next marketing campaign would depend upon it.

SHOTGUN MARKETING

"Shotgun marketing" is marketing without any concentration on the actual marketing of any one individual product. Pushing everything all at once scatters the audience attention and weakens the impact of the individual items.

Cure yourself of sending all your materials out in a wad as it is a fatal failure. It is only the amateur in PR and marketing who sends out everything he has or has ever heard of in a single shot and thus winds up selling nothing.

On the professional side, one sends materials out piece by piece to arouse and stimulate interest. When interest is stimulated one gets response.

So just don't indulge in shotgun marketing. And don't allow yourself to be talked into it for whatever reason.

Release your materials strategically.

That's part of effective marketing and it's what brings about sales.

As a stable datum, the most attacked and suppressed line in any org or management unit is promo and marketing and one has to know his business to spot it and halt it before it does him in. Were we able to clean out just this one factor in management in every org, we'd have a boom, just like that!

A large part of handling this factor lies simply in both marketing and management terminals *understanding* marketing and its basics. From there it's a fairly short step to getting the marketing basics applied.

That's really all it takes to produce a boom.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 SEPTEMBER 1979R
REVISED 9 NOVEMBER 2000

REMIMEO
MARKETING PERSONNEL

MARKETING SERIES 9

THE ASSEMBLY LINE FOR PRODUCED PROMO

A few years back I found, in a study of the flow lines of promo, that it was very difficult to get a line to move from idea stage to a disseminated piece of promotion.

DESIGN OMISSION

A study of the graphic arts textbooks on layout being used revealed that they began their org boards and flow lines in the print shop! That's several notches down the line in the production of effective promo. Omitted was the vital step of design.

The textbooks were a printer's idea of the world and, being printers, they would not really know much about the source of copy or ideas. The book misdefined "dummy" as "rough layout" and misdefined "rough layout" as *full* design and layout. And that was the text being used. As a result, when requests were made for promo pieces, the reply was, "Well, give us the dummy," and when the dummy came it was, "This isn't the layout."

You *can't* start making columns of printing (galleys) without somebody doing a design and dummy. And you can't do a "rough layout" or any layout at all unless you have a design of what the piece is trying to look like.

But there was no design step. Instead the printer was being asked to put together a "layout" when he hadn't a clue of what the person ordering the piece was trying to present. The result of that could only be hackneyed (trite), bad-looking promo as there was no real design—just type columns and photos.

Design is *quite* a subject; one I happen to know more about than printing, I'm afraid. So to see it omitted in texts explained all. The result, no matter how hard the printer worked, would be apt to be ineffective.

So the flow would read:

1. IDEA
2. WORDS — DUMMY — ART, PHOTOS
3. DESIGN
4. ROUGH LAYOUT
5. TYPESETTING
6. ASSEMBLY, PASTE–UP
   PREPARATION
   SHOOTING BOARDS
7. PROCESS CAMERA WORK
8. PLATEMAKING
9. PRESSWORK
10. FINISHING, CUTTING, FOLDING, BINDING
11. TO ORDERER
12. DISTRIBUTION

You can see that (1), (2) and (3) above are the responsibility of someone outside Dissem — the orderer. And only if originated by Dissem, the responsibility of Dissem.

(12) is also outside Dissem.

Any additional functions of the Dissem Bureau (copywriter, artist, etc.) added to the Bureau come ahead of number one in the assembly line (rough layout) and are not part of the line.

Acceptances (of promo submissions onto the assembly line) require that the submitting person:

1. Used a competent survey.

2. Has written all copy.

3. Has supplied all art and photos or photostats of photos or transparencies required for rough layout and final layout.

4. Has submitted a dummy.

5. Has done a very good and executable design. (The operative word is "EXECUTABLE." A design is not a T-square drawing board matter but is a description of how the piece should look.)

The following definitions permit a flow to occur from idea onward:

IDEA: A concept or notion of something to be done; a plan of action; intention.

DUMMY: A scrap paper expression of the idea. Includes in the same package the written materials or words (called copy), all surveys used, captions, photos and artwork.

DESIGN: The artful format that will *interest* and lead the viewer to involvement in and finally desire to act (to attain, to meet a challenge, to acquire, to achieve, etc.).

ROUGH LAYOUT: The precisely measured pages, spaces, type, croppings, laid out with great mechanical accuracy so that typesetting can begin and separation negatives or blocks that will fit can be made.

TYPESETTING: The act, art or process of setting type for printing.

SHOOTING BOARD LAYOUT: (Includes assembly, paste-up, preparation.) The exact, final arrangement and execution of each page, its type, art and pictures and page arrangement in signatures, ready for the process camera (or in letterpress, the press).

CAMERA WORK: Where plates are made and photos or art plates are made. This has a branch line, in color, which comes just before it, of making color separation negatives.

PLATEMAKING: The process of making a thin, flat piece of metal or plastic called a plate, upon which a picture or a page of type is engraved.

PRESSWORK: This is the actual printing.

FINISHING: That which completes or gives a finished appearance to any kind of work. It includes the cutting, collation, folding and binding, stapling or stitching of the printed sheets, to make a finished product.

CUTTING: The trimming or separating of the printed sheets to the specified size.

COLLATION: This is assembly of the printed sheets.

FOLDING: This is doubling or bending the sheets over to the specified form and size, if they are designed to be folded, or if they are to be folded for mailing. It is done by machine or by hand.

STAPLING OR STITCHING: This fastens the sheets together.

BINDING: This fastens the sheets together into a cover (if one is to be used).

PACKAGING: This envelopes or boxes the material.

SHIPPING: This gets the product off to destination.

While many substeps may occur, these are the main steps. Each has its own tech.

If the above steps of dummy, design and rough layout are confused with one another or are tried out of sequence, the final product cannot occur, and if by some bungling does happen, it will be an overt product.

Printers and graphic arts texts hint at a mysterious upper world called "commercial advertising firms." This is as close as they get to mentioning DESIGN as noted above. Graphic arts texts confuse "dummy" and "rough layout." As a result, the industry is in a spin most of the time, as you may have noticed.

The only place the above assembly line backs up is when "rough layout" cannot execute the design due to limitations, inadequate facilities or errors. This requires liaison between these two to iron it all out.

Ignoring or misapplying these flow lines will give you poor promo or, at best, make it hard to get promo out.

The line tangles AT THE TOP THREE POINTS below "idea" unless these are *well understood* and done exactly in this sequence.

If the DESIGN definition is understood and well used, promo will be effective.

HCOB 30 Aug. AD 15R I, Art Series 1, ART and HCOB 29 July 73, Art Series 2, ART, MORE ABOUT, are vital if one is going to do promotion. They regulate the first three steps of this line.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 SEPTEMBER 1979R
REVISED 9 NOVEMBER 2000

REMIMEO
MARKETING
PERSONNEL
COPYWRITERS
ARTISTS
DESIGNERS
LAYOUT ARTISTS

MARKETING SERIES 10

THE RELATIONSHIP BETWEEN DESIGN AND ROUGH LAYOUT

What you're trying to get down the line is a product.

You've got the idea for a promo piece expressed in the dummy and you're trying to take it from *design* (the artful format that will interest and involve the viewer and stimulate him to act) into a precise *rough layout* (the precisely measured parts of the piece laid out with mechanical accuracy).

And right here between these two — design and rough layout — your product could hang up and bog or get hopelessly bungled if the difference between these two actions and their relationship to each other is not fully understood.

DESIGN

The Purpose of Design

To do a rough layout or any layout at all, you must begin with design, and the guiding line there is HCOB 29 July 1973, Art Series 2, ART, MORE ABOUT.

What you're trying to do with the design of a layout throughout is:

A. ATTRACT,

B. INTEREST,

C. DELIVER THE MESSAGE.

If you use the communication formula, you get an extension of this.

Some people abandon art for the message; others abandon any message for what they believe to be art. But if you double it — apply ATTRACT–INTEREST–MESSAGE and the comm formula to the layout as a whole — and then redouble it — apply ATTRACT–INTEREST–MESSAGE and the comm formula to the message itself — you get a double punch of impingement.

You want a design that, in itself, communicates — a design that talks. It requires the use of art forms.

Art Forms— Design Basics

The art forms we're talking about here are shapes or objects.

A keyhole, for example, is an art form. Different shapes, different sizes of keyholes, convey different things. Circles, squares, triangles, etc. — these are all art forms.

There is a simple drill one can do, using art forms, to grasp the basic idea of design. Take ovals, squares, rectangles, circles. Throw down certain shapes on an open page of a brochure on each page and you get a specific design. Is it pleasing? Not pleasing? Dramatic? Not dramatic? What *is* the effect?

Do this again and again, using the various shapes or combinations of them. You can play around with this until you get the full feel of design basics.

Beyond this, one can experiment (but not on the final product!) with different formats, different sizes, horizontals, verticals, different sizes of photos and backgrounds in color or not, textures and two dimensions giving the impression of textures, as well as background designs.

The possibilities are many and one should feel at home with a wide range of them and how they align and integrate, or not, with the rules of standard composition.

Composition and the "Eye Trail"

When we talk about composition, we are talking about how you dispose of the objects in a picture or design, not how you draw one object. Composition is how you arrange or group the objects or shapes.

There are certain stable composition lines and there are dynamic lines. There are various types of mood lines. These must be used. They are part of standard composition, and they have everything to do with design.

In composition you are working not only with the mood of the piece but with the EYE TRAIL. The EYE TRAIL is vital in the layout of a design.

The eye must go somewhere — i.e., start at the top and follow down. *Where* it starts and *where* it goes is called the eye trail. And right here you get into the basic formula of ATTRACT–INTEREST–MESSAGE. The eye trail should lead one — pull one — involuntarily through ATTRACT–INTEREST–MESSAGE.

You can have a design which, by itself, is so irritating that it forbids reading it — it defeats the message. If you don't believe it, look at some pictures in cubism. Cubism is a dead art, by the way. But why did it die? Well, it specialized in irritating pictures, jagged, angry pictures, confused pictures. If the layout is ragged, the eye does not follow down easily.

The actual design will deliver an emotional impact. In other words, your design can be such as to prevent the piece from being read or deliver the wrong emotional impact for that piece, and therefore all the money and the work and all the ideas and all the think that went into it is totally defeated.

Take squares. You put squares in the wrong place and have the eye trail going in the wrong direction and you have an irritated person who will not go further.

Mono-sized shapes or objects or monotone lines — the piece will have no impact and no real eye trail. It's all monotone. It goes nowhere. Or a so-called center spread where the eye is distracted by two other disrelated photos and the attention is dispersed — wrong eye trail.

Thus design, the way you put something together, is very, very able to deliver an emotional impact by itself. Brilliant design will deliver exactly the emotional impact you intend. Brilliant use of the eye trail will carry one to and then through ATTRACT–INTEREST–MESSAGE.

The conclusion, therefore, is that format and layout — the design of the piece — is the key to salability.

So you use the emotional patterns of design and design itself as a means of communicating, to project the desired emotional response.

You're working for the final appearance of the final product when it arrives in somebody's hands.

You're working for a technical quality which all by itself will deliver an impact.

That's DESIGN.

ROUGH LAYOUT

Once the design has been established, rough layout can be done.

Rough Layout precisely measures the pages, precisely measures the spaces within the pages, precisely measures the copy and type that will be used for the copy in the various spaces. It crops, precisely, the photos or other artwork that will be used in the piece.

Cropping

In cropping we see distinctly the relationship between design and rough layout.

There are two types and two stages of cropping:

1. Artistic (design)

2. Mechanical (rough layout)

1. In the design stage you indicate (describe) the artistic on the *design* in the space for the photo. Any crude black-and-white sketch will do.

2. Mechanical — rough layout — makes it fit and marks in the exact dimensions and the crop on the *board* the negative or transparency is in.

Cropping has to do only with format. The actual size of the photograph has nothing to do with the established rules of cropping. It has to do with taste.

Rough Layout follows the design and scales the design to fit in the prescribed space. It does this precisely and accurately *without altering* the design and according to the balances and relationships described by the design.

When we get into rough layout, we are into the graphic arts. (One could get into a confusion here between the terms "graphic arts," "graphics" and "graphic," so it had better be made clear. Roughly, most encyclopedias describe graphic arts as engraving, etching, etc., involving representation or expression by means of lines on flat surfaces. Graphics is described as the art or science of drawing especially by mathematical principles, as in mechanical drawing, or calculating by means of graphs or diagrams. But you look in the dictionary and you find *graphic* means "vivid." So graphic arts and graphics do not mean the same thing as graph*ic*.)

Graphic arts deals with the mechanical reproduction of a picture or design. It is done by means of graph*ing*. You don't use arithmetic in graphic arts. It's more a form of plotting.

They call the rough layout the mechanical, and they call it the mechanical for a good reason — it's MECHANICAL. What's mechanical? That means "by machine."

So in layout you're into the area where it's all machine. We're not talking here about a system of pistons and gears and levers and crankshafts, but we are talking about a mechanical action.

If you've ever been on the bridge of a ship plotting a course, or if you've ever taken arithmetic that gave you vectors whereby you draw one line and then you draw another line and then you measure the length of the second line and that gives you a mathematical solution, you'll see that this is a mathematics of sorts. And that is what is used in graphic arts. But it doesn't have much arithmetic involved in it. It's a system of graphing. You draw a line this way and that intercepts or stops a line over here and then *that* makes a line over here do something. It's plotting, graphing, a machinelike action.

The only way numbers enter into it is that negatives have sizes, paper has a size, prints have a size — and those things have to be accounted for. Your job in rough layout is to make the back wall join with the roof.

From the rough layout you will be able to get the type and you'll be able to get the cropping.

So you do the design in rough layout so that it is totally practical. Rough layout is totally a practical, a mechanical action. "This type will fit here and it fits the design as close as we can get . . ." Etc.

NAVIGATE
FIRST PAGE
SEARCH
FIND
AGAIN
EXIT
CONTENTS
ORG BOARDS
INDEX

Design and Rough Layout Liaison

There may be instances where the design as presented cannot be followed exactly by Rough Layout. This can be due to limited equipment or materials or an error in the design or other reasons. When there are legitimate reasons it can't be followed, Rough Layout liaises with Design to get it worked out so that the design can be executed. Otherwise, they are two separate and distinct functions.

The watchword in rough layout is precision. It is done with fine mechanical accuracy so that the preparation of the materials for the shooting boards, the typesetting of the copy, the processing of the separation negatives, etc., can begin. It's all got to be made to fit precisely so that it is doable when it goes to the final shooting board stage.

If it's not mechanically accurate, the shooting boards won't be doable. If it gets to final shooting board stage without it being doable, or to the printer as a faulty shooting board, you won't get a product or you'll get an overt product.

When it gets to the printer and the shooting of the plates, if you are to have two plates, one to follow the other, they've got to be in total, absolute register. There can't be a millimeter of difference. Now we're into precision. But it's precision of what? It's the precision of following what was laid down by Rough Layout. So the rough layout had better be correct.

If it got up to final shooting board stage without the thing being able to be doable, then somebody can't lay out the plate, he can't lay out the printing, the halftone dots won't match, the this won't match, the that won't match, the color separation negatives won't fit in that piece.

The essence of it in the final analysis is, is it doable?

You've taken the design and you've executed it in layout as it's going to be — each part scaled precisely to the right size and mechanically accurate so it all fits together perfectly. It's ready to go onto a shooting board for business so it can then be put under a camera. It's doable.

That's ROUGH LAYOUT.

L. Ron Hubbard
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 APRIL 1977

REMIMEO
DISSEM SECS
EXECS
PRS

MARKETING SERIES 10-1

DISSEMINATION PIECES, STABLE DATUM, APPEARANCE, LAYOUT AND DESIGN

Ref: HCOB 29 July 73 — Art Series 2
ART, MORE ABOUT

Executives are often called upon to order or pass upon dissemination materials, magazines, fliers, posters and even books. Staffs are required to do them or bring them into existence.

It is commonly believed that the words or the pictures are all that are of importance. So long as one thinks that way, dissemination pieces will attain only low return or interest.

There is a key datum, a stable datum, which forms the guideline in all such creations or judgments. It is "sort of felt" and in some texts on layout is given some attention. But nowhere has it been forcefully or properly stated.

Therefore this is released as policy as well as guideline and should be used to guide both the creation and authorization of any and every dissemination piece, magazine, flier, poster, advertisement or book:

THE FORMAT, LAYOUT, TYPEFACES (STYLES AND SIZE OF TYPE), PAPER AND COLOR ARE *THEMSELVES* A MESSAGE INDEPENDENT OF THE MEANING OF THE TEXT WORDS OR PICTURE CONTENT AND MUST *THEMSELVES* COMMUNICATE THE MOOD AND THE INTENDED MESSAGE TO BE AN EFFECTIVE FINAL DISSEMINATION PRODUCT. THEY FORM THE CARRIER WAVE ON WHICH THE WRITTEN OR PICTURED MESSAGE TRAVELS. IT IS THESE THINGS BY WHICH THE REALITY OF THE COMMUNICATION IS JUDGED AND ARE THEMSELVES A SIGNIFICANT PORTION OF THE QUALITY OF THE COMMUNICATION.

EFFECTIVE PROMOTION DEPENDS UPON THIS STABLE DATUM AND POLICY BEING UNDERSTOOD.

EFFECTIVE DISSEMINATION PIECES RESULT ONLY WHEN THIS STABLE DATUM IS UNDERSTOOD AND FULLY PRACTICED.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 SEPTEMBER 1979

MARKETING PERSONNEL
COPYWRITERS
DIRS PROMO
DIV 2
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MARKETING SERIES 11

PROMOTION

Refs:
OEC Volume 2 and 6 PLs on ads and promotion

HCO PL	8 Oct. 64	Art Series 12 ARTISTIC PRESENTATION
HCO PL	2 June 65 II	ORG ETHICS AND TECH

Promotion is, of course, an essential part of marketing.

It is the action of making something well known and well thought of.

It is the art of offering what will be responded to.

RESPONSE is the key word here. Whether it's in terms of services sold or commodities sold or communication or goodwill, it's *response* that is the test of all promotion.

In order to get response you've got to first find out what people want. You've got to find out what people consider valuable. When you know what people want and what they consider valuable you know what they will respond to.

It takes surveys. It's no good flying blind or trying to guess at it. You won't KNOW until you survey.

So your first question on all promotion is: "Am I absolutely sure, before I invest any money in this promotion (makeup, printing, postage) that people will consider what I am promoting valuable enough to exchange their hard-won valuables for it?"

The answer lies in the results of your survey. Promotion is always, always, always based on surveys, and it must include the exchange factor.

The real test of good promotion is: Are you getting an effective exchange? The exchange may be communication, it may be goodwill, but — *are you getting exchange?*

Communication and goodwill are valuable in themselves and, as well, they precede and lead to the material exchange of valuable for valuable. So any of these is considered effective exchange in promotion.

One must, however, in order to continue to survive and to continue to promote, arrive very shortly at a material exchange of valuable for valuable — a consumption of the product one is promoting. On a material exchange basis, if you are trying to produce something and nobody is busy absorbing or consuming it, you are in trouble right away because nobody is going to support you, and that's where your income is. So the final value of promotion and where you get the money to do the promotion is in the CONSUMPTION of the thing you're promoting.

The important datum here is: YOU PROMOTE WHAT CAN BE DELIVERED AND CONSUMED.

Make it a firm policy that you push what you have ready to put in public hands at the time of the promotion and that you do not heavily promote future products not yet in hand.

Then, in any promo piece, be it an ad, brochure, a flier, a pamphlet, a poster — you follow the line of:

1. Attract,
2. Interest,
3. Get your message across.

That sequence, followed, can look many different ways in many different promo pieces depending upon the subject, the mood, the design and the copy of the piece. But in any successful promotion the basic sequence will be found to be just that: Attract–Interest–Message.

TWO GUIDING RULES

There are two guiding rules to be followed in any type of promotion:

1. Don't soft sell.
2. Don't set us up for false claims.

The results of Dianetics and Scientology are fantastic enough to please all but the most psychotic in the society. These results have never before been seen on the planet. But there are always SPs out there who don't want people to get well and who use literature to get you in trouble.

The art of hard sell is you tell people to do something. Hard sell is based on knowing and promoting in the line of truth and not being reasonable about people who want "other things" and "other practices." There is nothing to compare with Dianetics and Scientology. They are infinitely valuable and transcend time itself.

So don't understate things in your promotion. Just tell the truth and you'll find that it's very effective.

QUALITY DEGRADES

A degrade of the quality of something means an action that lowers or reduces its excellence or degree of excellence.

In promotion, a quality degrade would be a poorly designed piece or a sloppy printing job or dull, cliché-ridden or otherwise inappropriate copy or any other of a number of carelessly done or not done actions that would show up in the final result.

Quality degrades can be caused by:

a. willful unhattedness, or

b. lack of good taste or a sense of the fitness of things, or

c. knowing products or promotion are of poor quality but, for one reason or another, neglecting to remedy them or call them to the attention of those who can and will remedy them.

There is no excuse, with all of the tech at our disposal, for any of the above.

The standards for the quality of our promotion must be high and must be maintained. We are not playing children's games. This is your show and your planet too. You aren't doing this just for me — but I am sure you know that.

We have an incomparable technology. In order to get it delivered we MUST communicate and in the communication we MUST interest people in order to be seen and listened to.

A quality degrade in promotion cuts our comm lines to a greater or lesser degree. And the world depends in no small measure on our comm lines.

Thus, quality degrades are no slight matter. They cut our comm lines because, with dropped-out quality, what we make and the promotion of what we make would be so flawed that it would not communicate.

So realize, when promoting, that the world needs us and our technology. Make it well known and well thought of.

And keep the quality of your promotion such that it does attract and interest and communicate and bring *response*.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 SEPTEMBER 1979
ISSUE III

REMIMEO
MARKETING
PERSONNEL
COPYWRITERS
DIRS PROMO
DIV 2
DIV 6

MARKETING SERIES 12

COPYWRITING

Refs:
Marketing Series PLs
PR Series PLs
HCO PL 10 Feb. 65 AD AND BOOK POLICIES

There are many trends promotion and ad copy can take. One of them is dignified, hard-hitting and dramatic. Another is warm, human and truthful. Another, the kind we don't need, is pointless or banal. It specializes in words like "exciting" and "don't miss" which are clichés (worn-out, overworked, hackneyed phrases) and would attract no attention and get you no customers.

The approach to promo and copywriting, whatever the mood or trend it takes, should be fresh and truthful. Insincere, overdone or stereotyped advertising will never sell or bring anybody into anything.

It is possible to do promotion and write copy that is alive and interesting, that attracts and is in good taste.

PRIMARY MISSION

The primary mission of any piece of promo is to create want and sell the item. When one goes to the trouble and expense of putting an ad together, it has to accomplish its purpose. If you're getting up an ad for a book, the purpose is to create a want for the book and sell the book. If you're getting up an ad on a service, the purpose is to create want for the service and sell the service.

The question one asks himself is: "What ad would accomplish this purpose?" and "How am I going to convince this audience that they ought to . . .?"

You dig into your surveys and you find what people want and expect of the item. You yourself must have reality on the product and the worth of the product, and you must also have a reality on your audience if you're going to reach that audience and communicate to them in your copy.

This comes under the heading of "homework."

HOMEWORK

By "homework" is meant all the necessary preliminary or preparatory work done, all the relevant facts dug up, all the data needed that will enable one to get a product out.

In copywriting it would mean getting fully familiar with the product or service one was promoting, knowing all about it. How is it produced? What does it do? Why is it valuable? What results can one expect from it?

Wherever possible the copywriter would have personal experience with the product or service himself to be able to promote and sell it honestly. He would make it his business to find out about the experience of others with it, delve into results produced, success stories, wins, achievements. He'd *know* the product or service and he'd be able to turn out copy that shone with reality and conviction.

And he would make it his business to know his audience. Who is the product for? Who is this public? Has this particular public been surveyed? Were the survey questions correct? What does the survey show this public wants? What do they expect from such an item? What "buttons" has this survey turned up?

When the homework has been correctly done, you know the product and you know your public and you can produce a piece of promo that will bring the two together.

You use your knowledge of the product, you use the survey buttons, you use audience viewpoint and you use positioning to attract and interest and get the message across.

COPY AND POSITIONING

There has been some think in the past that when positioning is done it is then put at the beginning of the promo piece and after that one pays no attention to it. This is a misuse of positioning. It can ruin the impact of your ad; it can disperse the reader.

Everything streams out from the positioning. If one has positioned something against an airplane, then the rest of the copy would be in terms of flight. It would be inherent in the way one used his words. A new item, a can opener, would take off from the drawer and dive effectively at a can. It would also give your hand a smooth ride. This is known as frame of reference. The vocabulary one uses is all inside a frame of reference. Positioning gives you a frame of reference. So you write your copy out of that frame of reference and you plan your promo piece around that frame of reference, and you keep it consistent.

Impact depends mainly upon consistency and staying on the same subject without departure from the frame of reference.

A good copywriter will make the most of positioning to enhance his copy and make it all of a piece with the whole of the ad.

ASSUMING AUDIENCE VIEWPOINT

A common fault in writing ad copy or other material, both in marketing and other areas, is an inability to assume the viewpoint of the reader and get the idea of what impression the reader may have when he reads the ad. An ad must be written from the viewpoint of the public that is going to read it.

The actual trick of writing that wins is to be able to put oneself in the valence of the person who will read it. What kind of public is that? Who is this person? Get a reality on your reader, and then, just like an actor, you assume that beingness and read your copy back. An experienced actor can flip into a beingness in about 125th of a second and flip out of it again. So just slide into such a beingness and read your copy, and you will see what I'm talking about.

It is a skill in writing to be able to read one's copy newly as though one has never heard of it before, from the beingness of the reader. It is something one should acquire.

MAINTAINING VIEWPOINT

If the writer doesn't have a firm viewpoint from the beginning and hold that viewpoint throughout the copy, his ad will lack impact. Further, it will disperse his audience. If he switches viewpoints within the ad, if he writes from the viewpoint of the producer one moment and moves in from the viewpoint of the consumer in the next paragraph, his copy is going to be confusing and he'll lose the reader.

One can't have two different approaches to the same subject in one piece of literature.

Similarly, if he has no audience viewpoint or has difficulty assuming the viewpoint of a reader, his ad will fall that much short of really communicating.

WHAT THE PUBLIC ASKS OF AN AD

In an ad or flier, you don't try to enforce understanding on the reader. That violates come-on. And it's not even what the public wants. An ad does not have to teach anything, it merely has to create want. And when the want is created, you must, must, must tell the reader where he can get it. You never leave a mystery as to where someone can get the product or the service.

Ad copy can defeat its own purpose (to create want and *sell something*) if it doesn't include the seven points of an ad as listed in HCO PL 10 Feb. 65, AD AND BOOK POLICIES.

That list contains the questions a public person actually asks himself or asks of an ad or a flier. What is this service? How valuable is it? What does it do? How easy would it be for me to do it? How much does it cost? How do I get it? Where?

A good copywriter carries the reader, his interest increasing, right on through the final question. Where this is missing you have a writer who doesn't have the audience viewpoint. He may even create a want but then leaves his audience dangling. Where it is handled and handled well by a good copywriter, you have an ad that sells.

HARD SELL

It is necessary in writing an ad or a flier to assume that the person is going to sign up right now. You tell him that he is going to sign up right now and he is going to take it right now. That is the inference. One does not describe something, one commands something. You will find that a lot of people are in a more or less hypnotic daze in

their aberrated state, and they respond to direct commands in literature and ads. If one does not understand this, and if he doesn't *know* that Dianetics and Scientology are the most valuable service on the planet, he will not be able to understand hard sell or be able to write good copy.

So realize that you're not offering cars or life insurance or jewelry or stocks or bonds or houses or any of the transitory and impermanent things which are based on things not surviving or on things that are in fact being destroyed. You're offering a service that's going to rehabilitate the thetan and that is *lasting*.

Hard sell means insistence that people buy. It means caring about the person and not being reasonable about stops or barriers but caring enough to get him through the stops or barriers to get the service that's going to rehabilitate him.

That is the sole reason for our use of surveys and promotion and marketing in the first place.

When that one fact becomes real, it all falls into place and it should be a short step then for a copywriter to produce an ad that attracts, interests, creates want and *sells* Scientology products and services.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 27 SEPTEMBER 1979

REMIMEO
MARKETING PERSONNEL
COPYWRITERS
DIRS PROMO
DIV 2
DIV 6

MARKETING SERIES 13

ADS AND COPYWRITING

Refs:
Marketing Series PLs
PR Series PLs

Ad copy has got to carry a message. It is a communication.

Some photographers never find out that a photograph is a communication. Some artists never find out that art is a communication. And that is also true of some copywriters.

SPLIT–SECOND TIMING

An ad is not textual information. It is a communication. But it has to be a very fast communication because people won't look at it very long. It has to be able to deliver its message in about a quarter of a second. That's how long it takes somebody to go through the reflex of throwing the piece away.

You could actually go around with a stopwatch and time how long it takes for a person to see if he is going to throw something away or not. It is that span of time that you have in order to absorb the message.

The actual test of a piece of ad copy is: WILL IT REGISTER IN THE INSTANT IT TAKES THE INDIVIDUAL TO PICK IT UP AND DECIDE HE IS GOING TO THROW IT AWAY?

If it communicates in that split instant of time he won't throw it away. That is the test of an ad or a flier.

At each point a person would throw a promo piece away, he must be stopped. You have to figure out the cycle by which he would throw something away and then you can write the ad copy. You have to figure out the points of stop when a person is going to discard this thing and catch him on each one of them.

ADS AND THE COMM CYCLE: DIRECTING THE PUBLIC

You must recognize that the public has to be able to send for something or be able to communicate easily or they don't buy the item. You have to direct the public. An ad or flier must have something for them to do. It must give them somewhere to go, or someone to write to, or someone to call or contact. You first direct them. Then make it easy for them to respond. That's part of the comm cycle.

LOOKING AT MADISON AVENUE

The beautiful artwork and gorgeous stuff you see in magazines is Madison Avenue's effort to keep people from throwing the piece away because it is aesthetic. But it doesn't communicate.

I've looked through a few magazines trying in vain to find out what to order and where to order it from. I had the wildest time and finally found in one magazine they had enclosed a card. But it wasn't actually a card, it was a piece of a card that had to be cut off another card. It wasn't recognizable as a card so I didn't recognize it as something you could use to send away for something. It just didn't register as a card, so there was no simple way to send away for the item.

Here's an example of an ad that doesn't communicate. It's an isolated object, beautifully photographed, sitting out in the middle of space. Then underneath it all they say they've just won an award for something or other. But what's the ad about? It doesn't say. The message isn't there. It doesn't communicate.

Here's another: It's actually supposed to be a cigarette ad but it shows somebody getting dragged on a sled through the snow. It's obvious what they're selling — they're selling snow!

Most of the ads in the better magazines aren't ads at all, they're just assertions about a product. You will find that hardly any of them are ads that bring about exchange.

If this is the best of Madison Avenue, they don't know the basics of advertising.

If our promo people are looking at or studying that kind of ad all the time they won't be able to write good ads themselves. Because these aren't good ads. They don't communicate.

SURVEYS AND COMMUNICATION

In magazines you have something on the order of half a million dollars' worth of advertising or more. It has pretty poor impact.

It is very outpointy for grown men to be spending this much trying to trickily capture somebody's attention. They get so involved in the trickery of it that they don't communicate what they want, which is: "We want you to buy this product."

Advertising must represent something that people want which they are willing to exchange something for. The ad has to tell them what it is.

If you have a surveyed message, it has got to offer something. Advertising people, with all their flossiness, all of the color and everything else, aren't *communicating*.

Some ads use mainly only a symbol or a hallmark and attempt to make that into a communication. But you can't take a symbol or a hallmark and make it into a communication. They are just decorations. That doesn't make an ad.

You have got to get the communication that matches the survey. But promo people have found a new way of avoiding a survey. They just put it all down in the text, so the communication doesn't match the survey.

I realize that in school they teach you that you must be original. But communication is duplication. You do a survey, the public feeds you a button, so you just feed it back to the public. That's duplication. And it works. Don't make the mistake, in writing ads or copy or promotion, of thinking that you have to do something else besides feed the surveyed button back to the public.

CONCLUSION

Actually, in advertising you haven't got any competition at all.

So why is it that some promo people don't write good ads? Because the ads they see all the time aren't good ads. That's the Why!

The handling is to write good ads!

With the survey and promotion tech we have, and the tech we have on communication, there's absolutely no excuse whatsoever not to produce a good ad — one that communicates!

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 OCTOBER 1979R
REVISED 14 SEPTEMBER 1988

REMIMEO

MARKETING SERIES 14

VIEWPOINT

Before successfully doing or okaying copy or materials for marketing purposes, one must learn the skill of assuming the viewpoint of the eventual reader or public who will be expected to react to it.

The essence of marketing is to create want and sell services or products. The only reason one writes copy or prints fliers or handouts, handbills or posters is just that.

Any pictorial or written material is done or written for the sole purpose of being viewed by the eventual consuming public.

To execute or authorize material which does not bring about the basic purpose of marketing is of course extravagant. It may even be destructive. It costs money to print and distribute material. So material which does not bring about the purpose of marketing in the public for which it is intended is a waste of money and time.

Further than that, unless one learns to assume the viewpoint of the eventual viewer of the copy, one can make quite destructive mistakes which, in addition to losses and waste in printing, actually destroy income for the organization by preventing people from wanting or trying to acquire the products or services.

One must learn to shift from the viewpoint of a copywriter or layout person to the beingness of the eventual viewer. In this way, one can estimate, quite accurately, the impression that will be made by the pictures and copy when they are released to that public.

A thetan is quite capable of momentarily shifting his identity to another identity and getting an idea of the impressions or ideas that will occur to the identity shifted to. This skill is easily acquired. In a simpler sense, let us say one is writing a letter to Aunt Mamie. One can go on and on and write the letter from the viewpoint of self, which in this case, let us say, is Joe. And the letter can be sent off and totally bomb out because Joe had not the least concept of how Aunt Mamie would view his letter to her. He may be later dismayed to find out that Aunt Mamie now believes that he has taken to drink. Actually, all he put in the letter was that he had attended a lot of parties lately. Now, you could say that he would have to have an intimate idea of the character of Aunt Mamie before he could assume her viewpoint. But the truth of the matter is, Aunt Mamie is just a garden-variety, unmarried, middle-aged person who is quite critical of the gay side of life. It isn't vital to know much about the character of Aunt Mamie in order to assume her viewpoint, but it helps. Joe is not writing this letter with the tools

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of surveys but he knows from family discussions that Aunt Mamie is a fairly strait-laced person. What he failed to do is read his letter back from the viewpoint of Aunt Mamie. Had he done this, he would have seen that his glowing descriptions of parties he was going to lately and having a good time at would have registered an entirely incorrect impression that he had entered upon a career of debauchery.

So what impressions do people get when they read copy or see posters or are exposed to ads? They get the impressions from their own viewpoint, of course. These people, by and large, do not exercise the tech of assuming the viewpoint of the copywriter. That is not part of the requisite of watching TV or looking at billboards. It is the responsibility of the person conceiving, planning or executing or approving such copy or pictures to assume the audience viewpoint.

In this, one is helped by surveys. One has some idea of what his audience likes or doesn't like. The survey will permit him to get into agreement more quickly so as to get his message across. But a survey is not a substitute for assuming the audience viewpoint.

One can take a glowing, marvelous, beautiful, carefully executed piece of copy, design a marvelous, glowing, beautiful flier and then leave in it something which would be viewed totally incorrectly from the audience viewpoint. When the flier is issued, if it is not planned and done with the audience viewpoint in mind, don't be surprised if there is a sudden crash of stats when it's issued. The audience might get an entirely wrong impression out of it.

Let us give a case in point. Flag acquired new quarters as an addition to their already extensive quarters. Somebody wrote a poster and sent it through for approval and it came all the way along the line without anyone noticing that, when viewed from the audience viewpoint, it definitely stated that Flag had moved. This would have caused considerable consternation. But Flag hadn't moved. The message was that they were getting so much business that they had had to acquire new property quite in addition to their existing property and that they now were running an annex. And people also would have wondered, "Is this 15 miles away from the service center?" and had to be told that it wasn't. But the person who ordered it, planned it, those who okayed and authorized it, all missed the point that that poster all by itself could have cost Flag a half a million dollars or more in lost business and could have started a black PR campaign of "See? They got chased out." And all of this because nobody anywhere along the line assumed the viewpoint of the audience and looked at the poster with a brand-new, fresh eye to see what it actually was saying. Now, it didn't say anything destructive. It simply announced a new resort hotel, but it omitted to say that Flag was still there. It also omitted, in boldface, where it was located. This new resort hotel might have been conceived to have been in North Africa.

Another example could be copy which said that the Pro TR Course was now being offered to Class IV Auditors, which would mean that you would have had to have done the Class IV Course in order to do the Pro TR Course.

One has to be aware of what impression the consuming public is going to get from any ad copy, picture, offering of any kind whatsoever.

There is more to it than just assuming the viewpoint. One has to assume the viewpoint as though he knows nothing whatsoever about the copy. One has to

unknow everything he knows about the copy and assume the viewpoint without knowing anything about the copy and then look at it. It is, as I say, a skill. This skill is possessed by any writer worthy of the name. Actually, a trained writer can read one of his own stories from the viewpoint of a future reader without knowing anything that is going to be said in the next two words. Then he can get an estimate of exactly what the reader will think or see. Not only that, a well-trained writer can rewrite the whole thing and then turn around and not know what it was in the first place and what it was in the rewritten state and read it all over again, totally from the viewpoint of a future audience as though he knew nothing about it. An excellent composer can also listen to his own compositions as though he knew nothing about them and from the viewpoint of the eventual listening audience.

There is another aspect of this which is of interest. A lot of people who wish they could write stories or music or ad copy or do some creative work of this character are so solidly audience that they can never assume the viewpoint of the originating professional. In other words, they're too much audience in the first place to assume the creative role. This shows up when you ask such a person what about a piece of music. He answers you with an idiot answer from a professional viewpoint, "I like it." To a professional, that is an idiot answer. An audience is no more articulate about art forms or its technique than, "I like it. I don't like it." Really educated.

So for some who are trying to write marketing pieces or design or present or authorize them, one is already in an audience viewpoint and has never assumed the professional viewpoint in planning, writing or executing or approving. This shows up particularly on an approval line where the person on the approval line cannot say what is wrong with the piece or what has to be corrected about it but only can say, "I didn't like it." This is not very helpful.

So there are probably three stages one has to go through. One is to uneducate oneself as an audience, then take the viewpoint of a professional and do his job, and then reassume the viewpoint of an audience to see what they will think about it or like or not like about it. And then one has to be enough of a technician or creative professional to fix it up so that it will be accepted or liked.

What we're examining here is simply the facility to shift from one viewpoint to another. It is also the facility to see something newly.

Unless this is mastered, people on marketing and promotional lines can actually now and then cause a catastrophe.

There are two ways a catastrophe can be caused in marketing. The first is to not write anything at all and leave something unmarketed and unpromoted. The second is to market it or promote it in such a way that the marketing is destructive of the offering.

Both of these are a matter of failure to assume a viewpoint. The person who isn't writing up or marketing anything at all has not assumed the viewpoint of a professional. A professional marketing or copy or advertising man who would sit around without marketing anything would be so ashamed of himself he probably couldn't even look at himself in a mirror. He would cringe. He would think of himself as an incompetent boob. Because he wasn't producing anything, his morale would be in the basement. He

would have nothing to be proud of. If he assumed the viewpoint of a professional and found he wasn't doing anything, he'd get busy. He'd learn the tools of his trade and start batting it out.

The second viewpoint, that of the eventual public for whom the piece is intended, has to be assumable at every step. Only then can one achieve marketing items that actually do create want in that exact public for which they are intended and sell products and services.

One can practice this. Just walk around for an hour or two being Joe the ad copywriter and think what he would think and do what he would do. And then open some magazines or walk through some stores and, for a couple of hours, just be a middle-class public and think all the things about everything that is seen that that public would think and see. And then go through the same operation as a downstat bum and think and see all the things that a downstat bum would see. And then go around as Mr. Gotbucks and see all these things or even new and different things as Mr. Gotbucks would see them.

One can keep up such actions until one actually can do it in the flash of a second. It's actually quite fun. It gives one a brand-new world. In fact, one can have a lot of new worlds — one for every public he assumes the viewpoint of. You would be utterly amazed. The ability to do this is quite valuable. In fact, it is the difference between success and failure in marketing.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 1 DECEMBER 1979
ISSUE II

MARKETING HATS
COPYWRITERS
DIRS PROMO
SURVEY HATS
DIV 2
DIV 6

MARKETING SERIES 15

SURVEY BUTTONS ARE NOT THE MESSAGE

Refs:

HCO PL	2 Sept. 79	Marketing Series 4 SURVEYS ARE THE KEY TO STATS
HCO PL	7 Aug. 72R Rev. 9.8.72	PR Series 17 PR AND CAUSATION

Book: *Scientology: The Fundamentals of Thought,* Chapter Five: "The ARC Triangle"

The difference between survey buttons and the message in a promo piece must be crystal clear to those working in promotion and marketing.

The first thing to understand is that they are NOT the same thing.

The *message* is the communication, the thought, the significance you want to get across to an audience or public.

A *button* is what is used to get the public's agreement to hear the message.

Too often promo and marketing people seem to get all tied up with the use of buttons and thus they never put any message in the promo piece. But the message is the whole reason for the promo piece in the first place!

Surveys can appear to not work very well when survey buttons and only survey buttons are used, as the result is messageless promo.

A survey is done so that you elicit response and agreement. But you get response because you've elicited agreement. You elicit agreement by using the right button. The button is the R-factor. It's how you establish a reality with an audience.

To do a proper survey and to then use its results effectively requires an understanding of the purpose of surveys, and of ARC and the ARC triangle. It requires an understanding of what reality is.

One uses the ARC triangle in conducting a survey initially and, following that, one applies the ARC triangle in putting the survey results to use.

It goes like this: One *communicates* to an audience (via a survey) with *affinity* to find out what the *reality* of that audience is. Reality is agreement as to what is. The reason you do a survey is to find out what that audience will agree with.

One then approaches the public with that *reality* in a promo piece to get the public's agreement to hear the message, the *communication,* in the promo. And thus one raises the public's *affinity* for the item one is promoting.

That is the simplicity of it. But it will only be simple to the person who understands the ARC triangle. It is basic Scientology data we are using here. By improving one corner of the ARC triangle one improves the other two corners. The most important of these three related points, ARC, is communication. But without reality or some agreement, communication will not reach and affinity will be absent.

Thus surveys are done to get agreement. Dispel the idea that surveys are done for any other purpose. They're done to establish agreement with an audience.

In a survey, you question people to get their opinion on something — an idea, a product, an aspect of life, or any other subject. A *button* is the primary datum you get from this action. It is the answer given the most number of times to your survey question.

You ask ten or ten hundred people what they would most want or expect of an automobile tire and seven or seven hundred of them tell you "durability." That's the button. That's the reality, the point of agreement on automobile tires among that public. So you use that button with that public and you've established reality, you've got agreement and they will then listen to what you have to say about automobile tires.

Buttons have their use but we are not so much interested in them as we are in MESSAGE. The message is the real essence of any promo piece. Buttons are just the grease to use to get your message through.

It would be a good idea for anyone with any confusion on these points to work them out in clay. One should be able to make a clear distinction between these two terms, button and message, and to view them in the correct relationship.

Once that distinction is made, it will be the end of messageless promo.

In its place we'll have promo that uses a button to strike just the right note of agreement and establish a reality with the audience and then, without fail, communicates, really DELIVERS THE MESSAGE, to what is now a receptive audience.

That's the secret of promo that gets response.

The first thing about it to understand is that SURVEY BUTTONS ARE NOT THE MESSAGE.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 FEBRUARY 1982
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REMIMEO
ALL STAFF
MARKETING HATS
DIRS PROMO PUBS
PRS
ALL PUBS AND COMPS UNITS

PR SERIES 35
MARKETING SERIES 16

BOOKS AND MARKETING

Don't plan books to be printed without Marketing liaison and don't mishmash and cross publics when marketing books. Don't market with generalities; marketing is aimed at specific publics. And above all, don't downgrade or put black PR in books. Also, don't hit at allies to upset them. This is a theta line. Make it theta all the way. If any black PR is done on it, it is only to blow enemies off it. But the theta in these works, all by itself, will blow the enemy away.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 MARCH 1982

REMIMEO
EXEC HATS
FINANCE HATS

MARKETING SERIES 17
FINANCE SERIES 19

PROPORTIONATE MARKETING

In marketing one must always push *harder* toward the largest bulk of future business. It is peculiar to Scientology marketing that you have to push hardest at the lowest levels to make the upper levels come off.

This gives you a sort of scale that tells you the target proportion of finance and effort to allocate in marketing.

For Scientology and types of orgs, it goes like this:

Heaviest: Raw public not yet into Scientology.

Next heaviest: First services they will take.

Next heaviest: Into HGCs and Academies.

Next heaviest: To SHs.

Next heaviest: To AOs.

Next heaviest: On to Flag.

You can also draw a scale of this for individual business or orgs of any class.

It can be done simply by how much money and personnel and pieces are to be devoted to each point of the scale.

Failure to do this gives one faltering stats as the flow is not being proportionally marketed. Done correctly one gets a very heavy and quite even flow up the Grade Chart. Doing it unevenly one gets booms, depressions and instances of cannibalizing.

L. RON HUBBARD
FOUNDER

[*Editor's Note:* Marketing Series 17-1, HCO PL 13 Apr. 82, PROPORTIONATE MARKETING ADDITION, is a limited distribution HCO PL available only to org staff and management.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 19 MARCH 1982

REMIMEO

EXECUTIVE SERIES 23
MARKETING SERIES 18
FINANCE SERIES 22

EXECUTIVE SUCCESS

The whole story of marketing is told in just a few words:

ONE FINDS OR STRENGTHENS OR CREATES A DEMAND.

The whole story of economics is told in a few words:

ONE SUPPLIES OR DOES NOT SUPPLY A DEMAND AND GETS ADEQUATELY PAID OR DOES NOT GET PAID FOR IT.

The speed with which one can collect information, debug, write immediate bright, applicable, doable programs or evaluations on each area that will handle marketing, economics, delivery and collection and, above all, the speed with which one can get out letters, despatches and telexes based on the programs and get real dones on them back determines the volume of income in any given time period.

And that's the full essence of executive success.

L. RON HUBBARD
FOUNDER

[*Editor's Note:* Marketing Series 19, HCO PL 15 Apr. 82 I, PLANETARY DISSEMINATION, is a limited distribution HCO PL available only to org staff and management.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 5 DECEMBER 1971R
REVISED 10 SEPTEMBER 1988

REMIMEO
SURVEYOR HATS
PR HATS
MARKETING HATS
DIV 2 HATS
DIV 6 HATS
PR COURSE CHECKSHEET
SURVEY NETWORK

PR SERIES 12
MARKETING SERIES 20

HOW TO DO SURVEYS

Refs:

HCO PL	2 June 71R Rev. 28.7.83	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	15 Dec. 2000	PR Series 13 GOODWILL PROMOTION
HCO PL	7 Jan. 72R II Rev. 10.9.88	PR Series 15 Marketing Series 21 CREATING SURVEY QUESTIONS

This hat write-up by a Public Relations Officer, written at LRH's request, contains valuable data on how to do surveys.

SURVEY means "a careful examination of something as a whole and in detail."

The word "survey" as used in public relations and marketing terminology means to carefully examine public opinion with regard to an idea, a product, an aspect of life, or any other subject. By examining in detail (person to person surveying) one can arrive at a whole view of public opinion on a subject by tabulating highest percentage of popular response.

The purpose of this hat write-up is to describe the two most important aspects of surveying so that 100 percent successful results can be obtained every time. Though there are many different *types* of surveys, the method used is the same. The two components of surveying are:

1. The mechanics of doing the survey itself,

2. The beingness of the surveyor.

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THE MECHANICS

The actions involved in doing a survey are simple and few. The first thing you do is establish the questions you are going to ask the public to find out what is wanted and needed, popular or unpopular or whatever. Creating the survey questions is a technology in itself and is laid out in the Marketing Series HCO PLs covering the different types of surveys which can be done.

After the questions are established they are mimeoed on survey forms or typed on a piece of plain paper for the surveyor to refer to. If one were doing a survey in a city where large numbers of people were interviewed, the survey forms might be most practical. However, all that is needed for most surveys is a clipboard with plenty of plain paper and several ballpoint pens. The survey question page is then placed on top of the pad of paper and flipped back while taking notes of the interview.

The only materials needed for a survey are several ballpoint pens (so running out of ink in the middle of the survey doesn't cause interruption), plenty of paper and a clipboard.

To begin a survey, you simply walk up to a person and in a friendly manner introduce yourself (if a stranger) and ask to survey them. If additional R-factor is requested, it is given and then the survey is begun.

Ask the person the first question, flip back the question page and take down the answer. Be sure to number the answers corresponding to the question number being asked. You needn't write down every word as the person speaks to you but get the most important points. You will find, after practice surveying, you can write almost everything down.

Also remember to note down the person's tone level reaction to each question.

After the person has answered the first question, thank him or her with good TRs to acknowledge that comm cycle and go to the next question. All you have to do is BE THERE, be INTERESTED in what the person is saying, and take down his answers.

At the end of the survey thank the person very much. The person will most likely be thanking you at this point as people LOVE to be asked their opinion of things, and having another terminal grant beingness to this and listen attentively is a rare and valuable experience to many.

Then go to the next person and repeat the same procedure. This is all there is to the mechanical action of surveying.

TABULATION OF THE SURVEY

The final tabulation of a survey is very simple. The following data was written and compiled while conducting an ethnic survey.

1. Count all the surveys.
2. Establish various categories of answers for each question by listing answers briefly as you go through the surveys.

3. Soon you will be able to merely mark a slant by each category, the slant meaning one more answer of a similar nature.

4. Then you total the answers given for a particular category of answer. Let's say you had 1,500 answers of a similar nature to one question and your total number of surveys is 2,500. This means 60 percent gave that similar type of answer (1,500/2,500).

5. You then list each question and under that question list the categories of answers and the percentage from the highest to the lowest.

6. The only mistake you can make is not to realize the similarity of answers and so have a great diversity of categories.

BEINGNESS OF THE SURVEYOR

Just as an auditor has to have his TRs in, has to abide by the Auditor's Code and BE there as a terminal for the pc to communicate to, so must a surveyor.

Outward appearance of the surveyor must be clean, tidy and the dress ethnically acceptable for whichever public is being surveyed.

A successful surveyor *must* have a high affinity for other beings—friends or complete strangers. A friendly NATURAL approach to people is required. A sincere smile and good TRs is the door opener. And CONFRONT. You have to reach out to complete strangers and get them interested in themselves enough to let you know what their reality is so you can help them.

This is completely natural to any trained Scientologist anyway. A Scientologist knows the formula of communication, knows to grant beingness to another, and that ARC = Understanding. With these factors and the basic TRs in, the person being interviewed will feel relaxed about communicating his ideas and realities.

This is *all* there is to surveying, and you will be amazed with the results attained!

PITFALLS

Listed below are some DON'TS just to make sure possible pitfalls are known about and avoided.

1. Don't dress in an unclean or unethnic way. That would automatically make you unwelcome.

2. Don't be short of materials and have to fumble for a pen or survey form. The person might walk off from you in the meantime if you're doing a survey on the street.

3. Don't be backward or shy. This would make you look unconfident of your own product or purpose for being there.

4. Don't overwhelm with forceful, overzealous approach or comm.

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5. Don't be overserious, or on the other hand giddy. Anything phony is absolutely detrimental.
6. Don't do socially unacceptable practices like chewing gum loudly, biting your fingernails or any one of dozens of other little annoyances.
7. Don't be in too much of a hurry. The person must feel you CARE about what he feels and thinks.
8. Don't be propitiative or the other extreme, condescending. Be YOURSELF, in valence and confident.
9. Don't cut a person's comm or be gruff in any way.
10. Don't act supersweet either. Be *friendly* and BUSINESSLIKE.

As a matter of interest, there is a certain PR textbook which describes a method of surveying called "depth interview." It is said that this method takes highly trained interviewers and skilled analysts.

Now these fellows think a successful surveyor needs *years* of training of some kind or another.

But because you have the technology to UNDERSTAND the basics of the mind, yourself and other people, you accomplish what seems *miraculous* by any other standards.

The miracles of survey results are easily obtainable and *valuable*. But don't be surprised if other people still think you're a genius.

Public Relations Officer

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 7 JANUARY 1972R
ISSUE II
REVISED 10 SEPTEMBER 1988

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DIV 2 HATS
DIV 6 HATS
PR COURSE
CHECKSHEET

PR SERIES 15
MARKETING SERIES 21

CREATING SURVEY QUESTIONS

Refs:

HCO PL	2 June 71R Rev. 28.7.83	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	5 Dec. 71R Rev. 10.9.88	PR Series 12 Marketing Series 20 HOW TO DO SURVEYS
Tape:	7101C18 FEBC Tape 2	"PR Becomes a Subject"

The following policy letter was written by an experienced surveyor. It is a brilliant issue which puts PR survey tech right on the line, and is full of examples of actual surveys both for production internal and sales external.

The purpose of this policy letter is to fully document *how* survey questions to evoke human emotion and reaction are derived. Included are examples of actual surveys done, showing the SITUATION, the SURVEY QUESTIONS, the SURVEY RESULTS and resulting PR program to handle. A good many of the surveys were done within the org to find human emotion and reaction barriers to production amongst staff members. The examples are given in chronological order so that one may see how the survey and PR technology was evolved by Ron during the years of 1970 and 1971.

SURVEY EXAMPLE 1

SITUATION:

Due to various causes, morale is not what it should be aboard.

The full intention of Command is to have things running smoothly and safely for all hands.

Major Target:

To interview each individual crew member and obtain his honest state of opinion regarding his post and issues.

Vital Targets:

1. Not to interrupt the work of or worsen the situation.
2. To improve matters by survey.
3. To obtain data so that a new sensible reality can be established by PR programs.

Primary Targets:

1. Provide yourself with paper, clipboard and ballpoints.
2. Work at this at optimum periods.

Operating Targets:

1. To approach persons individually. Draw them out of groups.
2. Just listen and prompt and question. Don't interrupt or interject. Don't comment on what they say to them.
3. Make useful, not necessarily voluminous, notes.
4. Cover each question.
5. Excerpt results.
6. Design programs to handle what is found.

QUESTIONS AND RESULTS:

Survey R-factor — The Commodore wants your opinion on certain matters to help handle them.

1. What do you feel command intention really is?

   33% Clear the planet.

   31% Something planned from Source or high org executive to be carried out by staff members.

   16% Everyone doing his job and getting the show on the road.

   7% Well-trained crew in tech, policy and seamanship.

   5% Provide safe environment so LRH can get on with his research.

   5% Successful management of outer orgs.

   3% Miscellaneous.

2. What do you feel you should know more about to get your job done?

   30% Tech, policy and seamanship.

   22% OEC policy.

   20% Specifics relating to hat.

   14% Nothing in particular.

   9% More briefing re schedules and Flag Org actions with outer orgs.

   5% Scientology tech.

3. What do you really need to get your job done?

   32% Nothing in particular.

   20% More training.

   17% Specifics pertaining to hats.

   13% More time (without arbitraries and distractions).

   8% More personnel.

   7% To be left alone to get on with it.

   3% More briefing of ship schedules for planning work cycles.

4. What would you like to see us doing?

   31% Expanding Scientology around the planet.

   21% Group cooperation and coordination.

   16% Crew getting trained and OT.

   14% What we are doing.

   13% Moving more and to different ports.

   3% Getting stats up in outer orgs.

   2% Miscellaneous.

5. What changes should occur?

   30% What we are doing is good.

   24% More expansion in the field for more flow of recruits to Flag.

   20% More trained personnel in tech and policy.

   13% More briefing of the crew on Flag Org operations.

   7% Specifics relating to post.

   4% No opinion.

   2% Miscellaneous.

The following is an item from the Flag Orders of the Day with regard to the tabulated survey, written by LRH:

24 April 1970

"SURVEY

"The survey of the ship's company purposes and opinions has been completed and all hands are thanked for their contribution to it.

"Results will be issued in due course.

"There is an astonishing similarity in the answers which demonstrates we are all of similar opinion on vital questions.

"It discloses there is far less dissidence in the company than might have been supposed.

"We are a true group.

"The survey will be of great use in future planning.

LRH, COMMODORE"

SURVEY EXAMPLE 2

SITUATION:

"INJURY SURVEY

"Please interview the 5 people recently injured to discover:

"What's going on?

"I've never had any injured people like this.

"All in this port.

"See if you can 2-way comm it and get some common denominator.

Love,
Ron"

RESULTS:

The common denominator found followed this pattern:

1. EXTERIOR at time of injury.
2. Attention OFF the body.
3. Physical contest being engaged in.
4. NO PAIN involved (though 2 needed stitches!).
5. NO MISEMOTION at having injury, mild interest only.
6. A feeling of POWERFULNESS prior to injury.

Following is an item entered in the next day's Orders of the Day by LRH:

4 June 1970

"INJURIES

"Those recently injured were not PTS. Survey showed they were exterior and feeling powerful and didn't watch where they were sending the body.

LRH, COMMODORE"

SURVEY EXAMPLE 3

SITUATION:

A cross-section survey is needed on *what we are thought to be aiming for.*

QUESTIONS AND RESULTS:

1. What is your conception of what we are doing currently?

   Getting the ship's company trained up in specialist seamanship and then admin functions.

   Getting Scientology tech fully back in use and orgs running smoothly.

2. What is your idea of the ideal we are working towards?

   Immediately — smooth running Sea Org and Scientology networks.

   Ultimately — a clear and sane planet.

3. What is being done to achieve it?

   Strengthening ourselves internally while keeping our external lines operating.

4. Do you feel we are making it?

   Yes!

5. Does anything need to be changed so we can make it faster?

   More training.

   More processing.

   Any counter-intention removed.

   More promotion.

   Faster and wider acceptance of Scientology.

6. When do you think we will make it?

Current ship programs	2–6 months.
Scientology org programs	1–2 years.
Planetary Scientology influence	2–5 years.
Real planetary control	10–20 years.

An LRH Orders of the Day item of the next day comments on the survey results:

24 June 1970

"SURVEY

"The cross-section survey just done regarding what we are doing showed 'very good results, and the answers were quite consistent.'

"We sure have group agreement on what we are doing!

"There were very good indicators on this survey. There was an overall feeling of confidence among all those surveyed (a 28-person cross section of the ship).

"There was confidence that we are progressing on a steady and positive uptrend and that the next few years will show monumental victories in our favor.

LRH, COMMODORE"

BREAKTHROUGH

During the month of January 1971 LRH made a major advance in the subject of PR and surveying. That is — PR surveying in combination with the Tone Scale tech. He discovered the basic laws of PR as contained in HCO PL 2 June 71R, PR Series 10, BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS and LRH Tape 7101C18, FEBC Tape 2, "PR Becomes a Subject."

Thus, ONE SURVEYS TO FIND THE REALITY OF A PERSON *ABOUT* SOMETHING.

The person's tone level about this subject is noted. This tone level establishes the affinity, or lack of, the person has about the subject. Emotion is A (affinity). A is the Tone Scale. (NOTE: The person's tone level *toward* the surveyor and *about* the subject may be two entirely different tone bands so don't get them confused. The person may be in Enthusiasm toward the surveyor but Antagonism about the subject being surveyed. It is the latter tone level which is of value. People don't just have a tone. They have a tone *toward* something.)

You survey to determine the R (reality) of each person so as to raise the A about the subject through the PR campaign.

You're looking for agreement. This is the key to SALESMANSHIP. To get agreement you come down to the point where the guy will agree with you. You determine the R (reality) they agreed with. Translate this into A (affinity tone). R is monitored by A. You then raise the R one half to one tone band and this establishes the C (comm) level.

The following item by LRH in the Orders of the Day of 25 January 1971 summarizes this:

"PR

"Some more PR data has been developed. The same public varies by continent.

"One tests the tone with R questions, reads the A off the Tone Scale, develops the program at the A half a tone above and uses the R of that tone. R to A, up half, A of that to new R desired. Gives one the program that *communicates,* raises tone.

"A survey of a tone must be a tone *about* something.

"See *Science of Survival*'s Chart of Human Emotion. Read the book. The new and future bible of PR, followed by *8-8008* for the graduate PR expert! Finally came into its own!

LRH, COMMODORE"

On 18 January 1971 Ron made a tape entitled "PR Becomes a Subject," which outlines the basic laws of PR and describes how PR survey questions are derived. An excerpt follows:

"PUBLIC RELATIONS IS FOR THE HANDLING AND CONTROL OF HUMAN EMOTION AND REACTION.

"IT'S A THIRD DYNAMIC TECHNOLOGY.

"How do you get these questions? That's very simple. There's nothing much to this question.

"Three questions. One is the equivalent of BE, one is the equivalent of DO, one is the equivalent of HAVE. BE, DO, HAVE — three questions.

"Above and below it, why, you could have a couple of null questions. You're trying to find out if somebody on the assembly line likes automobiles. He's building them; does he like them? Well, that's an easy one because it's already a human emotion. 'Do you LIKE automobiles?'

"Well, let's find out if he's going to *work* on the assembly line. Let's make it a little bit tougher. Now, we're going to find out 'Are you going to work on the assembly line?'

"All right, we go around and ask, 'Are you going to work on the assembly line?' The guy says 'no' and the next guy says 'yes' and so forth. You're noplace.

"So therefore, you take the questions you want to know on the subject of BE, DO, HAVE, and you encode them into human emotion using the ARC triangle. We don't care whether you put A or R or C after each question. You're going to translate the basic question that you know into human emotion in order to obtain involvement. And you immediately have involvement. So, you get the true answer, don't you?

"But the target of your subject is of course the control of human emotion and reaction. So if that is the case then you would have to have involvement in human emotion and reaction.

"So, how do you put this question together? Let's go right back to battery now. This subject is the control of human emotion and reaction, so therefore the questions of your survey have to be what you want to know transported over into a human emotion and reaction.

"BE: 'Do automobiles exist?' translated once across for an A is 'Do you like automobiles?' Now, you will get then an emotional response which can be plotted.

"Now, why all this? Now you see, I am teaching you this backwards. I'm moving back. Now the penny drops:

"THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

"That's the primary barrier to production. And all at once we know where PR lives. There's its use. Not in getting somebody to 'become a man of extinction by drinking Seagram's whiskey' to aid and assist advertising, which would be a minor use, but actually to sound out the public to which the campaign is addressed so as to handle the human emotion and reaction.

"Now I'll trace it back through the basic laws that we're involved with, then.

"THE PRIMARY BARRIER TO PRODUCTION IS HUMAN EMOTION AND REACTION.

"PUBLIC RELATIONS IS THE TECHNOLOGY OF HANDLING AND CONTROLLING HUMAN EMOTIONS AND REACTION.

"So you have to find out what is the human emotion and reaction, so you get an encoding of the three questions: one BE, one DO, one HAVE; you translate those over into an emotional question by adding the ARC triangle; you plot that; now you get your human emotions in response to these questions; you add them up; you put your program together against the Tone Scale, one half to one band above. You will have a pretty uniformly successful method of reach.

"So, when all seems too grim and you can't seem to get your point across and you can't seem to get your product and it just won't organize that way, then you do have a tool. And that tool is called PR.

"And it has its own technology and we have made a breakthrough in this subject."

EXAMPLE

As an example of this, let's pretend we want to survey HCO. The ED of the org has an idea not a person in HCO is hatted, though a major product of HCO is personnel hatted. In this HCO there may be some counteropinion re getting hats on. The implementation of policy of management is the first line of PR.

We're trying to obtain data to popularize and remove barriers from hatting. It may very well be hatting is the least popular function of HCO.

Developing the Survey Questions:

1. You make a statement of a possible situation. (E.g., it may be hatting is the least popular function of HCO.)

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2. You then think up several BLUNT, head-on type questions:

   BE: What is your hat?
   DO: What do you actually do?
   HAVE: What is your product?

3. You then convert those questions so you get a HUMAN ELEMENT. In that way you get an involvement. A PR survey question must *always* contain a "human" or "being" involvement.

   BE: Are you interested in your hat?
   DO: Do your duties align with your own purpose?
   HAVE: Do you consider your product contributes to the group?

A further question encoded could be:

DIRECT: Are you being trained in your hat?

to

ENCODED: Do you find the training you are getting on your hat interesting?

The purpose of this survey would be to obtain data to popularize and remove the barriers from hatting.

RE: PRODUCTION

Validation of accomplishment is garden-variety PR.

One rule about a product officer is he has to *want* the product before he gets it. This is human emotion and reaction.

Thus there is the:

1. ADMIN approach, which the org or product officer uses which is a straight question. (E.g., "What is your hat?")

2. HUMAN (or PR) approach, which is used by the PR man to find basic desires and OPINION. (E.g., "Are you interested in your hat?")

YOU HIT AT THE HEART OF THE "RESISTANCE TO" WHEN YOU GET INTO THE HUMAN INVOLVEMENT.

The key PR datum is of course THE GREATEST BARRIER TO PRODUCTION EFFICIENCY IS HUMAN REACTION.

and

A LOW PRODUCTION AREA IS OUT–MORALE BECAUSE IT IS LOW PRODUCTION.

IF YOU CAN NURSE IT UP TO PRODUCTION, YOU HAVE MORALE.

SURVEY EXAMPLE 4

SITUATION:

A survey needs to be done in Department A to find out who or what keeps the area upset.

DIRECT QUESTIONS

BE: Do you want your job?
DO: Are you doing your job?
HAVE: What is wrong in Dept A area?

ENCODED QUESTIONS

BE: Do you enjoy your post?
DO: Are you having any difficulties on your post?
HAVE: What changes are needed, if any, in the Dept A setup?

RESULTS:

Ten staff out of 17 had good indicators, were willing, having wins and creating their posts.

The other 7 were to varying degrees conservative about their posts, having minor difficulties and upsets.

It was found that unstabilization was coming from external sources to the division, i.e., HCO (1) allowing frequent personnel changes and (2) not ensuring the area was hatted.

HANDLING:

These two factors were gotten in on HCO from an exec level and the Department A area stabilized remarkably.

SURVEY EXAMPLE 5

SITUATION:

An urgent order was given to the Tech Div in an org. It was not done and the situation went unhandled, causing severe overload to staff in the area.

We are looking for an attitude of defiance and one or more attitudes of helpless child.

DIRECT QUESTIONS

1. What hat are you wearing actually, if any?

2. Why didn't you handle your post in this emergency?

3. Are you unwilling to have fast tech lines and stats?

ENCODED QUESTIONS

Affinity Tone	1. Did you like the hat you were assigned?
Affinity Tone	2. What did you feel about the situation?
Affinity Tone	2A. What was unpleasant about it?
Communication Tone	3. How do the present tech lines compare with the early ones we had?

RESULTS:

Various terminals in the area were found to be antagonistic and some apathetic. Others were found to have realized their failure to handle the situation and had taken steps to prevent reoccurrence.

By isolating these factors it was then possible, by keeping a close eye on the area for the next few days, to observe further instances of noncompliance and resistance to handling the area. Additional actions were taken as necessary to hat and to handle confusions and noncompliance.

SURVEY EXAMPLE 6

SITUATION:

HCO needs further data for posting personnel optimumly in two divisions.

QUESTIONS

1. When you need to know how to do something whom do you ask?
2. Who gets the most done?
3. In the div whom do you feel the most secure about?

RESULTS:

The most upstat of the two divisions answered the questions as follows:

Majority Tone 4.0

1. When you need to know how to do something whom do you ask?

   My immediate senior.

   A reference book.

   Figure it out myself.

2. Who gets the most done?

   We all do!

   Our division.

   The same for all of us.

3. In the div whom do you feel the most secure about?

   Our div head!

   All the guys in our division.

   Myself and the rest in our division.

The less upstat, less productive, low morale division answered accordingly:

Majority Tone 2.0

1. When you need to know how to do something whom do you ask?

   Try to find out for myself then ask the div head.

   Look in a book.

2. Who gets the most done?

   Two of the most junior staff in the division named.

3. In the div whom do you feel the most secure about?

   The div head, then the two junior staff members as named in answer 2 (the department heads not mentioned).

This survey confirmed the success of the productive division as having stable leadership from the division head and staff who were enthusiastic about their jobs, had high morale and were continually training on their posts. The division as a unit worked with tremendous team spirit. The downtone, poor production division had an unhappy senior with downtone unstable department heads. There was no team spirit in this division and little if any post training actions. The most stable terminals in this division were two junior staff members who had enthusiasm for doing their posts and who trained in their study time to increase their abilities.

HANDLING:

HCO then knew (regarding the unproductive division) who to look to for future executive material, and who would then bring this division to a high operating standard. And HCO knew what area to concentrate on most heavily with hatting.

Needless to say, nothing was changed in the productive division. As its production increased even higher, it was allotted additional personnel.

SURVEY EXAMPLE 7

SITUATION:

Some staff members' appearance not up to an acceptable standard. Information needed — the majority tone level on the subject of appearance so that a PR program can be formulated and launched at an appropriate tone level to reach the reality of offenders.

ENCODED QUESTIONS

BE: Do you feel good about having a professional-looking appearance?

DO: How would you like to dress for your job?

HAVE: What would be the advantages of the group being sharply uniformed?

RESULTS:

It was found that staff were strongly interested (3.5) in having good appearance. The main outpoint was lack of uniforms available.

So an enthusiastic campaign to coordinate uniforming of the crew was the answer.

SURVEY EXAMPLE 8

SITUATION:

Personal and org premises not as clean as they should be. Attitude and tone level toward cleanliness required so a suitable PR program to upgrade standards can be carried out.

ENCODED QUESTIONS

BE: Do you enjoy being very clean?

DO: Do you find it more difficult to maintain personal cleanliness on a ship than where you have lived ashore?

HAVE: Is the standard of others' cleanliness, personal and living space, acceptable to you?

RESULTS:

A cross-section survey was done and the majority tone level with regard to cleanliness was 2.0–2.5 (Antagonism to Boredom).

Of those interviewed, various justifications were given by those who didn't keep clean, and these people even admitted they were justifications. Some even admitted to pure laziness.

Among those surveyed who *do* keep clean, there was the desire to be clean.

Several "uncleans" invited stricter discipline to keep the standards up.

Therefore what was wanted and needed was more 8-C. The PR program thus derived was firmer HCO enforcement of hygiene and cleanliness. This was a successful campaign with good results.

SURVEY EXAMPLE 9

SITUATION:

Wherewithal—staff members not adequately aware of their responsibility for org viability and income.

Reality and tone level toward this subject need to be established so further action can be taken to educate staff on the subject of org viability.

ENCODED QUESTIONS

BE: How do you feel about the group making its own way?

DO: What can be done to ensure the group has lots of money to work with?

HAVE: When do you think you'll be receiving full bonus awards?

RESULTS:

The average tone level of those surveyed was 3.5 (Strong Interest). There was a high degree of reality and agreement that the group make its own way.

To support this agreement, the recommendations of a recent B of I on the subject of finance were endorsed. This was to place a 6' x 10' graph in HCO reception showing weekly org income. This enabled all staff to see org viability and to feel more at cause over wherewithal by producing on their own posts.

SURVEY EXAMPLE 10

SITUATION:

Ethics—a general attitude and tone level with regard to the subject of ethics desired.

ENCODED QUESTIONS

BE: How do you feel about ethics?

DO: How do *you* use ethics?

HAVE: What is the advantage of working within a group which has an ethics system?

RESULTS:

Majority tone level on the subject of ethics was found to be in the 2.0 (Antagonistic) range. The human emotion and reaction was found to be toward Courts of Ethics being printed in the Orders of the Day. Reading these notices first thing in the morning in the Orders of the Day was driving many of the crew into tone levels of Resentment, Anger and Fear. In addition, the notices themselves were written a tone *below* the average tone of the group re ethics, which was causing a doubly reverse effect.

Therefore, as a PR measure, the Ethics Officer was informed of this and instructed to print Courts of Ethics on HCO Conditions Orders, not in the Orders of the Day. The Ethics Officer was also briefed on the Tone Scale. From then on Ethics Orders were written up in a conservative manner simply stating the facts with no additional HE&R included.

This was a very successful measure and group morale rose on the whole at least one tone level higher than before on the subject of ethics.

SURVEY EXAMPLE 11

SITUATION:

Execs are needed. Those presently on post are not all capable.

The PR survey questions must detect —

BE: Other *Status*—Status as defense. *Been* something else? IS something else?

DO: Other *Involvement*—Involvement in other things or things that don't matter or involvement in contrary actions to a post. Problems would come up.

HAVE: Scene — omitted or false — what does he know about it, how real are his data? *Representation.*

Execs fall into two categories:

A. Those who will assume the status or forward the doingness or enhance the scene toward ideal.

B. Those who defend status, have other involvement and have an omitted or falsified scene.

Category A build things into a smooth prosperous org.

Category B wind up with an omitted or perverted org.

Sample Survey Questions:

1. What would be the most ideal post to have if you had total choice? Or what type of life best suits you?

2. What problems or situations would you find easy to handle? Or, what should you be working on? Or, what are you working on?

3. How are things really in your area? Or, what is the org really doing these days?

QUESTIONS USED

STATUS	1. Is there a post you would like to hold sometime in the future for which you feel ideally suited?
INVOLVEMENT	2. Are you having any problems getting done what you are working on now?
REPRESENTATION	3. How is your org presently doing on an overall basis?

RESULTS:

The results of this particular survey showed the tone level of the org execs to be Grief. In addition, at least half the execs surveyed volunteered that they really didn't want to be an exec at all, but would prefer to be in a worker position.

The WHY of the org's down statistics was neglect of implementing LRH policy, EDs and projects in the org on the part of the execs.

Short-range and immediate handling was to post an LRH Comm in the org who forced in compliance to LRH orders and policy. Long-range handling was to move into exec positions junior staff members who were ambitious to hold an exec post competently, and to move off the unwilling execs into junior areas where they could produce well until ready to again resume a more senior position.

SURVEY EXAMPLE 12

SITUATION:

LRH wrote a test statement of the meaning of Scientology.

A survey was done of Scientologists locally to establish popularity of the statement and check for agreements or disagreements.

QUESTION

A direct question was used. "Please read this statement and tell me what you like or dislike about it."

RESULTS:

For the survey, each sentence of the statement was numbered. On the tabulation, the percentage of endorsements of that sentence or suggestions for its improvement were written beside the number of the corresponding sentence.

Several of the words and phrases in the statement were thus changed or rearranged slightly to make the statement totally acceptable. The amended version was then resurveyed and the results confirmed complete endorsement.

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SURVEY EXAMPLE 13

SITUATION:

Population survey. The purpose of this survey—to find out the reality and majority tone level of an entire city so that the org could promote and deliver to this reality.

4,800 people in Boston were surveyed in a few days by several org staff members.

QUESTIONS AND RESULTS:

1. What are you trying to achieve in life?

Happiness	32%
Good jobs—careers	10%

2. What worries people most?

Money	24.4%
Other people	15.1%

3. If these things were resolved what would happen?

People would be a lot happier	19%
Better world to live in	15.2%

Tone Level = PAIN, ANTAGONISM

The following telex was sent to the org by LRH in response to the survey results:

> "9 Dec. 71 Relay C/O USLO Relay C/O Boston ELATED BY SURVEY. FURTHER DATA NEEDED BUT BEAUTIFUL FOR PCs STUDENTS. LOVE = RON"

THE TONE LEVEL OF ALL THE PROMO WRITING AND PRESENTATION WOULD BE CONSERVATISM = 1 TONE ABOVE ANTAGONISM (the level found by survey).

The Boston Org survey is interesting as it shows a cross-sectional reality level of an entire city. Survey results (reality and tone) would vary in different cities, countries and continents. So each org in surveying its own area would create its promo slanted to a slightly different reality, and the Scientology services offered would correspond to what is most wanted and needed by the public.

SPOTTING TONE

After one has mastered the technique of creating survey questions, the only remaining expertise necessary is accurately spotting tone levels.

The PR man's bible is of course *Science of Survival* and the Hubbard Chart of Human Evaluation and the book *Scientology 8-8008*. These materials must be read and thoroughly understood. Additional references which contain invaluable information for surveyors are HCOB 25 Sept. 71RB, TONE SCALE IN FULL; HCOB 26 Oct. 70 II, OBNOSIS AND THE TONE SCALE; LRH Tape 5505C14, "The Tone Scale"; LRH Tape 5212C05, PDC Lecture 17, "The Tone Scale: Moving the Pc Up the Scale" and Technical Training Films EM 2 and EM 2A, *The Tone Scale* and *The Tone Scale Drill Film*. The way to drill yourself on observing and quickly spotting tones is to do the drills called for in Technical Training Film EM 2, *The Tone Scale* and HCOB 26 Oct. 70 II, OBNOSIS AND THE TONE SCALE.

CONCLUSION

As you can see, the technology of PR surveys and the Tone Scale in handling and controlling human emotion and reaction is an incredibly powerful tool.

By putting this technology to use on a personal basis you can literally be in control of your environment on at *least* the first three dynamics. And Scientologists (particularly Scientology staff members) have a monopoly on the entire subject. If there was ever a way to "win friends and influence people," this is it. We as Scientologists are continually jolted by the primitive nature of the general populace around us. So by establishing the local reality and tone we can at least present ourselves and our product in such a way as to be accepted, and then we can bring people up the scale from there.

Gone are the days of hit-and-miss promo, and by-guess-or-by-god public events. We now have the know-how to hit the exact target every time. We now have, thanks to Ron, another beautiful tool for UNDERSTANDING.

Data compiled by
LRH Personal PRO
from LRH notes, lectures,
books, policy, bulletins,
tapes and guidance

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

[*Editor's Note:* Marketing Series 21-1, HCO PL 15 Dec. 76RA, REALLY FIND OUT SURVEYS, is a limited distribution HCO PL available only to contracted org staff.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 SEPTEMBER 1988R
REVISED 23 NOVEMBER 2000

REMIMEO
SURVEYOR HATS
MARKETING HATS
PR HATS

MARKETING SERIES 22

SURVEY CAUTIONS

(Cancels and replaces HCO PL 10 Sept. 88, TABULATING SURVEY RESPONSES.)

Refs:

HCO PL	5 Dec. 71R	PR Series 12
	Rev. 10.9.88	Marketing Series 20
		HOW TO DO SURVEYS
HCO PL	7 Jan. 72R II	PR Series 15
	Rev. 10.9.88	Marketing Series 21
		CREATING SURVEY QUESTIONS

There are a few points which anyone doing survey tabulations or using the tabulated results should be aware of:

1. *Percentages*

If the highest percentage button on a survey were 24 percent, that would mean only about a quarter of the people would have any appeal and that cuts your potential market by 75 percent, just by survey. So there is something wrong with the survey. It could be that you were not asking the right questions.

2. *Tone Levels*

Recently, I noted with horror that the tone level reactions of the raw public surveyed show conclusively that the raw public would not even be faintly interested in buying the product offered. You can't sell something to a public that is disinterested, antagonistic and bored. Therefore, there must have been something wildly out with the survey tech or its application in that survey.

3. *Survey Buttons*

Surveys tend to hold good in various parts of the world. For instance, it would be particularly important to find out whether or not buttons found in the United States hold good in England or Europe.

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The same public varies by continent. You don't know what the people want and it is probably district by district and area by area. Probably Boston will be happiness and a career and Los Angeles is probably, to increase my artistic temperament. I don't know what it would be — lie in the sun — something. But it is what people consider valuable.

4. *Surveying Too Few People*

One can operate totally, utterly and completely without valid surveys. The surveys done could be too narrow in subject, surveyed on too few people. Nobody would be able to answer the question what people like and what they detest and without this you couldn't sell firewood to Eskimos. One needn't look any further on why the promo isn't pulling in people in mobs.

5. *Out-of-Date Surveys*

The society's thoughts and considerations can change drastically in just one year. If one operates on two-year-old surveys, they could very well be out-of-date.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilation

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 SEPTEMBER 1988R
REVISED 13 DECEMBER 2000

REMIMEO

MARKETING SERIES 23

ETHNIC SURVEYS

(Taken from LRH tape 6910C21, "It's a PRO World.")

Refs:

HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	12 Nov. 69	APPEARANCE AND PRO
HCO PL	11 Dec. 69R I Rev. 16.9.88	APPEARANCES IN PUBLIC DIVS

You are always at risk operating in an area where you do not know the ethnic values. They don't even have a word for this in English which means exactly that.

It's the mores and customs. It's what do people believe. It's what is right and what is wrong. It is the solution of good conduct.

Ethnics — what is:

Wonderful

Good

Bad

Awful

Infinitely valuable

Valuable

Worthwhile

Unacceptable

Not wanted

Hateful

In an area, you have to figure out what they are beating the drum for. This is known as ethnics.

ETHNICS AND CONTROL

Actually, some of this type of work was done for American troops before World War II. They weren't supposed to do this and weren't supposed to do that, in order to

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better their relationships with the native population. But that work was simply based on careless, factual or nonfactual surveys.

If you are going to control or govern or have influence upon an area, you have to make ethnic surveys. You have to find out what is most liked and what is next most liked and what is considered bad and what is considered totally evil. When you've got the lists of those things you know the control buttons of the society. Those are the buttons of control. They aren't just a "study."

I get so tired of reading about a psychiatrist stating, "We're studying the . . ." "And we're going to have . . ." "We had a conference the other day and Professor Blotz advanced his new principle that uh — if people were daffy they were quite crazy. And uh — we discussed this for some hours and 'Are newborn babies happy?'" And they don't even get a midwife in to ask her. That isn't how you do ethnic surveys.

You do an ethnic survey by going out and asking questions and by looking into books and backgrounds of religions. It takes a little while to get ethnic surveys, but you're at risk if you're operating in an area in which you do not know the ethnics of that area.

For example, what is "good conduct"? If you look over today who the heroes of stories are that are being written in the United States and England, you would be absolutely flabbergasted because they obviously are representing the level of good conduct. What is good conduct? What is being good? If you think you can answer this, that is your first mistake. What is good conduct today has very little to do with good conduct yesterday.

But an ethnic survey will resolve it, whereby you go out on a broad-scale basis and you sample enough of the population and you will find out what the new ethnic is and what their basic ethnics really are. Then after you have put together a code of performance for action, or the mock-up, you get *this* critically looked at and then you have it taped. That is putting in your "R."

You would do an ethnic survey, base a program mock-up on the ethnic survey, and then you would get that evaluated as a new survey and put it into operation. It does not necessarily take forever.

MAJORITY OPINION

In doing an ethnic survey you are only interested in the majority. You are studying the human beings in the mass, not their personal prejudices. You can't just listen to *one* newspaper reporter and *one* prejudiced politician — it's too small a sampling. Ethnic samplings have got to be very broadly done.

For example, an ethnic survey was done in South Africa years ago. Something on the order of 49 percent of the people in South Africa were not all worried about the things you would think they were interested in. The most popular characteristic in South Africa was friendliness! The surveyors were looking for something dramatic!

What was most liked in South Africa was friendliness and what was the least liked was narrow-mindedness — that was detested. These were the high, sweeping

majorities. There were no other majorities. There were little things like 11 percent, 2 percent, 1 percent but they were nothing.

It was friendliness versus narrow-mindedness. It didn't even make a dichotomy. All you would have had to say, "Those who are against us in South Africa are narrow-minded because we are the friendliest people in the country!" Immediately the South Africans would have been for you.

That is what is meant by an ethnic survey.

TRUTH VERSUS LIES

Using this tech properly, you can put yourself in so strong locally with all the powers that be that if someone exterior tries to do something to you it just causes one awful stink. Because you are putting truth up against a bunch of lies, and in the final analysis truth always wins.

CONCLUSION

If an organization or group backs up what it does 100 percent with good, sound ethnic surveys, if you plan your program, mock-up or actions based on these surveys, reanalyzed them after they were planned and followed them, you would take the world!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 SEPTEMBER 1988R
REVISED 21 NOVEMBER 2000

REMIMEO
PR HATS
MARKETING HATS

MARKETING SERIES 24

THE POSITIONING ERA

Refs:

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There is a new twist advertising PR has taken in the '70s. Old ad tech is worn out. So in the '70s they have a new tech called *positioning*.

This means putting a subject (like shaving cream) into a relative position with other products. People only remember, they say, by relating one thing to another.

A *position* is where you *put* a product in somebody's life or mind and in relation to other products.

The little booklet on this is provided below — "The Positioning Era," written by Jack Trout and Al Ries, published by Ries Cappiello Colwell, Inc. in 1972.

It is a vital tool.

The mind is the battleground.

[*Editor's Note:* A glossary has been included as an attachment to this issue to provide definitions for specialized terms used in the text which might otherwise be difficult to find.]

THE POSITIONING ERA
PART 1: THE GATHERING STORM

Today it has become obvious that advertising is entering a new era. An era where creativity is no longer the key to success.

The fun and games of the '60s have given way to the harsh realities of the '70s. Today's marketplace is no longer responsive to the kind of advertising that worked in the past. There are just too many products, too many companies, too much marketing "noise."

To succeed in our over-communicated society, a company must create a "position" in the prospect's mind. A position that takes into consideration not only its own strength and weaknesses, but those of its competitors as well.

Advertising is entering an era where strategy is king.

A TALE OF TWO ADVERTISEMENTS

If you had to pick an official date to mark the end of the last advertising era and the start of the next, your choice would have to be Wednesday, April 7, 1971.

In the *New York Times* that day was a full-page advertisement that seemed to generate very little excitement in the advertising community.

But then, an abrupt change in the direction of an industry isn't always accompanied by the blowing of bugles. You sometimes need the vantage point of history to realize what has happened.

The ad that appeared that spring morning in 1971 was written by David Ogilvy. And it's no coincidence that the architect of one era called the tune for the next.

In the ad, the articulate Mr. Ogilvy outlined his 38 points for creating "advertising that sells."

In first place on his list was a point Mr. Ogilvy called "the most important decision." Then he went on to say, "the results of your campaign depend less on how we write your advertising than on how your product is positioned."

Blow the bugles, the positioning era has begun.

Five days later, in the *New York Times* and in *Advertising Age,* another ad appeared that confirmed the fact that the advertising industry was indeed changing direction. Placed by Rosenfeld, Sirowitz & Lawson, the ad listed the agency's four guiding principles.

In first place was, you guessed it. According to Ron Rosenfeld, Len Sirowitz and Tom Lawson, "Accurate positioning is the most important step in effective selling."

Suddenly the word and the concept was in everybody's ads and on everybody's lips. Hardly an issue of *Advertising Age* passes without some reference to "positioning."

A TALE OF TWO ARTICLES

In spite of Madison Avenue's current love affair with positioning, the concept had a more humble beginning.

Back in 1969, Jack Trout wrote an article for *Industrial Marketing* entitled, "Positioning is a game people play in today's me-too marketplace."

The article pulled no punches. It named names and made predictions. All based on the "rules" of a game called positioning.

One prediction, in particular, turned out to be strikingly accurate. As far as RCA and computers were concerned, "a company has no hope to make progress head-on against the position that IBM has established."

The operative word, of course, is "head-on." And while it's possible to compete successfully with a market leader (the article suggested several approaches) the rules of positioning say it can't be done "head-on."

June 1969 article outlined new concept.

Three years ago this raised a few eyebrows. Who were we to say that powerful, multi-billion dollar companies couldn't find happiness in the computer business if they so desired?

Desire, alas, was not enough. Not only RCA but also G.E. bit the IBM dust.

With two major computer manufacturers folding one right after another, the urge to say "I told you so" was irresistible.

In November of 1969, "Positioning revisited: Why didn't G.E. and RCA listen?" appeared in *Industrial Marketing*.

AN OVER–COMMUNICATED SOCIETY

As G.E. and RCA found out, advertising doesn't work anymore. At least, not like it used to. One reason may be the noise level in the communications jungle.

The per-capita consumption of advertising in the United States is approaching $100 a year. And while no one doubts the advertiser's financial ability to dish it out, there's some question about the consumer's mental ability to take it all in.

Each day, thousands of messages compete for a share of the prospect's mind. And, make no mistake about it, the mind is the battleground. Between six inches of gray matter is where the advertising war takes place. And the battle is rough, with no holds barred and no quarter given.

The mind rejects many of today's ads.

The new ballgame can prove unsettling to companies that grew up in an era where any regular advertising was likely to bring success. This is why you see a mature, sophisticated company like Bristol-Myers run through millions of dollars trying to launch me-too products against strongly dug-in competition. (If you haven't noticed, Fact, Vote and Resolve are no longer with us.)

To understand why some companies have trouble playing in today's positioning game, it might be helpful to take a quick look at recent communications history.

THE PRODUCT ERA

Back in the fifties, advertising was in the "product" era. In a lot of ways, these were the good old days where the "better mousetrap" and some money to promote it were all you needed.

It was a time when advertising people focused their attention on product features and customer benefits. They looked for, as Rosser Reeves called it, the "Unique Selling Proposition."

But in the late fifties technology started to rear its ugly head. It became more and more difficult to establish that "USP."

The end of the product era came with an avalanche of "me-too" products that descended on the market.

Your "better mousetrap" was quickly followed by two more just like it. Both claiming to be better than the first one.

In the Fifties, hard-sell ads predominated.

The competition was fierce and not always totally honest. It got so bad that one product manager was overheard to say, "Wouldn't you know it. Last year we had nothing to say, so we put 'new and improved' on the package. This year the research people came up with a real improvement, and we don't know what to say."

THE IMAGE ERA

The next phase was the image era. In the '60s, successful companies found their reputation or "image" was more important in selling a product than any specific product feature.

The architect of the image era was David Ogilvy. As he said in his famous speech on the subject, "Every advertisement is a long-term investment in the image of a brand." And he proved the validity of his ideas with programs for Hathaway shirts, Rolls-Royce, Schweppes and others.

But just as the "me-too" products killed the product era, the "me-too" companies killed the image era. As every company tried to establish a reputation for itself, the noise level became so high that relatively few companies succeeded. And most of the ones that made it did it primarily with spectacular technical achievements, not spectacular advertising.

But while it lasted, the exciting, go-go years of the middle '60s were like a marketing orgy.

In the Sixties, creativity came into vogue.

At the party, it was "everyone into the pool." Little thought was given to failure. With the magic of money and enough bright people, a company felt that any marketing program would succeed.

The wreckage is still washing up on the beach. Du Pont's Corfam, Gablinger's beer, Handy Andy all-purpose cleaner, *Look* magazine.

The world will never be the same again and neither will the advertising business. For today we are entering an era that recognizes both the importance of the product and the importance of the company image, but more than anything else stresses the need to create a "position" in the prospect's mind.

THE POSITIONING ERA

The great copywriters of yesterday, who have gone to that big agency in the sky, would die all over again if they saw some of the campaigns currently running (successful campaigns, we might add).

Take beer advertising. In the past, a beer copywriter looked closely at the product to find his copy platform. And he found "real-draft" Piels, and "cold-brewed" Ballantine. Back a little farther he discovered the "land of the sky blue waters" and "just a kiss of the hops."

In the positioning era, however, effective beer advertising is taking a different tack. "First class is Michelob" positioned the brand as the first American-made premium beer. "The one beer to have when you're having more than one" positioned Schaefer as the brand for the heavy beer drinker. But there's an imported beer whose positioning strategy is so crystal clear that those old-time beer copywriters probably wouldn't even accept it as advertising.

"You've tasted the German beer that's the most popular in America. Now taste the German beer that's the most popular in Germany." This is how Beck's beer is effectively positioning itself against Lowenbrau.

Then there's Seven-Up's "Un-Cola" campaign.

And *Sports Illustrated*'s "Third Newsweekly" program.

All of these positioning campaigns have a number of things in common. They don't emphasize product features, customer benefits or the company's image.

Yet, they are all highly successful.

NEW MEANING FOR AN OLD WORD

Like any new concept, positioning isn't new. At least not in the literal sense. What is new is the broader meaning now being given to the word.

Yesterday, positioning was used in a narrow sense to mean what the advertiser did to his product. Today, positioning is used in a broader sense to mean what the advertising does for the product in the prospect's mind. In other words, a successful advertiser today uses advertising to position his product, not to communicate its advantages or features.

Positioning has its roots in the packaged goods field where the concept was called "product positioning." It literally meant the product's form, package size and price as compared to competition.

Procter & Gamble carried the idea one step forward by developing a master copy platform that related each of their competing brands. For example: Tide makes clothes "white." Cheer makes them "whiter than white." And Bold makes them "bright."

Although the advertising for each Procter & Gamble brand might vary from year to year, it never departed from its pre-assigned role or "position" in the master plan.

The big breakthrough came when people started thinking of positioning not as something the client does before the advertising is prepared, but as the very objective of the advertising itself. External, rather than internal positioning.

A classic example of looking through the wrong end of the telescope was Ford's introduction of the Edsel. In the ensuing laughter that followed, most people missed the point.

In essence, the Ford people got switched around. The Edsel was a beautiful case of internal positioning to fill a hole between Ford and Mercury on the one hand, and Lincoln on the other. Good strategy inside the building. Bad strategy outside where there was simply no position for this car in a category already cluttered with heavily-chromed, medium-priced cars.

If the Edsel had been tagged a "high performance" car and presented in a sleek two-door, bucket-seat form and given a name to match, no one would have laughed. It could have occupied a position that no one else owned and the ending of the story might have been different.

THE MIND: A MEMORY BANK

To better understand what an advertiser is up against, it may be helpful to take a closer look at the objective of all advertising programs — the human mind.

Like a memory bank, the mind has a slot or "position" for each bit of information it has chosen to retain. In operation, the mind is a lot like a computer.

But there is one important difference. A computer has to accept what is put into it. The mind does not. In fact, it's quite the opposite.

The mind, as a defense mechanism against the volume of today's communications, screens and rejects much of the information offered it. In general, the mind accepts only that new information which matches its prior knowledge or experience. It filters out everything else.

For example, when a viewer sees a television commercial that says, "NCR means computers," he doesn't accept it. IBM means computers. NCR means National Cash Register.

The computer "position" in the minds of most people is filled by a company called the International Business Machines Corp. For a competitive computer manufacturer

to obtain a favorable position in the prospect's mind, he must somehow relate his company to IBM's position.

Yet, too many companies embark on marketing and advertising programs as if the competitor's position did not exist. They advertise their products in a vacuum and are disappointed when their messages fail to get through.

THE MIND: AN INADEQUATE CONTAINER

The mind, as a container for ideas, is totally unsuited to the job at hand.

There are more than 500,000 trademarks registered with the U.S. Patent Office. In addition, untold thousands of unregistered trademarks are in use throughout the country.

During the course of a single year, the average mind is exposed to more than half a million advertising messages.

The target of all this communications ammunition has a reading vocabulary of no more than 25,000 to 50,000 words, and a speaking vocabulary of one-fifth as much.

Another limitation: The average human mind, according to Harvard psychologist George A. Miller, cannot deal with more than seven units at a time.

Ask someone to name all the brands he or she remembers in a given product category. Rarely will anyone name more than seven. And that's for a high-interest category. For low-interest products, the average consumer can usually name no more than one or two brands.

Yet in category after category, the number of individual brands multiply like rabbits. In 1964, there were seven soft drinks advertised on network television. Today there are 22.

To cope with complexity, people have learned to reduce everything to its utmost simplicity.

When asked to describe an offspring's intellectual progress, a person doesn't usually quote vocabulary statistics, reading comprehension, mathematical ability, etc. "He's in seventh grade" is a typical reply.

This "ranking" of people, objects and brands is not only a convenient method of organizing things, but also an absolute necessity if a person is to keep from being overwhelmed by the complexities of life.

THE PRODUCT LADDER

To cope with advertising's complexity, people have learned to rank products and brands in the mind. Perhaps this can best be visualized by imagining a series of ladders in the mind. On each step is a brand name. And each different ladder represents a different product category.

Some ladders have many steps. (Seven is many.) Others have few, if any.

For an advertiser to increase his brand preference, he must move up the ladder. This can be difficult if the brands above have a strong foothold and no leverage or positioning strategy is applied.

For an advertiser to introduce a new product category, he must carry in a new ladder. This, too, is difficult, especially if the new category is not positioned against an old one. The mind has no room for the new and different unless it's related to the old.

That's why if you have a truly new product, it's often better to tell the prospect what the product is *not*, rather than what it is.

To move up you must dislodge someone else.

The first automobile, for example, was called a "horseless" carriage, a name which allowed the public to position the concept against the existing mode of transportation.

Words like "off-track" betting, "lead-free" gasoline and "tubeless" tire are all examples of how new concepts can best be positioned against the old.

CREATIVITY IS NO LONGER ENOUGH

In the positioning era, "strategy" is king. It made little difference how clever the ads of RCA, General Electric and Bristol-Myers were. Or how well the layout, copy and typography were executed. Their strategy of attacking the leaders head-on was wrong.

In this context, it's illuminating to take a look at some recent examples of rampant creativity. The Lone Ranger and REA Express, Joe Namath and Ovaltine, Ann Miller and Great American soups. Even though these programs are highly creative, their chances for success are limited because each of them lacks a strong positioning idea.

STORM CLOUDS ON THE HORIZON

The weather forecast for the old, traditional ways of advertising is gloomy at best. And nowhere was this more clearly demonstrated than in the recent Atlanta study conducted by Daniel Starch & Staff.

According to Starch, about 25% of those noting a television commercial attributed it to the competition. With virtually no exceptions, high scoring commercials were the brand leaders in their category.

The also-rans didn't fare nearly as well. A David Janssen Excedrin commercial was associated with Anacin twice as often as Excedrin. A Pristeen commercial helped F.D.S., the brand leader, more than it did Pristeen.

This shattering turn of events is certainly "positioning" at work in our over-communicated society. It appears that unless an advertisement is based on a unique idea or position, the message is often put in the mental slot reserved for the leader in the product category.

THE POSITIONING ERA
PART 2: CHAOS IN THE MARKETPLACE

As far as advertising is concerned, the good old days are gone forever.

As the president of a large consumer products company said recently, "Count on your fingers the number of successful new national brands introduced in the last two years. You won't get to your pinky."

Not that a lot of companies haven't tried. Every supermarket is filled with shelf after shelf of "half successful" brands. The manufacturers of these me-too products cling to the hope that they can develop a brilliant advertising campaign which will lift their offspring into the winner's circle.

Meanwhile, they hang in there with coupons, deals, point of purchase displays. But profits are hard to come by and that "brilliant" advertising campaign, even if it comes, doesn't ever seem to turn the brand around.

No wonder management people turn skeptical when the subject of advertising comes up. And instead of looking for new ways to put the power of advertising to work, management invents schemes for reducing the cost of what they are currently doing. Witness the rise of the house agency, the media buying service, the barter deal.

ADS DON'T WORK LIKE THEY USED TO

The chaos in the marketplace is a reflection of the fact that advertising just doesn't work like it used to. But old traditional ways of doing things die hard. "There's no reason that advertising can't do the job," say the defenders of the status quo, "as long as the product is good, the plan is sound and the commercials are creative."

But they overlook one big, loud reason. The marketplace itself. The noise level today is far too high.

To cope with this assault on his or her mind, the average consumer has run out of brain power and mental ability. And with a rising standard of living the average consumer is less and less interested in making the "best" choice. For many of today's more affluent customers, a "satisfactory" brand is good enough.

Advertising prepared in the old, traditional ways has no hope of being successful in today's chaotic marketplace.

In the past, advertising was prepared in isolation. That is, you studied the product and its features and then you prepared advertising which communicated to your customers and prospects the benefits of those features.

It didn't make much difference whether the competition offered those features or not. In the traditional approach, you ignored competition and made every claim seem like a preemptive claim. Mentioning a competitive product, for example, was considered not only bad taste, but poor strategy as well.

In the positioning era, however, the rules are reversed. To establish a position, you must often not only name competitive names, but also ignore most of the old advertising rules as well.

In category after category, the prospect already knows the benefits of using the product. To climb on his product ladder, you must relate your brand to the brands already there.

THE AGAINST POSITION

In today's marketplace, the competitor's image is just as important as your own. Sometimes more important. An early success in the positioning era was the famous Avis campaign.

The against position.

Avis is only No.2
in rent a cars.
So why go with us?

We try damned hard.
(When you're not the biggest, you have to.)
We just can't afford dirty ashtrays. Or half-empty gas tanks. Or worn wipers. Or unwashed cars. Or low tires. Or anything less than seat-adjusters that adjust. Heaters that heat. Defrosters that defrost.
Obviously, the thing we try hardest for is just to be nice. To start you out right with a new car, like a lively, super-torque Ford, and a pleasant smile. To know, say, where you get a good pastrami sandwich in Duluth.
Why?
Because we can't afford to take you for granted.
Go with us next time.
The line at our counter is shorter.

Avis exploited the love for the underdog.

The Avis campaign will go down in marketing history as a classic example of establishing the "against" position. In the case of Avis, this was a position against the leader.

"Avis is only No. 2 in rent-a-cars, so why go with us? We try harder."

For 13 straight years, Avis lost money. Then they admitted they were No. 2 and have made money every year since. Avis was able to make substantial gains because they recognized the position of Hertz and didn't try to attack them head-on.

THE UGLY POSITION

A company can sometimes be successful by accepting a position that no one else wants. For example, virtually all automobile manufacturers want the public to think they make cars that are good looking. As a result, Volkswagen was able to establish a unique position for themselves. By default.

The strength of this position, of course, is that it communicates the idea of reliability in a powerful way. "The 1970 VW will stay ugly longer" was a powerful statement because it is psychologically sound. When an advertiser admits a negative, the reader is inclined to give them the positive.

The ugly position.

Volkswagen accepted an un-wanted position.

A similar principle is involved in Smucker's jams and jellies. "With a name like Smucker's," says the advertising, "you know it's got to be good."

THE BATTLE OF THE COLAS

The advantage of owning a position can be seen most clearly in the soft drink field. Three major cola brands compete in what is really not a contest. For every ten bottles of Coke, only four bottles of Pepsi and one bottle of Royal Crown are consumed.

While there may be room in the market for a No. 2 cola, the position of Royal Crown is weak. In 1970, for example, Coca-Cola's sales increase over the previous year (168,000,000 cases) was more than Royal Crown's entire volume.

Obviously, Coke has a strong grip on the cola position. And there's not much room left for the other brands. But, strange as it might seem, there might be a spot for a reverse kind of product. One of the most interesting positioning ideas is the one currently being used by Seven-Up. It's the "Un-Cola" and it seems silly until you take a closer look.

"Wet and Wild" was a good campaign in the image era. But the "Un-Cola" is a great program in the positioning era. Sales jumped something like 10% the first year the product was positioned against the cola field. And the increases have continued.

The un-cola position.

Seven-Up became a cola alternative.

The brilliance of this idea can only be appreciated when you comprehend the intense share of mind enjoyed by the cola category. Two out of three soft drinks consumed in the U.S. are cola drinks.

By linking the product to what's already in the mind of the prospect, the Un-Cola position establishes Seven-Up as an alternative to a cola drink.

THE THIRD NEWSWEEKLY POSITION

A somewhat similar positioning program is working in the media field. This is the "third newsweekly" concept being used by *Sports Illustrated* to get into the mind of the media buyer.

It obviously is an immensely successful program. But what may not be so obvious is why it works. The "third newsweekly" certainly doesn't describe *Sports Illustrated.* (As the Un-Cola doesn't describe Seven-Up.)

What it does do, however, is to relate the magazine to a media category that is uppermost in the prospect's mind (as the Un-Cola relates to the soft drink category that is uppermost in the mind).

Both the Seven-Up and the *Sports Illustrated* programs are dramatic reminders that positioning is not something you do with the product. Positioning is something you do with the mind. That is, you position the product in the mind of the prospect.

Sports Illustrated moved into a new league.

In order to position your own brand, it's sometimes necessary to reposition the competitor.

REPOSITIONING THE COMPETITOR

In the case of Beck's beer, the repositioning is done at the expense of Lowenbrau: "You've tasted the German beer that's the most popular in America. Now taste the German beer that's the most popular in Germany."

This strategy works because the prospect had assumed something about Lowenbrau that wasn't true.

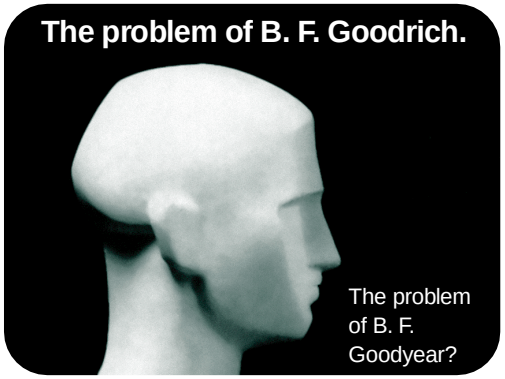
The current program for Raphael aperitif wine also illustrates this point. The ads show a bottle of "made in France" Raphael and a bottle of "made in U.S.A." Dubonnet.

"For $1.00 a bottle less," says the headline, "you can enjoy the imported one." The shock, of course, is to find Dubonnet is a U.S. product.

THE PROBLEM OF B. F. GOODRICH

In the positioning era, the name of a company or product is becoming more and more important. The name is the hook that allows the mind to hang the brand on its product ladder. Given a poor name, even the best brand in the world won't be able to hang on.

What does a company do when its name (Goodrich) is similar to the name of a much larger company in the same field (Goodyear)?



B. F. Goodrich is stuck with a confusing name.

Goodrich has problems. They could reinvent the wheel and Goodyear would get most of the credit.

If you watched the Super Bowl last January, you saw both Goodrich and Goodyear advertise their "American-made radial-ply tires." But which company do you think got their money's worth at $200,000 a pop?

We haven't seen the research, but our bet would be on Goodyear, the company that owns the tire position.

THE PLIGHT OF AIRLINE X

Take the airline industry. The big four domestic carriers are United, American, TWA and an airline we'll call Airline X.

Like all airlines, Airline X has had its ups and downs. Unfortunately, there have been more downs than ups. But unlike some of its more complacent competitors, Airline X has tried. A number of years ago, it brought in big league marketing people and pushed in the throttle.

Airline X was among the first to "paint the planes," "improve the food" and "dress up the stewardesses" in an effort to improve its reputation.

And Airline X hasn't been bashful when it comes to spending money. Year after year, it has one of the biggest advertising budgets in the industry. Even though it advertises itself as "the second largest passenger carrier of all the airlines in the free world," you may not have guessed that Airline X is Eastern.

One of these has a bad name.

For all that money, what do you think of Eastern? Where do you think they fly? Up and down the East Coast, to Boston, Washington, Miami, right? Well, Eastern also goes to St. Louis, New Orleans, Atlanta, Los Angeles, Acapulco. But Eastern has a regional name and their competitors have broader names which tell the prospect they fly everywhere.

Look at the problem from just one of Eastern's cities, Indianapolis. From Indianapolis, Eastern flies *north* to Chicago, Milwaukee and Minneapolis. And *south* to Birmingham and Mobile. They just don't happen to fly *east*.

And then there is the lush San Juan run which Eastern has been serving for more than 25 years. Eastern used to get the lion's share of this market. Then early last year American Airlines took over Trans Caribbean. So today, who is number one to the San Juan sun? Why American, of course.

No matter how hard you try, you can't hang "The Wings of Man" on a regional name. When the prospect is given a choice, he or she is going to prefer the national airline, not the regional one.

THE NO–NAME TRAP

But even bad names like Eastern and Goodrich are better than no name at all.

Many companies have lost their identities.

In *Fortune*'s list of 500 largest industrials, there are now 16 corporate nonentities. That is, 16 major American companies have legally changed their names to meaningless initials.

How many of these companies can you recognize: ACF, AMF, AMP, ATO, CPC, ESB, FMC, GAF, NVF, NL, PPG, RCA, SCM, TRW, USM and VF?

These are not tiny companies either. The smallest of them, AMP, has more than 10,000 employees and sales of over $225,000,000 a year.

What companies like ACF, AMF, AMP and the others fail to realize is that their initials have to stand for something. A prospect must know your name first before he or she can remember your initials.

G.E. stands for General Electric. IBM stands for International Business Machines. And everyone knows it. But how many people knew that ACF stood for American Car & Foundry?

Furthermore, now that ACF has legally changed its name to initials, there's presumably no way to even expose the prospect to the original name.

An exception seems to be RCA. After all, everyone knows that RCA stands for, or rather used to stand for, Radio Corp. of America.

That may be true today. But what about tomorrow? What will people think 20 years from now when they see those strange initials? Roman Catholic Archdiocese?

Fortune 500 companies.

ACF Industries Inc.	NVF Company
AMF Incorporated	NL Industries, Inc.
AMP Incorporated	PPG Industries, Inc.
A-T-O Inc.	RCA Corporation
CPC International Inc.	SCM Corporation
ESB Incorporated	TRW Inc.
FMC Corporation	USM Corporation
GAF Corporation	VF Corporation

There are now 16 major corporate nonentities.

And take Corn Products Co. Presumably it changed its name to CPC International because it makes products out of lots of things besides corn, but you can't remember "CPC" without bringing Corn Products Co. to mind. The tragedy is, CPC made the change to "escape" the past. Yet the exact opposite occurred.

THE LINE–EXTENSION TRAP

Names are tricky. Consider the Protein 21/29 shampoo, hair spray, conditioner, concentrate mess.

Back in 1970, the Mennen Co. introduced a combination shampoo conditioner called "Protein 21." By moving rapidly with a $6,000,000 introductory campaign (followed by a $9,000,000 program the next year), Mennen rapidly carved out a 13% share of the $300,000,000 shampoo market.

Then Mennen hit the line extension lure. In rapid succession, the company introduced Protein 21 hair spray, Protein 29 hair spray (for men), Protein 21

conditioner (in two formulas), Protein 21 concentrate. To add to the confusion, the original Protein 21 was available in three different formulas (for dry, oily and regular hair).

Can you imagine how confused the prospect must be trying to figure out what to put on his or her head? No wonder Protein 21's share of the shampoo market has fallen from 13% to 11%. And the decline is bound to continue.

Each new product hung on the Protein 21 name undermines the position of the original shampoo.

THE WELL–KNOWN–NAME TRAP

Related to the line extension, but not exactly the same, is another common error of judgment called the "well-known-name" trap.

Both General Electric and RCA thought they could take their strong positions against IBM in computers. But just because a company is well-known in one field doesn't mean it can transfer that recognition to another.

In other words, your brand can be on top of one ladder and nowhere on another. And the further apart the products are conceptually, the greater the difficulty of making the jump.

In the past when there were fewer companies and fewer products, a well-known name was a much greater asset than it is today. Because of the noise level, a "well-known" company has tremendous difficulty trying to establish a position in a different field than the one in which it built its reputation.

THE EVERYBODY TRAP

A human emotion called "greed" often leads an advertiser into another error. American Motors' introduction of the Hornet is one of the best examples of the "everybody" trap.

You might remember the ads, "The little rich car, American Motors Hornet: $1,994 to $3,589."

A product that tries to appeal to everyone winds up appealing to no one. People who want to spend $3,500 for a car don't buy the Hornet because they don't want their friends to think they're driving a $1,900 car. People who want to spend $1,900 for a car don't buy the Hornet because they don't want a car with $1,600 worth of accessories taken off of it.

THE F.W.M.T.S. TRAP

If the current Avis advertising is any indication, the company has "forgotten what made them successful."

The original campaign not only related No. 2 Avis to No. 1 Hertz, but also exploited the love that people have for the underdog. The new campaign (Avis is going to be No. 1) not only is conventional "brag and boast" advertising, but also dares the prospect to make the prediction not come true.

Our prediction: Avis ain't going to be No. 1. Further prediction: Avis will lose ground to Hertz and National.

Another company that seems to have fallen into the trap is Volkswagen.

"Think small" was perhaps the most famous advertisement of the '60s. Yet last year VW ran an ad that said, "Volkswagen introduces a new kind of Volkswagen. Big."

The F.W.M.T.S. trap.

Avis is going to be No.1.

That's our goal.

And Avis has pledged every single employee in writing to that goal. And we think we've tried harder before, just wait, hear that now. The keys to a brand new Dodge or other fine car we rent in Houston, Spokane, or any point north, south, east, or west, will be the cleanest and newest car on the road. No exceptions.

But we've heard this before. Okay, to back up our pledge, we're coming up with some startling innovations in the rent a car business.

Like electronic programming systems that check every Avis car out for safety, cleanliness, and comfort factors.

Like the most advanced computerized reservations system in the business for even faster service. Even though our present system is one of the best in the business.

Like a new way to get your complaints about Avis out of your system – and out of ours.

And if we're going to be No.1, we've got to look the part. So we've put every Avis girl into snappy new uniforms designed by one of America's leading fashion designers.

And if you think we're being off more than we can chew, listen. We're already No.1 in serving you at airports around the world. We're already No.1 in a few countries, one continent, and in several American cities.

We're getting there.

And we're going to let you know just how we're doing and what we're doing to make Avis No.1.

It may not happen tomorrow, or even this year. But we'll make it. We'll make it.

Avis We try harder.

Avis has "forgot what made them successful."

O.K., Volkswagen, should we think small or should we think big?

Confusion is the enemy of successful positioning. Prediction: Rapid erosion of the Beetle's position in the U.S. market.

THE FREE–RIDE TRAP

Another similar marketing pitfall recently befell, of all companies, Miles Laboratories.

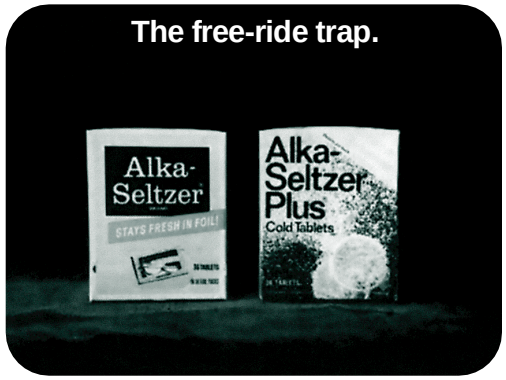
You can see how it happens. A bunch of the boys are sitting around a conference table trying to name a new cold remedy.

"I have it," says Harry. "Let's call it Alka-Seltzer Plus. That way we can take advantage of the $20,000,000 we're already spending to promote the Alka-Seltzer name."

"Good thinking, Harry," and another money-saving idea is instantly accepted.

But lo and behold, instead of eating into the Dristan and Contac market, the new product turns around and eats into the Alka-Seltzer market.

And you know Miles must be worried. In every TV commercial, the "Alka-Seltzer" gets smaller and smaller and the "Plus" gets bigger and bigger.



Plus took business away from Alka-Seltzer.

THE POSITIONING ERA
PART 3: SURVIVAL IN THE SEVENTIES

The world seems to be turning faster.

Years ago, a successful product might live 50 years or more before fading away. Today, a product's life cycle is much shorter. Sometimes it can be measured in months instead of years.

New products, new services, new markets, even new media are constantly being born. They grow up into adulthood and then slide into oblivion. And a new cycle starts again.

Yesterday, beer and hard liquor were campus favorites. Today it's wine.

Yesterday, the well-groomed man had his hair cut every week. Today, it's every month or two.

Yesterday, the way to reach the masses was the mass magazines. Today, it's network TV. Tomorrow, it could be cable.

The only permanent thing in life today is change. And the successful companies of tomorrow will be those companies that have learned to cope with it.

THE PRESSURE TO CHANGE

The acceleration of "change" creates enormous pressures on companies to think in terms of tactics rather than strategy. As one respected advertising man commented, "The day seems to be past when long-range strategy can be a winning technique."

But is change the way to keep pace with change? The exact opposite appears to be true.

The landscape is littered with the debris of projects that companies rushed into in attempting to "keep pace." Singer trying to move into the boom in home appliances. RCA moving into the boom in computers. General Foods moving into the boom in

fast-food outlets. Not to mention the hundreds of companies that threw away their corporate identities to chase the passing fad to initials.

While the programs of those who kept at what they did best and held their ground have been immensely successful. Maytag selling their reliable appliances. Walt Disney selling his world of fantasy and fun. Avon calling.

And take margarine. Thirty years ago the first successful margarine brands positioned themselves against butter. "Tastes like the high-priced spread," said a typical ad.

And what works today? Why the same strategy. "It isn't nice to fool Mother Nature," says the Chiffon commercial, and sales go up 25%. Chiffon is once again the best selling brand of soft margarine.

IMPORTANCE OF LONG–RANGE THINKING

Change is a wave on the ocean of time. Short-term, the waves cause agitation and confusion, but long-term the underlying currents are much more significant.

To cope with change, it's important to take a long-range point of view. To determine your basic business. Positioning is a concept that is cumulative. Something that takes advantage of advertising's long-range nature.

In the '70s, a company must think even more strategically than it did before. Changing the direction of a large company is like trying to turn an aircraft carrier. It takes a mile before anything happens. And if it was a wrong turn, getting back on course takes even longer.

To play the game successfully, you must make decisions on what your company will be doing not next month or next year, but in five years, ten years. In other words, instead of turning the wheel to meet each fresh wave, a company must point itself in the right direction.

You must have vision. There's no sense building a position based on a technology that's too narrow. Or a product that's becoming obsolete. Remember the famous *Harvard Business Review* article entitled "Marketing Myopia"? It still applies.

If a company has positioned itself in the right direction, it will be able to ride the currents of change, ready to take advantage of those opportunities that are right for it. But when an opportunity arrives, a company must move quickly.

IMPORTANCE OF TIMING

Because of the enormous advantages that accrue to being the leader, most companies are not interested in learning how to *compete* with the leader. They want to be the leader. They want to be Hertz rather than Avis. *Time* rather than *Newsweek*. General Electric rather than Westinghouse.

Historically, however, product leadership is usually the result of an accident, rather than a preconceived plan.

The xerography process, for example, was offered to 32 different companies (including IBM and Kodak) before it wound up at the old Haloid Co. Renamed Haloid

Xerox and then finally Xerox, the company has since dominated the copier market. Xerox now owns the copier position.

Were IBM and Kodak stupid to turn down xerography? Of course not. These companies reject thousands of ideas every year.

Perhaps a better description of the situation at the time was that Haloid, a small manufacturer of photographic supplies, was desperate, and the others weren't. As a result, it took a chance that more prudent companies couldn't be expected to take.

A WILLINGNESS TO POUR IT ON

When you trace the history of how leadership positions were established, from Hershey in chocolate to Hertz in rent-a-cars, the common thread is not marketing skill or even product innovation. The common thread is seizing the initiative before the competitor has a chance to get established. In someone's old-time military terms, the marketing leader "got there firstest with the mostest." The leader usually poured in the marketing money while the situation was still fluid.

IBM, for example, didn't invent the computer. Sperry Rand did. But IBM owns the computer position because they built their computer fortress before competition arrived.

And the position that Hershey established in chocolate was so strong they didn't need to advertise at all, a luxury that competitors like Nestle couldn't afford.

You can see that establishing a leadership position depends not only on luck and timing, but also upon a willingness to "pour it on" when others stand back and wait.

A FATAL MISTAKE

Yet all too often, the product leader makes the fatal mistake of attributing its success to marketing skill. As a result, it thinks it can transfer that skill to other products and other marketing situations.

Witness, for example, the sorry record of Xerox in computers. In May of 1969, Xerox exchanged nearly 10,000,000 shares of stock (worth nearly a billion dollars) for Scientific Data Systems, Inc. Since the acquisition, the company (renamed Xerox Data Systems) has *lost* millions of dollars, and without Xerox's support would have probably gone bankrupt.

And the mecca of marketing knowledge, International Business Machines Corp., hasn't done much better. So far, the IBM plain-paper copier hasn't made much of a dent in Xerox's business. Touché.

The rules of positioning hold for all types of products. In the packaged goods area, for example, Bristol-Myers tried to take on Crest toothpaste with Fact (killed after $5,000,000 was spent on promotion). Then they tried to go after Alka-Seltzer with Resolve (killed after $11,000,000 was spent). And according to a headline in the Feb. 7 issue of *Advertising Age,* "Bristol-Myers will test Dissolve aspirin in an attempt to unseat Bayer."

The suicidal bent of companies that go head-on against established competition is hard to understand. They know the score, yet they forge ahead anyway. In the marketing war, a "charge of the light brigade" happens every day. With the same predictable result.

NUMBER ONE STRATEGY

Successful marketing strategy usually consists of keeping your eyes open to possibilities and then striking before the product ladder is firmly fixed.

As a matter of fact, the marketing leader is usually the one who moves the ladder into the mind with his or her brand nailed to the one and only rung. Once there, what can a company do to keep its top-dog position?

There are two basic strategies that should be used hand in hand. They seem contradictory, but aren't. One is to ignore competition, and the other is to cover all bets.

As long as a company owns the position, there's no point in running ads that scream, "We're No. 1." Much better is to enhance the product category in the prospect's mind. Notice the current IBM campaign that ignores competition and sells the value of computers. All computers, not just the company's types.

Although the leader's advertising should ignore the competition, the leader shouldn't. The second rule is to cover all bets.

This means a leader should swallow his or her pride and adopt every new product development as soon as it shows signs of promise. Too often, however, the leader pooh-poohs the development, and doesn't wake up until it's too late.

NUMBER TWO STRATEGY

Most companies are in the No. 2, 3, 4 or even worse category. What then?

Hope springs eternal in the human breast. Nine times out of ten, the also-ran sets out to attack the leader, à la RCA's assault on IBM. Result: Disaster.

Simply stated, the first rule of positioning is this: You can't compete head-on against a company that has a strong, established position. You can go around, under or over, but never head-to-head.

The leader owns the high ground. The No. 1 position in the prospect's mind. The top rung of the product ladder.

The classic example of No. 2 strategy is Avis. But many marketing people misread the Avis story. They assume the company was successful because it tried harder.

Not at all. Avis was successful because it related itself to the position of Hertz. Avis preempted the No. 2 position. (If trying harder were the secret of success, Harold Stassen would be president.)

Most marketplaces have room for a strong No. 2 company provided they position themselves clearly as an alternative to the leader. In the computer field, for example, Honeywell has used this strategy successfully.

"The other computer company vs. Mr. Big," says a typical Honeywell ad. Honeywell is doing what none of the other computer companies seems to be willing to do. Admit that IBM is, in fact, the leader in the computer business. Maybe that's why Honeywell and Mr. Big are the only large companies reported to be making money on computers.

SOME "STRONG" POSITIONS AREN'T

Yet there are positions that can be taken. These are positions that look strong, but in reality are weak.

Take the position of Scott in paper products. Scott has about 40% of the $1.2 billion market for towels, napkins, toilet tissues and other consumer paper products. But Scott, like Mennen with Protein 21, fell into the line-extension trap.

ScotTowels, ScotTissue, Scotties, Scottkins, even BabyScott. All of these names undermined the Scott foundation. The more products hung on the Scott name, the less meaning the name had to the average consumer.

When Procter & Gamble attacked with Mr. Whipple and his tissue-squeezers, it was no contest. Charmin is now the No. 1 brand in the toilet-tissue market.

In Scott's case, a large "share of market" didn't mean they owned the position. More important is a large "share of mind." The housewife could write "Charmin, Kleenex, Bounty and Pampers" on her shopping list and know exactly what products she was going to get. "Scott" on a shopping list has no meaning. The actual brand names aren't much help either. Which brand, for example, is engineered for the nose, Scotties or ScotTissue?

In positioning terms, the name "Scott" exists in limbo. It isn't firmly ensconced on any product ladder.

IMPORTANCE OF OBJECTIVITY

To be successful in the positioning era, advertising and marketing people must be brutally frank. They must try to eliminate all ego from the decision making process. It only clouds the issue.

One of the most critical aspects of "positioning" is being able to evaluate objectively products and how they are viewed by customers and prospects.

Successful companies get their information from the marketplace. That's the place where the program has to succeed, not in the product manager's office.

IMPORTANCE OF WORLDWIDE THINKING

A company that keeps its eye on Tom, Dick and Harry is going to miss Pierre, Hans and Yoshio.

Marketing is rapidly becoming a worldwide ballgame. A company that owns a position in one country now finds that it can use that position to wedge its way in to another.

IBM has 62% of the German computer market. Is this fact surprising? It shouldn't be. IBM earns more than 50% of its profits outside the U.S.

As companies start to operate on a worldwide basis, they often discover they have a name problem.

A typical example is U.S. Rubber, a worldwide company that marketed many products not made of rubber. Changing the name to Uniroyal created a new corporate identity that could be used worldwide.

THE ROLE OF CREATIVITY

In the '70s, creativity will have to take a back seat to strategy.

Advertising Age itself reflects this fact. Today you find fewer stories about individual campaigns and more stories about what's happening in an entire industry. Creativity alone isn't a worthwhile objective in an era where a company can spend millions of dollars on great advertising and still fail miserably in the marketplace.

Consider what Harry McMahan calls the "Curse of Clio." In the past, the American Festival has made special awards to "Hall of Fame Classics." Of the 41 agencies that won these Clio awards, 31 have lost some or all of these particular accounts.

But the cult of creativity dies hard. One agency president said recently, "Oh, we do positioning all the time. But after we develop the position, we turn it over to the creative department." And too often, of course, the creativity does nothing but obscure the positioning.

SOME QUESTIONS TO ASK YOURSELF

If these examples have moved you to want to apply positioning thinking to your own company's situation, here are some questions to ask yourself:

1. What position, if any, do we already own in the prospect s mind?

Get the answer to this question from the marketplace, not the marketing manager. If this requires a few dollars for research, so be it. Spend the money. It's better to know exactly what you're up against now than to discover it later when nothing can be done about it.

2. What position do we want to own?

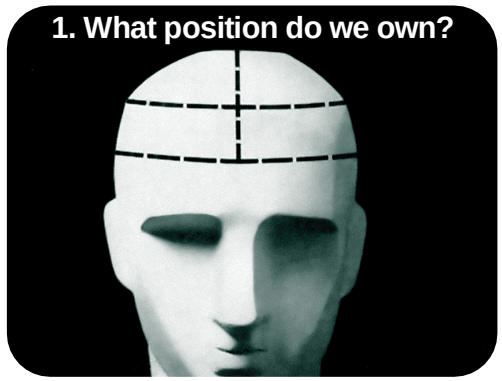
Here is where you bring out your crystal ball and try to figure out the best position to own from a long-term point of view.

3. What companies must be outgunned if we are to establish that position?

If your proposed position calls for a head-to-head approach against a marketing leader, forget it. It's better to go around an obstacle rather than over it. Back up. Try to select a position that no one else has a firm grip on.

4. Do we have enough marketing money to occupy and hold the position?

A big obstacle to successful positioning is attempting to achieve the impossible. It takes money to build a share of mind. It takes money to establish a position. It takes money to hold a position once you've established it.



The marketplace is where to find the answer.

Select a position that won't become obsolete.

The noise level today is fierce. There are just too many "me-too" products and too many "me-too" companies vying for the mind of the prospect. Getting noticed is getting tougher.

5. Do we have the guts to stick with one consistent positioning concept?

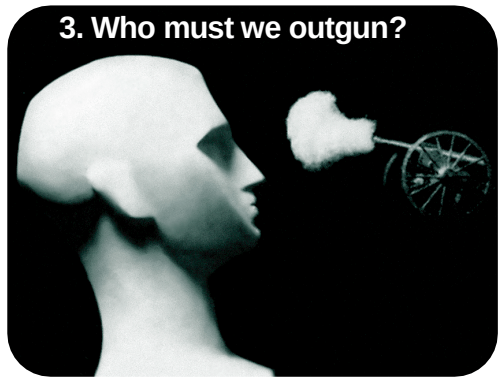
With the noise level out there, a company has to be bold enough and consistent enough to cut through.

The first step in a positioning program normally entails running fewer programs, but stronger ones. This sounds simple, but actually runs counter to what usually happens as corporations get larger. They normally run more programs, but weaker ones. It's this fragmentation that can make many large advertising budgets just about invisible in today's media storm.

6. Does our creative approach match our positioning strategy?

Creative people often resist positioning thinking because they believe it restricts their creativity. And it does. But creativity isn't the objective in the '70s. Even "communications" isn't the objective.

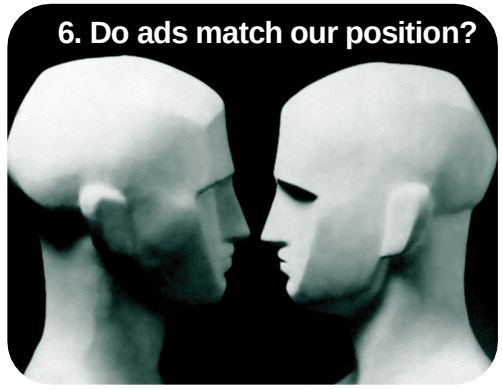
The name of the marketing game in the '70s is "positioning." And only the better players will survive.



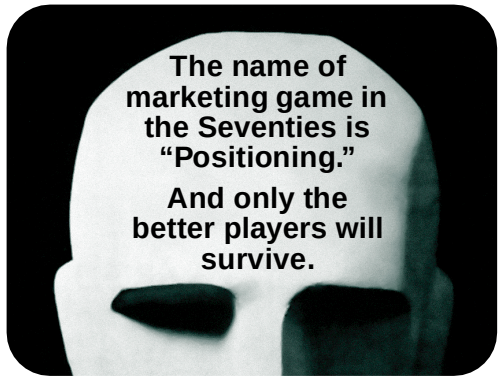
Avoid a confrontation with marketing leaders.

Expect internal pressures for change.

Spend enough to accomplish the objective.



Creativity can often get in the way.



Motto for survival in the decade ahead.

L. Ron Hubbard
FOUNDER

Revision assisted by LRH Technical Research and Compilations

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GLOSSARY OF TERMS

ACF: abbreviation for American Car & Foundry.

Advertising Age: a leading American weekly trade magazine covering major advertising news, developments and trends. It also features articles on surveys and award-winning campaigns.

Alka-Seltzer: a brand name for a well-known pain reliever in tablet form used to treat headaches, heartburn and stomach troubles, such as those caused by eating or drinking too much. It contains the drug aspirin and when added to water makes a fizzy drink. Alka-Seltzer was launched in the early 1930s and by 1934 its sales were 2.1 million, attributable to innovative advertising. By 1981, 100 billion tablets of Alka-Seltzer had been produced.

Alka-Seltzer Plus: an extra-strength version of Alka-Seltzer, introduced in the late 1960s. It did not create growth in sales until it was reformulated as Alka-Seltzer Plus Cold Medicine in 1976. By 1990 Alka-Seltzer Plus became the country's leading cold remedy by unit sales and overtook Alka-Seltzer Original in dollar sales. It was positioned as the brand for "major league" colds and commercials featured a Green Bay Packer football crowd calling it, "Fast, effective relief for tough winter colds." The tag line was later modified to "Tough medicine for tough winter colds."

American Airlines: a well-known international passenger and freight airline company formed in 1934. American Airlines began the first scheduled airfreight service within the United States in 1944, provided the first nonstop transcontinental jet service in 1959 and by 1961, was the world's first airline to carry 100 million passengers. In 1971, American carried out a successful merger with another airline company, Trans Caribbean. From the merger American gained entrance to many Caribbean markets such as San Juan, Puerto Rico; Curaçao; Aruba and others.

American Car & Foundry: a large American company and one of the oldest railroad car builders in the United States. Formed in 1899 from the merger of thirteen railroad equipment manufacturers, the company made railroad cars for the US as well as subway cars for use in London's underground system. From the early to midtwentieth century, the company also produced products for use by the military, including ammunition, tanks and naval ships. In 1922 it expanded into the automotive field, producing buses and bus engines until 1959. In the mid-1950s the company's products had become so varied that it changed its name to ACF Industries, Incorporated.

American Festival: reference to the American TV Festival awards, an annual competition begun in 1960 and held by the advertising industry to award outstanding achievement in radio and television advertising as well as in print advertising. Awards are made to writers, editors, producers, cinematographers, talent and other participants of the winning commercials, print advertisements, etc. The winners receive a gold statuette known as the Clio award. Clio is the Greek muse of history (a muse is one of nine sister goddesses regarded in Greek mythology as inspirers of learning and the arts, especially poetry and music) and is associated with fame and glory.

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American Motors: reference to American Motors Corporation, an automobile company established in 1954 from the merger of two relatively small car manufacturers, Hudson Motor Car Company and Nash-Kelvinator Corporation. After its formation, the company consolidated their manufacturing facilities. They also ended production on unpopular models and introduced a "completely new" line of cars (called Ramblers) at the end of 1956. It wasn't until 1958, however, that the company became profitable in sales. In the following years, American Motors grew and the Rambler line became popular. In 1970 they introduced the Hornet, a compact car for the low-priced market. The company produced few new models toward the end of the 1970s, and short of cash, it was purchased in the late 1980s by the Chrysler Corporation, a rival automobile manufacturer. *See also* **Hornet.**

AMF: reference to the AMF Company, an American company incorporated in 1900 for manufacturing machinery for the tobacco industry, originally known as the American Machine and Foundry Company. By the mid-1900s the company had expanded its operations and was producing items for use in sports and leisure and by 1971, having moved out of the foundry business, changed its name to the AMF Company. It came to specialize solely in bowling equipment and by the year 2000 it had become an international manufacturer and marketer of bowling equipment in addition to owning and operating 528 bowling centers throughout the world.

AMP: reference to AMP Inc., an American manufacturing company founded in 1941 as Aircraft-Marine Products, Inc. When first established, the company specialized in the production of electrical connections for aircraft and boat manufacturers. In 1956 the company changed its name to AMP Inc., and by this time had expanded its product line to include a variety of different electrical and electronic components. By the 1990s it had become a world leader in production of electrical and electronic connection devices serving a variety of industries, including aerospace, automotive, computer networking, power utilities and telecommunications.

Anacin: a trademark for an over-the-counter drug in tablet form, containing aspirin, advertised to relieve pain (especially headaches).

ATO: the former name of Figgie International, Inc., an American manufacturer of such products as fire protection and safety equipment, machinery, and sports equipment. The company was incorporated in 1963 as the Automatic Sprinkler Corporation of America by management consultant Harry Figgie, Jr. Subsequently, with many acquisitions (fifty-three in all) the company became a large and diversified corporation. In 1969, its name was changed to ATO, Inc., to coincide with the company's designation on the New York Stock Exchange. (Stock exchanges use symbols in place of the full names of companies to make it quicker and easier to trade the companies' stocks. However, due to the fact that there are so many companies and symbols, the stock exchange letters don't always perfectly coincide with the company name. For instance the company AT&T is "T" on the stock exchange.) This name change was also intended to remove the impression that the company only produced one product, automatic sprinklers. The company later changed its name to Figgie International, Inc.

Avis: a United States-based automobile rental service that started in 1946 by Warren Avis. The first Avis rent-a-car office, named Avis Airline Rent-a-Car system, was opened at an airport near Detroit, Michigan in 1946. One of Avis' key competitors was the number one automobile rental service named Hertz. To compete against Hertz, Avis

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started a marketing campaign, positioning themselves second to Hertz, as "Avis is only No. 2 in rent-a-cars, so why go with us? We try harder." This successful advertising campaign brought Avis fame and they expanded from a national company to one with branch offices around the world.

Avon calling: reference to the familiar greeting of an Avon lady (a saleswoman) from Avon Products, Inc., an American company which manufactures cosmetics, toiletries and fragrances. Established in the late 1800s, Avon became one of the world's largest door-to-door sales activities, through a network of professional neighborhood saleswomen. Referred to as the "Avon ladies," they were well known for their slogan "Avon calling!" announced after ringing the customer's doorbell. Avon's major television advertising campaign used an unforgettable ding-dong chime (approximating the typical doorbell of a home) along with the "Avon calling" slogan ("Ding-dong, Avon calling").

BabyScott: a brand name for a disposable baby's diaper introduced by the Scott Paper Company in the late 1960s. The diaper, which included a flushable diaper pad in a reusable plastic panty, never obtained success and was discontinued in 1971.

Ballantine: a trademark for a brand of beer produced by the Falstaff Brewing Corporation in America. Ballantine's beer and ale were the subject of an advertising campaign which helped to popularize it as a leading brand in America. Slogans such as "cold-brewed," "America's largest-selling ale" and "the perfect glass" were used to popularize the product.

barter deal: reference to an advertiser making arrangements to trade something (such as a product or service) for advertising time, as opposed to paying for it with money. For example, a local car dealer could give a new car to a radio station in exchange for free advertising. The radio station could then use this car for its employees or as a contest prize, etc., without having to buy it.

Bayer: the name of a well-known brand of aspirin made and promoted by the Sterling Drug Company. Advertisements of Bayer (such as, "pure aspirin, not part aspirin," "nine out of ten doctors recommend Bayer") made it one of the best-known aspirins in the twentieth century.

Beck s beer: a German beer produced by Brauerei (Brewery) Beck & Co., a brewery founded in the late 1800s in Bremen, a city in the upper northwest corner of Germany. Beck's beer became quite popular in Germany and was soon being exported to other countries, such as America, where it became a best-selling imported brand.

Beetle: another name for a German automobile built by Volkswagen. It was dubbed the Beetle due to its short, rounded shape. First produced in the 1940s, it became one of the most popular cars ever built. (*Volkswagen* means the people's car, from *volk,* "people" and *wagen,* "auto.") It was characterized by a compact round design, used very little gas and earned a reputation for economy and reliability. It became the best-selling imported car in America and eventually sold millions and was still being made at the end of the twentieth century.

B. F. Goodrich: reference to the B. F. Goodrich Company, a major US manufacturer of plastics, chemicals, adhesives, roofing products, various aircraft parts (including instruments, wheels and brakes), as well as other products. Goodrich's full name was Benjamin Franklin (B. F.) Goodrich. The company became known for many technological "firsts," including the first automobile tires in the US, the first cotton-covered rubber fire hose, the first commercial tubeless tire, the first to make radial tires in the United States, the first spacesuits for US astronauts, and the development

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of synthetic rubber. In the late 1980s the Goodrich Company sold its tire interests to another tire manufacturer (which continued to use the Goodrich name on its tires) and concentrated on chemical and plastic production.

Big Agency in the Sky: a humorous reference to a type of paradise or heaven suitable for those who have passed away and, in this case, those associated with an advertising agency.

Bold: a trademark for a laundry detergent, produced by Procter & Gamble (a major American manufacturer of cleansers, soaps and other various household products). Bold was introduced in 1965 to compete with their earlier brands Tide and Cheer. With Tide advertised as the brand that "makes clothes white," Cheer as making clothes "whiter than white," Bold was promoted as the brand that made clothes "bright." It replaced Cheer as America's number two brand directly behind Tide.

Bounty: a trademark for a brand of paper towel first introduced in the United States in the 1960s by Procter & Gamble (a major American manufacturer of cleansers, soaps and other various household products) when they extended their line of products to include paper goods. Procter & Gamble's national advertising campaign and slogans, such as "the quicker picker upper" made Bounty into a leading brand name.

Bristol-Myers Company: an American company that manufactures and sells drugs, medicines and healthcare products. Established in 1898, the company expanded to become one of the largest pharmaceutical enterprises in the world. During the late 1960s, the company introduced a string of new products such as Resolve pain reliever and Fact toothpaste that were similar to other products currently on the market. Despite spending millions of dollars on promotion, these products were unsuccessful against the already established competition.

Charmin: a brand of bathroom tissue originally manufactured in the United States in 1892 by the Charmin Paper Company, later purchased by Procter & Gamble (a major American manufacturer of cleansers, soaps and other various household products). In the early 1960s Procter & Gamble developed a technique that enabled them to make a one-layer tissue comparable in strength and softness to other brands using two sheets and applied this to Charmin. From 1964 to 1985 advertising for the brand revolved around the fictional character, Mr. Whipple, a worried grocery clerk who admonished people who were squeezing the tissue because it was so soft, yet could not resist doing so himself. The line "Please don't squeeze the Charmin" became part of advertising history and Charmin became America's leading brand of bathroom tissue. Mr. Whipple returned in the 1990s as part of an anniversary promotion of the Charmin brand.

Cheer: a trademark for a laundry detergent, produced by Procter & Gamble (a major American manufacturer of cleansers, soaps and other various household products). Cheer was introduced in 1950 to compete with their earlier brand Tide, which had become America's leading laundry soap. With Tide advertised as the brand that "makes clothes white," Cheer was promoted as making clothes "whiter than white." It became America's number two brand directly behind Tide.

Chiffon: a brand of soft margarine made by Anderson, Clayton & Company. It has been a number one selling brand of soft margarine and was well known for its advertising slogan, "It's not nice to fool Mother Nature!" The slogan alludes to the fact that one cannot tell the difference between Chiffon margarine and real butter.

Clio: *see* **American Festival.**

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Coke: a trademark for a cola-flavored soft drink made by the Coca-Cola Company.

cold-brewed: brewed using a yeast which ferments at cold temperatures. In brewing beer one uses yeast as a fermenting agent to break down sugar to create alcohol. There are many methods used to carry out this process, one of which works at colder temperatures. Generally carried out at temperatures above 50–55 degrees Fahrenheit (10–12.7 degrees Celsius), the cool ferment is often followed by a long and colder aging period at temperatures as low as 32 degrees Fahrenheit (0 degrees Celsius). This method originated with the Germans, as during the spring and summer months, they would store their beers in ice-cold caves in the Alps. This resulted in lager beer (from the German word *lagern,* "to store") that is smoother and drier than ale beer which is more assertive tasting and brewed at warmer temperatures.

Contac: a trademark for an over-the-counter drug used as a multisymptom cold-relief medicine and in the treatment of hay fever. First introduced in the United States in 1960, the drug later became one of the world's best-selling cold remedies. In the 1980s, Contac Severe Cold Formula was introduced.

Corfam: a trademark for a synthetic material developed in the 1960s and used in the manufacture of shoes, belts, handbags, etc. Produced by E. I. du Pont de Nemours & Company (a large American manufacturer of chemical, plastic and synthetic products), Corfam was similar to leather but had many advantages. It was lighter, more flexible, required no polishing and "breathed" easily, meaning moisture and air could travel through it. However it did not stretch or conform to the foot as leather did. Its manufacturing expenses also increased beyond expectancy and production ceased in 1971.

Corn Products Company: the former name of CPC International, Inc., a major American food manufacturer. Originally established as a corn refining operation in the early 1900s, the company expanded its size and product variety, producing such things as mayonnaise, bread spreads, cheese, bakery products, pasta, syrups and desserts. In the 1960s, its name was changed to CPC International, Inc., to de-emphasize their corn refining operations.

cover all bets: to provide for all eventualities or possibilities. The term comes from the world of gambling where covering all bets means to bet in such a way as to minimize losses. Example: Betting on three horses instead of just one, knowing that if the one horse loses one has a good chance of the other two winning, thus covering all bets.

CPC: abbreviation for Corn Products Company.

Crest: a trademark for a brand of toothpaste made by the Procter & Gamble Company (a major American manufacturer of cleansers, soaps and other various household products). Introduced in 1955, Crest became a leader in the toothpaste market. It was positioned as a scientific breakthrough as years of meticulous research experiments proved the toothpaste reduced tooth decay. In 1960, Procter & Gamble won the endorsement of the American Dental Association (ADA) for Crest toothpaste and used this heavily in their advertising. Other brands then attempted to get ADA acceptance, and though some did, their tests were inconclusive and they were not allowed to advertise the endorsement. Crest subsequently became the largest selling brand of toothpaste in the United States.

Daniel Starch & Staff: a marketing research company established in the mid-1920s by Daniel Starch (1883–1979), a pioneer in marketing research and popular author on

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the subject. The company conducted research studies on commercials, consumer and business publications and newspapers, etc., and published the findings in what was called a "Starch Report." The report gave results on advertising effectiveness and readership; for example, on an advertisement in a publication, it reported the percentage of readers who viewed the ad, the percentage of readers that read half or more of the ad, the percentage of readers that associated the ad with the advertiser, etc. In the late twentieth century, after several mergers, the company became Roper Starch Worldwide, Inc., and continued in the marketing research field.

Disney, Walt: Walter Elias Disney (1901–1966), American cartoon artist and one of the most famous motion-picture producers in history. Born in Chicago, he began producing animated motion pictures in Hollywood including the first animated cartoon with sound, *Steamboat Willy,* which introduced a talking Mickey Mouse. Walt Disney was one of the major producers for motion-picture theaters and television. He created such fantasy films as: *Snow White and the Seven Dwarfs* (1937), *Pinocchio* (1940), *Fantasia* (1940), *Dumbo* (1941), *Bambi* (1942), *Cinderella* (1950), *Alice in Wonderland* (1951), *Peter Pan* (1953), *Lady and the Tramp* (1955), *Sleeping Beauty* (1959), *101 Dalmatians* (1961) and many others. Disney also produced children's books as well as comic strips featuring such characters as Donald Duck and Pluto the dog. In 1955 Walt Disney Productions Company opened a huge amusement park, called Disneyland in Anaheim, California featuring imaginative rides and scenery and historical reconstructions. Disney received 26 Academy Awards for his creations.

Dissolve: an aspirin developed in 1972 by Bristol-Myers Company which manufactures and sells drugs, medicines and healthcare products. The aspirin was designed to be dissolved in liquid before being consumed and aimed at those who had difficulty swallowing pills. Dissolve attempted to unseat Bayer by stressing the soluble qualities of Dissolve such as, "Now, a better way to take your aspirin." However, the product was not successful and was taken off the market.

Dristan: a trademark for an over-the-counter drug used as a multisymptom cold-relief medicine. First introduced in the United States in 1957, the product became one of the top selling over-the-counter brands.

Dubonnet: a trademark of a brand of wine which is either red or white, and sweet, used chiefly as an aperitif. (An aperitif is an alcoholic drink taken before a meal and designed to stimulate the appetite.)

du Pont: E. I. du Pont de Nemours & Company, a large American manufacturer of chemical, plastic and synthetic products, having plants and subsidiaries around the world. Founded in 1802 by French-born American industrialist Éleuthère Irénée du Pont (1771–1834), and managed by the du Pont family well into the twentieth century, the company was originally established to produce gunpowder. Over the years the company expanded into such diverse products as dyes, paints, acids, rubbers and plastics, photographic film and agricultural chemicals. It also invented nylon, developed rayon and other synthetic fibers.

Eastern Air Lines: a well-known international airmail and passenger airline company. Formed in 1927 and originally named Pitcairn Aviation, Inc., its name was later changed to Eastern Air Transport and, in the 1930s, it controlled the lucrative route from the heavily populated northeastern region of the US to Florida. Reaching its height after World War II, Eastern's competitive position deteriorated as new airlines began flying the same routes and a series of strikes weakened the company. By the

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early 1990s and heavily in debt, what had once been the most profitable air carrier, sold off what assets it did have and ceased to exist.

Edsel: a line of cars produced between 1957 and 1959 by the Ford Motor Company, an American automobile company founded in 1903. Named after Edsel Ford (1893–1943), son of the company's founder, Henry Ford (1863–1947), the initial Edsel line featured eighteen different models. The cars, which were in the upper-medium price range, were large, had modern features and a unique design and style. Despite heavy promotion before and after its release, the car was a failure on the market, producing very few sales. The unsuccessful Edsel line was discontinued in 1959 and cost the company hundreds of millions of dollars in losses.

ESB: reference to the ESB Ray-O-Vac Corporation, an American manufacturer of large storage batteries (rechargeable batteries, such as those used in automobiles, golf carts, submarines, etc.). This company was established in 1888 as The Electric Storage Battery Company. It expanded into the twentieth century and in the 1930s became the world's largest maker of storage batteries. It later changed its name to the ESB Ray-O-Vac Corporation and in the 1970s was taken over by another company.

everyone into the pool: reference to the action at a party where someone exclaims, "everyone into the pool," and all partygoers (sometimes with abandon) dive into the swimming pool. Used figuratively to mean everyone "jumping in" and doing the same action as others.

Excedrin: a trademark for an over-the-counter drug containing aspirin advertised to relieve headaches. First introduced in 1960, Excedrin received several advertising campaigns including those of 1968 and 1969, starring American television actor David Janssen, who in the popular TV series, *The Fugitive* (1963–1967), played a doctor wrongly convicted of murdering his wife.

Fact: a brand of toothpaste formerly made by the American Bristol-Myers Company. Introduced in the late 1960s, Fact was heavily promoted as the toothpaste that "works harder to prevent cavities" and carried the seal of the American Dental Association. Although millions were spent to advertise the product, it was unsuccessful in the market against such brands as Crest toothpaste and was finally taken off.

F.D.S.: a trademark and abbreviation for Feminine Deodorant Spray, a feminine hygiene spray deodorant introduced in the late 1960s by the American Alberto-Culver Company (a worldwide manufacturer of personal care and food products). The F.D.S. line of feminine hygiene sprays became a leading brand in the field.

FMC: reference to the FMC Corporation, an American manufacturer of a variety of products, including industrial and specialty chemicals, machinery and equipment, food and drug additives and pesticides. Established in the late 1920s, the company originally made simple food production equipment and was called the Food Machinery Corporation. The company broadened its business in the 1930s and 1940s by procuring a pump manufacturing company and two chemical companies. With these new operations, it changed its name to the Food Machinery and Chemical Corporation, and in 1961 shortened this to the FMC Corporation. The company continued to expand its operations; however, in the early 1970s it eliminated twenty product lines that had proved unprofitable.

Ford: reference to the Ford Motor Company, an American automobile company founded in 1903 by automobile manufacturer Henry Ford (1863–1947). The company assembled

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its first automobile in 1903 and in 1908 introduced the inexpensive assembly line built "Model T" Ford. The car was instantly successful and by 1914 more than 500,000 Model Ts were in use around the world. In the 1920s, Ford acquired the automobile manufacturer Lincoln Motor Company and began producing luxury automobiles under the Lincoln name. Ford also soon introduced a medium-priced automobile, the Mercury, to fill the hole between the Ford and Lincoln models. In the 1950s, the Ford company sought to fill another gap in their lineup by introducing the "Edsel" (named in honor of Henry Ford's only son). The new car was aimed at the upper-level of the medium price class and was intended to compete with other brands in this range. However, it was released during a countrywide recession and despite heavy promotion before and after its release, the car failed on the market and was discontinued in 1959, costing the company hundreds of millions in losses. *See also* **Edsel**.

Fortune: an American business/finance magazine. Originally the magazine was aimed at the upper managerial level of society and was published monthly. It was expensively priced at $1.00 when first introduced during the Depression era (a period of economic crisis and lowered business activity occurring in the United States from 1929 through most of the 1930s). With a large format of 11¼" by 14" and two pounds of quality paper, it had to be gathered and sewn by hand. *Fortune* is now published every two weeks and offers long articles on a variety of subjects including companies, banks, statistics, markets, personal finance, etc. In 1955 the magazine featured a list of the 500 largest corporations in the United States which has become known as "the Fortune 500."

F.W.M.T.S.: abbreviation of "forgotten what made them successful."

Gablinger s beer: a diet beer introduced in 1967 by Rheingold Breweries, Inc., of New York, USA. Gablinger's beer was the first reduced-calorie beer (called light beer) and was named after the Swiss doctor who had created it. Marketed as a diet aid, its commercials featured overweight people and had the basic message of losing weight by drinking Gablinger's. The beer however did not sell well and was discontinued shortly after its introduction.

GAF: reference to the GAF Corporation, an American company that manufactures building materials. GAF was established in 1929 as American I.G. Chemical Corp and produced a variety of different products, including solvents, lacquers, pharmaceuticals, photographic products, synthetic silk and other fabrics and an array of chemicals. (*I.G.* is an abbreviation for the German word *Interessengemeinschaft* meaning a group of several independent companies who get together in order to care for or forward a common interest.) In 1939 it merged with another company, General Aniline Works, and changed its name to General Aniline & Film Corp (aniline is a substance used to make plastics, dyes, drugs, explosives, and photographic and rubber chemicals). By 1968 it had adopted the name GAF and was producing a wide range of items including roofing materials and other related products. By the end of the 1990s, however, it had moved solely into the building field and had become the largest manufacturer of residential and commercial roofing products in the US.

G.E.: abbreviation for General Electric.

General Electric: one of the largest companies in the world, it manufactures light bulbs, home appliances, equipment for hospitals, factories, power plants and steel mills. The company began in 1892 and by the turn of the century was producing everything for the electrification of the United States: generators, electric motors, electric light bulbs

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and electric locomotives. The company expanded throughout the twentieth century and is responsible for thousands of new products, has over 50,000 patents and employs over 400,000 personnel.

General Foods: one of the leading processors of packaged grocery products in the world. Originally established in the 1920s, the company was incorporated as the Postum Cereal Company. However, in 1929, after assimilating a number of smaller companies, the company changed its name to General Foods. In 1968 the company also entered the fast-food market by purchasing Burger Chef, a successful chain of restaurants. But within three years the Burger Chef chain had collapsed. With more than 56,000 employees working in more than 100 locations in the United States and some 20 other countries, General Foods became a leader in its field. It is well known for such trade names as Maxwell House Coffee, Jell-O, Birds Eye frozen foods, Kool-Aid, Post cereals, Sanka, etc.

Goodrich: same as B. F. Goodrich.

Goodyear: reference to the Goodyear Tire and Rubber Company, a major US manufacturer of tires for cars, trucks, buses, aircraft, etc. Founded in 1898 as a rubber company, it was named in honor of Charles Goodyear (1800–1860), an American inventor who, by spilling a mixture of rubber and sulfur onto a hot stove, discovered a process for making rubber strong, elastic and resistant to both heat and cold. The Goodyear Company's business was mostly devoted to producing tires for passenger vehicles and through its marketing, such as the Goodyear blimp, became the leader in the US tire market for many decades.

Great American soups: a brand name for a line of soups produced by Heinz (a major United States manufacturer of processed foods). In the early 1970s the soup was promoted in an award-winning commercial, in which American dancer Ann Miller (1923–) promises her husband something a little different for dinner. She magically transforms her kitchen into an elaborate stage and, accompanied by a twenty-four piece orchestra, dozens of sequined chorus girls and a backdrop of moving water in the tradition of a 1937 grand Hollywood musical, she dances and sings atop an eight-foot high Great American soup can. The extravaganza took four weeks to shoot and cost over $150,000 to produce.

Haloid Company: the former name of Haloid Xerox.

Haloid Xerox: an American company that produced xerographic photocopy machines and related products. Originally known as the Haloid Company, it was established in 1906 as a photography-paper business. In 1949, the company entered the field of xerography and produced machines that would make xerographic copies. The machines were successful and in 1958 the company was renamed Haloid Xerox to reflect the belief that its future lay in xerography. The name was changed again in the early 1960s to the Xerox Corporation and it soon ranked amongst the one hundred largest corporations in the United States.

Handy Andy: a liquid detergent for general household cleaning, produced by the American corporation, Lever Brothers Company. Introduced in the late 1950s, it was promoted as best for household cleaning and was in competition with such other brands as "Mr. Clean" and "New Ajax all-purpose cleaner." It did not sell well in the U.S. market, was discontinued and became available only in some non-U.S. countries such as Australia, South Africa, etc.

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Harvard (University): the oldest university in the United States, located in Cambridge, Massachusetts. Established in 1636, Harvard grew to be one of the most prestigious universities in America. It became a major center for research and education, offering a wide variety of subjects, including law, medicine, business, government, religion, arts and sciences. It also housed a library that expanded into being one of the largest and most comprehensive university libraries in the world.

Harvard Business Review: a bimonthly business publication, by the Harvard Business School, for professional managers. A program in executive education, *Harvard Business Review* states their intention as follows: "The aims of HBR are to develop a keener, more responsible sense of leadership among policymaking businessmen, both in the United States and abroad; to increase businessmen's understanding of the concepts and methods of professional management; and to keep them abreast of new ideas and approaches to the art of management. Thus HBR seeks to educate business leaders; it is an educational arm of the Harvard Business School."

Hathaway shirts: shirts produced by the C. F. Hathaway Company of Maine, USA, created in 1837. Hathaway shirts have been known for their traditional, classic style for over 155 years. The shirts were made known to many through the famous "The man in the Hathaway shirt" ads. Originally the ad featured a distinguished looking gentleman in a Hathaway shirt wearing a black patch over one eye. This was accompanied by the headline: "The Man in the Hathaway Shirt." Following the great success of this ad (sales tripled), variations of the ad were run, representing various notable and popular men from the business, entertainment, sports and political arenas, wearing a Hathaway shirt.

Hershey: Milton Hershey (1857–1945), American businessman who in 1903 founded the Hershey chocolate factory. So popular was his chocolate that the company rapidly expanded despite Hershey's refusal to advertise. (The company began advertising after World War II.) In addition to his company, the town of Hershey, Pennsylvania grew up under Milton Hershey's direction. His personal fortune increased enormously as the Hershey Chocolate Company developed rapidly into the world's largest manufacturer of chocolate products.

Hertz: a United States automobile rental service that started in 1923, named after John Hertz, an early owner. The company expanded not only in its US based offices, but established branch offices in many parts of the world, becoming an international organization and number one in car rental services. It offers various current model cars on a short-term rental basis—daily, weekly or monthly in downtown and suburban business areas as well as at airports and resort locales.

Honeywell: reference to Honeywell, Inc., a major American corporation which produces a variety of electronic equipment, including computers, thermostats, systems for automated industries, and guidance systems for planes and missiles. Honeywell entered the computer business in the mid-1950s and in 1970 greatly expanded its computer production by buying General Electric's computer operation. It competed against the leading computer company, IBM, by positioning Honeywell as the logical alternative. The company promoted itself as "The Other Computer Company" and IBM as "Mr. Big." In 1991 Honeywell went out of the computer business and used its digital computer technology in its traditional field of activity of automated controls.

Hornet: a low-priced, compact automobile introduced by American Motors Corporation in the 1970s. The car was an attempt by AMC to meld the frugal image of its former

car the Rambler with an image of luxury into a new type of compact car. The lowest-priced models of the Hornet came with only the basics, such as rubber floor mats (instead of carpeting) and vinyl bench seats. However, the Hornet had a long and varied list of options that could be purchased, including such things as power steering, reclining seats and an electric clock. Advertisements emphasized the varied options of the Hornet, and it was promoted as "the little rich car." The range of options was rare for the time, at least in the low-priced field, and a customer could tailor the car to his or her own taste.

house agency: an advertising agency that operates in-house, meaning owned or controlled by the advertiser and for its own use. It is established primarily to save money for the company and give it full control over its advertising which would not be the case with the hiring of an outside firm which hires itself out to many different clients. A house agency's functions include the creation, planning and production of ads and commercials, as well as research services and media selection and purchase.

IBM: abbreviation for International Business Machines.

Industrial Marketing: an American trade magazine on business marketing founded in 1916 and later renamed *Advertising Age's Business Marketing*. Toward the end of the twentieth century it had a circulation of close to 50,000 and covered such topics as marketing news, strategies and tactics, various problems encountered in advertising, public relations and new promotional ideas.

International Business Machines: one of the world's largest companies and in the 1970s was a leader in the manufacturing of such items as computers, typewriters, dictating equipment, electronic cash registers and photocopying machines.

Janssen, David: (1939–1980) American leading man of the 1960s and 1970s. He appeared in numerous television series such as *Richard Diamond, Private Detective* (1957–1960) and the popular TV series, *The Fugitive* (1963–1967), in which he played a doctor wrongly convicted of murdering his wife. In 1968 and 1969, Janssen did several advertisements to promote the drug Excedrin, comparing its effectiveness against aspirin.

kiss of the hops: reference to a phrase used in an advertising campaign for Schlitz beer, produced by the Schlitz Brewing Company of Milwaukee, Wisconsin. The beer was one of the top-ranking beers throughout the mid-1900s and was promoted with the phrase "Brewed with just a kiss of the hops. None of the harsh bitterness." The phrase *kiss of the hops* appeared in a Schlitz advertising jingle, "Let's get together with a glass of Schlitz, a friendly glass of Schlitz. Brewed with pride and just a kiss of the hops . . ." (A *kiss* is a slight touch of something and *hop* is the name of several species of vine, one of which is grown for its papery, yellowish-green flowers used in brewing beer and which gives it its distinctive bitter taste.)

Kleenex: a brand name for a soft, disposable tissue paper, used as a handkerchief, etc. Introduced in 1924, it was first promoted as a "cold cream towel" to remove cosmetics, but consumers used it as a disposable handkerchief. In the 1930s, when its manufacturer, Kimberly-Clark, advertised it as that, sales doubled.

Kodak: reference to the Eastman Kodak Company, a major American manufacturer of photographic equipment and supplies. The company was founded in the late 1800s by American inventor and businessman, George Eastman (1854–1932). (The name Kodak was Eastman's invention based on experimenting with words that began and ended with

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his favorite letter "K.") The company became an innovator in the field of photography; for example, in 1888 it introduced the first portable camera which included a roll of film that would take 100 pictures. After purchasing the camera and taking the pictures, a person could send the camera to the company where the film was developed and the camera sent back fully loaded for another 100 shots. The company continued to introduce new products, including cameras, developing equipment and various films, and expanded throughout the twentieth century to become a successful multinational corporation.

land of the sky blue waters: reference to the phrase used in an advertising campaign for Hamm's beer. Brewed "in the land of sky blue waters" (a reference to the Great Lakes of the US) was promoted by the Hamm's bear, a character whose slapstick antics with his woodland friends were enjoyed for years by Midwest TV audiences. In 1978 he made his first national appearance and in total was featured in more than one hundred commercials that began with the beating of tom-tom drums and the Hamm's jingle: "From the Land of Sky Blue Water/Land of lake and pine."

lead-free gasoline: gasoline that contains no tetraethyl lead, a colorless, oily, water-insoluble, poisonous liquid used in gasoline as an antiknock agent. (An *antiknock agent* is a substance added in fuel to prevent the air-fuel mixture in an engine from burning too quickly or uncontrollably.) Tetraethyl lead proved to be a successful antiknock agent. However, since its discovery, lead from gasoline was found to be harmful to the environment, and as a result of increased public concern in the early 1970s low-lead gasolines were introduced. In 1975 American automobile manufacturers introduced special devices to reduce pollutants in automobile exhaust. These devices required unleaded gasoline to operate. By the early 1990s gasoline manufacturers eliminated lead in most gasoline consumed within the US, with European countries following later.

Lincoln: a line of luxury cars produced by the Ford Motor Company, an American automobile company founded in 1903. In the 1920s, Ford acquired the automobile manufacturer Lincoln Motor Company and began producing luxury automobiles under the Lincoln name. Intended for the higher-priced market, Lincoln manufactured automobiles that were large and luxury-equipped. Many different styles were produced and the Lincoln line of automobiles were still being produced into the twenty-first century.

Lone Ranger: the name of a fictional cowboy hero of American radio, television, films, books and comics. The character wore a white hat and a now famous black eye mask to conceal his true identity and rode a white horse named Silver. The Lone Ranger, who was accompanied by his faithful Indian companion, Tonto, used silver bullets to establish law and order in the Old West. Originally a radio show which ran for 2,956 broadcasts, the Lone Ranger moved into television in the late 1940s and eventually onto the motion-picture screen. The Lone Ranger's popularity was such that the character was also utilized in advertising campaigns. For example, REA Express, Inc., (a US ground and air express service) used the Lone Ranger theme in their promotion, with such slogans as "REA Express Rides Again," and in one instance showing an employee sticking his head out of an airplane cockpit window wearing a cowboy hat.

***Look* (magazine):** a biweekly American picture magazine, introduced in 1937 by American publisher Gardner Cowles (1903–1985) to compete with *Life* magazine. *Look* was printed on cheap, pulp paper and was originally a monthly magazine covering personalities, animals, food, fashions, photo mysteries. As its circulation expanded, the

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magazine switched to a biweekly and by the early 1950s was featuring articles on national and world affairs, health, science, fashion, beauty, sports, entertainment, food and home living. At its peak, its circulation reached nearly eight million. The magazine remained in print until 1971 when it ceased publication. It experienced a brief revival in 1979 but was again taken off the market as a failure.

Lowenbrau: a German beer produced by Lowenbrau, a brewery in Munich, Germany. Lowenbrau began exporting its beer in the late 1800s and expanded its distribution to more than one hundred countries worldwide. It also became the largest-selling German beer in the United States. In the 1970s, however, import of the high quality beer from Germany was phased out and an American company (Miller Brewing Company) was licensed to produce "Lowenbrau" in the US.

Mar keting Myopia : an article written in 1960 by Theodore Levitt, who at the time was a lecturer in business administration at the Harvard Business School, and published in the *Harvard Business Review*. The article's main theme was how a company could ensure its continued growth. Levitt stated that where growth is threatened, slowed or stopped, it is not because the market is saturated but because of a failure of top management being too shortsighted (myopia) as regards one product or industry. As an example, he pointed out the once powerful and wealthy railroads did not stop growing and shrink because the need for passenger and freight transportation declined. It was because the railroads assumed they were in only the railroad business and not the transportation business. Thus, they defined their industry wrongly (too narrowly) and not broadly enough to fill the changing needs of their customers. The article expressed the view that companies and industries should be customer oriented and not assume one particular product, which may become obsolete, will always be there and sell well. The article was very successful and was often quoted and the *Harvard Business Review* had sold over 265,000 reprints of it by 1975.

Maytag: a home appliance (washing machines, clothes dryers, etc.) company founded in the United States in 1909 by Frederick Louis Maytag (1857–1937) who, at the time, headed a farm equipment company. In 1907 Maytag developed a hand-driven washing machine and in 1911 a motor-driven version which revolutionized the industry. Maytag became the largest producer of washing machines.

McMahan, Harry: American television consultant and columnist. McMahan established his own commercial film production company and worked with some fifty agencies and more than 200 national, regional and local advertising accounts, pioneering new writing and production techniques. He later established his own offices as a television commercial consultant and drew attention to the commercials that were winning Clio awards (awards presented annually by the advertising industry for achievement in radio and television commercials) for creativity. Out of numerous television classics that won awards in previous years, a large percentage of the agencies had either lost the account or gone out of business, thus pointing out that creativity is not as important as the ability of the advertisement to sell.

media buying service: an agency that specializes in purchasing time or space in advertising and communications media (for example, spots on radio and television or print space in magazines and newspapers), so as to best utilize the advertiser's money and to obtain results with his advertising. For example, should an ad be shown late at night for a special audience or should it be aired during the early evening to hit a broader public, and costing more.

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Mennen Co.: an American company founded in 1878 by German pharmacist, Gerhard Mennen. Mennen offered personal care products bearing his name and image as a personal endorsement of their quality. The company introduced the first shaker talcum powder and the first stick deodorant along with a wide variety of other items including shampoos, shaving preparations, skin care products and cosmetics. In 1971 it launched a line of products starting with Protein 21 shampoo. Supported by a $6 million multimedia introductory campaign, the shampoo achieved unprecedented initial market share and strong performance in various markets around the world. However, sales suffered when the product did not meet consumer expectations. Protein 21 shampoo was followed by a line of products including: variations of Protein 21; Protein 21 conditioner and Protein 29 hair spray (for men). The company was later purchased for $670 million by Colgate-Palmolive (a global consumer products company).

Mercury: a line of American cars produced by the Ford Motor Company, an American automobile company founded in 1903. Introduced in the late 1930s, the Mercury (of which there were four initial models), was in the medium price range of the Ford lineup, falling in between the luxury Lincoln and the low price Ford. Upon release, the car became an instant success and more than 70,000 were sold in the first year. The Mercury line continued to be a successful line for many years.

me-too: characterized by the copying, duplicating or imitating of products, policies or methods of a competitor, peer, etc.

Michelob: a trademark of a popular brand of beer introduced in 1876 by United States beer manufacturer, Anheuser-Busch, the world's largest brewer. Michelob was first conceived and produced when the founder of Anheuser-Busch called together his staff and assigned them to brew the finest beer in the world. Up until 1962 the beer was not available in bottles nor cans but only on draft, maintaining its original exclusivity. In the late 60s and early 70s, advertising campaigns positioned Michelob as the first American-made premium beer with slogans such as, "In Beer, Going First Class Is Michelob."

Miles Laboratories: a major American manufacturer of pharmaceutical products. Originally called Dr. Miles' Medical Company, it was founded in 1885 in Indiana, USA, by a doctor named Franklin Miles (1845–1929). In a short time, the company produced a whole line of medical products. In 1922, the name changed to Miles Laboratories and in 1931, after years of experimentation, the company introduced Alka-Seltzer (a pain reliever in tablet form). The drug was heavily advertised and came to be the company's biggest single product. In the 1960s, Miles introduced Alka-Seltzer Plus, an extra-strength version of Alka-Seltzer. Reformulated as Alka-Seltzer Plus Cold Medicine in the mid-1970s, the product eventually overtook its forerunner in sales. In 1977 Miles was taken over by the German chemical and pharmaceutical company Bayer A.G. (A.G. is the abbreviation for *Aktiengesellschaft,* a German word meaning "company.")

Miller, Ann: (1923–) long-legged, American dancer who made her film debut dancing in the 1937 movie *New Faces*. In addition to her motion-picture roles she appeared on Broadway, in nightclubs and on television. In the early 1970s, she danced and sang atop a giant Great American soup can in an elaborate television commercial accompanied by a twenty-four piece orchestra, dozens of chorus girls and a backdrop of moving water in the tradition of a 1937 grand Hollywood musical.

Mobile: a seaport in southwest Alabama in the United States.

Mr. Whipple: *see* **Charmin.**

Namath, Joe: (1943–) one of America's most famous and colorful professional football players. He began his career in 1965 with the New York Jets and led them to an historic victory over the heavily favored Baltimore Colts in Super Bowl III in 1969. He retired in 1978 but went on to become a sports commentator, and appeared in television commercials for various products such as Ovaltine. In 1985 he was voted into the Professional Football Hall of Fame.

National: reference to National Car Rental System, Inc., a United States automobile rental service established in 1947 by twenty-four independent car rental operators who wanted to broaden their market influence by working together. The company expanded internationally to become one of the foremost in the world.

National Cash Register: a company formed in the late 1800s that originally produced one product — cash registers. In the 1950s NCR moved into the computer field and by the late '60s was known as one of the seven dwarfs to huge computer giant, IBM (along with 6 other companies). However, NCR continued to make computers into the 1990s and by the end of the twentieth century, NCR Corporation, as it came to be known, developed and marketed a wide range of computer systems, office automation products, telecommunication services, data warehousing, software and business forms and supplies. Fully 40 percent of all checks issued around the globe were cleared with NCR equipment.

NCR: abbreviation for National Cash Register.

Nestlé: a large multinational food company, founded in Switzerland in the 1800s. Well known for its chocolate products, it has over four hundred manufacturing facilities in five continents. Nestlé produces a wide variety of products besides chocolate including baby foods, cheeses, condensed milk and instant coffees. It also manufactures pharmaceutical products (drugs and medicines) and cosmetics, as well as running restaurants and hotels.

Newsweek: a weekly newsmagazine in the United States started by a former employee of *Time* magazine. The format consists of short articles giving opinions on various subjects such as international affairs, sports, books, movies, science, etc.

New York Times, The: a morning daily newspaper published in New York City. Internationally known, *The New York Times* was established in 1851 as a penny paper and by the early 1990s had a daily circulation of 1.1 million readers and 1.7 million each Sunday. It is known for its editorials and its large Sunday edition which includes the *New York Times* magazine.

NL: reference to NL Industries, Inc., founded in 1891 in Houston, Texas, USA, as National Lead Company. One of America's largest manufacturers of pigments used to brighten paints, plastics, paper, etc., it was originally established as a lead mining company. It expanded to produce a diverse range of products, including chemicals, aluminum products for aircraft, as well as products which control the flow of paints, inks and greases. As its lead operations decreased and the company moved into other fields, it changed its name in 1971 to NL Industries.

noise (level): *noise* is a technical term used in the field of public relations to describe the medley of messages hitting a member of a public besides one's own message.

NVF: reference to the NVF Company, an American manufacturer of a variety of products, including plastic wares, brass and copper items and stainless steel goods. The

company was founded in 1904 as the National Vulcanized Fibre Company. (*Vulcanize* means to treat rubber with sulfur and intense heat so as to make it more elastic, durable and adaptable toward various purposes.) The company changed its name to the NVF Company in 1965 and in addition to its vulcanized rubber production, also made plastic housewares and containers, wood cabinets, tissue paper products, aluminum windows and doors, stainless steel pipe and tubing, and steel strapping.

off-track betting: occurring away from the racetrack. Off-track betting takes place in remote establishments so that participants can wager without the need to travel to the racetrack.

Ogilvy, David: (1911–1999) British advertising executive and founder of the Ogilvy & Mather advertising agency. Known for his emphasis on creative copy and campaign themes, Ogilvy marketed items so as to create product identity with the consumers. For example, he advertised shirts from the C. F. Hathaway Company of Maine, USA, by featuring a distinguished looking gentleman in a Hathaway shirt wearing a black patch over one eye. This was accompanied by the headline: "The Man in the Hathaway Shirt." The advertisements utilizing this character were successful and eventually the "man with the eye patch" alone identified the product. Other products marketed by Ogilvy included Schweppes tonic water and Rolls-Royce automobiles including the famous statement, "at sixty miles an hour the loudest noise in this new Rolls-Royce comes from the electric clock." He also published several best-selling books and delivered widely publicized speeches on advertising. He also predicted the coming of the positioning era in advertising when he stated, "The results of your campaign depend less on how we write your advertising than on how your product is positioned."

Ovaltine: a brand name of a powder composed chiefly of malt extract, milk and eggs, or a drink made from this. Originally a drink marketed by a Swiss doctor and then introduced into the United States in the early 1900s. It was promoted as "The Swiss food drink, now made in the USA" and the drink that "Builds body, brain and nerves." Ovaltine also appeared in television commercials of the 1970s, one of which starred famous American professional football player, Joe Namath.

Pampers: a trademark for disposable diapers. Produced by Procter & Gamble, a major manufacturer of cleansers, soaps and other household products, Pampers appeared on the market in 1966, and was the first disposable diaper.

Pepsi-Cola: a trademark for a popular American soft drink made by PepsiCo, Inc., one of the largest soft drink companies in the world. Pepsi-Cola was created and named by American pharmacist Caleb Bradham in 1898 and by 1909 was being bottled in twenty-four American states. The soft drink's popularity grew and Pepsi-Cola became second in sales to its constant rival, Coca-Cola (Coke), the leading worldwide cola drink.

Piels: a beer brewed by the Piel Brothers Brewing Company of New York, USA. Established in the late 1800s, the company expanded into the twentieth century and its beer was sold in New York and the surrounding areas. One of the slogans used to promote Piels was: "You can't beat the taste of Piels Real Draft." (*Draft* means drawn from or available to be drawn from a cask.)

Pierre, Hans and Yoshio: a phrase used to indicate the ordinary person, people in general or everyone in other countries than the United States. *Pierre* is a very typical French name, *Hans* is a traditional German name and *Yoshio* is a common Japanese name. Pierre, Hans and Yoshio is a variation of the American term, Tom, Dick and Harry which means the ordinary person; people generally; everyone.

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point of purchase: the place at which a customer encounters a retail item that he may buy.

PPG: reference to PPG Industries, Inc., an American company founded in 1883 in Pennsylvania, as the Pittsburgh Plate Glass Company. The company was originally established as a manufacturer of plate glass (thick glass made into flat plates and used for windows, mirrors, etc.). It expanded its operations and became a global producer of fiberglass, fabricated glass products, and at the end of the 1900s was the world's largest producer of automotive and industrial coatings. In 1968 in recognition of its growth and diversification it changed its name to PPG Industries, Inc.

Pristeen: a trademark for a feminine hygiene spray deodorant introduced in the 1960s by the American Warner-Lambert Pharmaceutical Company. At the end of the twentieth century, Warner-Lambert was the fastest growing major research-based pharmaceutical company and merged with another industry giant, Pfizer, creating the largest pharmaceutical company in the world in sales.

Procter & Gamble: a major American manufacturer of cleansers, soaps and other various household products. The company was formed in 1837 when soap maker James Gamble (1803–1891) and candle maker William Procter (1801–1884) merged businesses. Among its early products were Ivory Soap in 1879, Crisco shortening (1911), and Tide, the first synthetic laundry detergent (1946). It steadily expanded and came to produce a variety of products, including such well-known detergents as not only Tide, but Bold and Cheer, as well as toothpastes, shampoos, deodorants and paper products. It also introduced the first "soap opera" (the Puddle Family) so called because of the sponsor. Procter & Gamble was also noted for its many advertising campaigns, such as its slogan "99 and 44/100% pure" used to promote Ivory Soap. Procter & Gamble has also successfully named each of its products with its own name, rather than the generic name of the company (their laundry detergent is named "Tide," not "Procter & Gamble laundry detergent").

Protein 21: *see* **Mennen Co.**

Protein 21 Concentrate: a version of Protein 21 shampoo that had less liquid and thus less bulk than Protein 21. *See also* **Mennen Co.**

Protein 21 Conditioner: *see* **Mennen Co.**

Protein 29: *see* **Mennen Co.**

radial-ply: a tire used on motor vehicles. The term "radial-ply" refers to the way the tire is constructed. The main body of a tire is made up of layers of fabric permeated with rubber, one upon the other. These layers are called plies and are inside the tire and not visible. Each one of the layers of fabric has cords or threads running through it. Radial-ply tires have these cords or threads running straight across the tire. (If one walked up to the front of a car and drew a white chalk line right across the front of a tire, that would be the direction the cords ran in a radial-ply tire.) Earlier designs had the cords and threads at other angles rather than straight across the tire. Radial-ply tires were a breakthrough as they provided a smoother ride than other tires and gripped the road better on turns.

Raphael: a trademark for a well-known French aperitif. An aperitif is an alcoholic drink taken before a meal and designed to stimulate the appetite. It has more alcohol than wine and is generally sweeter. Raphael is no longer imported into the United States but is sold in other countries.

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RCA: Radio Corporation of America, a large, diversified corporation dealing mainly in electronics and communications. RCA is mainly known to the public for its home entertainment equipment such as radios, stereo equipment, television sets and video equipment. In the 1960s it entered the computer industry but in 1971 withdrew from it after financial losses totaling nearly 250 million dollars.

REA Express, Inc.: formerly, the largest ground and air express service in the United States, transporting packages, money and merchandise. Known as the Railway Express Agency, Inc., in the early part of the twentieth century, the company mainly employed trains for its deliveries. It expanded to include widespread air shipping services and a large fleet of delivery trucks. In 1970 the company changed its name to REA Express, Inc., and launched a marketing campaign that utilized the fictional character, the Lone Ranger, in its commercials, newspapers and magazine advertisements. In one example, the firm's speedy deliveryman suddenly leaps into an office with a package, puts a silver bullet down on the desk and abruptly leaves the startled customers with a "Hi-yo REA! Away!" (mimicking the Lone Ranger's "Hi-ho Silver! Away!"). *See also* **Lone Ranger.**

Reeves, Rosser: (1910–1984) an American advertising executive and chairman of the board for Ted Bates & Company which, under his administration, became one of the world's top five advertising agencies. He was once called the "messiah of the hard sell" for his advertising campaigns for such brand-name products as Wonder Bread, Colgate toothpaste, M&M candies and Anacin. Reeves was also a popular author and in his book, *Reality in Advertising* (1961), he introduced the concept of the unique selling proposition (USP), which he defined in three parts: (a) Each advertisement must make a proposition to the consumer; specifically, it must say to each reader "Buy this product, and you will get this specific benefit." (b) The proposition must be one that the competition either cannot, or does not, offer. It must be unique — either a uniqueness of the brand or a claim not otherwise made in that particular field of advertising. (c) The proposition must be strong enough to move millions (i.e., pull over new customers to your product). He said that most advertising in that day was "the tired art of puffery" with no real message.

Resolve: a brand of pain relief tablets formerly made by the American Bristol-Myers Company. Introduced in the late 1960s, Resolve was dissolved in water to make a fizzy drink and was heavily promoted with the line "In your stomach you know it's right." Although millions were spent to advertise the product, it was unsuccessful against such similar products as the pain reliever Alka-Seltzer and was eventually taken off the market.

Rolls-Royce: reference to Rolls-Royce Limited (a British manufacturer of luxury automobiles), and to the cars they produce. British aviator, motorist and automobile manufacturer Charles Rolls (1877–1910) and British industrialist Henry Royce (1863–1933) founded the company in 1903, and quickly earned a lasting reputation as the leading producers of the highest quality automobiles and high quality airplane engines. Their big, exclusive and expensive cars (about five to ten times as much as the average automobile) were successfully marketed and advertised through a campaign by British advertising executive David Ogilvy. The famous Rolls-Royce badge with two interlocking letter Rs acquired significance as an immediately recognized symbol of quality, evoking ideas of precision, integrity and attention to fine detail. The term *Rolls-Royce* is often used figuratively to refer to anything considered to be of the highest quality.

Rosenfeld, Sirowitz and Lawson: an advertising agency formed in 1970 which in contrast to other agencies at the time, consisted of a small creative team of copywriters, art directors and marketing specialists who worked closely with each client. The agency stressed creativity in their advertising to make the client stand out from the competition and said that accurate positioning is the most important step in effective selling.

Royal Crown: reference to Royal Crown Cola, an American soft drink produced by the Royal Crown Cola Company. Introduced in the 1930s, RC Cola (as it came to be known) competed against the major brands Coca-Cola (Coke) and Pepsi-Cola and through the twentieth century remained a number 3 seller in comparison to them. During the 1940s an advertising campaign was launched nationwide to show that Royal Crown Cola was the unquestioned winner in independent, certified taste tests. Thus the slogan "Best By Taste Test" came into being. During this same period the company began wide use of national newspaper advertising. In the early '60s Royal Crown successfully introduced the diet cola, Diet Rite, which expanded their product line. During the 1970s and '80s Royal Crown expanded into other fields such as home décor and fruit juices but has remained primarily a soft drink company.

Schaefer: a beer brewed by the Schaefer, F. & M., Brewing Company of New York, USA. The "F. & M." stands for Frederick and Maximilian, the brothers who immigrated to the United States in the late 1830s and founded Schaefer in 1842. They began making a lager beer, which, although popular in Germany, was unheard of in the United States. Their company expanded throughout the nineteenth and into the late twentieth century with the beer being promoted as "Schaefer is the one beer to have when you're having more than one." In 1981 Schaefer Brewing Company was purchased by another brewery; however, Schaefer beer was still being sold under its own name at the end of the twentieth century.

Schweppes: a trademark for a carbonated mineral water first introduced in 1783 in London, England, by Jacob Schweppe, a German-born Swiss jeweler and amateur scientist who invented a special carbonation process. The drink was popular throughout the 1800s, and in the mid-1900s was introduced in the United States by Commander Edward Whitehead, chairman of Schweppes, USA. Commander Whitehead was a colorful, somewhat eccentric character, and was made the model and symbol for Schweppes in America. The drink became popular and the American public came to identify Whitehead so closely with Schweppes that he was thought to have invented it.

Scientific Data Systems: an American computer company, first established in 1962. The company supplied equipment to military contractors and to people in the service fields. After the first and second year of business they were successful and making a profit. In 1969 the company was purchased by the Xerox Corporation for about one billion in stock and renamed Xerox Data Systems. However, in the mid-1970s, after a general slump in the computer market, they went out of business.

SCM: reference to the SCM Corporation, a large American manufacturer of a variety of products, including typewriters, chemicals and food. The company was originally formed in 1903 as the L. C. Smith & Bros. Typewriter Company in Syracuse, New York, USA. In the mid-1920s, it merged with the Corona Typewriter Company and became Smith-Corona, Inc., producing both office and portable typewriters. It pioneered several innovations, including the first portable electric typewriter, and went into the calculator business in 1958 when it merged with a company known as Marchant Calculators, Inc.

It changed its name to Smith-Corona Marchant, Inc., and in the early 1960s changed again to the SCM Corporation.

Scott: reference to the Scott Paper Company, a major American consumer products company that sells a wide array of home and commercial paper products including paper towels, paper napkins, facial and toilet tissues, baby wipes, etc. The company was founded in 1879 and originally produced "coarse" paper goods, such as paper bags and wrapping paper. With the advent of home plumbing in the late 1800s, the Scott Paper Company began producing toilet tissue. Expansion continued and in 1907 the paper towel was introduced. The company established itself as the largest tissue manufacturer in the world and at its peak controlled about 50 percent of the home tissue market. Through the mid-twentieth century the company came out with more and more paper products, many of them containing the Scott brand name, such as Scottkins (napkins), ScotTowels (paper towels), etc. However, with more and more competitors entering the field, Scott's share of the home tissue market dropped to 25 percent. The company diversified and purchased numerous other entities to add to its operations and in the mid-1990s it merged with another paper products company, the Kimberly-Clark Corporation.

Scotties: a brand name for a facial tissue produced by the Scott Paper Company.

ScotTissue: a brand name for a bathroom tissue (toilet paper) produced by the Scott Paper Company.

Scottkins: a brand name for a napkin produced by the Scott Paper Company.

ScotTowels: a brand name for a paper towel produced by the Scott Paper Company. (A paper towel is an absorbent paper used for wiping and drying something, such as wet hands, spills, windows, etc.) ScotTowels was first introduced on the market in 1931 and was the world's first paper towel on a roll.

Seven-Up (7-UP): a brand name for a popular American soft drink with a lemon-lime flavor in a carbonated base. Introduced in the late 1920s, 7-UP has been positioned many different ways throughout its time on the market. For example, it was promoted with a "Wet and Wild" campaign and most successfully as the "Un-Cola," competing against one of America's leading soft drinks, Coca-Cola, and other cola companies. The origin of its name is unknown, but is thought to refer to the drink being a blend of seven flavors. It has endured in the top ten soft drinks for over fifty years.

Singer: reference to the Singer Company, a major American corporation which grew out of a sewing machine business established in the mid-1800s. The company was originally run by the inventor of the first practical sewing machine for domestic use, Isaac Singer (1811–1875). It soon expanded to be the largest sewing machine maker in the world. In the 1960s, Singer embarked on a strategy to diversify, buying twenty-two different manufacturing firms with products ranging from household appliances to defense systems. This proved unsuccessful, however, and the company soon began eliminating many of its new operations. It also eventually abandoned the sewing machine business, once its most remunerative operation, and continued in the electronics and defense systems fields.

Smucker s: reference to the J. M. Smucker Company, a leading American producer and marketer of jams, jellies and preserves. The company was founded in 1897 by farmer and businessman Jerome Monroe Smucker (1858–1948) and expanded rapidly in the twentieth century. First producing products such as butter and apple butter, the

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family run company developed a large line of different jellies and preserves. Company sales continued to grow and in the 1960s their advertising agency formulated the slogan "With a name like Smucker's, it has to be *good.*" Although family members did not initially like the thought of making fun of their own name, the campaign proved highly successful. Smucker's sales doubled within a few years and the slogan continued to be used for many decades.

Sperry Rand: reference to the Sperry Rand Corporation, an American computer company formed in the 1950s from the merger of two manufacturers, the Sperry Corporation and Remington Rand. Sperry was a producer of aircraft instruments and Remington Rand made business equipment and typewriters. Remington also owned the Eckert-Mauchly Corporation, a company founded by the developers of the first electronic computer. The newly formed Sperry Rand expanded and soon became one of the computer industry's leading companies. Later the company was renamed "Unisys" from United Information Systems and was still operating in the late twentieth century.

Sports Illustrated: a weekly sports magazine launched in 1954 by American editor and publisher Henry Luce. Its circulation grew rapidly from the start, reaching 575,000 in its first year, 1,000,000 by 1962 and more than 3,000,000 by the 1990s. Written in a nonnewspaper style, the magazine features sports information and entertainment articles using both text and pictures. For a period of time the magazine positioned itself as the "Third Newsweekly" behind two major newsmagazines, *Time* and *Newsweek.*

Starch: *see* **Daniel Starch & Staff.**

Stassen, Harold Edward: (1907–) American politician, and a persistent but unsuccessful candidate for president of the United States. He was governor of Minnesota from 1938 to 1942 and subsequently ran in seven Republican presidential elections, but lost — 1948, 1952, 1964, 1968, 1972, 1976 and 1980.

Super Bowl: the annual championship football game in the United States between the team with the best record in the National Football Conference and the team with the best record in the American Football Conference, the two conferences which make up the National Football League.

Third Newsweekly : an advertising campaign done for *Sports Illustrated* magazine which positioned it with *Time* and *Newsweek* magazines, the two leading weekly newsmagazines.

Tide: a brand name for laundry detergent produced by the US firm Procter & Gamble (a major manufacturer of cleansers, soaps and other household products). Tide was the first synthetic laundry detergent and was introduced in 1946 after twenty years of research to find a detergent that would pull oil and grease out of clothes and dissolve dirt in the wash water. (Soap before that did not work in hard water where high mineral levels were present and it left rings of dirt in the washtub.) The rapidly expanding sales of Tide paralleled the sale of automatic washing machines during the '50s. Promoted as the brand that "makes clothes white" and as "getting clothes cleaner than any soap!" it revolutionized America's laundry habits and became America's leading laundry detergent.

Time: a weekly newsmagazine in the United States, whose format consists of dozens of short articles giving opinions on various subjects, arranged under departments such as international affairs, business, education, science, medicine, law, religion, sports, books, movies, etc.

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Tom, Dick and Harry: *see* **Pierre, Hans and Yoshio.**

Trans Caribbean: reference to Trans Caribbean Airways, an airline established in 1945, providing air transport from New York, USA, to San Juan, Puerto Rico. The airline soon offered flights to other areas of the Caribbean; however, it encountered increased competition with other airlines and went into debt. In 1971, Trans Caribbean merged with American Airlines.

TRW: reference to TRW, Inc., a large American automotive parts manufacturer and a producer of satellites, missiles and computers. The company was founded in 1958 as Thompson-Ramo-Woolridge, from a merger of Thompson Products (an automotive parts manufacturer) and Ramo-Woolridge (an electronic systems company). The company soon changed its name to TRW, Inc. and grew to become a leading producer in the automotive parts market (such as making air bags) as well as a creator of high-tech equipment for spacecraft (notably building a scientific research laboratory for a US space probe to Mars). In the latter half of the twentieth century it also moved into the credit reporting business, providing the credit status of various companies upon request.

tubeless tire: a tire filled with air which does not contain a rubber inner tube. Originally all automobile tires had rubber inner tubes which inflated inside the tire. However, in the late 1940s the tubeless tire was introduced and by the late twentieth century all cars had tubeless tires. Their advantages over the tubed variety were less friction (the tube inside the tire rubbed against it), less blowouts (the tube could be pinched such as when hitting a curb) and lighter weight.

TWA: abbreviation for Trans World Airlines, Inc., a major American passenger-airline company. Founded in 1930, TWA was the first airline to offer scheduled flights from coast to coast in the USA. In 1945 it initiated its first overseas flights, taking passengers from Washington, DC, to Paris, France. Over the next several years TWA broadened its overseas routes and grew to be one of the ten largest air carriers in the world.

Un-Cola: a term coined to market a popular American soft drink, Seven-Up (7-UP). Competing against one of America's leading soft drinks, Coca-Cola (Coke), and other cola companies, 7-UP gained a stable place in the soft drink market as the "Un-Cola." This term was used in many different advertisements and emphasized the brand's characteristics that were opposite to those of cola drinks.

unique selling proposition: a term created by American advertising executive Rosser Reeves in his book *Reality in Advertising* (1961). The term is defined in three parts: (a) Each advertisement must make a proposition to the consumer; specifically, it must say to each reader "Buy this product, and you will get this specific benefit." (b) The proposition must be one that the competition either cannot, or does not, offer. It must be unique—either a uniqueness of the brand or a claim not otherwise made in that particular field of advertising. (c) The proposition must be strong enough to move millions (i.e., pull over new customers to the product).

United Airlines: an American international airline serving all of North America, Asia, Latin America and other areas of the world such as Europe and the Caribbean. It was founded in the late 1920s and by 1961 it had become the largest air carrier (in regard to number of passengers) in the Western world.

USM: reference to the USM Corporation, an American manufacturer of shoemaking equipment and other industrial machines. Founded in 1899 as the United Shoe Machinery Company, by the mid-1900s it had developed and marketed nearly 800

new and improved shoe machines and patented more than 9,000 inventions. In the 1960s, the company expanded its operations and established new divisions to produce such things as paper products, wire brushes, precision metal parts and tools. No longer specializing in shoe machines, it shortened its name to the USM Corporation in 1968. However, in the following years the additional divisions began to fail and in 1976 USM was bought by another American company.

USP: abbreviation for unique selling proposition.

U.S. Rubber: an American company founded in 1892 as a consolidation of footwear manufacturers. In 1905 United States (U.S.) Rubber acquired the Rubber Goods Manufacturing Company and moved into tire production. It first produced bicycle tires and then switched to automobile tires, selling to both the automaker and to the automobile owner directly. Later, in addition to its rubber products the company produced chemicals, textiles, vinyl fabrics and other plastic products and came to rank among the top fifty largest manufacturing corporations in the US. In the 1960s, U.S. Rubber continued to be the leading manufacturer of rubber footwear and rubber-soled footwear, made more bicycle tires than any other company in the United States, and made more fire hoses, golf balls and bathing caps than any other manufacturer in the world. In 1966, as the term *rubber* was no longer descriptive of the company's product diversification or manufacturing capabilities, it changed its name to Uniroyal, a combination of Uni (from United States Rubber) and Royal (a term long used as a brand name of tires and a host of other goods made by the company).

VF: reference to the VF (Vanity Fair) Corporation, a large clothing manufacturer. Established in 1899 as Reading Glove and Mitten Manufacturing Co. in Reading, Pennsylvania, USA, it originally sold knitted and silk gloves. In 1914 the company expanded into the manufacture of silk undergarments for women and produced a line of lingerie under the name "Vanity Fair." The brand name became quite well known and the company soon changed its name to Vanity Fair Silk Mills. Discontinuing its glove production shortly thereafter, the company specialized in lingerie well into the late 1960s. It then diversified into other clothing products and to reflect this expansion into new areas, the name was changed to the VF Corporation. In 1986 VF became the world's largest apparel manufacturer and domestic jean supplier and by 1995 its sales were 5 billion dollars annually.

Volkswagen: the name of a German automobile company as well as the name of one of their cars, also known as the "Beetle" or "Bug." Later the name Volkswagen was also used to refer to other automobiles produced by the company. The car was designed in the 1930s by Ferdinand Porsche who wanted a compact, durable car that most people could afford. The Volkswagen company was established in 1937 by the German government, but later was owned by private citizens. The car was first built in the late 1940s and steadily increased its sales from 6,000 cars in 1947 to 1.6 million in 1968. In 1949, two VW Beetles were sold in the United States, but by 1953, 2,000 were sold. In 1959, when 150,000 were sold, VW of America decided to engage in advertising as American automakers intended to compete with smaller, more economical, but increasingly popular imported cars, such as the VW Bug. The now famous VW ad campaign in the 1960s, cleverly stressed apparent weak points of the car: "Ugly is only skin deep," "After a few years, it starts to look beautiful" and "Think small" all of which positioned the VW against the huge, powerful and beautiful American cars of the day. After the 1968 peak, sales declined throughout the '70s and eventually

production of the VW Beetle in Germany ceased. However due to its popularity it continued to be produced in Mexico and then later again in Germany when an updated version was announced at the end of the twentieth century.

Vote: a brand of toothpaste whitener formerly made by the American Bristol-Myers Company. Introduced in the late 1960s, Vote was heavily promoted as "the adult tooth whitener in the plastic tube." Although millions were spent to advertise the product, it was unsuccessful in the market and was finally taken off.

VW: abbreviation for Volkswagen.

Westinghouse: reference to Westinghouse Electric Corporation, founded in the United States in 1886 by American engineer George Westinghouse (1846–1914), most famous for his invention of air brakes. In addition to becoming well known for its home appliances and light bulbs, the company was the leading manufacturer of nuclear power reactors (apparatus that produce nuclear energy for generating heat, etc.) and a major producer of turbine generators for conventional power plants. By the late twentieth century, Westinghouse also operated nine radio stations and five television stations.

Wings of Man, The : an advertising motto created by Eastern Air Lines in the late 1960s. *See also* **Eastern Air Lines.**

Xerox: reference to the Xerox Corporation, an American manufacturer of photocopy machines, printers, fax machines, etc. Formerly known as the Haloid Company and Haloid Xerox, it became the Xerox Corporation in 1961. The company grew during the 1960s and soon ranked amongst the one hundred largest corporations in the United States, with copiers being its chief source of revenue. In 1969, the Xerox Corporation purchased the American computer company Scientific Data Systems and renamed it Xerox Data Systems. However, in the mid-1970s, after a general slump in the computer market, Xerox Data Systems went out of business. The Xerox Corporation, however, continued to be a major producer in the copier business, and expanded into full color copiers, scanners and other similar products.

Glossary compiled by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 SEPTEMBER 1988R
REVISED 26 DECEMBER 2000

REMIMEO

MARKETING SERIES 25

POSITIONING SURVEY TIPS

(Taken from LRH marketing and survey critiques.)

(Cancels and replaces HCO PL 14 Sept. 88, POSITIONING SURVEYS.)

Refs:

HCO PL	30 Jan. 79	PR Series 28
	Restored 28.7.83	Marketing Series 5
		POSITIONING, PHILOSOPHIC THEORY
HCO PL	13 Sept. 88R	Marketing Series 24
	Rev. 21.11.2000	THE POSITIONING ERA
Tape:	5211C10	"Logics 1–7"

A *position* is where you *put* a product in somebody's life or mind and in relation to other products.

Positioning surveys are very, very simple. But one must know the tech of how to do them as contained in HCO PL 30 Jan. 79, POSITIONING, PHILOSOPHIC THEORY and HCO PL 13 Sept. 88R, THE POSITIONING ERA.

A survey is done (per point number 3 of HCO PL 30 Jan. 79, POSITIONING, PHILOSOPHIC THEORY) in order to get a concept one can use for positioning. If one just took this off the top of his head it might miss the boat. One does the appropriate survey to find out a button from which to depart. Only in that way would one wind up with a positioning that would talk.

SURVEY QUESTIONS

You use your button to do a positioning survey and find the *thing* or *object* that represents it in people's minds. The survey questions must reflect the original button directly.

Marketing has sometimes tried to "position" against a concept which is a no-no. Positioning is done against specific THINGS, not ideas.

In one positioning survey for a book, the initial surveys done on raw public had 29 percent saying, "It's an original work." But then the surveyor perverted the survey question into, "What impresses people most about a scientific discovery made for the first time?" This didn't work. The question should have been, "What comes to mind when I ask you to name a great original work?"

On a survey result of "smiles/happy face," the question, "What is something that shows a positive attitude?" was wrong. The question should have been, "What has the most positive attitude that you can think of?" That would give some sort of an object or an activity.

There can be numerous examples of this.

If "drive" turned up as the surveyed button, you could ask, "What symbolizes 'drive'?"

The positioning question for the surveyed button "peace of mind," would be, "What symbolizes 'peace of mind'?"

For the surveyed buttons, "total standardness" and "totally standard actions," the operating questions would be, "What object flashes into your mind when I say 'total standardness'?" and question two would be, "What activity flashes into your mind when I say 'totally standard actions'?"

Actually, a button could be any of numerous concepts: "a great discovery," "a powerful force," "happiness," "self-respect," "self-confidence," "a great writer," "someone who knows himself," etc. For any one of these the positioning question could be: "What object or activity do you think of instantly when I say the words (surveyed button)?"

POSITIONING AND CLASSIFICATION

In doing positioning surveys you have to make sure the survey questions keep to the same class of thing you are trying to market.

In one promo piece concerning a rundown, a thetan was compared to a mountain. It created an impression that a thetan is MEST and that he would have become a massy mess of mass with the rundown. The positioning violated the fitness of things.

The object of marketing is to create want. Nobody wants to be a mountain. The surveyor did not follow HCO PL 30 Jan. 79, POSITIONING, PHILOSOPHIC THEORY. He asked an alter-ised question on the positioning survey so the public didn't know what they were being surveyed for.

The button was "Become very stable as a thetan" and the question, "What object represents stability to you?" was not a good question to get the answer. A thetan is not an object. When you are surveying an action, such as a rundown, you have to ask a question in the same context or class of things you are surveying for. "What thing has man always counted on in past ages to become stable?" might give something in the same class of thought or classification of things you are surveying for.

These principles also apply to marketing other items. I remember one example where I was sent copy for a book flier. The copy was not acceptable because it inferred that people should go to the library instead of buy the book. This again comes under the heading of classification of materials and objects and things. "Library" in popular understanding belongs in the category of things you don't buy. The positioning was in the wrong class — people don't buy books in the library.

Keep your comparisons and positioning in the same classification. When you're surveying shaving cream to get a positioning, you don't ask about horses. Everything has its own class of associations.

ASSOCIATION

There is another piece of marketing tech where one tries to put together an association that the person would like to be associated with.

In other words, if they want some man to buy beer, they position beer, groupwise, with macho-types or interesting adventure-types that the public they want would want to think of being associated with.

Some marketing requires the employment of this mechanism. One would have to find out what type of person people think they would like to be associated with, by survey, and then show them that by obtaining the item or service one wants them to, they become associated with that type of person.

SUMMARY

Using the tech of positioning, you can attain fast communication about the unfamiliar and can formulate "instant opinion."

By doing correct positioning surveys you can come up with a positioning that will talk.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 SEPTEMBER 1988R
REVISED 21 NOVEMBER 2000

REMIMEO
MARKETING HATS
SURVEYOR HATS

MARKETING SERIES 26

NAMING SERVICES AND PRODUCTS

In marketing and PR tech, a name has to be easily remembered, easily communicated, must stick in the mind and must describe what it represents.

NAMES MUST BE DESCRIPTIVE

Any names which have been surveyed must be descriptive, not some sort of a generality. It should be very specific so there is no confusion on it.

A course with a general name like "Life Survival" could give people the impression that it was a course in karate or some practice of self-defense. Such a name would get no word of mouth, really, because it doesn't describe what the course is or even infer what is on it.

On the other hand, "The Purification Rundown" is a name which describes exactly what happens on that service. People can grasp it.

An essential part of marketing is getting something that will go by word of mouth. Choosing names consists of finding something by survey which is aptly descriptive.

In naming something, one has to ask himself the question, "What does it do?" Extensive research should be done as to what the service or product actually is.

One way to get data is to collect all the success stories available for a service and comb through them for what people *said* they attained by doing that service. This will give you, possibly, a new course name, a new positioning. Then one could test it on the public and one would have it.

You can also talk to people who have used a product to find out what it did for them. If it's a course, go through the course materials bulletin by bulletin. What does it do?

A formula for naming a service would be:

1. Write down all the things that service does.

2. Then get a word that describes the whole lot.

Then you will have reality. You might find that almost any name you think up for it is totally banal, but there is some word which may describe the lot; therefore, that title will communicate.

You can go off on this trying to find punchy names for something rather than descriptive names which identify what that service or product actually does.

For example on a course name, a survey can be done to determine what reaction two or three different names would make on an audience. One would do such a survey by simply asking them what this course might consist of. That would give one a final test answer. The name should be popular. Marketing is supposed to engage in some sort of exchange.

WORD OF MOUTH

In addition to being descriptive, a name has to be something that is very easy to use and very easy to remember.

The requisite of a name or title is that it has to have word of mouth. People have to be able to remember it and speak of it. Otherwise sales word of mouth can be blocked.

ACRONYMS

A name of more than one or two words where the first letters of the words can group together, must be a stable word (acronym).

Supposing somebody in the government named an agency "Security Labs Observation Bureau." You immediately get SLOB. If you named it Security Labs Observation *Agency*, you again would have a bad acronym because SLOA would be pronounced "slow."

An actual example of this is a government agency that handles mortgages called the Government National Mortgage Association. Its first initials add up to GNMA, and so the whole stock market refers to any one of the securities they issue as a "Ginnie Mae."

So this can be tricky and you have to be careful of the way the letters add up (acronym).

SUMMARY

The essence of marketing is to generate popularity—that is all part of "create want." You don't just create want, you make it wildly popular to want it.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 15 DECEMBER 1979

REMIMEO
PESES
DEPT 17 PERSONNEL
SURVEY HATS
DIV 6 PERSONNEL
MISSIONS
FSMS

MARKETING SERIES 26-1

SURVEYING FOR DEPARTMENT 17 SERVICES

Refs:

HCO PL	11 Dec. 79 I	DEPARTMENT 17 COURSE CHECKSHEETS
HCO PL	2 June 71	PR Series 10 BREAKTHROUGH, PR AND PRODUCTION, TONE SCALE SURVEYS
HCO PL	2 Sept. 79	Marketing Series 4 SURVEYS ARE THE KEY TO STATS
HCO PL	1 Dec. 79 II	Marketing Series 15 SURVEY BUTTONS ARE NOT THE MESSAGE
HCO PL	23 Oct. 65	DISSEMINATION DRILL

In order to put together a proper Dept 17 service you must know what the public's needs and wants are.

Your main tool to use to obtain this data is surveying. You will have to survey to get the buttons which will indicate the ruin.

A ruin is the source of an individual's downfall. It will be something or someone that is causing the person to be effect in a certain area of his existence or in general. Whatever is ruining an individual's life is what he will be striving to handle and to be cause over. All he needs to get him on the road to being causative over his ruin is the recognition that the technology of Dianetics and Scientology will enable him to do so.

You will be utilizing the results of these surveys for the names and EPs of the Dept 17 courses that you are going to supply that public with.

WHY SURVEY

YOU CANNOT GO ON THE ASSUMPTION THAT YOU KNOW WHAT THE PUBLIC NEEDS AND WANTS.

You must get out and find out from the public themselves what their ruins are and what they feel they want to handle. They are the ones who know and they are the ones you find out from. It is very simple.

By surveying for these ruins, you are guaranteed success as you won't be caught short with an unavailability of services for your new and raw public.

Through surveys you will put yourself in the position of "knowing ahead of time" what the public are going to be demanding and having it all ready for them when they come knocking on your door and what you will have is correctly named courses with EPs that will satisfy the public's needs.

WHO TO SURVEY

Raw public, new public, Div 6 personnel and FSMs are your main resources. The raw public will tell you what ruins they have and are trying to remedy, as it will be sitting there ripe for the picking. The new public in the orgs and missions will be able to tell you because they will be I/P on handling a ruin and the Div 6 personnel and FSMs will be able to tell you because they deal in locating people's ruins every day.

WHAT TO SURVEY

What you're looking for is the thing that is ruining a person's life: the thing that if he could get handled, he would want handled; the area of his life that he is effect of instead of cause over; the major complaint he's got about his life; the one dynamic that is pulling down all the rest of his dynamics. You get the idea?

You want to find out what service, if available, will bring an individual into Scientology. It's a matter of locating the correct *buttons* that will elicit *agreement* and *response*. If you have the correct name for a Dept 17 course then the public will be in agreement with the fact that that is a ruin and then they will respond by signing up for the service.

HOW TO SURVEY

The tech of how to survey is covered in the HCO PLs that are referenced at the beginning of this PL.

Some examples of how you would apply this survey tech to finding ruins are:

EXAMPLE 1: (raw public).	BE:	If you could be anything, what would you want to be?
	DO:	If you could do anything, what would you like to do?
	HAVE:	If you could have anything, what would you like to have?
		What would have to happen for you to *(be, do, have)* that?
EXAMPLE 2: (raw public)	(If you want to know) What in your life do you really want handled?	
	(You would ask) What concern do you have in your life which you'd like to remedy?	

EXAMPLE 3: (raw public)	(If you want to know) What is ruining your life?
	(You would ask) What in your life really needs change the most?
EXAMPLE 4: (new public)	What did you come into Scientology to get handled?
EXAMPLE 5: (Div 6 personnel and FSMs)	What are the most common ruins that you have encountered in your dealings with raw and new public?
EXAMPLE 6: (Div 6 personnel and FSMs)	What things get in the way of people's reach for Scientology?

In example no. 1, you find out that an individual would like to be a successful businessman and what he'd like to do is travel all around the world and he'd like to have a new car and house. Well, it's quite obvious that in order for him to have the money to travel and buy the new car and house, he would have to be a success as a businessman so you ask him "What would have to happen for you to be a successful businessman?" He'd tell you something like "Well, gee, I'd have to know how to succeed in the business world" or "I'd have to be able to handle my finances." From this data you know that if this person knew that he could go into the local Scientology organization and take the "How to Succeed in the Business World" course or the "Financial Handling" course, he would be very easily gotten into the org for such a service.

This will follow for each of the above examples. You get what the ruin is and in getting the ruin it will be evident what the course should be called and what the EP should be.

You will use different survey questions for the different public you are surveying but the results are tabulated in the same way, per standard survey tech, and you will have your buttons.

You must remember that the public is not trained in self-examination or introspection and when surveying and using the surveys you also have to use your judgment on what's really bothering them as, if they really knew it, it might blow. For example your answers to no. 6 above may well be phrased as "no money" but will seldom be phrased as "an inability to make money" or "feeling all people who have money are really criminals" or simply saying that as a coverup for the real reason. This is true of any questions, answers and surveys, therefore the eval of them and their use require a knowledge of the mind which you have and the public doesn't.

To sum it up, you're looking for the button that can be used as the name of a course which will get the public's agreement and then his agreement that he is willing to inflow comm on the subject, which is the course data. Once you put the person through the course data then the reality will be there and you've achieved your

purpose of Dept 17, as this reality will be the recognition that Scientology and Dianetics work.

Get out and survey for these Dept 17 services and don't discontinue these surveys. It's not a finite action because the society is continuously changing and although the basic bank of each individual remains the same and the Grade Chart is what will bring about a cleared planet, the immediate ruins of individuals will change as the times change and you have to continue to keep informed of these ruins. The Dept 17 services must continue to expand to meet all public needs and wants.

L. RON HUBBARD
FOUNDER

Assisted by
Commodore's Messenger

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 SEPTEMBER 1988R
REVISED 10 DECEMBER 2000

REMIMEO
MARKETING HATS

MARKETING SERIES 27

INSTANT IMPRESSION AND TEST SURVEYS

(Cancels and replaces HCO PL 16 Sept. 88, INSTANT IMPRESSION.)

Refs:

HCO PL	27 Sept. 79	Marketing Series 13 ADS AND COPYWRITING
HCOB	10 Mar. 84 I	Art Series 16 MESSAGE
HCOB	26 Feb. 84 II	Art Series 15 ART AND INTEGRATION

INSTANT IMPRESSION

The purpose of marketing is to create want and sell the items. That is in the very definition of marketing. To market means to sell products.

In marketing one must himself want the product to be sold and survey it on the public that might buy it, and get a bright idea that punchily persuades those people that they need the item and should buy it.

In marketing, one is only allowed a brief instant of his audience's time. They are being hit with noise continually from all sides. They will only give a brief instant to your marketing display or ad or poster. Therefore, it must make the most of that brief instant. Furthermore, it must compel people to look at it and the message must be something they absorb in a fraction of a second.

You must learn the trick of seeing what impression you get from a picture at a glance. The public is just going to give anything one glance, if that. If in the time period of that glance they see something, and a communication gets across, then you have made it.

This is primary in marketing and packaging and designing.

IMPRESSION TEST SURVEYS

One can do an impression test survey to see what instant impression a design gives.

To do an impression test, take your design without the written text, and show it to people asking what impression they get from it. You do not hold the design up in front of the person a long time. You flash it fast.

In this way, you can see if the design actually talks.

SUMMARY

Factually, you don't get very much time for an audience to absorb a message. A message must be such that it is absorbed at a glance and which makes a definite impact and impression.

The first impression the public gets out of a promotion piece is the impression that stays.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 SEPTEMBER 1988R
REVISED 28 DECEMBER 2000

REMIMEO
ALL ORGS
ALL CLOs
FLAG MGMT
SURVEY NETWORK HATS
DIV 2 PERSONNEL
DIV 6 PERSONNEL
SURVEYOR HATS
MARKETING HATS

MARKETING SERIES 28

SURVEY NETWORK

Refs:

HCO PL	1 Jan. 77RA	Marketing Series 3
	Rev. 29.8.79	MARKETING HAT
HCO PL	7 Feb. 79R	Marketing Series 7
	Rev. 3.9.79	THE BASICS OF MARKETING
HCO PL	2 Sept. 79R	Marketing Series 4
	Rev. 11.12.2000	SURVEYS ARE THE KEY TO STATS
HCO PL	15 Dec. 79	Marketing Series 26-1
		SURVEYING FOR DEPARTMENT 17 SERVICES
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	16 Dec. 71	PR Series 14
		PRO AREA CONTROL

The Survey Network is based in Flag management and runs all the way down to org level.

The head of the Survey Network, in Dissem Flag, is responsible for any and all surveys done for Scientology organizations and activities internationally. A Survey Network Chief must be appointed at Flag and in each Continental Liaison Office. The Department of Promotion and Marketing in orgs is responsible for doing marketing surveys and is part of the Survey Network. Surveyors must be posted in each org.

These posts are vital to the expansion of Scientology and must not be neglected.

SURVEY NETWORK DUTIES

Surveys of all types are done from and by the Survey Network. Through Survey Network personnel in each Continental Liaison Office and surveyors in orgs, surveys can be done planetwide.

In addition to getting surveys done, Survey Network duties include: (a) getting surveys tabulated, (b) getting the results published with dates and distributed promptly for use and (c) keeping complete files of all surveys.

MASTER FILES

The Survey Network keeps master files of *all* surveys that have been done, including any done by surveyors in other units and local surveys done by orgs. Having good and complete files is vital to the effective use of survey results. If the Survey Network files do not contain *every* survey, they are incomplete.

PUBLIC DIVISION SURVEYS

Public Divs are also responsible for doing surveys. Reference: HCO PL 15 Dec. 79, Marketing Series 26-1, SURVEYING FOR DEPARTMENT 17 SERVICES; HCO PL 5 Feb. 69 II, PRO ACTIONS and HCO PL 16 Dec. 71, PR Series 14, PRO AREA CONTROL.

LOCAL SURVEYS

Orgs can and *should* originate their own local surveys and get the results USED in their own areas. Copies of all local surveys must also be sent to the Survey Network to be included in their master survey files.

With the Survey Network established, producing and their lines in, we can get full, accurate and useful surveys for all sectors of Scientology.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 JANUARY 1991R
ISSUE I
REVISED 5 DECEMBER 2000

REMIMEO
MARKETING HATS
PR HATS

PR SERIES 29
MARKETING SERIES 29

REPETITION OF MESSAGE

(Originally issued 9 July 79 as an LRH ED.)

One of the essences of PR and promotion is that you have to pound the same message home time and time again.

All issuances (fliers, magazines, posters, etc.) on a certain subject should all go in the same direction and bear a similar message. One is attempting to simply pound home a message. If the message is not smooth, it won't pound home.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JANUARY 1991R
ISSUE III
REVISED 13 DECEMBER 2000

REMIMEO
MARKETING HATS

MARKETING SERIES 30

FLIERS, DEFINITION AND USE

Ref: HCO PL 10 Feb. 65 AD AND BOOK POLICIES

A flier is a printed advertisement intended for broad distribution. It is a piece of paper printed on both sides that can be folded so that it can fit into a standard letter-size envelope.

A flier doesn't have to teach anything, it merely has to create want. Fliers are full of punchy short lines that deliver exactly what you mean. It is an exclamation point in advertising — it isn't a discussion.

A flier offers a product, describes it, says how to get it, pictures it and hard sells it.

They are used for stuffing in letters and putting into books or merchandise shipped.

The Letter Reg and the Publications Shipping Unit are users of fliers. The Letter Reg puts them in letters to describe the particular service she is offering.

The Shipping Unit has them for books and merchandise and stuffs them into things they are shipping.

Every product an org can deliver rates a flier: the services sold by the Letter Reg and the items sold in the bookstore, each rate their own flier.

Stacks of them are made available in cases in reception. They are not handed out on streets.

Lack of fliers or not even knowing what they are can jam your sales line.

Producing a flier that is very flossy can run into a high expense. The more costly you make a flier, the less circulation it's going to get. You also have to remember that the weight of a flier influences the postage stamp bill of an org greatly.

The motifs dreamed up for fliers can be repeated in book ads, in magazines, or in fliers issued by other people more or less on the same subject. So when one does a flier one keeps repeating its positioning in magazines and carries that positioning on in other ways in other fliers and posters.

The reason one produces fliers or any other promotional piece is to accomplish the purpose of marketing, which is to create want and sell services or products. So produce fliers in strict accordance with the Marketing Series PLs, get them broadly distributed and effectively create want and boost your sales.

L. RON HUBBARD
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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JANUARY 1991R
ISSUE II
REVISED 10 DECEMBER 2000

REMIMEO
MARKETING HATS

MARKETING SERIES 31

MARKETING POSTERS

When one goes to the expense of printing and disseminating a piece of promotion, one wants to make sure that that promotion will be effective. Posters cost quite a bit of money and thus they have to be made very effective.

The purpose of doing posters is to create want and sell the item.

The essence of what a poster is all about is that it must create a subliminal desire on the part of the viewer. A propaganda poster, of course, includes creating aversions and is directed toward changing ideas. But a marketing poster is basically something which simply creates want. "Want" means want for the exact product which the poster is about.

Modernly the poster has fallen into bad times as they seldom talk or seldom carry out the mission of a poster. A poster has a sort of a mission. You put it up and it impacts people with your message. It has to be very bold, very commanding.

MESSAGE

The advertising world throws a confusion into the scene as one could easily get an advertisement mixed up with a poster. They're quite different. Ads simply try to sell a product, whereas a poster carries a message which extends even into social spheres. You should study this out and you will see the difference if you look at a few posters.

Earlier posters which were released as ads also, oddly enough, carried a social message.

Madison Avenue has encroached heavily on the world of posters but they have never made it. Posters have been the forefront in the establishment of new cultures, new ideologies, sweeping changes in the world. Even the nineteenth century ad posters were doing this. Madison Avenue and its ads have simply sagged back into slop. They are being the effect of a culture, not the advance troops of it.

A poster has to have a *message* that identifies, associates and sells. The person designing it needs some acquaintance with what is being sold and its value.

SUBLIMINAL APPEAL

People put up posters because they're pretty. They satisfy some aesthetic desire on their part. A poster must be such that people *want* to put it up just for itself. (Ref: HCOB 29 July 73, Art Series 2, ART, MORE ABOUT)

A poster and its role is covered in a book called, *The Poster in History,* by Max Gallo, published by American Heritage Publishing Company, Inc., New York. As covered on pages 9 and 10 of that book, when doing posters, one must reach some subliminal urge in the viewer.

The way to start a poster is to find subliminal appeal whether it has anything to do with the subject matter of a poster or not.

You figure out what your audience subconsciously wants to do or what motivates a want in them and it is on this which you build your design and subject matter. Madison Avenue, being coached by Freud, takes the easy way out by putting pretty girls on posters but there are a thousand, thousand other things that will motivate a want in an audience.

Posters also *position* and give a comparison of the object being advertised to something else to show where it fits in the scheme of things. So you can pick out a subject to market, work out a subliminal message, work out a positioning and then work out the design.

A poster can also concern itself with things people don't want as its subliminal message.

You have to make up your mind what public you are going to reach and then you would have to use surveys and buttons relating to that public in order to get enough agreement to make them look at it. In addition to that, you would have to have a bright idea which aroused some subliminal urge of some sort.

You have to think of something that people would like or which they would subliminally want as related to the product you are doing a poster on. That is a matter of survey. With the survey done you would get a subliminal. With this subliminal, one would then get an idea of what to paint. Not knowing what people would like, you have no guarantee that your flier or poster would create any want at all. It might be pretty, it might be well composed, but it might not create any want at all.

But, you can get so involved in surveys and surveying, particularly when it is done without any knowledge of the item by the person writing the surveys, that you can go entirely adrift and go sinking into the tech of surveys without ever getting into communication.

PICTURE

A picture is not necessarily a poster. A poster has an impact, single-glance message. People have to recognize the message and get the message by a glance at the picture.

A picture usually arouses some subliminal want and compares the product to it.

You should not have to read the captions of a poster to know what it's all about. A poster has to be able to stand alone as a picture. That is the basic definition of a poster. That is the basic definition of a picture.

One never says what is happening in the picture as part of a text for a poster. The picture usually talks itself. If it needs a lot of text, it isn't a good poster.

If a picture is saying one thing and you put a caption on it that says not quite that thing, or doesn't fit with the picture, the poster becomes ineffective.

A totally effective poster stands all by itself without needing any words.

Composition exists inextricably linked to a message in all paintings. If one tries to follow the basic trite conventions, one is not enhancing any message. Composition cannot stand independent of a message. The ideal poster is something which you just paint without any captions or illustrations and people will see it and interpret it at once. That is the ideal poster.

A PICTURE MUST HAVE A MESSAGE ALL BY ITSELF WITHOUT CAPTION.

COMPOSITION IS INEXTRICABLY LINKED TO A MESSAGE.

If you know these two things cold, you can turn out posters.

BASICS

Basics and technical art are vital to pulling off a successful marketing poster. But the only reason they exist is so that one can contribute an idea and execute it in a commanding fashion. These things like composition are there simply to enhance the power of the message. Art is the quality of communication. The reason art exists, actually, is to relay messages of one sort or another. These messages can be feelings, sensations, desires, repugnance and practically anything that anybody is capable of thinking of. The idea is dominant. The technique exists to forward the idea and give it punch and power.

You only have an instant of your public's attention and the first impression they get out of it is the impression that stays. Nobody is going to stand in front of a poster and study it.

If you grasp these things you can turn out some great posters that will result in a demand for the product.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 DECEMBER 2000
ISSUE I

REMIMEO
MARKETING HATS
CRAMMING OFFICERS

MARKETING SERIES 32

FALSE DATA IN MARKETING

(LRH Marketing Analysis of 13 Sept. 79,
issued as an HCO PL 16 Dec. 2000.)

Refs:

HCO PL	7 Aug. 79	Esto Series 36 Product Debug Series 8 FALSE DATA STRIPPING
HCO PL	1 Sept. 79	Marketing Series 2 MARKETING, PROMOTION AND DISSEMINATION DEFINED

We have had success hatting personnel by stripping off false data on the subject they are unable to be hatted on or where they are unable to produce.

The field of marketing is certainly shot through with false data of the most false nature you ever heard of. Advertising, newspapers, TV and other media and even wog texts subject a person to false data. And the big Why I found in our marketing people rather uniformly is *false data*.

MARKETING TEXTS

I recently reviewed a basic marketing textbook used in colleges. This textbook has bogged large numbers of its readers and is responsible for much noncomprehension of the subject. Seeking to trace why this was so, I found in the very first paragraphs that it refused to define the word "marketing" and even said that it was anything you could make of it. The effect on the student was to not make anything of it! He would hang up in the first paragraphs of the book and fail to assimilate what is factually a very interesting and useful subject.

The authors of the textbook, who are college professors, had Mis-Us on "marketing" and "mathematics." They were really Crashing Mis-Us. And not only that, but they even

had their textbook checked very widely by other college professors and leaders in the subject and none of them had spotted that there was anything wrong with the textbook. So they must have the same Mis-Us.

SUMMARY

The whole idea of marketing is wog tech. We have refined it and added breakthroughs in survey tech. Where it can't be applied or marketing personnel can't be hatted, executives and Cramming Officers must be alert to and handle false data.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 DECEMBER 2000
ISSUE II

REMIMEO
MARKETING HATS

MARKETING SERIES 32-1

NOTES ON A MARKETING TEXT

(Written 5 July 79 from a study of the book, *Marketing, Theory and Application*, by Walter B. Wentz and Gerald I. Eyrich. Published by Harcourt, Brace & World, Inc. ISBN #0155551108.)

There are several definitions given for marketing. On page 1, we have marketing defined as:

> "Marketing is the process in a society by which the demand structure for economic goods and services is anticipated or enlarged and satisfied through the conception, promotion, exchange, and physical distribution of such goods and services."

On page 2, we have:

> "Marketing can be reduced to more specific and manageable dimensions by examining each of its five basic components: (1) pricing, (2) product determination and mix, (3) distribution, (4) promotion (advertising and personal selling), and (5) marketing research. These are convenient units of study, as well as the basic instruments of the practicing marketer. They also serve to define the general field more precisely."

The dictionary definition of economics is: "The science that deals with the production, distribution and consumption of commodities."

Text states:

> "*Economics* might well be defined as the study of resource allocation — the assignment of land, capital, labor, and technology to the production and distribution of goods and services."

I note that there is a confusion then between the definitions they give marketing and the definition which is given to economics.

The authors probably wish to define both marketing and economics in a sort of an overlap:

> "Economics is to marketing as physics is to engineering or as biology is to the practice of medicine. If one fails to grasp the economics underlying a particular market phenomenon, one has simply learned of a symptom without understanding the cause. . . ."
>
> "*Microeconomics*—that branch of economics dealing with the context and operation of individual enterprise — provides the basis for rational decision-making within the firm."

Actually on page 2, before these definitions there is a better operation of marketing and economics. The top paragraph of page 2:

> "Marketing is the interface between supply and demand. Economists consider it part of the production function and include it in computing a firm's costs. Marketing also influences demand — and hence revenue — by manipulating consumer taste. Whereas in an authoritarian or other controlled economy goods and services are allocated by government edict, in a free or mixed economy it is the *market system* that serves as the mechanism for the distribution of resources. In a free economy the questions of what will be produced, how much will be produced, and for whom it will be produced are ultimately decided in the marketplace. Thus marketing is as significant to anyone concerned with either economics or social welfare as it is to the businessman."

From this it will be seen that the authors, who refused on the first page to define marketing, have themselves a relatively foggy concept of where it fits into the scheme of things. Marketing is simply the techniques by which one creates want, enables it to be satisfied, or satisfies it, and collects recompense for it. This is my definition. Marketing can be very contrary to economics and can be successful in the face of what would appear to be ordinary good sense. Subjects of marketing and economics are not necessarily interdependent one upon the other. Marketing can prosper in the face of apparent bad economics and good economics can come to nothing in the absence of marketing.

Economics is basically a series of laws relating to exchange, goods and in general, supply and demand, and can take into account resources or lack of them. In actual practice economics is quite firm and precise and predictable. Marketing on the other hand enters a flair and imagination and while it will eventually be found sound or unsound — economic consequences — it can however exist independent of economic laws. Thus the two subjects are not necessarily compatible. However, marketing does influence economics, and markedly and broadly. An economy can exist almost totally in the absence of marketing as it does in Russia today.

> "Economics is to marketing as physics is to engineering or as biology is to the practice of medicine. If one fails to grasp the economics underlying a particular market phenomenon, one has simply learned of a symptom without understanding the cause. This is poor learning, as it will leave one bewildered when a new event fails to conform to a textbook case or to resemble a previous experience. Worse yet, it provides no sound basis for innovation. Successful marketing is not achieved by following simple rules or blindly applying past experience to new situations. The marketer must understand the 'why' of things, and the 'why' of much that happens in the marketplace is found in economic theory."

Where this makes the most sense is where they say the allocation of resources. Management is largely concerned with the allocation of resources. This is firmly in the field of economics.

It is notable that the word "marketer" is not in the dictionary and "marketing" while in the dictionary is not given in the sense it is used in this textbook. Therefore, one is dealing with a coined new word which has been given a variable definition. However, the word comes from Latin *mercatus* or *mercari,* which means simply to trade. This is probably a better definition than that attempted by the authors. One might call it "the factors involved in manipulating trade."

SUMMARY

The trouble with that text is they have failed to define the term and look up its derivation and have Mis-Us. They have devoted the first couple of chapters into convincing the student that there is no such subject, but that it is very complicated and depends on various other subjects.

So this book falls under the heading of simply bad study tech and the guys writing marketing are not marketing the subject of marketing.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 16 DECEMBER 2000
ISSUE III

REMIMEO

MARKETING SERIES 32-2

MARKETING AND ECONOMICS

(Written 7 July 79.)

Ref: HCO PL 16 Dec. 2000 II Marketing Series 32-1
NOTES ON A MARKETING TEXT

Marketing is the activity of creating want which can be supplied and it enters into economics the moment that one acquires exchange for it. This is where it subdivides between marketing and economics. One has to market, so as to obtain an exchange, when one markets commercially. Therefore, any tech or activity which can create want to the degree of obtaining an exchange for it, for any service or commodity, is marketing.

The second you start supplying goods, you're into the field of business management, accounting and all the activities of industry.

L. RON HUBBARD
FOUNDER

Compilation assisted by
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HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 DECEMBER 2000

REMIMEO
DEPT 1 HATS
MARKETING HATS

MARKETING SERIES 33

MARKETING PERSONNEL QUALIFICATIONS

(Originally issued on 20 Feb. 82 as an LRH ED.)

Personnel has had no criterion for recruiting or choosing someone for Marketing.

QUALIFICATIONS

Potential trouble sources must *never* be on the line. It is fatal.

Also, NO failed cases.

Also, they must have a decent IQ, aptitude, OCA graph and be literate.

A person in Marketing has to WANT to market.

HISTORY

Almost uniformly, wrong types have been put in Marketing, causing it to fail.

Marketing types usually chosen by Personnel were printers or painters or letterers or were once in advertising or were reporters who were used to silly fakes they didn't have to believe in. And they flopped. Also arty types have been chosen and they went airy-fairy.

SUMMARY

If I were choosing people for Marketing it would be from real gung-ho people who had delivered or experienced some miracles.

L. RON HUBBARD
FOUNDER

Compilation assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 DECEMBER 2000

REMIMEO
ALL PRs

PR SERIES 36
MARKETING SERIES 34

SHOWMANSHIP IN PUBLIC RELATIONS AND MARKETING

(Originally issued on 11 June 82 as an LRH ED.)

Refs:

HCO PL	14 Aug. 63	PRESS POLICIES
HCO PL	28 Oct. 68 I	PRESS RELEASES
HCO PL	5 Feb. 69 II	PRO ACTIONS
HCO PL	12 Sept. 82	PR Series 38 PR FUNCTIONS

The flavor and flair of showmanship and pizzazz can be lacking in PR and marketing.

Showbiz, the book biz, the record biz is full of spangles and glitter and the trumpet call. Hyperbole is the order of the day.

Today's advertising world is overloaded with many messages (just turn on the TV) and it takes abnormally brilliant marketing and glitter to get a message through and impinge on the public.

Showmanship in presentation and marketing imbues things with life—it makes them stand out and be noticed.

In PR and marketing today one cannot hide the wares and still succeed.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 DECEMBER 2000

REMIMEO
ALL MARKETING HATS

PR SERIES 46
MARKETING SERIES 35

WORD OF MOUTH

(Originally issued 10 Oct. 82 as an LRH ED.)

The keynote in any promotion is word of mouth.

You can talk all you want about paid ads and radio ads and every other kind of ad but sooner or later a property gets into word of mouth or it doesn't. In other words people start telling each other about it.

That happens to be the senior publicity on any item. Something people do not talk about can be advertised and publicized until you are black in the face and it won't sell.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

THE ART SERIES

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 30 AUGUST AD 15R

ISSUE I
REVISED 30 DECEMBER 1979

REMIMEO
SAINT HILL EXECUTIVES
SAINT HILL STUDENTS

ART SERIES 1

ART

For some fifteen years I have been studying, amongst other branches of philosophy, the subject of ART.

The reason for this is: Art is the least codified of human endeavors and the most misunderstood. *What is Art?* is one of the least answered of human questions.

Art abounds with authorities. It was chosen because "that field containing the most authorities contains the least codified knowledge." The obvious invitation is to answer the question and codify the subject. This has now been done.

The subject was originally brought up in a conversation with Donald H. Rogers at 42 Aberdeen Road, Elizabeth, New Jersey, in 1950.

As this zone of human activity seemed to stand outside the field of Dianetics and Scientology, I thereafter worked with it on a casual basis.

Having published 15,000,000 words between 1929 and 1941, I was not unacquainted with the arts. Since 1950 I have worked with other arts than that of literature in order to make an advance on the general subject of ART.

I have made a breakthrough at last in this matter. And I find it is applicable to what we are doing and therefore also has practical value.

To make it a matter of record rather than a filed sheaf of notes, I am publishing these findings as an HCOB. I also feel they will be of some assistance in forwarding Scientology.

As in the case of all "pure research" (by which is meant study without thought of possible application) there is a sudden payoff in these answers, including the better dissemination of Scientology and the rehabilitation of the artist.

My incidental studies in the fields of photography and music materially assisted these discoveries.

Approaching the state of Clear has also assisted in comprehending this rather vast subject of ART. It is adventurous to state one has *solved* such a sweeping subject but here at least are the fundamentals and basics.

The following are rough notes but are in fact the basis of that branch of activity we call ART.

THE FUNDAMENTALS OF ART

Basic Definition

ART is a word which summarizes THE QUALITY OF COMMUNICATION.

It therefore follows the laws of communication.

Too much originality throws the audience into unfamiliarity and therefore disagreement, as communication contains duplication and "originality" is the foe of duplication.

TECHNIQUE should not rise above the level of workability for the purpose of communication.

PERFECTION cannot be attained at the expense of communication.

Seeking *perfection* is a wrong target in art. One should primarily seek communication with it and *then* perfect it as far as reasonable. One attempts *communication* within the framework of applicable skill. If perfection greater than that which can be attained for communication is sought, one will not communicate.

Example: A camera that shoots perfectly but is not mobile enough to get pictures. One must settle for the highest level of technical perfection obtainable *below* the ability to obtain the picture.

The order of importance in art is:

1. The resultant communication
2. The technical rendition.

Two is always subordinate to 1. Two may be as high as possible but never so high as to injure 1.

The communication is the primary target. The technical quality of it is the secondary consideration. A person pushes 2 as high as possible within the reality of 1.

A being can take a lot of trouble with 2 to achieve 1 but there is a point where attempting 2 prevents 1.

If the ardures of 2 prevent 1, then modify 2, don't modify 1.

Perfection is defined as the quality obtainable which still permits the delivery of the communication.

Too much time on 2 of course prevents 1.

It is usually necessary to lower a standard from absolute perfection to achieve communication. The test of the artist is how little it is lowered not how high it is pushed.

A professional in the arts is one who obtains communication with the art form at the minimum sacrifice of technical quality. There is always some sacrifice of quality to communicate at all.

The reduction of mass or time or impedimenta or facilities toward the ability to render a result is the exact measurement of how much technical perfection can be attempted. The rule is if one is being too perfectionistic to actually achieve a communication, reduce the mass, time, impedimenta or facilities sufficiently low to accomplish the communication but maintain the technique and perfection as high as is reconcilable with the result to be achieved and within one's power to act.

No communication is no art. To not do the communication for lack of technical perfection is the primary error. It is also an error not to push up the technical aspects of the result as high as possible.

One measures the degree of perfection to be achieved by the degree of communication that will be accomplished.

This is seen even in a workman and tools. The workman who cannot accomplish anything but must have tools is an *artistic* failure.

"Art for art's sake" is a complete paradox as a remark. "Art for the sake of communication" and "Attempted perfection without communicating" are the plus and minus of it all.

One can of course communicate to oneself, if one wishes to be both cause and effect.

One studies art only if one wishes to communicate and the search for artistic perfection is the result of past failures to communicate.

Self-improvement is based entirely on earlier lack of communicating.

Living itself can be an art.

The search for freedom is either the retreat from past failures to communicate or the effort to attain new communication. To that degree then the search for freedom is a sick or well impulse.

Searching for and discovering one's past failures to communicate an art form or idea about it will therefore inevitably rehabilitate the artist.

However, due to the nature of the reactive mind, full rehabilitation is achieved only through releasing and clearing.

How much art is enough art? The amount necessary to produce an approximation of the desired effect on its receiver or beholder, within the reality of the possibility of doing so.

A concept of the beholder and some understanding of his or her acceptance level is necessary to the formulation of a successful art form or presentation. This includes an approximation of what is familiar to him and is associated with the desired effect.

All art depends for its success upon the former experience and associations of the beholder. There is no pure general form since it must assume a sweeping generality of former experiences in the beholder.

Artists all, to a greater or lesser degree, need comprehension of the minds and viewpoints of others in order to have their work accepted, since the acceptability of a communication depends upon the mental composition of the receiver. Scientology then is a must for any artist if he would succeed without heartbreak.

In any art form or activity one must conceive of the beholder (if only himself). To fail to do so is to invite disappointment and eventual dissatisfaction with one's own creations.

An artist who disagrees thoroughly with the "taste" of his potential audience cannot of course communicate with that audience easily. His disagreement is actually not based on the audience but on former inabilities to communicate with such audiences or rejections by a vaguely similar audience.

The lack of desire to communicate with an art form may stem from an entirely different inability than the one supposed to exist.

Professionals often get into such disputes on *how* to present the art form that the entirety becomes a technology, not an art and, lacking progress and newness of acceptance, dies. This is probably the genus of all decline or vanishment of art forms. The idea of contemporary communication is lost. All old forms become beset by technical musts and must-nots and so cease to communicate. The art is the form that communicates not the technology of how, the last contributing to the ease of creating the effect and preservation of the steps used in doing it. A form's reach, blunted, becomes involved with the perfection alone, and ceases to be an art form in its proper definition.

A communication can be blunted by suppressing its art form: Example, bad tape reproduction, scratched film, releasing bits not authorized. This then is the primary suppression.

On the other hand, failing continuously to permit a nondestructive communication on the grounds of its lack of art is also suppressive.

Between these two extremes there is communication and the task is to attain the highest art form possible that can be maintained in the act of communicating. To do otherwise is inartistic and objectionable.

These, therefore, are the fundamentals of ART.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 29 JULY 1973

REMIMEO

ART SERIES 2

ART, MORE ABOUT

Ref: HCOB 30 Aug. AD 15 Art Series 1
ART

How good does a professional work of art have to be? This would include painting, music, photography, poetry, any of the arts whether fine or otherwise. It would also include presenting oneself as an art form as well as one's products.

Yes, how GOOD does such a work of art have to be?

Ah, you say, but that is an imponderable, a thing that can't be answered. Verily, you say, you have just asked a question for which there are no answers except the sneers and applause of critics. Indeed, this is why we have art critics! For who can tell how good good is. Who knows?

I have a surprise for you. There IS an answer.

As you know, I searched for many years, as a sort of minor counterpoint to what I was hardwork doing, to dredge up some of the materials which might constitute the basis of art. Art was the most uncodified and most opinionated subject on the planet — after men's ideas about women and women's ideas about men and man's ideas of man. Art was anyone's guess. Masterpieces have gone unapplauded, positive freaks have gained raves.

So how good does a work of art have to be to be good?

The painter will point out all the tiny technical details known only to painters, the musician will put a score through the alto horn and explain about valve clicks and lip, the poet will talk about meter types, the actor will explain how the position and wave of one hand per the instructions of one school can transform a clod into an actor. And so it goes, art by art, bit by bit.

But all these people will be discussing the special intricacies and holy mysteries of technique, the tiny things only the initiate of that art would recognize. They are talking about technique. They are not really answering how *good* a work of art has to be.

Works of art are viewed by people. They are heard by people. They are felt by people. They are not just the fodder of a close-knit group of initiates. They are the soul food of all people.

One is at liberty of course to challenge that wide purpose of art. Some professors who don't want rivals tell their students "Art is for self-satisfaction" "It is a hobby." In other words, don't display or exhibit, kid, or you'll be competition! The world today is full of that figure-figure. But as none of this self-satisfaction art meets a definition of art wider than self for the sake of self, the professional is not interested in it.

In any artistic production, what does one have as an audience? People. Not, heaven forbid, critics. But people. Not experts in that line of art. But people.

That old Chinese poet who, after he wrote a poem, went down out of his traditional garret and read it to the flower-selling old lady on the corner had the right idea. If she understood it and thought it was great, he published. If she didn't he put it in the bamboo trash can. Not remarkably, his poems have come down the centuries awesomely praised.

Well, one could answer this now by just saying that art should communicate to people high and low. But that really doesn't get the sweating professional anywhere as a guide in actually putting together a piece of work and it doesn't give him a yardstick whereby he can say "That is that!" "I've done it." And go out with confidence that he has.

What is technique? What is its value? Where does it fit? What is perfectionism? Where does one stop scraping off the paint and erasing notes and say "That is that"?

For there is a point. Some artists don't ever find it. The Impressionists practically spun in as a group trying to develop a new way of viewing and communicating it. They made it — or some of them did like Monet. But many of them never knew where to stop and they didn't make it. They couldn't answer the question "How good does a piece of artwork have to be to be good?"

In this time of century, there are many communication lines for works of art. Because a few works of art can be shown so easily to so many there may even be fewer artists. The competition is very keen and even dagger sharp. To be good one has to be very good. But in what way and how?

Well, when I used to buy breakfasts for Greenwich Village artists (which they ate hungrily, only stopping between bites to deplore my commercialism and bastardizing my talents for the gold that bought their breakfasts) I used to ask this question and needless to say I received an appalling variety of responses. They avalanched me with technique or lack of it, they vaguely dwelt on inherent talent, they rushed me around to galleries to show me Picasso or to a board fence covered with abstracts. But none of them told me how good a song had to be to be a song.

So I wondered about this. And a clue came when the late Hubert Mathieu, a dear friend, stamped with youth on the Left Bank of the Seine and painting dowagers at the Beaux Arts in middle age, said to me "To do any of these modern, abstract, cubist things, you have to first be able to paint!" And he enlarged the theme while I plied him in the midnight hush of Manhattan with iced sherry and he finished up the First Lady of Nantucket's somewhat swollen ball gown. Matty could PAINT. Finally he dashed me off an abstract to show me how somebody who couldn't paint would do it and how it *could* be done.

I got his point. To really make one of these too too modern things come off, you first had to be able to paint. So I said well, hell, there's Gertrude Stein and Thomas Mann and ink splatterers like those. Let's see if it really is an art form. So I sharpened up my electric typewriter and dashed off the last chapters of a novel in way far-out acid prose and put THE END at the bottom and shipped it off to an editor who promptly pushed several large loaves down the telephone wire and had me to lunch and unlike his normal blasé self said, "I really got a big bang (this was decades ago, other years, other slang) out of the way that story wound up! You really put it over the plate." And it sent his circulation rating up. And this was very odd because you see the first chapters were straight since they'd been written before Matty got thirsty for sherry and called me to come over and the last chapters were an impressionistic stream of consciousness that Mann himself would have called "an advanced rather adventurous over-Finneganized departure from the ultra school."

So just to see how far this sort of thing could go, for a short while I shifted around amongst various prose periods just to see what was going on. That they sold didn't prove too much because I never had any trouble with that. But that they were understood at all was surprising to me for their prose types (ranging from Shakespeare to *Beowulf*) were at wild variance with anything currently being published.

So I showed them to Matty the next time he had a ball gown to do or three chins to paint out and was thirsty. And he looked them over and he said, "Well, you proved my point. There's no mystery to it. Basically you're a trained writer! It shows through."

And now we are getting somewhere, not just with me and my adventures and long-dead yesterdays.

As time rolled on, this is what I began to see: The fellow technician in an art hears and sees the small technical points. The artist himself is engrossed in the exact application of certain exact actions which produce, when done, his canvas, his score, his novel, his performance.

The successful artist does these small things so well that he also then has attention and skill left to get out his message, he is not still fiddling about with the cerulean blue and the semiquaver. He has these zeroed in. He can repeat them and repeat them as technical actions. No ulcers. Strictly routine.

And here we have three surrealist paintings. And they each have their own message. And the public wanders by and they only look with awe on one. And why is this one different than the other two? Is it a different message? No. Is it more popular? That's too vague.

If you look at or listen to any work of art, there is only one thing the casual audience responds to en masse, and if this has it then you too will see it as a work of art. If it doesn't have it, you won't.

So what is *it*?

TECHNICAL EXPERTISE ITSELF ADEQUATE TO PRODUCE AN EMOTIONAL IMPACT.

And that is how good a work of art has to be to be good.

If you look this over from various sides, you will see that the general spectator is generally unaware of technique. That is the zone of art's creators.

Were you to watch a crowd watching a magician, you would find one common denominator eliciting uniform response. If he is a good magician he is a smooth showman. He isn't showing them how he does his tricks. He is showing them a flawless flowing performance. This alone is providing the carrier wave that takes the substance of his actions to his audience. Though a far cry from fine art, perhaps, yet there is art in the way he does things. If he is good, the audience is seeing first of all, before anything else, the TECHNICAL EXPERTISE of his performance. They are also watching him do things they know they can't do. And they are watching the outcome of his presentations. He is a good magician if he gives a technically flawless performance just in terms of scenes and motions which provide the channel for what he is presenting.

Not to compare Bach with a magician (though you could), all great pieces of art have this one factor in common. First of all, before one looks at the faces on the canvas or hears the meaning of the song, there is the TECHNICAL EXPERTISE there adequate to produce an emotional impact. Before one adds message or meaning, there is this TECHNICAL EXPERTISE.

TECHNICAL EXPERTISE is composed of all the little and large bits of technique known to the skilled painter, musician, actor, any artist. He adds these things together in his basic presentation. He knows what he is doing. And how to do it. And then to this he adds his message.

All old masters were in there nailing canvas on frames as apprentices or grinding up the lapis lazuli or cleaning paintbrushes before they arrived at the Metropolitan.

But how many paintbrushes do you have to clean? Enough to know that clean paintbrushes make clean color. How many clarinet reeds do you have to replace? Enough to know which types will hit high C.

Back of every artist there is technique. You see them groping, finding, discarding, fooling about. What are they hunting for? A new blue? No, just a constant of blue that is an adequate quality.

And you see somebody who can really paint still stumbling about looking for technique — a total overrun.

Someplace one says, "That's the TECHNICAL CHARACTER adequate to produce an emotional impact." And that's it. Now he CAN. So he devotes himself to messages.

If you get this tangled up or backwards, the art does not have a good chance of being good. If one bats out messages without a TECHNICALLY EXPERT carrier wave of art, the first standard of the many spectators seems to be violated.

The nice trick is to be a technician and retain one's fire. Then one can whip out the masterpieces like chain lightning. And all the great artists seem to have managed that. And when they forked off onto a new trail they mastered the technique and *then* erupted with great works.

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It is a remarkable thing about expertise. Do you know that some artists get by on "technical expertise adequate to produce an emotional impact" alone with no messages? They might not suspect that. But it is true.

So the "expertise adequate" is important enough to be itself art. It is never great art. But it produces an emotional impact just from quality alone.

And how masterly an expertise? Not very masterly. Merely adequate. How adequate is adequate? Well, people have been known to criticize a story because there were typographical errors in the typing. And stories by the nonadept often go pages before anyone appears or anything happens. And scores have been known to be considered dull simply because they were inexpertly chorded or clashed. And a handsome actor has been known not to have made it because he never knew what to do with his arms, for all his fiery thunderings of the Bard's words.

Any art demands a certain expertise. When this is basically sound, magic! Almost anyone will look at it and say Ah! For quality alone has an emotional impact. That it is cubist or dissonant or blank verse has very little bearing on it; the type of the art form is no limitation to audience attention generally when it has, underlying it and expressed in it, the expertise adequate to produce an emotional impact.

The message is what the audience thinks it sees or hears. The significance of the play, the towering clouds of sound in the symphony, the scatter-batter of the current pop group, are what the audience thinks it is perceiving and what they will describe, usually, or which they think they admire. If it comes to them with a basic expertise itself able to produce an emotional impact they will think it is great. And it will be great.

The artist is thought of as enthroned in some special heaven where all is clean and there is no sweat, eyes half closed in the thrall of inspiration. Well maybe he is sometimes. But every one I've seen had ink in his hair or a towel handy to mop his brow or a throat spray in his hand to ease the voice strain of having said his lines twenty-two times to the wall or the cat. I mean the great ones. The others were loafing and hoping and talking about the producer or the unfair art gallery proprietor.

The great ones always worked to achieve the technical quality necessary. When they had it they knew they had it. How did they know? Because it was technically correct.

Living itself is an art form. One puts up a mock-up. It doesn't happen by accident. One has to know how to wash his nylon shirts and girls have to know what mascara runs and that too many candy bars spoil the silhouette, quite in addition to the pancreas.

Some people are themselves a work of art because they have mastered the small practical techniques of living that give them a quality adequate to produce an emotional impact even before anyone knows their name or what they do.

Even a beard and baggy pants require a certain art if they are to be the expertise adequate to produce an emotional impact.

And some products produce a bad *mis*emotional impact without fully being viewed. And by this reverse logic, of which you can think of many examples such as a

dirty room, you can then see that there might be an opposite expertise, all by itself, adequate to produce a strong but *desirable* emotional impact.

That is how good a work of art has to be. Once one is capable of executing that technical expertise for that art form he can pour on the message. Unless the professional form is there first, the message will not transmit.

A lot of artists are overstraining to obtain a quality far above that necessary to produce an emotional impact. And many more are trying to machine-gun messages at the world without any expertise at all to form the vital carrier wave.

So how good does a piece of art have to be?

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REMIMEO

ART SERIES 3

STAGE MANNERS

An actor, performer or musician should have a good command of what is called "stage manners."

While it is not possible here to give a full text on the subject, these basics should suffice.

1. The performer purpose is basically communication.

   a. To communicate one must have R (Reality) — which is to say one must be visible.

   b. To communicate one must have R that there is an audience there to be communicated to.

   c. A degree of affinity with or for the audience must be physically expressed. (One cannot treat an audience with contempt, for instance.) (A perpetual smile is not a must, a respectful look, a friendly look does as well.)

If you look over the above ABCs you will see that the general basic of stage manners is the ARC triangle. From this almost anything else can be derived.

However, there are some traditional rules.

I. You *accept* applause. This is the contribution of the audience. You do not cut it off. You acknowledge it with bows or other physical actions. But you *accept* it. You don't dodge it.

II. You never turn your back on the audience. (An exception is an actor in play stage situations.) You turn in such a way as to turn facing the audience. You do not turn the other way around and so give them your back.

III. Never express embarrassment or stage fright even when you feel it. Force yourself into a physical appearance and expression of poise.

IV. If you goof, ride right over it. Do not break off, call attention to it or look helpless or foolish. Just ride right over it and go on.

V. If you do not know what to do with your hands or feet, don't do anything with them. Avoid twisting your feet or legs or hands or arms around. Don't fiddle with things. Be positive in motion.

VI. During breaks or silent periods remember you are still on stage and stage manners still apply.

VII. Always appear to be in control of the place and the audience.

VIII. Never let your poise be shattered by a sudden surprise. Ride over it and handle.

IX. A performer DOMINATES an audience

a. by his comm,

b. by his art,

c. by his technical perfection,

d. by his stage manners.

None of this means that one cannot clown, joke, act superior or even seem austere. These are the arts of presence. But even in doing these, stage manners are observed.

If as a small child one was always cautioned about his manners and resented it one should get a clear idea of what manners are:

In a culture manners are the lubrication that ease the frictions of social contacts.

On the stage, stage manners are the means of smoothing the problems of interchange between audience and performer.

The hallmark of the professional performer, next to his art and expertise, are flawless stage manners.

Stand before a full-length mirror. (Or use videotape.) Assume the postures of your act. Accept applause gracefully. Bow gracefully. Smile pleasantly. Laugh. Be dignified. Demonstrate poise. Assume the posture needed for a nonapplauding audience. Ride out boos. Demand more applause. Do the postures to end your performance after applause. Accept a standing ovation. Deplore not being able to give an encore. Appear at the start for a first part of a performance. Assume the postures and poise needed on stage during a one-minute break between numbers. Accept a plaque. Accept flowers. Ride over a bad goof. Be respectful to the audience. Kid the audience out of it. Do each one of the IX rules. AND ALL WITHOUT SAYING A WORD. Do it with physical motions or lack of them.

When you can do all these things and look right to yourself and feel easy about them you will have and be confident of your stage manners.

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ART SERIES 4

RHYTHM

RHYTHM: Any kind of movement characterized by the regular recurrence of strong and weak elements. *Rhythm* denotes the regular patterned flow, the ebb and rise of sounds and movement in speech, music, writing, dance and in other physical activities. *Meter* basically means *measure* and applies to a system or pattern of measured recurrence of length, beat or numbers in poetry or music.

TYPES OF MUSIC RHYTHM

There are SIX distinct types of rhythm in music. These are:

REGULAR: Meaning the evenly accented (stressed) beat.

SYNCOPATED: The placing of upbeats along with downbeats at regular or irregular intervals.

STOPPED: In a stopped rhythm there are regular distinct halts to the flow of melody, but all the beats are there, they are simply regularly halted for an interval. (The term comes from choreography as in tap dancing where the dancer taps fill the stops.)

ACCENTED: Where one or more beats in a measure received a stronger stress (beat) or accent. Accent in a rhythm can be done by volume, duration, pitch or tone quality (timbre).

OMITTED BEAT: The regular omission of one or more beats in measures. Time may have to be counted over two or more measures in order to regularly omit. (Soul, Motown.)

ADDED BEAT: Additional strong or, generally, weak beats are added to the rhythm in a consistent or inconsistent manner. (Bongos, congas, etc.)

USAGE

Any and all rhythms are made up of the six basics above. One, two or more can be employed in complex patterns.

REPETITION

Rhythm is rhythm because of repetition (recurrence).

RAPPORT

RAPPORT: Relationship, especially, one of mutual trust or affinity.

An audience in rapport is different than an audience of spectators.

An audience in rapport PARTICIPATES in small or large ways with the performer or the artist or work of art, often by vocal or body motion.

Such participation is achieved by:

1. Reliance on the even recurrence of the rhythm.
2. Ability to predict it will recur.
3. Formation of agreement by such reliable prediction.
4. Permitting the audience to fill gaps or significances. Regular omission of a beat or step or full explanation causes the audience to fill it for themselves and brings about physical or mental participation.

RHYTHM

All life is a repeating pulse and ebb and surge of motion.

Life becomes difficult when rhythmic prediction cannot occur. Anxiety sets in. It is a relief to participate in predictable rhythm in an art form. It is safe and reassuring. If the rhythm is exciting it is also exciting. Therefore participation in predictable rhythm is pleasure and even joy.

IMPINGEMENT

When one changes rhythm within a single work one "makes wrong" because the person has predicted the rhythm but the prediction is not met. Thus he is wrong. If the rhythm recurs, the person is made right.

A new rhythm attracts attention. If it is agreed with and recurs it gets participation.

ART FORMS

The above materials, while written from the viewpoint of music, apply to any art form.

Even prose has a rhythm.

Not all rhythms are pleasant or acceptable.

Many ways exist to utilize these observations on rhythm — i.e., one can begin an unwanted rhythm, using the audience objection to impinge and then turn it into a wanted rhythm.

As life itself is going through time and as time is recurrence, some rhythms are too dull to attain any attention.

Rhythm, used in art forms, must therefore slow or speed or change the expected rhythms of ordinary life in order to command attention.

Rhythm can soothe, lull, excite, arouse to any point of the emotional Tone Scale.

A rhythm one-half to one tone below the usual rhythm in life will depress or degrade an audience.

A rhythm one-half to one tone above the usual rhythm will dominate and interest.

Rhythm and its expression is the basic key to all art forms.

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REMIMEO

ART SERIES 5

ART AND COMMUNICATION

When a work of painting, music or other form attains two-way communication, it is truly art.

One occasionally hears an artist being criticized on the basis that his work is too "literal" or too "common." But one has rarely if ever heard any definition of "literal" or "common." And there are many artists simply hung up on this, protesting it. Also, some avant-garde schools go completely over the cliff in avoiding anything "literal" or "common" — and indeed go completely out of communication!

The *return* flow from the person viewing a work would be contribution. True art always elicits a contribution from those who view or hear or experience it. By contribution is meant "adding to it."

An illustration is "literal" in that it tells everything there is to know. Let us say the illustration is a picture of a tiger approaching a chained girl. It does not really matter how well the painting is executed, it remains an illustration and it IS literal. But now let us take a small portion out of the scene and enlarge it. Let us take, say, the head of the tiger with its baleful eye and snarl. Suddenly we no longer have an illustration. It is no longer "literal." And the reason lies in the fact that the viewer can fit this expression into his own concepts, ideas or experience: he can supply the why of the snarl, he can compare the head to someone he knows. In short he can CONTRIBUTE to the head.

The skill with which the head is executed determines the degree of response.

Because the viewer can contribute to the picture, it is art.

In music, the hearer can contribute his own emotion or motion. And even if the music is only a single drum, if it elicits a contribution of emotion or motion, it is truly art.

That work which delivers everything and gets little or nothing in return is not art. The "common" or overused melody, the expected shape or form gets little or no contribution from the hearer or viewer. That work which is too unclear or too poorly executed may get no contribution.

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Incidental to this, one can ask if a photograph can ever be art, a controversy which has been raging for a century or more. One could say that it is only difficult to decide because one has to establish how much the photographer has contributed to the "reality" or "literalness" in front of his camera, how he has interpreted it, but really the point is whether or not that photograph elicits a contribution from its viewer. If it does, it is art.

Innovation plays a large role in all works which may become art. But even this can be overdone. Originality can be overdone to the point where it is no longer within any possible understanding by those viewing or hearing it. One can be so original one goes entirely outside the most distant perimeter of agreement with his viewers or listeners. Sometimes this is done, one suspects, when one has not spent the labor necessary to execute the work. Various excuses are assigned such an action, the most faulty of which is "self-satisfaction" of the artist. While it is quite all right to commune with oneself, one cannot also then claim that it is art if it communicates with no one else and no other's communication is possible.

The third flow, of people talking to one another about a work, can also be considered a communication and, where it occurs, is a valid contribution, as it makes the work known.

Destructive attitudes about a work can be considered as a refusal to contribute. Works that are shocking or bizarre to a point of eliciting protest may bring to themselves notoriety thereby and may shake things up, but when the refusal to contribute is too widespread, such works tend to disqualify as art.

There is also the matter of divided opinion about a work. Some contribute to it, some refuse to contribute to it. In such cases one must examine who is contributing and who is refusing. One can then say that it is a work of art to those who contribute to it and that it is not to those who refuse to contribute to it.

Criticism is some sort of index of degree of contribution. There are, roughly, two types of criticism: one can be called "invalidative criticism," the other "constructive criticism."

Invalidative criticism is all too prevalent in the arts, for there exist such things as "individual taste," contemporary standards and, unfortunately, even envy or jealousy. Too often, criticism is simply an individual refusal to contribute. One could also state that "those who destructively criticize can't do."

"Constructive criticism" is a term which is often used but seldom defined. But it has use. It could probably be best defined as criticism which "indicates a better way to do," at least in the opinion of the critic. Those who simply find fault and never suggest a practical means of doing it better rather forfeit their right to criticize.

Art is probably the most uncodified and least organized of all fields. It therefore acquires to itself the most "authorities." Usually nothing is required of an "authority" except to say what is right, wrong, good, bad, acceptable or unacceptable. Too often the sole qualification of the authority (as in poor teaching of some subjects) is a memorized list of objects and their creators and dates with some hazy idea of what the

work was. An "authority" could considerably improve his status by using rather precise definitions of his terms. The modern trend of seeking the significance in what the artist meant is of course not likely to advance the arts very much.

Viewing and experiencing art on the basis of what one is contributing to it and what others contribute to it is a workable approach. And it would result in improved art and improved appreciation.

Such a viewpoint, interestingly, also includes some things into the field of art not previously so viewed.

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REMIMEO

ART SERIES 6

ART IN ITS BASICS

Every separate sector of artistic creations has its own basic rules. Such areas include writing, painting, lighting, camerawork, costumes, sets, marketing, recording, mixing — every contributory sector to a final art offering.

Each one of these areas has basic stable data which govern it. They are contained in the textbooks on these subjects.

These are the rules — the stable data, the senior data of each specialized activity.

We follow the rules because the rules give impact, effect and message. We don't follow the rules because we're told to, we follow the rules to get a product that is effective and brings about what we want brought about.

Anybody who thinks it's just an odd idea that you just follow the rules should get Short Form Product Clearing, because rules have everything to do with the value of the product.

Anybody can turn out amateur junk. Who looks at it? Who would look at it even if they were paid?

The distance between amateured junk and an effective product is accomplished by knowing and following the basic rules and using them expertly. When you add to this dexterous handling of materials and equipment and then add some experience, you have a professional.

When you add a dash of good sense and talent you have a knockout.

Be a professional in whatever you do, the tale is told by the effectiveness of the product on its viewers and intended public.

So whatever your specialty, you have to sort out what the senior data are — the rules — and know them cold, so you don't even have to think about them and can think with them.

Did you ever realize that each one of these specialties has only a dozen or two rules?

A=A=A is the way most people handle data. Some of these A's, however, really have a thousand times the importance of other data. If you know these and sort them out, you have a chance of becoming a professional and if you have sorted them out and can think with them and have manual dexterity with materials and equipment, any professional in that field will recognize you as a professional, but far more important, your specialty will communicate.

If you disregard the above, you'll be out of communication with your specialty, not only specialty but every viewer including kids, whether they know the rules or not.

Be a professional in whatever you do.

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REMIMEO

ART SERIES 7

FINE ARTS VERSUS ILLUSTRATIONS

The division between fine arts and illustrations is that fine arts permit the viewer to contribute his own interpretations or originations to the scene, whereas illustrations are "too literal" and give him the whole works.

To evoke an emotion in fine arts, the spectator must be invited to contribute part of the meaning.

In a poster, the viewer is most often intended to be clobbered.

In illustration, the viewer is intended to be informed.

A work of fine art can elicit quite different emotional contributions from one member of an audience to the next as he is left free to some degree to contribute meaning and emotion at his choice.

In fine arts, the viewer must supply something to make it complete.

Fine arts evoke some chord in the viewer's nature or past.

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ART SERIES 8

A PROFESSIONAL

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ART IN ITS BASICS

A professional is somebody that can produce a high-quality product. A professional is not an audience, and when he views things, he looks for what's good in them and neglects the poor, low-grade things. The reason he does this is so he has an ideal scene. Without an ideal scene, he just operates off technical data and produces, artwise, a low-quality product and isn't a professional. Without an ideal scene, he can never get a preconception of the shot.

In viewing things that approach an ideal scene, the true professional works out how they did it and when presented with similar tasks of production, can bring off things which approach an ideal scene in his own work.

Another thing that separates a member of the audience from a professional is that the professional only thinks in terms of getting out an actual product. It never enters his head that he's just there for the ride or that being an "expert" is enough. A member of the audience has no faintest concept or idea of getting out a product.

A professional knows the rules of the game as a matter of course so that he can achieve, in the upper strata above that, a high quality of art.

When a person simply looks at everything as to whether he "likes them" or "not likes them," he's just an audience and he's on the wrong side of the footlights.

This applies to a writer, a director, an actor, a cameraman, a makeup man, a propsman, a wardrobe man, a producer, an artist — any professional.

Without this viewpoint, he never accumulates ideal scenes, so how could he produce anything good? He never has a memory library to compare his own products to.

Be a Professional.

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REMIMEO

ART SERIES 9

To do a montage, shot or work of art that talks one must:

1. Figure out what your message is.

2. Decide to communicate the message.

3. Put things or arrangements in that contribute to the message.

4. Take out or exclude things or arrangements which don't contribute to it.

It also helps to know what is meant by "message." (Definition: Message — is a unit communication of a significance.)

It also helps to know the definition of "montage" which is — a series of shots with one message.

One should also know the definition of a shot and should understand that a short cut or glimpse of something is just a blip or some frames as opposed to a scene or a "picture" and there is really a missing word for this in the English language.

A scene is a picture with a message in its own right.

A shot is anything and it has no message in its own right and doesn't talk unless connected to other shots or scenes.

One should also know what is a sequence and what is an action sequence.

A sequence is a series of scenes related by location or general subject. In films or a photo story it is comparable to a chapter in a book.

An action sequence is often fast cut to give the appearance of rapid movement and will never be a montage as each picture in it is a scene and therefore has its own message.

Individual shots in a montage have little meaning in themselves individually but when cut together deliver a single message.

By confusing an action sequence and a montage or a montage shot and a scene, one gets very little audience reaction, and after all, that's the name of the game.

Doing things for self-satisfaction is for professors who can't.

All of this comes under the heading of integration. Integration consists of uniting the similar.

If you try to unite the totally dissimilar and unrelated you don't have integration and you don't have art. You have chaos.

The principle of integration applies to all editing and composition in all fields.

The above 1, 2, 3 and 4 is a formula that helps one to achieve clear aesthetic communication of art.

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REMIMEO

ART SERIES 10

THE JOY OF CREATING

Force yourself to smile and you'll soon stop frowning.

Force yourself to laugh and you'll soon find something to laugh *about*.

Wax enthusiastic and you'll very soon feel so.

A being causes *his own* feelings.

The greatest joy there is in life is creating.

Splurge on it!

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REMIMEO

ART SERIES 11

HOW TO VIEW ART

There is a skill needed by anyone engaging in any of the fields of the arts including writing, music, painting, editing of films, mixing — in other words across the boards.

It is the ability or skill, native or acquired, to view any piece of work in a new unit of time each time one views it. One has to be able to sweep aside all past considerations concerning any piece of work which has been changed or is under handling and see it or hear it in a brand-new unit of time as though he had never heard of it before.

By doing this, he actually sees or hears exactly what is in front of him, not his past considerations concerning it.

The skill consists solely of being able to see or hear in a new unit of time as though one had never seen or heard the work before.

Only in this way can one actually grasp exactly what he now has before him. When he does not do this he is viewing or hearing, in part, what he saw or heard before in memory and this gets confused with what it now is.

If one can do this he can wind up with stellar presentations. But all too often, when he doesn't do this, he winds up with hash.

Some painters, for instance, will redo and redo and redo a painting up to an inch thick of paint when, possibly, several of those redos were quite acceptable. But he continued to try to correct the first impressions which were no longer there. By not viewing his painting in a new unit of time as though he had never seen it before he cannot actually get a correct impression of what is in front of him.

Some painters or illustrators have a trick by which to do this. They look at their painting via a mirror. Because it is now backwards they can see it newly.

There is another trick of looking at a painting with a reducing glass (like looking at a view through the wrong end of a telescope) to reduce the painting to the presentation size it will eventually have, let us say, on a printed page. It is quite remarkable that this reduction actually does change the appearance of it markedly. But at the same time a small painting, enlarged, can be absolutely startling enlarged when it did not look good at all small. But this is actually change of format, not viewing in a new instant of time. The additional skill of viewing something in a new instant of time is also vital.

When anyone engaged in any of the arts in any field has not acquired this skill, he never really knows when he has arrived at the point of completion. And he can often get a distorted opinion of a piece of work which does not any longer merit it.

AUDIENCES

There is another skill which is also acquired in the field of seeing or hearing. This is being able to assume the viewpoint of the audience for which the work is intended.

There are certain areas which pretend to teach various arts while actually covertly trying to wreck the future of the student, which stress "self-satisfaction" as the highest possible goal of engaging in any work related to any of the arts. There is, it is true, a considerable self-satisfaction in producing a good piece of work. But to profess that one works in these fields for his own self-satisfaction is to overstress the first dynamic to such a point that the work of the artist or technician then fails miserably. It is actually pure balderdash and a sort of a weak limping apology for not being successful to say that one works for his own self-satisfaction.

This false datum can mix up many artists and technicians who would otherwise be quite successful. For it blocks out the one test which would make him successful: the audience.

It is quite vital that anyone engaged in any of these fields be able to assume the viewpoint of the eventual audience.

One has to be able to see or listen to any product he is engaged in from the audience viewpoint.

He can, of course, and has to, view it from his own viewpoint. But he has to be able to shift around and view or hear it from the audience viewpoint.

There are some tricks involved in this. One of them is to keep an ear open for "lobby comment." After a performance or viewing of any work or cinema or recital or whatever — not necessarily one's own — one mingles with or gets reports on those who have just experienced the presentation. This isn't really vital to do. It is quite feasible actually simply to assume a viewpoint of an audience one has never even seen. One just *does* it.

A mixing engineer often puts this to a further test but this is because what he is busy mixing on his high-priced top-quality equipment is not what the audience is going to hear. So he takes a cheapo Taiwan wrist cassette-player speaker or a 3-inch radio speaker from the local junk store and he listens to the program he has just mixed through it. This tells him what the audience will actually be hearing. But this is mainly a technical matter as it is true that excellent speakers or earphones may handle easily certain distortions in a mix or performance whereas the cheapo speakers shatter on them. When they do, one adjusts the mix without spoiling it so that it will play over a cheap speaker. This is a sort of a mechanical means of assuming the viewpoint of an audience. But the necessity to do this is introduced by equipment factors.

The truth of the matter is even the mixing engineer is *not* mixing to remedy "faults" but is mixing for an optimum quality presentation to an audience. To know when he has it, it is necessary for him to assume the viewpoint of the audience.

In all arts it is necessary to be able to shift viewpoint to the viewpoint of the listener or viewer other than oneself. And this extends out to audiences.

SUMMARY

What really separates the flubbers and amateurs from the professional are these two skills. One has to be able to view or hear anything he is working on at any time in a brand-new unit of time. And one has to be able to see or hear his production from the viewpoint of the eventual audience.

In other words the really excellent professional can be fluid in time, not stuck in the past and can be facile in space location.

There is no reason why one should be stuck on the time track or fixated in just his own location in space.

Actually, just knowing that these skills can exist is often enough the key to acquiring them.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 8 OCTOBER 1964
(Also issued as an HCO PL, same date and title)

REMIMEO

ART SERIES 12

ARTISTIC PRESENTATION

(Reissued 28 Jan. 84 to add to the Art Series.)

For some time in some quarters in Scientology we have had a problem with regard to presentation. Magazines are sometimes badly proofed, books are often shabbily done, tapes are played to the public on Woolworth recorders, etc. In some quarters we do very well, but in many we don't.

I have been looking this over for some time and have just realized what it is all about.

We live in a machine world. The whole yap of TV and newspapers is directed toward reducing effort. The primary goal of the civilization in which we live, it seems, is to reduce all personal effort to zero.

The less effort a being can confront, the more effect of effort he becomes.

If you reduce a man's effort output to zero, you will also collapse his bank on him.

The modern trend of "don't do" accompanies the modern trend of an increased percentage of the insane in the society.

The crazier a person is, the less he accomplishes or does.

So we live in a world which is oriented to drive men mad.

But, more pertinent to us, we suffer from the continuous bait — "do it the *easy* way." "Do it in the way that will demand the least effort."

We see this in manufacturing particularly — the easiest way is the cheapest way is the most profitable way.

So we get into a "do it the easy way."

Well, that may apply to making spoons for profit, but it does *not* apply to presentation.

The whole world of the arts is directly opposed to the philosophy of the businessman or manufacturer.

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Art seeks to create an effect. An effect is not always created the *easy* way. Indeed, the better effects are quite difficult to achieve.

One can fall into creating easy effects to such a degree that one fails completely.

For instance, a dozen cakes are in competition at a county fair. The one that wins is not the easiest cake to make. True, the cook that made the winner may have some easy ways to shortcut cake baking. But the winning cook actually takes that extra bit of care to make it all just right.

It isn't magic or luck that makes the professional. It's hard-won know-how *carefully applied.*

A true professional may do things pretty easily from all appearances, but he is actually taking care with each little bit that it is just right.

The winner has it instinctively. The loser rarely even grasps the concept of "do it right."

Artistic presentation always succeeds to the degree that it is done *well*. How *easily* it is done is entirely secondary.

To the world of presentation, of putting up mock-ups, the only guide is take the care necessary to do a good job.

To the world of the businessman, the manufacturer, the primary guide is "how can we do it easily."

These two philosophies clash.

We are taught daily in advertisements, by union leaders, by socialists, that DO IT WITH THE SMALLEST EFFORT is the greatest goal in life. Do the least work for the most pay. Buy the automatic machine that chews up the most clothes in the least time. Use the roofing paper that goes on quickest and keeps out the least rain. Vote for Jinx who will make all the world eat without working. Do nothing yourself. Shove it off on the Mix-Up Accounting Company — or the man at the next desk.

That all this leads to total dependence on gadgets, total enslavement to mounting economic puzzles, even to total enslavement to a Commissar Krushtoad in the next generation is neglected utterly. That less than two centuries ago we lived quite well and built more strongly and were a lot saner without all these ads, tools and commissars is never mentioned.

Man is solving himself to extinction. And all on the slogan "Don't exert yourself."

It's gotten so bad that people are shrugging off all responsibility for the state, for their friends, for anything and everything. "Nothing has anything to do with anybody" is the epitaph that nobody will take the trouble to write on the tombstone of this civilization.

Now, this is no rant against automation or gadgets or self-sterilizing cat petters.

Use all the gadgets you can lay your hands on — if they really do work in your hands and don't absorb all your time in earning their price or repairing their faults.

No, my thought here is only this — keep your action level above your gadget level.

Keep ahead of automation. Keep ahead of do-it-for-you. Don't disenfranchise yourself by giving all your work away — to a machine, to a fellow worker.

If you've got equipment, do one of two things: (a) Use it to increase your production of effects or (b) Get rid of it.

But first and foremost realize that in presenting something, in trying to put up mock-ups, that the best way isn't always the easy way. The best way is *only the more effective way*.

Work out first what effect you are trying to produce. Then when you've got that all taped, *only* then consider the easiest way to do it. And never consider the easier way at all if it is less effective.

Art takes that extra bit, that extra care, that bit more push for it to be effective art.

There is no totally easy way to produce a desirable effect.

And the day you drop some of your ideas of the effect you want to produce is the day you get a little older, a little weaker, a little less sane.

So don't buy the easy way. Buy only the effective way. If some of its points can then be made easy, good. If not, do it the hard way.

And only if you realize this can you escape the gargantuan trap of a society with the mass goal of "Nothing should ever be done by anything but a machine or somebody else."

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 25 FEBRUARY 1984

REMIMEO
DIRS OF PROMO
MARKETING HATS

ART SERIES 13

DEPTH PERSPECTIVE

The subject of depth perspective applies to filmmaking and photography as well as to art and design.

Perspective means the art of conveying the impression of depth and distance; representation of scenes as they appear to the eye by means of correct drawing, shading, etc. (Funk and Wagnalls *Standard Dictionary of the English Language,* International Edition)

The following are the eight types of perspective:

1. Depth by aerial perspective. Distant areas go hazy; near areas go sharp.

2. Depth by color. Warm colors appear to advance while cool hues recede from the observer. All colors appear to have their relative distances according to the background against which they appear.

   Darker and lighter of the same color, even if different shades, is not a point of depth perspective.

3. Depth by linear perspective. There are two other factors which give the illusion of space. One is illumination. By making an object recede and diminish as it goes back, one gets an illusion of space depth.

   The other is perspective by which parallelisms of lines are plotted to withdraw to a common point of infinity "behind" the picture. These lines are always drawn in to converge at this preselected infinity point. This point may be within or outside the frame of view but it is always "behind" the picture within it or to the left, right, above or below it — but always at an infinite distance away from the viewer. Perspective can actually be plotted and drawn in with a ruler from the infinite point forward and it will give the planes, lines and lack of parallelism to rectangles, etc.

4. Depth by light.

5. Depth by light as shadow.

6. Depth by solidity. Solidity of shapes is different than shadow actions. The solidity itself is special. A thing can be drawn to be solid. Then one can add perspective. Shadows are closer to illumination.

7. Depth by focus. Things when quite near are sharp. Things that are far are a bit blurry. Sharp sun gives you sharp detail. In photography, for soft focus, put a little spiral of Vaseline in the middle of the lens.

8. Depth by lateral movement.

This is the first codification of these as distinct types of perspective.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO BULLETIN OF 26 FEBRUARY 1984
ISSUE I

REMIMEO

ART SERIES 14

COLOR

Color is one of the basic tools that must be well understood and used in many areas of artistic endeavor: painting, photography, set design for stage or cine, interior design and so on.

COLOR HARMONY

Color harmony is found by the use of a color wheel. Using a cine set as an example, color harmony concerns the key color in the set which is determined by the color that one cannot change — as in an outdoor set where there may be predominantly green grass; or where the lead character must wear a specific color for his costume. It is the biggest amount of color in the scene, or what you are trying to concentrate your people's attention on in the picture. Harmonious colors are based on the key color and this would then be the basic setting for the color wheel for sets and costumes.

The dominant colors must integrate when put together and make the scene look like it belongs together (which is the reason you use a color wheel). Color has to be used to make something look like it belongs together, not so it's "pleasing."

There are four types of color harmonies most usually described in texts on the subject:

1. "Direct" harmony: This is the color directly opposite the key color on the color wheel. This color is also known as the "complementary color" or "complement" to the key color. In the direct harmony one has the equal or lesser amount of color in the scene as complementary.

2. "Related colors": The immediate adjacent areas to the key color are the "related colors." When you go two spaces away from the key color on a color wheel, you are stretching color harmony. Some color harmony texts refer to these adjacent colors to the key color as "analogous harmonies."

3. "Split complementary" or "Splits": This refers to the colors immediately adjacent to the *complement* of the key color. When you go into splits, you actually should apply them only to lesser image sizes and even then sparingly.

4. "Triadic harmony," "Triadics" or "Triads": This refers to the colors two spaces to either side of the key color's complement. When you go into triadics, you are dealing with just spots of color in a picture.

When you use triadics and splits, they have to be in small areas.

The fewer the colors in a scene, the more integrated the scene looks.

One color wheel that has been found useful is the *Grumbacher Color Compass,* published by M. Grumbacher, Inc., 460 West 34th Street, New York, New York 10001. It is available in many artist's supply stores and may also be ordered directly from the publisher.

COLOR DEPTH

There is another aspect of color which must be understood, and that is "color depth." This is the apparency of depth (relative distance from the viewer) characteristic of different colors and depending on the background against which they appear.

Against a white background, colors give the illusion of distance from the viewer in the order:

blue-green (apparently nearest the viewer)
blue
purple
red
yellow
yellow-green (apparently farthest from the viewer)

Against a black background, the apparency of distance changes:

red (nearest)
orange
yellow
green
blue-green
blue
violet (farthest)

Color depth and color harmony must be used in conjunction.

As an example of the use of this tech, I was once submitted a set design for a film which looked a bit unintegrated, as though it didn't really belong together. The main fault was that a blackboard in this particular classroom scene looked like it was closer to the audience than the students, when it was actually farther away — thus robbing the set of depth. I tried to work with the color wheel to find some different color background for the set and discovered at that time that I couldn't get the combination that had been proposed on a color wheel or on the depth perception chart. It turned out that the blackboard would have to be yellow to make the set come off.

As another example, a proposed set design for a Greek temple I was handed had its color depth backwards, collapsing the set and making it look small. The back walls and floors and pillars should have been Greek white marble, and a decorative frieze set in the back wall (because of the white backgrounds in this set) could only have been apple-green.

The costumes would also have to have followed color depth perception — fabrics of almost all hues were available in Greece.

Further data on color depth may be found in the book *The Techniques of Lighting for Television and Motion Pictures,* by Gerald Millerson, and published by Hastings House, 10 East 40th Street, New York, New York 10016.

COLOR ASSOCIATIONS

According to marketing research, there is a whole index of emotional responses to colors. For example, blue is usually associated with knowledge or serenity; yellow is mostly associated with value and red prompts impulse buying. There have been various studies done on these associations, and it is worth the artist's time to become familiar with the subject. The television lighting text mentioned earlier (Millerson) includes a short section on color associations.

As an example of the use of color associations, one would not use a blue, connoting serenity, as a key color for a painting meant to convey terror. The message ends up garbled.

The principles of color depth, color harmony and color associations are invaluable tools for forwarding your message. Learn them well.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 26 FEBRUARY 1984
ISSUE II

REMIMEO

ART SERIES 15

ART AND INTEGRATION

Art is the result of INTEGRATION of all its components. One can add that the result invites CONTRIBUTION of and from the beholder.

It isn't very mysterious.

By components we mean all of the parts which go to make up a whole. In a picture or a painting or ad or set design, this would include such things as the actual objects to be shown, color, color harmony and color depth, depth perspective, geometric design and the use of mood lines, and calligraphy or the form of type to be used. There may be other components which would enter into it as well.

The components that go into a work of art depend upon the art form itself. In music, for example, a matter of integration is that the melody has to match the rhythm and the tonality of instrumentation has to match the mood — otherwise you get no integration in music.

Components are chosen only because they INTEGRATE into a whole design. Only then does one have something pleasing. Otherwise everything sticks out like sore thumbs.

Artistic designs are good when they attain a harmony of components. When components clash — except when used to counterpoint or overtly make a clash — it is because they have nothing in common. A Model T Ford in a 1560 A.D. formal garden is a violation of integration. Because it is an outpoint. Cubes, nicely stacked and orderly, do not blend with broken glass.

Things have to be of a kind to integrate into art and the introduction of something contrary can only be used for counterpoint, perhaps to accentuate the integrity of the remainder.

MESSAGE

The purpose of art is to communicate an intended MESSAGE. Message is what you want someone to *think* about things. It is not a description of things. It is that which communicates a significance.

Messages can be feelings, sensations, desires, repugnance — practically anything that anybody is capable of thinking of. The *idea* is dominant. The technique exists to forward the idea and give it punch and power.

Thus, the selection of components that *integrate* is done to forward and assist the message. And with the selection and arrangement of components so that they do integrate, we are into composition.

But message comes before composition.

Composition is not a subject in itself. It is simply a portion of the harder subjects of meaning and message and emotion.

COMPOSITION

The word "composition" is misdefined in most dictionaries in that these definitions usually state it is a thing in itself. But composition cannot exist independently of a message. Therefore, I have arrived at a comprehensive definition of it which would be:

COMPOSITION: ANY OR ALL OF THE ACTIONS NECESSARY TO INTEGRATE AND GIVE MEANING TO A MESSAGE.

And I have gone further in handling it than the many textbooks with their infinity of rules for composition, some of them valid, many of them false and misleading. I have the WHY that one should compose properly and that is: to make a scene or picture *integrate* rather than disperse. That is why one uses color harmony, geometric design, mood lines, center of interest and other such tools.

All one is trying to do is make a scene not violate itself by introducing things that don't naturally seem to belong to it or, by introducing a positive contradiction, to cause shock or impingement.

Composition is simply locating things as they would be expected and, for impingement, locating something that would not be expected or that contradicts, and at the same time controlling direction and interest.

Composition simply consists of putting shapes together which belong together and not introducing or including something that doesn't belong there. This applies to objects (type of), color harmony, color depth, depth perception, etc.

CENTER OF INTEREST

In any scene or design there is a center of interest and it would tie in intimately with the message. If one just doesn't have any message, composition can go awry. The breakthrough here is that composition is inextricable from message. Without message it becomes merely trite composition. Or one can wind up conveying two messages and this is called splitting interest, which is dispersal — not integration. It isn't that one can't have two points of interest but, if so, one combines (or integrates) the two points of interest. If you split interest and don't combine the two points of interest, the result is no message.

OBJECTS

Choice of objects is important to integration. The type or types of objects chosen for a scene must fit together. For example, one may be working with a nautical motif but that would narrow down to a specific period of nautical history or experience. The period of decor would not be mixed. If it should be the clipper ship era — 1802 to 1840 — one would choose objects from that period. Figureheads, for one thing, go with clipper ships — the romantic era of sail. So do captain's chairs. Introduction of the Queen Mary, which is 1930, into the scene would be an outpoint. If it is to be INTEGRATED, it would be clipper ship, 1802 to 1840.

GEOMETRIC DESIGN

On the subject of geometric design, a design takes its geometric form from the dominant object you have to include in your scene.

Geometric design has to do with consistency. This also has to do with integration.

Things which do not have a consistent geometric design — although it can be counterpointed by other geometric design — look like they don't belong there.

As an example of a basic design fault, one could first make the mistake of putting circles on a rectangle and then compound the error with use of rectangular lettering. Different typefaces at different levels, nonparallel, would add to the confusion. The design would lack geometric integration; it would not really integrate with its shapes. The design fault would have to do with nonparallelism of lines.

The artist may know what it is supposed to be all about, but the fact is he is trying to communicate something to an audience. When one has a nonintegrative design — a mixture of circles and spheres and triangles and rectangles and/or different typefaces at different, nonparallel levels, the geometric message is confusing. And the audience result will be confusion.

Classic design is concerned with geometric patterns relating with similar geometric patterns — circles with circles, squares with squares, etc., which can be counterpointed with other geometric shapes. Other basic shapes are triangles, ovals, rectangles, horizontal and vertical lines. Consistency of the shape chosen, repeated in other shapes, is the basis of classic design.

The whole idea of a design is to make something look like it belongs together. That is the reason back of use of geometric designs. It isn't that they are geometric forms. It is to attain the target of consistency and integration. That is why things look smooth and pretty or why they look jarring and ugly. They are either integrated in geometric design or they are messed up in design with mixed geometric designs.

For example, rectangular and octagonal do not go together. Octagons and triangles, however, do go together as the octagon breaks down into triangles. Rectangles, though, don't go along with this and, in fact, don't even counterpoint it. The essence of geometric design is consistency of geometric form.

Mood lines come into play here as a means of communicating the emotion of a scene or design. A mood line of low left to high right, for example, is optimism, and if

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that's the mood the message calls for, fine. If not, one had better select and use the lines that are going to convey the desired mood. Knowing and following mood lines is important in integrating the whole of a thing.

On a set, even the people, the actors, are a part of the design and, if not designed in the same geometric plan as the set, will look as if they do not belong there.

In that your sets are triangular or multiples of triangles, then even your costumes should also be triangular or multiples of triangles.

When these are not consistent the parts of the set and the people don't look like they belong together and things look dispersed.

The reason you have set and costume consistency of geometric form is the same reason you have color harmony. It all has to do with integration.

COLOR

To use color effectively and as a means of integration, one must know how to use a color wheel and how to use color harmony against a color depth perception chart. The color harmony and color depth must agree.

The use of color as a means of achieving integration in a piece is covered in detail in HCOB 26 Feb. 84 I, Art Series 14, COLOR.

One can and should experiment with that data to gain a familiarity with the use of color and color depth. With a little experimentation, one can quickly see, for example, how one object can be moved into the distance and others pulled into the foreground using color alone.

It can be helpful when initially working out a design to do plain pencil sketches using integrated geometric forms and experimenting with different colors with these to arrive at something that integrates.

CALLIGRAPHY AND TYPE STYLES

Calligraphy or the style of type or lettering to be used enters into all of this. So, also, do type sizes and arrangements.

Disparity of type sizes used in related areas where one would expect uniformity will strike a discordant note. Print sizes varied all over the place on a page simply add confusion and a lack of integration.

And, from the viewpoint of integration, flowing color patterns or lines have no integration whatsoever with a sharp, modernistic style of typeface. The type doesn't align with the art form, so the two don't integrate. They don't seem to belong together, so they don't seem to be art.

To integrate with flowing color patterns, the calligraphy or lettering would have to fit with lines that give the impression of "in motion" or "flowing" or something similar. Different color patterns or geometric lines would require different types of calligraphy.

In other words, in an ad or other design the calligraphy or type style should align and integrate with the art form used.

And the type style itself should agree with the colors.

One should work toward an integration of geometric message, color depth, text alignment and text.

What is needed is very direct communication in all of those areas.

To arrive at a final design, one that will communicate the message, one has to know that it integrates.

One can *describe* a possible design but that isn't a rough layout. It's just an *idea* for a layout. What is missing is the artist and his rough sketches of full designs. Without these one can't see if it integrates.

Finished art on random components which MIGHT become a design is not the basic step, as who knows how they'll add up in the final product?

One first does a rough layout, or many, based on one or more ideas, and only *then* could one see what it's going to do or be. Only then can one see if they will "work" — i.e., integrate.

Without this one would be just shooting in the dark.

This data is true of ALL design — ads, cine sets, great paintings, cars. And, in its basics, it translates over into the fields of other art forms — music, literature, any other form of art.

The key is INTEGRATION.

Begin with a message.

Attain a harmony of components that will assist the message.

Achieve an integration of all components.

You will then have achieved a quality of communication which invites contribution from the beholder. And that is Art.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO BULLETIN OF 10 MARCH 1984
ISSUE I

REMIMEO
ART CHECKSHEET

ART SERIES 16

MESSAGE

Successful works of art have a message.

It may be implicit or implied, emotional, conceptual or literal, inferred or stated. But a message nonetheless.

This applies to any form of art: paintings, sculpture, poetry, writing, music, architecture, photography, cine, any art form or any form that depends on art, even advertising brochures and window displays.

Art is for the receiver.

If he understands it, he likes it. If it confuses him, he may ignore or detest it.

It is not enough that the creator of the work understands it; those who receive it must.

Many elements and much expertise go into the creating of successful works of art. Dominant amongst them is message for this integrates the whole and brings comprehension and appreciation to those for whom it is intended.

Understanding is the base of affinity, reality and communication.

A message is fundamental to understanding.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
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HCO BULLETIN OF 16 NOVEMBER 1989

REMIMEO
HUBBARD BASIC ART COURSE

ART SERIES 17

ART AND EQUIPMENT

(Originally written by LRH in 1979.
Issued 16 Nov. 89 as part of the Art Series.)

Refs:

HCOB	29 July 73	Art Series 2 ART, MORE ABOUT

Book: *The Problems of Work*, Chapter: "The Secret of Efficiency"

An artist in any field has equipment he uses to get his final product. Whether this is the painter's brush, the photographer's camera or the electronic components used by a mixer, the various aspects of his equipment must be understood well by the artist before he can easily communicate the message he has envisioned.

If one is trying to take a picture but doesn't understand the workings of the camera, he can become so interiorized into the camera that he doesn't put his attention in front of him on the picture he wants to take. A painter can get so interiorized into the working of his brush that he doesn't see what he is putting down on the canvas.

The key to this situation is drilling. The artist should drill with all of his equipment until he feels confident with it and doesn't have to put all of his attention on its operation. A good photographer won't take a picture unless he is familiar enough with the camera that he can exteriorize from it. A mixer has to know his equipment well enough that he isn't introverted into it or he won't get anywhere.

Once the artist has fully drilled and gotten competent with his tools, his attention will no longer be introverted into the equipment or what he is trying to do. He can then freely express himself, and he will find that he is getting much improved artistic products.

L. RON HUBBARD
FOUNDER

Accounts and Finance

THE AUDITOR

THE MONTHLY JOURNAL OF SCIENTOLOGY No. 51 1970

WHAT YOUR DONATIONS BUY

by L. Ron Hubbard

I wonder if you've ever estimated how much it costs to launch a new subject into the world, keep it pure, keep it going right, make progress and defend it.

For that matter, what do you suppose it costs a church to deliver an hour of processing?

I know that Dianetic and Scientology services should be free and I wish they were.

Personally I have tried to do my part in this.

The donations you make for service do not go to me.

A Sea Org member receives only a small weekly allowance and room and board from his church. We run our churches at a cost that would make an accountant disbelieve it. So not much of your donation goes to them even though they bear a full burden of management of pure services.

Org staff members over the world work for so little that execs occasionally get letters from their landladies demanding churches increase their pay level so staff members can pay their rent.

So not much of your donation goes to them.

Occasionally some church or mission goes on a big kick of high pay. We very soon pull the rug out from under that. So if your donation went that way for a brief period we corrected the outness fast as we frown on money-motivation like a thundercloud.

Some fringe fellows know that if you had a complete monopoly on the only workable mental technology on the planet you could make billions. That's why they're on the "fringe." So we prevent your donation from going in that direction.

Then where *does* your donation go?

Since 1950, so-called "mental health" groups have fought to discredit and decrease the power of Dianetics and Scientology.

For 19 years, using their press control, government stooges and puppets, these psychiatric front groups have conducted a continuous suppressive covert operation against us.

Why? They feared that as our power increased they would lose their easy appropriations and fail in their plans for a 1984 World.

We were not even in their line of country—the insane. Yet such was their fear, they have spent untold sums to bring about our destruction.

We not only know who, why and where with full documentation we also know their sordid intentions for the world. Some of your donations made the work to collect that evidence possible.

Bad press, inquiries, bans, these are the *surface* you see. Those are their fingerprints.

Below that level it's a rough fight and has been for 19 years.

Our press consultants tell us we must never mention it as it "frightens the public."

If a definition of governing is maintaining an orderly peace in which business can be conducted then there sure isn't any real government.

So a portion of your donation is spent on patching up the damage done, keeping going in spite of attacks and nullifying the actions against the West of a very choice lot of bad hats. If we didn't have the documentary evidence I wouldn't dare mention it.

It costs money to bring cases up to US Supreme Court level as we have. The legal defense expenses we have in a dozen countries is not small.

So a portion of your donation goes to keeping the subject available to you and to the world.

We work very hard to keep tech being done well. It is nothing for us to put two people on a fast plane and send them half around the world to straighten up the Case Supervision and auditing in an area so you can have confidence in the service you get.

It is routine to send the highest class people we have to handle "ARC Breaks of Long Duration" in the field or on admin lines or to see they get handled.

Your donation supports a long and complex set of communication lines by which tech and admin can be cared for rapidly.

A portion of your donation just the other day began a survey of a backward country to introduce high speed educational processes to bring their people quickly from the stone age up to present time. The "Peace Corps" was also there on cushy government funds building houses for a big Construction Company at a nice profit. But we, unsupported, began the effective work actually needed there to help the people.

A tiny bit of your donation neated up an area ruined for Americans by the American Navy.

Small parts of your donation heal up a lot of things over the world.

But the biggest part of your donation stays right in your area. It is used to make training and processing and data available to the next fellow first by keeping the church there and second by letting him know about it and third by making as sure as possible that the training and processing he gets is standard and effective.

Your donation keeps the church alive and functioning and the environment safe.

It is not easy to do, hit repeatedly as we are.

Gradually little by little we are taking the pressure off our churches. Gradually surely and certainly the bad hats are losing their own power in the world.

If we had the fantastic sums appropriated to "mental health" (and put largely in their own pockets and used to try to crush anyone else) we would make a lot lot lot more progress. As we wouldn't also have to fight the lies that money buys into press and government.

But we don't have appropriations. They are given only to those who deal in death, it seems.

So little by little, using donations you give us for your service, your training and your processing, we create little by little areas of sanity.

And as these areas spread out, releasing and clearing the community, if we continue to be alert and competent, perhaps those areas will meet one country, one continent to the next and we will have a cleaner, saner world.

Your donation is supporting the greatest hope that man has ever had and the churches and people vital to its survival and increase.

Your donation does what it takes to get the job done.

Thank you.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 JANUARY 1965

INTERNATIONAL
BOARD MEMBERS
STHIL EXECUTIVES

FINANCIAL MANAGEMENT

BUILDING FUND ACCOUNT

Effective 1 June 65, no rents, cleaning bills or any other actual expense sum bills may be expended from the Building Fund Account.

Such sums must be paid from the expense sum.

The weekly proportion of income owing to the Building Fund Account must be paid into it weekly and may not be withheld.

SIGNATORIES

The Chairman, Secretary and Treasurer are the signatories for the Building Fund Account.

Only International Board members may sign on the Building Fund Account. There may be no local or national signatories.

PRIMARY PURPOSE OF BUILDING FUND

The purpose of this account is to provide a cushion by which an organization which is becoming insolvent may be salvaged.

The following steps should be taken by the International Board in event of the threatened insolvency of a local org:

a. Remove its Organization or Association Secretary by transfer to lower post or, in flagrant cases, dismissal; and

b. Use the Building Fund Account to prevent the organization's collapse until a new Association/Organization Secretary can be found and the newly appointed Organization/Association Secretary can get things going; or

c. Pay the expense involved in sending a Board representative to the area to investigate its activities but only when these show no signs of being mended locally.

SECONDARY PURPOSE

The secondary purpose of the Building Fund is to *purchase* property, but when this is done, the purchase must be for cash or, if any mortgage is involved, all further payments than the initial payment must be made from the expense sum.

THIRD PURPOSE

Building Fund monies, being under the control of only the International Board, may also be used for other Board purposes without local consultation. These include research projects or experimental dissemination projects in the local area, or research on an international basis.

FOURTH PURPOSE

The repayment of loans made by the International Board to an area may be repaid to the International Board from the Building Fund but only on arrangements originated by the International Board.

FIFTH PURPOSE

Finance of International Board projects may be obtained by the International Board by simple withdrawal of funds from the local Building Fund Accounts without permission or consultation with area or national officers or their accounts units; these however must be informed of the withdrawals.

CURRENCY REGULATIONS

Where the 10 percent of the gross income may not be paid to the international area weekly by reason of local currency regulations, an additional bank account must be set up locally to receive them and the 10 percent must be paid weekly into that account.

This account is to be called the HASI INTERNATIONAL ADMINISTRATIVE ACCOUNT.

Only International Board members may be signatories on the HASI INTERNATIONAL ADMINISTRATIVE ACCOUNT.

Funds so deposited may be handled in any way the International Board chooses and are in no way the property of the local area organization.

THIS POLICY ALSO APPLIES TO MISSION HOLDERS. Any “inability to transfer funds to the international organization by reason of currency restrictions” are handled in the above fashion always.

DEMANDS FOR FUNDS

As in my experience an organization always spends all it makes, financial management on an *international* level consists not of carefully balancing income above

outgo in an effort to save a surplus in an organization but of (a) preventing an org from spending *more* than it makes and (b) setting aside enough money from its income to care for salvage operations and salvage expenses.

Part (a) is done by good financial supervision.

Part (b) is done on an international level without *any* regard whatever for the protests and "financial necessities" of the org in question. An organization, whether Standard Oil or any other, will *always* spend all it makes and try to spend more. The task is on the one hand to keep it from spending more than it makes and on the other to make some of its expenditures recoverable in cash.

Never, on an international basis, be so fatuous as to believe an organization will continue to have the difference between its income and its outgo. It will never have that. It will spend it in some way.

An avalanche of reasons it must not save money, or (same thing) why it must spend it, is routine and is to be expected. "The government will tax it," "We can't get auditing rooms," and a thousand other reasons may be advanced as to why the org must spend all its money.

Truth told, I could run any org we have on only 25 percent of the income I would promote for it and pay high wages. I have done so repeatedly. But I do it by making the org apparently spend all it makes while actually spending the surplus in a recoverable fashion. This is the *only* way I have ever achieved a surplus for an org in actual practice.

Accountants deal in figures. I deal in people. Some championship chess players liken life to chess and yet can't make a go of it in life. In life the pieces think. They have impulses. So chess rules, like accountants' rules, don't apply.

Collective-think is always closer to bank-think than individual reasoning. That's because the bank is the one constant people have in common. And it's crazy. So almost any individual alive can plan better than a *group* will execute and certainly better than a group can plan. Scientology groups are far superior to human groups. But the rule still applies that collective-think is always less sane than the thinking of an individual.

In finance, which is pretty weird to begin with, collective-think is always less wise than individual reason. So a group is quite certain to behave contrary to good sense in financial matters. This factor, far more than accounts balance sheets, must be given attention. A group, poorly supervised as in a government, will usually try to spend more than it makes. Heavy supervision and economy can prevent this. Only the physical removal of money can achieve a surplus.

INCOME POTENTIAL

The income potential of any usual group is established by the demand for income, not by any other important factor.

In financial supervision on an international basis, this is the only factor one works with. While it is *reasonable* to suppose that income will occur for other reasons and

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can be achieved in other ways, the actual fact is that only demand by the group produces any income at all.

You can, for use in financial supervision, make the requirement almost anything you like and, so long as a group believes it is spending all it makes and needs more, you will have adequate income.

For practical purposes, no other rules apply.

Scientology orgs have always spent all I would make for them. They have adjusted their "need" to how much could be made. In supervision of their finance it is only necessary to reverse this and they adjust their income to their "needs."

When a surplus is made part of the "need" by disguised outgo a surplus occurs. Only *then* will it occur. It will not happen otherwise.

You can waste 15 percent of an organization's income to obtain a 5 percent surplus and it will be a wise action. If you seek a surplus by trying to save the 15 percent instead in a visible way, you will not only lose the 15 percent but the 5 percent also.

You can only attain a financial cushion in an org by removing it out of reach so that it appears to be spent, then producing it when the org overspends or gets in trouble.

Orgs, like children, are fantastically improvident. And a group, to work, must believe it is spending all it makes.

Money, to begin with, is only an abstract idea. Therefore it is the victim of all manner of thoughts and opinions.

All we want out of an org is for it to stay there and continue. To do that we have to have financial ideas that work. Incredible as it may seem, the above are the only practical financial ideas which have worked and which have produced surpluses and guaranteed org continuation.

Add to these good promotion and excellent technical and you have the reasons we are becoming strong all over the world.

Financial management is not accountancy. It's people. As head of an org if you can think your way around collective-think you can become solvent and even have a surplus. Maybe it *shouldn't* be that way but it is.

LOCAL FINANCE

When local finance is poor, don't ever look at anything or anyone but the Association or Organization Secretary. This being can either think his way around collective-think or he can't. If he can, he's got a solvent org. If he can't, he'll go broke.

An org that runs only on collective-think will go broke.

The only symptoms of approaching insolvency in an org one needs to look for are (a) demands by it for money belonging to the international org or myself, or (b) consistent low income.

In either case, the remedy is to get somebody in charge who doesn't demand monies belonging to the international org or myself and who gets a higher income coming in for the org. An Assoc/Org Sec who can't do this is the effect of the collective-think in his org and is not the org leader or the dominant planner of the org.

At continental or international level one must never seek for the "reason" why international or LRH monies must be used by the org or why income is consistently low. You can get reasoned to death. If these two facts exist, then there's so much else wrong one would go mad tabulating it.

The steps to take are:

1. Remove the Assoc/Org Sec.

2. Put somebody in who *can* handle collective-think.

3. Use any local surplus to carry the org during the upsets of transition.

Experience has taught me that distant efforts to right local extreme wrongs are usually disastrous. You can right small wrongs, show the way and so on. That's only normal leadership. But when an org begins to skid financially or get upset over "its" money being used internationally, you don't fool about. You just act.

The longer you put off acting, the more local people get hurt. Because behind those facts of poor finance are some very ugly other abuses always.

I don't want any orgs in a games condition with the international org. For this is only a symptom of the imminent collapse of the local org anyway. It goes into a games condition only after its overts stretch from A to Z.

You don't see the overts from a distance. You do see financial conditions and demands.

It would be impossible today for a cleanly run, on-policy, up-tech org not to own its area totally in 10 years.

Financial insolvency? What nonsense!

So financial policy is based on good individual ability heading up each org and is not based on either accounting or collective-think. Neither one will build any future for mankind.

The reasons behind the Building Fund Account have been set forth above in full.

Good local leadership always results in good local financial credit and strength. Weak local leadership has always resulted in financial insolvency and trouble. Broad general supervision of orgs uses financial protests and upsets and trouble to detect weak leadership.

Without adequate and sensible leaders, orgs would slump into collective-think in their planning, spend more than was made and cease to exist.

We want orgs to be successful, to stay there and continue. That requires sensible financial provisions and management.

1. An org will try to spend more than it makes.
2. Economy is aimed at preventing it from spending more than it makes.
3. A surplus is achieved only by making it part of what an org spends.
4. An org's expenditures are *not* regulated by what the org needs in order to do business but by what an org thinks it has available for expenditure.
5. Financial management can *not* achieve a financial surplus by economy alone.
6. A surplus to be achieved must be made part of what an org thinks it spends.
7. Income is regulated by what an org thinks it has to have to operate.
8. Income is never regulated in a usual org by desires for a surplus.
9. To achieve a surplus it must be masked as a "necessary expenditure."
10. Economy, to achieve a surplus, does not include saving on expenses. It includes only adding an "expense" that becomes a surplus.
11. To achieve a surplus one must add an expense that can then thereafter convert to a surplus. One can waste up to 50 percent of an org's income to achieve a 10 percent surplus. In some cases this is the only way a surplus can be achieved. Why? See (1) and (2) above.
12. An individual is always more sensible than a group.
13. When an org is losing ground financially it is being "run" by someone who is only the effect of the group and cannot act as an individual in planning or control the group.
14. The only possible *Board* action when an org is not making its way financially is to remove the Association or Organization Secretary. The incumbent is only the effect of the group and is not planning or controlling.
15. The earlier one detects a bad Assoc/Org Sec and replaces him the better it is for the people in that area.
16. The ways to detect a bad Assoc/Org Sec are:

    a. Their games condition by any part of the org with the Board;

    b. Their desires to be financed by the Board or use the Board's or my income to run on;

    c. Generally low income;

    d. Protests against the Board using "their money."

    Under these or any of them will be found an org out of control and messing people up.

Therefore the quicker the Board acts to replace the Assoc/Org Sec the easier the situation will be to handle and the faster the org will recover.

17. *Board* efforts to "straighten up an area" without replacing the local head have *never* been successful in 14 years. If let go too long under incompetent management an org's recovery requires heroic efforts and vast financial expenditure by the international org.

18. Bad local publicity and trouble always follows after no. 16 to the degree that the Board did not act.

19. Financial management as contained in this policy letter, closely followed, will prevent almost all trouble and org upsets, not just in finance but in all other areas.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 JANUARY 1965

REMIMEO
INT BD MEMBERS
CONT DIRS
HCO CONT SECS
ORG/ASSN SECS
HCO SECS
ACCTS UNITS

ACCOUNTS HATS
FINANCE

HOW TO MAINTAIN CREDIT STANDING AND SOLVENCY

(Hat check on Org/Assn Secs and Accts Assistants)

Credit does not entirely deal with money. It has everything to do with confidence and reliability.

When the world saw a recently elected government act foolishly with customs dues, etc., it had no confidence in that government and the currency of that government went to pieces on the world market.

Money is basically a matter of confidence. So is credit.

An Accounts Unit that handles money poorly wrecks the org's credit rating. Insolvency is much less often the source of poor credit than just poor money handling.

Almost all our orgs have good credit. But where they don't it is money *handling*, not the amount of money available that wrecks credit.

An Assn/Org Sec who handles bills in a certain way has good org credit. One who doesn't has bad credit.

To try to assign credit to the amount of money available is *completely* false.

You can have lots of money and horrible credit. You can have little money and excellent credit. So saying "Our income has been poor so our credit is bad" is a lie.

The business world judges Scientology not on its scientific validity but on its financial credit rating. If the org's credit is good then "Scientology is okay." If your credit is bad, "Scientology is a racket," in business general opinion.

Melbourne's financial *credit* went bad before its general repute earned it an inquiry.

Good credit is a primary dissemination line. It breeds confidence. You can't have bad credit and still be thought of as a valid science.

So financial management *must* help general dissemination by maintaining good credit.

A bad credit rating comes from negligence in Accounts, not from the lack of industry of the Registrar.

To begin with, an org has no business spending more than it makes. To do so shows stupidity in management and Accounts, lack of a purchase order system and a general beatnik state of organization.

Make all the money you can. Spend less than that. That's the simple ABC of financial control.

Make sure all the income is accounted for and banked.

Make sure no unauthorized purchases can be made by executives or staff by requiring an authority to purchase or *contract* from the head of the org before any purchase can be made or contract signed. Sure that's slow. Who wants it fast? The slower it is, the less you spend.

You want speed on the income line. The disbursement line is something else.

So never listen to somebody saying "But it takes so long to get a purchase order that I just bought it . . ." Yawn and say, "You bought it without authorization. You can pay for it personally." *Never* let your purchase order system break down. If you do you will soon be spending more than you make. Fact. No exceptions.

A company to most people is something to bleed. They never realize that a company can only spend what it makes and that what it has is made by individuals. So if you have somebody around who is always saying, "The org will pay or should pay," point out that the org is its staff's collective pocketbook and that that pocketbook has a bottom.

SOLVENCY

You sometimes hear around an org a wave of "we're broke" when spending is restrained. This hurts credit. For it's not true. Economy is *not* a sign of being broke. It's a sign of increasing prosperity. Without curtailed and watched spending you *never* have prosperity.

So don't tell everybody, "We can't buy it because we're broke." That's a lazy, dull reason. A better one is, "We can't buy it because we don't need it," and is usually the truth. "We have a PO system because we want to prosper" is the real reason you have one.

Make lots of money. Spend it frugally.

So it gives a tax problem. So what? Your accountants should be capable of avoiding tax problems. Whether you do or don't have money you will always have a tax problem because governments are crazy. The way to solve a tax problem is to have money, not to be broke.

Taxes exist only to destroy businesses. Be impudent. Get rich and to hell with them. Governments are just a reactive bank we have to live with for a while. Learn to handle them. But not by refusing to make money or have it.

But solvency depends on how you handle things, not on how much you have. Micawber, in *David Copperfield,* said that if you had twenty-one shillings and spent a pound, you had happiness. But that if you had nineteen shillings and spent a pound, you had misery! A pound being twenty shillings, that's all there is to solvency.

If you *have* to spend a million dollars, then you better make one million one hundred thousand first. And then make sure you don't spend one million two hundred thousand.

The secret of solvency is:

1. Make a lot of money. The way to do that in Scientology is covered in HCO Policy Letter of 21 Jan. 65, VITAL DATA ON PROMOTION, THE FUNDAMENTALS OF PROMOTION.

2. Spend less than you make. That's covered by having a good PO system and alert financial management.

3. Make it before you have to spend it.

4. Gather bit by bit a cushion of cash to fall back on and don't ever fall back on it.

5. Keep your credit excellent as a second cushion.

6. Refuse to spend reserves. Make more money to meet the emergency instead. (It's usually quicker to make it than to dig it out of old hiding places. Never borrow to pay bills. It's less trouble just to make the money.)

7. Realize that collective thought regarding finance is just bank and that bank is dead against the creation of anything good and all for eating up everything that exists. Thus financial planning and control is an individual job, is often contrary to group demands and succeeds only when the individual handling it can rise superior to the group. A tame-dog financial manager, trailing along behind the group, yessing everything, will always make the group insolvent. The person you put in charge of financial management should be able to say "No!" no matter how popular a silly "Yes" would be. The financial manager is not there to buy his own popularity with org funds.

In the early years of Scientology, my whole answer to org solvency was just to make a lot more money than people could waste. It's a good answer, lacking all others. When I finally attained control of orgs, I was able also to curtail the waste while making lots of money and we've been pretty solvent ever since. The principles I used to achieve and continue this state of solvency are accurately and completely listed in (1) to (7) above.

When you realize FINANCIAL CREDIT is vital in dissemination, you become very interested in what it is. As I said above, this is *confidence*.

Given some degree of solvency, you still do not have a good credit rating. That is achieved by HOW YOU PAY BILLS.

This is the one big point that is vital to know thoroughly in this policy letter.

If an Association or Organization Secretary and the Accounts Assistant does not know exactly this data, the org will have bad credit and financial trouble no matter how much they make.

There is an exact way to pay bills.

This is to pay the bills up to a certain date always. It is called "paying by dateline."

Never "pay a little bit on each bill" to save money or help cover a lean period. That will never help. On the contrary it advertises your lean period and hurts your credit.

Instead, *always,* lean or fat, pay *all* the bills *behind* a certain date and *none* closer to PT than that date.

That's why we have the type of disbursement system we have. So you can do this trick. If your disbursement system and its files are not up to the mark and are sloppy, you will always have bad credit because they can't then do this trick of dateline paying.

Look to the inefficient Accounts Unit and the lack of this bill-paying system if your local credit is poor. Don't go off into income–outgo. Just demand that our general accounts system be followed and that disbursement files are up-to-date.

If you find an Accounts personnel giving financial management the razzmatazz about why it can't have good disbursement files and if this bills-paying schedule is always being violated, assume at once that that personnel is overtly wrecking the org's credit and get him or her away from that post and get somebody in who will follow our system accurately and help pay bills only by dateline.

You can have six months worth of unpaid bills in some areas of the world and *still* have a good credit rating providing you do not have one bill that is *ten* months unpaid.

Never "pay bills" any old way. A financial manager should always refuse to pay bills one at a time on different days or when Accounts submits a check.

Tell Accounts "Give me every bill we owe prior to August (three months ago)." Add these up. Let's say the amount exceeds our cash. Cut it back one month. Order "Write checks for *every* bill up to July 1." (That's four months back.) That we can cover fully with cash. We pay *all* bills *up* to July 1. We demand of Accounts, "Are you very very very very sure that no bills dated prior to July 1 now exist?" If the answer is "None exist," okay. But if we find out next week that one existed for April 1 that wasn't included, we overhaul the unit as destructive of credit.

Businessmen handle their books by bills owed month by month, not by total sums owed. When a check comes in paying his July 1 bill, then it's plain you're paying your bills. If you send a small sum hopefully to "stave them off" they can't dismiss any one statement with it and so get panicky. It looks like you aren't paying your bills.

After you've paid all bills older than 4 months, get busy and make money. In 30 days request of Accounts "all bills up to 15 August." Let's say we find that we have cash to cover. We say, "Pay all bills up to August 15." Now we're only 3½ months behind.

A month hence we pay "All bills up to Oct 1." Now we're only 3 months behind.

If you get some eager beaver into finance who doesn't use or understand how to do this, you can suddenly look up and find that you thought you were doing all right but you're broke. The eager beaver paid randomly anything in the files he or she came across "in order to pay our bills." We aren't interested in bills as bills. We're interested in "all bills earlier than a given date."

You can go pretty smash on an eager-beaver bills-paying spree with no regard to the age of each bill.

Only pay by this system:

PAY EVERYTHING UP TO A DATE ALWAYS and no further.

And get a new Accounts Unit if disbursement files aren't accurately kept so financial management can do this.

EXCEPTIONS

Government tax bills, water bills, occasionally rent or phone are sometimes accompanied by threats of vast action unless the whole bill is paid instantly. Still try to use the above system. But if you can't, pay it and retard other bills accordingly. And thereafter, don't pay that outfit's bill on any other terms than threatened trouble.

If a tradesman, despite the use of the above system, demands further payment or threatens suit, caution him that if he carries on this way you'll deal elsewhere. And carry out the threat. *Never* continue to use a private business firm after they become obnoxious about bills. Trade elsewhere. And say why.

If you're using the above dateline system and a tradesman gets upset, then he is gypping you or he has too little finance to handle your account, so stop trading with him. Always make that an ironbound policy. Be very proud and haughty about bills. *Never* propitiate.

So the points here that are important are:

1. Pay by dateline only and pay *all* up to that dateline. Put the dateline far enough back so you *can* pay all up to that date.

2. Have an Accounts Unit that can do this and change one that flubs it.

And that handles the whole of credit rating.

Simple?

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OUR SYSTEM

The other day two high-geared chartered accountants were giving me a lot of stuff about how I needed a double-entry system and that the existing system was wrong.

They said, "We can tell you 21 days after the 30th of the month where you stood in that past month using our double-entry system."

I said, "The system we have to have must tell us *four* days after the past week exactly where I stand. We operate in the twentieth century, not the nineteenth."

They said, "But your system is wrong."

I said, "In a double-entry system, you need each bit we have, don't you? Invoice all the money, bank it, reconcile the deposits with the slips and statements, file all the bills, verify them, pay them by check and voucher and keep all records."

They looked at each other and were very quiet. "Yes, that's correct," they said.

I said, "All right, that's our system. Now you can do anything you like with that system from there on, so long as you don't prevent us from knowing where we stand four days after the past week and don't bar out a nonaccountant from discovering what's what in the Accounts Unit. Now go ahead and *on* our system erect any system you like. No government requires anyone to have *books*. They only require *records*. But books, if they help, should also be kept, made up from our records." They agreed.

So if you are getting propaganda about how our system is inadequate as a reason not to operate and have accounts, get somebody in who *can* make it work. For our system is the basis of every other system and if it's in order and *done,* you can have books. If it *isn't* in order, no books can be kept by *any* system.

So we don't care what accountants do with our basic system so long as we still at least have that. On that, *any* type of books can be erected or any balance sheet made.

If you have the basic data you can add it up.

If your Accounts Unit can't add up whatever you need then our system is *not kept up* and *no* system would work in that unit. Where there is Accounts trouble there is:

1. Noncomprehension of our basic system as the basic of any accounts system or

2. Nothing being done.

Get our system in so you know where you are with cash and bills.

Manage by paying all bills up to a specific dateline only.

Advance the dateline as you can cover all with your cash and make lots of money so you can advance it further toward PT. Practice economy so you can advance it even closer.

Continue to do that and you'll always have a good credit rating.

We have a lot of fine Accounts Units. They do a good job. They can handle this if they understand it. It's your job now to get it understood and done.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 MARCH 1965
ISSUE I

GEN. NON-REMIMEO
ASSISTANT TREASURERS
ACCOUNTS UNIT
STHIL

ACCOUNTS HATS

RESERVED PAYMENT ACCOUNT

All organizations must start, as an additional bank account, a Reserved Payment Account with signatories the same as other routine org accounts.

The Reserved Payment Account, as its name indicates, is money set aside for a certain destination but not yet sent.

PURPOSE OF THE RESERVED PAYMENT ACCOUNT: To prevent a false idea of the financial position of the org from occurring by providing a place where money awaiting disbursement can be placed before it is actually paid out, thus removing it from the general accounts and estimates of financial position of an org.

QUESTIONED BILLS: Any time a bill is in question, it is not paid to the creditor until fully settled. However, dateline paying becomes very disrupted by such sums and the actual financial position of the org becomes difficult to estimate while such sums remain in its regular accounts. When a past bill prior to the dateline is being challenged and corrected, the full amount is deposited in the Reserved Payment Account. To pacify the creditor who may get the idea you are just stalling, also always send him a copy of the Reserved Payment Account transfer voucher, writing "Dear Blitz & Co.: Your bill is being audited for verification or correction. Meanwhile its payment is being held in our Reserved Payment Account. If verified or corrected the amount owing to you will be paid to you from this account." The transfer voucher is clearly marked "Blitz & Co., Reserved Payment Account transfer for March bill, being checked." Such vouchers accompany other checks being presented to the signatories of accounts. When the actual sum is verified, *that* amount is then paid the creditor by a check from the Reserved Payment Account. For any money not paid, it is eventually returned to the regular accounts.

At times when the books are being closed for the period just past, any excess money in the Reserved Payment Account is returned to the regular accounts as a transfer or left as a saving for future purchases as directed by financial management.

TAXATION: All taxation monies which are owed governments but are not yet paid are deposited in the Reserved Payment Account and eventually paid to the government as owed. This means that where an org must pay withholding tax, PAYE and other such sums, TWO salary checks are drawn each week, one for the staff, one for the government. The government check is deposited to the Reserved Payment Account. Once a month or as wise, the government is paid off to date with a Reserved Payment Account check or checks amounting to the sum owed. In cases of *org* income tax payments, any sum *estimated* can be placed in the Reserved Payment Account as seems prudent, fitting the conditions of the area.

OUTSTANDING PURCHASE ORDERS: Where, on preparing a Monthly Bills Summary for dateline paying, large POs for which statements are not yet received, incurred prior to the dateline *must* have their amounts deposited in the Reserved Payment Account or a liberal estimate of the amount. Such large POs must not remain undetected and must be part of the dateline payment system. If a large PO exists for August but the creditor has sent no statement and the dateline being paid to is Sept. 1, then the amount of the large PO is deposited in the Reserved Payment Account when the other bills are paid. There it remains until a statement is submitted by the creditor.

SAVINGS: When the org desires to buy something big or expensive, it *should not* use time payments, hire purchase or mortgages. It should start putting money into its Reserved Payment Account and when the full sum is there, buy the item for cash, using the fact to obtain a good big discount. While the Building Fund on building purchases is also intended to help buy buildings outright, there is nothing wrong with also depositing available amounts of the disbursement sum in the Reserved Payment Account to help out.

All monies transferred to the Reserved Payment Account are made the subject of a disbursement voucher which clearly states why and what the payment is being reserved for. Of course, when an amount is paid from the Reserved Payment Account another voucher is written, referring to the first one regarding the original transfer. So it is necessary that when one makes a disbursement voucher for transfer *into* the Reserved Payment Account, a copy of that voucher is spindled or put into a handy single file. Otherwise one won't be able to recall *why* the Reserved Payment Account has money in it and so may let it be used for something else as an apparent overflow — much to everyone's eventual embarrassment when the X bill gets straightened out and wants money to pay it.

The Reserved Payment Account is an easy system. People often handle their own personal money this way — $20 aside for a new jacket, $15 for this week's share of the rent when it falls due. Add to this $12.50 "for the money Bill says I borrowed and he has to find the note for" and put it all in the broken teapot on the top shelf and you've got the purpose and action of the account.

You can object to it on the grounds that "it ties up capital on which we pay interest in another account," etc., but frankly such small interest bits are little to pay for the

security of knowing you can meet your obligations. To juggle with already committed funds is financial brinkmanship.

You see, by just an orderly scheduling of payments (as per dateline paying) and being prudent in setting big amounts owing but not paid aside, an org can move up to present time.

I know no other way of getting an org's finance (or a pc) to present time except by pulling off the things which hold him in the past.

An org is far more aware and far saner if it's in present time. Just like preclears. Hence dateline paying and the Reserved Payment Account.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 MAY 1966R
REVISED 2 FEBRUARY 1991

REMIMEO

RESERVE FUND

Every Scientology organization must accumulate a

GENERAL LIABILITY FUND.

The fund is to be built up against claims made against organizations or any Scientologist by the public or governments arising out of the conduct of affairs of the organizations. The fund is also for legal costs, libel and slander costs, defense funds, destruction of repute and restraint of trade, uninsured risks to buildings, lapsed insurance policies, acts of God, war, riot and civil disorder, usurpation of power, restraint of princes, radioactive fallout, atomic destruction, salvage of persons and property, reorganization costs due to departure or demise of Founder.

The fund is accumulated from allocations of 5 percent of the corrected gross income.

A special bank account must be opened to care for this fund called "The General Liability Fund" account to which is added the local name of the organization. The signatories on this account are the board members of the organization.

Money is paid out of this fund only on claims and demands approved by the Board of Directors on subjects or requirements as covered in the description of the fund above.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 11 NOVEMBER 1969
ISSUE I

REMIMEO
PES HAT
OES HAT
ACCOUNTS HATS
FINANCE COURSE CHECKSHEET
PRO COURSE CHECKSHEET

ACCOUNTS AND PRO

It's a PRO world today.

Public Relations Office or Officer is meant by "PRO." It is also slang for "Controlled good relations in the community or area."

When you "PRO" something, you visit, write, handle it so as to enhance and improve your public image.

A terrific amount of PRO effect occurs on ACCOUNTS lines.

Bad or inaccurate statements of debt can ruin your PRO with a customer, pc or student.

Unfair accounts decisions can mess up the PRO of a whole area.

Unpaid bills can ruin your PRO in a whole town.

So there is a lot of PRO connected with accounts actions.

Repairing the damages done by not submitting correct accounts to customers or failing to pay commercial bills or rents or utilities is a PRO action and requires some thought and careful handling so as to restore the org's PRO.

The biggest crime one can commit in this modern society is to be without money. Even in a supersocialism this is a crime.

For an org not to have and make lots of money is stupid. Given a potentially remunerative activity, only thoroughly lousy service and horribly bad handling of promotion or criminal carelessness in accounts can leave an org without money. Doing standard org actions, giving excellent service and adequate promotion brings in plenty of money. The outnesses which prevent income or waste outgo have to be truly glaring and goofy to leave an org without money.

The way to have NO PRO is to have no money at all.

Lack of money or wild outnesses in handling money can practically destroy an org's PRO.

"Credit" as a quality is a sort of god in Western society. If your "credit is bad" that finishes you to one and all. It is a statement far worse than mere "murderer." It must be since psychiatry murders daily but is well thought of in governments.

So you get the extreme value of "good credit."

Dateline paying and other accounts policies prevent bad credit.

But when it has gone bad, it takes making money and brilliant PRO actions to restore a good credit image. AND IT MUST BE RESTORED.

Money as a total motivation for an action is not high-grade motivation. In espionage services the man who works for money only is expected to turn his coat and allegiance and is regarded with contempt.

But money is a basic point of judgment on which higher levels of motivation can be built in a wog world. It *is* PRO to the commercial world which has no real dedications.

So billing debtors and paying creditors have high PRO value to an org.

All this can become a strange cycle. The org mucks up its area, let us say, by bad or indifferent service, promotion then is unreal so the org PRO with customers collapses. These don't buy service. The org runs out of money. Its bills mount up and its commercial community PRO collapses so it has no public credit. There goes the org.

Accounts is the area hit and will go on being hit until it begins to insist on GOOD SERVICE, the repair of all bad service, good real promotion and finds money to spend on PROMOTION. Money will come in. Accounts actions must now PRO the commercial field, get that handled with good PRO accompanied by money on dateline payments and sound arrangements. Further money is spent on more PROMOTION. Former bad service is handled. Credit is reestablished in the area. Any accounts trouble with customers is cleared up. The org is fully there again.

There is no substitute in Accounts PRO for knowing one's finance policy and following it.

Sloppy accounts files, no financial planning, no Purchase Order system, ignorance of finance policy as in the Finance Checksheet can lead an org directly into losing its community PRO regardless of service quality or promotion. So just as Accounts can be mucked up by lack of money coming from bad service or bad promotion, it also happens that Accounts all by itself can wreck an org's community PRO.

Therefore it is VITAL to PRO that an org:

1. Has its Accounts personnel have their Accounts hats on and finance policy being closely followed.

2. That financial planning is real and income remains greater than outgo.

3. That adequate funds are available for promotion and that org funds do not get all soaked up by the HCO ES and OES divisions on filing cabinets and new roofing paper.

4. That the pcs and students (customers) of the org are handled to generate high PRO on their accounts contacts.

5. That the commercial connections of the org in the community, the org's creditors, are smoothly handled to generate high PRO.

6. That any adverse reactions along accounts lines are instantly handled to restore good PRO. These can include a covert operation to one's creditors by some enemy—which is handled by proving the falsity of the accusation. They can include wrong change, failure to refund, reluctant or inaccurate or failed payment to field staff members. These and any other adverse Accounts action MUST be pushed back to good PRO fast.

Lack of money comes from slow or bad service, and a failure to go flat out to remedy it or from no or poor or unreal promotion. Or no money can stem directly from off-policy or messy handling of accounts and org finances.

In the final analysis it's a PRO world and high PRO cannot be effected for an org if there is anything wrong in its accounts lines. Thus, PRO is affected strongly by Accounts and Finance actions.

Our orgs do not go into debt, do not finance themselves by borrowings. Our orgs make their own way. That is why they are still our orgs. And Accounts PRO has a lot to do with it.

L. Ron Hubbard
FOUNDER

THE FINANCE SERIES

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 29 JANUARY 1971RA
REVISED 2 FEBRUARY 1991

REMIMEO
FINANCE PACKS
SO AND SCN ORGS
FBO HAT

FINANCE SERIES 1

FLAG BANKING OFFICERS

The Finance Office has representatives in every bureaux and every Continental Liaison Office and every org, SO and Scn.

It is located on the org board in Department 21.

Its representative is called the FLAG BANKING OFFICER (FBO).

The authority of the FBO stems from his position as an officer of the Church organization he is part of.

When the office is established in an area, the following procedure is followed.

The FBO verifies and collects all income received by the org from the Cashier or Income Dept, Div 3, Treasury Division. This is done daily.

Appropriate receipts are given the Cashier or Director of Income.

The FBO immediately banks this money in the organization's Finance Office account or in his safe, making express and useful records of this action.

When the org or activity has undertaken its financial planning (FP) to the satisfaction of the Treasury Secretary (or Purser) who can verify that the FP covers the necessities of org operation, the FP is transmitted to the FBO. It is again verified.

Accompanying the FP from Ad Council level must be a statement of expected future income and its planning. It is upon this that the FBO bases his authorization.

The FBO on his own discretion then transfers to that org's Main Account the needed funds. This is the ALLOCATION.

From this Main Account the org now further transfers funds to its other accounts.

Any reserves being built by the org are taken from the allocation.

The management of the allocation remains with the org.

The judgment of the FBO, based on the org's expected income as stated in the FP, and on the FP submitted, as to what amount the FBO allocates is entirely up to the FBO and is not subject to appeal. The FBO must make his experienced allowances for down periods and for the actual production of final valuable products of the org.

Any cash shown on a cash-bills graph is cash salvaged from former allocations (org reserves) or current allocations. The cash expressed on the cash-bills graph of the org must exist in actuality and must be real sums that can be expended. It may not be "credit coming to us from an FBO" nor collectible but not received sums. Even checks delayed in clearing may not be part of this org cash figure.

The FBO also pays from his own funds so collected from orgs, management expenses incurred locally. These are no part of an org's expenses.

The sums and accounts of the FBO are solely under the control of the FBO. Allocated sums for the org are under the org's control.

Funds requested by an org FP from the FBO's accounts for a specific use must be applied to that use or refunded to the FBO if not so used.

The orderliness and in-admin of a Treasury Division in an org are under the overall supervision of the org's Treasury Sec, and the org's Treasury Sec and the state of his division and the reality of his activities are the responsibility of the Treasury Bureaux as well as under the Executive Director or the Commanding Officer of that org or activity.

Balance sheets and other reports are under the same responsibility as the Treasury Division but in the matter of balance sheets and tax also come under the Office of Special Affairs and the Finance Office to which both Treasury Aides and A/Aides are answerable.

The viability of the org and area is the local responsibility of Treasury Secretaries and A/Aides and Aides of the Treasury Bureaux and, as it may seem to them to apply, the Finance Network.

The solvency of the orgs and areas is the responsibility of the FBO.

The FBO's statistics consist of cash paid in to central reserves and the allocation–production ratio of each org and of the area.

Central reserves are used for defenses and management overall cost and viability.

Org reserves are used for local emergencies or periods of down stats or large acquisitions to increase production.

Nothing in this policy letter disturbs in any way existing finance policy except to modify the Cashier's and Dir Income's actions in turning over all income properly accounted for to an FBO and receiving, via FP and the Treasury Sec of the org, from the FBO the allocation passed upon by the FBO.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 13 FEBRUARY 1971

REMIMEO
ADD FINANCE CHECKSHEET
ALL FP MEMBERS

FINANCE SERIES 2

FINANCIAL PLANNING TIPS

FP need not be a burden at all.

If these five conditions exist then FP is very easy.

1. PRODUCE AS AN ACTIVITY. Look over what your products should be, particularly your valuable final products, and then begin to get those products somehow anyhow. This and only this is the shining reason why you can have a decent allocation. If it is then denied you you can howl and be sure of redress. A cap in hand with no product is a sure route to chopped FP. (Example: An org with half a million collectible on its books but which didn't even send out statements had an awful time with FP. Asking for "allocations" that were really handouts, neither its FP body nor its FBO fully understood WHY, but it just seemed unreal to give it money. It was asking for money. It wasn't requesting the return to it of money it had made and was entitled to. It did not make other value so could not justify value. Therefore it "sort of looked odd" to Finance. Even Finance did not know why. The wildest example of this was the 1950 LA Foundation which, under a US Navy ex-rear admiral, wanted $47,000 a week to subsidize a foundation potentially making $80,000 a week. But he closed its doors and wouldn't run it until he could get "legal" and subsidized. Another one is DK 1969 wanting Flag to pay it $3,000 a week to keep it going when it wasn't even sending out letters and did not even own a typewriter yet was accidentally making $5,500 a week average. There are tons of such examples. Activities go on to government appropriation think instead of *promote—sell—collect* and *deliver* and wind up with no pay, no food, no uniforms and FP troubles and conflicts you wouldn't believe possible.)

2. KNOW YOUR FINANCE PACK. When members of FP bodies have not done their finance pack they get into total confusion. Further any finance authority gets disgusted with their admin irregularities and won't regard their propositions or troubles with any seriousness. Failure to do, refusal to do a finance pack (which only takes a couple part-time study days) can give an FP body a bad name with Finance people simply because their ignorance is mistaken for foolish proposals.

3. SEPARATE OUT DIFFERENT TYPES OF EXPENDITURE. An early policy letter (HCO PL 15 Feb. 64, THE EQUIPMENT OF ORGANIZATIONS) on "title" of various items helps clarify. Find out and get it agreed to what is covered under Title

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A (permanent), Title B (valuable nonexpendable) and Title C (issuable or usable) and get Finance to agree to what is which and exactly what one is doing FP on and the tangle becomes easier to undo. What is Permanent Fixture? Does one FP for new ships, new buildings, vital repairs, vital spares? (Actually no, but it has to be covered in general finance.) Is one FPing for gimmicks and oddities and possibly useful things (Title B)? Or is one FPing for expendables, wages, food, fuel, papers (Title C)? Maybe one FPs for all three BUT in the category of necessities to operate and would be nice and future hopes. Necessary spare parts for Title A that would break everything down are of course necessities. So probably should pass without question. Whereas Finance people often don't see them that way. Wages, food, uniforms, fuel are subject to cutbacks where an activity is not able to demonstrate production. Good idea Title B usually comes in for purchase when the activity is really making the money and otherwise are a yawn. Future hopes depend totally upon one's profitable use of what one has. Once you get all this agreed to with Finance people they can't change the rules on you every FP. And a lot of the strain goes out of it. No FO or PL could easily set up exact rules for every type of activity there is. Essentially it would be what is agreed upon between the Finance people and the FP body. The Finance people want to get cash to reserves and they resent justly a freeloader activity that has subsidize or unwise think. They want to give an activity X beans (money) and get back X beans plus. When they give out X beans and get back *no* beans they are hard to live with. Even a ship that produces no money directly still sells org help events and trained experienced SO members for beans from orgs. Any org would give it good hard beans for real help and trained experienced SO members. If AOLA could "buy" all the excellent SO members it wanted and needed from the station ship it would be delirious with joy. But if the station ship has not been making them, it has a hat-in-hand aspect to Finance people. Finance people then shift the rules around to try to get out of giving *any* money at all, naturally. While this is covered in no. 1 above, it also affects no. 3, this one. Everything is considered Title C, even the ship, and subject to total reduction as it does not increase Finance people's viability. So "the rules" get shifted on the FP body. If it isn't making a valuable final product that can be changed for cash with something that has cash (no. 1 above) and if it doesn't know general finance rules (as in no. 2 above) and if it has no solid agreement with the finance authority on Title A, B and C, then of course FP is a nightmare for everyone concerned.

4. NEGLECTING NECESSITIES. When an FP body is not aware of the necessities of its operation and neglects to FP for them Finance people (Bureau Three Treasury and FBOs) have to do it for them. This causes a lot of bad feelings from Finance people. A new drinking fountain or trampoline mat for staff and no postage FPed for is sure to cause a lasting engram! An FP body should have a list of vital necessities by division and FP for those first before it begins to wonder. Strangely, pay, food, uniforms are not considered necessities. They do not directly influence an activity's income. A "necessity" is what it takes to make products and valuable final products. In a cap-in-hand activity food is qualified as "some food, oatmeal maybe." Pay becomes "maybe but no bonuses ever." Uniforms become "none." Recruiting posters, YES. Fuel becomes "economical amounts carefully used." Training materials becomes YES. So what's a necessity? A necessity is what it takes to make *the* valuable final product, not individual survival but group survival. So an FP body doing individuated think can get in severe FP trouble just by the nature of economics.

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5. USING FP TO NEGLECT DUTY. It is a shame but true that people will excuse lack of vital action by blaming FP. "The building burned up because we couldn't get fire hoses through FP." "The main engine broke down because FP rejected . . ." Actually tracing such statements usually discloses the item was never FPed for at all even to the FP body or that an "FP" was used as a means of escaping the work. If you buy all this blame of FP you will think FP and Finance people villainous. Actually FP is often a whipping boy to excuse not doing the job or to delay it. Failure to handle and saying it was FP when it wasn't is Comm Ev stuff. So don't let FP get a bad name unjustly. It's grim enough even when done right.

The future of any activity depends upon these five factors above. It is an economic world in which we live, regardless of "isms" like capitalism or communism or socialism.

If you have these five things cared for you can do FP quite merrily.

The essence of getting money is making money in the first place. FP is the second step of what do we do with the money we make. It will never solve neglecting to make it. You always have trouble with money if you don't make any.

I hope this helps lead some finance bodies out of the jungle into the sun.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 17 FEBRUARY 1971RD
REVISED 5 NOVEMBER 2000

REMIMEO
FINANCE PACKS
SO AND SCN ORGS

FINANCE SERIES 3

BASIC FBO DUTIES

Refs:

HCO PL	29 Jan. 71RA Rev. 2.2.91	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	13 Feb. 71	Finance Series 2 FINANCIAL PLANNING TIPS

ORG CASH COLLECTIONS

The FBO collects the cash from Div 3.

He verifies what he has received.

He gives a receipt for it.

He writes it all down in his records, making a total list of what the monies are.

He makes out a bank deposit slip.

He goes to the bank and he deposits the money in his FBO No. 1 Account.

FP LINE

Exec Council of the org passes on and finalizes its FP and hands it to the FBO who verifies it by production for himself.

The FBO writes a transfer check from the organization's FBO No. 1 Bank Account and just transfers the FP amount to the org's bank account (Main Account).

The org's own executives are signatories on their own bank accounts.

The FBO and Director of Special Affairs are the signatories on the FBO accounts, with the LRH Communicator (or Flag Representative if no LRH Comm posted) as a secondary signatory. Only in the absence of the FBO or DSA is the third signatory used.

The FBO maintains a second bank account (FBO No. 2) to which he transfers money for International Management expenses.

He sends money from the first (FBO No. 1) account to SO (not org) Reserves.

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The FBO keeps an invoice and disbursement voucher system on his FBO No. 2 Account.

The FBO never spends any money out of his FBO No. 1 Account. Money goes into it and is transferred out of it. Only transfer checks are drawn on it (to SO Reserves or to org or FBO accounts).

The FBO keeps enough float in his No. 1 Account to cover bounced checks. Checks bounce ONLY on that account.

The minute a check bounces or fails to clear, the FBO reports the drawer for false report and personally contacts him to establish whether the check should be re-presented or another check drawn.

This transaction does *not* go through the org Division 3 and is *not* entered on the org's books. The org is left in the position of the public's friend. It is the FBO who is the public's devil.

No Division 3 is ever touched, approached or harassed on bounced checks by an FBO. It is an offense for him to do so.

Division 3 collections have to do with collecting Qual credit invoices and advanced payments and any other credit advanced by the org.

BANK ACCOUNTS

FLAG BANKING OFFICER (org name) No. 1 ACCOUNT. Signatories: Org FBO and Director of Special Affairs. LRH Communicator (or Flag Representative if no LRH Comm posted) as secondary signatory. Only network heads as listed—no org terminals. Transfers only. Requires two signatories.

FLAG BANKING OFFICER (org name) No. 2 ACCOUNT. Signatories: Org FBO and Director of Special Affairs. LRH Communicator (or Flag Representative if no LRH Comm posted) as secondary signatory. Only network heads as listed—no org terminals. Management expenses only as approved by authorized management terminals, no org expenses. Requires two signatories.

FLAG BANKING OFFICER (org name) No. 3 ACCOUNT. Signatories: FBO and Director of Special Affairs. LRH Communicator (or Flag Representative if no LRH Comm posted) as secondary signatory. Only network heads as listed—no org terminals. Receives *special income,* a huge lump sum of money received by an org for services which cannot be immediately delivered. These funds are available for use when the services paid for can be delivered.

ORG MAIN ACCOUNT. Receives only monies transferred from FBO No. 1 Account, never from Cashier. Usual org signatories. These are the CO/ED, HES, OES and PES. The allocation received from the FBO goes into this account. All org expenses, salaries, etc., are paid from this account.

ORG RESERVE ACCOUNT. Receives any funds like building fund *org* is holding as reserves for the org as saved from allocations. Held by and signed on by the org officers.

GENERAL LIABILITY FUND. A reserve built up by weekly allocations against major catastrophes and risks. Held by and signed on by the Board of Directors of the Church.

BUILDING FUND ACCOUNT. A reserve account used as per the purposes delineated in HCO PL of 18 Jan. 65, BUILDING FUND ACCOUNT.

HCO BOOK ACCOUNT. All monies collected for the account whether cash income or from advance payments used for bookstore materials are transferred by the FBO from his No. 1 Account to the HCO Book Account. D/FBO MORE, who is holder of the checkbooks, is one of two signatories. Org signatories are HCO Exec Sec, HAS or Dissem Sec.

FSM ACCOUNT. Receives funds from FBO No. 1 Account for use to pay FSM commissions. The signatories are the FBO and, with final approval from the FBO, the CO/ED, HES, OES and PES. Requires two signatories.

SERVICE COMPLETION AWARD (SCA) ACCOUNT. Receives monies from FBO No. 1 Account for payment of awards to students and preclears who complete org services. It is administered similarly to the FSM Account. The signatories are the FBO, CO/ED, HES, OES and PES. Requires two signatories.

RESERVED PAYMENT ACCOUNT. Is used to set aside funds which are awaiting disbursement before they are actually paid out. Usual org signatories.

CLAIMS VERIFICATION BOARD (CVB) ACCOUNT. Receives monies deposited by the FBO for future payment of refund/repayment claims when these are fully verified by the CVB.

NO OTHER BANK ACCOUNTS.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HCO POLICY LETTER OF 17 FEBRUARY 1971-1RC
REVISED 29 OCTOBER 2000

REMIMEO
FBOs

FINANCE SERIES 3-1

HANDLING OF BOUNCED CHECKS AND REFUNDS

This policy letter outlines the exact handling of bounced checks including FBO actions as would be required in connection with HCO PL 29 Jan. 71RA, Finance Series 1, FLAG BANKING OFFICERS and HCO PL 17 Feb. 71RC, Finance Series 3, BASIC FBO DUTIES.

It is a duty of the FBO to safeguard incoming monies and to ensure that *all* income is properly and legibly invoiced by the org and that the exact same amount is collected and receipted and banked by himself each day.

FBO records must therefore agree with and verify those of Div 3 always.

All daily income collections are thoroughly checked by the FBO before issue of any invoice of receipt.

He carefully checks the tape total of the day's income against org invoices. He checks the invoices for admin correctness and legibility. He ensures that all copies of any voided invoices are stapled to the in-series copy.

He then tape-totals the checks and counts the cash against invoice totals.

These must equal the same amount exactly.

He inspects checks for correctness of date and endorsement and quickly obtains any needed corrections.

The FBO then issues his invoice to Dept 7, made to "Dir Income" or "Cashier" in the exact currency of receipt.

He ensures that his deposit slips equal the same amount as org invoice total and the amount of his receipt for the money.

All org income collections are then deposited to the Finance Office No. 1 Account.

BOUNCED CHECKS

Thus, any bounced checks are returned from the bank to the FBO.

The FBO receiving a bounced check from the bank debits it to the org with a MINUS INVOICE of the same number series on which he issues his invoices of daily collections from the org.

The org Dir Income or Cashier then at once writes his own *MINUS INVOICE* debiting the account of the person who presented the check. A copy is provided the FBO.

This protects the org from delivering services which have not in fact been paid for. One org had on its books in excess of $20,000 which had bounced and remained uncollected but which still showed in the customers' files as credits!

COLLECTION

The bounced check is now subject to immediate re-collection action by the FBO, who reports the drawer for FALSE REPORT and personally contacts him to obtain a new check or okay to redeposit.

The FBO makes notes of all collection actions on a single sheet to which all other related papers are attached.

When the FBO has secured collection on the check, he writes an invoice crediting the org, attaching a copy to his collection notes to indicate collection complete. These are then filed.

The org Dir Income or Cashier then at once writes his own CREDIT invoice showing "BOUNCED CHECK COLLECTED" and crediting the person's org account.

The re-collected check is banked by the FBO.

WEEKLY INCOME TOTAL

Gross income as reported on OIC is the total of monies collected *by the org* and is unaffected by bounced checks or bounced check collections.

Minus invoices for bounced checks are *NOT* deducted from the weekly income total; and re-collected bounced checks, having already counted as income once, are not again counted.

However, the amount of bounced checks received that week is subtracted from the income when calculating the corrected gross income, and the amount of bounced checks collected is added to the *corrected gross income* figure.

PACKET INVOICES

Div 3 weekly invoice tape total excludes any invoices for bounced checks or bounced checks collected.

The FBO's weekly invoice tape total excludes any such invoices but a separate tape is made by the FBO for any bounced checks and a third for any such collected that week.

FBO deposit slips for checks being redeposited are made out separately and are so marked by the FBO to distinguish them from org income being banked.

FBO invoice packets are kept secure and in order by the FBO and made available for use in audits.

ADVANCE COLLECTIONS AND BOUNCED CHECKS

Advance collections obtained from persons in the org on behalf of others were discovered in one org to be at the root of large numbers of bounced checks.

Services are often sold to family groups with one member paying for some or all of them.

This is not uncommon and is perfectly legitimate.

But beyond that, org personnel may not solicit payments from staff or public on behalf of others.

Orgs may not arrange for checks to be issued temporarily on behalf of another between public persons or with staff to obtain collections.

Occasionally a student or pc in the org offers payment for a friend. That's fine.

But orgs may not solicit or suggest it. Not ever.

Advance collections are obtained by industrious collection from "hot prospects" and other potential students and pcs.

The essence of it is signing up the person for the service, collecting the money for it and getting the service delivered. (Unused prepayments are subject to refund.)

REFUNDS AND REPAYMENTS OF PREPAYMENTS

Refunds and repayments of prepayments are not minus invoiced but are paid by Dept 8.

A voucher copy debiting the public's account is placed in his accounts file.

Any monies required for such by the org must be obtained from the CVB Account.

The FBO must know refund/repayment policies and require that they be applied fully and exactly.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HCO POLICY LETTER OF 1 MARCH 1971RB
REVISED 2 FEBRUARY 1991

REMIMEO
FINANCE PACKS
FP MEMBERS
FBO HATS

FINANCE SERIES 4

INCOME SOURCES

Added to FBO duties are:

a. Income demand.

b. Tracing and summarizing of present and past income sources of the org for the org.

He does this from actual invoices and promotion returns and accounts collectible files.

As a routine activity, he searches old records and invoices and files to detect and revive any past income sources no longer current, as well as summarizing current income.

Results are presented to the Exec Council and Ad Council by the FBO.

None of this relieves the Registrar or Ad Council or Exec Council or Division 3 of responsibility for income and collections.

Ad Council *also* has copies of its departmental income sheets, posted weekly by dept heads against service department copies of invoices.

Ad Council's statement of projected future income, which it presents to Exec Council, can now be based on a planned increase of actual past and current products and income sources and promotion successes and new income planned.

The planning by which the projected income is to be made is expressed in the FP.

An FP body and its FBO must know its products and income sources cold to be able to plan at all and to make the projected income materialize.

An FP body that can project expected income with reality and can produce an FP that will obtain increased org products and the projected income amount sensibly and realistically will have no trouble with finance authorities.

An FP body that cannot do this will have endless trouble with finance authorities and an FBO who cannot allocate accordingly will have endless trouble with FP bodies.

FP LINE

Added to the FP line is the FBO's prepared statement of summarized income sources of present and recent weeks and any previous income sources discovered and promotion successes insofar as they are available.

These are provided Ad Council and Exec Council by the FBO prior to financial planning. The presentation is in figures and is factual, not opinion.

Copies of such FBO reports are sent to the Continental and Flag Finance Offices and to Flag and FOLO Data Bureaux. Ad Council and Exec Council now have a basis on which to plan projected future income with reality.

Ad Council, having prepared its statement of projected income and proposed its FP, passes the FP via the Treasury Secretary to the Exec Council which finalizes the org's financial planning and income planning and then presents it to the FBO for the approval of the allocation.

ALLOCATION

The FBO looks at (a) expectancy of income as laid out by the Ad Council and Exec Council of the org and (b) the amount of FP. He makes his allocation accordingly.

When the org is really making the money, and can project still more with a good FP realistically planned, the FBO must take this into account in allocating for items of image and facility improvement which may not directly cause income increase but which were earned by high production and high income.

The amount of an FP is of less concern to the FBO than an increased allocation–production ratio.

Activities (orgs) that have no direct expectancy of income are put in a cap-in-hand status and demand is made to produce income and meanwhile here's a bare necessity handout. The FBO tries to get more in from the activity than he gives out by considerable.

FINAL FP AUTHORITY

The FBO is the final FP authority and, as such, arbitrates on any disagreements or disputes in the FP.

Adjudication is based on current income and the reality of projected future income and the sensible and realistic planning of the expenditure that will result in that amount of gross income which has been projected.

Any staff member who feels that the use of the org allocation is incorrect may appeal directly to the FBO on the matter per HCO PL 4 Sept. 71RB I, Finance Series 8, FP AND NECESSITIES and where dissatisfied with the result of the appeal may take his appeal to the Cont FBO or FBO Int per that PL.

L. RON HUBBARD
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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 MARCH 1971RA
ISSUE I
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REMIMEO
FINANCE PACKS
FBOS

FINANCE SERIES 5

FBO HAT

This policy letter outlines FBO duties and actions as given in recent issues and in early 1968 Flag Orders by which the post was initially established.

ORG BOARD LOCATION:

1. The International Finance Office is located under Watchdog Committee (WDC).
2. At Flag, continental and org level, the Finance Office is located in Department 21.
3. The FBO's authority stems from his position as an officer of the Church organization he is part of.
4. The Finance Office representative in an org is called the FLAG BANKING OFFICER.

FBO PRODUCTS:

1. Sea Org reserves, hugeness of.
2. Cash to Sea Org reserves in acceptable range and rising in trend.
3. Increased org solvency as indicated by an increasing allocation–production ratio.
4. Finance Network programs, projects and orders quickly and thoroughly and completely *done*.
5. Data and reports completed accurately and on time and sent to Flag and Continental Finance. Includes accurate and contemporary data to Data Bureau Flag and Continental.
6. The competent and terminated *handling* of local finance situations arising, by application of the related policies, and the reporting of such to Flag and Continental Finance.
7. Solvency of Flag projects and actions in the area.
8. Financing of Flag projects and actions in the area.

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FBO PURPOSES:

1. TO MAKE THE ORG MAKE MORE MONEY.
2. TO GIVE THE ORG A WELL–PAID STAFF.
3. TO MAKE IT VERY WORTHWHILE FOR FLAG TO MANAGE AND HELP IT.

FBO STATISTICS:

1. Payments to Flag.
2. Allocation–production ratio in the org.
3. Payroll divided by staff.

IMMEDIATE SENIOR:

1. The immediate network senior of an org FBO is the Continental FBO.
2. The senior of the Continental FBO is the FBO Int.
3. The immediate senior of the Flag Finance Director is the Int Finance Director who heads the International Finance Office.

FBO DUTIES:

1. To establish and maintain the proper uses, titles and signatories of the three FBO bank accounts, No. 1, No. 2 and No. 3, on-policy.
2. To collect daily all sums of income from the org and to ensure that all incoming monies are invoiced and banked by the FBO before any allocation or expenditure may occur.
3. To ensure that any loans from SO reserves and any debts to it are recorded as such.
4. To verify all sums collected by the FBO against the org's invoices for that day, and to ensure that the org's invoices tape-totaled equal the exact amount received by the FBO.
5. To issue an invoice of receipt to the Cashier or Dir Income.
6. To keep an FBO LEDGER into which all incoming monies are entered on the left-hand page for that day, giving a total list of what the monies are.
7. To enter separately (bottom, same page) and apart from current income, any bounced checks returned from the bank that day, and any bounced checks re-collected by the FBO.
8. To record on the opposite (right-hand) FBO LEDGER page for the same day the exact disposal of the day's income — to the FBO No. 1 Account or abroad for exchange.

9. To inspect the dates and endorsements and currency of all checks for correctness before deposit.

10. To separate out any domestic nonconvertible checks from other countries if such are received, to be sent by the FBO abroad for exchange.

11. To make a deposit slip for the day's income being banked and a separate slip for any bounced checks being redeposited.

12. To deposit all incoming monies daily to the FBO No. 1 Account.

13. To keep a consecutive record of bank deposit slips in a notebook or bank deposit book provided by the bank.

14. To file a second copy of each deposit slip with the FBO invoices for the week.

15. To package and label FBO invoices weekly to include the in-series invoices and add-strip, a loose set of copies, the week's deposit slips and the bank debit advice for any bounced checks for the week.

16. To keep express and exact record of any amount sent abroad for exchange and to follow up each such amount until returned. Such sums having been once invoiced by Div 3 on receipt may not return via Div 3 or be reinvoiced on return from abroad as such introduces an error into income.

17. To maintain enough float in the FBO No. 1 Account to cover any bounced checks returned from the bank.

18. To collect daily from the bank any bounced checks.

19. To handle all bounced checks at once by urgent and personal contact with the drawer, obtaining immediately a new check or the drawer's authority to redeposit. It is a fast and urgent contact action with ethics in the offing.

20. To redeposit such sums daily by separate deposit slip to the FBO No. 1 Account.

21. To ensure that bounced checks are collected *only* by the FBO and that neither the bounced check nor the re-collection of it appear in org records or org GI or Div 3 stats. A reinvoicing of bounced checks by Div 3 would introduce an error into income. The only org records these show up in are the individual's accounts file and adding the amount collected to the org *corrected* gross income.

22. To threaten legal action on any long-uncollected, bounced check and if still uncollected to give the action over to Legal.

23. To report weekly to Continental Finance Office the amount of checks bounced, checks collected and checks outstanding, with a copy to Flag Finance Office.

24. To collect weekly from the Treasury Sec a copy of the income sheets posted up by dept heads from their service dept copies of the week's invoices.

25. To ensure that DEBIT invoices are also shown and clearly marked on these sheets and to ensure collection of DEBIT invoices by Div 3.

26. To weekly summarize receipts and income sources of the org for the org.

27. To search out org collection files and old invoices to detect and revive any previous income sources no longer current or dropped in volume.

28. To trace income sources to their successful promotional actions where such info is available as factual (not opinion).

29. To present the Exec Council and Ad Council of the org with a factual summary of org income sources, to include the current week or month and copies of earlier reports and any past income sources newly discovered. This is presented prior to financial planning and assists the Exec and Ad Councils in preparation of FP.

30. To demand income increase from the org, particularly where past successful income sources or collections have been neglected.

31. To know the vital necessities required by the activity to produce its valuable final products and particularly its income.

32. To maintain agreement with the FP body regarding Title A, B and C expenditure and product necessities, and how these are covered by FP and general finance.

33. To receive the Ad Council's proposed financial planning and statement of projected income when passed as okay by the org Treasury Sec and Exec Council.

34. To inspect the proposed FP with regard to (a) expectancy of income and the plan by which it is to be materialized and (b) the amount of FP, and to allocate to the org accordingly.

35. To ensure that FP sums allocated by the FBO cause an increased income, thereby giving an increased allocation–production ratio and an increased statistic of cash to SO reserves.

36. To transfer sums of expense thus approved by check to the org's Main Account.

37. To send to Flag and Continental Finance Offices a copy of the approved financial planning against which the allocation was made.

38. To transfer all HCO Account income to the org's HCO BOOK ACCOUNT.

39. To transfer to the org's CVB Account any refund monies required.

40. To transfer to the org's FSM Account monies for FSM commissions paid, these not being subject to financial planning.

41. To issue to the Treasury Sec of the org a voucher with each transfer check, detailing the amount and intended use of the monies.

42. To recover from the org any allocation amount (except HCO Account monies) not applied to the approved use. Sums allocated by the FBO may only be used for the purpose requested and approved and if not so used, they must be returned to the FBO.

43. To receive a copy of any EMERGENCY PO not covered by the org's financial planning but vital to org credit or promotion or product, and to deduct 125 percent of its amount from future allocation to the vessel or org.

44. To deduct from future allocation 200 percent of the amount of any EMERGENCY PO found to have been approved without any copy advising the FBO, or if the expense presented as an emergency was not an emergency in fact.

45. To collect from the Treasury Sec a weekly disbursement sheet listing all vouchers and sums paid out by Div 3 during the week.

46. To ensure that the Treasury Sec accounts for all monies issued to him by weekly total of expenses and cash on hand against monies from FBO that week.

47. To transfer by check from the FBO No. 1 Account, sums to SO reserves, to the FBO No. 2 Account for management expenses incurred locally and to the FBO No. 3 Account for special income.

48. To see that amounts owing to management for services and missions are collected.

49. To keep a separate invoice-voucher series for the FBO No. 2 Account, including separate deposit slip records and invoice and voucher packs as with the No. 1 Account.

50. To pay from the FBO No. 2 Account any International Management expenses incurred locally, keeping exact and express records of these.

51. To keep accurate and flawless record of all FBO receipts — banking, transfers and disbursements — as required of any accounting activity by standard Scientology accounts policies.

52. To make a brief weekly summary of receipts to and payments from all three FBO accounts, sending these to Flag Finance Office and keeping a copy.

53. To keep and reconcile weekly an FBO CASH JOURNAL for recording of any CASH amounts the FBO may hold on hand. A CASH JOURNAL and cash box are only for the occasional CASH disbursements, usually in connection with management expenses. FBO disbursements and transfers are normally only by check.

54. To receive checks cleared from the bank on the FBO No. 1, 2 and 3 Accounts and to tape these back into their original checkbooks onto the check stub.

55. To collect from the bank a month-end statement on the FBO No. 1, 2 and 3 Accounts and to reconcile each on receipt.

56. To tape-total, package and label monthly the FBO in-series vouchers with a loose set of copies. FBO No. 1, No. 2 and No. 3 Accounts each have their separate voucher series and the vouchers are packaged up separately.

57. To make a full monthly financial report to Flag Finance Office summarizing all income to and transfers from the FBO No. 1 Account—to include an attached copy of the month-end bank statement reconciled.

58. To make a full monthly financial report to Flag Finance Office summarizing receipts to and disbursements from the FBO No. 2 and No. 3 Accounts.

59. To include with this report a full statement of management expenses paid locally, categorized as required by Flag Finance Office, and to include a xerox or carbon copy of all such bills paid and the voucher of payment. Also attached is a copy of the month-end No. 2 Account statement reconciled.

60. To provide the required weekly and monthly finance reports on time and with total accuracy so that management and org solvency and viability can be centrally summarized at Flag.

61. To provide Flag Finance Office with a copy of the signature mandates for each of the FBO accounts and to provide revised copies whenever such mandates are changed.

62. To keep FBO accounts and funds completely secure at all times including an occasional check on bank security to ensure that only the authorized signatures are accepted.

63. To report FBO statistics promptly and accurately to org OIC and to Continental and Flag Finance Office.

64. To provide Flag and Continental Finance Offices with a stat analysis of the FBO statistics at the end of each stat period.

65. To know and apply Scientology finance and accounts policies with regard to allocations to the org and with regard to the FBO's own accounting admin.

66. To act as a STABLE TERMINAL for Int, Flag and Continental Finance Offices.

67. To get Command orders and finance programs DONE quickly and thoroughly and exactly and to include in the compliance report exactly WHAT was done and the results.

68. To report Div 3 outnesses to Continental Treasury Bureau and to follow up the handling of these.

69. To pick up and terminatedly *handle* local finance situations arising, by application of the related policy. This is by DOING the handling—not writing despatches.

70. To make a brief and concise weekly report of these, stating the SITUATION and its HANDLING. These weekly reports go to Continental Finance Office for relay to the Flag Finance Office. A copy is made for Flag and Continental Data Bureaux.

71. An FBO produces raised FBO statistics, orders and programs competently DONE, reports completed accurately and on time, and situations *handled*—not reasons why, and can'ts and problems.

OVERALL APPROACH

The chief concerns of an FBO are income sources, income demand and income increase.

It is factually the size of org income and the increase of allocation–production ratio that determine cash to reserves.

This does not mean that he runs the org via financial management. He does not.

But he *does* expect income increase and an increased allocation–production ratio from what he pays out, and if he doesn't get it, he finds out WHY. He finds his WHY in facts and figures, not opinion.

Org managers can then take all this up along with other data affecting management.

And if the FP members are well hatted and the FBO knows his job and does it, finance conflicts resolve and the results are expressed in rising stats.

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HUBBARD COMMUNICATIONS OFFICE
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REMIMEO
ALL ORGS
FBOS
FP HATS

FINANCE SERIES 6

BEAN THEORY
FINANCE AS A COMMODITY

The allocation paid out by Finance to an org or activity must *BUY SOMETHING*.

It buys more funds back from the activity than it paid out and it buys the production of that activity.

Finance is best understood as a COMMODITY in terms of beans.

So many beans issued to an activity and so many more beans back.

Beans do not magically materialize into more beans. What brings back more beans for those issued is the PRODUCTION and INDUSTRY of org staff and how wisely the beans are allocated.

Even the interest one earns on a bank account is earned in fact by someone's production and ability to get more beans out of an activity than are put in.

Where Finance uses its beans to buy production and industry and projected income at a cost which requires the activity to be viable it gets back more beans and a raised allocation–production ratio.

The first rule of Finance and any activity is INCOME GREATER THAN OUTGO.

Where Finance can skillfully apply this to the divisions and personnel of an org as well as the org as a whole, the additional beans materialize because what is bought is production and the products which add up to the product of raised income and viability.

PRODUCTION

Activities that allocate by need and fail to force and pay for production are the basis of failed economies and welfare states.

"We need . . ." is taken by Finance with a yawn unless followed at once by a projected resulting valuable product or income realistically planned and immediately in view.

Finance allocates against proven production and projected income.

The FBO looks at where the beans are going and what income and production they are buying.

When he finds that the beans issued to an area or division are not buying production or income he designates a cap-in-hand status to *that* area and the beans issued become those essential to product only until the product emerges in the expected volume and quality.

One org with a soaring payroll particularly in the Tech area while delivering less than five auditing hours per auditor *per week* had all on full pay and bonuses. The org had finance troubles and found sums needed to promote absorbed instead by high payroll.

How? The org was on fixed pay (high) and gave only small production bonuses, obligating a high payroll expense without regard for production.

Other errors aside, the Finance error is an absent demand that the beans issued to that area buy more beans or valid full capacity production.

A reversal of this, setting low basic pay and high production bonuses, would have bought *production* for the beans issued and where there was no production would have issued no beans or a bare minimum.

INCOME SOURCES

The apparency that income sources devolve upon certain single portions of an org leads Finance into difficulty unless the products and subproducts of the org and its divisions are fully grasped.

The tracing and reinforcing of income sources, while a necessary and vital action, falls far short of the total action of Finance in its investment of beans.

A company receiving income only after the fact of delivery would appear to an inept or unfamiliar Finance person to have DELIVERY as its major income source. If Finance then seeks to raise income by forcing all beans into stepped-up delivery while neglecting the prior promotion and sales, there is soon no demand and nothing to deliver and NO BEANS.

Income sources traced superficially to SALES expertise alone, neglecting promotion and delivery again gives NO BEANS.

A Finance person seeing sales expertise as the company's immediate and major income source quite rightly issues more beans to sales. But if he leaves promotion and delivery underfinanced, sales suddenly finds itself selling an unknown product due to absent prior promotion, and sales made go undelivered or poorly delivered or even refunded.

Finance tracing income sources to promotion alone and neglecting to follow up with sums to sales and delivery gives the same result.

Thus, in addition to org income sources, Finance and org managers must know the valuable final products and subproducts of the org and its divisions and posts in order to wisely allocate funds.

COSTING

Income greater than outgo applies equally to each division and person in an org.

If Finance is fully familiar with the products of divisions and key posts of an org and their costing and value to the completed org product and expected volume or capacity, it can skillfully apply income greater than outgo individually to each.

An org has valuable final products for which it collects income.

Each division and area of the org has a product or products which contribute to the whole action which gets the org product promoted and delivered and the income collected.

How much it costs to produce how much product is the COSTING of a division or org or post.

It is not always possible to determine how much *income* a single post or division contributes to the whole activity.

But one *can* know to what degree a subproduct is vital to the delivery of the org's valuable final product and one can know how much it costs to produce it. And one can expect each area and post to be productive and viable as a single activity.

Costing to be real must also take into account the expected CAPACITY or IDEAL SCENE of the activity.

A plant producing at half capacity yet fully manned and running at full expense gives a product which costs twice what it should if the activity is to be fully viable and profitable.

A costing of the Tech Division described above would show that with production at one-fifth capacity, its product cost five times what it should cost to be viable as an activity and profitable to the org.

Thus, funds allocated to an activity by costing alone will not buy or ensure production or return more beans.

If one were allocating beans by income and products, he would have to consider the COSTING of each product, the importance of each product (how vital it is to the valuable final products of the org) and the expected capacity or volume of each area.

One could juggle these about and assign an allocation value to each product and subproduct and key stat.

So many letters out, so much bulk mail out, so many student points and well done hours = so much allocation.

Under such a system the FBO would get production and more beans back for the beans put in.

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The Exec Council doing FP on such an allocation would shortly see what underproductive areas were causing a reduced allocation and would pound those areas to produce. Likewise, the activities of productive divisions and areas would be reinforced by the FP body.

What accomplishes this is NOT Finance acting as org management, but Finance applying income greater than outgo to each division and area of the org and handling money as a commodity of which one issues so much and gets so much more back.

Finance becomes org management only where it ceases to handle finance as a commodity like beans and where org managers themselves fail to grasp and understand financial realities.

LOST INCOME

Financial planning is how one uses the funds one has to keep things running well and make more income.

There is some degree of loss in a failure to prevent unreal and unprofitable expenditure.

Orgs and FP bodies are sometimes improvident in their planning and Finance people are alert for this and have to be because they quite rightly expect beans back plus more for beans expended.

But the greater loss to Finance is income lost or never made.

The difference between what an org should be making and what it does gives Finance greater loss than any FP saving could ever recover.

Foolish or unreal expense is prevented because it's a poor investment. But an org of $50,000 income potential making only $20,000 is a weekly loss of $30,000 to Finance.

An org stacking up thousands in collected but undelivered services gives Finance a potential and staggering loss in sums refunded.

An org seeking to save ten shillings while neglecting to develop and boom a continent doesn't make sense.

One knows the income sources of the org cold and one knows what subproducts promote and sell and deliver and collect income.

One puts finance as a commodity first and most into these and never saves on them except to raise the viability of a vital division or area not producing well and then only to raise production.

One seeks new income sources and means while reinforcing those already successful and reviving any no longer current.

One gets sums already owed to the org collected with industry and in high volume.

One handles emergencies by making more money and has lined up three or four valid income sources each and any one of which would provide the needed funds.

One uses beans to buy raised income and production and refuses to finance nonproduction or fruitless expense.

One knows cold the costing of vital and other org products and demands full capacity production and viability and income greater than outgo of each division and area and post of the org individually.

One predicts and plans for expansion occurring and the future adequacy of materiel and quality of delivery before the sudden absence of adequate staff or delivery facilities becomes a screaming urgency.

And one knows that more profit can be lost than ever could be saved on expense.

Money is a commodity.

It is subject to certain realities. Its realities apply to the whole org and equally to the divisions and persons in the org. Its realities have to be fully grasped by Finance and FP members and org managers.

Handled by Finance people as a commodity of which one always gets back from an area more than went in, it brings raised income, expansion and reserves.

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HCO POLICY LETTER OF 27 NOVEMBER 1971
ISSUE I

REMIMEO

EXECUTIVE SERIES 3
FINANCE SERIES 6-1

MONEY

So you think the GI should be higher.

So you wonder why the staff isn't paid better.

In order to successfully solve these riddles it is necessary to know something about MONEY.

Basically *money* is "an idea backed by confidence."

The idea is that the exchange of goods or services kind for kind is too clumsy. To carry your dozen eggs all over town until you find someone who has bread he will exchange for your eggs so you can have bread is too clumsy. That is called a "barter (trading) system" and is used in primitive tribes. To solve this, men get the idea of making metal or slips of paper represent the eggs and the bread. Thus you don't need to look all over town. Anyone will buy your eggs that wants eggs and give you money and anyone who has bread will accept money for it. Like: one money particle is worth five loaves of bread or one dozen eggs or two hours of manual labor or one booklet or a square inch of land or — or — or.

Confidence comes in that the money particle (piece of metal or paper or some such symbol) WILL be further accepted after you have accepted it for your eggs. This extends to confidence in the country that issued the coin or the paper.

As metal has other uses — gold, silver, copper, bronze — it is more likely to have confidence placed in it as the country could go broke and one would still have his metal. With paper one has to have more confidence in the country.

So MONEY is only something that can be exchanged confidently for goods or services. It is a symbol which represents value in terms of goods or services.

When money is paid out without buying value (as in welfare handouts or war materials or bad stocks or just a promise with no backing) it itself gets into trouble. It begins to buy less because it no longer represents production or services or value.

When one begins to receive and spend money he gets into a field known as ECONOMICS.

To understand money one *must* understand economics. Or he'll be made a fool.

ECONOMICS in modern language means "the social science that studies the production, distribution and consumption (using) of commodities (things)."

If you like money or want money or use money you cannot remain ignorant of "economics."

The reason Marx and socialists in general can fool everyone is that there are very few people who know economics and economics itself is not a science but a primitive art. So just as you may stumble on this word "economics," so can the supertotalitarian socialists make whole societies stumble and fall into their hands.

The word originally meant "the science or art of managing a house or household" and that is still its first meaning. From this grew up a study of the whole community as a connected activity.

Remember, *money* represents *things*. It is a substitute for goods and services.

What governments, people and even our orgs can't get understood is that NO PRODUCTION = no money.

If one performs a valuable service *and* exchanges it for goods, he does so through the item of *money*.

Production can mean producing a service or an item that can be exchanged for goods and services.

If an activity does not produce *and* deliver *and* exchange with other activities, no money is possible.

Example: Lack of good Division 6s (Public Division) in orgs makes it impossible to *exchange* with the community. Equals no money.

This is what is behind low gross income.

The steps to take are, get the org so it can produce a valuable service in some volume and then *exchange* through Div 6 contacts that service with the community for *money*. Then increase the volume and quality of the service and increase the exchange through more Division 6 contacts. That builds up to a big GI that will continue to be big and not slump.

As soon as one ceases to deliver the service the *exchange* breaks and the GI collapses. No matter how hard you *sell*, if you don't deliver, you get into trouble.

The staff member, as part of the org, may think his pay comes from mysterious places. It does not. It comes from his own personal production.

The combined services of staff members give the org the valuable final services it can exchange for *money*. If it does this, then the staff member gets paid and cared for.

It is up to Division 6 to build up a DEMAND for the services and a volume of people who then demand the service. It does this with surveys of what the public will buy that the org can offer. It then makes the public aware of this by ads and

contacts. The public comes in and pays. The rest of the org keeps itself functioning and delivers it.

That is really all there is to it.

When you see a staff unpaid or an org not very solvent, it is the data above that is not grasped.

When you see an org solvent and its staff well paid, then the majority there have grasped this and are doing it.

When they do it well enough and in enough volume, they control more and more goodwill and expand.

People today are very badly taught on this subject. All money comes from daddy. Governments roll it out in endless streams (and the currency becomes worthless).

It's no wonder people believe in "luck" as the only thing that makes them rich and powerful. Or some wild idea that was never tried and would be a flop.

The truths of wealth are:

Income of money on sales must be greater than outgo on bills.

Books, auditing and training, tapes and meters, must be sold for more than they cost the org to produce or buy.

Money is simply that which represents delivered production.

Morale also depends upon accomplished and exchanged production.

Money does *not* equal morale. The idle rich are a wonderful study in psychosis.

And welfare money degrades because it is not exchanged for delivered production.

These are all factors in economics.

The way to good pay is an understanding of the subject as above and the work necessary to make it so.

L. Ron Hubbard
FOUNDER

HCO POLICY LETTER OF 3 DECEMBER 1971

REMIMEO

EXECUTIVE SERIES 4
FINANCE SERIES 6-2

EXCHANGE

So many tricks have been entered into economics systems, and so many political fixations exist that a manager is often very hard pressed trying to bring about solvency for his activity.

Money can be manipulated in a thousand different ways.

There are "speculators" who seek to buy something (like land) cheaply and sell it dear. Or sell it dear, depress the market and buy it back cheaply. In either case they make a profit.

It is less well understood that "speculators" also operate on the subject of money itself. By manipulating the value of one currency against another they seek to obtain a profit. This is the "international banker" at his daily work. He buys a hundred billion French francs for x dollars. Then he causes a panic about dollars. The franc gets very valuable. He sells his hundred billion French francs for 2x dollars. Then he says dollars are great. He has "made" a huge new lot of dollars for himself.

Or he finds a crummy politician like Hitler, builds him a war machine, gets paid back out of the plunder of Europe before Hitler collapses.

The banker loans George Manager 100,000 to modernize his plant. George wanted 200,000. But he takes the 100,000. The banker holds the whole plant as security. George doesn't make it as it really took 200,000 to do it. He goes broke. The banker grabs the 5,000,000 plant. This includes the 100,000 now spent on new machines. The banker sells it to a pal for 2,500,000 and makes that sum on his "loan."

The shareholders of Bide-a-Wee Biscuit are told Bide-a-Wee is busted. The stock falls. A group buys the stock up for peanuts, emerges as the owners of Bide-a-Wee which turns out not to be busted.

All these and a thousand thousand other systems for making money, indulged in too often, spoil CONFIDENCE and destroy money.

Eventually a whole religion like communism will grow up dedicated only to the destruction of capitalism. What has been dropped out is the idea of EXCHANGE.

Money has to *represent* something because it is not anything in itself but an idea backed by confidence.

It can represent gold or beans or hours of work or most anything as long as the thing it represents is real.

Whatever it represents, the item must be exchangeable.

If money represents gold, then gold must be exchangeable. To prove this, the moment gold couldn't be individually owned, the dollar, based on it, became much less valuable.

There has to be enough of the thing that money represents. By making the thing scarce, money can be manipulated and prices sent soaring.

Economics by reason of various manipulations can be made into the most effective trap of the modern slave master.

Periodically through history, not just in current times, monied classes or those believed to control money have been torn to bits, shot, stoned, burned and smashed. The ancient Pharaohs of Egypt periodically lost their country through tax abuses.

Money, in short, is a passionate subject.

Modernly, the lid is coming off the economic pot which is at a high boil.

Too many speculators, too many dishonest men generating too much hate, too many tax abuses, too many propagandists shouting down money, too many fools, all add up to an explosive economic atmosphere.

A group has to be very clever to survive such a period. Their economic arrangements and policies must be fantastically wise, well established and followed.

As it exists at this writing, the only real crime in the West is for a group to be without money. That finishes it. But with enough money it can defend itself and expand.

Yet if you borrow money you become the property of bankers. If you make money you become the target of tax collectors.

But if you don't have it, the group dies under the hammer of bankruptcy and worse.

So we always make it the first condition of a group to make its own way and be prosperous on its own efforts.

The key to such prosperity is *exchange*.

One exchanges something valuable for something valuable.

Processing and training are valuable. Done well, they are priceless.

In many ways an exchange can occur. Currently it is done with money.

In our case processing and training are the substances we exchange for the materials of survival.

To *exchange* something one must find or create a *demand*.

He must then supply the demand in EXCHANGE for the things the group needs.

If that is understood, then at once it is seen that (a) a group can't just process or train its own members and (b) a group cannot give its services away for nothing and (c) the services must be valuable to those receiving them, (d) that the demand must be established by surveys and created on the basis of what is found and (e) that continual public contact must be maintained.

Thus, by bringing the problems of viability down to the rock-bottom basics of *exchange,* one can cut through all the fog about economics and money and be practical and effective.

If one is living in a money economy, then bills are solved by having far more than "enough money" and not spending it foolishly. One gets far more than "enough money" by understanding the principles of EXCHANGE and applying them.

In another type of economy such as a socialist state, the principles still work.

The principles of exchange work continuously. It does not go high and collapse as in speculation or demanding money but failing to deliver. Or delivering and not demanding money.

We see around us examples that seem to violate these principles. But they are nervous and temporary.

What people or governments regard as a valuable service is sometimes incredible and what they will overlook as valuable is also incredible. This is why one has to use surveys — to find out what people want that you can deliver. Unless this is established, then you find yourself in an exchange blockage. You can guess, but until you actually find out, you can do very little about it.

Once you discover what people want that you *can* deliver, you can go about increasing the demand or widening it or making it more valuable, using standard public relations, advertising and merchandising techniques.

The fundamental is to realize that EXCHANGE is the basic problem.

Then and only then can one go about solving it.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 26 APRIL 1971RD
REVISED 25 JUNE 1998

REMIMEO
FINANCE AND FP HATS
DEPT 8
CHECK SIGNERS
FBO HAT

FINANCE SERIES 7

FP ACTIVATION

FP allocation amounts become due for transfer from the FBO No. 1 Account to the org's Main Account immediately following FBO approval of the FP and allocation figure.

The FBO is generally watchful of the FP routing and handling lines and prevents any undue delays.

With the FP approved and allocation amount established, the FBO issues his transfer check AT ONCE, rapidly obtaining the needed co-signature of the Director of Special Affairs or LRH Communicator (or Flag Representative if no LRH Comm posted) and delivers the check to the hands of the Treasury Sec.

The Treasury Sec gives his receipt and sees that the allocation check is banked *AT ONCE* to the org's Main Account.

When the FP check has been cleared and been credited to the org's Main Account by the bank, the FP as approved may be activated by Division 3. *NOT BEFORE.*

Checks drawn or POs activated against an FP for which the allocation check has not yet been deposited or cleared amounts to spending money which is not there and violates earlier policies and falsely affects the org's cash-bills stat.

FSM commissions due for payment and refunds or repayments due for transfer to the CVB Account follow the same principle.

Dept 8 prepares all forms and related data and applies via the Treas Sec to the FBO *AT ONCE* when such payments and transfers are due. The FBO rapidly verifies and *immediately* issues a check to cover valid FSM commissions due and a separate check to cover any refunds to be transferred. His transfer voucher lists the names and amounts. FSM commissions are *NEVER* held up for once-a-week check signing and where the FSM has personally brought his selectee into the org and is due a commission it MUST be paid at once with the FSM Account check given directly into the hands of the FSM by the org.

Executives signing FSM checks from the FSM Account must see a copy of the FBO transfer voucher, the selectee invoice and a copy of the selection slip before they may sign the FSM commission check.

As it would cause delays on FSM commission payments to require that the transfer from the FBO No. 1 Account be in the org FSM Account before an FSM payment check can be issued, the FSM Account is started with a balance equal to an average of one full week's commissions. After that, the routine of transferring the amounts for commissions paid each day will keep the account maintained at a level that commissions can be paid with no danger that they will not clear the bank. When the volume of commissions increases in range the org Dir of Disbursements should CSW to the FBO to transfer additional funds to the FSM Account to ensure that its basic level is kept sufficiently high to handle the traffic. The FBO would then transfer the additional funds from his FBO No. 1 Account to the org's FSM Account. The exact administration of the FSM commission line is covered in HCO PL 5 Apr. 79RC II, FSM Series 6, NEW FSM ACCOUNT.

That the FSM Account is handled as above does NOT mean that it may be used as a "float" to pay out FSM commissions on a bypass of the FBO.

A check signer who fails to verify that the FBO transfer has been done before signing checks against that transfer risks signing checks against funds not there or allocated to other purposes.

CASH–BILLS

Cash-bills as reported by Division 3 includes sums actually *on hand* only in the org Main and Reserve accounts versus bills due and purchases newly ordered.

Thus a check signer accepting checks for FP activation without evidence of FBO transfer also risks a falsely reduced cash-bills stat which gives an untrue picture of the org's actual financial position.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 SEPTEMBER 1971RB
ISSUE I
REVISED 2 FEBRUARY 1991

REMIMEO
ALL FP AND
FINANCE PACKS
FBO HATS
D/FBO HATS
ALL STAFF

FINANCE SERIES 8

FP AND NECESSITIES

(THE FBO APPEAL LINE)

A "NECESSITY" is what it takes to make products and valuable final products. (Ref: HCO PL 13 Feb. 71, Finance Series 2, FINANCIAL PLANNING TIPS)

A divisional secretary is responsible for seeing that the necessities of his division are provided for in financial planning. This responsibility extends to follow-up of approved items to ensure that they are purchased by Division 3 and delivered in good order.

For the Treasury Secretary this duty extends to the necessities of the entire org.

DENIED NECESSITIES

Too often, FP troubles trace on investigation to one or more of the following:

1. The item in question was never proposed to any FP Committee.
2. The item was returned for better CSW and never reappeared.
3. The item was refused by an FP body but never appealed—either to the FP body or the FBO.
4. The FBO saw the item safely through FP months ago but it was then never bought or the money was otherwise (illegally) used.

In order that the FBO can ensure that existing policies on the above are followed, an appeal line is hereby established.

The appeal line is direct to the FBO. Any staff member may use it.

It concerns the *use* of the org's allocation — not the amount.

It is used whenever a *vital* necessity is denied in FP.

It is used when an FP-approved item has stalled on purchasing lines.

It may be used in any case where *usual* lines have failed to remedy a nonoptimum situation concerning the approval or purchase of necessities.

Any staff member may appeal to the Cont FBO or even the FBO Int if not handled to the satisfaction of the staff member at org level but in such cases must include the result of the appeal to the org FBO.

Any report of such situations received at Cont or Flag level without first having been appealed to the org FBO shall be considered false.

Where the appeal concerns delayed implementation of a Flag or higher level issue or order, a copy of the appeal *must* be sent direct to the Continental Flag Rep.

FBO ACTION

The usual FBO action would be:

1. To get the situation HANDLED terminatedly and reported to the Cont FBO at once with info copies of the report sent to FOLO and Flag Data Files for that org.

2. To get the related policy letters or other issues checked out on all concerned.

3. To require of the Dir I&R an investigation of the matter to determine the source of the situation and any out-ethics found handled; and failing that, the FBO must personally investigate the matter and handle TERMINATEDLY. The results of any such investigation must be reported to the Int Finance Ethics Officer with copies to Flag and FOLO Pgms Chiefs.

REASON

The FBO has a statistic of the ALLOCATION–PRODUCTION ratio of the org.

If his allocation buys VFPs, he can expect a rising allocation–production ratio statistic. Normally, this is assured by the use of an allocation system which allocates against VFPs.

However, if the org and divisional necessities are denied or neglected outside his view, he may find allocation–production crashed weeks or months later.

Also, too often FP and Finance are given a bad name in connection with situations actually tracing to 1, 2, 3 or 4 above.

Finally, this policy letter gives staff members a line of recourse and final appeal in the event that it is needed to ensure the continued and high volume production of valuable final products of their divisions and the org.

No staff member may be made the subject of an ethics or justice action for making an appeal which conforms with this policy letter. However, not making an appeal when it results in lessened production in an org would result in ethics or justice actions being taken against the staff member.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 23 SEPTEMBER 1971

REMIMEO
FBO HATS
ITEM NO. 1 OF
FBO HATS
TO BE W/C 2
AND STAR-RATE
AND IN CLAY.

IMPORTANT

FINANCE SERIES 9

FLAG BANKING OFFICER PURPOSES

(His Most Important Policy Letter)

A Flag Banking Officer works for the reputation of himself and his network as follows:

"An org with an FBO makes more money and has a better paid staff and makes it more worthwhile for Flag to manage it than any org ever would without an FBO."

This reputation is to be *earned* by the conduct and good sense of the FBO.

Therefore the purposes of the FBO are:

1. To make the org make more money.
2. To give the org a well-paid staff.
3. To make it very worthwhile for Flag to manage and help it.

FBO ABILITY

An FBO must know how to make money.

An FBO must know HOW an org makes money and keeps its reputation with excellent delivery.

An FBO must know the policy expertise used in making money.

An FBO must know that "turning down FPs" plays into the hands of any that wish the org to fail and that forcing in a proper FP allowing for promotion and needful actions is the way to defeat counter-intention in the org.

An FBO must know that expenses incurred in the future beyond the org's ability to pay must be halted before the expense is incurred, not after the org has been committed.

An FBO must realize that finance control is a primary point of management authority and that this control must not be locally developed to a point where Finance forms a hidden command line, unknown to management or Flag. The FBO has no authority to permit new acquisitions or obligations and no authority to dismiss personnel or cut off obligations without Flag *Commanding Officer* approval. No one in the entire network from top to bottom has any authority to change operating orders or policy and must obtain such authority for specific cases only from those in actual command, i.e., Commanding Officer of a Continental Liaison Office or the Commanding Officer of the Flag Bureaux as major changes affecting basic planning are command decisions. (Proper, future contracts, staff hiring and dismissals, basic changes in the FP No. 1 of an org, are all command decisions, not to be made in the FBO Network. Things that are any future risk at all require authority from the Flag Bureaux.)

An FBO should realize that he is well backed up and that his warnings and suggestions are usually authorized by command channels.

An FBO must realize that one can pass endless regulations regarding finance to block off efforts to escape from old regulations (as witness tax people's problems), and that all new regulations will also be escaped. The FBO to handle this should work instead to bring understanding and cooperation into the org in matters of finance.

The FBO must know that lack of Word Clearing and hatting will make a financially irresponsible org and must see that Word Clearing on all finance policies occurs both in himself and in the org.

The FBO in doing his duty must work always to earn the reputation set out and postulated at the beginning of this policy letter.

L. Ron Hubbard
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 22 OCTOBER 1971RD
REVISED 2 FEBRUARY 1991

REMIMEO
ALL EXECS
STAFF HATS
FBO HAT
DIV 3 HATS
FP PACKS

FINANCE SERIES 10

PURCHASING AND CHECK–SIGNING LINES MODIFIED

The effectiveness of financial control in orgs depends primarily upon the degree to which financial and income-making policies are known and applied by FP members, FBOs and Treasury personnel.

However, the effectiveness of the administrative lines which govern purchasing and bills payment is also a vital factor.

Unless these lines are sharply IN, the FBO and execs can be working full ahead to ease the org out of a tight financial situation only to find new bills arriving that nobody heard of before or that a printing press has just been ordered by the new purchaser because "somebody told him to!"

When an org has reached a low cash–high bills situation, it may take many months of careful planning to restore income and solvency.

And even when things are going well, the purchasing and bills paying lines must be held under firm control to keep it that way.

Therefore, the following shall apply fully to all Sea Org and Scientology orgs, *and FOLOs:*

1. All letterhead stationery in use by the Treasury Division must bear the following statement:

   "ANY EXPENSE COMMITTED IN THE NAME OF THE CHURCH MUST HAVE THE WRITTEN AUTHORIZATION OF THE TREASURY SECRETARY OF THE CHURCH TO BE CONSIDERED VALID AND PAYABLE BY THE CHURCH."

   The word "organization" may be substituted for "Church" in any org where corporate status may require it.

2. Every firm with whom the org does business and every new firm contacted for purchasing or pricing must at once receive a letter from the Treasury Secretary using this letterhead and introducing by name those persons who are authorized to make purchases.

3. Such letters must promote our excellent credit standing and should make clear that the persons named are the ONLY persons authorized to purchase goods or services for the company.

   This serves to make company policy known and prevents random persons from running up bills.

4. Every personnel change within the org which causes a change of authorized purchasers must be followed at once by new letters to all firms advising of the fact.

5. All expense commitment is by written order prepared by Dept 8, signed as authorized by the Treasury Secretary, and shown to the business firm at the time of purchase.

6. The Treasury Secretary in signing such orders must see the valid PURCHASE ORDER for each item ordered.

7. Expenses such as utilities and postage and occasional others which cannot be handled in this manner are nonetheless covered by ordinary purchase orders or estimated purchase orders (EPOs).

8. All purchasing lines are routinely spot-checked by the FBO for application of this policy letter and results reported to Flag and Continental Finance Offices.

9. Long-distance phone and other such services can become an unexpected source of sudden expense increase unless HCO requires a signed PO for each long-distance call as required by HCO PL 1 June 58, PURCHASE ORDERS, and other utilities are watched for sudden increase.

10. All check signing on the org Main Account will be done once weekly by usual signatories and in the presence of the FBO. All checks must be tape-totaled and petty cash amounts limited.

    The HCO Book Account is excepted in that Book Account checks may be signed at any time and FBO presence is not required. Instead the D/FBO for MORE is a mandatory signatory and checks on this account may be signed at any time with the D/FBO for MORE held responsible to inspect Book Account records and the state of the bookstore, book stocks and book sales to ensure that Book Account policies are being fully adhered to, including correctness of expenditures.

    FSM Account checks are also exempt from the once a week check-signing rule as FSM commissions must be paid instantly. Signing is by any two available per-policy signatories.

11. The FBO in carrying out this duty ensures that all check-signing and dateline policies are applied and that all checks being signed have been properly authorized and do not exceed the org's allocation and, in the case of FSM commissions and refunds, that covering amounts have been transferred to the applicable org accounts by the FBO so that org cash-bills is not falsely affected.

12. Current and unused checkbooks for the org bank accounts are kept by the FBO in his safe and are issued to the Treasury Division only for weekly reconciling, check preparation and the return of cancelled checks to their check stubs.

    The HCO Book Account and FSM Account are excepted in that current HCO Book Account checkbooks are kept by the D/FBO for MORE in his safe and the current FSM Account checkbook is held by the Treasury Secretary in his safe. Unused Book Account and FSM Account checkbooks may be kept by the FBO.

13. These policies may not be used in any way to delay valid purchasing or bill payments but must be applied so that no delay occurs and so that financial admin lines are strengthened and made more secure.

14. The enforcement and application of these policies is the responsibility of the FBO, who must personally groove them in with the Treasury Sec and Dept 8 and again on any change of personnel.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 MARCH 1972RA
ISSUE I
REVISED 2 FEBRUARY 1991

REMIMEO
7 ESTOS FOR
CHECK OUT ON
ALL FBOs W/C 4
AND IN CLAY.

FINANCE SERIES 11

INCOME FLOWS AND POOLS
PRINCIPLES OF MONEY MANAGEMENT

(This PL corrects any earlier PL
where there is a difference or conflict.)

POLICY

If a management unit such as a Bureaux, a Continental Liaison Office, an OT Liaison Office or any agent thereof such as an FBO or Flag Rep is any good, THE NEAREST SERVICE ORG WILL MAKE AMPLE MONEY TO PAY the managing unit and HAVE LOTS LEFT OVER TO SWELL Sea Org Reserves.

Therefore if the managing unit or activity next to a Central Org or service org is "in funds" or "without funds" it is a direct index of management quality as expressed in the stats of the nearest service org.

MAJOR ORG

For an OTL the term CENTRAL ORG must have active use as applied to their nearest major org.

For a CLO an AOLA or AOSH is the nearest org therefore its major org.

For Flag and International management, the Flag Service Org is the nearest service org when considering financial support.

FLOWS

An OTL or CLO or Bureaux *must* manage lesser orgs so they build up a public that (1) services locally with those lesser orgs and (2) FLOWS STUDENTS AND PCs TO THE MAJOR ORG.

Thus field auditors — missions — small orgs — CENTRAL ORGS — SHs — AOs is THE FLOW *LINE* without which the Central Org or top org will go broke.

If these lesser activities are kept prosperous and flowing persons *upward* via the FSM system and other systems, THE LOCAL, CONTINENTAL and INTERNATIONAL management units WILL BE IN CLOVER.

If this flow line is not made to operate that way all will be awful. If it *does* operate that way all will be *well*.

A *CENTRAL ORG*, THEREFORE, MUST GIVE HIGHER (IN TYPE) AND BETTER SERVICES THAN FEEDER ORGS.

An AO must give higher better services than an SH.

Flag services must be higher in class than an AO's.

DEFINITIONS

Lack of precise definition as to what is income and what is "reserves" has caused trouble in identifying activities and in this flow line of management and income.

The main trouble it has caused is that a management unit, not having precise definitions and not knowing the flow lines (as above) reaches out to the wrong "finance pools" for their support.

(Examples: A Continental CLO tried to live on management 10 percents which were not theirs [UKLO '71]. A CLO let the nearby AOSH go down and tried to live off Flag [USLO '71]. A CLO let an AO go down ignoring it completely while building up only its most distant org [USLO '71]. A Div 3 would not collect actively on huge debts because it could borrow from reserves [FAO '71]. An OTL ignored its nearby CENTRAL ORG and kept trying to get its support from its CLO [ANZO '71]. The earliest example was a navy admiral [Scoles] running the LA Foundation into the ground in 1950 because he thought it should be supported by Elizabeth, New Jersey.) The WHY of all these was lack of understanding of flow lines, and lack of definition of income, expenses and reserves as different, precise money pools and different types of orgs.

The following is a summary of key terms used regarding Church of Scientology finances. They refer to ecclesiastical management matters as they relate to finances of types of activities or areas. They are not intended to define the corporate structure of the Church.

THE SEA ORG: The elite religious fellowship within the Church of Scientology. Its membership is involved in Church management and the delivery of the higher level services of the Church.

INTERNATIONAL MANAGEMENT: Consists of the International Watchdog Committee and the International Management Executives (Exec Strata) and those units DIRECTLY attached to them such as the international office of the Finance Network. WDC covers SECTORS (entities such as Scientology Missions International, Sea Org orgs, Scientology service orgs, FSO, etc.) and is essentially a policing and inspection organization which makes sure things get MANAGED. The Executive Strata (and ED International) does not run orgs; it handles the FUNCTIONS that orgs do, without regard to entities but coordinates the functions in them.

FLAG: The main vessel of the Sea Org. Historically, the word "Flag" means the Flotilla Commanding Officer and his personal staff and is of timeless usage and is not new. When the operations and crew of Flag were stationed on land, the term was modified to "Flag Land Base." Flag consists primarily of a management organization (Flag Bureaux), a public service organization giving the highest levels of services (Flag Service Org) and an estates organization servicing public and crew (Flag Crew Org).

FLAG SERVICE ORG: The main public service organization located at the Flag Land Base.

FLAG BUREAUX: The management body which is responsible for the management of the Flag Service Org (FSO), Sea Org orgs, Scientology orgs and Celebrity Centre service orgs. It is basically a tactical unit running orgs on evals done under upper echelons and is an execution arm for International Management. It operates through FOLOs (Flag Operations Liaison Offices). It is part of the Mother Church.

FLAG COMMAND BUREAUX (FCB): The management group, made up of all the management organizations in charge of the different sectors of Scientology, such as: the LRH Communicator, Finance and Office of Special Affairs Networks and Flag Bureaux. Includes Scientology Missions International (SMI Int), World Institute of Scientology Enterprises International (WISE Int), Association for Better Living and Education International (ABLE Int), and the Publications organizations, each of which is a separate corporation and operates under the authority of their own Board of Directors and corporate bylaws.

CONTINENTAL LIAISON OFFICE (CLO): The SO office of a continent that manages that continent. A CLO contains offices for sectors and networks, represented as departments on the org board. Some of these are separate corporations (SMI, WISE, etc.). It has a department which is a FOLO acting as the management link between the FB (Flag Bureaux) and the orgs managed by the FB. A CLO coordinates all management units for that continental area.

FLAG OPERATIONS LIAISON OFFICE (FOLO): A department in a CLO which deals with the execution of planning and programs issued to it by or through the Flag Bureaux. Their major purpose is to see that Flag planning becomes an actuality in orgs in their zone of responsibility. The FOLO sees that orgs are put there and manages them.

OPERATION–TRANSPORT LIAISON OFFICE (OTL): The branch office of a CLO managing the area or orgs assigned to it.

SCIENTOLOGY MISSIONS INTERNATIONAL (SMI): Scientology Missions International is a church which acts as the Mother Church for missions and is responsible for the direct management of the mission network. SMI missions pay tithes, a portion of which is used for SMI expenses.

INTERNATIONAL FINANCE NETWORK: The International Finance Network is located directly under WDC. This network is responsible for seeing that finance policy in the Church is adhered to; that organization assets such as meters, books, recorded LRH lectures, insignia and films are safeguarded, marketed and utilized to drive public down on the orgs; seeing that org staff are well paid; seeing that as a result of making orgs prosperous, management is well paid, and it is entrusted with safeguarding and

increasing Church reserves. Its overall objective is to see that there is an abundance of SO reserves.

THE CONTINENTAL FBO: The Flag Banking Officer and office engaged in the financial management of a continental area. He is part of the Continental Finance Office headed by the Continental Finance Director.

ORG FLAG BANKING OFFICER: The FBO attached to an org to help manage it financially. His direct network senior is the Continental FBO.

SO RESERVES: Often miscalled "Flag reserves" or "management reserves" which they are NOT. SO reserves are: the amount of money collected over and above expenses that is sent by various units (via FBOs and the Finance Network) to central reserves bank accounts of Scientology corporations and trusts. It is used for purposes assigned by the boards of directors or trustees of such corporations and trusts and for NO OTHER PURPOSE. These are normally employed for periods of stress or to handle situations. They are NOT profit. It is *not* support money for "Flag" or "management." It is *not* operating money. (Examples: Huge sums were required to cover WW when under attack and to catch the PUBS 1970 crash.)

PAYMENTS TO FLAG: The total money collected for International Management and Flag Bureaux management services and products whether paid directly or to Scientology reserves trusts. It includes funds collected for training and processing delivered by international training orgs and billings for missions, promo, etc. A portion of this goes to support management operations and the remainder, and major portion, goes to SO reserves.

INTERNATIONAL MANAGEMENT EXPENSES: Total of *all* expenses for International Management and Flag Bureaux activities including comm, missions, training programs, promo, crew welfare plus any other costs of units connected to and supported by International Management bodies.

CLO EXPENSE: A CLO is supported by funds from its nearest major service org, by tours and Flag Service Consultant commissions and by such services to orgs and other activities as training and cramming. A maximum of 10 percent of the CGI of the major org should be more than adequate to support the CLO, as it should be making far more from its other income sources and since if the CLO is any good at management at all, the income will be high in that major org. A CLO is expected to send far more to SO Reserves than it consumes.

OTL EXPENSE: The same as for a CLO. It should be supported by a maximum of 10 percent of the CGI of its nearest major org plus tours and Flag Service Consultant commissions. If any good it will boom the nearest major org and others as well. It has to boom others so they will feed to the nearest major org. It is expected to send far more to SO Reserves than it consumes.

CLO/OTL RESERVES: Any reserves that may be built up locally through salvage of former allocations or from current allocations.

CONTINENTAL FINANCE OFFICE EXPENSE: The Continental Finance Office expense is paid by the CLO to which it is attached. Thus it must make lines flow. It collects for SO Reserves!

FBO LOCAL EXPENSE: Paid by the org to which the FBO is attached. The org FBO collects for SO Reserves and Flag.

LOCAL ORG RESERVES: The reserves built up by an org through salvage of former allocations or from current allocations.

THE GOVERNING POLICY OF FINANCE

The governing policy of finance in any organization is to:

A. MAKE MONEY.

B. Buy more money made with allocations for expense (bean theory).

C. Do not commit expense beyond future ability to pay.

D. Don't ever borrow.

E. Know different types of orgs and what they do.

F. Understand money flow lines not only in an org but org to org as students and pcs flow upward.

G. Understand EXCHANGE of valuables or service for money (HCO PL 27 Nov. 71 I, Exec Series 3, Finance Series 6-1, MONEY and HCO PL 3 Dec. 71, Exec Series 4, Finance Series 6-2, EXCHANGE).

H. Know the correct money pools for any given activity.

I. Police all lines constantly.

J. MAKE MONEY.

K. MAKE MORE MONEY.

L. MAKE OTHER PEOPLE PRODUCE SO AS TO MAKE MONEY.

A small sack of beans will produce a whole field of beans. Allocate only with that in mind and demand money be made.

A finance management which does not understand and USE these principles will be like a driver who hasn't the tech to drive a car. He'll wreck it or not driving it at all will have no transport.

Money is a *tech*. IT FLOWS. Although one dollar looks like another dollar, they may be from completely different places and mean completely different things.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 12 MAY 1972R
REVISED 27 OCTOBER 1982

REMIMEO
INT FINANCE NETWORK
FOR ENFORCEMENT

ETHICS

EXECUTIVE SERIES 13
PERSONNEL SERIES 25
FINANCE SERIES 12

PTS PERSONNEL AND FINANCE

PTS means Potential Trouble Source. This is a person who is connected to a suppressive person, group or thing. (For further data on PTSness see HCOB 24 Nov. 65, SEARCH AND DISCOVERY, and HCO PL 27 Oct. 64, POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE.)

NCG means No Case Gain despite good and sufficient auditing.

A chronically ill person, whether the person is known to be connected to a suppressive or not, is always found to have been so connected and PTS.

IT IS UNSHAKABLE POLICY HEREAFTER THAT NO PERSON WHO IS PTS OR CHRONICALLY ILL OR WHO GETS NO CASE GAIN MAY BE ON FINANCE OR REGISTRAR LINES OR IN TOP COMMAND POSTS OR AS HAS OR ETHICS OFFICER OR MAA.

TECHNICAL FACT

A person who is connected to a suppressive person, group or thing will dramatize a "can't-have" or an "enforced overt-have" on an org or staff members.

A "can't-have" means just that — a depriving of substance or action or things.

An "enforced overt-have" means forcing upon another a substance, action or thing not wanted or refused by the other.

The technical fact is that a PTS person got that way because the suppressive *was* suppressive by depriving the other or enforcing unwanted things upon the person.

The PTS person will dramatize this characteristic in reaction to the suppression.

Therefore, a PTS person as an ED, CO, product officer, org officer, Treasury Sec, Cashier or Body Reg will run a can't-have on the org and its staff by:

a. Refusing income,

b. Wasting income made,

c. Accepting wrong customers (like psychos) and forcing them on the org,

d. Fail to provide staff or service,

e. Advocate overt products.

HISTORICAL

When staffs went on proportionate pay in the late 1950s, so long as I ran the orgs directly the staffs made more money than before.

When I moved off these lines directly, the staffs began to receive less money personally.

At that time it seemed to me that proportionate pay served as an excuse to some in an org to run a can't-have on the staff.

We knew that some Registrars could take money in easily and others never seemed to be able to.

The technical reason for this has just emerged in another line of research entirely.

In completing materials and search on Expanded Dianetics, I was working on the mechanism of how a PTS person remained ill.

I found suppressives became so to the person by running a "can't-have" and "enforced overt-have." This pinned the PTS person to the suppressive.

Working further I found that a PTS person was a robot to the suppressive. (See HCOB 10 May 72, ROBOTISM)

This research was in the direction of making people well.

Suddenly it was apparent that a PTS person, as a robot to SPs, will run "can't-haves" and "enforced overt-haves" on others.

Checking rapidly, it was found that where finance lines were very sour a PTS person was on those lines.

RECOVERY

PTS tech, Objective Processes, PTS Rundowns, Money Processes and Expanded Dianetics will handle the condition.

However, one cannot be sure that it has been handled expertly in orgs where a money "can't-have" has been run as its tech quality will be low due to an already existing lack of finance.

Only stats would tell if the situation has been handled fully.

Thus the policy stands. Handled or not handled, no person who is PTS or who has no case gain will be permitted in top command or any lines that influence finance.

Any org which has consistently low income should be at once suspect of having PTS or NCG persons on the key finance posts, and an immediate action should be

taken to discover the PTS or NCG condition and replace such persons with those who are not connected to suppressives or who do get case gain.

Nothing in this policy letter permits *any* PTS person to be in an org or cancels any policy with regard to PTS.

This policy letter *requires* direct check, close investigation and handling of PTS or SP situations on these posts that may go undetected otherwise.

NOTHING IN THIS POLICY LETTER PERMITS ANY KEY ORG POST TO REMAIN EMPTY.

NATIONAL

As a comment on something that may impinge on orgs and might affect them, the FOREMOST reason for a failing national prosperity and inflation is a personal income tax agency. This runs a vicious can't-have on every citizen and makes them PTS to the government. Individuals even begin to run a can't-have on themselves and do not produce. This IS the cause of a failing national economy. It can be a factor in an org and must be handled on the individuals so affected.

L. RON HUBBARD
FOUNDER

Revision written at the request of the Church of Scientology International

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 JUNE 1972R
REVISED 2 FEBRUARY 1991

REMIMEO
FBOS
FP MEMBERS
MARKETING HATS

FINANCE SERIES 13

PROMOTION ALLOCATIONS

WARNING: ANYONE WHO THINKS THAT HE CAN RUN UP A BULK MAIL STAT BY MAILING OUT FLIERS AND BITS OF PAPER TO THE ENTIRE CF INSTEAD OF MAGAZINES, IS C-R-A-S-H-I-N-G YOUR ORG.

A few orgs in one area were *using* their income to send out tons of "bulk mail" to anybody and everybody to get the GI up but had overlooked the ghastly fact that this "bulk mail" wasn't raking in a cent and their cash-bills were worsening, brought about the following investigation which resulted in this policy letter being written.

POLICY: OEC Volume 2.

SITUATION: Orgs sending out huge quantities of bulk mail with no visible returns.

INVESTIGATION: The majority of orgs have been flooding their CF publics with scraps of paper promoting one service after the other.

One org went so far as to set aside other basic costs to get out massive quantities of bulk mail hoping to get the GI up.

But what they got as a result was the bills for the promo, no GI increase and worsened cash-bills.

An SH bent over backwards to get out a Power flier (one-pager) to something like 17,000 individuals in CF and laid out 688 pounds odd to do so. What they got in return was a deteriorating cash-bills and a continuing fall off of Power sales.

Meanwhile, a real proven income producer for the SH, *The Auditor* mag, is mailed out bit-and-piece style. Little bit this week, little bit next week with a couple of hundred *Auditor*s from last month thrown in for good measure, and so it goes.

An interesting graph of an org's GI and bulk mail showed income going along nicely for 4 months (April–July 71), bulk mail crawling along. Income crashes, does not recover, but bulk mail goes sailing on up and continues its high trend for about 3 months and then eventually slides on down to the low GI range.

A large org has a CF of around 3,700 (very small for such a large org) and have their Address illegally tabbed as follows:

Book: (1) Town, (2) Suburbs, (3) Out of Town.

Service Takers: (4) Town, (5) Suburbs, (6) Out of Town, (7) Requests, (8) Odds.

They have not got a hope of communicating to the public individual or signing him up for the service the person needs and wants.

These are just a few examples of the misuse of promotion which have occurred—there are more.

Throughout OEC Vol 2 there is constant mention and heavy emphasis on (1) mags and (2) letters and what effect these two pieces have on gross income. Fliers have become an altered importance for Division 2s, and an unusual and costly solution in an attempt to get the gross income up. It is far easier to confront getting out a flier than it is a magazine and far easier to confront "the public out there" rather than the *individual*.

Munich, one of the best orgs in the world, has a soaring GI (making over $11,000 per week). Their bulk mail out averages around the 1,000 mark. Letters out stat is rising nicely and brings in about a 40–50 percent response. They are in constant comm with their CF public and sell specific services to specific persons.

STATS: Very expensive mail out with huge rising bulk mail stats and no returns.

WHY: Orgs do not hold to the exact categories of what is mailed to what publics.

IDEAL SCENE: Orgs sending proper bulk mail out to the correct categories and publics and Finance only authorizing promo allocations based upon those exact categories.

HANDLING

PLAN: Come down hard and get promo policy forced in and applied. Issue a checklist of allowed promotional items that FP and FBOs can fund.

PROMOTION RESTRICTIONS

1. NO PERSON WHO IS PTS OR WHO GETS NO CASE GAIN MAY BE PERMITTED ON FINANCE LINES.
2. HASes MAY NOT SCHEDULE PROMOTION.
3. BULK MAIL IS NOT TO CONSIST OF FLIERS. FLIERS ARE FOR STUFFING IN LETTERS OUT, MERCHANDISE SHIPPED, STATEMENTS, INFO PACKS, ETC.
4. FLIERS ARE NEVER MAILED OUT AS SINGLE PIECES.
5. THERE IS TO BE NOT ONE PENNY ALLOCATED FOR BROAD MAILINGS OF FLIERS.

6. NO PROMO ALLOCATION HEREAFTER MAY BE GRANTED THAT IS NOT PER THE EXACT CATEGORIES LISTED ON THE MOST CURRENT APPROVED CHECKLIST FROM THE EXECUTIVE STRATA INTERNATIONAL, SPECIFYING VALID PROMOTION ITEMS.

7. THE APPROVED PROMOTIONAL CHECKLIST MAY NOT BE ALTER–ISED OR CHANGED IN ANY WAY EXCEPT BY REVISION OF THE CHECKLIST ISSUE WITH APPROVAL FROM THE EXECUTIVE STRATA INTERNATIONAL AND WATCHDOG COMMITTEE.

8. SHOULD PROMO PRESENTED VIOLATE THIS CHECKLIST, NO GO, SEND IT BACK WITH A BLAST AND A DEV-T CHIT.

9. WHEN PROMO IS PRESENTED TO FP AS PER THE EXACT CATEGORIES OF THE CHECKLIST ONLY THEN WILL THE MONEY BE ALLOCATED FOR PROMO.

10. NO ONE MAY USE THIS HCO PL AS AN EXCUSE NOT TO SEND OUT PROMO, OR THEY WILL REALLY BE IN TROUBLE. IF AN ORG SENDS PROMO INCORRECTLY THEY WILL NOT ONLY BE IN WORSE TROUBLE, BUT WILL ALSO GO BROKE.

11. PROMO MONIES MUST BE PROPORTIONED OUT TO COVER THE VARIOUS TYPES. NONE OF THIS PUSHING ASIDE OTHER BASIC PROMO AND GOING HELLBENT ON NOTHING BUT LETTERS OUT. OR, ONLY GETTING OUT THE MAG AND NEGLECTING EVERYTHING ELSE. ETC.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 JANUARY 1976RC
REVISED 2 FEBRUARY 1991

REMIMEO
FBO HATS
ALL FLAG STAFF
MISSIONAIRE
CHECKSHEETS

FINANCE SERIES 14

FLAG EXTERNAL EXPENSES

(Cancels HCO PL 3 Nov. 72, PAYMENT OF FLAG BILLS INCURRED LOCALLY and its revisions.)

Ref: LRH ED 271 Int 2 Jan. 76 MISSION EXPENSES LETTER OF CREDIT

The above cancelled policy letter sought to organize a bills payment and rendering line to handle Flag bills incurred via org and FOLO FBOs and distant purchasers.

In practice this line has over its several years of use always proven hard to control in any degree of broad use. FPPOs, missions and others had run it into an avalanche of unauthorized "Flag bills" even within the restraints of the cancelled issues.

The policies governing externally incurred Flag bills are now revised as follows:

1. No person or office including FPPO or Mission Ops or any other may contract or incur any expense on Flag's behalf without FP authorization beforehand.

2. As Flag is within easy range of supplies, external logistics will be used only rarely if at all. All such orders must attach the approved PO or a copy.

3. Missionaire's expenses will be issued by local FBOs only against a FLAG LETTER OF CREDIT. Amounts are doled out every week or few days but never all at once and never to exceed the total authorized by the letter of credit.

Flag letters of credit are issued by Flag Treasury Bureau to departing missionaires to a specific face amount on the considered estimates of the Action Aide and against sums already authorized by FP. They deduct as their first amounts the missionaire's travel fares and petty cash issued before departure. Local FBO disbursements to the missionaires are added to the tally each time, right on the back of the letter of credit until the authorized face amount has been reached.

Any mission overstaying its credit limit must get a new letter of credit issued in the same way before it may be given more funds. In issuing a second letter of credit (against fresh FP sums authorized for missions) Treasury Bureau would require the Action Aide's recommendation to be based on extended time rather than missionaire extravagance.

Any missionaire extravagance condoned by the local FBO becomes at once an expense of his own org.

4. Recruit and returning veteran fares to Flag may be disbursed by an FBO only with the Flag FP authorized PO in hand. Since Flag is in rapid comm with all areas, this cannot block recruit arrivals except by FPPO omission or neglect.

5. In no event will external Flag bills be cash reimbursed.

Orgs and CLOs have debts to Flag for management and other services and these accounts can be credited to the amount of any properly authorized expense made on Flag's behalf. Provided that Flag Treasury Bureau can match up submitted FBO expense statements with their Flag FP authorization and PO, a credit invoice will be written applying to the org's Flag debt.

Because such credit invoices represent externally expended Flag "income" and "expense" and must be present in Flag audit figures, Flag audit personnel may require any special invoice designation necessary to the orderly inclusion of such credit invoice amounts in Flag balance sheets.

If, through poor FBO submissions (lacking the paid bill or approved PO), Flag Treasury cannot marry up the expense to its original authorization, it will not be credited to the org's account. FBOs are thus warned to make both proper and timely submissions as POs age and may be retired if too long unclaimed for payment.

The format of FBO submissions may be any that facilitates identification of the expenses, excepting only that it must be neatly presented and complete with attachments. A returning missionaire's used letter of credit, any leftover cash and receipts will be examined at Flag and if in order will pass automatically to Bureau 3 Income for "reimbursement" to the org FBO by credit invoice listing his sums issued. Thus FBOs need not submit for these unless the credit invoice becomes overdue.

In the event that the Treasury Aide FB authorizes FBOs to include such credits on their payments to Flag statistics, it could not of course be counted until Flag's crediting invoice is in the FBO's hand.

6. FBOs with a mission in the org or in a location normally accommodating recruit fares or occasional logistics are required by an early FBO duty to have adequate funds to hand in the FBO No. 2 Account. They are after all Flag Banking Officers.

It should be understood that the intent of this issue is to extend all the usual controls of finance policy and FP to distantly incurred Flag expenses and to prevent bills from mounting up in outer areas on Flag's behalf unknown or otherwise.

Thus it is also policy (always has been) that ANYONE IN ORGS ADVANCING MONEY OR COMMITTING FLAG TO EXPENSES WITHOUT A FLAG PO OR FP, INCLUDING LEGAL EXPENSES, TRAVEL AND, IN THE CASE OF MISSIONS, WITHOUT A LETTER OF CREDIT WILL BEAR THE EXPENSE THEMSELVES.

These policies should be well studied and understood — you'll find them actually easier to follow than previous FBO bills systems.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 6 JANUARY 1976RC-1R
REVISED 2 FEBRUARY 1991

REMIMEO
FBO HATS
ALL FLAG STAFF
FPPOs

FINANCE SERIES 14-1

FLAG EXTERNAL EXPENSES ADDITION

Finance Series 14 is broadened to include and legalize any red PO issued by Flag by telex. The red PO must be passed by the FP Committee and Treasury first to be valid.

In order to expedite vital Flag external cycles with speed such as parts, fares, missions, logistics, etc., red POs by telex are sometimes necessary.

The procedure is:

1. The red PO must be passed by FP Committee and Treasury.
2. The telex red PO must state specific figures authorized for disbursement and what the money is for.
3. The red PO telex must have Treasury Sec FB okay on it in order for it to be valid.
4. The telex should include that the red PO is en route by mail.

ANY RED PO SENT BY TELEX MUST ALSO BE SENT BY MAIL AFTER BEING TELEXED.

The above provides speed while maintaining standard admin procedures as laid out in Finance Series 14 and the elimination of incurred unauthorized expenses.

L. RON HUBBARD
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Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 20 OCTOBER 1978

REMIMEO
FBOs
ALL FP MEMBERS

FINANCE SERIES 15

TWO–BIT FP

A two-bit FP consists of lots of little items, but none of them will make you any money.

I first ran into this in the UK. Orgs would buy a whole bunch of 25-bob purchases and the FP would add up to 25,000 pounds.

You can put together a whole slew of two-bit purchases and they add up to thousands of dollars without making any beans.

FP is not "how do we get some money from the finance authorities?" FP is "how do we stay solvent?"

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 SEPTEMBER 1979RA
REVISED 2 FEBRUARY 1991

REMIMEO
FBOs
TREASURY SECS
EDs/COs
BOARD FINANCE OFFICERS
REGISTRATION PERSONNEL

FINANCE SERIES 16

SPECIAL INCOME

There is a type of income called "special income." It is huge lump sum income that might have to be returned. It can't be immediately delivered and consequently can't be included in the CGI. It does count on the org GI but must be deducted as part of the computation of CGI on the allocation form.

The crux of special income is that it is huge lump sum income for something that the org cannot now (and may not be able to in the future) deliver.

There are many possibilities of what could be classified as special income. A few of these are:

A. A huge sum donated for the training of staff for *a yet to be established* organization. The liability being that the funds may be requested to be returned as "unused" before such organization comes into being.

B. A huge sum donated for services which the organization does not deliver currently or which it may not deliver in the future. A specific example could be someone wishing to donate to an organization for upper-level services which he hopes may be deliverable in the future at that organization.

C. A huge donation for an unspecified service or services. For example, a person donating his life savings to Scientology without having specific services in mind but simply feeling it to be the best place for his money. The org could then possibly be in a position of not being able to deliver fully and in the future might be in a position where the person or even his estate would request the funds back for services at a higher org or any of a number of other things.

D. Variations and other possibilities exist.

The way special income is handled is by subtracting it from the org GI in the CGI calculation and depositing it in a special account by the org FBO specifically for this purpose. This account is to be known as the Finance Office No. 3 Account. The

signatories on this account are the same as for the Finance Office No. 1 and 2 Accounts. The "special income" account should be a high-interest-bearing account.

When an org FBO receives "special income" for deposit he should notify the Reserves Committee in the International Finance Office of the amount received, its designated use and any other specifics connected with the matter.

Funds received and deposited as above are not considered org reserves and may not be used for anything until the org begins to deliver service against it. Once the org begins to deliver service against the "special income," the amount *delivered* (such as an intensive, series of intensives, or a course) (and *only* the amount being *delivered*) is added to that week's CGI for the org and is available for allocation, while leaving the remainder (the *un*delivered portion of the "special income") in the Finance Office No. 3 Account. Any interest accrued is to be sent by the FBO to SO reserves.

If "special income" is actually treated as *special* income as above, then all will be well. If it is not handled in this manner, it can cause endless trouble for an organization.

So treat these funds for what they are and it will make things smooth for both the organization and the public concerned.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 28 FEBRUARY 1980

REMIMEO

EXECUTIVE SERIES 21
ORG SERIES 41
FINANCE SERIES 17

PRODUCTION AND ONE'S STANDARD OF LIVING

Refs:

HCO PL	19 Mar. 71 II	Finance Series 6 BEAN THEORY, FINANCE AS A COMMODITY
HCO PL	9 Mar. 72 I	Finance Series 11 INCOME FLOWS AND POOLS PRINCIPLES OF MONEY MANAGEMENT
HCO PL	27 Nov. 71 I	Exec Series 3 Finance Series 6-1 MONEY
HCO PL	3 Dec. 71	Exec Series 4 Finance Series 6-2 EXCHANGE
FEBC Tapes		

(*NOTE:* I realize that management units, orgs and staffs are daily pounded with false economic data. The real facts of life collide with much false data. Such crippling data comes from many sources — school, advertisers, government, bankers, propagandists, even parents who insisted Johnny be a doctor so he could "live well" or set a horrible example themselves. Many have had a hand in messing up people's wits on the subject. It is a factor in inhibiting the individual prosperity of executives, staff members and orgs. Where an area is not prospering, this PL should be star-rated on its people and the false data they have on this subject stripped so that they then can prosper as they should.)

"Standard of Living" can be defined as the relative quality of a person's or group's possessions, quarters, food, equipment, tools and conditions of their area of work and existence. It is the state of the person's living, including working, environment. Where its potential continuance exists it is related to survival. It is a basic natural economic law that personal production of VFPs and one's standard of living are intimately related.

This applies to the individual as well as the team.

Where violations occur, inequities exist.

At a personal level one must produce in excess of his standard of living just to retain and maintain it.

Actually the "excess" means that because of overload, taxes, services, plant, utilities, raw materials, machine and other costs additional to his own work sphere, a person cannot expect to get the full value of his VFPs all to himself. That is not economically feasible. The "excess" varies from post to post and job to job but is never less than 5x minimum. In industry it is considered to be at least 10x to maintain company standards and solvency. The "excess" can be very high indeed in some industries. But in any case any idea that it should be one-for-one is fatal. People who know little of economics or management sometimes propose a worker should get the full value of his VFPs—but all work and all VFPs require support services and to neglect these would quickly bring on poverty. Even when working for oneself alone these "excess" factors exist and seldom drop below 5x as one still requires support services. Corrected gross income divided by staff has to be at least 5x the cost of the standard of living of the individual staff member for that standard to be barely maintained. This does not mean staff pay should be 1/5 of that figure. It means that all the things (pay included) that go into maintaining their welfare and work environment would have to be covered by 1/5 of that figure. A fairly efficient and prosperous org with a hatted, industrious, gung-ho staff can very easily maintain quite acceptable standards at 1/10 that figure. The actual cash value of every piece of work done by a person can actually be calculated. It is intricate and tricky to do and much subject to over- and underestimation but it can be done. It is not vital to do this but one might just be curious about it. If so, do it for yourself. Thus VFPs can be priced against what they bring in as part of the overall scene even when they seem indirect. All the above figures are very rough and subject to variation but this gives you some idea of what is meant by "excess" in that law.

Where a number of people in a group or on a team do not produce VFPs in excess of their standard of living, they depress the standard of living of the group or team.

Where some in a group do not only not produce VFPs but produce overt products, they actively depress the standard of living of everyone in that group or on that team.

Many economists and theorists seek to avoid that law. They do it to gratify politicians or aggrandize some false philosophy whose true purpose is suppression under other colors. But the law remains and its violation breeds an epidemic of economic ills. Amongst such ills are inflation, superbureaucracy, chaos with the marketplace and a decay of the civilization.

When a whole society demands a high standard of living and yet doesn't concentrate on the personal production of VFPs, it is finished.

Products are the basis of a standard of living. They don't appear from midair. They come from work truly done. Not from hope or false data.

It is a druggie's dream that machines, computers, under the dictatorship will do it all. Machines can raise a standard of living by assisting in production. But they can't do man's living for him. Intelligently designed and used they permit, within limits, increases in population. But machines are just tools. They have to be thought up, designed, built, run and serviced and their raw materials and fuel have to be found and delivered and their products promoted, delivered, used and often in their turn serviced. The machine age was actually recognized as failed when world leaders first began to urge population reduction on the planet to "improve the individual standard

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ORG BOARDS
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of living." If machines were going to solve it all, why is the civilization now in such a steep decline? It took producing men *working* in and with a machine age to make the society go. Not idle mobs on welfare expecting a high standard of living while a few guys work their guts out. Pie in the sky is nice but did anyone ever get to eat it? This misinterpretation of the machine age was a heavy violation of the above economic law. But the real harm of the machine age was creating a false belief that one did not have to produce much to survive. This lowered people's estimate of how much they would themselves have to produce to survive, much less have a high standard of living. Factually one normally has to work fast and expertly and in high volume to bring about any acceptable standard of living for himself and his group. This is a point the machine age obscures. But it remains vividly and demonstrably true.

An executive who works hard yet wonders about his own low standard of living should look over his people to find those who are not producing VFPs or who produce even overt products while yet demanding a living. *They* are absorbing the potential raised standard of living of the group.

Where a group has a very low standard of living, it need only review the above law and its potential violations to understand why.

One cannot, in fact must not, increase the standard of living of a group in ways that violate the above law. It will eventually bring calamity on that group.

In a society led astray by crackpot economics, violations of the above law create a vast number of wrong examples. The rich (most of whom work like mad) are seen as idle or even criminals. The best way of life is made to appear to be idleness. One seems to be owed a living without any effort on his own part. The producing worker should be fined by higher taxation. These are not seen to be simply false data spread about to wreck the place but are held as "truths." And in their wake comes a funeral for that group or society.

There is even an economic theory spread about today called "equalitarianism." It declares everyone should get the same pay and have the same standard of living. It does not mention that anyone should do any work. It holds that the better worker should not be better rewarded. It would crash any society.

Then there is the "monetarist" who believes you can manipulate a whole society with money alone. And no thought of any production. His answer to production? (You won't believe this.) Decrease demand! In other words, reduce everyone's standard of living!

Basic economics eventually catches up with all these weird false pretenses. It may take time but, as in the law of gravity, the apple eventually falls. No matter how many crackpots advance theories to say it can't fall, will go up or vanish. Real basic economic laws are like that. They catch up. So don't wonder about inflation and depression and decayed civilizations. Basic economics caught up with the crackpots.

An executive has to pay attention to the basic law about a standard of living. If he doesn't pay close attention to it, the standard of living of himself and of his group will cave in.

He can be "a good fellow" and seek popularity by attempting to raise the standard above what is earned. He and his group will crash.

He can be foolish and seek to raise his own rewards above what he personally is earning in terms of VFPs. But both he and his group will fail.

He can ignore the real producers of the group and not see that their standard of living is comparable to their individual production. And he and the group will fail.

He can ignore the nonproducers and the overt product makers and, by so ignoring them, tear his own and the group's standard of living to bits.

He can listen to a bunch of PR from a staff member about how valuable that staff member is and surrender to it without ever really counting up the real VFPs that staff member is not producing (or even preventing). (It happens.) Only real VFPs count.

He can work himself half to death without demanding production from others and have his own standard of living crash.

There are swarms of false data flying about today on this subject. It is taught in schools, the very best schools; it is heard on the radio and seen on TV and in the papers. The civilization, as it caves in, is blinded by literally thousands of false ideas about what and how a standard of living occurs. These, where they conflict with the basic law, actively prevent one from prospering as they blind him to the truth of his scene.

In an org or management unit in Scientology, the real VFP is valuable fine people who produce valuable final products who then make up a valuable fine public. Every piece of work and duty in a management unit or an org contributes to that.

The standard of living of an executive, a management unit, an org or a staff member is determined by that one basic economic law: The personal production of VFPs for the group and one's standard of living are intimately related.

L. RON HUBBARD
FOUNDER

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SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 18 FEBRUARY 1982

REMIMEO

FINANCE SERIES 18

CHANGING WORKABLE FINANCE SYSTEMS

(Note: I have not been on Finance lines for many years. But I was the first Flag Banking Officer. I evolved the hat out of a morass of confusion an area had fallen into and pulled the area out and it thereafter prospered. The hat of FBO was passed on to others and, when worn the way it was designed [covered in Finance Series 1], orgs and staffs have prospered and the public has attained far better service. Although it is not my job and although I receive no recompense, I recently observed some strange outnesses in org finances, simply by looking at some stats. I have a good record of making orgs solvent and prosperous and I was always the one to instigate bonuses and improve staff pay and I could see, by indicators, that these points were not optimum today. So I suggested to those in charge of things now that they investigate. They did. They found something that is quite new in orgs—some instances of dishonesty. Today we live in an era where the psychologist teaches the blessings of being a crook: All men, they say, are basically dishonest and that it is only a question of how much temptation is required. Of course, that is a lot of you name it. But where some person, newly off the street, gets a post and, having been taught in psychology-dominated schools since he was five that he was natively a crook, orgs can get areas of dishonesty. There is, of course, a pitiful side to this: The poor blank sets himself up for no case gain and may even be consigning himself to no new life: Overts against Scientology recoil casewise and that's not just propaganda. Those in charge found these areas and the instigators have been shot from guns. But I think, as a favor to my friends, I had better write this up. You may have been curious why, when I went off the lines, things went wrong. Well, here's a lesson. —LRH)

Beware of people who change workable finance systems.

In the past two years at least three instances have come up where finance systems had been changed to everyone's detriment.

The first of these goes way way back. We used to have a very workable finance system as given in Finance Series 1 and 11. It was the FBO N/W. Everything got along fine: it was relatively simple. Where there was an FBO orgs got solvent and staffs got paid.

Then Herbie Parkhouse, DGF WW, got on the line. He used a tax report flap and other means as excuses to push the FBO system out. The reason for his changes was evidently personal power. Org solvency declined, staffs went into apathy over inability to control their income, International Reserves went down.

The system is being reverted now and Parkhouse has been shot from guns. But the cost to orgs and staffs was staggering. If they had not been arrested they could have crippled Scientology. And these losses came right out of your pocket!

The second instance was an independent unit. It did specific production items. When no one was looking, the person in charge of it changed all the internal finance lines: this involved the wipeout of all FP and every financial control. Her husband was the Treasury Sec and he and his staff then were able to embezzle huge sums of money. Production "costs," unwatched, soared. The products became overt products of little use to anyone. The losses were staggering.

These criminals are now under charges and will wind up in jail as the evidence is very plain. They were all failed cases (naturally, for who can get gain across such overts) and had other out-ethics situations around them. But the fact remains that here again some people changed a workable finance system for personal reasons. The system has been reverted but it caused an awful lot of loss in many other ways than money and the reward was jail bars.

The third instance has just come up. At first glance it seemed a small thing but on further look it became very big.

GI in a large org was always counted as "money actually received in the shop before 2 P.M. Thursday." Someone changed this policy to read, "money that will possibly be invoiced anywhere in the world, even on the other side of currency control borders." The result was false GI you would not believe. Other out-ethics things came right in behind it such as wrongly crediting pcs to their advantage so as to make the GI look bigger.

Of course certain people would personally benefit. Anyone whose bonus was tied to GI in any way would be enormously overpaid.

The situation is under handling and with big long teeth by the proper authorities, but the fact remains that once again a finance system was changed so that someone could personally benefit and rip it off.

So you wonder where the staff pay got so undermined. And why financially things went somewhat sour.

All these things are handled and the systems are being reverted. But you can learn from this:

BEWARE OF ANYONE PROPOSING A CHANGE IN ALREADY WORKABLE FINANCE SYSTEMS.

Be very careful it is not being done to bring about a personal rip-off.

The org and YOU are the ones who suffer from this. You would not stand still for a squirrel change in workable tech. Tech works. Why tolerate changes in workable finance systems?

BE ALERT!

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 11 MARCH 1982

REMIMEO
EXEC HATS
FINANCE HATS

MARKETING SERIES 17
FINANCE SERIES 19

PROPORTIONATE MARKETING

In marketing one must always push *harder* toward the largest bulk of future business. It is peculiar to Scientology marketing that you have to push hardest at the lowest levels to make the upper levels come off.

This gives you a sort of scale that tells you the target proportion of finance and effort to allocate in marketing.

For Scientology and types of orgs, it goes like this:

Heaviest: Raw public not yet into Scientology.

Next heaviest: First services they will take.

Next heaviest: Into HGCs and Academies.

Next heaviest: To SHs.

Next heaviest: To AOs.

Next heaviest: On to Flag.

You can also draw a scale of this for individual business or orgs of any class.

It can be done simply by how much money and personnel and pieces are to be devoted to each point of the scale.

Failure to do this gives one faltering stats as the flow is not being proportionally marketed. Done correctly one gets a very heavy and quite even flow up the Grade Chart. Doing it unevenly one gets booms, depressions and instances of cannibalizing.

L. RON HUBBARD
FOUNDER

[*Editor's Note:* Marketing Series 17-1, HCO PL 13 Apr. 82, PROPORTIONATE MARKETING ADDITION, is a limited distribution HCO PL available only to org staff and management.]

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 14 MARCH 1982

EXECS
FP PACK
FINANCE TERMINALS

FINANCE SERIES 20

FINANCIAL IRREGULARITIES

Anyone who permits, neglects or forwards financial irregularities with org finances is, to put it very mildly, tampering with his own future.

It is not a matter of "Oh, that's just the org" and "The company is a bottomless pit." It is not the same with Scientology orgs as it is out there in business.

The waste and financial laxity which characterizes the workaday world may be the fashion out *there* but it is *not* the way Scientology orgs may go.

The business of Scientology involves the future of this population and planet and only the very insane would tamper with that.

I have been researching upper OT levels and I can tell you this very plainly: If Scientology doesn't make it worldwide you've had it — yes, I mean *you*.

One is not working for just this life. He is working for any future life *at all*.

When one uses an org for personal rip-off, he is cutting his own throat.

Oh yes, I know the insane commit suicide. Yes, I know the psychs believe they are just brains and thus soulless zombies. Yes, I know they hope they live only one life.

Only the insane or a zombie would imperil his own future.

So leave the insane conduct, the zombie ranting about one life to the psychs and the Justice Department and other trash. Don't forward their avowed intent of bankrupting Scientology financially. They have not made it, will not make it. But why help them?

Are you such a good friend of the raving psychiatrist or the terrorist FBI that you would imperil a Scientology org by condoning financial irregularities?

The money donated to the Church belongs to expansion and salvage of the world population.

I set you a good example. Money that I make as an author is dedicated to this planet's future. And whatever I make — and I happen to be one of the best-paid writers on the planet — will go into salvaging people — and has gone into it for over half a century. What do you think paid for, pays for, the research you use?

Many people sacrifice a very great deal — and thousands even forego high pay — for orgs to have enough money to get the job done. Don't waste it or, worse, engage in personal games with it.

It isn't a matter of "What can I make on the first dynamic." It's "What can I make *for* the third and fourth?"

The lifeblood of the Western nations is money. When an org is dealing with this society it can go as far as it has financial resources.

The money that one makes for an org is intended to save more people.

All right, all right, if one has a penchant for being a soulless idiot and believes he has no future, then he is in for a dreadful surprise once he kicks the bucket. The worse off he is, the nastier the surprise.

So don't let people play around with this.

One has no right at all to be an idiot about org funds, much less to waste or misuse them. Ignorance is no excuse at all. The data is all in Finance packs. Good sense itself should make one prudent.

Let those who engage in financial irregularities go join the walking dead. They sure are no part of this team. They are buying no future. In fact they are burying themselves. If they knew what they were burying themselves in, they'd faint.

This is not a plea. I am just pointing out that org monies misdirected in this life could very well guarantee a very nasty next.

Millions of criminals suffering in prisons share this in common with those who engage in org financial irregularities — they too thought there were no consequences. But those criminals have it easy. They are only suffering *this* life.

Anyone who has misdirected Scientology org monies will, of course, try to brush it off in various ways — black PR, belittlement, seeking to make nothing of the crime. But it won't brush off, brother, it won't brush off. THAT crime stood in the way of freedom. You better believe it.

Whether one has any reality on Scientology or not — he will, once dead, oh yes, he will!

This is not a threat or a curse. This is about the most friendly advice anyone ever gave.

L. RON HUBBARD
FOUNDER

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HCO POLICY LETTER OF 17 MARCH 1982

REMIMEO

FINANCE SERIES 21

FBO FP ADJUDICATION

A monitoring point in the FBO's judgment of how much to give the org for its FP is how much is the org delivering.

The FP should really not be more than the org's VSD. VSD is a reflection of how much the org is delivering.

If the org's VSD is high, and high consistently, then the org is in good shape and will probably continue to be in good shape and worth investing into. It is worth it to the FBO to invest his beans into such an org.

If the org's VSD is low and consistently low, then the org is in poor shape and likely to be in worse shape. Putting beans into such an area is not a good investment for the FBO.

The FBO must not let the org run on unearned income, and income collected on which service is *un*delivered is really unearned income. The org hasn't really earned it, the org merely collected it.

What is meant here is *NOT* that every penny collected by 1400 hours Thursday should be delivered by 1400 that same Thursday. Of course it would not be. But on the average, week after week, an org should be delivering at a rate matching what it is collecting. Otherwise, it will build up unused APs. And an org certainly should NOT be spending more than it is delivering.

It is not important if this week it spent a little more than its VSD as long as next week it spends a little less. An org must not be permitted to spend *ON AN AVERAGE* more than its level of delivery.

This is a point of FBO judgment. His adjudication is, "Is this org running consistently on *more* than the dollar value of what it is delivering?" If so, that org is going to starve. "Is this org running consistently on *less* than the dollar value of what it is delivering?" If so, then that org is in good shape, and there will be coffee and cakes for all.

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HCO POLICY LETTER OF 19 MARCH 1982

REMIMEO

EXECUTIVE SERIES 23
MARKETING SERIES 18
FINANCE SERIES 22

EXECUTIVE SUCCESS

The whole story of marketing is told in just a few words:

ONE FINDS OR STRENGTHENS OR CREATES A DEMAND.

The whole story of economics is told in a few words:

ONE SUPPLIES OR DOES NOT SUPPLY A DEMAND AND GETS ADEQUATELY PAID OR DOES NOT GET PAID FOR IT.

The speed with which one can collect information, debug, write immediate bright, applicable, doable programs or evaluations on each area that will handle marketing, economics, delivery and collection and, above all, the speed with which one can get out letters, despatches and telexes based on the programs and get real dones on them back determines the volume of income in any given time period.

And that's the full essence of executive success.

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HCO POLICY LETTER OF 15 APRIL 1982R
ISSUE II
REVISED 30 OCTOBER 2000

REMIMEO

FINANCE SERIES 23

THE COUNTING OF GROSS INCOME

Ref: HCO PL 5 June 59 I INCOME REPORT REQUIRED

"These reports [departmental income reports] are compiled by department heads after Thursday at 2:00 P.M. on the week's income ending then."

Ref: HCO PL 6 May 64 ACCOUNTS POLICIES

"The accounts week closes at 2:00 P.M. Thursday, at which time a new accounts week begins."

Ref: HCO PL 6 May 64 ACCOUNTS POLICIES

"Posting [of disbursement vouchers in ledgers for the companies concerned] is done in periods of one week, ending 2:00 P.M. Thursday to agree with the income period."

It might interest you to know *why* an org's income production period, measured by the gross income statistic, is a weekly period, from 1400 hours (2:00 P.M.) Thursday of one week to 1400 hours of Thursday the next week.

IMPORTANCE OF THE GI STAT

It is complete folly to run or try to manage by anything but correct stats. Rumors, bad or good, kill orgs. Generalities, bad newsy or good newsy, kill orgs. Old school tie popularity, or lack of it, kills orgs. Running an org or managing an org by anything but stats kills the org.

Running by stats shows one the state of the org and enables one to do something about a down statistic and reinforce an up statistic.

NEVER RUN OR MANAGE BY ANYTHING BUT STATS.

CORRECT GI STAT

The GI stat must be correct and must honestly reflect the org's income production.

No one can bank money "en route to the org, but not here yet." No one can FP against money "lined up." And *you* cannot be paid from sums that "will be here soon."

But you *can* bank, FP against, and pay yourself from real money, good right now, that is in the shop right now.

A GI statistic that is made up of anything but cold, hard, bankable currency, bankable immediately, and in the shop right now is a false statistic, denying you a paycheck and blocking those who would attempt to expand the org.

NEVER REPORT, RELAY, OR CONDONE A FALSE GI STATISTIC.

TRENDS

Orgs are managed by trends and ranges of statistics. Is the trend of this statistic up or down? What is the condition of the trend? And at what range?

Weekly statistics, neatly graphed, show one and all the condition of the continent or org or division or department or section or unit or individual staff member.

Why weekly?

Because our orgs are *fast* man! Other organizations and companies throughout the world work at a snail's pace compared to any Scientology organization.

How would you like to find out how you were doing at *three-month intervals,* a month or so after each interval? Yet this is common business practice!

It's no wonder governments go broke and talk of budget deficits and corporations cackle proud as peacocks about how they *only lost* 30 million less than they lost last year this time.

No, thank you! Nineteenth century "business practices" will not do for us. You must know how you're doing right now and you must know how you did this week compared to previous weeks. Only then can you take measures to correct or reinforce, in order to improve or raise *next* week's production.

Why 1400 hours Thursday?

I instituted this at London Org in the 50s. Friday was too late for their Advisory Council to act on the just ended week's statistics, and get the gears rolling for the new week as the weekend (and the Foundation org) was right upon them.

By meeting on Thursday they could put their plans into motion Friday and get started. 1400 hours was the chosen cutoff period to enable them to meet that evening.

That procedure worked then and for decades since!

Only when an org goes out-ethics and varies its stat ending period from 1400 hours Thursday do you have trouble managing by stats and trends.

YOU CAN ALWAYS DO SOMETHING ABOUT A STAT TREND. BUT YOU HAVE TO KNOW WHAT IT IS.

UNUSUAL SOLUTIONS

I can't imagine any org staff member or executive failing to understand any of the above. This is all hard-won experience and established policy which should be known to all.

Nevertheless, one encounters the "strangest" applications of unusual solutions anyone ever heard of. And *every* time an org tries to count its gross income in a way other than as described above, the org and its staff suffer.

For example, there were "postulate checks" in the early 70s in which some orgs counted nonexistent funds as in-the-shop GI, while swearing to one and all that "90 percent of them are good. The FBOs just aren't collecting them."

Result: Frozen accounts, busted boom!

An org one time sought to "raise its GI" by transferring sums back and forth between accounts, counting these transfers as income.

(Well, that's just grand for the double-entry finance "wizards of Wall Street." "Improves" their balance sheets remarkably. But it doesn't prevent one giant corporation after another from slipping away to bankruptcy.)

Result: The org went insolvent!

Another org sought to "raise its GI and book sales" by "buying" its own books (they transferred from their Main Account to the HCO Book Account and counted it as GI), and then gave the books away.

His "majesty," Lord Keynes, would cheer with gleeful approval. But unfortunately there's a hitch. Unlike the Keynesian dupes, governments, we don't haul out the presses and print more currency. And books cost us *real*, earned, in-the-shop money.

Result: This org, too, went insolvent!

And then there was the org that reported its GI on Thursday, waited for it to come in by Sunday, and worked all weekend to make sure it did come in Sunday so that what they reported last Thursday would be correct!

They were spending three days (sometimes more) of the new week to make good the production of the previous week. This left them with about four days of production time to devote to the new week's GI.

But not to worry, they had this solved!

"We have until Sunday to get in next week's GI, that we report on Thursday, and GIs and CGIs can easily be reported a week behind based on Sunday night collection figures." Oh yeah? One might ask, "But how can you allocate funds at the weekly FP

meeting on Thursday night when the funds are not going to be there until Sunday night?"

"Oh, that's no problem. That's why we hold FP on Sunday."

Digging deeper, one might ask, "But that means you can't get going on activating the org's FP and get the items required by the org to carry on until Monday."

"Well, yes, but that's because the money doesn't come in until Sunday, and we don't want to be nonstandard, so . . ."

And now, jumping in with both feet, one asks, "But, look! Ron just wrote this new HCO PL, 18 Feb. 82, Finance Series 18, CHANGING WORKABLE FINANCE SYSTEMS, in which he says to, 'beware of people who change workable finance systems.' And what you've done is *changed* a workable finance system!"

"I know, but see this CSW here? We're going to *change* that PL . . ."

USUAL SOLUTIONS

THE MOMENT YOU VARY FROM THE EXACT TRUTH OF ANY TRANSACTION YOU INVOLVE YOURSELF IN POTENTIAL CONFUSION THAT REQUIRES EXTRAORDINARY SOLUTIONS.

WHEN YOU FIND YOURSELF BEING ASKED FOR EXTRAORDINARY SOLUTIONS YOU HAVE DEPARTED FROM THE TRUTH OF THE TRANSACTION.

What is the exact, standard, on-policy procedure?

1. The stat period of an org is from 1400 hours Thursday to 1400 hours Thursday the following week. Not Friday, not Sunday. *Thursday*. Not 1800 hours, not 1410. *1400 hours*.

2. Gross income of an org is the total amount of cash, coin, checks, money orders, cashier's checks, bank drafts, that are immediately depositable, received by the org in the mail, over the counter or wired directly into the FBO No. 1 Account, by 1400 hours Thursday, for any org service or item.

3. The GI figure, already counted, totaled, and verified, is telexed on Thursday as part of the org's OIC cable.

4. FP Committee meets Thursday night.

5. The FBO approves the FP or sends it back for corrections/changes (but in any case, makes the FP approvable), transfers the FP amount, HCO Book Account amount, and the org reserve amount to the org Thursday night or Friday morning.

6. The org deposits the FBO checks Friday morning and activates the FP.

7. The org is already (as of 1400 the day before) collecting the new week's gross income.

Sounds simple, doesn't it? It is!

It is difficult or confusing only when it is *made* difficult or confusing by those who have other fish to fry, usually for their own selfish benefit at the expense of the org and thus your own paycheck.

If you want a higher gross income, if you want the things your org needs, if you want a larger paycheck, just do the usual as laid out above.

Honestly, it is so much easier to be standard.

Try it!

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 MAY 1982R
REVISED 2 FEBRUARY 1991

REMIMEO

FINANCE SERIES 24

BOOKS ARE ASSETS

Books, meters, recorded LRH lectures, films, other audiovisual properties and insignia are assets.

The operating principle is: Just as you would handle money, so must be handled books, meters, recorded LRH lectures, films, other audiovisual properties, insignia and materiel.

There is a difference: Money decreases in value — books increase.

But just as an FBO would not think of letting money be around, unguarded, just as he would think it vital that sums be listed and cross-checked, so should he think of books and related items.

In an area where books have been ripped off, it will be found quite difficult to get people to keep up-to-date stock lists. They know they could be detected and sent to jail for stealing if it was detected they had been ripping off books.

So it requires just as much policing on lines to handle books as it does to handle money.

Orgs can get themselves into a bind by not accurately accounting for stocks.

They suppose that the money they take in for selling books, etc., can be spent in their FP any way they please. Soon they run out of books and have no money to replace them and there goes their local dissemination and there goes their overall GI. In short, they cut their own throats by trying to run their org using the book sale money for other things.

This was so bad in early years that it was thought orgs could not be solvent unless they used up *all* the money taken in from books on other things.

There is another angle to this safeguarding materiel: Things which people can rip off they do not respect. If they do not respect books and materiel they will not only not sell them, they will also black PR them. And there goes their public goodwill and their GI.

It has been said a single Dianetics or Scientology book is more valuable to the human race than the discovery of the wheel or fire. That is because it could halt man's own decline and personal demise. Be that as it may, one single book or meter gone astray in the stock inventory can seriously dent the org profit received from books.

It is a profit and loss thing: Lost stock not only denies profit, it also creates indebtedness — the books won't balance. But in that case it is worse: If books and materiel do not exist to be gotten into public hands, there is no prayer of continuing an org GI.

So carelessness or inattention to book materiel can whittle down and then destroy the org GI.

This is why books and materiel and HCO Book Accounts are now under the supervision of the FBO Network.

Routinely, full inventories must be taken of all such materiel.

And at a change of executive structure, an outside firm must be gotten in to do a certified inventory of the materiel and new executives and officers must sign for it on any turnover. And in the event stocks are missing the FBO must be prepared to take police action just as he would if money were missing: He would suspect embezzlement and act that way.

Thus day-to-day stock lists must be kept and inventories must be balanced with invoices routinely.

Where consignment, without cash, is done to an outlet, then a full receipt for all such assignment must be gotten AND checked up on AND the money or the stock collected in due course.

The Pubs Orgs must never operate on a credit line to orgs. In the past this has caused insolvency and denied the placing of books in public hands. An org, to get book stocks in such event, has to make cash money or GI to get books or borrow the money elsewhere and pay it back.

Books, meters, recorded LRH lectures, other audiovisual properties are BIG business. Regarding them as a sideline can be fatal to GI. It is the book in public hands which starts any boom, regardless of any other promotion. The books are the ambassador and messengers to the world. This has been proven countless times from 1950 forward.

This does not mean books, etc., must not be backed up by other promotion. But it is the book that closes. Try to operate without them and an org falls flat on its face!

This does not mean books, meters, recorded LRH lectures and other audiovisual properties should not be displayed. It is a maxim that when the public sees just one book or meter on a shelf they do not buy. And it certainly does not mean that books are not sold in volume.

It does mean that books, meters, recorded LRH lectures, films, other audiovisual properties and insignia are assets greater than hard money. And they must, from the

moment they come off the press until they arrive in public hands, be treated as such, counted, inventoried, stock listed.

The FBO Network I/C is responsible for implementing this PL and originating the routine report forms and admin that must be kept and submitted regularly to him on this subject.

And he must be prepared to take action of the strongest kind, just as he would in any other form of embezzlement, when he finds stocks missing.

It is vital to the survival of Dianetics, Scientology and orgs that this PL be given the closest attention. For one is dealing with the future health of orgs.

There is no sin in making high income from books and materiel themselves. Just like money, it is a crime to waste it.

A primary cause of slow expansion of Dianetics and Scientology in the world has been a carelessness from Pubs Orgs on down to orgs and FSMs in pushing and safeguarding books.

This trust is now given into the hands of the FBO Network as they have shown over the years they can be trusted.

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HCO POLICY LETTER OF 27 JULY 1982RA
REVISED 2 FEBRUARY 1991

REMIMEO

FINANCE SERIES 25

DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)

Refs:

HCO PL	28 May 72	BOOM DATA, PUBLICATIONS BASIC FUNCTION
HCO PL	5 Feb. 82 II	PR Series 35 Marketing Series 16 BOOKS AND MARKETING
HCO PL	11 Mar. 82	Marketing Series 17 Finance Series 19 PROPORTIONATE MARKETING
HCO PL	9 May 82	Finance Series 24 BOOKS ARE ASSETS
HCO PL	10 May 82	BOOKSTORE OFFICER HAT
HCO PL	2 Sept. 82	Finance Series 26 AND THAT IS BANKING
HCO PL	3 Sept. 82	Finance Series 27 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE
HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY

As covered in HCO PL 9 May 82, Finance Series 24, BOOKS ARE ASSETS, books, meters, recorded LRH lectures, films, other audiovisual properties and insignia are assets of an organization. They are not merely assets in the sense of their dollar value, but are in fact the gold and diamonds that give the way to man's total freedom. Therefore, it is vital that they not only be safeguarded, but that they be gotten into the hands of the public to point the way to the road out.

Add to the above the marketing of those assets and the marketing of Dianetics and Scientology training and processing services and you have a very broad area of responsibility which has been entrusted to the FBO Network.

To handle this added responsibility, a new post has been created which is the Deputy FBO for Marketing of Org Resources for Exchange (D/FBO for MORE). At this writing this post is being filled in each org around the world with high-caliber staff. In their hands lies the potential of achieving planetary dissemination at a rapid rate. This is no desk job but requires very dynamic individuals who will work effectively on these high-powered lines.

ORG BOARD

The org D/FBO for MORE is located in Department 21, as is the FBO. He comes under the FBO but also has a direct line with his network seniors at continental and international levels for the routine operation of his post, reports and compliances.

In Pubs Orgs and Golden Era Productions an analogous post exists who would have lines to org D/FBOs for liaison, information exchange and alerts on any situation needing attention.

DUTIES

The key duties of a D/FBO for MORE are:

1. Ensuring that at least minimum book stocks are maintained at all times. (Ref: LRH ED 5 Int, 27 May 68, MINIMUM BOOK STOCKS)

1a. Seeing that there are adequate sales of books and bookstore materials so these stocks get out into public hands and don't just build up an unmoving inventory.

2. Being the final authority on the use of and administration of the HCO Book Account and to ensure the per policy use of the same.

3. Ensuring that weekly book stock reports are done and that regular inventories are done of all stocks.

4. Seeing that book orders are filled immediately—any order not filled within 24 hours of receipt of the order is simply unthinkable!

5. Seeing that books and bookstore materials are not loaned out or given away and seeing that appropriate ethics action is taken and carried through when this does occur.

6. Bringing criminal proceedings against those found to have embezzled HCO Book Account funds or stolen books or other items from the org.

7. Using the points listed in HCO PL 10 May 82, BOOKSTORE OFFICER HAT, as a daily checklist and to ensure that all points go in and remain in.

8. Ensuring that there *is* a Bookstore Officer on post and that his seniors take adequate responsibility for this area of the org. No CO/ED or HAS can be considered bonus eligible until this post is manned by a competent person who can and does get his duties done per HCO PL 10 May 82, BOOKSTORE OFFICER HAT.

9. Approving the HCO Book Account FP and issuing the checkbooks for check writing only on the approval of an FP, and then recovering and holding this checkbook once the FP is activated.

10. Ensuring that Treasury and the Bookstore Officer maintain perfect records of all HCO Book Account transactions.

11. Getting in, in an org, all the points of HCO PL 20 Nov. 65RA, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION, which apply to his sphere of responsibility.

12. In liaison with the org FBO, ensuring that the FP Committee uses LRH ED 245RA Int, 27 Aug. 74, FINANCIAL PLANNING CHECKLIST FOR THE PROMOTIONAL ACTIONS OF AN ORGANIZATION, as they apply to his area and get these items POed for, bought and then *used*.

13. Seeing that all audiovisual equipment is properly cared for and calling for ethics action on those being negligent in their responsibilities.

14. Getting films, videos, slide shows, laser disks, recorded LRH lectures and any future audio or visual properties in full use in the org.

15. Liaising with the D/ED or D/CO for Delivery and Exchange in the org to ensure maximum marketing and sales of LRH books, recorded LRH lectures and other appropriate audiovisual properties are being done in the local area.

16. Receiving the weekly Book Account Stock Report and using this as an income sources summary for books to isolate which books in which areas are selling well and why and to reinforce these actions, including noting which book campaigns have been successful and resurrecting these. Then to isolate which books and areas are not doing well per sales and debugging these.

17. Noting any discrepancies on the Book Account Stock Report and ensuring the Bookstore Officer locates the reason(s) for such discrepancies and, failing this, locating the reason(s) himself. Then getting adequate handlings done so the situation *never* occurs again!

18. Getting FP to cover the costs of any bookstore items found to be missing after the weekly stock report is done and when the missing item cannot be otherwise located.

19. Ensuring that translated books, recorded LRH lectures and other audiovisual properties exist in the org for all languages used in the local area.

20. Monitoring the planning and use of the HCO Book Account funds to ensure maximum profit, and not blowing the profits on "two-bit FPs" and short-range or extravagant planning.

21. Execution of marketing programs authorized for execution on D/FBO lines.

22. Ensuring compliance to HCO PL 11 Mar. 82, Marketing Series 17, Finance Series 19, PROPORTIONATE MARKETING.

23. Seeing that the org invests in marketing and promo actions which result in increased income and body flow into the org (bean theory).

STATISTICS

The post statistics of the org D/FBO for MORE are:

1. Total retail value of all properly secured and inventoried assets calculated from the weekly book stock report. (Covers all Bookstore items: books, meters, recorded LRH lectures, other audiovisual properties, insignia, etc.) This is based on the weekly stock report done at the end of the previous week. The D/FBO

must actually inspect the state of the stocks and may not count any items improperly stored which presents a threat to their value through damage or theft.

2. Gross book sales of the org.

3. NBSRAW (number of bookstore items sold to raw public) for the week.

4. Amount of film lease payments for the week actually paid out, per film lease agreement.

5. Allocation–production ratio computed as follows: Total amount actually spent in the previous week (not just set aside) on marketing and promo measured against the total org gross income for the current week. It reads as a ratio so that the allocation is always 1 and the production figure varies according to its relationship to the allocation. (E.g., allocation amount equals $2,000.00 and GI equals $20,000.00 so the ratio is 1:10.)

The weekly condition of the D/FBO is based on the above major stats. In addition to these the following substats are to be calculated and reported weekly:

a. Books portion of the GBS.

b. Meters portion of the GBS.

c. Recorded LRH lectures and any other audio properties portion of the GBS.

d. Videos and any other visual properties portion of the GBS.

e. Insignia and jewelry portion of the GBS.

f. Hat and course packs portion of the GBS.

g. Total amount paid out for restocking or for new bookstore items for the week.

h. Books portion of the restocking stat.

i. Meters portion of the restocking stat.

j. Recorded LRH lectures and other audio properties portion of the restocking stat.

k. Videos and any other visual properties portion of the restocking stat.

l. Insignia and jewelry portion of the restocking stat.

m. Hat and course packs portion of the restocking stat.

Accurately calculating and reporting these statistics will show the effectiveness of the D/FBO and will enable accurate management of the area to occur.

The D/FBO in an org is to report his statistics weekly to his continental senior who then forwards the reports from all the orgs in the continent to the Int FBO for MORE.

THE FUTURE

Orgs in the past have tended to remain small or grow slowly because they did not properly or extensively market their wares.

The primary block on marketing has been org miscomprehensions of finance as it relates to marketing, promotion and sales. Hence, these functions are placed in the

Finance Network where they can be expertly monitored by trained and competent personnel with a knowledge of both finance and marketing.

Today's money wisely invested in marketing an org's wares results in tomorrow's GI.

Orgs in the past spent their promo monies only on BMO (bulk mail out) — which is to say, only on the Scn field they already had sold.

To expand, an org must continually reach not only old and on-lines public but especially new public. It is upon this that future expansion depends.

Every book, every recorded LRH lecture and other audiovisual property sold to raw public potentially increases Scn public to whom, then, even more books, recorded LRH lectures and audiovisual properties AND NOW org minor and major services can be sold. Every public film properly shown the public potentially increases org GI. Every Academy film potentially increases MPT (money paid for training) — IF the public knows of them.

The future GI and size of the org is regulated (given in-tech service and on-policy admin) by the proper placement of books, recorded LRH lectures, other audiovisual properties and insignia in public hands, and the exhibition of films. There is a direct co-relationship between the marketing of books, recorded LRH lectures, other audiovisual properties, insignia and films, and the future GI of the org.

This is why the D/FBO for MORE is there. Never before has there been a network for this purpose.

The formation of this network is a direct push for individual org expansion, a direct and heavy forward thrust into the population, and upon it may well depend the future of this planet.

Over to you, D/FBO.

Good luck!

L. Ron Hubbard
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 2 SEPTEMBER 1982

REMIMEO

FINANCE SERIES 26

AND THAT IS BANKING

You might be interested to know something about banking and money that bankers and governments don't know: BASICS!

These are very simple basics. They are also very, very O——L——D basics.

Money can be said to be a lot of things. It can be said to be an idea backed by confidence. It can be said to be a system of exchange. It can be said to be something easier to carry around than a side of beef or a bushel of wheat. Money can be said to be a lot of other things.

But from the viewpoint of a banker and solid facts, you get the basic law of banking and the basic definition of banking and money.

MONEY IS A NEGOTIABLE RECEIPT FOR DEPOSITED GOODS.

In order to understand this, you have to understand the original function and practices of (surprise!) goldsmiths! You see, goldsmiths simply used gold as a commodity. It went like this:

The goldsmith took in a commodity of one unit of gold. He gave a receipt to the person who gave him the gold. He did this several times. He then had, let us say, six receipts—six guys had given him gold to hold and he gave them each a receipt. These six guys could then use those *receipts* as *currency* since it was gold on deposit with the goldsmith. This is a one-to-one basis. One receipt given out for one unit of gold taken in.

Now the goldsmith, because he assumed and hoped that all six wouldn't want their gold all at the same time, could then issue additional receipts against the gold—against the same gold for which he issued the first six receipts. So he would issue receipts on, let's say, a three-to-one basis—he issued three receipts for every one unit of gold he had on deposit. These receipts were trusted because people knew he had gold on deposit.

So you see the goldsmith issued more receipts than he had gold on deposit. He could then loan out these receipts (currency) that he had created. People "borrowed money" from him by obtaining one of these receipts and now they would owe him what they borrowed plus interest. AND NOW THE GOLDSMITH WAS INTO BANKING. IT WAS THAT STEP THAT PUT HIM INTO BANKING. You see, there were other things this goldsmith could do. He could issue receipts and buy property or keep his business

running or something. But the moment he issued and handed out a receipt to people who used that for currency, why, he was now into banking.

And that is banking.

Now you can do the same thing with commodities. You have a warehouse and you're into banking. If everybody puts his commodity in the warehouse and the banker issues a receipt for it, he can now issue on a three-to-one basis, as the goldsmith did, or twelve-to-one, which is getting pretty risky but they did that. But, you see, he can do the same thing with commodities. I don't care if they're shoes or whatever. Now, because he's got shoes (and other things) in the warehouse, he can issue general receipts against these goods on a basis of one-to-one, which is just the depositors, on up to twelve-to-one.

And he can take those receipts and he can issue them to a manufacturer who can *then* buy with those receipts the equipment necessary to set up his plant. But everything the manufacturer makes is a commodity deposit. The manufacturer makes something and now he has a commodity deposit. When you realize that the banker is not taking in all this commodity, you realize it starts sitting all over the place in all kinds of different warehouses and so forth. But it is consigned to the bank. It belongs to the bank. It backs up the receipts. The guy who the banker loans the money to, just out of the blue sky, doesn't have any commodity there. The banker loaned out money (a commodity receipt) to a guy without any commodity. Well, that guy has got to put a commodity there. And this is the basis of banking. If that guy now doesn't manufacture a commodity, the banker is out of luck. In other words, he doesn't produce the commodity he's loaned money to produce. The banker now only has the plant.

So now we're off into the banker loaning against the plant. We've extended it from the deposited goods to what makes the goods.

And that is banking. And that's all there is to banking.

And that's why you see bankers favoring short-term loans. They're not interested really in a real estate loan. That's a secondary stage. They're interested in the cars sitting on the lot at Chrysler.

I noticed that when a European automaker recently went to blazes, a fleet of their cars turned up as being sold to a bank in America, after that company went defunct. In other words, their manufactured cars became, just as Chrysler's would become, the property of the bank.

Now what is inflation? INFLATION IS DETERMINED BY THE RATIO BETWEEN THE DEPOSITED GOODS AND THE NUMBER OF RECEIPTS ISSUED. This present society has got it up to several thousand to one. In banking, I would never go above three to one. That is sound banking.

All right. Let's recapitulate. We started by issuing receipts for deposited goods. Then we extended it to what makes the goods. And we're going to issue receipts on a safe, intelligent basis—a three-to-one basis, for example. All right. This is sound banking.

But these current "bankers" extend it out on whether or not they think the guy's credit is any good. They extend it out on whether or not he's going to issue stocks or shares of his own. (His own issued "receipts.") And then they're going to keep those as

security and, honest to Pete, you're now up here in froth. That is strictly froth. This whole current banking system is in froth. Even the American Federal Reserve. They write down a figure in a little book and tell the US government that it can now print that much money. (You may think I'm kidding — I assure you, I'm not.) To back that money, the Federal Reserve issues Federal Reserve stock, called Federal Reserve bonds and so forth, which is bought by the public. Just recently, two "issues" have gone out on the same transaction which was based on nothing to begin with.

In other words, they don't just issue a hundred million dollars in currency. They issue a hundred million in currency *and* a hundred million in bonds. So regardless of their computations, they have not really issued a hundred million, they have really issued *two* hundred million, which doubles instantly the amount of paper in the society on the same transaction. Result: more inflation.

Hold on, it gets crazier.

Of this transaction, only half of it is covered by interest — only the bonds. So they feel they're getting only half the interest because the total issue of paper was two hundred million, and they're only drawing interest on the bonds, one hundred million. So, "of course" they have to get twice as much interest on the bonds. And there shoots up the interest rates and now money becomes too expensive to borrow in order to manufacture something and there goes your new and future commodities and eventually there goes your society.

And (currently) that is banking (unfortunately).

But don't you be confused. It is really very, very simple. For instance, if you can get the idea that you would take all of your household goods and give them to a bank and they would put them in their basement and then they would give you a receipt for the household goods and then you could give that receipt to somebody else for some negotiated action — you wanted something they had or would do for you — why, then you'd understand banking.

And if you can get the idea that that other person that you gave your receipt to could then go claim those household goods if he chose to, then you'd understand banking.

And if you can get the idea that that other person might not (probably wouldn't) go claim those household goods, but instead that he might transfer the receipt that you gave him (that you got from the bank) to somebody else for something that he wanted, then you'd understand banking.

And if you can get the idea that even though this other fellow didn't take your receipt and go claim the household goods, that the receipt does, in fact, represent those items of household goods that it is for and that the receipt is backed up by those household goods, why, then you'd understand banking.

And now we go a bit further and if you can get the idea that we don't bother to put those household goods in the bank's basement — we leave them in your home — but that in essence you have sold them to the bank for the receipt they gave you (and this is what is known as collateral), then you'd understand banking.

And now we go way upstairs and if you can get the idea that the bank would print up and issue receipts on a greater than a one-to-one basis (three-to-one or six-to-one, for example), and then loan these receipts to someone so that he could exchange them for manufacturing equipment, for example, and produce a commodity and that then these receipts that had been issued to the manufacturer were now, in fact, backed up by goods, then you would understand banking, REAL banking. And you would understand that banking, real banking, can all by itself, increase production. And lo and behold, THAT WAS THE ORIGINAL PURPOSE OF BANKING!

And that is banking. That's all there is to it. That's the basics. That's it!

You see, violations of these basics are what got the current bankers and governments in their present predicaments. Oh sure, they have this plan and they have that plan. But let me point out to you that they had those plans last year and the year before that and that last year was not as bad as this year! So maybe there's something a little wrong with their plans. Well, yes, there is a lot wrong with their "plans" — their basics are out.

As a banker you can stretch that three-to-one, like the goldsmith did, to five-to-one, or twelve-to-one. But when you get up to astro-ratios like these current bankers, boy, are you in trouble. You can get a run on a bank. A run on a bank is when all the guys who hold receipts suddenly believe the goldsmith is about to blow or leave town so they all go in and ask for their gold at the same time. Well now, of course, he can't pay it out because he is not holding that much commodity. So if he had issued receipts on a twelve-to-one basis, NOW his receipts are worth 1/12 (one-twelfth) what they had been worth, just like that.

Anyone who can recall back to the 1930s will tell you . . . "and that was banking!"

These basics would be known by the wizards of Wall Street, you would think, but maybe not. They certainly are not known to London's Parliament. They might say, "Yes that's interesting, but we do things differently now . . . sort of inapplicable . . ." Well, I notice that inflation, loss of purchasing power, economic chaos, etc., aren't being created any differently. They manage to keep these actions going at a high roar. So maybe these basics ARE applicable! OH, YES, they are applicable all right — you can bet your house, car, job and future on them.

All right, we had the goldsmith, then we had the banker who issued receipts for deposited goods. Now, we've got a new factor — the governments produce nothing really and yet they print money. What backs it up? NOTHING! Governments never do produce anything to go into the depository that then backs up the receipts (currency) and that they then can pay back.

So you wonder why there is inflation? Well, it is just the ratio of the amount of money against the goods.

I've already told you that there is a limit on the issuing rate in banking. Anybody that is going for a twelve-to-one ratio (twelve receipts for one unit of goods) has got his neck stuck out. It is going to cost more money for a commodity because there is more money around than commodities.

All right, look at your tax collector. When taxes start going up to certain percentages that penalize the company (and worker) and give it an unmanageable burden, make it

difficult to service the machinery, make it difficult to introduce new tools and equipment for a new product, etc., why, the tax man starts putting businesses out of business. They've been doing that in America and are nearly finished with the job in England. When a company folds that produces shoes, let us say, there is then going to be less shoes on the market and therefore the shoes that remain are going to cost more, again for the same reason as in the previous paragraph — there is more money around than commodities.

Ideally, a company should work itself out of debt, not into it. But because of suppressive, penalizing tax percentages and bank interest rates, a company works itself into debt so one could say that the tax collector is in collusion with the banker in these sectors. This brings about inflation because it is an unproductive 25 or 50 percent of the price of goods. The government is not furnishing anything to account for that. So this now goes back into the banking aspect because the company or the individual can never accumulate enough money to buy new machines, so the banker has to continuously loan him money to enable him to get his new machinery. But then that's got interest on it so the tax collector . . . You see? The guy can never get enough money to buy a new plant, he'd never make enough money. He's either got to get his new plant or his replacement machinery and so forth, either from the bank or just not do it at all with the tax collector.

There is another twist to this. What do governments (and sometimes even banks) do with these tax collections and other pounds of flesh gouged from the carcasses of people trying to get on with their jobs? They hand them out as "foreign aid," the dole, welfare and other activities designed to degrade.

All of that gets added to the price of commodity and that is what inflation is.

Simple. So simple. It's too simple for these idiots not to be able to con everybody in the society into believing that it's very complex. But they don't want the public to understand this because they've got a racket going and they know it's a racket. They are a goldsmith with a 2000 to 1 receipts to goods ratio and it simply doesn't happen to matter what theory or explanation they dream of. The facts remain. Period.

And so do the basics remain. And these basics are very, very much for use by FBOs. FBOs are, after all, *banking* officers.

I've told you that money is a negotiable receipt for deposited goods. Well, what about services? Your orgs sell a lot of them. How does a service fit into this?

A SERVICE IS DEFINED AS AN INCREASE OF USABLE GOODS.

Consider a lawn mower repairman who sits down and someone brings him his broken-down mower and this repairman fixes it. He didn't actually *make* that lawn mower, but he did increase the number of usable goods in the society because before he fixed it there was one less lawn mower and when he was *finished* supplying his *service* there was one *more* lawn mower. And to this degree, no matter how small it may seem, that lawn mower repairman helped hold down inflation.

In the case of your org, A SERVICE INCREASES THE USABILITY OF A PERSON. Students and pcs come to you in one state or condition, you supply them services and they become more useful, more valuable, more productive. This is not a light statement.

The more productive people there are in a society, the more goods there will be in a society, and the better off society will be in general.

The goldsmith, as a banker, used his basement as a depository. What is the FBO's depository?

SERVICE CAPACITY UTILIZED IS THE DEPOSITORY FOR AN FBO.

It is up to an FBO to increase his depository, his utilized service capacity. And whatever increases his service capacity utilized is the direction the FBO heads in. A bookstore outlet, another bookstore outlet, more auditing rooms, more auditors, more pcs to help fill those auditing rooms, a second HGC, another course room, more Supervisors, more students so the Sups won't be lonely, more Word Clearers, and so on.

The greater the service capacity utilized, the greater the service delivered.

The greater the service delivered, the greater the income.

The greater the income, the greater opportunity for this banker (FBO) to loan (invest in FP) for more service capacity.

The greater investment in more service capacity, the greater ability to get more service capacity utilized.

The greater the service capacity utilized, the greater the service delivered.

The greater the service delivered, the greater the income.

And on each of these cycles, the FBO and the org get another benefit from this: products delivered out into society and reserves.

You've got the title of Flag Banking Officer and you've got the tech of banking. So now let's see you use these basics of REAL banking to do what they were invented to do and what they DID DO innumerable times over countless ages—increased production and built empires, yes EMPIRES!

Let it be up to you to apply these basics and then hold up the Power-trending stat graphs of your org and your reserves and say, "And THAT is banking!"

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 3 SEPTEMBER 1982

REMIMEO
ALL ORGS
FBO AND D/FBO HATS
ALL EXECUTIVES AND STAFF

FINANCE SERIES 27

DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE

Refs:

HCO PL	27 July 82	Finance Series 25 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)
HCO PL	28 May 72	BOOM DATA PUBLICATIONS BASIC FUNCTION
HCO PL	9 May 82	Finance Series 24 BOOKS ARE ASSETS
HCO PL	10 May 82	BOOKSTORE OFFICER HAT
HCO PL	11 Mar. 82	Marketing Series 17 Finance Series 19 PROPORTIONATE MARKETING
HCO PL	5 Feb. 82 II	PR Series 35 Marketing Series 16 BOOKS AND MARKETING
HCO PL	2 Sept. 82	Finance Series 26 AND THAT IS BANKING

(*Note:* Nothing in this PL relieves management in any echelon or division from any duties or functions stated in policy and this PL denoting the purpose of the D/FBO for MORE may not be used to offload hats of promotion or sales on the D/FBO Network. Its authority is to see that such hats are worn fully by org posted terminals and only in their neglect or absence to bypass.)

Why are marketing, books, recorded LRH lectures, other audiovisual properties, films, insignia, meters and related items in the FBO Network?

Well, to begin with such items are assets. And like any asset, any or all of these items are valuable and can be stolen, abused, misused, ripped off or result in loss.

Like money these items can be the subject of exchange and in times when money is less valuable these assets might even be more valuable.

Any of these items are cared for by or subject to accounting procedures. They have to be counted and safeguarded just like money. The real basis of all money is goods, and goods are more basic than money for money is simply a substitute for goods or services.

In the past these items have been subject to very wide abuses which have affected the health and prosperity of orgs. In earlier times orgs could obtain such items from the Publications Department, sell them and instead of ordering new items, put the money made into the org accounts and spend it for staff pay and so forth. In this way Central Publications activities were subsidizing orgs. This was so bad that orgs actually thought they would go insolvent if they could not illegally misappropriate money for these items for their own use.

This was what began the HCO Book Account. Unless the Book Account is used to replenish stocks, an org will shortly run out of stock and have nothing to sell. This effectively cuts its reach to the public and reduces demand on the org for service GI. A not-so-nice word for the practice of using book money for running expenses is embezzlement. Thus one has to have a broad and trustworthy network to safeguard against such practices.

But there is an even more fundamental reason why these items are entrusted to and generally overseen by the FBO Network.

This has to do with a general principle which is glaring in its omission on this planet. It has to do with the fundamentals of prosperity.

Governments, the tax man, bankers and even accountants on Earth (and in most space civilizations as well) operate on the principle that they are there to *take* money from activities for their own use. It is to be noted that robbers have the same idea. Such entities operate on the basis that their sole activity should be devoted to taking money. This is why you get down economies, why empires go broke, why inflation occurs and innumerable other evils. Such misguided people have a fault in their arithmetic. They think they can take something from nothing and that, let us say, 10 percent of nothing is something.

There is a different principle which can be applied and this is the principle of making an individual or area so prosperous that the money spills over into your lap. One can, by operating on the third and first dynamic, achieve in abundance any ambition on the first dynamic to have lots of money. All one has to do is to make sure that what he is taking the money from is so prosperous, so well run economically and so financially sound that even a river of money taken from it does not affect its overall prosperity. Now, this is real money management.

When I am talking about this second principle I am not talking about economic pie-in-the-sky or Marx or Keynesian crackpot theories like they are. I am talking from a long background of solid economic application which has worked and worked and worked. I could actually point out, just in Dianetics and Scientology management, areas where I have done this repeatedly and successfully. It was at those times that International Reserves swelled. In fact most of the money in Int Reserves was made in exactly this way.

This began a long time ago but we won't go into that. The genus of it is that I like to see people prosperous. I mean them well. This is, by the way, unique. The head of the Federal Reserve—judging by his financial "practices"—does not have this attitude. He probably rubs his hands and chortles all night at the thought of people in rags. And I am sure that an IRS man is never happier than when he has just got

through bankrupting a business. Money is a form of power and power is all too often used to crush, suppress and get even with the world.

If one is very clever and knows his business, he can actually force into existence unbelievable levels of prosperity for one and all.

Now you won't easily believe this but this second principle is one of the hardest principles to get across in all the lexicons of expertise. One is going up against, as one tries to get this operating, first dynamic fixations. Trying to get people to see that they will continue to make pennies if they persist in trying to rip things off whereas they themselves could make big money if they worked to make their collection points prosperous as their main area of concentration, appears to be very difficult. The people one is trying to convince and get cooperation from have too many examples around them of shortsighted arithmetic. Additionally most of their literature concerns itself with people getting rich by ripping others off. In fact it is apparently deeply ingrained in people that there is no other way of life.

But I have an answer to this: one does not closely consult or expect much cooperation from people in applying the second principle above; one simply does it on a bypass. You see this expressed in such a line as, "Drive more business down on an org than it can waste" and that is almost the guiding principle of the Deputy FBO for MORE.

So you could draw a little diagram of flows. Here's the FBO attempting to make collections so that the cost of management can be defrayed. Put him on your little diagram over to the upper left. Now put a circle in the middle. This is the org or the service center or the bulk of the civilization. Now put a very thin line from that center circle up to the FBO, now label this line with a money symbol. Now over to the right of that center circle put some very thin arrows pointing at the center circle with zeros on them.

In this first diagram you have outlined a very difficult situation. There is little if any money flowing into the center circle so the money the FBO can get out of that is very close to zilch. This, believe it or not, is the normal pattern in practice in tax offices, banks and etc. Obviously this makes economics and finance very, very, very, very, very difficult.

Now let's draw a second diagram. Let's put the FBO up in the upper left-hand corner, let's put the circle in the middle and now let's put a D/FBO up in the upper right-hand corner. Now down from the D/FBO draw a number of lines which curve out to the right and then point back to the center circle. Put a money symbol on each one of these lines. This symbolizes the D/FBO driving public money in on the org. Now let's draw a very fat line from the center circle up to the FBO and put a very fat money symbol on it.

You have there in the second diagram the major purpose of the D/FBO.

To understand this one has to understand what marketing does, what books can do, the role of insignia, the actual effect of recorded LRH lectures, other audiovisual properties and even meters in full use in public hands. The publics involved are raw public (divided into many categories) and Scientology public (again divided into many categories). If each one of these publics were interestedly active, the amount of bleed-off from that activity into the org would be stupendous. The org and all of its staff

would become prosperous and the percentages of money taken by the FBO would hardly be missed. And the money taken by the FBO used in part to create more central marketing activities and to make it profitable to manage the org from afar feeds back into the cycle of public monies into the org.

In other words you get a little machine going here. Regardless of where the org is if it had an efficient FBO keeping it financially honest and on the rails with finance policy and a D/FBO, with or without a checkered coat and megaphone, using every tool to drive business in on the org you would get a little whirlwind going which would get bigger and bigger and bigger and bigger and bigger.

An org is essentially a service unit and unless it delivers what is being sold and delivers it well it will soon get into trouble, but the form of that org and its degree of activity is the basic concern of overall management. When the org does not deliver or delivers badly it gets into refunds and flies back into the teeth of the FBO Network. Thus it is of enormous interest to the FBO Network, of course, that the org is well managed both on long distance lines and internal lines and there are many networks and management lines and terminals to ensure this.

But what has been the existing state of affairs? In the past orgs have neglected the various publics even to the point of not marketing Book One, the source of all subsequent public demand. Even as I write this a datum is to hand that right this minute when the Pubs Organization sends out promo to orgs a number of them simply take it off the express and put it into a closet. I can assure you that that closet is not going to buy any training or processing. The amount of income lost is really income not made. The potential of income generated by promotion, if not realized, is actually a loss. Poor promotion angled for the wrong publics, promotion material not used or simply no promotion at all is about the most expensive loss now being experienced. It is, at minimum, in terms of millions a week. But you must realize that promo itself is an asset. It costs money. It has to be well used and it should not be wasted.

Films shown incorrectly or not shown at all are a loss of not made income. The public, not knowing they exist or that if they sign up for training they will see films not otherwise available, does not sign up.

People who have read Dianetics and Scientology books, as any Registrar will tell you, are very easy to sign up. People who have not are very difficult to sign up.

On the subject of insignia, if the image and symbols of Dianetics and Scientology are not seen around it remains to that degree unknown.

Lecture plays in the org and recorded LRH lectures and other audiovisual properties sales outside the org make the public aware of the product and when these are dropped out the whole purpose of Dianetics and Scientology tends to become lost.

If field auditors are not auditing, buying updated packs and using good meters, the field is not only relatively inactive, one gets a poor word of mouth in the field which makes it difficult to push business down on the org.

The tools of the Deputy FBO are any of those connected with marketing, promotion, PR, advertising, merchandising, and are actually pretty standard tools. We have a lot of advanced tech on this subject and all of it is of interest and it needs to be applied at org

level. But historically unless there is somebody there making sure that these tools are used, it hasn't happened. The D/FBO Network is the first time ever that there has been an international control of marketing, promotion, advertising, PR, etc.

Thus we see that the D/FBO is safeguarding assets and making sure they are not neglected or abused and getting those assets into full use so that the resultant exchange with the public and the org brings about a prosperity which makes the functions of the FBO much easier and, indeed, even possible.

We have in Dianetics and Scientology a highly desirable product which is unique and effective. The public demand for it is proportionate only to the degree that it is made known and made available. It quite honestly works. And if properly delivered results in rave individual results. That of course is a statement of minimum scope concerning these subjects: They go far beyond that.

Historically, if you care to look on the 32-year backtrack, I have had to wear the hat of applying that second principle described above. I have also had the hat of "driving more business down on the orgs than they could waste."

It is a great relief to have somebody else wearing this hat.

Wear it well.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 10 SEPTEMBER 1982

REMIMEO
ALL STAFF

FINANCE SERIES 28

EXCHANGE, ORG INCOME AND STAFF PAY

Sometimes the question of staff pay arises although, by survey, the condition with most staffs reportedly is secondary to org income and getting a show on the road.

So it is of interest what really underlies org income and staff pay.

There is a term used in business called "fair exchange."

Let us apply this to an activity engaged in servicing the public.

We could isolate four conditions of exchange.

1. First consider a group which takes in money but does not deliver anything in exchange. This is called rip-off. It is the "exchange" condition of robbers, tax men, governments and other criminal elements.

2. Second is the condition of partial exchange. The group takes in orders or money for goods and then delivers part of it or a corrupted version of what was ordered. This is called short-changing or "running into debt" in that more and more is owed, in service or goods, by the group.

3. The third condition is the exchange known, legally and in business practice, as "fair exchange." One takes in orders and money and delivers exactly what has been ordered. Most successful businesses and activities work on the basis of "fair exchange."

4. The fourth condition of exchange is not common but could be called exchange in abundance. Here one does not give two for one or free service but gives something more valuable than money was received for. Example: The group has diamonds for sale; an average diamond is ordered; the group delivers a blue-white diamond above average. Also it delivers it promptly and with courtesy.

Now, believe it or not, org income and staff pay depend upon *which* of the above four exchanges is in practice by (a) the org or group, or (b) the staff member in the group.

If no. 1 is in vogue, income will dry up with a thoroughness you wouldn't believe. Although the TV and movies try to tell one that robbery is the only way to get rich, this is not true. Those who engage upon it, whether they be stickup men, corporate con men or governments, are not long for this world. The bigger the group the longer it takes for it to fall but fall it assuredly does. And the individual who takes but does not give ends up with a deep-six in many ways quite rapidly.

The second condition of partial exchange can only keep a group or individual going just so long. The end result is painfully a demise of status or position and, most certainly, income. Many "third world countries" and even the bigger ones are in this plight right now. They take in but do not really produce or give. This is what inflation is all about. The unemployment ranks are full of such.

The third condition of "fair exchange" gives one a rather level progress. It is considered honest, is socially acceptable and very legal under law. It does not, however, guarantee any expansion or improvement of a group or the lot of a person. It is barely comfortable.

The fourth condition is the preferred one. It is the one I try to operate on and have attempted to for ages. Produce in abundance and try to give better than expected quality. Deliver and get paid for it, for sure, but deliver better than was ordered and more. Always try to write a *better* story than was expected, always try to deliver a better job than was ordered. Always try to — and deliver — a better result than was hoped for.

This fourth principle above is almost unknown in business or the arts. Yet it is the key to howling success and expansion.

It is true for the org, it is true for the individual staff member.

Where a group is concerned there is another factor which determines which of the four above is in practice. It is group *internal* pressure. Where this only comes from executives, it may not get activated. Where it comes from individual group members in the group itself, it becomes assured. The internal demand of one staff member to another is what really determines the condition of the group and establishes which of the four conditions above come into play.

Thus the org collectively, in electing which of the four principles above it is following, establishes its own level of income and longevity and determines its own state of contraction or expansion.

While this is a must in an executive — to establish the principle being followed — the *real* manifestation only occurs from pressure by individual staff members or others within the group.

Unions and workers in the auto industry elected to follow no. 2 above. This brought about the decline you see in auto companies. Had they elected to follow no. 3 they would not be in trouble. Had they elected to follow no. 4 they would now be in clover for the world today does not really have a truly good, economical, wreck-free car.

It is up to the individual staff members in a group what the org income is and what their own staff pay is. The org cannot earn more and the individual staff member cannot be paid more than will be established by which principle above they elect to follow.

If they follow no. 3 they will get along. But if they follow no. 4 they will really flourish and prosper. *And* it is the only one which guarantees expansion.

L. RON HUBBARD
FOUNDER

HCO POLICY LETTER OF 27 OCTOBER 1982RB
REVISED 25 JUNE 1998

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FBO HATS
EXEC COUNCIL HATS
AD COUNCIL HATS
TREASURY HATS
ORGS
MISSIONS

FINANCE SERIES 29

CASH–BILLS DEFINED

Refs:

HCO PL	6 May 64	ACCOUNTS POLICIES
HCO PL	28 Jan. 65	HOW TO MAINTAIN CREDIT STANDING AND SOLVENCY
HCO PL	2 Mar. 65	PURCHASE ORDER FILING
HCO PL	4 Mar. 65 I	RESERVED PAYMENT ACCOUNT
HCO PL	1 Mar. 66R Rev. 14.2.91	EXECUTIVE DIVISION ORGANIZATION AND ITS THEORY AND PURPOSE
HCO PL	3 May 66R Rev. 2.2.91	RESERVE FUND
HCO PL	2 Aug. 66 I	GRAPH CHANGE, AD COUNCIL STATISTIC
HCO PL	29 Jan. 71RA Rev. 2.2.91	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	5 Apr. 79RC II Rev. 14.2.91	FSM Series 6 NEW FSM ACCOUNT

Solvency consists only of income greater than outgo and making enough money. This is measured by the organization's cash-bills ratio and its method of calculation is of value in building a prosperous organization.

CASH ON HAND

The following is to be used in calculating the cash on hand statistic of an organization:

THE AMOUNT OF CASH IN THE BANK AS PER THE LAST WEEK'S BANK STATEMENTS PLUS THE AMOUNT OF CASH ON HAND AS PER 2:00 P.M. THURSDAY OF THE CURRENT WEEK OF THE REPORT.

Cash on hand is calculated from *reconciled* bank statements.

Cash shown on a cash-bills graph is cash salvaged from former allocations (org reserves) or current allocations. The cash expressed on the cash-bills graph of the org must exist in actuality and must be real sums that can be expended.

Some accounts are not included in the calculation of cash so as to prevent a false idea of the financial position of the org from occurring. These include the Reserved Payment Account, CVB (Claims Verification Board) Account, FSM Instant Payment Account, Service Completion Award Account, Building Fund Account, General Liability Fund and the HCO Book Account. Additionally, the FBO Accounts are not the org's accounts and are not included in the cash calculation.

BILLS OWING

The bills owing statistic of an organization is computed as follows:

THE TOTAL OF DEBTS OWED BY THE ORG PLUS OVERDRAFTS AND CURRENT PAYMENTS DUE ON MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) AND LOANS AND BOND OR SHARE RETIREMENT BUT NOT THE TOTAL GROSS AMOUNT OF MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) OR LOANS OR BONDS.

In computing the debts owed by the org it would be quite unreal to add up the mortgage totals, time payment (hire purchase) totals and all outstanding stocks and bonds, as the call on the org is for current payments on these due or any retirement program. The bills statement (in actual practice) can serve as this statistic.

When making up the bills statement, the Department of Disbursements *must* examine folders for POs outstanding not covered by statements and report these on the monthly bills statement. The bills would be those against the same accounts on which the cash calculation is made.

The only exception in calculating the cash and bills statistics concerns the Reserved Payment Account. Where a debt exists which should be covered by the Reserved Payment Account but those funds are not deposited to that account, the amount of debt not covered must be carried on the org bills statistic in order to have a true picture of the org financial position.

The bills owing is a total accumulation of statements and purchases. This makes a true picture of what is currently owed.

INTERORG BILLS

Interorg bills are to be reported weekly as a separate figure and is the total of sums owed to other orgs, not including any management bills. It is *not* additive to the BILLS OWING stat but is its own figure reported and graphed separately.

RESPONSIBILITY

The only collective responsibilities of an Executive Council are the cash-bills ratio of the org, its reserves and actual assets and for the successful conduct of an org as a whole.

Each Executive Secretary is responsible for and is personally known by the gross divisional statistics of his or her divisions.

SUMMARY

Accurate calculation of the cash-bills statistic gives one a true picture of the org's solvency. By strict application of finance policy a thriving and affluent organization can be created.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 31 OCTOBER 1982R
REVISED 1 OCTOBER 1995

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DEPT HEADS

FINANCE SERIES 30

FINANCIAL PLANNING—RESPONSIBILITY FOR

(This policy letter modifies any previous issue which states or infers that the financial planning for an org is solely the responsibility of the Advisory Council. The major responsibility for financial planning lies with the Executive Council as it is the governing body responsible for the org's solvency.)

Refs:

HCO PL	26 Nov. 65R	Finance Series 31
	Rev. 31.10.82	FINANCIAL PLANNING
HCO PL	21 Dec. 66 I	ADVISORY COUNCIL
HCO PL	21 Dec. 66 II	EXECUTIVE COUNCIL
HCO PL	26 Oct. 68	EXECUTIVE COUNCIL
HCO PL	29 Jan. 71RA	Finance Series 1
	Rev. 2.2.91	FLAG BANKING OFFICERS
HCO PL	3 Sept. 82	Finance Series 27
		DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) — PURPOSE
HCO PL	27 Oct. 82RA	Finance Series 29
	Rev. 23.9.89	CASH–BILLS DEFINED

Financial planning means handling the assets of an org and allocating its funds in such a manner as to achieve income greater than outgo.

The basic purpose of all financial planning is to increase the wealth and assets of the organization in order to help achieve its goals and purposes and its expansion.

Financial planning was originally the responsibility of the Advisory Council which, in 1965, was composed of the HCO Exec Sec and the Org Exec Sec and was understood to include the org's Executive Director. As a result of an evolution in org pattern the Executive Council was formed and the Advisory Council was then made up of the divisional secretaries. (Ref: HCO PLs 21 Dec. 66, Issue I, ADVISORY COUNCIL and Issue II, EXECUTIVE COUNCIL)

Despite these policies, which clearly state financial planning is a primary duty of Executive Council, with the role of the Advisory Council being to originate, advise and recommend to Executive Council measures for approval, confusion seems to have persisted in some areas as to who actually wears the financial planning hat.

To set the matter straight, the correct datum is:

THE EXECUTIVE COUNCIL IS RESPONSIBLE FOR FINANCIAL PLANNING AND ACTS ON THE ADVICES OF THE AD COUNCIL (AND IT, THE AD COUNCIL, IN TURN GETS ADVISED BY THE HEADS OF DEPARTMENTS).

By Executive Council is meant: the council composed of the senior executives of the org — the ED or CO, the HCO Exec Sec, the Org Exec Sec and the Public Exec Sec.

By Advisory Council is meant: the council composed primarily of the heads of the divisions of the org — the divisional secretaries.

(Where a *complete* Esto system exists in an org, the financial planning is done by the Estos and requires approval by the Treasury Sec, Executive Council and the Flag Banking Officer. Refs: HCO PL 7 Mar. 72R I, Esto Series 1, THE ESTABLISHMENT OFFICER and Tape: 7203C06, Esto Tape 11, "F/Ning Staff Members, Part I.")

In practice, the department heads of a division would see that any necessary purchase orders from their departments were sent to the div head, along with full CSW and advices as to the department's needs.

The Advisory Council meets and, taking into consideration the advices from the department heads, does its proposed income planning and financial planning for the week and submits its recommendations to the Executive Council.

The Executive Council, with the solvency and expansion of the org in mind, reviews the proposed income planning and financial planning. It acts on the Ad Council's proposals and acts as well on any recommendations from the FBO or the Deputy FBO for MORE. (Ref: HCO PL 3 Sept. 82, Finance Series 27, DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE [D/FBO FOR MORE] — PURPOSE) It operates on the bean theory. (Ref: HCO PL 19 Mar. 71RA II, Finance Series 6, BEAN THEORY, FINANCE AS A COMMODITY) It sees that plans are made for effective promotion and delivery of the org's goods and services and that the org's funds are wisely allocated so that the org makes far, far more money than it spends. On this basis it may add to, subtract from, amend or approve the proposed financial planning, or return it to the Advisory Council for correction or revision.

Once approved by the Executive Council, the financial planning, along with the projected income plan, accounts summary, bills summary and income note collections summary, is sent to the FBO. The FBO is the final approval authority for the org's FP. He would review the FP himself and have the D/FBO for MORE check any portions of the FP that concern the hat of the D/FBO for MORE. The FBO and D/FBO for MORE look at FP from the viewpoint of whether the funds proposed to be spent will result in more production and more funds back into the org than are being spent. The FBO is not there to do the org's financial planning himself. He ensures that the Executive Council wears that hat and verifies that it *is* being done correctly to buy more income and production. When satisfied that all is in order, the FBO gives the org its allocation.

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The line goes from the department heads to the Advisory Council to the Executive Council to the FBO.

Although the FBO is the final approval terminal for the allocation before the FP can be activated, the Executive Council is fully responsible for financial planning for the org. This includes long-range financial planning as well as the weekly FP. In the final analysis, the financial health of the org is in the hands of the Executive Council. This is why the statistic of the Executive Council is org cash-bills, as it is the statistic which reflects the competence of the Executive Council to manage the finances of the org and bring about a *very* solvent and prosperous org. If cash-bills is improving by *trend,* you know that the Executive Council is wearing its financial planning hat correctly.

Where an Executive Council or any member of it is not wearing this hat, responsibility for the org as a whole is missing and it will show in a declining cash-bills spread by trend.

With sound financial management, an active, on-policy, on-hat Executive Council can build a viable, expanding and prosperous org.

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HCO POLICY LETTER OF 26 NOVEMBER 1965R
REVISED 31 OCTOBER 1982

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FINANCE SERIES 31

FINANCIAL PLANNING

(In 1965, when this policy letter was originally written, it was the Advisory Council's hat to do financial planning. At that time the Advisory Council consisted of the senior executives of the org. Later, with the introduction of the seven div org board, what was the Advisory Council became the Exec Council and the Div Heads Council took on the name of Advisory Council. With the introduction of this change some staff mistakenly thought that the final org responsibility for financial planning became the territory of the div heads which would, of course, be impossible as it is the Exec Council who are held responsible for the solvency of the org as is clearly expressed in HCO PL 21 Dec. 66 II, EXECUTIVE COUNCIL. The real datum is that the Exec Council is responsible for financial planning and acts on the advices of the Ad Council and in turn the Ad Council gets advised by the heads of departments.

Therefore, this HCO PL has been updated to reflect the changes which have occurred since the original issue, including the role of the FBO in relation to financial planning.)

Refs:

HCO PL	31 Oct. 82	Finance Series 30 FINANCIAL PLANNING — RESPONSIBILITY FOR
HCO PL	21 Dec. 66 II	EXECUTIVE COUNCIL

The Finance Series policy letters

Financial planning means — how to handle the money and assets of an org so as to maintain outgo below income.

The financial planning hat, in the final analysis, is worn by the Executive Council, as theirs is the responsibility for the successful conduct of the org as a whole.

In this, it is assisted by the Advisory Council, whose responsibility is to assist the Executive Council in planning for the solvency of the org and to propose to the Exec Council sane and prosurvival handlings for its income and assets. The Ad Council, in turn, is advised by the heads of the departments.

Once the Exec Council has reviewed and approved the financial planning it is then forwarded to the FBO for approval of the allocation. Final authority for the allocation is the hat of the FBO and he may approve it as proposed, lower it or raise it in accordance with the policies issued in the Finance Series to ensure that his allocation will result in

increased income and production. In exercising this authority the FBO may override the proposal of the Exec Council and his decision is final. Where an Exec Council is seen to be properly wearing its financial planning hat and is getting the required income and production expected from the org, the FBO would simply verify this for himself and verify that the allocation requested is correct and then transfer to the org the approved allocation.

The actions of financial planning are as follows:

1. Income planning. This is planning which forces in marketing, promotion, sales and delivery which will result in income.

   It is the first step in the sequence as income must be *made* before it can be *spent*.

2. Ensuring that Financial Planning Program No. 1 is done for the org and maintained.

3. Directing the outlay of funds necessary to execute its planning, in alignment with HCO PL 19 Mar. 71RA II, Finance Series 6, BEAN THEORY, FINANCE AS A COMMODITY.

4. Directing the payment of bills.

5. Directing any necessary delay in the payment of certain bills.

6. Handling finances in accordance with "dateline paying" as covered in an early policy letter.

7. Setting limits on the purchase orders that may be signed.

8. Preventing divisions or departments in Emergency from buying any but essential promotional supplies or postage.

9. Adjusting payrolls.

10. Setting limits on pay, overtime or bonuses and all authorizations for pay, overtime or bonuses.

11. Reviewing prices, to ensure all the org's services are priced and priced properly and where any adjustments are needed, getting authorization for such from top management. (Prices may not be set locally in orgs without top management authorization.)

12. Directing any transfers of funds.

13. Deciding upon any large purchases.

14. Authorizing the sale of any equipment or property.

15. Passing upon prices offered for any equipment or property.

Any matter affecting the financial health of the organization has to be passed upon or planned by the Executive Council and authorized by the FBO.

FINANCIAL PLANNING SCHEDULE

While overall financial planning for the solvency of the org must exist in medium-range form, as in Financial Planning Program No. 1 and in other longer range programs which align with any strategic planning for the org, the immediate handling of the org's income and assets is done on a weekly basis.

The weekly financial planning is taken up each Thursday night after the week's end and is a vital part of the Executive Council meeting for that week. From the Executive Council the completed FP goes to the FBO for his final approval.

Thus the three major summaries which have always been required for standard FP (the Monthly Bills Summary, Monthly Accounts Summary and Income Note Collections Summary) are still required and made up in monthly format, but they must also be updated weekly for the weekly FP.

DISBURSEMENT SECTION

The Disbursement Section furnishes the data without which financial planning is impossible.

A short summary of the data required for financial planning is as follows:

The Disbursement Section files every bill received in the disbursement files. It also files every purchase order in these files (once the purchase has been made). (Ref: HCO PL 2 Mar. 65, PURCHASE ORDER FILING)

Those bills that are repetitive and purchase orders that are for materials from companies from whom goods or services are ordered regularly are filed in folders under the company name. The one-time bills and the one-time purchase orders are filed in a loose folder for a single month.

The Disbursement Section has made up a mimeographed form. This is the Monthly Bills Summary.

This form has the name of each company with which the org does business plus adequate blanks after each alphabet letter for new companies to be added.

This form has four columns. The first column is the company owed. The second column is the grand total of money owed that company. The third column is the amount that is past due. The fourth column is the month since when the bill has been past due.

All bills are *filed* on arrival. They are not kept out and entered. They are filed in the folders. This is important. No one must pay bills just taken from the post and saved up. They are promptly filed.

Then one takes the folders one by one and makes up the Monthly Bills Summary. As each folder is taken up the bills are examined for correctness, straightened up and entered in the Monthly Bills Summary. Purchase orders where the purchase has been

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made but no statement has yet come in must also be filed and entered on the Monthly Bills Summary as, statement or no, this money is owed.

The way the system breaks down is to make up too many folders.

Only a repeating creditor rates a folder. One the org does business with routinely like the light company, the landlord, the paper company, etc. The occasional bills and the activated purchase orders for the occasional creditor go into the occasional bills folder for the month.

Each time a Monthly Bills Summary is made up, the occasional folders for past months containing unpaid bills *and* used but not-yet-paid-for purchase orders are gone through again and added to the statement.

The statement for one month complete, then tells one the total monies owed by the org for that month. Thus there is a statement for each month.

While this is made up and used in a monthly format, it must now be updated weekly in order to provide an accurate picture for those handling financial planning.

The Monthly Bills Summary, updated for the week, is due in the hands of the Executive Council for the weekly Thursday night Executive Council meeting which includes FP.

BANK RECONCILIATION SECTION

The Bank Reconciliation Section of the Dept of Records, Assets and Materiel makes up the latest bank records of monies on deposit concurrent with the Monthly Bills Summary.

This section (concurrent with the Monthly Bills Summary) reconciles all bank statements, tapes all cancelled checks on their counterfoils and in short makes certain there are no bank errors or omissions.

A *Monthly Accounts Summary* is then prepared showing the amount in each bank account. This too is a mimeographed form showing the names of the banks used, checks outstanding, etc. It also carries a total sum of monies in the bank.

This form also carries a section devoted to loans outstanding that the org must pay.

The Monthly Accounts Summary form, once made out, is then updated weekly and submitted to Executive Council on Thursday night for their financial planning.

INCOME NOTE COLLECTIONS SUMMARY

THE COLLECTIONS SECTION

The Collections Section of the Department of Income submits to the Ad Council a form called the *Income Note Collections Summary*.

This form carries an amount for cash collectible from notes (possible to collect) and a cash collectible from notes past due and the amount of notes that are apparently uncollectible. The total is added into grand total of *credit advanced.*

It gives the total of payments received during the month past (the 1st to the last day of the month).

It gives the number of statements mailed in the month just past.

It gives the number of persons with overdue notes who have been handed over to the Director of Clearing and passed on to field staff members.

The Income Note Collections Summary is then updated weekly and, along with the updated Monthly Bills Summary and Monthly Accounts Summary, is placed in the hands of Executive Council on Thursday night in time for the weekly financial planning.

EXECUTIVE COUNCIL ACTION

The first action of the Executive Council is to prepare and get mimeoed the three forms described herein.

The second action of the Executive Council is to make sure the Treasury Division is so organized as to be able to make out the forms provided easily, that their files are so arranged as to do so and that personnel exists to do them.

The third action of the Executive Council is to make sure the persons making up the forms know this and other pertinent policy letters.

The fourth action of the Executive Council is to make sure that it receives the proper forms, updated each week and ready for use in financial planning.

The fifth and continuing action of the Executive Council is to make sure routinely the forms are accurate and actual and not generalized or "roughly estimated."

The sixth and most important action each week is to plan financially on the basis of the three reports and set limits or restraints in POs or personnel numbers or whatever is necessary to achieve "Outgo less than Income" and get or keep the org solvent.

Upon completion of the financial planning, the Executive Council forwards the FP to the FBO for final approval.

INCOME

The Executive Council's actions of assigning conditions to divisions on the basis of the gross divisional statistic and actions in straightening up divisions in Emergency, strengthening Affluences and pushing standard promotion as per HCO PL 20 Nov. 65R I, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION will keep income up.

It is more vital to pressure income up than to save money by financial planning restrictions. The Emergency Formula places, rightly, economy after promotion. Promotion comes first.

But economy is also vital. It is handled in relation to income.

When income is far down the Executive Council simply shuts off all but promotionally *vital* POs.

Where a division is in Emergency the Executive Council shuts off all POs except those vital to promotion in that division. (The tendency of a division in Emergency is sometimes to demand extravagant or unwise purchases.)

CHECK SIGNING

The check-signing line contains all three of the above reports as of the last time they were prepared and a tape of all checks paid since.

Check-signing policy as already released thus requires the other two monthly reports as well as the other items specified.

To that policy also add that a check signer must, to sign a check, also have before him the last issued orders of the approved financial planning.

It is very easy to confuse a check-signing line with a financial planning line.

They are, however, completely different.

One signs any check only after financial planning has been done and approved and with the total reports of financial planning and decisions taken, before one.

Check signing is a secondary action and is the result of financial planning decisions.

One pays only what financial planning has okayed to be paid and how.

DISBURSEMENT ACTION

When financial planning indicates what to pay or not to pay, Disbursement makes up the checks and sends the lot to check signers.

Checks signed during the period are signed as authorized by financial planning each week such as "Franking machine, FSM commissions and petty cash up to _____ may be paid in the coming week." This, part of the financial planning minutes of each meeting, is the guide by which weekly checks are made up, submitted to signers, signed and sent.

SUMMARY

Unless all these actions are done, an org cannot in fact prosper, has poor credit and is generally upset.

One has to get in the income. That is done by income planning and demand, and by making divisions do their proper promotions and keep their statistics up. The mechanism is gross divisional statistics, assignment of conditions and investigating and putting right divisions in Emergency and strengthening the actions that have brought about Affluences by Executive Council personal inspection. This is the first part of Executive Council assignment of conditions to divisions. Sometimes, where a divisional Emergency is continued too long, the Executive Council has to order an E-Meter and case survey of its personnel as an SP is surely about.

In financial planning one safeguards what one gets in, as described above.

Check signers and PO signers are not necessarily Executive Council members but, whether they are or not, are governed *entirely* by the last approved financial planning directive.

The financial planning directive of the week is issued promptly after the FP is finally approved, as a local Executive Directive, with the week and financial planning on it in caps, such as FINANCIAL PLANNING FOR THE WEEK OF _____.

Financial planning is the second part of the Executive Council assignment of conditions to divisions.

Long-range financial planning also appears on this directive. This long-range planning is not binding and is often changed in view of current happenings. It is a guide by which other executives can tentatively plan.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 30 NOVEMBER 1982

REMIMEO
ALL ORGS
ALL EXECS
FBOs
D/FBOs

ADMIN KNOW-HOW SERIES 44
ORG SERIES 43
ESTABLISHMENT OFFICER SERIES 44
FINANCE SERIES 32

THE DEPUTY CO OR DEPUTY ED FOR DELIVERY AND EXCHANGE

Refs:

HCO PL	9 Aug. 79R II Rev. 19.11.79	AKH Series 38 Org Series 39 Esto Series 37 SERVICE PRODUCT OFFICER
HCO PL	10 Sept. 82	Finance Series 28 EXCHANGE, ORG INCOME AND STAFF PAY
HCO PL	29 Jan. 71	Finance Series 1 FLAG BANKING OFFICERS
HCO PL	10 Mar. 71R I Rev. 27.10.82	Finance Series 5 FBO HAT
HCO PL	27 July 82R Rev. 20.9.82	Finance Series 25 DEPUTY FBOs FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE)
HCO PL	3 Sept. 82	Finance Series 27 DEPUTY FBO FOR MARKETING OF ORG RESOURCES FOR EXCHANGE (D/FBO FOR MORE) PURPOSE

(NOTE: The pilot for this post has been long and successful: it is the FCCI PO [Flag Case, Course, Internship Product Officer] whose duties were covered by the famous Bulldozer EDs issued on Flag. However, the FCCI PO also covers the post of what is now called D/FBO for MORE [D/FBO for Marketing of Org Resources for Exchange]. Without this post effectively manned, the FSO — Flag Service Org — collapses and any sag in its stats is instantly traced to the nonfunctioning of the FCCI PO post. The post once functioned well in the Office of the Staff Captain and has functioned less well in the Office of the CO FSO. Therefore, the D/CO [or D/ED] for Delivery and Exchange post is put in close liaison with the strong and powerful International Finance Office Network, while remaining under the authority of the CO or ED of the org.)

The Service Product Officer in any org should have D/CO or D/ED status.

His key function is to see that the org operates at the highest level of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

Therefore, his post is now retitled D/CO (or D/ED) for Delivery and Exchange and he is located in the Office of the CO/ED, Department 19, of all Class IV and Sea Org orgs.

He is the bridge between the D/FBO for MORE and the FBO.

This creates a flow:

You have the D/FBO whipping up business by seeing that the public is made aware of the org's products and services, and driving more business down on the org than it can waste.

The D/CO (or D/ED) for Delivery and Exchange makes sure this public gets SIGNED UP and SERVICED. He is a product officer who names, wants and gets promotion, sales, call-in, delivery itself and re-sign occurring.

The FBO, then, sees to the org's solvency by ensuring income is greater than outgo, that production is properly financed, that staff are well paid for their production and that Flag is recompensed for good management of the org. And all of this makes it possible for the org to then expand and deliver in greater volume.

The flow goes from public (D/FBO) to ⟶ the whole sign-up and service line (D/CO or D/ED for Delivery and Exchange) to ⟶ solvency and volume (FBO).

It is this incredibly workable lineup that takes an org stably up the conditions of exchange. (Ref: HCO PL 10 Sept. 82, Finance Series 28, EXCHANGE, ORG INCOME AND STAFF PAY)

But the line breaks down where there is no D/CO or D/ED for Delivery and Exchange posted. And where it breaks down most specifically and ruinously is in the area of CALL–IN.

If one wants call-in to occur and the org's exchange with its public kept in, the only way to do it and also expand the org is to get a D/CO or D/ED for Delivery and Exchange on post and functioning.

Public interest may be kindled, public reach may be occurring, public may be paying partially or in full for goods or services, but if goods and services aren't being delivered in full the flow is broken and the org is in a condition of only partial exchange. Delivery in full means calling in the person so the service CAN be delivered. In this way the org maintains "fair exchange" with each and every public on its lines.

So the answer for any org that is sitting in a condition of only partial exchange, or an org that is ANYWHERE below the fourth condition of exchange — exchange in abundance — is to immediately, at once and yesterday, and without ripping off some vital post, post a D/CO or D/ED for Delivery and Exchange.

The first and primary function of the D/CO (or D/ED) for Delivery and Exchange is CALL–IN and this means he personally gets call-in done all by his little lonesome. With his own hands and voice he himself begins to call in fully and partially paids. Call-in is his first duty and when he's got that going he posts a Call-in Officer to take over the hat which he has already begun and he then expands onto the other functions of his D/CO or D/ED for Delivery and Exchange post, as covered in HCO PL 9 Aug. 79R II,

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SERVICE PRODUCT OFFICER. But he FIRST and PERSONALLY and BY HIMSELF gets call-in going and exchange occurring at once.

What is involved here is the administrative principle that in order to get something done that is an expanding function you give it to somebody and tell him to expand it.

A CO or ED, whose responsibility it is to see that the main functions of the org are getting done, also wears the planning and coordination hat for the whole of the org's activity. If he's going to get the show on the road he needs to delegate some of this responsibility. He needs a deputy — the Deputy CO (or D/ED) for Delivery and Exchange — and that deputy needs the authority and the clout to see that, through promotion, sales, call-in, delivery and re-sign, the main products of the org do get produced.

Getting this post filled competently enables the ED to fully wear his planning and coordination hat and makes it possible for the flow from D/FBO to D/CO (or D/ED) for Delivery and Exchange to FBO to occur.

As some orgs in recent times have experienced both external and internal suppression on the subject of calling people in and servicing them, the D/CO (or D/ED) for Delivery and Exchange is given the additional powers of immediate communication to the International Finance Office and the Inspector General Network without vias to report and get help to remedy internal and external situations in orgs which suppressively inhibit call-in, delivery or expansion whether by inattention, refusals to post vital posts, failures or refusals to contact or call in interested persons, theft of org prospects or business or outright rip-offs to the end of ensuring successful execution of his duties and the expansion of the org. A form for such a report will be provided but absence of a form or a supply of such forms must not inhibit such reports.

This IS the winning combination by which an org moves up to "fair exchange" with all of its public and from there up to the highest level of exchange.

And it is the highest level of exchange toward which the whole activity of the D/CO or D/ED for Delivery and Exchange is geared — exchange in abundance!

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JANUARY 1983RA
ISSUE I
REVISED 5 NOVEMBER 2000

REMIMEO
FBOs

FINANCE SERIES 33

VIABILITY
THE MAKE–BREAK POINT OF AN ORG

I have spotted a new stat which would measure the viability of an org. It is the actual income of the org as plotted against its FP No. 1.

An FP No. 1 should give you the make-break point of the org.

Therefore you can take your GI against your CGI against your make-break point and you can tell whether or not the org is solvent by comparing the two figures.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 9 JANUARY 1983
ISSUE II
ISSUED 4 NOVEMBER 2000

PUBS ORGS
FBOS

FINANCE SERIES 34

THE PUBS COST ACCOUNTING FORMULA

The Pubs Cost Accounting Formula is:

THE STOCKS REPLACEMENT COST PLUS THE RUNNING EXPENSES OF THE COMPANY VERSUS THE GROSS SALES OF THE COMPANY.

This takes a different type of workout than cash-bills. Cash-bills is another thing.

For instance, as wages of an organization aren't added into cash-bills, here is a riding liability. Or the organization might not be ordering any stock and just bleeding their stock down which would not show up in cash-bills, and all of a sudden you could have a bankrupt organization.

So therefore you need a solvency picture for the org and this formula is where your solvency picture is.

The formula is very important.

L. RON HUBBARD
FOUNDER

Compilation assisted by LRH Technical Research and Compilations

HUBBARD COMMUNICATIONS OFFICE
SAINT HILL MANOR, EAST GRINSTEAD, SUSSEX

HCO POLICY LETTER OF 4 AUGUST 1983RA
REVISED 4 NOVEMBER 2000

REMIMEO
ALL EXEC SECS
EXEC COUNCIL HATS
DIV HEADS
AD COUNCIL HATS
FBOS
D/FBOS

FINANCE SERIES 35

FINANCIAL PLANNING PROGRAM No. 1

Refs:

LRH ED 55 Int	10 Dec. 69	FINANCIAL PLANNING PROGRAM No. 1
LRH ED 79 Int	30 Jan. 70	FINANCIAL PLANNING PROGRAM No. 1 ADDITION

Carefully planned financial handling will result in an organization which is not only solvent, but expanding on a sound gradient scale.

To do this an organization has to first of all assess the following:

1. How many *basic* staff members are required to run and handle the organization?

   a. How much should staff pay be weekly per your approved pay and bonus system?

2. How much is required for the basic organizational needs to merely KEEP the organization there:

   a. How much is the rent weekly (or mortgage or reserves loan repayments)?

   b. How much is the telephone weekly?

   c. How much is the electricity weekly?

   d. How much is the water weekly?

   e. How much are rates weekly (property taxes)?

   f. How much are costs weekly to cover any other taxes, corporate or legal matters?

   g. How much is needed for natural gas or heating fuel weekly?

   h. How much is needed weekly for Estates to maintain the org buildings and MEST?

   i. If building is owned, how much is needed weekly for improvements/upkeep of the building so it retains and increases its value?

j. How much is amortization for the building and org equipment weekly?

k. How much are basic admin supplies like pens, paper, file folders, carbon paper, staples, paper clips, etc., weekly?

l. How much is insurance for the org building and assets weekly?

m. How much is your weekly 5 percent to your general liability fund so as to build up a reserve per HCO PL 3 May 66R, RESERVE FUND?

n. How much is your weekly amount to the Building Fund per HCO PL 18 Jan. 65, BUILDING FUND ACCOUNT?

o. How much is your weekly deposit to your org Reserve Account?

3. How much is required for basic promotional actions:

a. How much are envelopes, stationery and stamps for so many Letter Registrar letters out weekly?

b. How much is required to keep up and mail out advance registration packets weekly?

c. How much does it cost on a weekly basis to mail a magazine or broad mailing to your full address list once a month?

d. How much does it cost on a weekly basis to mail out statements to people who owe the organization money?

e. How much does it cost to mail out information packs to your new names weekly?

f. How much does it cost to advertise your basic Div 6 services?

g. How much does it cost weekly to cover any awards programs?

h. How much does it cost weekly to service and give your FSMs materials to select people to your org?

i. What are the other promotional costs needed to sell services, books, recorded LRH lectures and other bookstore items to ever increasing numbers of public?

j. What is the cost to supplement your HCO Book Account if more funds are needed to get stocks of bookstore items up to their required level, purchase new material or make up for past stock losses?

4. How much does it cost weekly to keep in your basic communication lines:

a. How much is your weekly payment to Flag? Although sent by the FBO, this is a cost for services provided to the org by management and comes from the org's corrected gross income.

b. How much is your weekly mimeo expense internally and/or to FOLO? This covers remimeoing all issues for staff distribution, org business forms, mimeo files, newsletters and payment to FOLO for mimeo sent to your org.

c. How much is the weekly cost of freight, mail and telex to keep the org in comm with management?

d. How much is your average weekly film lease fee?

e. How much is the weekly average cost of recorded LRH lectures for use in public lecture plays?

5. How much is required for basic delivery actions:

a. How much is clay weekly?

b. How much is required to keep authorized audio playback systems operational?

c. How much does it cost weekly to keep up supplies of mimeo forms? (Auditor Report Forms, routing forms, pink sheets, auditing lists, etc.)

d. How much does it cost on a weekly basis for auditor worksheet paper?

e. How much is needed weekly for materials required for courses per HCO PL 16 Mar. 71R I, WHAT IS A COURSE? (Reference books, bulletins, policy letters, dictionaries, translated LRH lectures, etc.)

f. How much is needed weekly for materials for a full Qual Library and hat packs for the staff?

g. How much is the weekly payment for staff training at a higher org including any payments for previous training not yet fully paid off?

(Note: The HCO Book Account has its own separate financial planning and is administered separately, under the control of the D/FBO for MORE. Its use is not subject to the org's weekly FP. The following points would be assessed in doing an FP No. 1 for the HCO Book Account.)

6. How much is required to handle the sale of LRH books, meters, recorded LRH lectures, insignia and other HCO Book Account items:

a. How much is the weekly average cost to restock items which have been sold?

b. How much is the weekly cost for promotion and marketing of Book Account items?

c. How much needs to be set aside to purchase new items such as new books or recorded LRH lectures?

d. How much is the weekly cost of shipping and packaging to handle mail order?

The list above provides the guidelines for any org in calculating its FP Program No. 1.

Sea Org orgs and units would need to plan additionally for basic staff welfare expenses, such as: the amounts needed weekly for crew allowance, food, medical and dental expense, basic cleaning supplies, basic housing and berthing supplies, child care, crew uniforms, laundry, transport, etc.

A management org might also have other basic expenses; for example, the basic amount needed to be set aside weekly for mission (Action Bureau) expenses, etc.

Any org would review the list provided above for any additional basic expenses or any not applicable and would then work out its FP No. 1 within the purpose of the functions of that org.

HOW TO USE THIS PROGRAM

After carefully figuring out your weekly costs as per above, you now know exactly how much income you will require weekly in order to exist and to promote. If you do not make this amount of income weekly, you will know at once that you are spending more than you are making, at which point everything must be done to sell more services to your public.

An organization could be in the situation where it has spent more than it has made, in other words it has greater bills than it has money with which to pay them. Now this places an organization into a Danger condition as regards the society which runs on the basis generally of "pay within 30 days or else."

An organization in this situation, therefore, has *got* to make more money than simply its basic weekly costs. Therefore, all excess monies over its basic weekly costs must be used to pay off its bills, carefully paying such on a dateline payment basis and as per policy with regard to threatening creditors.

When an organization is no longer in a Danger condition as regards society and now has more income than it has in bills, it can gradually use its excess income to do more promotion, to expand its staff to make more income to do more promotion and to buy more facilities to increase promotion and so on.

There are many ways an organization can obtain service facilities like chairs, desks, typewriters, address machine, and mimeo or offset machines without driving the organization into debt and causing it to have vast monthly payments which exceed its ability to pay. Inexpensive secondhand equipment can be obtained while the org sets aside so much money until outright purchase can be made or it can lease equipment with an option to buy.

There is definitely a maxim with regard to money and it is: THE LESS AMOUNT OF INCOME AN ORGANIZATION OR AN INDIVIDUAL HAS, THE MORE CAREFULLY AND WISELY FINANCIAL PLANNING MUST BE DONE.

PROGRAM ADDITION

When FP Program No. 1 was first presented, the initial reports on its use made it necessary to amplify the program.

The first organization reporting compliance had an average income of £3,500 per week, yet in doing FP Program No. 1, found that its operating costs, promotional costs, and monies needed to pay sums due on writs against the organization amounted to £5,800 per week, whereupon it was gleefully decided that the organization would have to make more income. Now this was not the whole intention of Financial Planning Program No. 1.

In presenting Financial Planning Program No. 1, it was considered that the basic costs of the organization would be LESS than its income, but that such basic costs would give the Executive Council an idea of how much they would have to make to barely survive and every once in a great while, it would require added effort by the organization to pull its income up to its bare existence level.

Therefore, the following has been added to this program:

A. After completing the actions listed above, the average *weekly* corrected gross income for the past four months is to be calculated.

B. If the basic expenses of the organization are greater than the average weekly CGI income, the operational costs must be reduced and the organizational expenses CUT BACK to a figure below that of the average weekly CGI.

C. If the organization also has past bills owing, then the organizational expenses must be CUT BACK even further to permit past bills to be paid. At least 10 percent to 15 percent of the average weekly CGI must be set aside to pay past-due bills and so the cutback in expenses must take this figure into account. Once the past-due bills are paid, the org's FP No. 1 is to include a minimum of 5 percent of the CGI to the org Reserve Account.

Even if an organization is in the position of having more income than bills such basic data as this will help in planning for better expansion.

Therefore, the Executive Council of each organization should meet weekly to review its basic operational costs in order to really get in this financial planning program.

In using this Financial Planning Program No. 1 it must be understood that the weekly allocation for the org is not fixed against the FP No. 1 amount. Any idea of fixed allocations is a complete falsehood and would be simply an attempt to wipe out FBOs whose job it is to allocate *in relation to* the org's production.

It is expected that orgs will greatly expand and thus will require more space, more course supplies, more promotion, etc. So it is necessary to regularly review and update an org's FP No. 1.

SUMMARY

Survival of an org depends on solvency.

Solvency depends on making more than it spends.

It is very important that Financial Planning be done well as if it isn't, it threatens your pay as well as the org's survival.

L. RON HUBBARD
FOUNDER

Revision assisted by
LRH Technical Research
and Compilations

About the Author

No more fitting statement typifies the life of L. Ron Hubbard than his simple declaration "I like to help others and count it as my greatest pleasure in life to see a person free himself from the shadows which darken his days." Behind these words stands a lifetime of service to mankind and a legacy of wisdom that enables anyone to attain long-cherished dreams of happiness and spiritual freedom.

Born in Tilden, Nebraska on 13 March 1911, L. Ron Hubbard's road of discovery and dedication to his fellows began early in life. By the age of nineteen, he had traveled more than a quarter of a million miles, examining the cultures of Java, Japan, India and the Philippines. He had even gained access to forbidden Buddhist lamaseries in the Western Hills of China. Yet for all the celebrated traditions of the East, he found much that troubled him: ignorance, poverty and wanton disregard for suffering. "And amongst this poverty and degradation," he later wrote, "I found holy places where wisdom was great, but where it was carefully hidden and given out only as superstition."

Returning to the United States in 1929, Ron resumed his formal education and enrolled in George Washington University the following year. There, he studied mathematics, engineering and the then new field of nuclear physics — all providing vital tools for his continued philosophic research. To finance that research, Ron embarked upon a literary career in the early 1930s, and soon became one of the most widely read authors of popular fiction. Yet never losing sight of his primary goal, he continued his mainline research through extensive travel and expeditions.

With the advent of World War II, he entered the United States Navy as a lieutenant (junior grade) and served as commander of antisubmarine corvettes. Left partially blind and lame from injuries sustained during combat, he was diagnosed as permanently disabled by 1945. Through application of his theories on the mind, however, he was not only able to help fellow servicemen, but also to regain his own health.

After five more years of intensive research, Ron's discoveries were presented to the world in *Dianetics: The Modern Science of Mental Health.* The first popular handbook on the human mind expressly written for the man in the street, *Dianetics* ushered in a new era of hope for mankind and a new phase of life for its author. Ron did not, however, cease his research, and as breakthrough after breakthrough was carefully codified through late 1951, the applied religious philosophy of Scientology was born.

With the ever-increasing popularity of Dianetics and Scientology came the need for an administrative and managerial technology to keep pace with expanding organizations around the world. Through the following six years LRH researched existing organizational systems, theories and managerial methods, all to come to the conclusion that "We are starting with known data. A word, *organization,* exists. That's known data. The rest of it's wilderness."

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And so, Ron embarked upon a fully original path of discovery—specifically, "to shake out all the basic fundamentals of business and organization so they exist as laws." What eventually followed from that "shake out" are those organizational policies and patterns fundamental to every Scientology organization.

All told, the fruition of his research spanned more than 30 years of work and resulted in the largest cohesive statement on the subject of organization from any single author. Here is what LRH quite correctly describes as an actual philosophy of administration drawn from natural laws embracing the whole of the subject.

As he wrote, "Administration is third dynamic auditing. And just like auditing, has its standard processes for standard situations." This is the technology contained within the eight volumes of the Organization Executive Course. It is a technology representing the natural laws governing all organizational and group endeavors—a technology stripped from the very "woof and warp" of the material universe.

Particularly in the name of third dynamic auditing, L. Ron Hubbard provided the Management Series—with tools for the building and running of organizations in ways that entirely parallel the precision of auditing technology. The three volumes of the Management Series provide eleven essential managerial subjects containing the laws and principles governing organizations.

All told, L. Ron Hubbard's works on Dianetics and Scientology total forty million words of recorded lectures, books and writings. Together, these constitute the legacy of a lifetime that ended on January 24, 1986. Yet the passing of L. Ron Hubbard in no way constituted an end—for with over a hundred and ten million of his books in circulation, millions of people and thousands of groups and organizations daily applying his technologies for betterment, it can truly be said the world still has no greater friend.

APPENDIX

ORGANIZING BOARDS

Nov. 1958	HASI LONDON ORGANIZING BOARD
Nov. 1959	FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON, DC ORGANIZING BOARD
1961	SIX–DEPARTMENT ORGANIZING BOARD
Jan./Feb. 1965	THREE–DIVISION ORGANIZING BOARD
Apr. 1965	SIX–DIVISION ORGANIZING BOARD
May 1965	SEVEN–DIVISION ORGANIZING BOARD LRH HANDWRITTEN ORIGINAL
May 1965	SEVEN–DIVISION ORGANIZING BOARD PRINTED VERSION OF LRH HANDWRITTEN ORIGINAL
Nov. 1965	SEVEN–DIVISION ORGANIZING BOARD
1967	SEVEN–DIVISION ORGANIZING BOARD
1969	NINE–DIVISION ORGANIZING BOARD
1971	FLAG EXECUTIVE BRIEFING COURSE ORGANIZING BOARD
1975	LRH FUNCTION ORGANIZING BOARD
1996	NINE–DIVISION ORGANIZING BOARD

LIST OF TYPES OF ISSUES & MAGAZINES

List of Types of Issues & Magazines

The purpose of this list is to give a brief overview of the various issue types used over the years in Dianetics technology and Scientology applied philosophy. It is for reference only and is not intended to replace any policy or other issue.

***Ability*® Magazine,**

magazine of the Founding Church of Scientology of Washington, DC, since 1955. More recently, also used by various other Central Organizations as the title of their magazine.

Administrative Letter,

1. an issue that carries normal general policy enforcement or advices by the Executive Director. These are on yellow paper, are mimeographed and are usually designated Gen. Non-Remimeo. The Executive Director's Administrative Letters are different from others in being headed above their subject title: EXECUTIVE DIRECTOR DIRECTIVE. They remain in force unless cancelled. (HCO PL 22 Feb. 65 III, EXECUTIVE DIRECTOR COMM LINES)
2. admin letters were issued by others. Pale salmon paper. HCO Divs — green ink, Org Divs — red ink, Public Divs — black ink. Purpose: normal general policy enforcement or advices. *See also* Advice Letter, HCO Administrative Letter, HCO Continental Administrative Letter.

***Advance!*® Magazine,**

the magazine of the Advanced Organizations.

Advice Letter,

an issue whose purpose is normal general policy enforcement or advices. Pale salmon paper. HCO Divs — green ink, Org Divs — red ink, Public Divs — black ink. *See also* Administrative Letter, HCO Administrative Letter, HCO Continental Administrative Letter, HCO Continental Technical Letter, HCO Technical Advice Letter.

Aides Order (AO),

an issue that covers EXTERNAL matters having to do with CLOs, FOLOs and outer orgs. Usually contains evaluations by LRH or Flag management personnel. The program of an evaluation is sometimes issued as a Flag Program Order. Issued to senior executives on Flag and personnel concerned. They are numbered by area to which they apply. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Associate Newsletter,

a newsletter sent by LRH to Scientology doctorate schools, associates and centers. First issue appeared 23 Apr. 1953, last appeared 19 Nov. 1953. By LRH.

***The Auditor*®,**

magazine published by the Saint Hill organizations (ASHO, AOSH UK, AOSH EU, AOSH ANZO).

Base Flag Order (BFO),

an issue that contains regulations and standing orders applying to Flag's Base which remain in continuous force. Approved only by LRH. (Base Flag Order 1, 21 Nov. 75, NEW NUMBERED ISSUE)

Base Order (BO),

1. an issue that has been used interchangeably for Flag Order. FOs started as Base Orders. Occasionally erroneously used at bases. Should be a CO (Continental Order) when locally issued. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)
2. all "Base Orders" previously issued shall be considered to be in force as they apply and by Flag Order 1 are made into Flag Orders. (FO 1, 12 Aug. 67, REORGANIZATION)

Board Issues,

BPLs (Board Policy Letters), BTBs (Board Technical Bulletins), BEDs (Board Executive Directives). These were similar in content to HCO PLs, HCOBs and LRH EDs respectively, but were written by someone other than LRH and issued on Flag by or for Boards of Directors of the Churches of Scientology. They were printed on buff paper with green ink for BPLs, red for BTBs and dark blue for BEDs. You cannot be comm eved or given a Court or disciplined for not following Board Policy Letters, Board Technical Bulletins, or targets or orders that violate HCO Policy Letters. The same applies for technical terminals. They can only be disciplined or given Courts or Comm Evs for violations of HCO Bulletins, LRH tapes or issues. Technical terminals cannot be given Courts or Comm Evs or disciplined for not following Board Technical Bulletins, local technical issues or verbal tech or Board Policy Letters. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF; HCO PL 13 Jan. 79, ORDERS, ILLEGAL AND CROSS)

Board Resolution,

orders or directions in Scientology for anything relating to corporate status, starting or closing bank accounts and vital planning. Black ink on white paper, signed by all board members. (HCO PL 13 Mar. 66 I, ORDERS, PRECEDENCE OF PERSONNEL, TITLES OF)

***Cause*® Magazine,**

magazine of the International Hubbard Ecclesiastical League of Pastors.

***Celebrity*® Magazine,**

magazine of the Church of Scientology Celebrity Centre International.

Central Bureaux Order (CBO),

an issue that applies to SO Bureaux. It is distributed to Bureaux personnel and SO Org executives only. Issued by the head of a Central Bureau at Flag. Black on white. Has no force on nonbureaux personnel. These regulate the organization and activity of SO Bureaux and their offices. Bureaux need master files for Bureaux hats. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Central Office of LRH Executive Directive (COLRHED),

an issue established for THE OFFICE OF LRH on Flag. Blue ink on yellow or buff paper. (COLRHED 1, 1 Nov. 73, NEW SERIES)

***Centre*® Magazine,**

magazine that is the mission journal, publication of Scientology Missions International.

***Certainty*™ Magazine,**

magazine of the Church of Scientology in London, England (started in 1954).

Commodore s Staff Order (CS Order),

an issue that contains orders necessary to Commodore's Staff. (FO 795/CS Order 2, 30 May 68, COMMODORE'S STAFF)

***Communication*™ Magazine,**

the standard organization magazine of down under.

Compliance Executive Directive (CED),

an issue that carried a program on how to get an LRH issue or issues implemented in an area. Also could carry a project to execute a target in the program. Drawn up by an area or cont LRH Comm and authorized by CS-7 on Flag for a LOCAL CED. International or continental CEDs were issued from Flag. Blue ink on blue paper. (No longer issued as of the last revision of HCO PL 24 Sept. 70RA, ISSUES — TYPES OF.)

Conditions Order,

an order issued by any executive to assign or improve a condition. Published on divisional color flash paper not goldenrod. Where a mimeo or duplication line jams, an executive may post the order in his own handwriting on the staff notice board, filing two copies with the Ethics Officer. (HCO PL 5 Jan. 68 II, CONDITIONS ORDERS, EXECUTIVE ETHICS)

Continental Director Directive,

an issue used for the issuance of board minutes and any broad area directive emanating from a Director of the International Board or a Continental Director. Green ink on green paper. A technical directive emanating from such a source — red ink on green paper. (HCO PL 23 Feb. 61, DIRECTIVES FROM A BOARD MEMBER)

Continental Order (CO),

an order issued by Continental Captain or the Commanding Officer of a Continental Liaison Office or FOLO. Distribution is all Sea Org personnel in the area. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Dianetic Auditor s Bulletin (DAB),

a bulletin published in the early 1950s as an information source on Dianetics development and research. Many LRH DABs can be found in the *Technical Bulletins* Volumes.

Divisional Order,

an order that each division sends to its staffs or to its opposite-numbered divisions. The order is followed by the place and org name. The paper is color flashed for the division. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Ethics Interrogatory,

used as a despatch to carry out an investigation. It is used to collect data to determine the facts of a situation. It is on gold paper with blue ink. (HCO PL 8 May 65 III, FLASH COLORS AND DESIGNATIONS)

Ethics Order (EO),

an order that includes all local Committee of Evidence issues and other matters. Gold paper with blue ink. (HCO PL 8 May 65 III, FLASH COLORS AND DESIGNATIONS)

Executive Directive (ED),

a directive issued by any Executive Council and named for the area it applies to. They are valid for only one year. They contain various immediate orders, programs, etc. They are blue ink on blue paper. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Executive Director Directive,

an Administrative Letter issued by an Executive Director. Normal general policy enforcement or advices. Yellow paper, mimeographed, usually designated Gen. Non-Remimeo. Remains in force unless cancelled. (HCO PL 22 Feb. 65 III, EXECUTIVE DIRECTOR COMM LINES)

Finance Directive,

a directive issued at Flag by Flag Finance Office, usually by CS-3 or by authority of CS-3. Contained programs, orders, directions and projects. Blue ink on red or pink paper. Any Finance Directive issued locally by FBOs was only after specific approval of CS-3. Did not retire unless specifically cancelled. Did not apply to Treasury Divisions unless otherwise stated on the directive. (Cancelled by HCO PL 16 Mar. 72 III, FINANCE DIRECTIVES CANCELLED)

Financial Planning Directive of the Month,

a directive formerly issued promptly after the second Tuesday meeting of the month as an Exec Division Admin Letter with the month and Financial Planning on it in caps such as: FINANCIAL PLANNING FOR MARCH. Long-range planning also appeared on this directive. This long-range financial planning was not binding and was often changed in view of current happenings. It was a guide by which other executives could tentatively plan. Replaced by Financial Planning Directive of the Week.

Financial Planning Directive of the Week,

a directive issued promptly after the FP is finally approved, as a local Executive Directive, with the week and financial planning on it in caps, such as: FINANCIAL PLANNING FOR THE WEEK OF _____. Long-range planning also appears on this directive. This long-range financial planning is not binding and is often changed in view of current happenings. It is a guide by which other executives can tentatively plan. (HCO PL 26 Nov. 65R, rewritten 31 Oct. 82, Finance Series 31, FINANCIAL PLANNING)

Flag Bureaux Data Letter (FBDL),

an issue issued by a Flag executive to COs/EDs, FRs and Flag execs. Their purpose is TO INFORM EXECUTIVES. May contain news, forewarnings of traffic loads, expansions, PR interest items. Essentially they are newsletters. They are numbered. Printed in black ink on white paper (formerly blue ink on white paper). (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF; CBO 48RA, 4 Nov. 73, FBDLs)

Flag Liaison Office Newsletter,

a newsletter published by the Flag Liaison Office for distribution to all staff in the world.

Flag Conditions Order (FCO),

an order that is the equivalent of a Scientology org HCO Div Order such as an Ethics Order. Distributed only to those concerned and Masters at Arms (Ethics Files). (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Divisional Directive (FDD),

a directive that applies to specific divisions in Scientology and SO orgs alike. Is the SO equivalent of a Divisional Order. Printed on divisional color flash. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Information Letter (FIL),

a briefing sheet to org staff about a specific activity and includes a general program telling them how to set up for it and how to promote it.

Flag Mission Order (FMO),

mission orders for Flag missions, distributed to those concerned, not to others. Usually confidential. Should never be shown around or sent to Bureaux Liaison Offices not concerned with that mission. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Order (FO),

an issue that is the equivalent to a policy letter in the Sea Org. Contains policy and sea technical materials. They are numbered and dated. They do not decay. HCO PLs and FOs are both in effect on Sea Org orgs, ships, offices and bases. Black ink on white paper. Distribution to all Sea Org members. It is vital for Sea Org units to have master files and quantity of FOs from which HATS can be made up for SO personnel and courses. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Personnel Order (FPO),

an order that contains all personnel transfers, removals, postings, etc., on Flag and ordered by Flag in orgs. Issued only by Flag. Distributed to those concerned. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Program Order (FPGMO),

an order issued on Flag for internal or external use. Contains long- or short-range production programs which are usually the entirety or major part of the handling of a published evaluation. Distributed as designated. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Project Order (FPJO),

an issue containing a project issued on Flag for internal or external use, to execute a target in a program. Distributed as designated. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Flag Representative Network Data Letter,

an information letter to Flag Representatives which gives strategic planning for Flag Bureaux and strategies for individual orgs. They are black ink on green paper.

Flag Ship Order (FSO),

an issue that never goes off Flag. Full distribution to Flag Ship's personnel. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Foundation Bulletins,

publication of the Hubbard Dianetic Research Foundation, mid-1950s.

Founding Church Policy Letter,

policy letter issued at the Founding Church in Washington, DC in 1950s.

***Freedom*®,**

1. Scientology's international newspaper. It is published by churches of Scientology around the world and appears in many languages. *Freedom* features articles involving human rights and social reform and has a large non-Scientology readership.
2. a publication like *Freedom* is a defense action and is for public consumption. It is not distributed to org mailing lists. (LRH ED 59 Int, 14 Dec. 69, MAGAZINES)

***Freewinds*® Magazine,**

magazine of the Flag Ship Service Org, named after the ship.

FSM Newsletter,

a special newsletter for FSMs sent by orgs to their field staff members.

Golden Age of Tech Newsletter,

newsletter issued by the Office of Senior Case Supervisor International on wins and news from the Golden Age of Tech.

Goldline,

newsletter of Golden Era Productions.

Good News,

newspaper to Scientologists and staff from the LRH Personal PRO Office.

HASI Assoc Sec Administrative Order,

an order formerly issued by the Association or Org Sec of any Central Organization. Gave technical or admin data for services or personnel in a Central Organization. Green ink on blue paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HASI Assoc Sec Technical Order,

an order formerly issued by Association or Org Sec of any Central Organization. Red ink on blue paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HCO Administrative Letter,

an issue issued by HCO personnel from Flag with AVC okay. Contains checklists of issues and admin data of an informative nature. Does not contain policy or orders. Green on salmon. Distributed as designated. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

HCO Bulletin (HCOB),

technical bulletins written by LRH only. These are the technical issue line. They are valid from first issue unless specifically cancelled. All data for auditing and courses is contained in HCOBs. An org needs a master file of them (and their stencil file) from which to prepare course packs. These outline the product of the org. They are distributed as indicated, usually to technical staff. They are red ink on white paper, consecutive by date. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

HCO Continental Administrative Letter,

an issue that is green ink on yellow paper. By HCO Continental Secretary for any area. Contains admin data, orders and information. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HCO Continental Technical Letter,

an issue put out by HCO Continental Secretary of any continent. Technical advices, orders and data. Red ink on yellow paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HCO Executive Letter,

1. the normal comm line from the Executive Director to Assoc/Org Secs and HCO Secs or department heads in orgs. This is on legal size blue paper, is mimeographed and is headed TO:, FROM:, SUBJECT:, REFERENCE:, with numbered paragraphs. It is always sent Gen. Non-Remimeo and goes to all orgs even when addressed only to one org or even to a person in that org. It may also be meant for every org. HCO Executive Letters carry advices, how to do things, short-term projects, requests for data, information, reports on the state of things in general or some activity in particular or how some emergency was caused or how some emergency is progressing. (HCO PL 22 Feb. 65 III, EXECUTIVE DIRECTOR COMM LINES)
2. an issue that is blue ink on green paper. (HCO PL 5 Mar. 65 II, POLICY: SOURCE OF)
3. an issue that is white paper with blue ink. (HCO PL 8 May 65 III, FLASH COLORS AND DESIGNATIONS)

HCO Information Letter,

an issue that is strictly an LRH line only. Not mandatory data. Just news LRH wants to see gotten around. Blue ink on white paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED) (Per HCO PL 8 May 65 III, FLASH COLORS AND DESIGNATIONS, HCO Info Letters are no longer issued.)

HCO Newsletter,

a newsletter issued by any member of HCO WW. Gave data and news, technical, admin or personal of general interest. Blue ink on salmon paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HCO Policy Letter (HCO PL),

basic organizational law in organizations. Written by LRH only. This is a permanently valid issue of all third dynamic, org and administrative technology. These, regardless of date or age, form the know-how in running an org or group or company. The bulk of hat material is made up from HCO PLs. They are printed in green ink on white paper. They are filed by consecutive date. More than one issued on the same date are marked Issue I, II, III, etc. Every org must have full master and bulk files of these or it won't be able to make up hats or hat packs for staff or know what it's doing and will fail. Stencil files to replenish supplies of HCO PLs are also kept. It took 20 years to find out how to run orgs. It's all in HCO PLs. HCO PLs are distributed to all staffs or as indicated or as made up in packs. (HCO PL 5 Mar. 65 II, POLICY: SOURCE OF; HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

HCO Secretarial Letter,

an issue that arrives in a central operation and is typed up after being viewed by the HCO Secretary. They are never mimeographed unless they are for the whole staff; put a copy on the board, put a copy to the persons it is to and that's it. These things are basically policies, they are hats and so on. They may have particularities but they definitely have a lot of policies connected with them. (Tape 5812C29 "HCO Area Sec Hat")

HCO Technical Advice Letter,

an issue by any official of HCO WW. Was always TECHNICAL in nature, never administrative. Red ink on pale salmon paper. (HCO PL 4 Feb. 61, TYPES OF LETTERS ESTABLISHED)

HCO Technical Letter,

an issue issued in early 1960s. Technical observations or information written by WW, Saint Hill or international personnel for L. Ron Hubbard.

***High Winds*® Magazine,**

the magazine of the Sea Organization. (FO 579, 30 Mar. 68, POLICY ON "HIGH WINDS")

***Hotline*™ Newsletter,**

official newsletter to PROs from the LRH Personal PRO Office. (CBO 787, 29 Sept. 88, THE HOTLINE NEWSLETTER)

***Impact* Magazine,**

magazine of the International Association of Scientologists.

Info Letter, Information Letter,

see HCO Information Letter.

Inspector General Network Bulletin,

a bulletin that provides information and briefings to staff from Religious Technology Center. Carries the logo for Religious Technology Center on the first page and is issued with black ink on white paper (formerly blue ink on cream paper). Issue introduced 19 Apr. 87.

International Management Bulletin (IMB),

a bulletin that provides information and briefings to staff, from International Management. Carries the logo for Church of Scientology International and the Scientology Cross on the first page. Black ink on white paper. Issue introduced 24 Nov. 82.

International Management Executive Committee Executive Directive (IMEC ED),

a directive that is issued by the International Executives of the Senior Executive Strata. They are distributed broadly to management and service orgs and contain immediate orders. They are blue ink on blue paper.

International Management Executive Committee Program Order (IMEC PGMO),

programs which are issued by the International Executives of the Senior Executive Strata. They are distributed to management and service orgs. They carry the logo for Church of Scientology International on the first page and are printed with black ink on white paper. IMEC Program Orders do not expire and remain valid as these programs are reusable by existing organizations and new orgs as they are formed.

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International Scientology News,

newsletter that contains news for all Scientologists from International Management.

Journal of Scientology (JOS),

publication of the Hubbard Association of Scientologists International, Phoenix, Arizona, issues 1-G to 43-G, 1952–1955. Many LRH *Journals of Scientology* can be found in the *Technical Bulletins* Volumes.

KSW News,

newsletter of the Religious Technology Center.

LRH Executive Directive (LRH ED),

L. Ron Hubbard Executive Directives, earlier called Sec EDs. These are issued by LRH to various areas. They carry current line, projects, programs, immediate orders and directions. They are blue ink on white paper with a special heading. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Magazine,

1. advertising pieces for other items or services. Newspapers and magazines review and discuss and direct attention to things and make them desirable. (HCO PL 4 Nov. 73, PUBLISHING POLICY, BOOKS AND MAGAZINES)
2. a magazine is an internal "house organ." Magazines go out, major issue to members every two months, minor issue to the whole CF list on the in-between months. This means a magazine every month. (LRH ED 59 Int, 14 Dec. 69, MAGAZINES)

Mission Order (MO),

detailed actions which a Sea Org mission carries out to achieve the purpose of the mission. (FO 848, 6 June 68)

Newsletter,

an informal periodical report printed in letter format, usually devoted to news for a special interest group or distributed internally in an organization and to its customers and business prospects.

Operational Bulletin,

issue type started in 1955. Purpose to furnish information of various types to Scientology organizations and personnel. (Operational Bulletin No. 13, 17 Jan. 56)

Orders of the Day (OODs),

orders issued by any Commanding Officer to his own unit daily which may contain current activities, Ethics Orders, etc., by others. Contains the schedule of the day. Serves as a crew briefing. (OODs are also put out to their own orgs by Executive Directors or Executive Councils in Scientology orgs.) (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Professional Auditor s Bulletin (PAB),

bulletins from Ron to professional auditors containing technical and promotional material to assist the auditor. Started 10 May 1953. Some were compiled from Ron's research papers or lectures. Many LRH PABs can be found in the *Technical Bulletins* Volumes.

Project Order (PJO),

1. orders such as a premises mission, a logistics mission, etc. Not production missions going out to handle orgs and activities and get them producing. (FO 3485/CBO 345, 4 Aug. 74, PROJECT MISSION OPERATIONS)
2. orders issued for a project. The key here is that a job must be done that would overload existing terminals and so a project order is written to do it and MOs are then written to take steps to get it done. If one had a project order one would merely have to write MOs giving the actions necessary to get the project actions done. If one doesn't have a project one then incorporates the project into the MOs as targets. (FO 2936/CBO 133, 31 Aug. 71, MISSION ORDERS, TYPES OF)

***Ron* Magazine,**

a series of magazines exploring the work, the life and the contributions of L. Ron Hubbard. They cover aspects of LRH's life as a writer, philosopher, adventurer/explorer, artist, educator and humanitarian.

Ron s Journal (RJ),

originally a tape recorded lecture by Ron, designed for org staffs as an intimate chat with staff members to let them in on what's going on and what we're planning so that staffs could be informative to the Scientology public. Has at times been released as a printed or mimeographed issue and distributed to public as well as staff. (HCO PL 13 Aug. 70 III, PR Series 3, WRONG PUBLICS)

Ron s Special Thursday Bulletin,

Ron's special bulletin to mission holders which was done on white paper with red ink. (1959)

Scientology Policy Directive (SPD),

a directive whose purpose is to provide an issue type for policy for the Church of Scientology, and to distinguish from policy issued by LRH which is issued in HCO PL form. Senior to all administrative issues except HCO PLs and any other issues or advices by LRH. Its distribution is all staff unless otherwise designated. Green ink on green paper (formerly black ink on blue paper).

Sea Org Executive Directive (SO ED),

a directive distributed broadly or not to SO and/or Scientology orgs and binding on both. Usually issued by Flag management personnel. Contains immediate orders or programs. Blue ink on blue paper. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Secretarial Executive Directive, Secretarial Executive Director, Secretarial to the Executive Director (Sec ED, Sec l ED),

1. high speed, urgent communications having the force of policy and requiring instant emergency compliance. High velocity comm line used to change personnel, to handle emergencies or to make limited-time policies or to handle personnel conflicts or chronic slumps. (HCO PL 22 Feb. 65 III, EXECUTIVE DIRECTOR COMM LINES)
2. explicit temporary urgent orders. (HCO PL 7 May 65, CANCELLATION — MIMEO DISTRIBUTION CHANGES [SEC ED DISTRIBUTION])
3. secretarially signed order of the Executive Director, expiring one year from date of issue. (HCO PL 13 Feb. 66 II, SEC EDs, SEC ED OKAY [CONTINUED], POLICY LETTER CHANGES AND ORIGINS)
4. now named Executive Directives or EDs. (HCO PL 1 Sept. 66RA, FOUNDER)

Senior C/S International Bulletin,

a bulletin issued from the Office of the Senior Case Supervisor International whose purpose is to provide a communication line to technical personnel over the world. They do not have the force of policy; this line exists to give tech people an opportunity to keep informed as to what is being found and corrected in various areas. Black ink on white paper with the Standard Tech logo on the first page (formerly gray ink on white paper).

***Source*® Magazine,**

magazine of the Flag Land Base.

Station Ship Order (SSO),

an order formerly issued for that station ship only by the Captain or Deputy Captain. Goes to all personnel of that ship and a copy to Flag.

Tapes,

an issue line of both policy and tech as designated. They are recopied at Golden Era Productions and issued for courses and other purposes. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)

Technical Individual Program (TIP),

1. an issue originated so that personal programs for students and pcs coming to Flag may be issued and published. Numbered and dated. More than one program can be on one issue. They are on green paper printed on one side of a page, so they can be cut up. Distributed only to those concerned. (HCO PL 24 Sept. 70RA, ISSUES — TYPES OF)
2. to keep check of programs on cases and study, a new issue has been created called a TECHNICAL INDIVIDUAL PROGRAM (TIP). These will be mimeoed and go to the various interested terminals. They apply to FEBCs, Qual interns and crew. This will keep things sorted out on individuals so they and others know what's going. (Flag OODs, 21 June 71)

***Understanding*™ Magazine,**

magazine of the Church of Scientology in Johannesburg, South Africa (started in the 1950s).

***Up* Magazine,**

early magazine of the Advanced Organization.

Urgent Directive,

orders of a remedying or preventive nature issued instantly by directive, to remain in effect until all data is in. (HCO PL 31 Oct. 66 I, AKH Series 2, ACTIONS, EXECUTIVE, FOR HANDLING DISASTROUS OCCURRENCES)

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