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# Organization Executive Course

AN ENCYCLOPEDIA OF SCIENTOLOGY POLICY

by  
L. Ron Hubbard

FOUNDER OF DIANETICS AND SCIENTOLOGY

EXECUTIVE  
DIVISION  
7

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## THE EXECUTIVE DIVISION

Upon the Executive Division depends the management and co-ordination of the entire org. Without leaders who know and effectively apply LRH policy and technology, the whole org will rapidly diminish to a state of total confusion.

The Executive Division, under the guidance of LRH, sets the direction and pace of the org. The alignment of actions and intentions, co-ordinated as a whole, brings about the continued prosperity and well-being of the org and its staff.

The Quality of performance of this division directs the course of the org and determines its future progress.

Org conditions are set wholly from within. It is up to the executive to program, target and push through production and establishment to create and maintain the org.

It takes time to make an exec.

It takes study of policy and duplication of Ron's intention and strict application of all his technology.

It takes hard work.

But given the willingness and desire to bring about a better world, the Executive Division can unite the org into the team that's needed to get the job done.

HCO Policy Letter 26 February 1972 .

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1970

Remirneo All Staff PRO Course Checksheet Franchise

### **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

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 29 OCTOBER 1971**

Issue 11

Remirneo  
All Executive Hats

*Executive Sefies I*

**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, Daniel 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. John 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 19th Century governmental meaning according to Webster.

The word comes from the Latin "Ex(s)eqd-1 (past participle ex(s)ecFltus), execute, follow to the end: ex-, completely + seqTi, 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 *ministrdre*, to be an aid to: ad-, to + *ministrdre*, 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

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[Note: The full *Executive Series* can be found in the "Management Series", pages 293-331.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 18 MARCH 1959

Dist HCO London only

The following are HCO special projects upon which we will be working-they take precedence over routine duties:

1. HAS Co-audit
2. Saint Hill
3. Set-up of outlying HCOs WW
4. Straightening out Book and Tape Inventories WW
5. Getting corporate status established WW
6. HPA-ACC London.

LRH:mp.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 20 MARCH 1959

**REASSIGNMENT OF TITLES, POSTS AND DUTIES FOR HCO LONDON**

Effective Monday 23 March AD9

The following titles, posts and duties are assigned herewith to London. This is not a complete list of duties. It is a complete list of titles and posts.

HCO Executive Secretary Worldwide	Rhona Swinburne
HCO Executive Communicator Worldwide	Peter Hemery
HCO Communicator London	
HCO Administrator WW	Roddy Stock
HCO Dissemination Secretary WW	
HCO Bulletins WW	
HCO Editorial WW	
HCO Printing UK	Joan Jelinek
HCO Advertising & PR UK	
HCO Franchise Services WW	
HCO Book Section In Charge UK	
HCO Continental Secretary UK	Norma Webb
HCO Area Secretary London	
HCO Tapes WW	Gladys Wichelow
HCO Certainty Make-up	
HCO MSS	
HCO PABs	Jill McGrady
HCO Invoice	
HCO Book Invoice	
HCO Book Administrator	Peter Stumbke
HCO Shipping Clerk	
Secretarial to the Executive Director	
HCO Steno	
HCO Mimeograph	Mariuska Parreho
HCO Tape Transcription	
HCO Files	
LRH Dictation	Rhona Swinburne
LRH Personal Secretary	

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L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 26 JUNE 1959

CenOCon

*IMPORTANT*

**HCO WW CHANGES QUARTERS AND ADDRESS**

This spring, with my own money, I bought Saint Hill, the former luxury estate of the Maharajah of Jaipur. It is complete with 55 acres of beautiful grounds and gardens, a swimming pool, a ball room, a cinema, uncounted bedrooms, eleven baths, a <sup>21/2</sup> acre fishing lake, another fish pond, a huge conservatory, glasshouses, a billiard room and numerous other items.

This will be used as a residence abroad and by HCO WW as the communication centre of Scientology.

I am installing a commercial agricultural enterprise to make HCO WW independent of other finance in the distant future.

Six rooms will be used as offices meanwhile, but within a couple of years HCO WW will build its own buildings on the estate.

Therefore all communications meant for me should hereafter be sent to

HCO Saint Hill Saint Hill Manor East Grinstead, Sussex, U.K.

The cable address is not firmed at this writing but will possibly be HCO Saint Hill

Telex.

I am putting in, effective July 9, Teletype equipment (Telex) in HCO Saint Hill and London. Later these go in to all HCOs in Central Orgs.

In this beautiful setting, HCO WW can be more able to cope with all Scientology concerns world wide rather than the running of the London office.

Messages sent first to London will be forwarded to HCO Saint Hill, but the routing will slow them down. Send everything intended for me or HCO WW to HCO Saint Hill now.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 27 JUNE 1959

CenOCon

**INFORMATION AND REASSIGNMENTS FOR HASI AND HCO LONDON**

**On July 10**, HCO WW moves to Saint Hill officially.

The actual personnel coming to Saint Hill are:

Peter Hemery as Executive Communicator HCO WW Norma Webb as HCO Sec WW and HCO Sec Continental UK.

Joan Jelinek as HCO Dissemination Sec WW, acting also as HCO Dissemination Sec Cont UK will remain in London for some time, but this department of HCO will also move to Saint Hill eventually.

The HCO Tape section will move entirely to HCO Saint Hill, including machines and Tape Library.

This leaves an Area Office in London as follows:

HCO Area Sec London, Valerie Obin. HCO Area Communicator London, Pat Stedham.

All mail and cables received from abroad by HCO Area London should be forwarded unopened and, in case of cables, unreceived, by Area London to HCO Saint Hill.

Office space to be used by Area London shall be the reception office to my office and no other. Sec'l ED will move into Assoc Sec's office and will act also as Sec'l to the Assoc Sec.

All files should be sent, complete, to Saint Hill. The Val Doe safe should also be sent to Saint Hill. Also the Gestetner, tapes, tape machines and all furniture now in the HCO Annex.

The person responsible for this move to Saint Hill and all arrangements is Peter Hemery.

The move should be fully complete by July 10.

Personnel of HCO not named are transferred to HASI for further appointment by the Asst Assoc Sec with the advices of Roddy Stock.

Roddy Stock, needful to keep London smoothed out and to get the area office going, will remain in London for a time and, still HCO Administrator WW, will occupy the physical office of the Association Secretary. The entire L shaped room on the first floor of 35 / 37 Fitzroy will be vacated.

Eventually, when 7 Fitzroy will be given up (a few months yet) the Academy and PE Fnd will move to 35 / 37 and will occupy the 1st floor L room and the present room of the D of P and the present room where CF is. The D of P and testing will move to the office across hall from reception. Accounts will move upstairs to 1st floor and occupy the same room with additional registrars. CF will go to present Address Room. All address equipment and books will come to Saint Hill. It will be found, when this is done, we will have adequate space.

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 2 JULY 1959

CenOCon

**CHANGE OF CABLE ADDRESS**

As from 10th July 1959, when HCO WW moves down to Saint Hill, cables and inland telegrams should be addressed as follows:

*To HCO WW at Saint Hill*

Cables from overseas: "SIENTOLOGY EAST GRINSTEAD TELEX"

Inland telegrams: "SIENTOLOGY EAST GRINSTEAD TELEX"

*To HCO London:*

Cables from overseas: "SIENTOLOGY LONDON"

Inland telegrams: "SIENTOLOGY LONDON TELEX"

If these instructions are followed exactly, all cables and inland telegrams will be delivered promptly by Telex direct wire.

*NOTES:*

It is not necessary to add the word TELEX when sending overseas cables to *London*, but it is necessary to add the word TELEX when sending overseas cables to Saint Hill.

To ensure the delivery of inland telegrams both to Saint Hill and London, add the word TELEX. In this case it is not charged for.

In the case of cables from overseas to Saint Hill, the indicator TELEX is essential and is charged for as one word. If the word TELEX is omitted, the cable will of course be delivered, but may be delayed through not being delivered by TELEX direct wire facilities.

Peter Hemery  
HCO Communicator WW  
for  
L. RON HUBBARD

PH: rd

[Modified by HCO P/L 19 July 1959, on page 8.1

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 15 JULY 1959

CenOCon

**HCO SAINT HILL CABLE DESIGNATION**

The cable designation for HCO World Wide at Saint Hill consists of the letters SH.

HCO Saint Hill will begin using this designation at once. When replying use the numbering system as usual.

Peter Hemery  
HCO Communicator WW

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO WW POLICY LETTER OF 17 JULY 1959

**DUTIES AT SAINT HILL. HCO WW.**

HCO WW was officially inaugurated on July 10th 1959 at Saint Hill Manor, East Grinstead. Its staff consists of the following, whose duties are as stated:

HCO SECRETARY WW - Norma Webb

This will be the handling of all non-routine lines and also personnel.

HCO EXECUTIVE COMMUNICATOR WW - Peter Hemery

Creating and running all fixed lines. Requirement of local physical establishment, placing and designation of furniture, allocation of rooms, etc.

LRH PERSONAL BUSINESS SECRETARY - Mrs Ruby Shorney

Procurement of quarters and local personnel (under requirements of Miss Norma Webb), LRH personal invoicing.

LRH TRANSCRIPTION - Mrs Thrupp

HCO Purchasing for and design of offices (as required by Mr Peter Hemery).

Saint Hill Switchboard Operator; HCO Filing Clerk; HCO Routing and errands; Saint Hill mailing - Mavis Leach.

HCO Communicator's Steno, Fixed Lines, HCO addressive mimeoing; HCO Invoicing - Binnie Barry.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JULY 1959

CenOCon

**ADDRESSES FOR HCO SAINT HILL**  
(Modifying HCO Policy Letter of 2 July 1959)

The cable and telegram address for HCO WW at Saint Hill is "SIENTOLOGY EAST GRINSTEAD TELEX".

The teletypewriter address ("answer back") is "HCO STHIL EGSTD".

The Telex Number is = 8876.

The International Telex Number is: "8876 London".

The telephone number of HCO WW at Saint Hill is East Grinstead 4786-but please cable, don't telephone.

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Peter Hemery  
HCO Communicator WW

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 AUGUST 1959

**TELEX TRAFFIC**

All HCO WW Staff are invited to read the Telex traffic at least once a day, more if possible.

The originals of Telex messages both sent and received are always placed in the basket by the Telex machine.

In this way, all staff can become acquainted with what is going on, and will gain by becoming interested in the overall picture.

Peter Hemery  
HCO Communicator WW

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 AUGUST 1959

Ceno

**HOME ADDRESSES**

We want to keep at HCO WW a file of home addresses and telephone numbers of all important staff personnel in every organization throughout the world.

Important personnel includes HCO Secretaries, Association Secretaries (Organization Secretaries), Department Heads and anyone else considered important enough by an HCO Secretary.

It is the responsibility of HCO Secretaries in each organization (or the Association Secretary if there is no HCO Secretary) to see that these addresses and telephone numbers are sent in to HCO WW Saint Hill, East Grinstead, Sussex, England; and also to see that HCO WW is informed of changes and new personnel.

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Peter Hemery  
HCO Communicator WW

[Note: An updated version of this P/L, issued 22 July 1965, appears in Volume 1, page 54. It changed the second paragraph to read, "Important personnel includes Executive Secretaries and Divisional Secretaries."]

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO WW POLICY LETTER OF 22 AUGUST 1959**

Distribution: All Staff

HCO WW PROJECTS

At this moment I am handling twelve separate projects at Saint Hill in addition to other hats.

I need and want help on these projects. Therefore, I have listed and assigned them and will give each a work output and financial collection quota.

If the persons who assist me in these projects can handle the flaps, the routine and the financial handling and collections involved we can do our work and prosper and can set up and finance further research and facilities.

I want you to tighten up the lines in these zones, get snap into the actions to be taken and help me handle these important spheres of my responsibilities.

Each project, except Numbers Eleven and Twelve, are independent to a large extent and should be handled with decision and accuracy.

We cannot at this stage afford quantities of office staff and Communicators. Therefore each must do his own work with minimal assistance, remembering that the rest of staff is either handling a project or his own hats.

(Note-Projects are not necessarily in order of importance.)

*Saint Hill Project No. One: TECHNICAL.* The acquisition and compilation of technical data on Scientology from reports, assessments and bulletins. The vetting of all technical papers and letters. The review of all D of P and Student reports. This project is supervised by Kaye Thomson.

*Saint Hill Project No. Two: Is* to give communication and service to and receive the 10% weekly income from HCO Franchise Holders. This project is supervised by Norma Webb.

*Saint Hill Project No. Three:* This is to prepare and sell new books and new tapes to the World in general to be bought directly from HCO. This project is supervised by Mrs. Thrupp.

*Saint Hill Project No. Four:* Consists of research and commercial activity in the field of plant growth and receives data from the research and income from the commercial activity. This project is supervised by Mr. Hall.

*Saint Hill Project No. Five:* Consists of the general sale of books, tapes and E-Meters to HCO Offices, Central Organisations, Franchise Holders and the general public World Wide, and the collection and banking of all such sums whether from the sale of books by HCO WW Book Section or by the sale of books by other HCOs. This project is supervised by Peter Stumbke.

*Saint Hill Project No. Six:* Corporate organisation, and continuance. This project consists of supervision of legalities and sale of shares and transfers called Hubbard Communications Office Ltd when formed. This project is to be supervised by Mr. West.

*Saint Hill Project No. Seven:* Magazine preparation, printing and economy of costs, and printing of all leaflets, etc. This project is supervised by Miss Binnie Barrie.

*Saint Hill Project No. Eight:* Collection of Accounts owed HCO from past transactions. This project is supervised by Mary Sue Hubbard.

**Saint Hill Project No. Nine:** Care of all HCO offices, ensuring that they function properly, that they receive their 5% income from Central Orgs, get out their magazines, provide inspection services, submit proper reports to HCO WW and that all special sums or surpluses are transferred to HCO WW Acct and to ensure that such offices have adequate personnel. This project is supervised by Peter Hemery.

**Saint Hill Project No. Ten:** Economy Saint Hill Manor. To ensure that the services, salaries, purchases and expenses of Saint Hill Manor are kept within bounds of income from various sources. To reduce these wherever possible. To see that the budget is balanced. This project is supervised by Martin Leslie.

**Saint Hill Project No. Eleven:** Central Organisations. This is a vitally important project seeing to it that Central Orgs receive proper service, supervision, hats and organisation and making sure their 1 0Yos arrive and are banked to HCO WW weekly. This project is supervised by Roddy Stock.

**Saint Hill Project No. Twelve:** Accounting and Banking. The invoicing, accounting and banking of all projects separately is to be done in a manner prescribed. Books are separately invoiced on a second machine but all other invoicing is to be done on one other machine. All disbursements shall be done on a disbursement machine plus cheques. All invoices are to be numbered by projects on the invoice and all disbursements shall be so numbered. The assistance of chartered accountants shall be rendered. This project is supervised by Ruby Shorney in close consultation with Mary Sue Hubbard, Treasurer.

Each of these projects is in addition to other duties performed by the individual but it is expected that the individual appointed will be responsible in particular for these projects. These are not "Hats", they are zones of supervision and finance.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO WW POLICY LETTER OF 27 AUGUST 1959

### **FINANCIAL ARRANGEMENTS AND DEPOSITS**

Deposit LRH 1090's to my personal account at National Provincial Bank in London.

Deposit HASI London HCO cheques (10% s 5% s) to HCO Acet in Nat. Prov. Bank in London. Deposit ACC collections in HCO Acct also.

Deposits of US dollar cheques, HCO Franchises, to HCO WW Acet in Barclays Bank in East Grinstead.

Deposits of all overseas sterling area 10% f, cheques, LA and FCDC 10% cheques to Barclays Bank East Grinstead Scientology Research and Investigation Fund.

All Book monies to be deposited to a new Acct (Mrs. Shorney to open this), called "HCO Book Acet", at Barclays Bank in East Grinstead.

Pay as follows:

All HCO London salaries and the HASI London bankers orders from HCO Acct at National Provincial Bank in London. Pay entirely separate Mariuska and Valerie, their pay to be same as London office. Valerie is to be responsible for collection and deposit of the 10% and 8% weekly and its proper deposit. Put Valerie on as signatory "By Authority of L. Ron Hubbard".

Pay all Saint Hill payroll and bills from Barclays Accts, East Grinstead.

LRH:brb.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1959

Sthil

**SAINT HILL PROJECTS**

**BONUS AND QUOTA SYSTEM**

All Saint Hill Projects have a quota. At this writing, Sept 5, 1959 this quota system is established only in part. Several projects do not have a quota set as yet for lack of data. As soon as possible each one of these will have a quota.

The meaning of the quota and bonus system is as follows: whenever a quota is exceeded even slightly a bonus results for the Project Supervisor and a bonus about one tenth that size is paid to general office and domestic help. This means that if the quotas on the ten projects which are most important were reached then a full bonus would result for each non-supervisor on the staff.

The exact size of the bonus is not yet established and will not be until I can work out some of the economics involved. But the system is effective as of Sept 1, 1959. Probably a second pay cheque in the month.

The quotas so far established are as follows:

*Project One:* New Books to be collected as to materials by Kaye Thomson and written by myself: f 7 15 per month.

*Project Two:* HCO Franchise Holders - Norma Webb: f 500 per week and one airmailing to each Franchise Holder.

*Project Three:* Being redeveloped. Unassigned.

*Project Four:* Mr. Hall - Plant Growth Activity: Two completed experiments per month. Quota not established for production.

*Project Five:* Books and Tape Sales - Peter Stumbke: f 220 per week banked.

*Project Six:* Corporate Activity and Share Sales - Mr. Jack West. Quota not yet assigned.

*Project Seven:* Magazine Preparation and Leaflets: Two issues per month. Shares quota with Peter Stumbke.

*Project Eight:* Collection of Past Accounts - Mrs. Hubbard: f 210 per week.

*Project Nine:* Care of other and this HCO Offices - Peter Hemery. Quota not yet assigned.

*Project Ten:* Purchase Order System Economy Sthil - Martin Leslie. Quota not assigned but would be for not exceeding a gross amount in expenses.

*Project Eleven:* Central Organizations Supervision - Mr. Roddy Stock: Quota f 500 per week.

*Project Twelve:* Accounting and Banking - Mrs. Shorney. Quota not assigned.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO WW BULLETIN OF 29 SEPTEMBER 1959

STHIL

**HCO WW FILES**

Each Project Supervisor is responsible for the files and records of the project.

When a file clerk becomes available, the file clerk will do the filing for each project under the direction of the Project Supervisor.

The HCO Communicator is responsible for providing space, file cabinets and materials, and remains broadly responsible for seeing that HCO WW files and records are kept in an orderly condition.

The HCO Communicator is also responsible for incorporating the old HCO files into the new system as a long term project.

Peter Hemery  
HCO Communicator WW  
for  
L. RON HUBBARD

PH:iet.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 OCTOBER 1959

STHIL  
All HCO Secs

**PROJECT SUPERVISORS TRANSFERRED**

Mary Sue Hubbard (Past Debts) transferred to Project No 2 (Franchise Holders). Norma Webb (Franchise Holders) transferred to Project No 9 (HCO Offices). Peter Hemery (HCO Offices) transferred to Project No 8 (Past Debts). Revised List of Project Supervisors at HCO Saint Hill:

<i>Project No 1:</i>	Technical and New Books - Kaye Thomson
<i>Project No 2:</i>	Franchise Holders - Mary Sue Hubbard
<i>Project No 3:</i>	Blank
<i>Project No 4:</i>	Plants Saint Hill - Mr. Hall
<i>Project No 5:</i>	Book Sales - Peter Stumbke
<i>Project No 6:</i>	Incorporation Activities - Mr. West
<i>Project No 7:</i>	Magazines - Binnie Barry
<i>Project No 8:</i>	Past Debts - Peter Hemery
<i>Project No 9:</i>	HCO Offices - Norma Webb
<i>Project No 10:</i>	Economy Saint Hill - Martin Leslie
<i>Project No 11:</i>	Central Orgs - Roddy Stock
<i>Project No 12:</i>	Accounting - Mrs. Shorney

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L. RON HUBBARD  
Executive Director

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 OCTOBER 1959

STHIL

**QUOTA REVISION**

(Effective date: First Friday in October)

*Project No. 1: Technical and New Books*

One new book in MS completed form, ready for delivery to printer.

*Project No. 2: \* Franchise Holders*

;C200 a week for a month's consecutive weeks.

*Project No. 3: Unassigned*

*Project No. 4: Plants Saint Hill*

Two completed experiments.

E200 a week for a month's consecutive weeks in market produce.

*Project No. 5: Book Sales*

Z200 a week banked from mail order sales for a month's consecutive weeks.

*Project No. 6: Incorporation Activities*

One news story per week published.

*Project No. 7: Magazines*

Three magazines per month completed for printer.

*Project No. 8: Past Due Accounts*

L 100 per week for a month's consecutive weeks.

*Project No. 9: HCO Offices*

f 40 per week for a month's consecutive weeks.

*Project No. 10: Economy Saint Hill*

E 120 per month all food items.

*Project No. 11: Central Orgs*

E200 per week banked at East Grinstead for a month's consecutive weeks.

*ProjectNo. 12: Accounting*

All reports on Saint Hill submitted each week, all monies banked, all bills corrected for payment.

LRH: ph.rd

L. RON HUBBARD  
Executive Director

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 OCTOBER 1959

All HCO Offices  
Assoc Sees  
& sthil

**HCO STHIL APPOINTMENTS**

(Cancelling all earlier Appointment Letters HCO WW)

The following posts are now permanently held at HCO WW:

Deputy Executive Director - Mary Sue Hubbard  
HCO See WW - Norma Webb  
HCO Executive Communicator WW - Peter Hernery  
HCO Dissemination Secretary WW - Dinah Day  
HCO Steno - Jennifer Sturges

The following Project Supervisors are appointed herewith:

Project One - Technical and New Books:	Kaye Thomson
Project Two - Franchise Holders:	Mary Sue Hubbard
Project Three - Unassigned	
Project Four - Plants, Sthil:	Mr. Hall
Project Five - Book Sales and Shipping:	Dinah Day
Project Six - Incorporation Activities:	Peter Hemery
Project Seven - Magazines, PAB Magazine:	Dinah Day
Project Eight - Past Debts:	Norma Webb
Project Nine - HCO Offices:	Norma Webb
Project Ten - Economy Sthil:	Martin Leslie
Project Eleven - Central Orgs:	Norma Webb
Project Twelve - Accounting:	Mary Sue Hubbard

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1959

Sthil  
HCOOffices

**STAFF APPOINTMENTS HCO SAINT HILL**  
(Corrects Policy Letter of 19 October 1959)

Add to Permanent Staff Appointments HCO Saint Hill:

HCO Technical Secretary WW - Kaye Thomson.

Add to Staff List:

Book Administrator - Peter Stumbke.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1959

sthil

**ROUTING OF BULLETINS AND POLICY LETTERS**

A Project Supervisor must see all Bulletins and Policy Letters going to his people first. Then the Project Supervisor must send it on for L. Ron Hubbard's acceptance before it can be sent.

L. RON HUBBARD  
Executive Director

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HCO POLICY LETTER WW OF 24 OCTOBER 1959

Sthil

**PROGRAMMING**

All Project Supervisors are creating programmes and are thus endeavouring to bring order into Central Organizations and the Field.

In order to really achieve our goals it will be necessary for all Project Supervisors to keep a hat folder containing only the bulletins and policies which they themselves have created and are busy bringing into effect.

Each week the HCO Sec will check up and see whether you have achieved what you set out to achieve. Once this has been done, your bulletin will be transferred into your Staff Hat or Technical Hat or whichever hat it should go into.

The purpose of this is to take responsibility for our actions. All our policies and directives have been constructive in the past, and the only mistake we have really made and paid for has been not seeing that people carry them out.

By taking responsibility we are going to have quick, efficient and effective communication lines. By taking no responsibility we are going to be ineffective and also we will be wasting paper, time and money.

All programming data are to be kept in a green folder.

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HCO Secretary WW  
Norma Webb

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 OCTOBER 1959

HCO Offices  
Sthil

HCO WW APPOINTMENTS  
Cancels Earlier Directives  
*Effective 2 pm October 29, 1959*

The following personnel are appointed to HCO WW Sthil Permanent Staff:

Deputy Executive Director - Mary Sue Hubbard  
HCO Secretary WW - Norma Webb  
HCO Technical Secretary WW - Kaye Thomson  
HCO Executive Communicator WW - Peter Hemery  
HCO Dissemination Secretary WW - Dinah Day  
HCO Steno WW - Jennifer Sturgess  
HCO Assistant Communicator - Mavis Leach

The following project supervisors are appointed herewith:

*Project One:*

Research and New Books - Kaye Thomson

*Project Two:*

Franchise Holders - Norma Webb

*Project Three:*

Unassigned

*Project Four:*

Plants Saint Hill - Mr. Hall

*Project Five:*

Book Sales - Dinah Day

*Project Six:*

Incorporation Activities - Peter Hemery

*Project Seven:*

Magazine Make-up and Printing - Dinah Day

*Project Eight:*

Past Debts - Mary Sue Hubbard

*Project Nine:*

HCO Offices - Norma Webb

*Project Ten:*

Economy Saint Hill - Martin Leslie

*Project Eleven:*

Central Orgs - Mary Sue Hubbard

*Project Twelve:*

Accounting Saint Hill - New Accountant

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 OCTOBER 1959

CenO

HCO STHIL STAFF

Part time permanent staff appointment: Joan Jelinek as HCO Editorial Secretary WW.

The post of HCO Dissemination Secretary is vacated at this time.

Dinah Day is appointed herewith HCO Leading Steno WW.

Saint Hill Project 10 is transferred to Mr. Cookson as Project Supervisor.

L. RON HUBBARD

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HCO POLICY LETTER OF 5 NOVEMBER 1959

Cen0con

**MINUTES**

Project 11 Supervisor has the right to pass Advisory Council or Advisory Committee Meeting Minutes and Staff Meeting Minutes when he is in full agreement with Minutes passed and when signed "By Authority of L. Ron Hubbard".

If Project 11 Supervisor vetoes any Minutes passed, he must get the initials of L. Ron Hubbard or the Deputy Executive Director's initials.

MARY SUE HUBBARD for L. RON HUBBARD

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is

NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Sthil HCO BULLETIN OF 19 JANUARY 1960

### PROJECT REPORT SHEETS

Project Supervisors are not now required to send in weekly Income and Disbursement Sheets.

Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

LRH:js.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 20 JANUARY 1960

Sthil  
HCO Secs  
Assn Secs

### HCO WW POINTS OF CONCENTRATION

A great deal of varied traffic passes through the channels of HCO WW. It will help to know the various importances currently given to HCO WW Activities.

#### HIGHEST PRIORITY

1. Copying and Distributing to HCOs and Central Orgs the Washington January 1960 Congress tapes and HCS tapes. Central Orgs should give Congresses on these. This was the kick-off on the most important programme Scientology ever had and is being received with tremendous enthusiasm everywhere.

The nine hours of HCS tapes January 1960 are the most important course tapes ever issued and should be played to HGCs, staff clearing courses and new HCS/B.Scen Courses.

HCO WW is losing no time getting these out. They will be 7 1/2/sec speed tapes suitable for auditorium use.

5th and 6th London and Melbourne ACC tapes can be released generally.

2. Weeding out Franchise holders that show no promise of becoming industrious centres. Encourage all so weeded to become Lifetime Members. Franchise holders doing heavy traffic and heavy remittances to be made into centres.
3. Collection of HCO WW percentages from Central Orgs, Franchise Holders and HCOs and catching up any backlogs.

Additional important actions at HCO WW are:

- (a) Thursday Weekly Bulletins
- (b) PAB Magazine
- (c) Central Org Magazine Material
- (d) Receipt and handling of technical matters and HCO and Central Org reports
- (e) Internal good Order.

Other projects and actions are to be continued but are not of any high priority and can be neglected if they threaten to slow the above points.

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 11 APRIL 1960

Sthil

**THE PURPOSE OF HCO WW**

The purpose of the office staff of HCO WW is to forward my outgoing Comm lines as a first fast priority and to cope with incoming lines so that they do not jam my outflow.

First priority then is to see that my hand-written or transcribed material goes out, no matter what emergency may be coming in.

I have usually handled situations before they become emergencies, providing my outflow lines and directions at the other end are followed.

The full outflow line starts with supplies of paper, ink, pens, clean records, tapes and functioning equipment and papers at my desk.

This line then goes to typing, mail, or mimeograph. There it is got in distributable form and is expedited out.

Part of the line is its receipt point. In the case of orders and instructions to a distant place, HCO WW is to make certain they are followed without flash-backs.

In the case of books or articles, these are cared for here as to proofing and accuracy and are then followed through to make sure they arrive.

The secondary purpose of the office is handling inflow. This inflow of letters, book orders, problems, is coped with by HCO WW to prevent their stopping the outflow line. This does not mean the inflow lines are not important. They are.

Mrs. Hubbard's outflow lines are important, but usually require only telexing or mailing.

This office exists to aid and speed a writer's outflow lines. It has no other basic purpose. I am responsible for about one million dollars a year of income around the world. On monetary value only, my outgoing line, the line that keeps this income created, is worthwhile forwarding.

This outflow line services the interests of an estimated two million people. Therefore, for humanitarian reasons, it has some importance.

You may or may not be interested in the ultimate goals toward which I work, but they are good goals and if anything gets accomplished in certain human spheres, it may be on this line.

Therefore, I sincerely request your attention on post and your cooperation on these comments:

1. Forward my outflow line;
2. Cope with the inflow line and don't let it stop my writing lines. Handle the problems and despatches, the income and the books as they come in with minimum recourse to me.

I'm sorry if this is blunt. However, that's the way it is.

L. RON HUBBARD

LRH:js.rd



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JUNE 1960

Sthil

**NEW STAFF DUTIES**

As I have noticed far too much traffic being given to Mrs. Hubbard, and as non-essential traffic appears in my lines, the following changes are made to distribute the work load.

Peter Cowell will remain in charge of franchises but will assist Mrs. Hubbard on all income matters, invoicing and billing and handle all Mrs. Hubbard's miscellaneous letters ("Dear Mary Sue") and all coordination of her lines and reports and placing her correspondence in folders.

Jean Farrer, under the immediate supervision of Peter Cowell, will handle all Org financial reports which must be corrected as they come in and notated for correctness before being sent to Mrs. Hubbard.

Jean Farrer will also do invoicing and will compute and make out organization bills under the direction of Peter Cowell.

Robin Harper will continue to handle all technical reports but will folder these reports and copies of her comments and answers for my daily review via Peter Hemery. Additionally, all technical letters and all letters to myself will be referred to her for action in coordination with Mrs. Thrupp as they apply to local business.

Peter Hemery will coordinate all my correspondence including that from Robin before it reaches my trays. He will also assist with disbursement.

Peter Hemery will assemble a legal file, with all filings, on every office of whatever kind we have including London, giving all papers, authorities and registrations with all governments.

Mavis Leach will do all mail routing, pick up, telex and cable work.

Pat, the new junior, will do all enveloping, packeting of mail, keep the mail log and do all switchboard work, under Mavis' supervision.

It will be seen that there are two principal lines involved in our office with two smaller volume lines. An understanding of this principle will assist office work.

The two main lines are income and disbursement. Mrs. Hubbard is responsible for the income lines. Therefore Peter Cowell should orient these lines and Jean Farrer should do the actual invoicing and compiling of reports and bills. All correspondence concerning income or Mrs. Hubbard and all despatches for her should be routed to Peter Cowell, except as he may direct. No despatches, reports or letters go direct to Mrs. Hubbard. These reach Mrs. Hubbard, if they do, from Peter Cowell's basket in folder form. In short IF IT IS INCOME IT IS MEANT FOR MRS. HUBBARD. IF ANYTHING IS SENT TO MRS. HUBBARD, even local despatches, IT IS ROUTED TO PETER COWELL. The only way Mrs. Hubbard receives despatches, reports, calls is via her assistant Peter Cowell. Peter Cowell may direct certain things, such as invoicing matters, are received from the mail direct to Jean Farrer. But Jean Farrer routes them only to Peter Cowell, or to Book Admin, never to Mrs. Hubbard.

On all disbursement matters, bills, letters, pay, bills sheets, bank statements, etc, etc, the routing is not to me but to Peter Hemery always for his orientation or handling

and then only to me. He may as he sees fit route some of these to Robin Harper for handling etc, but these are again returned to Peter Hemery before they come to me. All Mrs. Shorney's disbursement vouchers, cheques, cheque requests, etc, are sent to Peter Hemery if intended for me.

All *technical* reports, profiles, letters, intended for me are routed to Robin Harper who cares for them and routes them to me only through Peter Hemery. She also assists Peter Hemery with any legal correspondence or Org despatches as he may see fit.

All organizational letters, despatches, reports from HCO or Central Org offices not having to do with income, including all those marked "personal", "confidential" or however, go to Peter Hemery for his handling and at his discretion for forwarding to me or answering by Robin Harper.

Here we have two lines, each one covered by three persons. The income line, compiling of bills, invoicing, etc, is covered by Mrs. Hubbard assisted by Peter Cowell and Jean Farrer. The disbursement line, handling all bills, etc is also covered by three persons, myself, Peter Hemery and Robin Harper.

Matters pertaining to hat write-ups for Central Orgs, promotional suggestions, franchises, their files and income, all personal contact work done normally by Mrs. Hubbard are also handled by her lines.

Matters pertaining to technical research, security, legal and Org management are also handled on my lines and by myself, Peter Hemery and Robin Harper.

But since my lines are heaviest in traffic and also have transcription, to my lines we add Jennifer Sturgess, Mrs. Thrupp and Mrs. Mennie for any matters or work assigned to them by Peter Hemery. They come now under the direct work assignment of Peter Hemery and Robin Harper.

Mrs. Shorney continues her usual duties since both income and disbursement go more or less through her hands.

The book invoicing and book shipment are two additional lines. They are handled without change as before.

It is my complete intention that Peter Hemery handle, without referral to me, almost all my traffic on whatever line. I am falling behind in writing and must get out a book.

It is also my full intention that Peter Cowell handle almost all Mrs. Hubbard's traffic without referral, to free her to write up the departments of Central Organizations, a task, which, undone, is creating trouble with income and other matters in our activities in England and abroad.

It is costing factually, fifty percent of our dissemination and thousands of pounds a month across the world for Mrs. Hubbard and myself to handle traffic and leave other tasks undone. We have been skimping on our real jobs and can use a lot of assistance.

The work of Jennifer Sturgess, Mavis, Book Admin and any junior or book clerk remains more or less unchanged except as may be stated above.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 JULY 1960

Sthil

WORKING HOURS, **OFFICE STAFF**

The difficulty experienced in coming to work by some office staff causes the following change of working hours:

Monday to Friday - 9.00 a.m. to 5.30 p.m.  
Saturday - 9.00 a.m. to 12.00 p.m.

LRH:js.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 JULY 1960

Sthil

OFFICE HOURS

Effective immediately, the hours worked by full-time office staff members are changed as follows:

Monday to Friday 9.30 a.m. to 5.30 p.m.  
Saturdays 9.30 a.m. to 12.30 p.m.

All full-time office staff are expected to work on Saturday mornings.

Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

PH:iet.rd

HUBBARD COMMUNICATIONS OFFICE Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 AUGUST 1960 Sthil

OFFICE HOURS

The policy on office hours for full-time office staff is amended as follows:

Normally, the hours worked by full-time office staff will be as follows:

Monday to Friday - 9.30 am to 5.30 pm  
Saturdays - 9.30 am to 12.30 pm

Staff members may however take every other Saturday morning off, always provided that half the staff is on duty to keep the office operative.

Staff who use their own transport are permitted to work from 9 am to 5 pm provided that they do start at 9 am punctually.

Issued by: Peter Hemery  
HCO Secretary WW  
for

LRH:js.rd L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1960

Central Orgs  
HCOs

**HCO APPOINTMENT**

Valerie Obin is appointed herewith HCO Executive Secretary for England, Scotland, Wales, Ireland and Northern Ireland.

She is to give her main attention to wide promotion and to legal matters outside HASI. She is to appoint an HCO Secretary, London, whose duties shall consist primarily of security checks and hat checks and keeping HASI communications running and whose duties shall be contributory to HASI.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JANUARY 1962

CenOCon

**APPOINTMENTS**

Robin Hancocks is herewith appointed HCO Continental Secretary for Europe and the UK, and for USA, in addition to his post as HCO Franchise Secretary WW. The Continental HCOs of UK and USA are thus in effect moved to Saint Hill.

Eleanore Turner is confirmed as HCO Area Secretary in Washington, DC.

Joan de Veulle is confirmed as HCO Secretary UK, which includes HCO Area Sec London.

Ken Salmen is confirmed as HCO Area Secretary in Los Angeles.

A City Office will be set up in San Diego, California, under Ray Kemp as Org Sec, as soon as financial and other arrangements have been made, and a suitable HCO Area Sec nominated and installed. The new City Office will work in close co-operation with HCO Los Angeles and HCO WW.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 5 FEBRUARY 1962

Sthil  
info all Orgs  
Ds of P  
and Book Admins  
3 copies to each Org

**APPOINTMENTS AND TRANSFERS**

Edgar Watson is transferred herewith to Book Administrator HCO WW, in charge of book and meter supply, sales and distribution. This is a part time appointment.

It is most important that book stocks are squared away and made abundant, that meters stay in steady supply and are of excellent quality, and that books shipped to orgs in the past are paid for and that the book income line in addition to and as well as the meter line, is built up over the world.

Additional duties to consist of staff auditing and relief instructing.

He will at all times be assisted by a shipping clerk.

Mary Long is hereby appointed personal secretary to Mary Sue Hubbard and Course Administrator.

As personal secretary to Mrs. Hubbard, she will handle Mrs. Hubbard's incoming despatch and mail line, filter it and care for it as directed.

As Course Administrator, she will answer mail from applicants, find quarters for students and assist the Course Supervisor and Instructors. Her office will be in the ground floor typing room.

Fred Hare, on arrival, is appointed Temporary Director of Accounts under training.

Philip Quirino, as of 19 February 1962, is appointed Staff Auditor and Acting Technical Secretary HCO WW.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 FEBRUARY 1962

Central Orgs  
Franchise

**APPOINTMENT**

Edgar Watson is herewith appointed HCO Technical Materiel Secretary WW.

This post includes Book Administration WW as well as the testing and supply of E-Meters, and the administration of all matters pertaining thereto.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 MARCH 1962

All orgs

**APPOINTMENTS & TRANSFERS**

(Amends previous directives)

Robin Hancocks is relieved of duty as HCO WW Franchise Secretary and HCO Continental Secretary, US and UK, in order to obtain classification in the Briefing Course. This is part of a Classification Programme for Saint Hill personnel. He will not be returned to these posts but to Instruction after training.

Fred Hare is temporarily appointed to Franchise Secretary and HCO Continental Secretary, UK. There will be some shift of Saint Hill personnel amongst such posts from time to time to permit Classification training of all qualified auditors on HCO WW Saint Hill Staff. So write the post not the person.

Eleanore Turner is re-appointed herewith HCO Continental Secretary, US, in addition to HCO Senior Area Secretary, Washington, DC, and is commended for her excellent work in Washington, DC.

The following summarizes these and other recent changes in HCO Personnel.

<i>HCO WW:</i>	Accounts (Income):	Fred Hare.
	Temp HCO Franchise Secretary WW:	Fred Hare.
	Temp HCO Continental Secretary UK:	Fred Hare.
	HCO Technical Materiel Secretary WW:	Edgar Watson.
	HCO Book Administrator WW:	Edgar Watson.
<i>HCO DC:</i>	HCO Continental Secretary US:	Eleanore Turner.
	HCO Senior Area Secretary US:	Eleanore Turner.

<i>HCO Melbourne.-</i>	HCO Area Secretary:	Cathy Gogerly.
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 MARCH 1962

Sthil  
All Orgs

**APPOINTMENT**

H. Parkhouse is appointed herewith to the office of Treasurer for HASI Inc and its division HCO.

This is an additional duty of executive status.

He is to care for all tax matters and accountings and filings at HCO WW, HASI and HCO London and all other organizations.

This step is preliminary to transfer of properties to HCO Ltd and HASI Ltd, which transfer cannot take place by Arizona law until HASI Ltd London is declared non-profit by Inland Revenue.

LRH:jw.rd

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Trustee for Transfer HASI Inc

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Sthil  
CenOCon

HCO POLICY LETTER OF 28 FEBRUARY 1963

**DEPUTY HCO WW EXECUTIVE SECRETARY**

Robin Hancocks is appointed Deputy HCO WW Executive Secretary.

In the absence of or unavailability of the HCO WW Executive Secretary, the Deputy HCO WW Executive Secretary has full authority to act in his place.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Only to:  
HCO Continental HCO POLICY LETTER OF 14 JANUARY 1964  
Secretaries  
HCO Executive  
Secretaries  
Assn/O Secretaries  
it  
(No fuller distribution)

**FUTURE CONTINENTAL OFFICER STATUS**

**The HCO** Continental Secretary and the Continental Director of all areas shall, after 1st September 1964, and until specifically then informed otherwise, be the senior HCO Area See and senior Assn/Org See of the Continental Area.

Unless advised to the contrary on or about 1st September 1964, these offices shall not exist as offices separate from the persons of the senior HCO Area See and senior Assn/Org See of the continent's Central Organization. The title will however be retained.

Until 1st September 1964 present status will remain unchanged barring emergencies.  
The entire reason for this action is financial.

The offices of HCO Continental See and Continental Director exist mainly to increase Scientology activity and income in a Continental Area and where this is not the whole concentration of such officers, as witnessed by the balance sheets, the supernumerary status of a separate HCO Continental Secretary or Continental Director cannot be afforded by that Continental Area.

In Continental Areas which are booming the increased activity demands the separate character of these highest Continental offices. But where income is not increasing, the offices become too great a burden financially on a Continental Area.

Between now and 1st September 1964 all org balance sheets will be carefully watched for increase and in those areas where the increase warrants it the separate status will be retained and where the area has not greatly increased the officers now holding the posts will revert to the senior HCO Area See and senior Assn/Org See of the area or the posts will be otherwise filled.

This is not intended as a criticism of current activity but only a calm forecast of the reality of the situation.

As I can, by administrative actions alone in any Central Org, as its Assn/Org See, boom its income, I expect my leading officers in any continent to be able to do

likewise in all orgs under their control.

LRH:jw.rd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 MARCH 1963

Saint Hill staff only

STAFF PERSONNEL ALLOWANCE  
SAINT HILL

The following is published as the allowed staff for Saint Hill:

*Office*

HCO Secretary WW  
HCO Franchise Secretary WW  
HCO Technical Materiel Secretary, plus one helper  
Accounts, Disbursement  
Accounts, Income  
Accounts, Ledger (part time)  
Treasurer (part time)

One full time HCO Communicator/Mail/Telex (plus one part time possibly to help with PAB mailings, etc)

Mimeo-two full time (part time can help with "bulges")  
(Mimeo also helps with correspondence, filing, etc.)

Materiel and Purchasing (part time).

*Domestic*

One full time cleaner, one part time (for offices)  
Laundress (part time)  
Cook  
Nanny or home help for children  
Tutor for children

*Outside*

Head Gardener: two assistants. Maintenance man: one assistant. Estate Bricklayer: one assistant. Driver and vehicles.

*Course*

Course Secretary  
Course Administrator (also Secretary Mary Sue Hubbard)  
Theory Supervisor  
Practical Supervisor  
Auditing Supervisor

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 JANUARY 1964

Sthil

**SCIENTOLOGY LIBRARY AND RESEARCH LTD**  
*EFFECTIVE ON RECEIPT*

Anton James and Roger Biddell are appointed herewith Scientology Library and Research personnel, under the direction of Reg Sharpe, Research Secretary and Technical Director.

They are to accomplish between them the following actions:

I . Data Collection, Rapid Assembly, storage and safeguarding of all Scientology technical materials, a copy of each book, all tapes, transcriptions of tapes, manuscripts, articles, HCO Bulletins, notes, notebooks of students that have been published on

ACCs, papers and any other material of whatever kind that gives Scientology technical data.

This material is to be so stored as to be available for cataloguing and so as to be of immediate use as needed.

Great care should be taken to preserve it against dust, moisture, damage, accidental loss by "lending".

The purpose here is to create a master library for research and compilation purposes only, not for lending or other use.

Insofar as possible original materials will be incorporated such as hand-written manuscripts, original copies of tapes (masters), etc.

Adequate space must be provided regardless of what other materials have to be stored outside the Manor. Adequate shelving and cabinets have a high priority.

**TAPE COPYING**

They are to care for Tape copying, all tape equipment, microphones, recorders, etc, allotted to SLR.

All needful tape copies are to be made promptly for shipment to proper authorised destinations.

The care and preservation of equipment is their full responsibility.

**COMPILATIONS WORK**

Immediate Crash Programme value is to be given to them on any compilation of new publications.

They will give all possible assistance to Mary Sue Hubbard on the assembly or construction of materials for early publication.

The construction or lettering of charts, assembly of dummies for paste-up, collection of pictures or photostats for use shall receive their most instant attention and amongst all their activities this has the highest priority.

After such compilation, the work is passed to Joan Jelmek for make-up and design and thence to Edgar for printing.

Scientology Library and Research has the purpose of collecting, safeguarding and preserving all Scientology materials, and while safeguarding the originals compiling from such new work and preparing it for direct dissemination as on tapes or designing and printing as in the case of written work.

It is a full intention that SLR shall provide a flood of new publications and compilations to assist the dissemination of Scientology.

LRH:jw.vmm.rd

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L. RON HUBBARD



**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 26 JANUARY 1964

sthil

**HCO (WW) LTD**

**CENTRAL ORG ACTIVITIES**

It should be the primary concern of HCO (WW) Ltd to increase the dissemination, activities and income of all organizations on a crash programme basis.

This should be done by:

1. Stressing recent policy letters on Org functions.
2. Compilation of "The Association/Organization Secretary's Org Rudiments" from recent policy letters.
3. Reissue of org ruds of the HCO Area See rewritten.
4. Adjustment of personnel in ailing orgs.
5. Hammering the Continental Directors to take interest in other orgs and proportionalizing their pay as so much of it from each org at that org's units, i.e. 25 units from each org at that org's pay scale, regardless of the 100%.
6. Demanding long range advance notice by HCOs to the field of coming functions and no more of this 30 day notice of a tape play. Get a year's schedule of special events ahead and published and then boomed 90 days in advance of each one.
7. Make a lowered income week subject of a cable to Cont Director.
8. Change the post of Tech Dir to Organization Case Supervisor for HGC and Academy with the purposes given to SHSBC Case Supervisor and abolish post of Technical Director. Specify the appointment must be given only to a person who has himself a fine record of case results from his or her own auditing. The person does not do anything but see that every student and every HGC pc gets his case cracked thoroughly with resultant high reality on Scientology. Regulation: No student must be classified or raised in Classification whose case has not been cracked and who has not gotten better in his classification level. Any classification application must have the statement on it that the applicant's case has been markedly improved and that the person knows it, signed by the Organization Case Supervisor, before HCO may issue a Classification or a higher classification. Only in the case of Class One is a field auditor's statement to this effect acceptable but even then it must be signed by the training auditor as "Case unmistakably improved and applicant is fully aware of it."

The Technical Council then heads up the Tech Division. The Case Supervisor is part of it.

9. A lowering state of book sales is to be a point of indication of a failing org and must be watched.
10. Failure of an org to grow or failure of a Continental Area to develop new offices is considered as an adequate reason for personnel shifts.

It is the duty of HCO (WW) Ltd to boom Central Orgs and offices, using standard alert means for doing so as well as the above.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 FEBRUARY 1964

Sthil Instructors Students

HCO(WW)LTD  
HCO (STHIL) LTD  
SCIENTOLOGY LIBRARY & RESEARCH, LTD

**REGULATIONS**

**GENERAL**

1. Anyone receiving orders from the Executive Director shall consider that the orders are directed to himself or herself personally and unless otherwise directed may not delegate the execution of the Executive Director's orders. All orders, therefore, are conceived to be personally directed for personal execution by the recipient unless the order itself states it may or should be delegated.
2. Flagrant disregard of the Executive Director's policies or orders can result in the convening of a Committee of Evidence on that person. The person receiving the order is held responsible for its execution.
3. If there is question concerning an assignment the procedure is to carry out the order or begin its execution before querying or requesting alteration.
4. Absence from post for illness or any other reason including processing **must** become the subject of a report to the Executive Director regardless of the action of the person in charge of that activity.
5. The head of a corporation unit has the power to engage or dismiss personnel or excuse them from post. All such actions, however, must be the subject of a routine despatch to the Executive Director. Intervention will only occur in instances of under-staffing, over-staffing or apparent injustice.
6. The orders of a corporation supervisor or head of department to his own personnel are final. Appeal may be made to the Executive Director only in matters of design, reduction of wage or dismissal.
7. The Executive Director has the right to intervene in matters of design, technology, finance, promotion and efficiency and may do so in any area or corporation that is not being effective or solvent. It is otherwise the intention of the Executive Director not to interfere beyond broad policy or planning with corporations or departments.
8. Anyone found to be attempting to reduce the effectiveness of the policies or instructions of the Executive Director or a corporation head or department head by knowingly contrary advices or interpretations which tend to render the policies or instructions null and void or appear unwise may become subject to a Committee of Evidence.
9. The Convening Authority of all Committees of Evidence for this area is the Executive Director, and he may do so on the application of the corporation manager or on his own cognizance.

**COURSE**

1. No Course student may be used for giving assists to any Saint Hill staff of any corporation or members of the public.

2. No student may be used to give ARC Break Assessments or assists on another student who is not his or her assigned preclear. Any auditing received by a student must be from that student's assigned auditor. Exception, instructors or qualified Saint Hill staff members may audit students.
3. No student may be audited above his classification level. Classification Policies are in full force on course. The only persons who may be audited above their formally assigned Class level are Founding Scientologists and these may only be audited up to Class IV with the reservation that the processes must fit the case.
4. Two levels of processing may not be combined, i.e., Class 0 process run with Class III commands.
5. Students are to be moved forward through units in accordance with their cheek sheets only and no opinion is to be interjected to prevent such progress that is contrary to check sheet evidence. In short, if a student's cheek sheets call for his progressing forward no instructor may by opinion only restrain his being moved up.
6. A student may not be retrogressed in units. If a student has attained X2 for example he or she may not be returned to W or XI. Additional special check sheets may however be given a student in any unit which must be completed before progressing to the next unit or division thereof.
7. No student may be instructed contrary to existing technology or advised to do anything except standard technology.
8. No student may be accepted on course unless they personally desired to be here.

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L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 MARCH 1964

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**SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS SYSTEM:  
DISPATCHES**

(Adds to HCO Policy Letter of Dec 13, 1962)

Add to the paragraph on Colour Flash System for Dispatches and Letters:

*Grey Paper* - All internal dispatches between personnel of HCO (St. Hill) Ltd.

*Violet Paper* - All dispatches between personnel of Scientology Library and Research Ltd, and all dispatches to other Orgs' personnel from S.L.R. Ltd.

LRH:gl.rd

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# L. Ron Hubbard

FOUNDER

Mary Sue Hubbard

1965

TBF GUARDUN WW

## HC6 EXEC SEC

## HCO

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EXECUTIVE  
DIVISION 7  
DIVISION 7 SEC.

HCO DIVISION 1  
HCO AREA SECRETARY  
HCO AREA SEC. SEC.

HCO DISSEMINATION DIVISION 2  
HCO DISSEMINATION SECRETARY  
HCO DISSEMINATION SEC. SEC.

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REA

SOURCE	EXISTENCE	CONDITIONS	RECOGNITION COMMUNICATION PERCEPTION			ORIENTATION UNDERSTANDING ENLIGHTENMENT		
Department 21	Department 20	Department 19	Department 1	Department 2	Department 3	Department 4	Department 5	Department 6
OFFICE OF THE CHIEF OF EXECUTIVE	OFFICE OF THE CHIEF OF EXECUTIVE	OFFICE OF THE CHIEF OF EXECUTIVE	DEPARTMENT OF ROUTING, APPEARANCES & PERSONNEL			DEPARTMENT OF PROMOTION, PUBLICATIONS & REGISTRATION		
Off. of LRH Coordinator	Office of HCO Admin Sec.	Office of Operations Sec.	Director of Routing, Appearances & Personnel	Director of Communications	Director of Inspections & Reports	Director of Non-Notio.	Director of Publications	Director of Registration
Off. of On, Gutu, luu,								

# L. Ron Hubbard

FOUNDER

Mary Sue Hubbard  
CONTROLLER

1971

TBE GUARDIAN WW

## HCb EXEC SEC

## HCO

HCO DIVISION 1  
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HCO AREA SECRETARY  
HCO AREA SEC. SEC.

EXECUTIVE  
DIVISION 7  
DIVISION 7 SEC.

HCO DISSEMINATION DIVISION 2  
HCO DISSEMINATION SECRETARY  
HCO DISSEMINATION SEC. SEC.

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SOURCE	EXISTENCE	CONDITIONS	RECOGNITION COMMUNICATION PERCEPTION			ORIENTATION UNDERSTANDING ENLIGHTENMENT		
Department 21	Department 20	Department 19	Department 1	Department 2	Department 3	Department 4	Department 5	Department 6
OFFICE OF THE CHIEF OF EXECUTIVE	OFFICE OF THE CHIEF OF EXECUTIVE	OFFICE OF THE CHIEF OF EXECUTIVE	DEPARTMENT OF ROUTING & COMMUNICATIONS - PERSONNEL			DEPARTMENT OF PROMOTION, PUBLICATIONS & REGISTRATION		
Off. of LRH Coordinator	Office of the Admin Sec.	Office of Operations Sec.	Director of Routing & Personnel	Director of Communications	Director of Inspections & Reports	Director of Promotion	Director of Publications	Director of Registration

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 2 AUGUST AD 15**

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**EXECUTIVE DIVISION**

The Executive Division is Division 7.

The LRH Communicator is in charge of the Division.

It consists of three departments,

The first department is the Office of LRH Department 21. It is in the charge of the LRH Personal Secretary.

The second department is the Office of the HCO Executive Secretary, Department 20. It is in the charge of the HCO Exec See Coordinator.

The third department is the Office of the Organization Executive Secretary, Department 19. It is in the charge of the Org Exec See Coordinator.

**THE OFFICE OF LRH**  
**PURPOSE**

The purpose of the Office of LRH is:

"To direct, authorize and organize Scientology and its organizations and to ensure the forward progress of all."

All orders, rules, regulations, policies and routes are designed to forward only this purpose and so no order, rule, regulation, policy or route may be issued or followed that denies this basic purpose.

The principal sections are the Council Section, LRH Personal Concerns Section, Design and Planning Section, Files Section, Authority to Issue Section, Signature Section, Construction Section, and the Household Section.

This office and these sections are represented in every Scientology organization.

In this office are held the Council meetings consisting of LRH, usually by proxy, the HCO Exec See and the Org Exec Sec.

The Council advises actions based on the reports of the Divisional Adcomms which council actions, when not already covered by blanket policy, must be referred to LRH in person via his Area Communicator before such minutes are valid. LRH as Executive Director may however issue orders not passed upon by the Council or contrary to their vote, as the org council is itself advisory and is an assistant in an advisory capacity to the Board of Directors at Saint Hill.

Through this office and its activities, the Executive Director directs and controls each organization in accordance with the above purpose.

In very small orgs these functions, aside from the Council Section, are taken over by the HCO Area See as LRH Communicator.

## THE OFFICE OF THE HCO EXEC SEC

The primary purpose of the Office of the HCO Exec Sec is:

"To help Ron keep HCO and the organization there and make them and the policies, technology and service of Scientology well known."

As all orders, rules, regulations, policies and routes for this office exist to further this purpose, no order, rule, regulation, policy or route may be made or used to interfere with this purpose.

In the person of the HCO Executive Secretary, this office controls the two divisions of HCO, and controls the routing and handling of despatches and persons throughout the org and HCO, and all personnel of HCO and the Org,

### THE HCO PORTION

The first two divisions of the entire organization are the HCO Divisions. This is known as the HCO Portion of the organization.

## THE OFFICE OF THE ORG EXEC SEC

The Office of the Organization Executive Secretary has as its purpose:

"To help Ron keep the organization solvent and producing and to make Scientology well known everywhere."

As all orders, rules, regulations, policies and routes exist to further this purpose, no rule, order, regulation or policy may be made or used to interfere with this purpose.

This Office in the person of the Org Exec Sec, directs and controls the four divisions of the Org.

The primary action of the Org Portion of the entire organization is to *handle* whatever is routed and so produce results, and in its 6th Division Distribution, as well as the other three, to make Scientology broadly known and well thought of everywhere by changing personal and social conditions.

It will be noted that the keynotes of the Executive Division are:

- I Authorization and broad direction lies with the Office of LRH.
2. Existence of the entire organization lies with the Office of the HCO Exec Sec.
3. The Conditions of people and society are handled and changed by the Office of the Org Exec Sec.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 DECEMBER 1965

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Int Exec Div

**ORGANIZATION OF THE INT EXEC DIVISION**

**STATISTICS OF THE INTERNATIONAL  
EXECUTIVE DIVISION**

What is a statistic? 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.

A down statistic means that the current number is less than it was.

An up statistic means the current number is more than it was.

We operate on statistics. These show whether or not a staff member or group is working or not working as the work produces the statistic. If he doesn't work effectively the statistic inevitably goes down. If he works effectively the statistic goes up.

*NEGATIVE STATISTICS* - Some things go up in statistic when they are bad (like car accidents). However we are not using negative statistics. We only use things that mean good where they go up or mean bad where they go down.

One then is valued in the group because of the rise and fall of the statistics for which he is responsible.

The organization of the division is arranged to compare with the statistics of Scientology Orgs and their divisions.

There are seven divisions in a Scientology Org.

These are:

1. HCO Division.
2. HCO Dissemination Division.
3. Org Division.
4. Technical Division.
5. Qualification Division.
6. Distribution Division.
7. Executive Division.

For each one of these there is an International Executive Division Section.

These sections advise and supervise the comparable divisions all over the world as follows:

OFFICE OF LRH WW contains:

(a) The Advisory Council WW

- (b) The LRH Communicator Advisor WW
- (c) Office of LRH production activities and staffs, (Cine, book writing, magazine articles writing, photography, research, hats, policy writing, etc.)
- (d) Estate Section
- (e) Household Section
- (f) Office of LRH Personal Secretary

OFFICE OF THE HCO EXEC SEC WW

- (a) HCO Advisor WW
- (b) Dissemination Advisor WW
- (c) Secretarial Assistance for the HCO Exec Sec WW

OFFICE OF THE ORG EXEC SEC WW

- (a) Organization Advisor WW
- (b) Technical Advisor WW
- (c) Qualifications Advisor WW
- (d) Distribution Advisor WW
- (e) Secretarial Assistance for the Org Exec Sec WW

All functions of the Int Exec Division are organized within the above framework.

It has its own org board independent of the Saint Hill Org which, to the Int Exec Div, is another organization.

STATISTICS - The statistic for the whole Int Exec Div is the gross income of all Scientology orgs in the world combined (but not all franchise holders or field auditors also).

The statistics for the Advisory Sections are:

HCO ADVISOR and SECTION - The two HCO gross divisional statistics of all HCO Divs in the world combined.

DISSEM ADVISOR and SECTION - The gross divisional statistics of all Dissem Divs in the world combined.

ORG ADVISOR and SECTION - The gross divisional statistics of all Org divisions in the world combined.

TECHNICAL ADVISOR and SECTION - The gross divisional statistics of all Tech Divs in the world combined.

QUALIFICATIONS ADVISOR and SECTION - The gross divisional statistics of all Qual Divs in the world combined.

DISTRIBUTION ADVISOR and SECTION - The gross divisional statistics of all Dist Divs in the world combined.

EXECUTIVES - Each of the three Offices of the Int Exec Div is handled by a Co-ordinator instead of a director as in the case of divisional departments, comparable to Director rank.

The Advisors are Officers. Heads of units are "In Charge".

*EXECUTIVE STATISTICS* - The statistics of Advisors are named above.

There are statistics for all executives higher than advisors. These are:

LRH - Books and articles written, films, tapes, policy letters, HCO Bs, Sec Eds. Items are given different numerical values.

These are combined into one figure weekly count. Statistics of the production section are similarly assigned.

HCO EXEC SEC WW - One figure, being the arbitrary add up of the four figures of the two Advisory Sections of that office (HCO & Dissem).

ORG SEC WW - One figure, being the arbitrary add up of the eight figures of the four Advisory Sections of that office.

LRH COMMUNICATOR WW - The gross income of the Int Exec Division itself irrespective of the gross income of other orgs.

**THE CO-ORDINATOR OF THE OFFICE OF LRH** - The combined statistic of the Office of LRH Sections.

**THE CO-ORDINATOR OF THE OFFICE OF THE HCO EXEC SEC WW** - A ratio of the number of staff in the division over the gross income of the division.

**THE CO-ORDINATOR OF THE OFFICE OF THE ORG EXEC SEC** - A ratio of the expenditures of the division over the income of the division.

**THE OFFICE OF LRH PRODUCTION OFFICER** - The numbered items as per LRH statistic actually handed over to Dissem Divisions or distributors to be published or issued.

**THE HOUSEHOLD OFFICER** - The LRH Statistic as above.

**THE ESTATE MANAGER** - A ratio between the materiel expenditures of all kinds, salaries and contracts in the section and the professionally estimated gross income of the Saint Hill organization.

Other staff members have statistics as set by their immediate superiors.

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[Note: The last sentence in "Advisory Sections" has been amended from "Heads of units or 'In Charge' " to "Heads of units are 'In Charge' - per HCO P/L 8 February 1966.1

### **WW DIVISION**

The original composition of the WW Division was the realization that for lack of a central operating or governing body in operation all of these various orgs were more or less adrift. They couldn't in actual fact function without particularly good coordination from a central org. So the WW Division was formed.

[Excerpted from HCO P/L 31 January 1966, Compilations Section, Department 21, Office of LRH (A Conference held at Saint Hill by LRH on 19 January 1966), Volume 2, page 113.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 JANUARY 1966  
Issue 11

Remimeo

**DIVISION 7**  
**INTERNATIONAL EXECUTIVE DIVISION**  
**OFFICES OF THE HCO EXEC SEC AND**  
**ORG EXEC SEC DESCRIBED**

The organization of this division is modified as follows:

L. RON HUBBARD  
Executive Director

Div 7 Secretary

|  
Div / Communicat@r  
|

SOURCE	EXISTENCE	CONDITIONS
Office of LRH	Office of the HCO Exec See	Office of the Org Exec See
LRH Communicator	Personal See to the HCO	Personal See to the Org
LRH Personal Aide	Exec See	Exec See
Co-ordinator of the Office of LRH	HCO Area Advisor HCO Dissem Advisor	Org Div Advisor Tech Div Advisor Qual Div Advisor Dist Div Advisor
Keeper of Tech AdCouncil		
Compilations Section		
LRH Ethics Authority		
Design & Planning Section		
Photo Section		

This chart serves for all orgs.

The posts are filled completely only in WW and are to be filled as orgs expand.

**DIV 7 SECRETARY**

This new post is the Secretary who cares for the personnel, communications and administration and quarters of the Executive Division.

The Division Seven Secretary is called just that as any other title is in conflict with the offices of the division.

This secretary holds an Executive Division AdComm. This is junior to the AdCouncil and is on a par with other division AdComms.

The rank of this secretary is the same as all other division secretaries and in privilege is just below that of the HCO Area See, who is the first secretary of the organization in privilege and precedence.

The Div 7 See never issues orders to other divisions and has no authority to do so.

## CO-ORDINATORS

The 3 offices of the Executive Division are headed by Co-ordinators rather than directors as in other divisions.

They have the rank and privileges of directors of departments.

Co-ordinators manage the activities and personnel of the office. The Executive Secretaries have first authority in their own offices of course.

In Chain of Command the Exec See forwards all office administrative matters for his or her office through the Co-ordinator. Administrative matters means personnel arrangements, supervision and duties of personnel in that office and execution of tasks assigned.

The Exce Secretaries do not forward HCO and org affairs through the Co-ordinators or the Div 7 Secretary but through Advisors.

## ADVISORS

The Executive Secretaries have one advisor for each of his or her divisions who operate as liaison officers.

An Advisor has the rank of Officer.

In administrative matters related to the office only the Advisor is under the orders of the Co-ordinator of the office.

An Advisor may only sign letters as "for the HCO Exec Secretary" or "for the Org Exec Secretary" and may not sign any communication or letter with only his own name. To do so would create a by-pass of the Exec See and unmock the office.

The Advisor receives and handles all materials relating to the division type he is appointed to.

The Advisor advises the Exec See, not the Division he is in liaison with and issues no orders with his own authority and uses only the authority of the Exec See even in conversation or letters. He must be given express orders to issue by the Exec See even though he in fact writes them.

An Advisor is really an aide to the Exec See for the Division he is appointed to advise upon.

An Advisor should implement the orders of the Exec See and the Advisory Council and only as those orders apply to his type of division.

The Advisor is there to lighten the Exec See's burden in all possible ways as they relate to the area of responsibility for which the Advisor is named.

The Exec See usually seeks the advice of an Advisor before handling a situation in that Advisor's type of division but isjn no way bound to take it, whereas the Advisor is bound to issue and get executed any orders expressly given by the Exec See.

## GENERAL STAFF MEMBERS

Other posts in the Executive Division are held by general staff members.

The Office of LRH is covered in another Policy Letter.

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L. RON HUBBARD

(Modified and extended by HCO P/L 21 January 1966  
on page 4 1.1



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JANUARY 1966

Remimeo

**EXECUTIVE DIVISION**

(Modifies and extends the HCO Policy Letter  
of 20 January 1966 concerning the  
Executive Div Organization Chart)

**COMMUNICATORS (EXEC SEC)  
(With data on AdCouncils)**

The title Advisory where used as a helper to an Exec See is changed to "(HCO or Org) Exec See Communicator for (division represented)".

This title has the rank and privileges of a Secretary in his own org and in a junior org to the one appointed, the privileges of an Executive Secretary.

The purpose of the post is:

TO COMMUNICATE FOR THE EXECUTIVE SECRETARY AND HELP WITH THAT OFFICIAL'S PURPOSE BY COMMUNICATING ON ~MATTERS AND/OR HANDLING THEM RELATING TO THE TYPE OF DIVISION REPRESENTED AND TO BE RESPONSIBLE TO THE EXECUTIVE SECRETARY FOR THAT TYPE OF DIVISION AND TO BE RESPONSIBLE TO THE EXECUTIVE SECRETARY FOR THAT GROSS DIVISIONAL STATISTIC.

Only in the International Division or in an org having 250 staff members or more would this post be filled.

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The Exec See Communicator for a type of division receives copies of the graph or graphs relating to the type of division he or she communicates with as soon as they are made up for the week by OIC. Graphs of the other divisions may be furnished by OIC option.

For example at WW, copies of the HCO Area Graph for each org would be copied and sent to the Exec See Communicator for HCO Area Divisions.

**DESPATCHES**

All despatches received in the International Exec Div to the Executive Secretary for a type of division are routed to the Exec See Communicator for that type of Division; and in an org having 250 or more staff members with no junior orgs, all despatches from the Secretary of a division are sent to the Executive Secretary's Communicator for that division.

All despatches from a type of division or a division are answered by the Communicator and signed by or for the Communicator's Exec See at the Exec See's option.

**TITLES**

*Full Title*

*Short Title*

HCO Executive Secretary's Communicator ES Comm HCO (place by telex code) for HCO (place)

HCO Executive Secretary's Communicator ES Comm Dissem (place by telex code) for Dissemination (place)

Organization Executive Secretary  
Communicator for Organization  
(place in full)

ES Comm Org (place by telex code)

Organization Executive Secretary Communicator for Technical (place in full)	ES Comm Tech (place by telex code)
Organization Executive Secretary's Communicator for Qualifications (place in full)	ES Comm Qual (place by telex code)
Organization Executive Secretary's Communicator for Distribution (place in full)	ES Comm Dist (place by telex code)

*Example:*

Richard Roe, Organization Executive Secretary, Communicator for Organizations (Oakland)

Dick, ES Comm Org (Ok)

#### ADVISORY COUNCIL ROLE

A Communicator has no Advisory Council seat. In the prolonged absence of an Executive Secretary the first Divisional *Secretary* acts as, the deputy of the Exce Sec absent in the Advisory Council. The HCO Area Sec is the first deputy for the HCO Exec Sec and the Org Sec is the first deputy for the Org Exce Sec in the event of prolonged absence. The ES Communicators do not act as deputies.

At an Advisory Council meeting the ES Communicators attend but are seated together at a distance from the Executive Secretaries and may not speak or comment unless directly called upon for a report or for assistance. No ES Communicator may act as the secretary for the meetings to take its notes and minutes-this task must be done by the Division 7 Secretary. The LRH Communicator is also present, seated away from the ES Communicators and nearest the table of the Exce Sees, but has no voice in the meeting except when called upon for policy letters or Sec Eds.

The full original graphs are sent directly to the AdCouncil by OIC.

In an erg with 250 or more staff members and no junior erg the AdCouncil takes up each graph on its own and may call for a report from the Communicator representing that division and may even call up the Secretary of the Division for information by sending the Communicator for the Secretary.

At WW, the AdCouncil is furnished with all graphs of all orgs and with the WW combined graphs for all orgs for each type of division. The Executive Secretaries' inspection is of the WW combined graph. This is noted as up or down. Then the ES Communicator for that type of Division is called upon to note any affluences, danger or no reports from individual orgs and to explain what he or she has told or heard from the Executive Secretary in the outer erg concerning the state of the graph. It should be noted that a combined WW graph that is good may contain an erg that is doing badly in that type of division and vice versa.

The AdCouncil (WW or Area) then corrects or enforces the Communicator actions for each org for that type of division.

The LRH Communicator is given the wording of the appropriate See Ed, for OK and issue.

As Keeper of the Seals and Signature, the LRH Communicator may then order the Sec Ed issued IF NOT CONTRARY TO POLICY. If the order seems contrary to policy the LRH Communicator must despatch the Office of LRH WW by fastest means for authority to issue the See Ed or refuse it, giving the pertinent data.

At WW, the prime concern of the Advisory Council is the competence of Executive Secretaries of other orgs in keeping their divisions going well.

In area orgs the concern of the Advisory Council is the competence of Divisional Secretaries in keeping their Divisions going well.

ALL actions are taken only on statistics. No rumour or opinion may be accepted as a reason for the assignment of conditions to anyone or anything. The statistics are up or down and to what degree or trend over a longer period decides it.

The **LRH** Communicator may not issue See Eds contrary to the condition of the statistic.

Misdemeanors and crimes are the subject of Ethics, not the Advisory Council.

If a danger condition is assigned, then of course the formula of that condition must be followed.

See Eds contrary to condition formulas must be refused.

ES Communicators may not request or advise the issue of See Eds to the LRH Communicator. ES Communicators may suggest See Eds to the Exec See of his or her own office or bring them already written to the Advisory Council meeting but may not offer them unless asked.

ES Communicators may be ordered to write up See Ed paragraphs on their own type of division before the Advisory Council and place them with the papers before the Executive Secretaries.

An ES Communicator is judged, like the Division's Secretary, by the graph of the gross divisional statistic of that division, except at WW where the combined graph of a type of division is the graph of the ES Communicator.

Any condition may be assigned to a Communicator himself but *only* on the basis of the graphs as in the paragraph above.

If the Advisory Council or an ES Communicator proposes a Danger Condition which is not visible in the statistics of that portion or if an Emergency is assigned to a portion in affluence, the LRH Communicator must cable or report to the LRH Communicator WW at once whether the condition was assigned or not. Proposal is sufficient.

#### CONDUCT OF ES COMMUNICATORS IN AREA ORGS

An ES Communicator may in his own org (not WW) work with the secretary of his type of division giving advice based on policy, See Eds and orders, but he may *not* order the secretary's personnel or handle the secretary's own despatch line unless a danger condition is assigned that division.

By approaching his Exec See, an ES Communicator may insist on a dang(,~r condition or an emergency but only on the statistic and on nothing else. If the statistic is bad *and* if the ES Communicator is doing the Secretary's work on by-pass of the Secretary a danger condition *must* be assigned by the Exec See on the ES Communicator's request.

A Secretary may file a job endangerment Ethics report on an ES Communicator who requests, or an Exec See who assigns, emergency or danger condition not shown in statistics.

#### DIVISION SEVENS

The Seventh Division and the Division 7 Secretary is cared for by the HCO Exec See Communicator. At WW the Seventh Divisions of all orgs are under the HCO Exec See Communicator WW who communicates to the HCO Exec Sees of the orgs about them.

#### CONDUCT OF AN ES COMMUNICATOR WW

An ES Communicator WW in the Int Exec Division, having no org, may *not* work with the secretary of his type of Division at Saint Hill as above or with the secretaries of other orgs as this is a by-pass.

When visiting other orgs an ES Communicator WW may *not* give orders to a secretary but only to the Exec See of that org comparable to his post and only on the subject of Iiis type of division.

These orders are given in writing and a copy is always sent to the ES Communicator's own Exec See WW by swift means such as airmail or cable when urgent.

ES Communicators WW away from the Int Exec Division and in another erg may not telephone their Executive Secretary but must cable, and may cable from outside the erg at WW expense if the situation warrants it.

Travel and living expenses of an ES Communicator WW are paid by the erg to be visited or the travel only apportioned to several orgs if on the same continent, as such visits would result in greater income for the org. visited which would not be recompensed by administrative 10%. Further, currency exchange laws make this an easier procedure.

An ES Communicator WW may not accept fees or costly gifts but may accept tokens of appreciation or souvenirs. All such must be reported to the HCO Exec Sec WW on the ES Communicator WW's return and a list of what was expended upon the ES Communicator WW by the orga visited (excepting only casual lunches or treats) must be given to the Treasurer, WW.

ES Communicators WW may appear at and address congresses and gatherings but if so a reasonable lecture fee is paid to the Int Org Division for it.

#### ABSENT ES COMMUNICATORS WW

An absent ES Communicator WW has his post covered for him at WW by a Deputy ES Communicator WW temporarily posted for a term of his absence if prolonged to more than 3 days.

#### INTENTION

It is the intention of this policy letter to prevent the lines of an Exec Sec from jamming as Scientology expands. Therefore it is a prime concern of an ES Communicator to care for all routine traffic of his org's division to the Exec Sec or at WW for all such divisions in the world.

An ES Communicator must not habitually bring a body or talk with his Exec Sec and should depart at once after he has received verbal orders as any Exec Sec time he consumes is contrary to the reason for his post.

#### CONFERENCES

An Exec Sec may have in his or her ES Communicators for a conference or employ his or her ES Communicators in any fashion on Scientology business.

But an Exec Sec conference with ES Communicator has no force of orders outside the province of that Exec Sec. The Advisory Council alone may issue orders of a valid nature binding on the org in general. Conferences may not be substituted for Advisory Council meetings.

If a conference is held it should be to determine what to do about a situation, not to act as a legal body.

None of this applies when a danger condition exists in an Exec Sec's divisions. Then orders may be issued in conference.

In a conference with ES Communicators there is no voting or minutes.

#### ETHICS

An ES Communicator is a valid Executive Hearing Officer.

He or she has no other Ethics rights beyond it being a crime to stop one proceeding on his or her duty.

#### BY-PASS

When an ES Communicator in an area issues orders to his or her type of division it is not a by-pass of his Exec Sec.

This is because he is acting in the name of the Exec Sec.

BUT IF AN ES COMM WW communicates with any secretary it is a by-pass of the Exec Sec of that org and will bring on a danger condition in that org.

An Exec Sec by-passing his or her own ES Communicator into the division of that ES Communicator without informing the ES Communicator is a by-pass. A WW ES Communicator issuing or taking despatches directly from anyone but an Exec Sec of another org is a by-pass and will raise havoc. A WW ES Communicator of a division type does not communicate with secretaries of that division type. It is a by-pass of Exec Sees of those orgs.

#### AUTHORITY OF AN ES COMMUNICATOR

An ES Communicator has no authority not derived from the Exec Sec or that of a staff member of his rank.

If an ES Communicator issues orders to another org's Secretary, this is a by-pass and will bring about a danger condition as it by-passes the Exec See of that other org.

If an ES Comm HCO or ES Comm Dissern issues orders to an ES Communicator on the org side or vice versa this is a by-pass of both Exec Sees and will cause trouble. Such an order is unusual anyway and is seldom needed, but if done at all, it must be via the ES Communicator's own Exec See to the other Exec See to the other Deputy.

ES Communicators can of course advise one another in an Executive Division but their advice is not binding on another ES Communicator and need not be acted upon.

#### SUBVERSION

If ES Communicators use their authority to subvert an Exec Sec or if they combine to remove an Exec See, it is a High Crime.

#### SUPPRESSION

An ES Communicator who gives bad news continually to his Exec See or seeks to arouse his Exec Sec's wrath against other staff members or orgs or divisions commits a Suppressive Act,

The temper of an Exec See is in the keeping of his or her ES Communicators (where they exist) and the effectiveness of an org can be severely damaged and its staff harmed by those who seek to arouse the rancour of an Exec Sec against others.

This does not mean that bad news should be withheld from an Exec Sec. It means it should be presented with no trimmings or trappings or opinions. If it is bad news and requires urgent action, an Exec Sec's people should just lay it in writing silently before the Exec Sec.

If a secretary is to be chewed on, the secretary should be brought to the Exec Sec. It should not be done by message via an ES Communicator.

. An ES Communicator must not convey an Exec Sec's orders with embellishments or with a description of any misnotion on the part of the Exec Sec.

As an ES Communicator's authority and dignity is that of his or her Exec Sec's it behoves an ES Communicator to safeguard his or her Exec Sec's reputation by all means short of false reports.

An ES Communicator may not testify against his or her Exec See in a Committee of Evidence or at a Hearing.

An Exec Sec may testify against an **ES-Communicaton**

#### CONTINENTAL ORG

A Continental Org when large enough to have junior orgs, puts in a Continental Exec Div patterned on WW for that Continent and its ES Communicators are used like one in WW, its senior.

Now maybe the Exec See of a very big org or WW can breathe.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 JANUARY 1966

Rernimeo

**DIVISION SEVEN**

For administrative purposes and to better balance the org, Division Seven is considered part of HCO.

Division Seven is in the Divisions of the HCO Exec Sec.

The person in charge of it is the "Division Seven Secretary".

At worldwide (Int Exec Div) all Division Sevens in all orgs come under the HCO Executive Secretary Communicator for HCO WW as part of the divisions he or she is responsible for.

The HCO Exec Sec Communicator for HCO WW must not communicate directly with Division 7 Secretaries in orgs as that would by-pass the HCO Exec Secs of those orgs but addresses all Communications relative to Division 7 to the HCO Exec Sec of that org.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JANUARY 1966

St Hill  
only

**INT EXEC DIV RELATION  
TO SAINT HILL ORG**

The International Executive Division WW is just another Saint Hill Division.

There are *eight* Divisions at Saint Hill. The difference is that it has 2 Executive Divisions, one Division 7 for the world, one for the Saint Hill Org.

The International Executive Division has no duplicated "Ethics Officer". It uses Saint Hill's.

It is unduly complex to have two whole organizations at Saint Hill. There is only one. It has two Division Sevens-one Div 7 WW, one Div 7 SH.

The Advisory Sections to the world in Div 7 WW look like divisions but they serve Saint Hill as well and someday we will have Advisory Sections in Div 7 SH also for Saint Hill only.

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HCO POLICY LETTER OF 1 MARCH 1966

Remimeo

Issue 11

*Executive Division*

**EXECUTIVE DIVISION ORGANIZATION  
AND ITS THEORY AND PURPOSE**

There are 8 divisions posted in every organization. There are 9 posted in a Continental org. There are *two* Executive Divisions, the International Executive Division and the Area Executive Division for every org. This is true for the org where the Int Exec Div is located and for every other org even though it is not physically located there. In addition there are the normal 7 divisions of the Area organization.

There are Nine in a Continental Org-the Int Exec Div, the Continental Exec Division and the normal 7 Divisions of the area org.

The full org board of the International Executive Division must be posted in every organization as well as the area board. Hence each org has 8 Divisions. This is done by mounting an additional board, one division wide, preferably to the left of the area org board.

In a Continental Org, the Continental Exec Division is added making 3 boards, one for Int, one for Cont and seven for the area org, the Continental also comes under HCO making 4 divisions in a Continental HCO.

There is *no* difference in the pattern of the WW or a Continental or an Area Executive Division except numbers of staff in it. All posts that appear in the Int Executive Division will also eventually appear in the Continental Exec Division and an Area Executive Division as orgs grow and numbers of staff increase.

Below is the pattern of an Executive Division. Smaller orgs have only a very small number of personnel and very few of the posts filled.

THE EXECUTIVE DIVISION

The Executive Director  
The Guardian  
The HCO Exec Sec  
The Org Exec Sec

Division 7 Secretary

Div 7  
AdComm

Div 7 See's See  
Div 7 Communicator  
Co-ordinator Office of LRH  
Co-ordinator Office of HCO Exec Sec  
Co-ordinator Office of Org Exec Sec  
OFFICE OF LRH

LRE Communicator

Personal  
Office of  
LRH

LRH Comm See  
Exec Div Mimeo Unit  
Keeper of the Seals and, Signature

Policy Files  
See Ed Files

LRH Personal See

LRH Personal Files  
LRH Personal Possessions  
LRH Personal Val Doe  
LRH Personal Finance

LRH Transcription  
LRH Comm Files  
Project File

The Guardian Communicator  
Guardian Comm See  
Guardian Policy Bureau  
Guardian Extreme Conditions Bureau  
Danger Branch Bureau  
Affluence Branch  
ES Personnel Files  
Candidate Files  
Test Files  
Guardian Long Range Promotion Bureau  
Promotion Projects  
Successful Promotions Branch  
Successful Promotions Files  
Unsuccessful Promotions  
Guardian Information Bureau  
Planetary Branch  
Org Branch

The Guardian Personal See  
Guardian Personal Matters  
Possessions  
Travel  
Guardian Personal Files  
Guardian Personal Finance  
Guardian Transcription  
Guardian Personal Val Doc

Personal  
Office of  
the  
Guardian

Archives Librarian  
Original Tapes  
Original Publications  
Original Books  
Original Magazines  
Original Handwritten Papers  
Original Letters & Despatches  
Historical Data of the Org & Scn  
Artifacts  
Master Mimeo Files

The Guardian Reference Librarian  
Books Files  
Magazines Files  
Mimeo Files  
Policy Letters  
See Eds  
HCO Bs  
Hat Files  
Visio-Audio Files  
Photographic Files  
Cine Files  
Educational Aids File  
Tape Files  
Transcription Library  
Despatch Files

The Guardian Message Centre Officer  
The Guardian Reception  
The Guardian Comm Clerks  
The Guardian Comm Systems  
The Guardian Couriers  
The Guardian Public Ltrs

Service Section  
Personnel Section  
Appearances Section  
Comm System & Station Section  
Courier Section

## OFFICE OF THE HCO EXEC SEC

HCO Exec See's See

ES Comm for Div 7

- Offices of LRH Bureau
  - Liaisons
- Offices of HCO Exec Sees Bureau
  - Liaisons
- Offices of Org Exec Sees Bureau
  - Liaisons

ES Comm for HCO Bureau

- Routing Appearances and Personnel Branch
- Communications Branch
- Inspection and Reports Branch
  - Design & Planning Liaison
  - Ethics Authority Liaison
  - 01C
  - Exec Div Time Machine
- Legal Branch
  - Corporations
  - Suits
  - Legal Liaison
  - Legal Files
  - Legal Clerks
- Tech & Pol Materials
  - Assembly Branch

ES Comm for Dissem Bureau

- Promotions Branch
  - Liaisons
- Publications Branch
  - Liaisons
- Registration Branch
  - Liaisons
- Dissem Materials Assembly Branch
- Visio-Audio Aids Branch
  - Film Production
  - Tape Recording
  - Photographers

Co-ordinator of the Office of HCO Exec See

- HCO Exec See Personal Matters See
- Files Section
- Communications Section
- Personnel
  - Personal Secretaries
  - Clerks
- Travel Section

## OFFICE OF THE ORG EXEC SEC

ES Comm for Org Divs Bureau

- Income Branch
  - Liaisons
- Disbursement Branch
  - Liaisons
- Assets Records and Materiel Branch
  - Liaisons

Treasurer's Office

Accountants

Clerks

Finance Records

Balance Sheet Files

Non-Current Records

ES Comm for Tech Bureau

Tech Services Branch  
Liaisons  
Training Branch  
Liaisons  
Student Reports  
Processing Branch  
Liaisons  
Auditor's Reports  
Check Sheet Branch  
Check Sheet Library  
Standard Process Branch  
Process Library

ES Comm for Qual Bureau

Examinations Branch  
Liaisons  
Exam Records Files  
Review Branch  
Liaisons  
Certs and Awards Branch  
Liaisons  
Standard Review Process and Check Sheet Files  
Org Training Branch  
Staff Status Materials

ES Comm for Dist Bureau

Field Activities Branch  
Congress Planning Past Programme Files  
Congress Drill Files  
Sen Group See WW  
Ad Planning  
Mail List Accumulation  
Clearing Branch  
FSM Liaison  
Franchise Liaison  
Selectee Files Liaison  
Promotional Literature  
Compilation  
Promotional Programmes Files  
Success Branch  
Success Data Liaison  
Success Answers Liaison  
Foundations Liaison  
OT Operations  
Civil Populations Liaison  
Chaplain WW  
Court Liaison  
Justices Liaison

Co-ordinator of the Office of the Org Exec See

OES Personal See  
OES Personal Matters  
Communications Section  
Personnel Section  
Travel Section  
Exec Div Finance Unit

The Executive Division for purposes of Admin and AdComm comes under HCO and is part of the HCO portion of the org and the Division 7 See reports to the HCO Exec See as his immediate superior.

## DIV 7 SECRETARY

The Division 7 Secretary heads the Executive Division for purposes of personnel, AdComm, and Admin and is the *administrative* senior to all other persons in the

division excepting only the Exec Dir, the Guardian, HCO Exec Sec and Org Exec Sec. As such, the Div 7 Sec directs Comm arrangements, is responsible for staff being on post, for pay, leave, Ethics matters regarding Div 7 staff, Personnel reports and supervision, for supplies, equipment, quarters and their state of cleanliness in liaison with the Org Div of the org to which the Exec Div is attached and in all these matters is the senior to all other persons in the Division except the Exec Dir, the Guardian, the HCO Exec Sec and the Org Exec Sec. But even these are dependent on the Div 7 Sec for matters of pay, transport, expenses, etc. The Div 7 Sec handles his duties through the Office Co-ordinators.

#### OFFICE OF LRH

This office may include only the personnel listed on the chart regardless of the size of the Exec Div but numerous aids, personal secretaries and clerks may be added. No other functions may be placed in this office than those listed.

The LRH Comm is usually the Co-ordinator of this office until it grows too large.

The Guardian acts to safeguard all of Scientology and under the Executive Director is the senior executive of all organizations and is senior to all other executives. There is only one Guardian and this post is at WW and part of the Int Exec Div. But the post may exist in very large orgs as Assistant Guardian, subject to the direct orders of the Guardian in the Int Exec Div. The name of the Guardian under the title Guardian is also carried on every area Org Board in the Area Exec Div, using the name of the Guardian in the Int Exec Div. Where an Assistant Guardian exists in the local org by appointment of the Guardian, both the post Asst Guardian and the Int Exec Div Guardian and the Asst Guardian's (for the Area) and the Guardian's name are carried.

The Guardian has 5 activities:

- Policy
- Danger
- Affluence
- Long Range Promotion
- Information

The vital original libraries of Scientology come under the Guardian.

The LRH Personal Secretary is in this Department.

#### THE OFFICE OF THE HCO EXEC SEC

The personnel of this office are as listed on the chart.

#### THE OFFICE OF THE ORG EXEC SEC

This office contains those functions listed on the chart.

Where a function exists in the Exec Div for the Exec Div (i.e. finance) it comes under the Office Bureau and Branch most closely related to it. If this rule is followed you will see that the Exec Division, particularly WW, can operate with ease.

#### STATISTIC

The statistic of the Int Exec Division in an Area is dual:

THE AMOUNT OF CASH IN THE BANK AS PER THE LAST WEEK'S BANK STATEMENTS PLUS THE AMOUNT OF CASH ON HAND AS OF 2.00 PM THURSDAY OF THE CURRENT WEEK OF THE REPORT.

THE TOTAL OF DEBTS OWED BY THE ORG PLUS OVERDRAFTS AND CURRENT PAYMENTS DUE ON MORTGAGES (TIME PAYMENTS) AND LOANS OR BOND OR SHARE RETIREMENT BUT NOT ON

**THE TOTAL GROSS AMOUNT OF MORTGAGES, HIRE PURCHASE (TIME PAYMENTS) OR LOANS OR BONDS.**

Further data on the statistic is to be found in HCO Pol Ltr I Mar 66, The Guardian, whose statistic it also is. This should also be part of OIC hats.

The OIC cables begin with these two statistics. Continental orgs which have a Continental Exec Division report the Int Exec Div Area Statistics, the Continental Exec Div Statistics and then the seven area divisions making a continental cable report have two more figures in it than an area org's.

The Int Exec Div at Worldwide has a composite graph of all the orgs in the world added.

A Continental Exec Division has a composite graph of all orgs in that Continental area including the org which has the Continental Division.

The local Exec Division has the above dual graph.

ALL OIC CABLES BEGIN WITH THE LOCAL STATISTIC OF THE OFFICE OF LRH.

This continues the report on the gross income of the week, which is the statistic of LRH.

### CONTINENTAL

A Continental Exec Division is formed at such time as there is reason to warrant it. Otherwise no Continental Officers exist.

When a Continental Exec Division exists, then Area orgs report by cable or telex to their Continental org which then sends the data by cable to WW. The Area org where the Continental is located sends their data by despatch to Continental which includes it in their cables to WW.

A Continental Exec Division must however have been established by Int Sec Ed approved by the Guardian before this routing applies and a full list of what orgs are covered by the Continental must accompany it.

### ZONAL ORGS

If and when a Continental has under it more than five orgs, where established by Sec Ed approved by the Guardian, one of these may become a Zone Org.

A Zone Executive Division is then established with specific orgs under it and the OIC report routing is from Area to Zone to Continental to International at Worldwide.

A Zone Exec Division is organized like any other and has a composite statistic made up of the area orgs under it. The Area org attached to the Zonal org then has 10 divisions.

### SUB-ZONE ORGS

If a Zonal Org gets more than five orgs under it one of these is designated a Sub-Zonal Org, taking under it excess orgs.

A Sub-Zonal Exec Division is established and the Area org where it exists displays I I Divisions.

### OVERALLPATTERN

The principle that no Exec Division of any kind may exist without being part of an org is held firm. Only an Office of LRH may on occasion exist independent of an Area Org or the Exec Division but may be even so only a secondary Office of LRH.

The reason for this is that a senior executive division's decisions would become as unreal as a government's or War Ministry if it had no actual org close against it whose problems were not familiar to it. This is a clear unalterable policy.

There may be no Executive Divisions of any designation floating free of

purposeful and remunerative area divisions *housed in the same buildings* or grounds.

An Exec Division like Int or Cent *must* have an org alongside it to provide its services and costs.

It is remunerative for an area org to have a senior executive division with it as it thereby attracts more income. If a Continental Exec Division's area org *is not* doing as well as other orgs on that continent (unless it has just started up), well then it follows that it must be a very bad Continental Exec Division indeed and serves as a sure indicator of inattentive Exec Sees and where the condition is chronic the senior Exec Div to it should change at least one of its Exec Sees.

The principle that the orgs in an area should financially support their Continental Exec Division is also a shaky one for a bad senior Exec Division has as its first cry "He-e-elp ni-e-e", and isn't (a) taking advantage of its seniority to attract income to its area org and (b) isn't productive and is more suppressive than helpful.

It is worth real income to an area org to be designated a Continental (or Zone or Sub-Zonal) much more WW. For the seniority of courses and processing are of course arranged for students and pes to move to it after service in their area.

All you have to notice in interpreting statistics is that the Continental's Area org does worse than other orgs of that Continent to know that it's time for a very thorough investigation of the four Exec Sees there. This would hold true for Zone and Sub-Zonal Exec Divs also.

Similarly, an Office of LRH or the Guardian's Office may not be independent of an actual working org. Nor any other part of an Exec Division.

Probably the most destructive institution ever invented was a government governing a business it was not a close part of. Unfamiliar government or unfamiliar ownership is possible only when all the actual decisions are still made from actual current experience with the business or activity being governed or owned. So long as Continental has an org to learn from close to it, then its orders to a distant org will be real and effective.

You will see in "International City" the principle reversed in order to check the whole idea of government-put the everyday government always unfamiliar with the country and it gets too unreal to be effective in its country and can content itself with tea parties with other nations instead of wars. Nationalism is the underlying cause of war.

You will note in our own case that the Executive Director's decisions and planning are based on data obtained from running orgs and from being close to the SH org while it was forming and running.

WW, being part of an org, knows the problems of a duplicate org even though 12,000 miles away, as it has handled the same problems. Where any differences exist WW has an Area AdCouncil to advise it.

Where traffic gets heavy, then Continental Exec Divisions, with the experience of their own area org, can handle orgs on that continent and when this gets unreal because of volume, Zone and Sub-Zonal Exec Divisions can take it up.

Therefore Exec Divisions of any kind are always attached to real, functioning profitable orgs and pay their way by attracting more business to their area org than they cost the area org.

The WW IO's pay no real part of the expenses of the WW division or even its cable traffic. These are paid by the org that is also at WW because it makes many times more in income than WW costs it simply because WW is there. Aside from attracting the public the presence of the Int Exec Div in the Area org compels a higher *standard* of administration and service and close senior authority to quickly handle area problems and defend the area org.

Any time you hear an Area org groaning over admin expenses of an extra Exec Div then you know right away that either:

(a) the Area org is handled suppressively or



- (b) the senior exec division is suppressive in that it spends more than it produces for the area and reduces income.

The I 017os are in actual fact not admin expenses. These I O%*s* began to be reported and spent that way to satisfy income tax people. They were originally a royalty paid LRH to reimburse his own costs of development and expenses of position. They should at least reimburse LRH research costs. They were LRH income but were denied him by income tax authorities who invalidated corporate status because LRH was being reimbursed. So LRH an individual had to turn them over to admin costs in supervisory orgs to protect orgs, but leaving him unpaid for his contribution.

So no person should start a 5% for Continental 10% for WW etc.

**THE 10% GOES ALWAYS TO WW.** Regardless of how many echelons of Exec Divs there are.

It is *worth more money* to a properly run area org to have an additional Exec Division, providing, of course, the added Exec Div is spending within reason and less than the added Exec Div costs it. For that gets students and pes fed to it from lower orgs for higher services.

The facts on this are overwhelmingly convincing. Negative proof also exists for where an area org objected (Capetown 1963) and couldn't make more because it was for a while Continental, the head of the org portion was later, on other grounds, found to be a suppressive. In another instance (DC 1966) where the DC area org was doing worse than other US orgs despite being the Continental Org it was found that an Org Exec See removed in 1965 with only small resulting org improvement was found to be still "very friendly with all staff" and had the current Org Exec See living with him but on Ethics review (1966) was found to be a suppressive who had involved and continued to involve staff in sex parties!

Thus note it has to be pretty bad for an area org to lose out because it has an additional Exec Division.

These additional Exec Divisions look like an awful lot of supervision but I have found over the years that Man's organizations don't expand when starved at the top. Man simply requires that much good supervision to be effective. And in an org which handles life itself, the randomness is too great unless one handles cases and problems on a well organized group basis with adequate pyramided supervision.

It doesn't look this way if you see how much I supervised by myself for 15 years. But this is not pertinent as I was not then driving orgs toward heavy expansion. Further it is taking at this writing more than a hundred well qualified people to take care of the hats I am shedding, all of which I handled by myself.

You will note that an Executive Division now, with LRH okay of AdCouncil See Eds and Personnel Officer and LRH Comm okay needed for all AdCouncil See Eds on personnel appointments and with the organization of the Guardian and her office, I have taken myself totally off org and Exec Division lines and fixed it so an Exec Division anywhere can run without my being there and without any successor necessary as Executive Director. I think this is the first time in history this has ever been done or that any plan existed to make it possible. Only successors to a founder have ever gotten subsequent organizations in trouble. For the successor is not the founder and the hat then can't be filled as it is no longer a founder hat.

You see, in doing my job of research I eventually was able to end that function by completing it. Codification of the original research done is possible but the original research was completed.

Further the whole structure of organization has been scouted down and while it can evolve, its principles exist as complete as necessary.

So in these two fields we have the LRH hat completed.

On other things I have done my job as an administrator and case supervisor and all that. But these are not founder actions.

So as the duties (to discover the answers to the mind and to discover the



principles of and organize their application) of the **founder end and as 50,000 years did not** furnish anyone to do these exact tasks completely it is unlikely the next will. Aside from personal considerations, a factor in our organizing and pertinent to understanding an Executive Division, I set it up this way so I could complete writing up tech and organizations.

Any other hat I wear is capable of delegation.

Thus the Executive Division exists as the composite Executive Director without filling the post of Executive Director.

An Exec Div of any designation (WW, Cont, Zone, Sub-Zone, Area) then can function as an evolving administrative organism without the liability of the "civil war" that often results from problems of succession of the top post. It is interesting that all forms of government except absolute monarchy developed because none could or did solve the problem of succession. So to continue our orgs, and their work I had to solve this one or leave Mankind in the lurch at some point in the future when, if I left, succession resulted in collapse of orgs.

Processing and training we know is best done as a team action and gets dispersed and squirrels as an individual effort. So we turned "individual practitioner" into a Field Staff Member like a field agent to feed pcs and students in to an organization where they could be given standard service. This made stable orgs necessary in order to keep service standard and not dispersed by the perils of confronting the mad and gibbering and the pe requiring "individual and unusual solutions" and the cave-in of tech because of economic needs of the lone practitioner.

The Exec Division answers these problems. It is there to get tech in and keep it in, get policy followed and not used to stop growth, keep the group solvent and functioning and the admin and org pattern correct.

If it doesn't do these things then it isn't doing its job.

If it does do its job it is worth its weight in case gains for the whole world.

L. RON HUBBARD

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[Note: Under the Inspections and Reports Branch in the Office of the HCO Exec Sec, OIC and Exec Div Time Machine have been added per HCO P/L II May 1966.)

[See also HCO P/L 9 May 1966, *Estate Section Reverts to Office of LRH*, page 6 10, HCO P/L 18 July 1966, *LRH Personal Office Organization*, page 611, HCO P/L 16 December 1966, *LRH Personal Office Organization*, page 613, and HCO P/L 22 February 1967, *LRH Personal Office Organization*, page 614, for modifications to the chart for the Office of LRHJ

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

To WW Personnel HCO POLICY LETTER OF I JULY 1966

info other Orgs and Cont Divs

**INFORMATION CONCERNING THE WW TIME MACHINE**

This information is of use to and should be known by all Executives in the International Executive Division. It is a write-up of a long existing practice in the International Executive Division.

**EXECUTIVE USE**

1. You can notice on the Org Board that WW has its own time machine to which you send any orders as per the 1 May 1965 Pol Ltr, Order Board and Time Machine. You are expected to:
  - (a) Have and use an order board
  - (b) Issue your orders in writing
  - (c) Send the carbons to the WW Time Machine in the Inspections and Reports Branch.
2. The WW Time Machine is for WW orders. Don't send your carbons to the Saint Hill Time Machine-or your compliances to orders either.
3. The Time Machine exists to help relieve your admin, to provide a record of your orders so as to achieve better compliance and to help you complete your cycles of actions. In turn, when you issue your orders in writing and send the carbons to the time machine, it helps hold the org there so that it can expand.
- 4~ There are 2 WW time machines: one for orders to outer orgs and one for orders to Saint Hill.
5. The outer org time machine is a stalk of four baskets. Each basket marks a week of time. Your order is placed in the top basket and each week it is moved down a basket. After it has been in the bottom basket a week, it falls off the time machine and is returned to you with or without a compliance as the case may be. A month is usually the time factor allowed for a compliance to be received back from outer orgs.
6. The time machine for the Saint Hill environ consists of five baskets, allowing a week to be given for compliance. It is run exactly as per the 1 May policy. Any non-compliances are chitted as per the policy. (A copy of the order is sent to the person's Ethics file.)
7. Chits are not issued by the time machine clerk on outer org personnel for non-compliance to time machined orders. As above, chits are issued on Saint Hill personnel for non-compliance.
8. If you have the same order going to several orgs, you can send the time machine clerk one copy only, marking on it its distribution. He will make a folder for filing the compliances or responses, marking them in a log by orgs. The entire folder is then returned to you at the end of a month's duration.

**JUNIORS'USE**

Juniors are expected to know and use the same Policy Letter of 1 May, 1965.

If you don't have a copy of this Policy Letter, immediately demand one.

It is completely in force with the exception that in WW you send your compliance to the WW time machine in the Inspection and Reports Branch.

Let's keep our jobs running smoothly by following these policies. That way we will get more work done.

**L. RON HUBBARD**

**LRH:lb-r.rd**

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(Note: HCO P/L 1 May 1965, *Order Board and Time Machine*, referred to above can be found in Volume 0, page 296, and Volume 1, page 301.)

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 NOVEMBER 1966  
Issue I

Rernimeo

**WORLD WIDE ORGANISATION**

(Cancels all Policy Letters and sections of Policy Letters relating to Executive Secretary Communicators and Tables concerning the organisation of the Executive Division except those organising the Office of LRH.)

(All those persons now styled or titled Executive Secretary Communicators are changed as of date of receipt to the following posts and policies.)

**DIVISIONAL ORGANISERS**

World Wide and Continental Executive Divisions (as they expand) are to have on staff and as assistants to the Advisory Council (WW or Continental) executives to be termed **DIVISIONAL ORGANISERS (DIVISION TYPE (LOCATION))**.

This means that each type of division is represented (Worldwide or Continental as they may appear necessary) by a **DIVISIONAL ORGANISER**.

The purpose of a Divisional Organiser is as follows:

To help LRH organise and maintain and supply the division represented (type) in the sphere designated (locales) with all needful data, policy, tech, programmes, examinations, plans, courses and activities of every kind needful to the success of that type of division and to organise and raise in efficiency that type of division in the locales for which the Divisional Organiser is responsible.

**TITLES**

This means there are seven different titles of Divisional Organisers:

7. Divisional Organiser, Executive
1. Divisional Organiser, HCO
2. Divisional Organiser, Dissern
3. Divisional Organiser, Treasury
4. Divisional Organiser, Tech
5. Divisional Organiser, Qual
6. Divisional Organiser, Distribution

The title is followed by "WW" for Worldwide or the Continental abbreviation for Continental Orgs or, if Area Orgs grow sufficiently large, for Area designation.

**AUTHORITY**

The Divisional Organiser may issue orders, via his Advisory Council, to any division of his type in his sphere of authority.

Independent orders may not be issued without Advisory Council approval. And all Advisory Council orders require LRH Communicator authority.

**. SENIORITY**

A Divisional Organiser is senior to any Secretary in his division but not to an Executive Secretary. He holds the nominal rank of secretary.

#### MATERIALS AND SUPPLIES AND PROGRAMMES

It must be at once visible that what a division needs most are its materials, supplies and programmes.

A Division type needs its policy letters and check lists of them, its applicable orders and directives, the data it employs in useable form.

Different types of divisions need different things. Tech needs its courses laid out in full, its processes, its regulations, etc. Qual needs its examinations and Review materials and its Certs and Awards. Distribution needs its Info Packets, its **FSM sign-ups and programmes, its Congress programmes and dates**, etc.

Each type of division needs its know-how and each has certain requirements.

The Divisional Organiser not only assembles and supplies all this or sees it is supplied, he or she makes sure it is properly used or exhibited.

### STATISTICS

The statistic of a Divisional Organiser is the combined gross Divisional Statistic of his or her type of division in his or her sphere of authority.

### AD COUNCIL

The Divisional Organiser is a full voting member of the Worldwide or Continental Advisory Council to which he belongs.

He or she has one vote regardless of the number of divisions represented or the number of types he or she represents.

He or she may not, however, vote by proxy if absent.

### PERSONAL PRESENCE

The Divisional Organiser may call on his or her type of division personally to organise, reorganise, inspect or supply it. But if so, all expenses must be borne by the org using his or her services and no fees may be given him or her personally. In the event of several orgs being called on expenses are shared by them as they appear actually. All such expenses must be reported to the governing org or any additional fees paid to the governing org.

### AUTHORITY

If any org is found to be short or deficient in one of its divisions in knowledge, skill, materials, supplies or programmes, it is the Divisional Organiser that is held responsible by the Ad Council of the governing body.

And after his own efforts are made, if a division in any org in his sphere is lacking in knowledge, skill, supplies, material or programmes the Divisional Organiser holds the Secretary of that specific division responsible and may require, through orders of his Ad Council, appropriate action, Hearing or Comm EY on that Secretary.

But where a Divisional Organiser demands Ethics action it must be through the Ad Council of the Executive Division to which he belongs. And the order must assign a Danger Condition as well to the Executive Secretary immediately over the offending secretary in that org.

### SIZE OF ORG

While supplies and programmes are gauged by the size of the org and its class, this policy also applies to Six Department Orgs and Six Section Orgs. N

### CORRESPONDENCE

So long as correspondence between a Divisional Organiser and the head of that type of division (Dept or Section in 6 Dept or 6 Sect Orgs) does not order but only recommends and as long as such recommendations are not contrary to policy or his Ad Council directives, the Ad Council need not pass on the correspondence of a Divisional Organiser but may review it on request at any time.

### SIN

The only real sin of a Divisional Organiser is to have a down combined statistic or a low statistic for his division type in an org.

## COSTS

Materials sent any division in an org must be paid for by that org.

If large unpaid bills for divisional materials exist in an org, the supplies may not be shut off but the Ad Council of that org may be reviewed for the possibility of new chief executive personnel.

An org may be requested to order materials but if it pleads insolvency or inability to so order in reasonable or needed amounts the matter of its finances must be reviewed closely for any inactivity or discrepancy or irregularity. In such a case the Divisional Organiser must obtain an order for a Board on the org's finances from his own Ad Council.

## DIRECTIVES

Directives requested by a Divisional Organiser for a specific division or general type of division, must be submitted, already written, to his Ad Council for approval before issue and must be passed by a majority vote of the, Ad Council.

Such orders may be amended or disapproved by his own Ad Council.

Care should be taken not to issue general orders for actions already in progress in some orgs. Such should be issued only to orgs where the orders have not been complied with or who are not complying.

## BOARDS OF INVESTIGATION

A Divisional Organiser in need of data may request from his Ad Council a Board to be convened on his type of division in a specific org, but if so, the order to be passed must be written, complete with appointments by the Divisional Organiser before submission.

## URGENT DIRECTIVES

A Divisional Organiser requiring an Urgent Directive may obtain one by getting the signatures of a majority of the members of his Ad Council and its Chairman. But if this is done, or if any Urgent Directive is granted by his Ad Council in session or is passed by the Ad Council at any time, the three steps of HCO Pol Ltr 31 Oct 1966 Issue 1 must be followed.

## STAFF

A Divisional Organiser must collect or appropriate any "special sections" or personnel junior to him in the Executive Division org who are compiling or paralleling his activities so that no special units in Worldwide or Continental Executive Divisions exist outside the appropriate Divisional Organiser.

Staff for a Divisional Organiser will be considered excessive if its combined pay (his included) amounts to more than 40% of the total income of the governing org for the materials of that division type actually received by the governing org.

Therefore it is of importance that the Divisional Organiser (a) makes his division type in each org increase the income of its org, (b) that his materials furnished are successful and used and (c) that the materials are paid for by the org to which they are furnished. (This one clause is effective on 1 Feb, 1967 only.)

L. RON HUBBARD  
Founder

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[See also HCO P/L 21 December 1966, Advisory Council, page 466, which modifies the authority of the Divisional Organisers.]

## EXECUTIVE DIRECTIVE

ED 473 WW 842 SH  
Reissue and Amendment  
of ED 469 WW 833 SH

I September 1967

## WW EMERGENCY CONDITION

1. A general condition of EMERGENCY BY TREND is assigned WW on a basis of leveling or dropping composite outer org graphs. All WW personnel is included. The condition is assigned by trend and although Day orgs are losing business to Foundations this is no reason Day orgs should be permitted to level off and then collapse. Don't rationalize statistics.
2. Also WW must review its graphs for false reports and must in the future send them through to me weekly so earlier action can be taken.
3. If the outer org stats do not remarkably improve fast the feeder line for SH will fall off bringing about a decline of SH.
4. The Guardian WW stat is good and shows improved money handling. But with this has also come a general decline of promotion, leveling graphs and utter stagnation in outer orgs which if neglected will see a collapse of one or more orgs and a depression at SH.
5. The outer orgs probably improved their cash-bills ratios by SAVING money on promotion and essential services. The only way to do it (get cash-bills straight) is TO MAKE MORE MONEY.
6. Now, these things (leveling graphs) are usually traced to non-compliance.
7. In this case the programmes on which there have been non-compliances are:
  - (1) The recruitment at flat out speed of org execs and getting them through the Org Exec Course and back home. Somebody is sitting on this one with a "We are looking over stats . . ." and other delay excuses. This course MUST get populated FAST and the programme GOING. This omission all by itself accounts for leveling'graphs as the programme was already stalled for a year and forgotten when I caught the ball a few months ago. But I bet nobody is really pushing that ball except me. So GET SOME STAFF ON IT AND GET THE EXEC COURSE FULL. I also bet somebody put a stop on the line by charging orgs a fee for it or saying to existing execs in outer orgs-"We are training your replacement so send us some people so we can kick you out." GET THE STOPS OFF THIS PROGRAMME. SPEND MONEY ON IT. PUT WW STAFF ON IT.
  - (2) Each org to put out its own magazine. I'll bet they don't or we're not furnishing the copy or they are sending only to some choice list instead of their total CF or they are economizing or they are turning out trash with locally written (not LRH) articles. They MUST get into swing with quality AND ON POLICY local magazines and WW better really start SHOVING HARD on this one.
8. The whole fault is WW is not forcing outer orgs to get in new people and forcing them to service everyone in CFs.
9. Orgs do this badly. They sit and sink while servicing walk-in public. They have to be forced to widen their areas of contact. As I did this almost single-handedly for years, it is a hat that WW has not picked up, **FORCE OUTER ORGS TO EXPAND.**

10. SA promotion effectiveness is a screaming disgrace. They've gone utterly stagnant while remaining solvent.
11. It also means local tech is out in outer orgs and the areas are full of ARC Breaks not caught. In such a case I always order orgs to pick up and smooth out AT ANY ORG EXPENSE every ARC Broken pc they can find in their files or areas as A SPECIAL PROGRAMME. They put in an ARC Break Registrar who liaisons with Accounts and with Review and with CF searching for ARC Broken pcs and students. A special gened in full time auditor is put in Review and AT NO CHARGE to pcs is kept busy on ARC *Breaks only* WITH IT BEING AN ETHICS OFFENSE TO USE HIM OR THE ARC BREAK REGISTRAR FOR ANY OTHER STUDENT, PC OR DUTY. And you clean up the whole field from years and years back. This ARC Break Auditor *cures* the ARC Breaks with Level III tech and sends the person to the usual registrar when done. THIS is his stable datum: IF YOUR PC IS NOT SMILING AND HAPPY AT THE END OF SESSION YOU ARE NOT AUDITING.
12. The ARC Break Registrar has a special dual stat-how many ARC Broken pes have been found, in files, etc, how many contacted. The ARC Br Auditor has a special dual stat-how many ARC Breaks (not pcs) found, how many handled.
13. Now you put TWO special staff members on (1) above to get the Org Exec Programme UNSTOPPED and at a howling avalanche in on SH and back home FAST. And you put a special WW staff member on (2) to get the ARC Br Programme in in in fast and correctly with all tech watched and the special stats as above coming in weekly appended to other stats. THESE WW PEOPLE MUST HAVE NO OTHER DUTIES.
14. Locally, in WW, you get ETHICS in on local WW staff and hold a hearing on a quiver of an eyelash. Remove all who have full in baskets and all who develop DEV T. Appoint an ETHICS OFFICER WW and a DIR COMM WW and make them work on WW and then when that's smooth get to work on Ethics and Comm *Procedure* and *Swiftness* in outer orgs.
15. WW is essentially a PRODUCTION activity. You are supposed to get out the materials and hats for the outer orgs, supposed to keep them expanding, getting their staffs trained, keep them promoting and getting their mag materials to them. They are not getting the hat and tech materials they ask for obviously.
16. These outer orgs (as per current WW graphs) are NOT making *Scientists*. They are making PCs. They have degenerated into a bunch of clinics. Therefore their Academies are bad, the courses not constantly scheduled and too long. They are trying to make duplicates of the Saint Hill Course not teach fast, minimum essentials courses. They haven't got their Dianetics courses in. Their instructors aren't on schedule. A lot of "opinion" is entering the training line. Ethics isn't held in on students. SO you have to groove their Academies in from top to bottom and SHORTEN and SPEED ACADEMY COURSES. One month for Dianetics, 2 weeks in a level up to IV or 10 weeks in all to complete O-IV. Adapt the old 50 Course booklets to a new Home Instruction Course.
17. Don't keep answering letters from org staffs in outer orgs as a sole WW activity. Use the comm lines to find what they need and get it produced and to them. Get over to CAUSE on production. GET TO THEM WHAT THEY NEED.
18. Study their org boards and get in a system of getting frequent copies by sending them a blank which contains posts. The big blueprint machine in the basement is there to do only that and I'll bet you have not sent out one photostat blank to any org so they can write in the names. It takes two big sheets lengthwise joined on edge with all posts in. You have to do a full SH Org Board Master of posts and Depts and Sections only. Then copy it and mail it (in 2 sheets) to each org EVERY QUARTER and post them in WW when they come back. This programme belongs to the Div Org for HCO and I'll bet the current WW post holder has never heard of it!

19. My view is you are losing your purpose, letting key lines drop and get forgotten and are in the business of answering up when somebody writes you, "Dear Pete-How are things at SH . . ." and replying, "Dear Joe, Things are okay at SH. We had a fine day today with all the flowers.. ." And **THAT'S NOT YOUR JOB.**

You were organized to take over my hats and I never wrote a "Dear Joe" in my life. I produced the written down wherewithal to teach and process and organize and got it into action in the outer orgs and kept them promoting and expanding. The technical creation part I've done. Your job is EASY. All you have to do is copy it, mail it and get it applied. "Dear Joe" despatches are your social life so do it at home.

- 21. If WW graphs remain level as they are and SH graphs climb, SH is going to run out of public suddenly. And **THAT WILL BE ON YOUR HEAD.**
- 22. You are in Emergency. That means NO WW staff gets normal pay or bonuses but subtracted pay.
- 23. You'll be out of Emergency when the WW graphs start climbing all across the boards.
- 24. Too much attention on accounts, too little attention on promotion, too tolerant of lousy tech and slack ethics, ignoring the need of making new Execs in order to expand and completely ignoring ARC Breaks, all in the outer orgs.
- 25. You are interiorized into a successful SH but the prosperity there is threatened by level graphs in outer orgs. So WW has not been doing its job, whatever else it has been doing.
- 26. If I have to follow this up, Danger Condition is the next step and it's right around the comer. You're in a REAL EMERGENCY. A delay in your graphs to me is the only reason it was not declared earlier, so it has now gone pretty far.
- 27. Get the above into RIGHT NOW CRASH PROGRAMMES with special staff. I'll be watching. Stop letting SH down!

L. RON HUBBARD  
Founder

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## **HUBBARD COMMUNICATIONS OFFICE**

**Saint Hill Manor, East Grinstead, Sussex**

### **HCO POLICY LETTER OF 6 SEPTEMBER 1967**

Remimeo

#### **WW DIVISION REORGANIZATION**

(Cancels all Earlier Organization Charts  
of WW Division)

*Board of Directors:* This is composed of the HCO Exec Sec WW, the Org Exec Sec WW, the LRH Comm WW.

*Executive Council:* Same as the Board of Directors.

*Advisory Council:* This is composed of all Divisional Executives, Liaison Executives, & LRH Personal Aide in the WW Division. It advises the Executive Council and is run like all other Ad Councils as covered by Policy. It is headed by the LRH Personal Aide as chairman and its chairman is no longer elected.

#### **OFFICE OF LRH**

This office handles the affairs of LRH and has the signature and seals of the org.

It is headed by the Office Manager of the Office of LRH WW.

It contains the Office of the LRH Communicator WW.

It contains the Office of the Guardian WW.

It contains the LRH Personal Secretary and LRH Personal Aide.

These sections are organized as per earlier Pol Ltrs.

It also contains the Div 7 Sec WW whose duties are detailed in earlier Pol Ltrs.

#### **OFFICE OF THE HCO EXEC SEC**

This office is headed by the HCO Exec Sec WW.

It contains one Divisional Organizer for Divisions 7, 1 & 2 for each Continental Office in the world. The person is called the "HCO Continental Liaison Officer for (name of Continental Office) at WW". This one person is liaison for each and every Div 7, 1 & 2 in that Continental sphere.

It compiles all needful divisional materials for every org in the world under a Materiel Executive.

The office contains as well the Communicator WW and the Ethics Officer WW.

This office is in charge of pushing through Special Programmes such as getting org execs up.

It also contains all WW addresses and files and The Auditor staff.

It also has the worldwide Personnel and Ethics Files.

The HCO Exec Sec WW is personally and directly responsible for all personnel and activities in this office.



The office also contains the necessary clerks, etc for its functioning.

#### THE OFFICE OF THE ORG EXEC SEC WW

This office is headed by the Org Exec Sec WW.

It contains one Divisional Organizer for Divisions 3, 4, 5, 6 for every Continental Office in the world. This person is called the "Organization Continental Liaison Officer for (name of Continental Office) at WW".

This office runs the Org Exec Course.

It also contains the OT Central Committee.

The Office contains as well the Treasurer WW.

It also contains the clerks, etc necessary for the operation of the office.

This is the total extent of the WW Division 7.

Earlier policy on, say, the Office of the Guardian, the Office of the LRH Comm, the LRH Pers Sec all apply.

Every org and every Exec Council in the world is subject to the WW Div and it is responsible for the smooth running of every org in the world.

I forbear to lay down endless policy for the conduct of HCO Exec Sec WW and the Org Exec Sec WW or their Continental Liaison Officers.

All I will say is that its executives must complete the Org Exec Course to be more than temporary, and that its key policy is: "The Supreme Test of a thetan is to make things go right."

And I expect they will make things go right in every org in every Continental Area in the world and do it well and do it NOW.

L. RON HUBBARD  
Founder

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*(See also HCO P/L 2 July 1968, Office of LR11 WW Reorganization, page 622, which modifies the Office of LRH given above.)*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 SEPTEMBER 1967  
Issue 11

Remimeo

**CONTINENTAL LIAISON  
OFFICERS AT WW**

The authority of the Continental Liaison Officer at WW, for HCOs or the Org portions is JUNIOR to the Executive Secretaries of any org. Only the HCO Exec See WW and the Org Exec See WW are senior to the Exec Secretaries of orgs.

The Continental Liaison Officer is not there to issue orders to orgs. He is at the *service* of orgs. HCO Continental Liaison is the WW Comm point for the HCO Exec Sees in every org in the Continental zone. The Org Continental Liaison is the WW Comm point for the Org Exec Sees for every org in the, Continental Zone.

They are essentially *representatives*.

They are there to get the stats of each org up by providing SERVICE from WW.

They are far too far away to give orders with any reality. But they can HELP.

STATISTICS

The statistic of each Continental Liaison Officer is the same as the Continental Exec See (HCO or Org) of the Continent he represents. It is a combined stat for his portion of those orgs.

His NAME appears on the WW Division statistic.

He should be from the Zone he represents insofar as possible.

The Continental Liaison pair at WW are not the Continental Exec Sees.

The WW HCO Exec See and WW Org Exec See should pass any orders via and obtain any data on any continent via the Continental Liaison Office AND IN NO OTHER WAY.

HCO and Org Exec Sees in orgs should not address the HCO and Org Exec Sees WW but their own HCO or Org Continental Liaison Officer at WW and *order* him to bring up this or that at WW.

Local lack of books, supplies, meters, bulletins, pol ltrs should be pointed out to the Cent Liaison WW.

Absence of policy, down stats, etc, should be pointed out to the Exec Sees of an org by the Continental Liaison Officers at WW IN ORDER TO GET STATSUP.

Continental Liaison Officers are only in the business of getting stats up in each org and portion they represent and finding out for the Exec Sees WW why the stats aren't up.

Find the data, find the outness, for the Exec Sees WW is a primary duty of Continental Liaison Officers at WW. For instance, find out why NY can't keep execs long enough to train them, find why Miami is almost non-existent. Really find out why and give the data to the WW Exec Sees.

GET THE STATS UP. AND *HELP* THE OUTER ORGS.

by L. Ron Hubbard  
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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1967  
(Amended and reissued 23 Oct 1967)

Remirneo

*INTERNATIONAL OFFICERS AT WW*

**ALERT COUNCIL**

The post of INTERNATIONAL COMMUNICATIONS OFFICER is formed with the duties of ensuring all Seri comms flow within WW and in all orgs and on all lines. It is *under the HCO See WW in the Dept of Comm.*

The post of INTERNATIONAL ETHICS OFFICER is formed with the duties of maintaining WW Personnel files of all org personnel over the world and getting in Ethics in all orgs and ensuring appointments of only Ethics free personnel in orgs. His okay is required from an Ethics standpoint in all post assignments in Scn orgs: over the world hereafter. It is under the HCO See WW in the Dept of I & R.

The post of INT ADMIN OFFICER is formed. He holds the Admin. pattern of the org in position in every org and makes certain that execs know and follow Policy Letters as to the form of the org, body flow lines and functions of posts and to org spatial arrangements and sees that all the data taught, on the Org Exec Course, is applied and that Scn Executives and staffs are trained in it and use it. He also sees that policy is not used to stop proper flows or halt expansion. He also sees to the correctness and issue of hats in all orgs and does what is needful to make all Policy Letters available and in useful form. It is under *the Dissam Sec WW, Dept 5.*

The above three posts are under the HCO Exec See WW. The post of INTERNATIONAL SPECIAL PROGRAMMES EXECUTION OFFICER is formed under the HCO Exec See WW to collect, watch, record progress and push already originated special programmes such as junior staff to be trained on Org Exec Course, Cash Bills ratio to be improved, Qual Divs to be established, etc, and to propose programmes of long range improvement. Since lack of attention to execution of long range planning is what brought WW to Danger, a primary job of the post is to find and list and follow through all such authorized programmes for any org or division as most troubles in the past stemmed from dropping one of these key programmes, the rest of WW being concentrated on current affairs and using extraordinary solutions. It is under the Dissem See WW Dept 6.

The post of INTERNATIONAL PROMOTION OFFICER is formed under the Org Exec See WW. It is to push standard promotion in all orgs, the sale of books to public, FSM activities, Congresses and general division six actions with the purpose of expanding Scientology numbers by pressing on with proven methods of reach and seeing that no org neglects them. It is *under the Dissem See WW Dept 4.*

The post of INTERNATIONAL TECHNICAL OFFICER is formed with the duties of keeping standard tech in and only standard tech practised over the world. It is *under the Tech See WW Dept 10.*

The post of INTERNATIONAL DECLARATIONS OFFICER is formed under the Org Exec See WW to watch all declarations procedures to ensure their correctness and to take action on all incorrect declares to correct them and to implement policy relating to examinations of processing results, the only persons amongst Scientologists who have given trouble having been misdeclares. It is *under the Qual See WW Dept 13.*

The *International Treasurer* WW is under the Guardian WW Dept 21.

The eight soft points of Scn orgs which require constant alertness and attention are Comm, Ethics, Admin Pattern, Tech, Declares, Special Programmes Execution, Public Expansion and Finance. The last point is covered by the TREASURER in the Guardian's Office.

These are the principal hats I have to wear in management which if neglected bring about Danger conditions in all other lines and activi ties.

These eight posts work in close liaison and must meet weekly as the "Alert Council WW".

This Council has advisory powers and is to draw up weekly for the LRH Comm WW, the Guardian WW and the HCO and Org Exec Sees WW an Alert Bulletin org by org giving a prediction of good expansion or trouble or contraction based on their respective fields of Comm, Ethics, Admin Pattern, Tech, Programmes Execution, Public Expansion and Money with recommendations for any action in each org or generally. They are then to execute the action as individual officers when it is approved or as modified unanimously by the executives to whom it is sent. The guiding rule of these officers and the Alert Council is contained in The Supreme Test HCO B of 19 August 1967 and each officer on these eight posts should draw up a paper on exactly how that bulletin is to be brought about by his specialized post over the world of Scn and send to me when appointed.

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L. RON HUBBARD  
Founder

[Note: The 23 Oct revision added the sentences shown *in this type style*. it was again revised on jO San 1969 by the OES WW, saying, "The post of International Promotion Officer is formed under the Public Activities See WW." A further revision on 5 June 1969 by the OES WW changed this to "formed under the Public Exec See WW" and also changed "general division six actions" to "general Public Division actions" and placed the post "under the Public Activities See WW Dept 19". Dept 21 was also changed to read Dept 27, reflecting the 9 Division Org Board, and the last of the eight soft points was given as covered by the Treasury Chief instead of Treasurer. The conflicting data of the International Promotion Officer being apparently under two different sections of the Org Board originated in the 23 Oct '67 revision when additional Org Board placement data was added, it apparently being missed that this post was already shown as under the Org Exec See WW when the addition of being under the Dissem See WW Dept 4 was added. This was corrected in the 5 June 1969 revision where "It is under the Dissem See WW Dept 4" was changed to "It is under the Public Activities See WW Dept 19."1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1967

*Remimeo* (Amended and reissued 23 Oct 1967)  
(Amended and reissued 5 June 1969)  
(Amended and reissued 23 Sep 1969)

**INTERNATIONAL OFFICERS AT WW.  
ALERT COUNCIL**

The paragraph concerning International Promotion Officer is amended and reissued as follows:

"The post of INTERNATIONAL PROMOTION OFFICER is formed under the Public Exec See WW. It is to push standard promotion in all orgs, the sale of books to public, FSM activities, Congresses and general public division actions with the purpose of expanding Scientology numbers by pressing on with proven methods of reach and seeing that no org neglects them. It is under the Public Planning See WW, Dept 18."

Tom Morgan	- Public Exec See WW
David Dunlop	- Deputy Qual See WW
Ros Vesper	- HCO Area See WW Ad Council WW
Anne Tampion	- HCO Exec See WW
Allan Ferguson	- Org Exec See WW
Tom Morgan	- Public Exec See WW
Rodger Wright	- LRH Comm WW
Leif Windle	- Policy Review Section WW
Jane Kember	- The Guardian WW

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for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1967

Remimeo

**WW INCOME OUTGO**

WW shall now open its own bank accounts independent of SH and operate its own accounting unit, pay its own salaries and bills all in the Treasury Office as a new section containing income, disbursement and Dept 9 functions. It is to owe SH for all assets, stocks, equipment and pay SH rent. Its income consists of gross quantity book sales, meters, tapes, 10 percent and such income as it may develop.

It may borrow money from SH to replace stocks but it must record such as a debt.

It pays its own salaries and bills. It may charge SH for the Auditor, WW owns the International Address Files but not SH CF. Its stats must be rearranged to reflect its volume of production and solvency.

It must become independently solvent and self supporting as a division. It may charge admin costs of Advanced Courses but must deposit all Advanced Course fees less admin costs in a reserve account as neither it nor SH owns these fees.

Its income and debts are included in the International Balance Sheet.

It must use care in its personnel and production costs and must manage well to increase its 10 percents and the gross volume of books, meters, tape sales over the world.

A full valuation of stocks and equipment must be taken and listed as a debt to SIL

It starts its independent cycle on 1 November 1967.

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Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1967

Remimeo

**WORLDWIDE AND SAINT HILL FUNCTIONS REDEFINED**

The Worldwide Division at Saint Hill shall hereafter function as a service centre to all and shall contain HCO and Org representatives for every Continental Area and for use by every org's Exec Secs in expediting service, students, pcs and material and personnel for their orgs. The WW Exec Secs are there to make service to and production for all orgs real and effective. Saint Hill's technical training and skill are the real hope of Scientology for so long as it does its job well in training auditors and processing pes and training executives Scientology and all orgs will prosper.

Therefore the most highly skilled executives and auditors and supervisors in the world are to be used in the Saint Hill Org rather than the WW Division with the single exception of the WW Office of LRH.

The WW Division emphasis is on production of material for international use by all orgs and service to those orgs and expediting matters for those orgs with orgs with Saint Hill.

So long as the WW Division produces material and looks after service and Saint Hill sets an example of technical perfection international Scientology will prosper.

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HCO POLICY LETTER OF 18 OCTOBER 1967  
Issue II

Remimeo

WW - HOW TO COMM TO WW  
CONTINENTAL LIAISON OFFICERS

Any organisation in the world can Comm to WW to get service, materiel, clarification and resolve problems.

Each Continental Area appoints 2 Continental Liaison Officers for a period of six months who then serve at WW. Transport is at the expense of the Continental Area. Living expenses and pay are at the expense of WW while the representative is there.

One of these represents the HCO side of the orgs on the Continent, the other represents the Org side.

Ordinarily a new Cent Liaison is sent every 3 months, HCO, then Org, to leave someone at WW to groove in the newcomer.

At times of personnel scarcity there may be only one representative representing both HCO and Org sides.

At WW the Cont Liaison Officer may be refused seating in the Ad Council if it be proven he is there really for personal service or it has been arranged as a part time favour to a student or if the representative fails to get a clearance from the Int Ethics Officer at WW. A representative can also be seated and then dismissed if new evidence turns up on the basis of personal service as the real reason or bad Ethics record. But a representative may only be returned to his Cont area with full reasons why-he or she cannot be punished at WW and enjoys personal immunity from arrest as do any ambassadors. No WW threat of punishment can be used to silence or coerce a Cent Liaison Officer as he is actually an ambassador. His own Cont Exec Council can however discipline him while at WW for alter-is or inaction or Comm jams or relay failures or being insufficiently causative or for high crimes but for no other reasons. A Cent Liaison Officer has total freedom of speech at WW in Ad Council but he may not circulate statements to his Cont area he has not voiced in or committed to writing to the Ad Council. His voting record becomes part of his org personnel file.

The Cent Liaison Officer can go to the HCO or Org side of WW (whichever he represents) for help or service or redress for his area and do all possible to expedite matters and raise stats for any of his continental orgs.

The Cont Liaison Officer is junior to Exec Sees in his Cont zone and has to take their orders. He cannot give orders to them. He can relay to them orders from the Exec Council WW but not from Secretaries WW or below.

The Cent Liaison Officer's stats are the combined stats of the orgs on his side of the org.

The Cont Liaison Officer may not vote not to follow policy or HCOBs but may vote to amend policy (not tech) meanwhile the old policy remaining in full force, it being a high crime to vote not to follow policy or HCOBs or to order they be ignored or altered. Policy amendment has its own routing as per another Pol Ltr which is not changed.

Cont LOs who have made good with high stats may be invited to serve as WW personnel at the expiry of their term.

HOW TO COMM TO WW

An HCO Exec See in City X Africa Cont Zone wishes to get a stat corrected at WW.

She writes the Director I & R WW via the HCO Cent Liaison Officer of her Continental Area.



It is on blue paper (for an ES)

via HCO Continental Liaison Officer Africa at WW  
DIR I & R WW

from HCO Exec See X

Please correct etc.

The HCO Cent Liaison Officer for Africa at WW should log this despatch and send it on to Dir 1 & R WW.

The Dir I & R WW handles it by orders to his departmental officers and so marks the desp as done *when done* and routes it back to the Cent LO Africa at WW who marks it done in his log and sends it back to the HCO ES X Africa.

If the log column for done remains blank, the Cont LO chases it up and gets it answered and returns it to the HCO ES X Africa.

If HCO ES X Africa gets no answer in due course she sends the whole matter to the INTERNATIONAL COMM OFFICER AT WW as a complaint, the Int Comm Officer WW now performing the old HCO See function of chasing up comm malfunctions.

If an Ethics matter results the Int Comm Officer WW refers it to the Int Ethics Officer WW for action.

#### REVERSE FLOW

Any order to an org from the Exec Council WW or a WW Secretary MUST go via the HCO or Org Cent Liaison Officer at WW to the ES or See in the org concerned.

All Exec Council or WW See orders to area orgs must go to the ES in the org concerned or via the ES. And also always via the Cont Liaison Officer at WW.

#### CONTINENTAL EXEC COUNCILS

At this time of issue only those Cent Exec Councils which exist in full independent of other post fact are included in the routing.

In this case (where a full Cont Div 7 exists) all comms are routed additionally, up and down the line to the Cont EC.

This is then the pattern for the above case:

via HCO Cont'l Exec See Africa via HCO Cont'l LO Af at WW To Dir I & R WW.

The same routing is followed on return.

However if the Int Comm Officer at WW finds this routing to be stale dating or failing to relay at once, she petitions the Ad Council WW via her own Alert Council to disband that Cont Div 7 for the time being. If passed the EC WW may issue an order doing so.

The evidence must be overwhelming that the Cent Div 7 is not operating productively for the Cent Div 7 to be disbanded.

If this happens, then Comm is direct from those Cont'l orgs to WW as per the above first instance.

The reason for this clause is that some (US & ANZO) Cont'l Div 7s have not been effective in handling their areas before this date. Continental activity must be great enough to afford a full Cont'l Div 7 not a part time additional duty one for Continental Div 7s to function well.

The Continental Liaison Officer need not wait to be told what to do by his Continental orgs to expedite service or improve them. He can and is expected to initiate improvements and to expedite service to the orgs or side of orgs he represents even when not asked.

The motto regarding Comm to WW is DON'T NATTER ABOUT WHAT IS GOING ON- GET YOUR CONT LO TO ACT.

DESPATCHES  
to and from INT OFFICERS

If an HCO Exec See or an Org Exec See in an org has reason to comm to an International Officer (for Ethics, Special Programmes, Comm, etc) at WW the routing is always through their Cent LO at WW.

Replies and origins from Int Officers at WW to Exec Sees in orgs go via the Cont'l Liaison Officer of that zone and side of org.

INT COMM OFFICER ENFORCES

IN ANY AND ALL CASES WHERE THESE COMM LINES BECOME TANGLED OR THIS POL LTR IS NOT BEING FOLLOWED *THE INT COMM OFFICER AT WW* MUST ATTACH A COPY OF THIS POL LTR TO A DESPATCH THAT IS MISROUTED WITH THE APPLICABLE PARTS CIRCLED IN RED TO THE OFFENDING OR UNINFORMED ORIGINATOR.

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HCO POLICY LETTER OF 19 OCTOBER 1967

Remimeo

**WW 7 DIVISIONS**

The WW organisation pattern is the same as any other org's. The International Officers are placed in the divisions to which they most closely relate and have only int duties with no org additional duties, i.e. there is a WW Ethics Officer and also an Int Ethics Officer. But there is no WW Spec Progs Ex Officer only an Int Spec Officer as it is not an ordinary org post. All WW Officers and staff are senior to Continental staff.

The Ad Council WW is composed of the 7 WW Secretaries and 10 Continental representatives. The Alert Council meets as do other WW Councils in Dept 21 WW. All comms from orgs to WW Executives are sent via the Cont Liaison and returned so.

The stats of WW are dual being the local stats as a production unit and the old WW stats.

The Materiel Secretary post name is changed to Dissern See WW.

Cent Liaison Officers may serve only for six months and may not serve twice.

While at WW a Cent Liaison may be trained or processed only in the evening on his own time.

The Ad Council WW may refuse to accept any or may dismiss any Cent Liaison if it be proven he is only there for personal service or if his Ethics file shows any signs of suppressiveness. The Int Ethics Officer WW must pass on a Cent Liaison before he is seated in the Ad Council.

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HCO POLICY LETTER OF 14 NOVEMBER 1967

Ltd Non-Remimeo HCO Exec See WW Org Exec See WW Dissem Hats WW

**DISSEM DIVISION WW**

Due to the production nature of Dissem WW, the following is issued as its structure in reference to Sections and Units as slightly different than those of Central Organizations:

DEPARTMENT OF PROMOTION

Director of Promotion

PROMOTIONAL ACTIONS PLANNING SECTION

Promotional Actions Planning In-charge  
Promotional Actions Liaison  
Successful Promotions Liaison  
Approval from Exec Council Liaison

PROMOTIONAL DESIGN SECTION

Promotional Design In-charge  
Data Collection Clerk  
Cost Planning Clerk  
Design Dummy & Specifications Clerk  
Promotional Materials Files Clerk

COMPILATION SECTION

Compilation Officer

EDITING AND WRITING UNIT

Editing & Writing In-charge  
Writer  
PAB Editor  
Area Magazine Editor  
Continental Magazine Editor  
Transcription Typist

PHOTOGRAPH UNIT

Photographer  
Photographic Assistant  
Darkroom Assistant  
Photostat Assistant

MAKE-UP UNIT

Make-up In-charge  
Make-up Typists  
Typographer  
Artists  
Layout Artist

POLICY & TECHNICAL MATERIALS ASSEMBLY UNIT

Policy & Technical Materials Assembly In-charge  
Policy Assembly Clerk  
Bulletin Assembly Clerk

Hat Assembly Clerk  
Checksheet Assembly Clerk  
Org Board & Forms Assembly Clerk

PROOFREADER UNIT  
Proofreader

AUDIO AND VISUAL AIDS SECTION  
Audio and Visual Aids Officer

FILM UNIT  
Film Producer & Director  
Script Writer  
Set Design & Production  
Cameraman  
Film Editor  
Sound Editor

TAPE UNIT  
Tape In-charge  
Tape Editor  
Tape Copier  
Tape Machine Technician

EDUCATIONAL AIDS UNIT  
Educational Aids Clerk

TELEVISION AND RADIO PROGRAMME UNIT  
Television & Radio Programmer

THE AUDITOR SECTION  
Auditor Editor  
Auditor Asst Editor  
Auditor News Officer  
Chief Continental Correspondents  
Area Correspondents  
Auditor Typists

Mary Sue Hubbard The Guardian WW for L. RON HUBBARD Founder

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 24 APRIL 1968

SH Day & Fdn  
Lon Day & Fdn  
Paris  
Denmark  
Scotland

Issue I

**EXEC COUNCIL EUROPE**

Exec Council World Wide must constitute at once an Exec Council Europe (ECEU).  
Exec Council Europe will have under it the following Orgs:

SH Foundation  
Paris  
London  
Denmark  
Scotland

Saint Hill Day Org is directly under ECWW.  
SH Foundation Weekend and Evening under ECEU.

Exec Council EU are attached to SH Foundation for expenses and base.

Execs of ECEU are selected by ECWW.

European Franchise money and org 10% don't go to WW as WW isn't working for them. This money goes to ECEU.

ECEU and not the AO, is responsible for Scotland.

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[Cancelled by HCO P/L 23 April 1970, *SH-UK-ANZO-EU Relationships*, in the 1970 Year Book, which sets up and gives the lines of EC UK-ANZO and EC EUJ

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HCO POLICY LETTER OF 28 APRIL 1968  
(Amends HCO Pol Ltr of 4 Oct 1967  
Issue II)

Remimeo

**ORG EXEC SEC AND DISTRIBUTION**

The Org Exec Sec of any Org which does not have a full time Public Executive Secretary who has that post only and whose Public Divisions are not fully operating in all departments with all Dist Programmes is automatically in NON-EXISTENCE and has no rights as his omission amounts to a restriction of his org and nullification of the efforts of his staff and a betrayal of humanity.

Failure to have Public Divisions effectively operating in all departments is a withhold of processing and salvation from the human race.

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*[Note: The amended P/L 4 October 1967 is in  
Volume 6, page 89.]*

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**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 23 MAY 1968**

WW and SH

*IMPORTANT*

**WW AND SH RECOMBINED**

(Deadline 15 June 1968)

Although their statistics are drawn as before, WW, for all finance purposes, is recombined with SH and the Pol Ltr setting up WW as a separate finance unit is cancelled.

If World Wide does its work well, handling outer orgs, SH will have students and PCs.

SH has been developing reserves during a down income period. WW has been reducing promotional actions for lack of funds (while overstaffing).

The original finance pattern of WW was successful in that SH paid its bills and costs. SH has begun to slump periodically since WW separated from it financially.

All org functions and actions of WW remain. Its org board remains.

However, the full Tech Admin Ratio of SH including WW MUST be held to 3 persons Admin to 1 person Tech. This applies to SH/WW only and MUST be in full effect on 15 June 68.

The org boards must be balanced to obtain this ratio.

A Tech person, by actual definition, does or supervises tech. To wit: An auditor, supervisor, Dir Tr, Dir Pr, Tech Sec, Qual Sec, or Examiner.

There must be one of these at least for every 3 persons holding Admin posts.

Lack of training on the Dianetics and Solo Course, Spring of '68 showed too few supervisors to the number of students as the cause of bad training results.

Fast flow has not eradicated personal instruction.

To get more people on Admin you need only add tech personnel. You don't starve down Admin, you fatten up Tech.

**IF THE 3 to 1 RATIO IS VIOLATED IT IS A COMM EV OFFENSE.**

All WW income is invoiced on the regular SH invoice lines. A separate box system is used to separate out the invoices for statistics each week. Graphs are then made.

Book income, as it has been subsidized always by orgs, may not be held separate and book supplies procurement may not be held down to book income. Books are the first line of promotion.

**CROSS ORDERING**

Where an executive responsible for an area issues an order into an area where juniors are issuing contrary or confused orders, programmes cannot exist or be executed.

Also seniors with an unreality on the problems of juniors can paralyze them with floods of orders.

Therefore, combining WW and SH should be watched that SH does not get paralyzed by too much WW ordering and reversely WW does not order programmes into a lot of cross orders.

### **SUMMARY**

The direction of progress is toward simplicity.

This Pol Ltr is ordered to reduce the complexities into which WW has fallen in trying to solve its own finance and to utilize the resources of SH more widely.

Obviously the income of SH depends on outer orgs getting in new people, training and processing them well and sending them on to SH.

WW only exists to make this action smooth and increase its volume by the use of functional procurement of new people by outer orgs and seeing that the tech given them in outer orgs is STANDARD.

The SH Frid only exists to keep the EG area non-enturbulated and prevent a local no-auditing situation from occurring.

SH exists to furnish excellent auditors to the outer orgs and well audited pcs to the AO.

If these relationships are understood then the wheels will turn.

If these relationships are NOT understood then all manner of complexity results.

The AO exists to make OTs and support the Sea Org so that the planet can be brought under control and a safe environment provided in which the planet's 4th Dynamic can be cleared. The Sea Org discipline keeps the lines channeled so that outer orgs, SH and WW can do their jobs.

This is all so remarkably simple that one wonders at the odd games that get played along the command lines between SO and WW, WW and SH/Outer Orgs.

All we want is an operation that delivers standard tech properly done and stays solvent while it does it.,

Therefore we are making the WW and SH relationship on finance more compact so that the wheels turn better.

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Founder

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Rernimeo  
Staff Hats  
CLO Hats  
Staff Boards

HCO POLICY LETTER OF 20 APRIL 1969  
Issue IV

**CLO COUNCIL WW**

The CLO Council WW is established as a body composed of all properly appointed CLOs at WW.

Its primary function is to serve as an examining body on complaints referred to it concerning orders and directions issued on or against Continental and/or Area Orgs.

It convenes only when such a complaint is received and no more than once in one day.

A complaint may be originated by a CLO, or the CLO may be ordered by his Cont Exec Council to raise it.

The Council normally meets with all CLOs present. In case of temporary absence due to business, sickness, etc, it may legally convene with no less than four-fifths of its full complement.

The Council may only veto an order or directive already issued.

It may not issue orders, plan or advise. It handles only after the fact of issue.

The Council must elect its Chairman, Secretary and own Ethics Officer, and follow Roberts Rules of Order if no other procedure is proposed and agreed upon by the Council.

The Chairman does not ordinarily vote but may have a casting vote.

No veto of any order or directive is valid unless unanimously agreed upon by all members of the Council.

A veto is issued as an Executive Directive and is issued through LRH Comm WW, the Chairman attesting that the directive is okay and not against policy.

No order may be given the Council to meet or not meet.

The members are duty bound to meet when called upon to do so by a CLO who has legitimate business for the Council.

Members may be disciplined only by their Cont Exec Councils for failure to protect and further the best interests of the Continental Zone or for stopping a legal and valid order. The Council's Ethics Officer may be required by the Chairman to discipline a member for non-attendance, disinterest, discourtesy or other breach of this policy or the Council's own rules of order.

. Minutes and records of voting must be kept by the Secretary. A copy of each minute is forwarded to the Guardian WW, and filed by Policy Safeguard Bureau.

No LRH order may ever be over-ridden by the Council. -

No Controller order may ever be over-ridden by the Council.

No Guardian order may ever be over-ridden by the Council.

Any veto issued must be quite specific as to what is vetoed and why, naming the originator and the seconder of the motion.

A CLO whomishes an order or condition cancelled may bring it up with ECWW direct before calling for a meeting of the Council, and attempt to handle it directly.

In any event, ECWW should be informed by the CLO that he intends to bring it before the Council for veto.

As issue of an order unfavourable to an org or continent is based on no or incorrect data, the CLO who brings a matter before the Council must base his case on facts not opinions, and the Chairman must take care that decisions are based on existing complete facts.

Existing Policy on CLOs is not otherwise changed.

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Aides Council  
Sea Organization  
for  
**L. RON HUBBARD**  
Founder

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HCO POLICY LETTER OF 12 FEBRUARY 1970

Issue 11

Remimeo  
All Exec See

Hats  
All WW Hats

*URGENT and L44PORTANT*

TO WW

**ECWW, PRIMARY DUTIES OF**

Reviewing actions of the past year and a half, the important points of concentration for WW are basically PERSONNEL.

**LRH Comm WW**

**He** must give first priority to three things:

- (a) Keeping the LRH Comm network manned and operating, as the inter-org network of world comm.
- (b) Ensuring rapid distribution of orders, Executive Directives, HCOBs, Policy Letters, materials for HGC ind student training.
- (c) Compliance herewith.

In (a) maintaining the LRH Comm network over the world he must at once detect any failure of an org to answer up, report or comply and handle the matter rapidly and without fail. In making this come about, he may request help from the Sea Org if he cannot quickly effect the matter himself.

On (b) he must ensure without fail that Eds, general HCOBs and Pol Ltrs get into the hands of every staff member in the world rapidly without backlog.

Any LRH Comm or HCO ES in any org must assist these actions to take place.

Other communications or orders from WW may travel on these lines, be logged and locally followed up by the LRH Comm if the Communication is directed to LRH Comms.

A fourth and important action of LRH Comm WW is to see that TAPES by LRH are played in orgs wherever possible and also with excellent quality.

A fifth duty is to see that An actual Office of LRH exists in orgs, that busts and photos are displayed and that SOURCE is maintained in orgs.

The LRH Comm WW should see to it that the LRH Comm network is USED, that orders and actions are logged and that all LRH Comms are well trained and aware of their duties.

It will be seen at once that this is primarily a PERSONNEL matter.

ALL other matters than the above are secondary to the above and are given attention only when the above are fully handled.

HCO Exec See WW

The primary duties of the HCO Exec See WW are:

## I . International Personnel

2. International Ethics files
3. All org statistics

If these three actions are given precedence over all others, EC WW will be able to do its job as proper, experienced, trained personnel will be on post.

If these are not available and up to date and accurate then EC WW cannot do its job at all.

A fourth action is to establish and maintain in action and urgency, fully operating HCOs over the world in every org.

A fifth action is to appoint, remove, supervise and maintain competent high stat HCO Exec Sees in every org.

If the HCO ES maintains the international personnel and ethics files and works out accurate means to augment their completeness, accuracy and up-to-dateness, personnel can be wisely chosen for Exec Sec posts in orgs.

Full complete statistics of orgs, each carrying the name of the person responsible, are received, plotted and posted for WW use. The HCO ES does a GDS analysis of each org each week and furnishes copies to orgs and SO Captains.

All org personnel and their posts and news of any new personnel or transfer or internal appointment and a record of training of each are received and filed by the HCO ES.

Close liaison with the Guardian's Office is maintained on personnel and any EC appointment requires Guardian clearance to become permanent.

Any of the above actions are primary points of attention of the HCO ES. All other actions on International lines are secondary.

The HCO ES WW is depended upon to maintain the WW org form and WW Ethics and personnel to prevent incompetence, infiltration or upsets on WW staff.

If the HCO ES WW performs the above duties well and efficiently little can go wrong in Sen orgs and what is built will stay built.

### **The Org Exec Sec WW**

The OES WW has definite primary duties which must never be neglected. These are:

- (a) Effective OES and Tech Execs on post in every org.
- (b) Auditing in high volume in all orgs.
- (c) Training in volume of public students.
- (d) Training in volume of staff students.
- (e) Wide staff auditing.
  
- (f) Financial high income and solvency in WW and all other Scn orgs with excellent cash-bills and mounting reserves.
- (g) The effective delivery of high quality auditing and training.
- (h) The repair of any and all cases incompetently handled.
  
- (i) Getting new personnel in orgs trained up rapidly.

The OES WW is responsible for the good performance, training and conduct of every OES in the world and that one is on post in each org.

If the OES WW accomplishes the above important points as his first order of action, orgs will expand and tech delivery to the public will expand the influence of orgs. Any other actions are secondary.

### **Public Exec Sec WW**

The PES WW has certain primary and definite duties which are his primary concern:

- (i) Effective well trained PESs on post in every org.
- (ii) Floods of new names being produced by every PES in the world.
- (iii) The standard prom actions of the Public Divisions continued in action without dispersal.
- (iv) The appearance of orgs and staffs.
- (v) The exertion of PRO Area Control around WW and each org.

The PES WW is responsible for having an active and effective well trained PES working industriously and productively in each org and is responsible for their production, effectiveness and conduct.

All other duties and actions are secondary to the above, which if done, will stabilize and expand orgs.

### **Other Duties**

It is fully understood that other duties are performed by these Executive Secretaries and that these are also of importance. Division 2 actions, for instance, are seen to by the HCO ES. But it should be obvious that if the primary duties listed above are not alertly handled then no other actions become possible.

### **Senior Exec Sec**

The senior Executive Secretary at WW is the HCO Exec Sec.

The HCO ES is held fully responsible for any errors or neglect by the other Exec Secs.

The HCO ES calls and conducts all meetings of EC WW and establishes their order of business.

Anyone addressing "EC WW" is in fact addressing the HCO ES WW.

Should WW fail in any respect, it is the HCO ES who is held responsible.

### **Collective Actions**

EC WW has various collective actions. Some of these are:

One: Appointment of personnel to EC posts in Continental or other orgs or their removal, which must be by unanimous vote of EC WW after inspection of Ethics, graphs and personnel records. These posts are kept filled by EC WW on the basis of stats. A letter of such appointment must be written to each appointee.

Two: Financial Planning for WW to maintain complete solvency and accumulate reserves.

Three: Any ED being issued by any WW ES requires unanimous agreement by EC WW and is signed (originating ES) (by and for Executive Council WW).

Four: Analysis of GDSes.

Five: Assignment of conditions to orgs. (But no lower than Non-E.)

Six: - Broad general planning for WW and orgs.

### **EC WW Comm Lines**

EC WW orders travel on LRH Comm comm lines and are logged by the LRH Comm WW and by LRH Comms or HCO ESes in orgs. Compliance is obtained on this network.

This PL changes no other PL except the handling of WW orders by LRH Comms. It emphasizes the relative importance of ES actions at WW.

If those items listed under their duties and collective actions are given high priority, then EC WW is fulfilling its purpose and if they are not EC WW has no reason for being.

### **Personnel**

It will be seen and should be fully understood that EC WW's first and foremost concern is *Personnel*.

Systems of observation to build up current information on personnel in orgs, compared to their own stats, recording their level of training in ethics, tech and admin are vital to WW's operation.

The training and readying of *future* personnel is of the most vital interest to EC WW.

If EC WW regarded itself as a mammoth personnel office and concerned itself mainly with (x) identifying top stat people in orgs and appointing them to key posts, (y) training existing personnel up and (z) recruiting new personnel into orgs, the operation of EC WW and its Exec Sees would be tremendously successful.

Naturally, to observe and get reports one has to have an operating comm network.

ECs in Continental orgs actually only aid and abet this action.

### **Despatches**

If WW seeks to handle every small situation in orgs and issue orders about them over long distance comm lines, it will fail as these situations occur only because of poor personnel at the other end of the line.

Thus endlessly answering despatches as an Exec See at WW as one's only action will wind things up badly. Despatches are acked and situations handled, of course. But it is far from a full time duty. Despatches are a means of OBSERVATION. What the Exec See wants from them is data.

What WW is interested in is data about PERSONNEL, about their Ethics, about their training and progress in training, and basically, their performance on post, as these relate to stats.

Despatches give data, progress, situations and compliances.

### **Musical Chairs**

One avoids musical chairs in an org. But one doesn't permit destructive or non-compliant persons in key posts.

### **Loyalty**

Staff members who stick with it through thick and thin count for much and this factor is a large one. They should not be mauled around.

### **Freeloaders**

Training in upper orgs for staff members in lower orgs should be okayed by EC WW first and an undated note for the expense to the lower org should be made out and signed. Accurate Freeloader lists should be made and kept and the offender considered dead so far as org staff is concerned as experience shows they are often wildly out ethics otherwise.

### **Volume**

Recruiting and training staff in volume is always a safe activity and things go bad only when one doesn't.

If WW performs its personnel functions well, it will succeed.

L. RON HUBBARD  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 31 AUGUST 1971**

Remimeo

**THE EC NETWORK DISBANDED**

(The WHY OF GI Crashes)

A situation existed for four years whereby the EXECUTIVE COUNCIL WW had several International Stat crashes which then had to be picked up by the Sea Org.

The Sea Org Continental Liaison Office network has taken over these functions of management under its Management Bureau.

The first major crash was the 1968 stat crash which long remained unexplained.

Information has now come to light on how this EC network put itself out of business several times.

Operating on a wrong statistic (Gross Income) the EC network developed a system, originated or at least perpetuated by an Allan Ferguson then OES WW of daily hammering orgs for GI and getting the GI up by "all possible means". The Continental ECs borrowed this system. It was and is an off policy action.

In the very early 1960s it was already observed from the conduct of the Melbourne org that one could always sell out an area and that done without delivery or with flubby delivery resulted in a collapse of stats. It was well known then that you *cannot continue to sell without full and quality delivery of what was sold.*

Pushing only "GI" does not build an org that can deliver. It is easy to push only "GI". It does not take many people. Its situations are simple and easy to solve up to a point.

The WW and Continental EC network, pushing only GI, dispensed with an HCO and let HCOs collapse in orgs. HCOs were not there to build an org so delivery ceased. The org went idle and collapsed. Service was undelivered or of poor quality and ARC Broke the field.

It is a situation similar to the broad economic world of booms and depressions. Each boom was followed by a depression.

Back of this is non-delivery. Lots of stock sold but no product.

Delivery or production can also be pushed with no GI and with no money to reward or pay the expense of delivery, a crash also occurs.

In 1928 and 1929 the world markets pushed only shares, stocks and money, no delivery. Black Friday in 1929 crashed the whole world of trade and began a long depression.

Production however did exist thereafter without money and the crash was continued.

When *either* money or production get out of balance one has trouble. All production and no money is as bad as all money and no production.

This also answers the world mystery of booms and depressions which, unsolved, drove the whole field of economics into a mad subject.

The fault in the EC network (which I left in 1966) has been under study since the 1968 collapse of stats.

It apparently is the same as the old Melbourne org cycle of heavy sales but poor or no delivery.

Usually it takes several months or longer for one of these collapses to iron out. That was because, each time, as the stats fell, even more frantic demands for GI would

be issued from the EC network. One after another orgs would cut their lines to WW and eventually no one would pay any attention and a tiny org would begin to grow back, delivering as it could.

This cycle occurred in '67, '68 and now again in the US in 1971 up to July when Flag abruptly disbanded the functioning EC US.

This was done to prevent the old cycle of oversell and non-delivery from smashing stats too hard to recover.

The Continental Liaison Office was quickly strengthened.

A new Org Condition, C/O, Exec Director Stat devised as **PAID COMPLETIONS ACCOMPANIED BY AN ACCEPTABLE SUCCESS STORY (HCO PL 29 Aug 7 1)** was issued. LRH ED 151, 152 and 153 and HCO Bs 30 Aug 71 Issue I & Issue II were quickly issued to set up a daily demand line from CLOs to Orgs for that stat. A Qual Sec Course (Mini Qual) and Tech Establishment Officer Course were begun. Word Clearing Tech, an auditing drills course and other material were rapidly formulated and released.

The urgency was to get the orgs delivering rapidly what they *had* sold while they still were financially able to do so.

Production demands were balanced with GI by "*Paid Completions*" and quality was bolstered by a requirement of a success story.

Training was given comparable or greater completion value to Tech to keep the orgs more heavily on training than processing.

These measures were designed to catch the boom before more and failing GI demands without delivery wrecked the network.

Any such situation is complicated by false reports or cut lines and is difficult to assess. The Data Series and many observation missions and a record of past experiences however indicate that this was the cause of the WW network failure which until now had been something of a mystery.

At fault really is the retention of GI as the only stat used to assign orgs their conditions.

The main dangers of a shift to delivery is that GI may be placed in ill repute and that orgs, suddenly shifted in target, will not believe they can deliver in such volume. They can, rather easily, as already proven by at least one org in the current shift.

Spotted and caught in time almost any situation can be handled unless actions occur or continue which worsen it.

Orgs run on policy which deliver what they sell in the same volume and in high quality, which maintain a good HCO to expand facilities, which recruit, hat and train their staffs cannot do otherwise than succeed.

It is when there is more attention on income than on production and delivery that an org or network gets into trouble. And reversely, when more attention is given to production than sales, a downtrend can also occur as the organization is put out of balance.

Well paid delivery in high quality is the correct answer. Only then can a boom continue. Frankly it has never occurred to me that such a fact could be missed.

This is good will and also your integrity.

There are no short cuts to honest prosperity.

We have the greatest possible tech when properly studied and applied. Why not deliver it?

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Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 31 AUGUST 1971**

Remimeo

Additional

**EC NETWORK**  
**(The WHY of GI Crashes)**  
(Reference Data Series Policy Letters)

Since writing the original policy letter the Data Series has been completed and more data is now to hand concerning former EXECUTIVE COUNCIL Worldwide actions and the failures of other *governing bodies*.

This therefore is a VERY important subject as it concerns the success or failure of governing bodies in general.

A much broader WHY of failure has been found.

THE REAL WHY OF ANY GOVERNING BODY FAILURE WHEN IT IS SINCERELY TRYING BUT FAILING IS THAT IT IS *OPERATING ON WRONG WHYS*.

This, on review, was the true underlying failure of every sincerely active governing body or EXECUTIVE.

There can be other whys. There can be no governing body at all. It can be corrupt. It can be only self interested. And (as in the case of France, Poland, Austria and Czechoslovakia in the late 1930s) (and probably England in the 60s) it can be infiltrated and subverted.

But all governing bodies of Scientology organizations have been sincere and they have tried hard. This included EC WW.

And the basic and only reason for failure was that they gave orders which did not match the situation into which the order was sent.

They had no real data collection unit and depended on reports.

They had no direct observation.

Therefore their estimates of the situation were faulty.

There was no valid system of data analysis or logic known to man and they would have erred anyway.

Thus they are totally exonerated of any evil intent or even, by human standards, incompetence.

Acting on isolated reports or opinions, without a system of evaluation, they issued orders based on wrong WHYS.

Thus, this can go wrong with ANY executive, any governing body of anything.

Their constant demand for GI without any real demand that service be given was itself a wrong HANDLING because it was based on a wrong WHY.

Orgs exchange service for money. When they have nothing to exchange for the income, the income goes down because nothing is being delivered to *earn* the money. This was the right WHY of GI decline. All the nagging in the world would not have increased GI after delivery backlogged or was faulty.

But this is just a wrong why. There were other wrong whys as well.



Thus, to succeed, any  
EXECUTIVE  
**LOCAL GOVERNING BODY**  
**CONTINENTAL BODY**  
**INTERNATIONAL BODY** must

- I. Collect Data.
2. Observe.
3. Evaluate and find RIGHT WHYS.
4. Issue correct orders.
5. Enforce compliance.

Additionally it must

- A. ENFORCE EXCHANGE.
- B. ESTABLISH.

The keynotes of success are OBSERVE, EVALUATE, ORDER, SUPERVISE.

From studies of this subject additional data emerged:

(a) Those organizations which are on policy are overwhelmingly more successful than those that are not. The validity of this is so great that any lack of success can be assumed as coming from a general off-policy scene.

(b) Fast, continuous work is needful at any level to continue success. It need not be frantic. It must be orderly. But it is continuous and it is rapid.

(c) Surveys of what's wanted and considered valuable are vital to any expansion.

(d) Exchange of something for something cannot occur only within a body or group but must take place with a different type of group (like org with public, not org with org) for any "GF" to be realized.

(e) Continued "GF" depends on the quality, predictability, valuedness and volume of service given for it.

(f) That the primary failure of any group is a failure to establish (meaning training, org boarding, posting, hatting, lines followed and policy and tech known and practised).

### WW SUCCESS

Given and knowing and using this data WW or any of its Continental ECs could very easily succeed with the same personnel.

The data in this P/L would have to be fully utilized for success to occur.

There was, therefore, nothing whatever wrong with the ECWW-Continental EC  
*PA TTERN*.

This is very good to know. The pattern, like the pattern of the org board, is all right.

It is just that management bodies as well as Executives, to be successful **MUST OPERATE AND ACT ONLY ON CORRECT AND EVALUATED WHYS**. Otherwise they court disaster.

It has taken a couple of years to finally uncover this data.

I trust it will prove valuable.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 AUGUST 1960

Sthil

**ACC AT SAINT HILL**

The 7th London ACC will be coming down to Saint Hill for the next six weeks.

There will be quite a few persons in it.

They will use the Monkey Room. They arrive by bus at 9.30 and leave at 5.

They will have % of an hour for lunch from 12.45 to 1.30. They bring their own lunches. We furnish tea and coffee.

They are restricted to front terrace, park and lake. Pleasure Gardens and other areas are out of bounds to them.

They will use terrace door into office and thus into Monkey Room.

The house except for Monkey Room area is completely out of bounds to them.

Be pleasant to them but don't let them interrupt your work. If they do, please tell Dr. Halpern in the Monkey Room area.

They will want to know about all kinds of things. It's ok to talk to them. But remember that they are going back to all parts of the world and will take whatever you say as gospel truth. So make sure it is or Scientology might be upset.

You will find them to be good people. You'll also find them underfoot a bit. So make the best of it.

Thank You -

LRH:js.rd

L. RON HUBBARD

**SAINT HILL SERVICE ORGANIZATION**

Saint Hill Manor was acquired by Ron in Spring 1959. It is a grand building nestling on the side of the hill and is surrounded by some 57 acres of its own beautiful grounds comprising parkland, meadows, woods, shrubberies, swimming pool and tennis courts. In *addition*, there is a lake covering an area of 2 1/2 acres. The whole is set in the delightful County of Sussex, renowned for its lush green grass downs and the Ashdown Forest.

Ron wanted a quiet place where he could carry on with his researches, and from which HCO WW could handle the worl *d-wide concerns* of Scientology. He needed time for this research, but *didn't want* to deny Scientologists his personal instruction and, as has always been his custom, he wanted to make known his discoveries as soon as they had been unearthed. He would need his research data close at hand. He would need his staff to take off his shoulders a large chunk of the administrative work. He had already taught one ACC at Saint Hill-so it was possible to have students there, and the idea of a continuous course was feasible.

In April, 1961, the doors of the Manor were opened to admit the Saint Hill Special Briefing Course. This marked the beginning of Saint Hill as a Service Orgairization. Originally, the function of Saint Rill was to provide service and books to other Scientology

flocked to Saint Hill for Power Processing.

The advent of Power Processing heralded a completely new, higher level of training at Saint Hill-the Class VII Internship. Class VI graduates, recommended for higher training, were invited to sign a contract with an Organization and become Class VII Auditors.

With the growth of Power Processing and Intern training, even more space was required and so great was the demand that temporary wooden buildings had to be erected and work started on a more permanent building now known as the Castle, because of its design and appearance.

On 5th September, 1965, L. Ron Hubbard announced the end of researches on the state of Clear and invited applicants for the Clearing Course.

On 24th October, 1965, L. Ron Hubbard announced another new Saint Hill Course-the Solo Audit Course-the non-professional route to Clear, for Scientologists who are not trained to Saint Hill Special Briefing Course requirements, but who wish to become Clear.

The O.T. Course was *introduced* by L. Ron Hubbard on 10th August, 1966. The final route to O.T. had begun at last! Nearly 50 Clears had been checked out by this time, and each Clear was delighted to receive his or her invitation to emol.

organizations throughout the world. This was later to be done in the World Wide Organization of Scientology. The Saint Hill Organization became the Hubbard College of Scientology and specialized in delivering high level technical training and, later, processing.

In April, 1965, a new Grade of processing-Power Processing-became available in the newly formed Saint Hill Hubbard Guidance Centre. Scientologists

The Solo, Clearing and O.T. Courses were later transferred to the *Advanced Organizations*.

In addition to issues under subject headings in all volumes, Policy written specifically for Saint Hill can be found in the following pages: 86 to 112 and 674 to 705, and in the special Saint Hill sections in Volumes 3 and 4.

## **HUBBARD COMMUNICATIONS OFFICE**

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 DECEMBER 1963

Sthil

### **SAINT HILL REORGANIZATION**

**(Effective January 1, 1964)**

The activities at Saint Hill are being re-grouped under three corporate headings.

HCO (WORLD WIDE) LTD, with Peter Hemery as the Organization Supervisor for all Scientology Organizations around the World and locally will include reception, Mimeo, Communications, Telex, Accounts, Addresses, Central Files and Franchise. People in these departments remain under Peter Hemery's direction and past functions are as usual.

HCO (ST. HILL) LTD, has been organized to care for the Course, house, grounds, domestic staff, construction, materiel and all personnel. Edgar Watson is appointed Saint Hill Administrator and is in direct charge of these activities and personnel. He retains his supervisory post of Book Administrator.

All construction, maintenance and repair is placed under Ollie Weller, who under Edgar Watson is in charge of all construction, maintenance, repair and personnel and materiel used in construction and maintenance.

Proper organization boards will be posted as soon as the name of the third company, a research corporation, has been passed by the Registrar of Companies.

I remain as executive director of each of these companies.

Re-organization is mainly because of expanding activities and increased staff and an effort to make executive hats wearable.

On the completion of the new building most of the activities of HCO (WW) Ltd, except accounts, will be moved into the basement.

Edgar Watson will have his desk for the moment in the ground floor executive office.

The actual function on post of each staff member other than those named above remains unaltered. Only their seniors and admin channels are changed.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JANUARY 1964  
Issue 11

Sthil

HCO (STHIL) LTD

**PERSONNEL TRANSFER**

*EFFECTIVE ONRESCRIPT*

Ltd. Valerie Obin is transferred full time to the Enrollment Division of HCO (Sthil)

She is to perform all needful duties under the direction of the Director of Department but is to act temporarily as Letter Registrar.

In the post of Letter Registrar her attention is invited to the many policy letters on the subject and the need for volume.

Programme No. 2, writing all former graduates offering a L150 retread, should occupy her first attention.

No other personnel is allocated to the Department of Enrollment at this time. At such time as progress has been made, new personnel will be added.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 APRIL 1964

Sthil *Only*

**SAINT HILL PERSONNEL**

All persons employed at Saint Hill, for personnel purposes, except officers of corporations, come under the Saint Hill Administrator.

HCO (St Hill) Ltd provides this service for HCO (WW) Ltd and SLR Ltd.

This means that acquisition of new personnel and dismissal of personnel comes under the Saint Hill Administrator.

Personnel actions by HCO (WW) Ltd and SLR Ltd must be referred to the Saint Hill Administrator.

The Saint Hill Administrator may take independent action on any personnel in the interests of efficiency or finance.

As a matter of principle, a corporation officer or department head has authority over the personnel within his own corporation or department. This includes some power of decision in the matter of hiring and dismissal.

The Saint Hill Administrator should therefore work in close co-operation with other corporation officers and with department heads in personnel matters,

If any disagreement arises on executive level on the question of personnel, the matter in question must be kept in abeyance until it can be referred to the Board.

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 MAY 1964

Sthil Staff only

REORGANIZATION  
(Effective Monday, 11 May 1964.  
Appointments herein begin as of that date.)

Our shift to a new pattern of organization last autumn has not proven successful.

We are therefore reverting to the original pattern and using only HCO WW Ltd, to re-establish our lines and positions as they existed in September 1963. We will maintain the bank accounts of the two new corporations but otherwise de-activate them.

All personnel reverts to employment under HCO (WW) Ltd.

"The Auditor" as a publication is being detached and handled on a part time basis as an additional duty by Fred Hare. The title Director of Auditors may be retained. Fred Hare is returned to his post as Case Supervisor with my thanks for his work in getting new promotion in.

John Lawrence is returned to his post as head of the Income Section and Director of Accounts with part time duties as staff auditor and as assigned, with my thanks for all he has done as Case Supervisor.

Edgar Watson is appointed HCO Area Secretary Saint Hill. He may keep his former title although the title HCO Area Secretary is a better title. His duties are those done by HCO Area in a Central Org, hat checking, bulletin and policy checking, hat issue and standard org rudiments for Saint Hill as an organization. All personnel including instructors and domestic staff are included in having hats and check outs. His additional duties are Books, always supervised in Central Orgs by HCO Area, and purchasing and personnel, the duties of the Director of Materiel in a Central Organization.

The Franchise idea, accounting for considerable income, will be retained at this time and Membership abandoned.

Joe Breeden retains Franchise Secretary. He is additionally appointed in charge of student procurement, central files, address and letter registration, with the title of Director of Promotion and Registration as in a Central Org. John McMaster is appointed Letter Registrar under Joe Breeden. Only one other person, the typist, is permitted to this department. Mary Long continues as Course Registrar.

Certification is to remain with Central Orgs. We will not take it on.

Until transferred to Course Instruction, Roger Biddell will continue on tapes but will also assist in the Book Department.

All other appointments remain as they were as of September 1963.

This places strong personnel in the key places where they are needed. It brings us back to a successful pattern of operation and adds the ingredients we have lacked which have made Central Organizations endure successfully, the HCO Area Sec, whose actions and functions have been lacking at Saint Hill, and a Department of Promotion and Registration.

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L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MAY 1964

St Hill only

**INFORMATION ABOUT YOUR POST**

All Saint Hill Staff, including technical, office, domestic, maintenance and construction personnel, are required to write, briefly, but completely, an account of their present duties, i.e., exactly what they are doing on their posts at this time.

Where a Staff-member is occupying more than one post, a separate write-up is to be given for each post.

Each write-up is to be headed with the post's title; then the PURPOSE of the post is to be given, followed by the DUTIES of the post-to be numbered separately.

These write-ups are to be completed within 7 days of receipt of this Policy Letter, and handed to HCO Area Secretary St Hill with any HCO Bulletins, HCO Policy Letters, etc., which have any direct or indirect bearing upon the posts you have written up.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MAY 1964

Sthil Staff Only

REORGANIZATION

(This functional structure bears no relation to and does not alter existing corporate status.)

On Sunday, 31 May 1964 the following organization goes into full effect at Saint Hill.

There are FIVE Production Departments at Saint Hill. Only these five directly produce income. All other activities are service units to these five. Therefore they are designated UNITS. Full attention must therefore be given to Production Departments. Solvency depends upon maximum effort by Production Departments and minimum wastage by any Department or unit.

The production departments are:

- I. Department One. Production of basic Scientology materials, writings and policies. These functions are mainly done by myself. I receive assistance from Mrs. Hubbard and assembly and recording assistance by Reg Sharpe. This unit is the basic unit responsible for eventual income.
2. The Course Department. This, under the Course Supervisor, is responsible for about one third of the income received at Saint Hill. It consists of its technical and administrative staff, including the Course Secretary, Registrar and Letter Registrar.
3. The Book Department. This is responsible for another third of the income at Saint Hill, and is far more important to economics at Saint Hill than has been realized.
4. The Organization Department is responsible for handling International Organizations around the world, not Saint Hill, and obtains another near-third of the income of Saint Hill by way of organization ten percents, etc.
- S. The Franchise Department. This unit receives a relatively small but respectable annual sum by way of Franchise IO%<sup>s</sup> from field auditors.

There have been other designated units in the past at Saint Hill. These are no longer so designated but are transferred to the direct control of the Organization Secretary. They include Accounts, construction, maintenance, purchase, office cleaning, etc but not administration or domestic staff.

Domestic staff is considered a Unit of Department One, under my personal secretary. It includes the butler, cook, housekeepers, nanny, driver, and the outside grounds staff which in turn is headed by the head gardener.

I remain in general charge of Saint Hill and International Scientology, as Executive Director.

The following appointments are therefore made:

Mary Sue Hubbard, ORGANIZATION SECRETARY, in general charge of everything that goes on at Saint Hill and all departments, including Department One. This is the equivalent post to a Central Organization's Association or Organization Secretary. All departments and personnel are answerable to her for their conduct of duties and the general solvency of their departments. She may hire or dismiss personnel, increase or decrease wages, sign on all accounts and act to improve conditions without further consultation with the board or the Executive Director.

Herbie Parkhouse, COURSE SUPERVISOR retaining post also as Case Supervisor. He is to increase enrollments and keep students progressing steadily through the course to early completion, safeguard technical practice and in general look over all those matters relating to course income and conduct. His primary duty is to maintain a fully enrolled course while graduating well-trained auditors rapidly,



Peter Hemery, INTERNATIONAL ORGANIZATION SUPERVISOR. He is to do everything possible to increase the efficiency, technical proficiency and income of Central Organizations and offices throughout the world and to collect all monies owed by them to Saint Hill and to act to prevent emergencies in them or to handle existing emergencies in them,

Edgar Watson, PUBLICATIONS DEPARTMENT MANAGER, and materiel and personnel procurement Assistant to the Organization Secretary. Taken from the Book Department, his absence caused a falling off of a third of the income from Saint Hill, a fact not disclosed until recently. He is swiftly transferred back in belated recognition of the importance of this department to Saint Hill solvency and is removed from other posts. The Book Department is to get into publication all new course books, handling all printing and manufactures and increase meter sales. He is to achieve the full potential of this department. He retains purchase and personnel procurement as an assistant to the Organization Secretary.

Joe Breeden, **DIRECTOR OF PROMOTION AND ADMINISTRATION and FRANCHISE SECRETARY.** Having the smallest income department, he is to extend his actions into any and all Promotion and any and all Administration that achieves promotion or otherwise. Under him then come all other administrative functions including mimeo, filing, typing, reception and all other such personnel except Accounts, since these are all in essence promotional activities. All typing for all other departments is done by this department where they cannot do it themselves. Administrative personnel, even when working in other departments, comes under the Department of Promotion and Administration.

John Lawrence is appointed Accounts Assistant to the Organization Secretary and is in charge through the Organization Secretary of accounts personnel and financial matters.

Fred Hare is appointed as the Editor of the Auditor which is under the Department of Promotion and Administration and retains the courtesy title of Director of Auditors. This is in addition to course duties as assigned.

Reg Sharpe in addition to duties in Department One retains post as Course Secretary.

Mary Long retains post as Course Administrator and Registrar.

All other technical personnel retain post as currently assigned.

All Administrative Personnel, reception, typists, file clerks, now come under the Department of Promotion and Administration. They remain on post as previously assigned unless transferred by the Director of Promotion and Administration. The main change is that Central Files personnel come under general administration on a pool basis and that any administrative personnel may be employed for promotion purposes and that all typing is done in this department which cannot be done by other departments.

Irene Thrupp remains as personal secretary to myself and as such is in charge of all domestic staff including gardens, housekeeping, driving, nursery, etc, which is assigned to Department One.

There are no changes in invoicing by companies or disbursement or the purchase order system.

The reason behind these changes is future efficiency. The organization made huge sums in 1963 and spent them all, producing emergencies in 1964. Without threatening anyone's job but by using greater efficiency and emphasizing production, not spending, the condition will easily be righted, providing we all make more and spend less, We are far from insolvent. But I intend we shall be even further away by autumn. Produce more. Spend less. And make this reorganization work by doing your job.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JUNE 1964

sthill

*SAINT HILL STAFF ONLY*

**REORGANIZATION**

You see the new organization chart in the front office. You should study it.

The basic steps are being taken to make it an efficient reality.

What we expect from staff members at Saint Hill are:

1. Do your job efficiently and well.
2. Handle and preserve your materials and supplies.
3. Work to produce income or help its production.
4. Co-operate to save on expenses.
5. Take your orders only as given on the chart. Don't accept orders from anyone and everyone for that adds confusion and wastes time and material.
6. Work only at your own job. Don't do somebody else's.
7. Clear designs and plans with the Organization Secretary or myself. Don't plunge in just because somebody else says so. Clear it with the Organization Secretary or myself and if okayed, work like blazes on it.
8. Realize we are essentially a production team, not a company or commercial enterprise. What we produce is very plain on the organization chart. Production is either direct or in serving a production unit.
9. Realize that there are only a very few ways to get in trouble. These are-
  - (a) Not doing your job;
  - (b) Wasting resources.
  - (c) Overworking Mrs. Hubbard or myself by making us do your job.
  - (d) Upsetting people so they can't do their jobs or upsetting the children.

Within that framework your job is as safe as the Rock of Gibraltar.

Our aims are:

1. Increase income.
2. Decrease outgo.

3. Get everybody to know and do his job with initiative and intelligence.
4. Have a good team that doesn't require a brigade of military police to keep it going.

Our theory is that each one of you, as an individual, works for Mrs. Hubbard and myself. This is different than company or military organization. Those are essentially caste systems.

The way we're doing this is you work for us. It's always really been that way, so let's make it a fact. You don't work for X who works for us. You work for us.

Certain production activities are singled out and spotlighted. As each of these

succeed, so succeeds Saint Hill. As any one of these fail to produce, so we fail.

It's a terribly simple organization. It will work as you will see.

Mrs. Hubbard and I put in about 10 hours of work a day on different activities than management. She is getting together books to print and sell and I am handling by myself a research line which is successfully completing what one large foundation (The Ford Foundation) spent 15 million a year on for a decade and which their thousands of top-line scientists failed to do and eventually gave up. And I'm doing it all by myself mostly unaided.

This work requires quiet so we have an additional working day that begins sometime after 9 PM and ends around 7 AM seven days a week.

You are probably unaware of this work except in its finished form. You see students, book income, growing organizations. But what produces all this? Research projects and written materials. So right there we have a strenuous career. We then get a few hours sleep and around 2 or 3 PM get to our desks to handle management, administration, etc. We have dinner about seven, spend a bit of time with the children and get back at it. This is our day, then. It's one five hour and one ten hour working day out of the 24, seven days a week.

You might ask why we work this hard. Well, nobody else can do our jobs and we are working against a set time table that even so falls behind. We have almost made our schedule now and just a year and a half more should see our basic jobs done. Then we can resume more reasonable working hours and have a vacation.

So you see successful management must be one that lets us do our jobs too. If we were only managing things, it would be very easy. That we must also work makes it harder to handle an organization. You see, if we didn't do our own jobs there would be nothing to organize.

Therefore, a really good staff member to us is somebody who does his job well and lets us do ours. We haven't any time for somebody who has to be policed before he or she will work, and we are particularly annoyed by somebody who tries to "get away with it" and thinks we will never find out, for we always find out and we always eventually act and open the outbound door.

If you understand these things, you will understand Saint Hill.

We would not be reorganizing now if the organization had not dropped production and started spending \$400 a week more than it was making. That could lead to an emergency. We don't want emergencies. The organization is still solvent but at that rate would soon go broke.

Hence, current reorganization.

One could probably think of other ways to handle this, far more ideal, but we've tried many and have come back to this for only this system works. And this is what we're doing.

So what we want is very simple. Do your job so well we can get on with ours and we'll be a very happy team.

We value your help and we are glad you are with us.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 18 JUNE 1964**

Sthil Staff

**NEW POSTS**

**What has formerly been called Reception is re-designated COMMUNICATIONS OFFICER.** The post has outgrown what is commonly held to be reception responsibility.

The Communication Officer is responsible for relaying anything or anyone that is received at or sent by Saint Hill.

Phone and other duties continue.

Failure to report receipts of goods to the Communication Officer or failure to give the office courtesy and co-operation will result in a report to the Organization Secretary.

A log is kept by the Communication Officer in which all communications, received goods *and happenings* are entered.

In emergencies such as fire or accident inform the Communication Officer in the Front Office at once.

**MAIL CHANGE**

*No more mail will be delivered to desks effective 22 June 1964 .*

Instead such mail and despatches will be sorted into the Comm Centre Baskets in the Front Office and will be picked up daily by the staff members themselves.

Procedure for Office Personnel: Do your work into your Out Basket as usual. Then take your outbasket contents to the Front Office yourself and sort it into the various other baskets or outgoing mail. Pick up whatever is in your basket and take it back to your place of work.

Try to get your despatches and letters all sorted into the Comm Centre before 5.30 pm daily.

For material required get the chits into the appropriate Front Office baskets by noon.

Exceptions: The despatches of the Executive Director will be taken to his office by the International Organization Supervisor and the outgo picked up by him. The despatches of the Organization Secretary will be picked up and delivered by the Org Sec's Sec. This measure is made not for convenience but to expedite purchase requests and cheques which might hold up other personnel.

**TEA**

Tea for office workers will hereafter be handled in all its arrangements by the Housekeeper or the Assistant Housekeeper, effective 29 June 1964 .

One or another office worker below executive rank may be detailed to assist in this on a rotational basis by the Housekeeper.

**ACCOUNTS ASSISTANT TO THE ORGANIZATION SECRETARY**

There will no longer be Income and Disbursement posts as separate personnel. Both these posts will be, held by one person with the title Accounts Assistant to the Organization Secretary, effective at once.

**ACCOUNTS FILES ADMINISTRATOR**

The post of Accounts Files Administrator is created.

This staff member will help the Accounts Assistant with Files and in other ways as contained in the Administrative Directive of the post, effective at once.

L. RON HUBBARD

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## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JUNE 1964

Saint Hill Only

### DEPARTMENTAL REPORTS

(Effective for the week of July 6, 1964)

The heads of Production Departments are expected to include in any other weekly reports required the following specific data.

#### *International Organization Supervisor.*

1. The total Income of all organizations.
2. The income of the lowest organization.
3. The exact total of 10% received by us in the week.
4. Any significant increase directly traceable to the actions of the International Organization Supervisor, or any explanation for lack of increase.
5. The total disbursement on behalf of this department (to which need not be added its general share for service).

#### *The Course Supervisor.*

1. Of his own personal knowledge and count, the number of actual applications on hand, in which no actually enrolled students or withdrawn applications are included.
2. Number of graduates in the week.
3. The exact amount of course income for that week.
4. Any significant rise of income due directly to the actions of the Course Supervisor or any explanation for lack of increase.
5. The Disbursements for the week on the behalf of the department (not including any general share in costs).

#### *The Publications Manager.*

1. The number of book or products buyers who bought during the week.
2. The exact amount of income from purchases for the week.
3. Any significant rise in buyers or income due directly to the actions of the Publications Department Manager, or any explanation for lack of increase.
4. The Disbursement for the department for the week (not including its share of general service).

#### *The Franchise Secretary.*

1. The total of Franchise Income for the week.
2. The lowest Franchise payment received.
3. Any significant increase in Franchise Income due directly to the actions of the Franchise Secretary, or any explanation for lack of increase.
4. The Disbursement for the department for the week (not including its share of general service).

These reports need only be added to the forms of existing reports.

All summarizing reports required by the Organization Secretary remain unchanged.

The usual or routine reports required by the Organization Secretary, with the above appended, are forwarded to the Organization Secretary as required.

To these reports is appended the Organization Secretary's report as follows:

#### *Organization Secretary's Report.*

1. Total income for the week.
2. Total Bank Balances for the week (without adjustment).

3. Approximation (rough) of all amounts owed by the Organization.

These reports are then forwarded to me as Executive Director, arriving not later than the Tuesday following the Thursday which closed the week.

The ordinary time then for department heads to make out such reports would be Friday and the Organization Secretary's report Monday, all concerning the week that ended at 2.00 p.m. Thursday.

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**L. RON HUBBARD**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 SEPTEMBER 1964

Saint Hill

only

**HCO CORPORATIONS**

For staff information there are FIVE HCO Corporations.

They are:

*HCO (M Ltd*

This is the corporation that manages international organizations. It has the magazines we publish and handles the international communication lines. Linda Nussbaum has just replaced Peter Hemery as Secretary of this corporation. All Photography and its accounts come under this corporation, also. Use its letterhead for these.

*HCO (St Hill) Ltd*

This is the corporation that runs the course, handles the internal activities of Saint Hill. All student activities and letters concerning the course, quarters, domestic accounts go under this corporation. Only its letterhead is used for these activities. Edgar Watson is the Secretary of this corporation.

*SCIENTOLOGICAL LIBRARY AND RESEARCH LTD*

This is the corporation that sells books, compiles research materials and makes tapes and also Cine films. Reg Sharpe is the Secretary of this corporation. All book letters use this letterhead.

THE ABOVE ARE THE ACTIVE CORPORATIONS WHICH HAVE THEIR HEADQUARTERS AT SAINT HILL.

There are two other HCOs. They are:

*HUBBARD COMMUNICATIONS OFFICE LTD*

This was a public corporation formed in order to handle the communications of another corporation, HUBBARD ASSOCIATION OF SCIENTOLOGISTS LTD. This corporation ran the garage at Hickstead but as that is closed and as the corporation it was formed to serve, HASI LTD, is inactive, this corporation is dormant. However all garage (Hickstead) letters and bills are written on its letterhead. BUT ITS LETTERHEAD MAY NOT BE USED FOR ANYTHING ELSE.

*HUBBARD COMMUNICATIONS OFFICE*

This was the original HCO, a private unincorporated business which was taken from London when we came to Saint Hill. It became the HUBBARD ASSOCIATION OF SCIENTOLOGISTS INC World Wide Division. This HASI was an American company. HASI INC still owns all the property and equipment as it has never been transferred by formal board action. But this company is dormant and its letterhead should never be used.

It is illegal for the name of one company to be used in the transaction of the business of another. So care should be taken that this does not happen. Just remember that ONLY THE FIRST THREE COMPANIES ABOVE ARE ACTIVE.

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L. RON HUBBARD

[For further data on Corporation Structure, see pages 533 to 553 in this Volume.]

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 18 DECEMBER 1964 General Non-Remimeo Sthil**

**SAINT HILL ORG BOARD**

Effective January 1, 1965, the Org Board at Saint Hill will be composed of the following purposes.

This policy letter is a companion to the actual posted Org Board in the Comm Centre.

**NOTES FOR CHART**

**CHAIRMAN BOARD OF DIRECTORS OF HASI, INC**

1. Convenes and conducts Board Meetings. Signs on all bank accounts worldwide. Directs basic planning and promotion. Suggests policy to the board. Sees that corporate structures worldwide are properly composed and registered.

**SECRETARY BOARD OF DIRECTORS OF HASI, INC**

2. Prepares and keeps all minutes and records of board activities. Gives notice of meetings. Retains originals of all valuable corporate documents and furnishes copies. Signs on all bank accounts worldwide. Has prepared all documents of registration and reports to Registrars of Companies. Serves as Deputy Chairman in absence of Chairman.

**TREASURER BOARD OF DIRECTORS OF HASI, INC**

3. Oversees all financial records and reports of the company and all branches. Retains the financial, bank account and report files, including tax and non-profit status documents. Enforces financial policy within the company and all branches.

**EXECUTIVE DIRECTOR**

4. Oversees all HCO Secretaries, Organization Secretaries and Association Secretaries and all managers. Appoints all Executive Personnel in all organizations and these may be removed only by the Executive Director or with his concurrence.

**CONTINENTAL DIRECTORS**

5. Oversee Continental groups of organizations and act as designated board officers although not board members.

**NATIONAL ASSOCIATION SECRETARIES**  
**NATIONAL ORGANIZATION SECRETARIES**

6. Manage Individual Organizations of Scientology throughout the world.

**CONTINENTAL HCO EXECUTIVE SECRETARIES**

7. Oversee Continental groups of HCO Offices.

**ORGANIZATION HCO AREA SECRETARIES**

8. Handle the Communications, technology and awards of single organizations around the world.

**1ST DEPUTY EXECUTIVE DIRECTOR**

9. Acts as Executive Director in the absence of the Executive Director.

## 2ND DEPUTY DIRECTOR

10. Acts as Executive Director in the absence of the Executive Director and Ist Deputy Executive Director.

## ORGANIZATION SECRETARY

11. Manages Saint Hill in all its activities. Handles Financial Management for all accounts of Saint Hill. Hires and dismisses all Saint Hill personnel. Regulates all technology and awards for Saint Hill. Originates or passes upon all promotion for Saint Hill activities. Sees that income is greater than outgo at Saint Hill and in all its departments.

## I ST DEPUTY ORGANIZATION SECRETARY

12. Acts as Organization Secretary in the absence of the Organization Secretary.

## 2ND DEPUTY ORGANIZATION SECRETARY

13. Acts as Organization Secretary in the absence of the Organization Secretary and Ist Deputy Organization Secretary.

## SAINT HILL ADVISORY COUNCIL

14. Advises the Org See concerning promotion and execution of promotion in all Saint Hill activities. May originate minutes but they have no force without Org See approval.

## SAINT HILL STAFF MEETING

15. Convenes from time to time for general discussion, advices and recommendations.

## CHAIRMAN SAINT HILL STAFF MEETING

16. Chairman calls, convenes and presides at meeting.

## SECRETARY SAINT HILL STAFF MEETING

17. Records minutes and forwards them when signed by Chairman, to the Org See.

## - CHAIRMAN SAINT HILL ADVISORY COUNCIL

18. Convenes meetings weekly and presides.

## I ST DEPUTY CHAIRMAN SAINT HILL ADVISORY COUNCIL

19. Convenes meetings and presides in absence of Chairman.

## SECRETARY SAINT HILL ADVISORY COUNCIL

20. Records minutes, has them signed by Chairman and submits them to Org Sec.

## 1 ST DEPUTY SECRETARY SAINT HILL ADVISORY COUNCIL

21. Records minutes, has them signed by Chairman and submits them to Org Sec in absence of Secretary.

## HCO BOARD OF REVIEW SAINT HILL COURSE

22. Passes on qualifications of Saint Hill Students before graduation or classification.

### LEGAL

23. Handles Committees of Evidence Internationally and at Saint Hill. Handles all matters of copyrights and trade marks registrations in various countries. Handles all book contracts.

#### ACCOUNTS UNIT FOR SAINT HILL

24. Manages the Accounts. Handles all financial records, income, disbursement and reports for the Org See and maintains all accounts files and the Purchase Order System. Purchases for Saint Hill.

#### ASSISTANT TO THE ORG SEC FOR ACCOUNTS

25. Manages the Accounts Unit and is in full charge of its personnel.

#### SAINT HILL CONSTRUCTION UNIT

26. Handles all construction, maintenance and repair at Saint Hill except roads and grounds. Receives, safeguards, uses or stores all construction equipment and materials.

#### IN CHARGE SAINT HILL CONSTRUCTION UNIT

27. Is in general charge of construction and maintenance.

#### ESTATE BRICKLAYER SAINT HILL CONSTRUCTION UNIT

28. Handles all brick and masonry work at Saint Hill.

#### GROUNDS UNIT

29. Handles all grounds keeping, trees, lawns, paths, roads, gardens, fences, streams and lake at Saint Hill and keeps them safeguarded, clean, policed and of good appearance.

#### HEAD GARDENER GROUNDS UNIT

30. In charge of grounds, paths and all traffic and is in charge of all grounds personnel, equipment, tools and supplies. Takes care of the swimming bath. Cleans the outer buildings. Looks after all boilers at Saint Hill.

#### ORGANIZATION SECRETARY'S SECRETARY

31. Looks after the despatches and communication equipment of the Org See. Transcribes needed transcription.

#### COMMUNICATIONS UNIT

32. Handles all Communications at Saint Hill. Does check outs of technical and policy matters on staff. Acts as a watch during business hours. Has in its keeping all Communication equipment and materials at Saint Hill and sees that it is properly used, clean and in good repair.

#### COMMUNICATIONS OFFICER COMMUNICATIONS UNIT

33. Is in charge of the Communications Unit, its functions, its personnel, equipment and material. Handles all staff, transport and routing and all hired domestic transport.

#### I ST DEPUTY COMMUNICATIONS OFFICER COMMUNICATIONS UNIT

34. Acts as Communications Officer in the absence of the Communications Officer.

#### 2ND DEPUTY COMMUNICATIONS OFFICER COMMUNICATIONS UNIT

35. Acts as Communications Officer in the absence of the Communications Officer and I st Deputy Communications Officer.

#### RECEPTION

36. Handles all body traffic routing, telex, telephone, and log book. Keeps a careful record of everything received by or leaving the organization.

### MIMEOGRAPH

37. Handles all mimeographing, mimeograph equipment and supplies and all mimeo routine and master files.

### CENTRAL FILES

38. Receives and files all Scientologist and student correspondence for filing and files. Furnishes materials for departments and Registrars.

### ADDRESS

39. Keeps up to date the Scientologist Address files, cuts plates and has charge of all Address equipment and Address area, furnishes addresses or addressed envelopes or tapes for all departments. Furnishes card files of names for departments.

### INVOICING

40. Invoices all incoming monies, safeguards it during and after receipt and until taken over by the Accounts Unit for which Invoicing acts as an extension in this regard.

### MAIL & SHIPPING

41. Envelopes and mails all mail or sees that it is mailed. Handles the Franking Machine and is responsible to Accounts for the franking record and stamps. Wraps materials to be shipped by other departments than the Books Section.

### VALUABLE DOCUMENTS

42. The Communications Officer.

### TYPISTS POOL

43. Does any required typing for the Communications Unit or organization members who have no other typing service.

### DOMESTIC UNIT

44. Looks after Saint Hill domestic matters and family. Takes care of the Manor itself and those living in it.

### BUTLER

45. In general charge of domestic staff. Hires and dismisses domestic personnel. Looks after the security of the Manor, its doors, windows, locks. Has charge of all furnishing and decoration. Supervises all food preparation and serving. Serves as Valet. Cares for all interior electrical supplies. Handles and sees to the repair of all domestic appliances and cooking fuel. Conserves heat and electricity. Has charge of all menus.

### HOUSEKEEPER

46. Looks after the Manor, its supplies and cleanliness. Buys all food and handles domestic accounts. Safeguards supplies and safeguards against damage and breakage. Keeps consumable supplies under lock and issues as needed.

### GOVERNESS

47. Cares for the children, their clothing, quarters, serves their meals, washes their dishes. Looks after their dining room and toys and pets and recovers or safeguards toys left outside, playground items and children's vehicles. Looks after the children while swimming.

## TUTOR

48. Teaches the children or coaches them in their studies.

## COOK

49. Cooks for the family and living-in staff. Has charge of all equipment, dishes and the Kitchen. Designates required supplies.

## CHAUFFEUR

50. Looks after the personal and company vehicles. Has charge of all automotive tools and repairs. Cleans and keeps in order the garage area and everything in it.

## CLEANERS

51. Keep domestic quarters, offices and outbuildings in good order.

## LAUNDRESS

52. Washes all domestic laundry. Looks after the laundry room and its machines.

## PRODUCTION DEPARTMENT

53. "Production Department" means that subdivision of the organization which directly produces income. The Course Department produces student income. The Publications Department produces book, tape and Congress Income. The International Organization Department produces 10% administration and royalty income from all organizations. The Franchise Department produces income from Franchise Ms. The whole of Saint Hill Income comes from these four sources. Therefore these departments, their equipment, supplies and personnel are favoured.

## THE COURSE DEPARTMENT

54. The Course Department procures, trains and graduates students of Scientology.

## COURSE SUPERVISOR

55. The Course Supervisor oversees all Course Department activities and is directly responsible for producing course income, the training of students and graduating auditors at a high level of technology and good will.

## 1ST DEPUTY COURSE SUPERVISOR

56. Acts as Course Supervisor in the absence of the Course Supervisor.

## THEORY SUPERVISOR

57. Handles all Theory Instruction of the course and acts as Auditing Supervisor.

## THEORY INSTRUCTOR

58. Assists the Theory Supervisor, acts as Auditing Supervisor. Handles all Theory Administration.

## PRACTICAL SUPERVISOR

59. Handles all Practical Instruction, acts as Auditing Supervisor.

## PRACTICAL INSTRUCTOR

60. Assists the Practical Supervisor, handles all Practical Administration and acts as Auditing Supervisor.

## CASE SUPERVISOR

61. Supervises the cases of all students on the course.

#### COURSE REGISTRAR

62. Acts as Registrar and Letter Registrar for the course. Is responsible for procuring new students and the income level of the department.

## **COURSE SECRETARY**

63. Handles all students in general as individuals acting as Dean of Students. Handles lecture and TV and film arrangements and programmes. Handles graduate students after their departure in matters of information, training and practice fights and activities in any actions not covered by Franchise.

## **FACULTY MEETING**

64. The weekly meeting of all instructors, held on Friday, where course reports are made and questions answered. Reviews the general state of the course with an eye to any needed improvements. Sends report to **Org Sec.**

## **CHAIRMAN FACULTY MEETING**

65. Calls and conducts the meeting. Signs its report.

## **1 ST DEPUTY CHAIRMAN FACULTY MEETING**

66. Acts as Chairman in absence of Chairman.

## **SECRETARY FACULTY MEETING**

67. Keeps minutes and prepares report for signature. Forwards it to Org Sec when signed by Chairman.

## **THE PUBLICATIONS DEPARTMENT**

68. Handles all publishing activities, book, tape, meter and insignia sales. Composes and edits the PAB, The Auditor and Certainty. Prepares all manuscripts for printing. Records and copies tapes. Handles all film and TV activities. Has charge of all printing, recording and electronic equipment, materials and supplies. Is fully responsible for achieving a good income for Saint Hill from dissemination materials and widely disseminating Scientology.

## **THE DIRECTOR OF PUBLICATIONS**

69. Manages all publishing and dissemination activities. Handles all departmental personnel.

## **1ST DEPUTY DIRECTOR OF PUBLICATIONS**

70. Acts as director in the absence of the director.

## **THE BOOK SECTION**

71. Stocks inventories and keeps in supply all books, tapes, records, film, items and insignia and fills all orders rapidly. Notifies the.. Director of all dwindling or over-stocked materials promptly.

## **BOOKS-IN-CHARGE**

72. Manages the Book Section. Is accountable for all orders, stocks and shipments.

## **SHIPPING CLERK**

73. Does the actual filling of all orders and their dispatch.

## **THE EDUCATIONAL AIDS SECTION**

74. Manufactures and stocks all visual and aural educational aids such as tapes, films, records, charts, animated graphs or structures.

## **EDUCATIONAL AIDS IN CHARGE**

75. Supervises or manufactures the arranging, making and stocking of all educational aids.

## THE PUBLISHING SECTION

76. Prepares all manuscripts, and make-ups, and arranges printing of books, magazines, folders, flyers and brochures.

## EDITORIAL-IN-CHARGE THE PUBLISHING SECTION

77. Supervises or handles all make-up, proofs, proofing and final publication of all items published. Sees to it that publishing schedules for magazines and books are met.

## EDUCATIONAL AIDS ADVISOR

78. Advises on all educational aids materials to be manufactured, tapes, films, TV materials, charts, animated aids.

## COURSE PROGRAMMES DIRECTOR

79. Arranges all TV programmes, tape plays, live lectures and all social programmes of Course.

## BASIC COURSE SUPERVISOR (PE, HAS, HQS)

80. Handles all courses for the public or staff given at Saint Hill such as PE, HAS, HQS, and appoints and has control of their instructors.

## STAFF CO-AUDIT

81. Supervises any and all auditing amongst staff members at Saint Hill.

## BASIC COURSE INSTRUCTOR

82. Instructs lower level courses.

## STAFF STAFF AUDITOR

83. Audits staff members when called upon to do so by the Org Sec. Handles Auditing Emergency Assists on staff.

## CHILDREN'S INSTRUCTOR

84. Instructs Saint Hill children in Scientology.

## THE INTERNATIONAL ORGANIZATION DEPARTMENT

85. Handles all International Organizations, increases their efficiency and activity. Collects their 10% administration and royalty payments. Handles all organization traffic.

## INTERNATIONAL ORGANIZATION SUPERVISOR

K Directs and handles the International Organization Department. Receives all cabled reports and keeps close watch on states of organizations. Supervises all Organization and Association Secretaries and their communications.

## HCO SEC WORLD WIDE

87. Is in direct charge of all Continental and Area HCO Secretaries around the world.

## HCO DISSEMINATION SEC WW

88. Supervises contents of all national magazines and handles International Dissemination.

## THE FRANCHISE DEPARTMENT

89. Handles all franchise holders and field auditor matters and traffic and supervises their activities. Collects all 10% royalties from franchise holders. Awards and withdraws franchises. Conducts Franchise programmes. Handles all memberships and certifications.

## FRANCHISE SECRETARY WW

90. Conducts the Franchise Department.

## MEMBERSHIP SECRETARY

91. Handles all matters relating to any and all Scientology memberships everywhere.

## CERTIFICATIONS AND CLASSIFICATION

92. Handles all Certifications and Classifications at Saint Hill and anything relating to them Internationally.

## STANDING ORDER# I LETTERS

93. Letters from Scientologists and the public addressed to LRH are answered and forwarded to LRH for signature.

## GENERAL LETTERS

94. Public letters from any source or kind which do not specifically belong to any unit or department are answered.

## STAFF PHOTOGRAPHERS

95. Take and handle photographs for publications.

## PROOF-READING

96. Proofreads stencils, Bulletins, Policy Letters, Executive Letters for Mimeograph.

L. RON HUBBARD

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*[Note: HCO P/L 18 December 1964, Issue 11, listed the personnel appointments existing or made as of 1 January 1965, in the format of the above issue.]*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 DECEMBER 1964

Sthil Staff

**ARRANGEMENTS DURING ABSENCE OF EXEC DIR & ORG SEC**

The following arrangements are effective during Mrs. Hubbard's and my temporary absence.

**EXECUTIVE DIRECTOR**

1. As a board member and 2nd Deputy Executive Director, Marilyn Routsong takes over as Executive Director, in charge of all International matters and is in specific charge of the house, domestic staff and children, and performs the general duties of Executive Director. Her office will be the Director of Publications Office in the courtyard.

**ORGANIZATION SECRETARY**

2. As 1st Deputy Organization Secretary, Herbie Parkhouse takes over as Organization Secretary, in full charge of all units, departments and personnel and is fully responsible for carrying out the organization's programmes and promotion and its solvency. His office is in the Hall where it is currently located. His letters and despatches are handled by the Org Sec's See who remains also as Mary Long's secretary, Marigold Brierly.

**COURSE SUPERVISOR**

3. The Course Department comes under the direct charge of the Deputy Course Supervisor, Jenny Edmonds, who becomes Course Supervisor for this period. Her office remains as the Theory Office.

**ACCOUNTS**

**CHEQUES AND PURCHASE ORDERS**

4. The Accounts Unit reports, purchase orders and cheques go to the Org Sec, Herbie Parkhouse. All purchase orders and cheques require the joint signature of Marilyn Routsong and Herbie Parkhouse.

**REPORTS**

5. All normal reports from Departments go to the Org Sec as usual, weekly income, etc, and are submitted in turn by the Org Sec to the Executive Director and are returned to the Org Sec for filing.

**CONSTRUCTION**

6. The Construction to be done during the above period includes the 1st floor and old Org Sec office redecoration, Direct arrangements for this are in the charge of Mrs. Thrupp, direct supervision is in the charge of Ken Urquhart as butler, but general supervision remains, of course, with the Org Sec. Contractors for painting and rug handling are being arranged for. In event carpentry is not carried out on schedule, full authority to contract it and remedy the situation lies with Herbie Parkhouse. The main point is to get it done on schedule. The bricklayer may be employed on paths, pointing or roads.

**CF & ADDRESS**

8. A new personnel to be employed is a Mail Clerk as an assistant to Phil Quirino in charge of CF and Address. This person is to handle all incoming and outgoing mail, a mail log, franking, stuffing and packaging items for shipment completely separate from Book Shipping. Books will continue to wrap and ship books, tapes, meters but will cease to handle any other wrapping. The area across from the



**basement lift door will be utilized as the Comm Unit Mail and Shipping Room. The new Mail Clerk will assist Phil Quirino otherwise, when not directly employed with mail.** All stuffing of magazines will then be done by Address.

#### RECEPTION

9. A new receptionist will be put in charge of body reception, telephone, telex despatches and invoicing. The Comm Officer, John McMaster, is responsible for getting this individual and placing on duty.

10. The post of children's nanny is not to be left empty during the above period or during our absence.

#### EVENING COURSE INSTRUCTOR

11. An evening course instructor is to be found at half pay or an existing instructor placed on duty afternoons and evenings but not mornings to care for student programmes.

#### ACTIONS IN PROGRESS

12. Existing situations are to be cared for on a routine basis. Water company, Hickstead Garage, sale of Minibus and old Jaguar, completion of Canteen, getting new books out, are the important local ones. On the International (Exec Dir) front, there is the neatening up of corporate structures (no immediate action needed); the Melbourne Enquiry (final pronouncement in Feb may bring in Press but as both Attorney General of Victoria and the Enquiry board both refused point blank to let me appear and testify in my own defence, Press can be steered off; policy on this is no international press, which I have stopped so far and require to continue stopped); the FDA mess (quite ably handled by Marilyn and not likely to pop); South African filing of HASI, Inc (very remissly not filed); filing ANZO as HASI, Arizona (Cont Dir so ordered); shifting bank accounts back to HASI, Inc National & Provincial Fitzroy (already in progress with bank manager). No other matters now existing are important.

#### GROUNDS

13. The Grounds Unit should do any tree work and clear up the rhodie tangle near the terrace bird house, cut up the down oak, finish the dog run, finish the creek dam, stop the lake leaks, and repair mowers. They are now allowed heating oil for the gardener's shed only, not greenhouse.

#### HOUSE CARE

14. Marilyn Routsong and her daughter Kay are to live in during the above period, with a room on the second floor (top).

15. The children are not to be left without a nanny. The nanny and the children are in the general charge of Mrs. Foster.

16. The house and personal effects are in the direct charge of Ken Urquhart who is also responsible to see that redecoration takes place without damage and on schedule. The house and domestic staff in general are under the charge of Marilyn Routsong.

17. My cars are to be cared for but not used.

#### ORG BOARD CHECK OUTS

18. The Organization Board is posted and the Comm Officer is expected to check all staff members out on it as soon as his new personnel is on duty.

Aside from the above there are no changes in organization function or staff members' duties. The organization runs on as before, Internationally and locally.

I can easily be reached quickly in case of emergency. Point is: Don't have any.

LRH:jw.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 FEBRUARY 1965

Sthil Staff

**1965 SAINT HILL OBJECTIVES**

**This** is the Saint Hill Programme for the remainder of 1965.

- 1 . Bring the Saint Hill Org up to a high level of efficiency.
2. Get in the programme contained in 1964 HCO Policy Letters in all orgs.
3. Have every Saint Hill Executive and Scientology staff member qualify for a Hubbard Administrator's Certificate, the check sheet for which is being prepared. (Org Board, Policy Letters, functions, etc.)
4. Bring all Saint Hill staff cases up to clear or above.

The concentration in this programme is to get "our own house in order" as an org and as individuals.

We have made it all the way in having available Scientology technology. I have for 14 years said "Scientology will go as far as it works". And "When we have it down technically is time enough to begin heavy dissemination and expansion".

We now "have it down" technically.

The first sound move in any expansion is to secure the ground you're standing on. So, taking things at a reasonable speed, we will devote 1965 to the accomplishment of a tip-top org at Saint Hill with every staff member well versed in the org and its functions and in excellent shape case-wise.

If we work at it steadily we will also keep the other orgs going in 1965 and get our dissemination programme in just by doing our jobs. Then when we're in top form we can begin to concentrate on them very heavily in 1966.

I think we can accomplish these objectives for 1965 rather easily if we work at them steadily through the remainder of this year.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 FEBRUARY 1965

General Non-Rernimeo  
Sthil  
Post Org Staff Boards

**APPOINTMENTS AND PROGRAMMES**

As matters ran fairly well in my absence in January and February, and as I must devote time to compilation of technology for our dissemination programme, the Saint Hill Organizational structure is confirmed as follows by minutes of the Board of Directors:

I will continue as Chairman of the Board of Directors of the Hubbard Association of Scientologists International, the company which operates all Scientology organizations over the world and Saint Hill.

Mary Sue Hubbard will continue as a director on the Board and Secretary of the Company.

Marilynn Routsong will continue as a director on the Board and Treasurer of the company, and is appointed Acting Executive Director of HASI and all its organizations, including Saint Hill.

Herbie Parkhouse is appointed Acting Organization Secretary, Saint Hill.

The existing organizational appointments in organizations over the world continue as of this date.

The Saint Hill Org Board is otherwise mainly unaffected except as follows:

Mary Sue Hubbard is appointed Staff Training Officer.

Mary Sue Hubbard is appointed my personal assistant for the assembly of technical data and new courses under the title of Director of Technology.

Reg Sharpe is appointed a personal assistant as Director of Compilation including all educational aids, dictionaries and encyclopaedias and films.

Both the last two appointments are non-organizational and are not part of org comm lines or command lines, being connected with my personal activities in research and being under my direction only.

Anton James is appointed acting head of the Saint Hill Book Department as Acting Supervisor of Publications, a change of title for the post, replacing Marilyn Routsong.

The changes at Board level are due to International programmes set for 1965-1966. The basic needs are:

- (a) To provide new simplified books on already developed but not entirely released technology;
- (b) To provide educational aids such as films for all drills and processes for all orgs to hold a standard of excellent technical training and application;
- (c) To get existing org patterns and programmes into full effectiveness;

- (d) To clear, as feasible, the majority of staff members internationally before 1967.
- (e) To achieve higher levels of beingness for all Scientology executive personnel before 1967.

These objectives are an easy gradient to more ambitious projects envisioned for 1967 and 1968.

It is easy to see then that the balance of 1965 and all of 1966 are being devoted to consolidating our position, making Saint Hill and other orgs efficient and effective, making each org more stable and affluent, getting our materials into highly comprehensible and easily disseminated condition, getting our 1964 book-membership programme understood and going well and making each one of us better informed and effective on organizational activities and getting all our cases in order. This gives us a solid base from which to advance.

It is easily seen then, that organizational appointments at Saint Hill have been made to facilitate (a) and (b) above, and that all organizational appointments or transfers in other orgs in 1965 and 1966 will be influenced by the degree they carry on their own tasks or facilitate the execution and attainments of (a) to (e) above. All barriers erected to the above programmes such as avoidable org troubles, the precipitation of distracting attacks, demands on my time exterior to carrying out my part of the above, down income, wide policy departures and Dev-T will be somewhat ruthlessly handled, as nothing can be permitted to assume greater importance than our basic objectives for 1965-1966, as given above, in order to advance securely into our 1967-1968 programmes when these are fully agreed upon and released.

## OUR FUTURE

All our actions are influenced to a remarkable degree by the state of world affairs.

A cautious estimate of the governmental situation as of this date is that, *unless something intervenes*, World War III is less than five years away, *but* may occur within three years. Thus we are not operating with all the time margin we could hope for. We have been lucky so far. We have all held things together long enough to achieve our technology while there was still peace.

I hardly need remind anyone that we are the only organization that knows where it's going and have a chance to do something. Even our enemies give us that. Others have neither answers nor hope. And all our really rough spots are behind us.

We were rather pinned down so long as our technology was incomplete, but now this and the time *consumed in* technical changes has ended.

We have the most formidable array of answers ever assembled. And our technology is now not only developed but is tested and sound. We have not only the new but also the old. And it will also serve.

To make a minor point, in Arizona as early as 1954 we proved that we had the answer to the effects of atomic fission, amongst other things, and made burns caused by radioactive materials vanish using some of our most elementary processing, the touch assist, capable of being taught to anyone in minutes. Our aims and abilities are infinitely broader than that but this alone, as small a part as it is, would justify our forward rush and the need to be bigger, do better and to j:each more in the face of threatened catastrophe.

The big thing now is to do our personal best, each of us, to lay aside our personal penchants and petty animosities, and as beings, as Scientologists, and as organizations get very effective, fast. There's an awful lot depending on us.

Therefore I ask you to accept your tasks, the necessary policies and command lines as appointed and do your best.

We can't expect perfection until all of us are perfect. We're making do with what we have and we're progressing. famously despite the many faults we would all like to correct. The thing is, we *are* winning, we have enough time if we're quick to use what we have, and any future this race has is riding on our backs. It's very humanlike to vilify and misunderstand. We can take that, too. And it doesn't excuse us one bit from not doing our jobs.

Scientology is the only game where everybody wins. And we *are* winning.

We are already well advanced upon our way as the accelerating progress of the past two years indicates.

In January 1963 I took measure of how much time we had before any axe fell. I saw I had to complete all research before 1965 and somehow did so, completing the basic technology for OT, at the end of March 1964.

In April of 1964 I then began eight months of administrative reorganization, promotion and programming for all orgs.

By October of 1964 I had also completed fully workable technology for levels 0 to IV, up to clear.

By early December 1964 we had agreed internationally upon the world wide dissemination (book-membership) programme and 5 of 9 orgs'achieved their highest weeks for the year in the usually deadest month, confirming the correctness of our planning.

On February 17, 1965, I had found the technology for and established Level VII.

On February 19, 1965, we decided the strongest need was for publications clearly and comprehensibly setting forth our technology and a final summary of that technology and the making of educational aids to communicate it and maintain standards.

Therefore we are well advanced upon our way. Our opposition has remarkably lost heart. We are responding well in organizations to our needs and the demands of the situation.

If we are now very active in executing just the programme (a) to (e) above by January 1, 1967, and if each of us, including myself, does his assigned tasks industriously, we will have made it all the way.

And in time.

If we all work hard.

**L. RON HUBBARD**

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 22 FEBRUARY 1965**

Limited Non-Remimeo  
Sthil Staff

Issue II

**HCO AREA SECRETARY, SAINT HILL**

The title "Communication Officer" is herewith changed to HCO AREA SECRETARY SAINT HILL.

The HCO Area Secretary Saint Hill is also a department head under, as such, the Org See.

The duties of the HCO Area Secretary Saint Hill include heading the Communications Unit. This contains all comm functions of the org, such as Mimeograph, Central Files and Address, Mail and Mailing, the Comm Centre, the Comm System, Telephone, Reception, Telex, everyone's desk Comm Station or Basket and the normal functions of hat checks, bulletin and policy checks, nominal supervision of the staff coaudit, the receipt and despatch of all goods, the arrival, departure and absence of personnel, the keeping of the log book and any other record books and whatever other functions may be assigned to this unit and the HCO Area Secretary heading it.

All personnel of the Communications Unit are under the direct supervision of the HCO Area Secretary, Saint Hill.

The HCO Area Secretary Saint Hill is assisted by an HCO Communicator, and HCO Steno, Address-in-Charge and other personnel as available within the framework of traffic volume and economics.

The hat still retains, outside the above, a certain authority of its own and can remove the Org See and carry on the Org Sec duties in periods of emergency.

The HCO Area Secretary Saint Hill accompanies the Organization Secretary on that Friday inspection and keeps the Inspection Record and makes his own inspection.

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L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

Remimeo  
Enclosure in  
Advance Reg Packs  
Staff Hats

**HCO POLICY LETTER OF 24 MAY 1968**

**IMMIGRATION TIP**

The new book covers, particularly the one with the Inquisitor ("Have You Lived Before This Life?") and the boy looking out the window ("Self Analysis"-hardback edition) operate as a sort of open-the-gate at Immigration and Customs if placed in plain sight in baggage or carried and shown.

If all one's papers are in order, one is not likely to be stopped if he has these books and, if detained, shows the covers to the Inspectors or officials.

This probably applies to any Immigration service.

One should describe himself as a student of philosophy and can use the word "Scientology" in describing it. One should hold up the book covers to them while saying this.

**L. RON HUBBARD**

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Founder

ORGANIZATION CHART  
HASI of LONDON  
May 20, 1954

Treasurer's  
Cashier, London

BOARD OF DIRECTORS

HASI - U.S.  
Committee of  
Management, London

Administration

.....

TRAINING

Director of Training  
Assistant for Instructors

Administration

Students

Janitor Service

CLINIC

Director of Processing  
Receipt LILAud~il rs  
u

& Admin

Preclears

Janitor Service

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 2 NOVEMBERJ 970**

Remimeo All Hats

This Organizational Health Chart was  
first issued to all HASI London Staff  
on August 3rd, 1956.

Corrected and Reissued 7 Nov'70

**ORGANIZATIONAL HEALTH CHART**

This is an anatomical chart of a live organism, the HASI, London.

In a human being, we know the man lives if his heart still beats. To further our examination of his health we determine if he breathes. We look then to his color, his stomach, his organs, his glands.

An organization is no less a living organism, but we have never had a diagnostic health chart for one.

If one were a doctor to organizations, how would he tell if it were alive or not. Not by motion, since people in an underground are in motion *but* they are not an organization. What is the pulse, what is the breath, of the organism called an organization?

To determine the health of an organization is important. On that health in our case depends a crusade, a very important game, the furtherance of our work and the future of millions. Also on that health depends our jobs, our continued association with friends, the smoothness of our own days. Therefore that health is important to us. But *what* determines it? There could be a thousand /thousand different things that *might* be the heart, while really there is only one. And only if we diagnose ill-health in the organization can we cure it.

One of us, doing perhaps a job not connected with the pulse, wonders what is wrong-we are not, in our job, able to get on. Is it our job that is wrong or is there another factor gone awry?

This list of importances tells us what the heart is, the breath and all the rest in order. If anything on this list goes wrong, it and the items above it must be examined in turn. This is diagnosis. Repair consists of setting the functions back to order and each in turn after it, since when an organism's highest functions fail, the remainder begin to enter difficulties.

This then is a diagnostic chart and a chart to effect the cure. The organization books amplify the functions. This list gives each function its proper importance to the rest, not perhaps in social caste, but certainly in health.

Organization on an action level of the HASI London, consists of the following activities, given in order of importance:

1. Books on Dianetics and Scientology in circulation (by sale to group courses, lot sales to auditors and bookstores).
2. Secure receipt and invoicing of mail, keeping it in a closed channel, handling it with accuracy and speed; dividing that mail into the three categories orders, students and preclears and general, invoicing the first, logging and giving to Registrar the second and distributing then the third. Without accurate and responsible channeling, handling this comm line, there would be no need to set down another point since there would be no HASI.

3. Responding same day by the Registrar to all such inquiries by personal letter, not a canned letter.
4. Interviewing and booking all eligible applicants for training and processing with regard to internal schedules only when it does not inconvenience applicants. (Internal service is a problem we must continually solve, but it is our problem, not the public's.)
5. Filling all book orders and other cash orders promptly (same day) and giving good service and satisfaction on lost orders, etc. Acknowledging by card order has been sent.
6. Placing as many books as possible in the PE Course's hands.
7. Selling as many memberships as possible. Associates in particular.
8. Answering general enquiries by routine letter.
9. Bringing as many people as possible into PE Course (providing quarters as needed is our problem) and then selling these the Advanced Course.
10. Processing preclears with fullest possible gains, with good attention to precise keeping of appointments. No waiting.
11. Writing pcs we have processed by Registrar after one week, three weeks, three months as routine.
12. Keeping accurate and full files on every potential preclear and until signed up; and putting all pcs into file as potential students; and using file to develop prospects. (Registrar.)
13. Training students to high level of reality and result (the facilities and number of instructors is our problem, not the public's.)
14. Staying in good A-R-C with field auditors. Getting out magazines and mailings on time.
15. Handling general business affairs of HASI. Membership cards, addresses, certificates.
16. Keeping straight with government and Inland Revenue offices. And keeping in good order at the bank.
17. Keeping bad stories out of newspapers and squashing scandal.
18. Answering general correspondence.
19. Giving social affairs for staff.

Note again that the above are given carefully in order of importance.

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L. RON HUBBARD  
 Founder

*[Note. This chart, first issued as a paper to London Org staff on 3 Aug '56, was reissued as a bulletin on 9 Sept 1959, adding the phrases, "The magazine issued to whole general list at least once every month", at the beginning of point 1, and "Keeping an address and CF-system up to date so newer people can be reached too by mailings", at the end of point S.*

*It was issued again (without change) as HCO B 18 Dec 1969.*

The 2 Nov 1970 Policy Letter was a copy of the original 3 Aug '56 issue (i.e. it did not include the above two additional phrases) and added the paragraph underneath the date.

The 7 Nov 1970 correction deleted Org Series 12 from the heading.)



## HUBBARD COMMUNICATIONS OFFICE

### HCO BULLETIN OF 14 NOVEMBER 1956

Washington Staff

#### REORGANIZATION WASHINGTON OPERATION

I have been in Washington long enough, now, to appreciate the situation, and to have some understanding of what is right and what is wrong about the operation. Accordingly, the following measures are directed, not necessarily on a completely permanent basis:

Richard Steves is transferred, at their request, to the Organizations of America office at 1621 Connecticut Avenue, N.W., where his duties will consist of directing the Committee for Washington with the intent to make it successful and make it pay!

Fernando Estrada is posted as temporary Director of Training at the Academy, with the additional duty of Maintenance of the building at 1812.

Ken Barrett is transferred to the newly-created post of publishing and book store promotion and servicing with instructions to make that particular business remunerative both in terms of itself and to feed persons into the communication lines of the organization which, be it remarked, are totally separate from this book store-publishing activity. As an additional duty, Barrett will assume all contact and direction with field auditors, not only as making them his agents to place things into book stores as he may desire, but so as to encourage and increase their business and activity. As an additional duty, he has the instruction of the School of Life, which is to re-open immediately after the end of the ACC.

Donna Tranin is in charge of the HCO OFFICE, and my general communication lines, and as an additional duty, is in charge of maintenance at 18 10.

All personnel and direction at the HGC, except for routine shifts of auditors, will remain the same, without change of communication lines or activities. The Director of Processing remains in charge of maintenance at 2315-15th Street, N.W.

The Distribution Center, Inc., which has assumed the staff and functions of the Silver Spring Business Service, reverts at once to the same status, functions, activities and communication lines, as these existed on October 10, 1956, with the exception that Marilyn Routsong has been replaced by Maxine Lawrence, who is expected to remain on post at Distribution Center.

Mary Sue Hubbard, having resumed the post of Superintendent at the Academy, and as assisted by Lois Stein, continues any and all duties hitherto performed by Steves and Crandell, and is further assisted by the appointment of Fernando Estrada to Maintenance, which, however, is under her indirect control. It is pointed out that the Academy, during her close direction of it in 1955, at its opening, was and remained popular, solvent, and in good working condition.

Alonzo Freeman remains as janitor for 1812, under the immediate direction of the Director of Training, who is under the direction of the Superintendent of the Academy, Mary Sue Hubbard.

Upon her completion of the ACC, Marilyn Routsong is to assist Ken Barrett in the handling of books, publications, book stores, and field auditors. She is to have more specific charge of field auditors, groups, and is to assist Ken Barrett secretarially. It is noted that she is not now to perform any function of the Distribution Center, Inc. that she earlier performed, but still operates in that sphere of action, as does Ken Barrett. Routine handling of groups, as done earlier by the **SSBS**, is still to be done by the Distribution Center, Inc., at Silver Spring. Marilyn's handling of groups from 1812 has another function and aspect, connected with dissemination of materials along the book store-publications communication line.



John Fudge is to be transferred from the HGC to the Academy, where a trained and experienced Scientologist is a vital necessity, and where he will take charge of files, the Academy message center, and reception.

The placement and allocation of space to personnel is as follows: Distribution Center, Inc., unchanged from the situation of October 10, 1956. Hubbard Guidance Center, unchanged. The Academy, Director of Training and all instructors to rear room second floor; files, reception and message center to center room, second floor; Superintendent, Academy secretary, Account, and Attorney, to front room, second floor. Publishing and any business machinery to front room first floor-all the foregoing at 1812-19th Street, N.W. HCO to first floor, 1810-19th Street, N.W.

Policy: That Scientologists only will be used in the organization. That HGC auditors be fed, as rapidly as possible, through Indoctrination Course. That procurement be stepped up by all units, HGC, Distribution Center, and Academy.

General: Situation report is that the organization is to remain in Washington, D.C. for a very long time to come, since the probabilities of atomic war are rendered so remote by various activities that no real danger is to be apprehended. The acquirement of a radiation refugee center elsewhere than in Washington has little or no bearing on the activities of the Founding Church, and is undertaken, in the main, as a promotion stunt. The only thing which could force any removal would be general fear on the part of the public of an imminent bombing of Washington, thus deterring them from attending at the classes or coming in for processing, but this is quite remote and, if it arises, it will be taken care of at that time, by establishing an additional center at the radiation refugee unit. However, this is not contemplated at this time. Various political reasons make it mandatory for the Church to be in Washington, D.C., and the atomic scare which is permeating government will not affect, and indeed may even assist, our activities, in that other workers may become more easily available to us, within the city.

As will be seen by the above plan, all communication lines of the organization remain intact and as they were throughout the summer and early fall of 1956, and any changes which have been made since October 15 in the communication lines are, after careful study, reverted to a status quo for those lines as they were. The shifting of the lines was done to establish their flows and importances, and it has been duly noted where the operation broke down when lines were shifted. The only unit to which this does not apply is the Academy, which is the only unit which has not done superlatively well with its communications during the past year. Even so, conditions at the Academy were improving up to October 15, and were probably mainly affected by the increased traffic of mail incident to my arrival, and by the rather confused scramble occasioned by the reconstruction of the building at the Academy and the opening of the building next door.

We are settling this operation in for a long haul, which we know will be a successful one. The immediate steps which are to be taken are now in the form of confirming the communication lines which existed, and smoothly adding to those lines the HCO traffic and the new publishing-book store lines, which, it should be noted, are both completely new and additive to the organization's activities. The main action which is to be taken is the teaching of personnel in general the complete organizational pattern which exists, familiarizing them with who is on what job, and why. An organization is a group of associated communication lines and terminals, united with a common purpose. It exists so as to assist the doingness of people in accomplishing that purpose. The doingness of the people is not supplanted in any way whatsoever by the existence of communication lines and terminals, but their lack can impede that doingness. Thus, we must demonstrate their existence, so as to facilitate the activities of the individual staff member.

All the above changes and positionings are effective Monday, November 19, 1956, except as otherwise specifically noted.

**L. RON HUBBARD**

HUBBARD COMMUNICATIONS OFFICE

HCO BULLETIN OF 20 MARCH 1957

ALLSTAFF  
RON

**INCOME SOURCES**

*This is given as vital staff information.*

*The sources of income of the Founding Church are as follows:*

- 1) Processing at the Hubbard Guidance Center (Preclears).
- 2) Training at the Academy (Students).
- 3) Book sales at 1812 Reception and the HGC.
- 4) The sale of tests to the field.
- 5) The sale of crosses, badges and emblems.
- 6) Ministerial Certificates of ordination.
- 7) Vocational Counseling at the HGC.
- 8) Collection of notes.
- 9) Refresher Courses.
- 10) PE-Advance Courses when given.
- 11) Possible government contracts.
- 12) Possible courses in handling people.

*The most potent promotion factors are as follows:*

- 1) Books by L. Ron Hubbard.
- 2) Ads for books or counseling.
- 3) Congresses.
- 4) Procurement Letters (see Organizational Health Chart)
- 5) Satisfied preclears.
- 6) Satisfied, able students.
- 7) Good staff interrelationships (as it affects word of mouth in the public).
- 8) Clean quarters.
- 9) Quick positive administration handling (as it improves staff and public ARC).
- 10) The staff member's knowledge of his subject and the lines and terminals of his own efficiency on the job.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HASI POLICY LETTER OF 21 APRIL 1957

**INCOME**

The horrible truth about HASI income is that it comes from

1. The Outflow of the Registrar and CF auditors;
2. The expert handling of people by the Registrar and from her comm lines;
3. Sale of books, memberships and tapes;
4. Good ARC with the world;
5. Good Service in training and processing.

Thought you'd like to know -

RON

**HUBBARD COMMUNICATIONS OFFICE  
LONDON**

HCO POLICY LETTER OF 21 APRIL 1957

c.c. Association Sec  
HCO Washington  
Bulletin Board  
Director of Admin, London  
Reception, London  
Treasurer, Washington

The HCO office function is expanded to include the following:

*I Memberships:*

To be done by HCO Clerk in addition to HCO filing and other work. 2. *Association Secretary:*

Keeping in view that HCO is primarily my own office supported by the Association for the benefit the Association derives from having my office on its premises, a benefit measurable in pounds, the office now shall include in its activities all secretarial and stenographic activities for the Association Secretary.

For this purpose and to expand it to care for this new added activity, and memberships, the HCO now has allocated to it an HCO Clerk.

This does not bring HCO under the HASI for various reasons. Amongst them is the fact that the Association as an individual is co-registered with myself as proprietor of the HCO and I am therefore extending the courtesy of facilities to him which he will then use.

I also solicit the assistance of the Association Secretary in supervising the HCO office for me and in keeping my private office as a bit of a showpiece and for my own exclusive use.

The Association Secretary's attention is called to the HCO Bulletin outlining the functions of this office.

A sign saying "Secretarial, Association Secretary", very small, may be placed Linder Hubbard Communications Office now on door.

The proper running of the office under its proper directives is then wholly under the supervision of Dr. Parkhouse in my absence.

LRH:rs.rd

L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE  
LONDON**

HCO POLICY LETTER OF 23 APRIL 1957

c.c. Association Sec  
HCO Washington  
Bulletin Board  
Director of Admin, London  
Reception, London  
Treasurer, Washington

HCO is now handling Secretarial and Reception for the Association Secretary as well as memberships.

This replaces HCO Policy Letter of April 21, as issued recently.

L. RON HUBBARD

LRH:rs.rd

THE FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street N.W., Washington, D.C.

FOUNDING CHURCH POLICY LETTER OF 30 **APRIL 1957**

**POST CHANGES**

RICHARD F. STEVES to Organization Secretary from Director of Training. No unit change. Office change to Room 1, 1810. Administrative and legal, procurement functions plus field, groups and policy enforcement.

L. RON HUBBARD, JR to Instructor & Examiner in charge HCO Board of Review from Technical Director, Founding Church. No unit change. He is complimented on conduct of technical end of post. New income envisaged from new post for Founding Church.

FERNANDO ESTRADA to temporary Director of Training from Staff Auditor. No change in units.

MAXINE LAWRENCE to Registrar in charge of Dept of Registrar, includes Central Files. Units changed to 5.0. No quarters furnished. (May pay for quarters if retained.)

CAROLYNN BROWN to in charge Central Files. No change in units.

MARY HARVEY transferred from 2315 to 1810. No change of pay, May 6.

JOHN FUDGE to Academy Instructor and part time Academy Administrator. No change in units. (Same job as Technical Administrator.)

KEN BARRETT to Personnel Efficiency Course full time. Part time publishing. No change in units. Hours 2:00 to 10:00 p.m.

RALPH OJEDA dismissed for failure to keep 1810 clean or speed Maintenance. No weeks pay or further quarters.

DON JENSEN appointed to Maintenance at 2.0 units plus quarters.

LEIGH RICHMOND assigned to attend Night HCA course beginning Wednesday, May 1. \$250 course fee will be gradually deducted.

JULIA LEWIS to staff Auditor from Dept of Testing, which Dept is closed. No change in units. Effective May 6.

SMOKEY BRAND confirmed as Director of Processing. No change in units. He is complimented on conduct of post. Smokey Brand to appoint leading auditor who is also to be in charge of testing as well as audit regularly.

TECHNICAL COUNCIL composed of Director of Training, Director of Processing and Registrar assigned to replace Technical Director.

RUDYSAVAGE cautioned about small amount done by Construction & Repair and invited to speed up Indoctrination Room at once.

RECOMMENDATION to Advisory Committee to close 2315 and move clinic to 1810 temporarily to save maid service and utilities. To reopen when traffic demands. Effective May 6, if favorably looked upon.

DIRECTOR OF ADMINISTRATION (Mary Sue Hubbard) to replace night receptionist at 1812. May be filled by part time additional duty from present staff for added pay.

A.D. HOOKS directed to use all pressure on delinquent note collection.

HCO Secretary so inform him this is basic duty.

KEN SALMEN to Staff Auditor from Central Files. No unit change.

DIRECTOR OF ADMINISTRATION directed to put day Receptionist at 1812 and a clerk in Central Files.

HCO SECRETARY and LRH, JR directed to correct Organization board and put red flags on to include above changes.

Changes undertaken after consultation with Director of Administration & Technical Director and a month's study of Organization's communication lines.

L. RON HUBBARD  
President, Founding Church

#### HASI POLICY LETTER OF 30 AUGUST 1957

I have sent John Fudge, D.Sc., to London primarily to increase Academy efficiency and to relieve Jack Parkhouse so Jack can set up Australia and South Africa. Jack will be back on post as Assn Secretary in December when Fudge will return to the US.

I am looking to John Fudge to hold together and improve HASI Administration while he is in London. He has a very high idea of efficiency of which I completely approve.

I have sent L. Ron Hubbard, Jr (Nibs) to London to:

1. Improve technical performance in teaching and training and staff in general.
2. Give the October Congress.

There is no criticism contained in this upgrading of technical skill in England. Nibs has at his fingertips all the invaluable data of the 18th ACC and I am taking this opportunity to send that technology to England.

Nibs will not so much hold classes as brief staff personnel while they perform their jobs. This is different than halting everything to learn more.

In October Nibs will return to the US. In December Fudge will return to Washington. I want to hear from them how well they were treated by those in London and to hear them report that the British Auditor is again the best in the world.

Sometime this Fall I will see for myself how good we can get.

For your stable data, look at these:

Nibs - Technical

Fudge - Administration.

Got it?

My Best,

LRH:bt.rd  
8/30/57 RON

**HASI "PURPOSES" as per *Organizational Board***

**HASP** To disseminate Scientology. To advance and protect its membership. To hold the lines and data of Scientology clean and clear. To educate and process people toward the goal of a civilized age on earth second to none. To survive on all dynamics.

*L. Ron Hubbard:* To develop and disseminate Scientology. To support and assist Scientologists. To write better books. To act as a court of appeals in all organizational disputes. To form and to make official policies and orders affecting the HASI.

*ASSOCIATION SECRETARY:* To execute policies and orders. To co-ordinate organizational activities. To care for legal and public concerns of the organization.

*TREASURER:* To carry on Scientology. To be certain the organization remains solvent.

*ACCOUNTANT:* To expedite, handle and police the financial items from the moment they enter the organizational comm lines to the moment they depart.

*ADVISORY COMMITTEE:* To advise the executives of the organization as to the needed changes and policies. To act as a meeting ground of department heads. To assemble and report the statistics of finance and action to the Association Secretary. To advance ideas for promotion and improvement.

*STAFF MEETING:* To gather agreement and permit staff origination upon matters relating to personnel and duties. To report on performance of duties. To suggest promotional, maintenance and organizational changes to HASI executives.

*TECHNICAL DIRECTOR:* To ensure good training and processing, good service and ARC inside and outside the organization.

*HUBBARD GUIDANCE CENTRE.* To do more for people's health and ability than has ever before been possible, and to give the best auditing possible. To help people.

*PEFOUNDATION.* To make abetter worker of the worker, abetter executive of the executive, a better homo sap on all dynamics.

*ACADEMY OF SCIENTOLOGY:* To train the best auditors in the world. To coach outside and staff auditors for employment in the clinic.

*ACADEMY ADMINISTRATOR:* To handle the comm lines and supplies of the Academy.

*DAY COMM COURSE:* To give people a reality on Scientology and to teach the comm formula by Dummy Auditing.

*HCO:* To be the office of LRH. To handle and expedite the comm lines of LRH. To prepare or handle the preparation of all manuscripts and other to-be-published materials of Scientology. To keep, use and care for LRH's office equipment. To assist the organizations of Scientology and their people. To set a good example of efficiency to organizations.

*HCO BOARD OF REVIEW* To review and stamp every certificate of any level or task, and every field certificate "Validated for Advanced Processes HCO Board of Review 1957" after their passing a proper examination on 5 levels of Indoc and CCH.

*DIRECTOR ADMINISTRATION.* To ensure good and accurate communication inside the organization, handle business and administrative affairs. To ensure good working quarters and conditions for, and good work from, organizational personnel.

*DEPARTMENT OF REGISTRATION & PROCUREMENT* To communicate what we have to offer to those who care to be better and to help and to respond effectively when they reply.

*SECRETARIAL UNIT.* To expedite the communications of the organization.

*SHIPPING CLERK.-* To swiftly and competently furnish the public with the materials of Scientology.

*SENIOR INSTRUCTOR:* To create a competent auditor with a good grasp of the theory and practice of Scientology.

*MAINTENANCE:* To maintain suitable quarters, clean and in repair, for the organization.

*MEMBERSHIPS:* To identify and ensure the accurate service of the membership.

rs.rd  
9.1.58

#### **Later additions to list of PURPOSES on Organization Board**

*STATISTICS:* To maintain accurate and continuous visual records of the activities of the HASI for the use of the executives and board of directors in planning future activities and analyzing past and current activity. To help the growth of the HASI along orderly lines by maintaining an historical record of that growth.

*LEGAL DEPARTMENT.-* To make legal the actions of the organizations of Dianetics and Scientology.

*PERSONNEL:* To maintain at all times a complete and accurate record of past and present employees of the organization.

*CONGRESSES:* To create better and better Congresses. To bring about through Congresses good dissemination of Scientology.

*TECHNICAL COUNCIL:* Same as Technical Director.

*UPPER INDOC INSTRUCTOR (COURSE):* To attain ability to handle bodies, objects and intentions fully.

*HAA (CLEARING) COURSE:* To train HPA students to clear and to clear HPA students. To make the best cleared auditors in the world.

*RECEPTION:* To create and maintain good communication and service amongst staff, students and public.

*PUBLIC RELATIONS.-* To maintain and increase good public relations of Dianetics and Scientology.

*BOOK PROMOTION, ADVERTISING & SALES:* To monitor and improve sales of Scientology books. To advertise and promote new ways of placing books in the hands of the public.

*"CERTAINTY":* To disseminate widely. To see that wide distribution is maintained. To sell services.

HCO

23.4.58

FOUNDING CHURCH POLICY LETTER OF 19 MARCH 1958

**TRANSPORTATION  
DIR ADMIN RESPONSIBILITY**

Director of Admin shall hereafter be personally responsible for the condition of all transportation, its use and allocation. He shall also be responsible for servicing and repairs.

He shall also allocate parking space.

L. RON HUBBARD

LRH: bt.rd

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HCO POLICY LETTER OF 7 APRIL 1958  
(Issued at Washington)

All staff  
Field Offices

**ROUTING OF ORG BOARD CHANGES**

A slight modification in the routing of Organization Board changes: To date, our procedure has been that Personnel dispatches HCO. The only change now is that the dispatch goes from:

Personnel to Assoc Sec (Org Sec)

Assoc Sec (Org Sec) to LRH

LRH to HCO Sec for posting.

In offices where I am not present, the dispatch goes from Personnel to Assoc Sec, to HCO Sec.

L. RON HUBBARD

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THE FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street N.W., Washington, D.C.

FOUNDING CHURCH POLICY LETTER OF 9 OCTOBER 1958

**DEPARTMENTS OF FCDC**

Effective October 20, 1958 the departments of the Founding Church of Scientology of Washington, D.C., shall be as follows:

The Academy of Scientology  
The Hubbard Guidance Center  
The Department of Procurement  
The Department of Materiel  
The Department of Business

The Trustees of the Founding Church of Scientology, Washington, D.C., are, and will continue to be, President, Secretary, Treasurer.

The Executives of the Founding Church of Scientology, Washington, D.C., shall be:

Executive Director  
Administrative Assistant to the Board (supplanting the post of "Org Sec")  
Director of Training  
Director of Processing  
Director of Procurement  
Director of Materiel  
Director of Business

The Advisory Council shall be composed of the following executives only, or their authorized deputies:

Director of Training  
Director of Processing  
Director of Procurement  
Director of Materiel  
Director of Business

The Technical Division shall no longer have a Technical Director but shall be governed by a Technical Council which shall consist of the Director of Processing and the Director of Training.

The Administrative Division shall no longer be governed by a Director of Administration but shall be governed by an Administrative Council which shall be composed of the Director of Procurement, the Director of Materiel and the Director of Business.

The three departments of the Administrative Division shall be the Dept of Procurement, the Dept of Materiel and the Dept of Business.

The Dept of Procurement shall be headed by the Director of Procurement who

must not be the Registrar. The Dept of Materiel shall be headed by the Director of Materiel. The Dept of Business shall be headed by the Director of Business.

These changes do not particularly affect the performance on post of any staff member but are made necessary by the difficulties of grouping various functions.

The organization is being readied to handle a new influx of students and results of other promotional activities.

Staff meeting mandate of September 23, 1958 required, "That no less than 10% of the Salary Sum be spent for dissemination personnel and that a dissemination personnel is to spend at least 70% of his time in dissemination." This required that all dissemination personnel be grouped under one department necessitating the above changes.

It will be noted that the changes more affect the chain of command than they affect individual post activity on the whole.

To this policy letter is added the requirements of meeting of the Advisory Council, the Technical Council and the Administrative Council. Each must hold a meeting once per week and its report must be forwarded up the chain of command to the next stage within 48 hours and must be held at least 3 days previous to the meeting of any Council or board above it.

Executives may not absent themselves from the meetings of the Technical Council, Administrative Council or Advisory Council but may substitute a deputy from his or her department only for attendance at the meeting with the distinct understanding that the deputy has the full authority and vote at the meeting of the executive.

L. RON HUBBARD  
Executive Director  
Founding Church of Scientology  
of Washington, D.C.

LRH:md.ei.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 20 NOVEMBER 1958

Full Distribution

## **CONGRESSES**

All Congresses and ACCs are now operated completely and totally by HCO in whatever state or country as a service to any and all Scientology organizations in the world,

## **HCO COMMUNICATORS HCO STENOS**

**All HCO Clerks** are now to be known as HCO Communicators.

All HCO Stenos are now to hold a second hat as Secretarial to Executive Director of the local organization.

LRH:mp.rd

L. RON HUBBARD

[Excerpted from HCO P/L of 20 Nov 1958. The remainder of the P/L concerned HCO personnel appointments. -Ed.]

NOT HCO POLICY LETTER  
, ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE  
HUBBARD COMMUNICATIONS OFFICE  
3 7 Fitzroy Street, London W. I

HCO BULLETIN OF 1 DECEMBER 1958

**ACTIONS TO START AN HCO**

1. An Area Association to be enfranchised by an HCO receives brochure giving services of HCO and value of it.
2. The Area Association *nominates* an HCO Secretary (HPA, London trained if possible, previous organisation experience if possible).
3. HCO *appoints* HCO Secretary Area.
4. HCO qualifies an Area HCO to do business in that area, sends bank cards to HCO.
5. HCO, sends new Secretary bank cards for LRH to sign and POA for HCO Secretary to sign for him on HCO account only.
6. HCO prepares and sends contract franchise to Area HCO Secretary to give to Area Association.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HCO POLICY LETTER OF 30 DECEMBER 1958

Full distribution

**FIELD OFFICES**

Revision of Org Policy Letter of 4 January 1958

Delete:

"All field offices in Sterling areas come under Director of Administration, London. All field offices in Dollar areas come under Dir Admin, Washington DC. REASON: Nearly everything needed by field offices is admin in nature."

Insert instead:

"All field office services are supplied by HCO."

All reports, etc formerly sent by area offices to Dir Admin should be addressed to HCO. NOTE: This would be in addition to copy sent to LRH.

L. RON HUBBARD

LRH:ph.rd

[Note: The full text of 4 January 1958 Policy Letter was the deleted paragraph above.]

HUBBARD COMMUNICATIONS OFFICE  
1812 19th Street N.W., Washington, D.C.

HCO POLICY LETTER OF 13 DECEMBER 1958

Distribution: To all Central  
Organizations and HCO Offices

**IMPORTANT INFORMATION ON POLICY LETTERS**

No further HCO Policy Letters shall be distributed to Central Organizations or Area Organizations and go to HCO offices only and are for HCO offices only. If you get anything for an area operation it will be marked "Secretarial Executive Director". If you receive one of this character it can be published. You will receive exact instructions as to how to set up a Secretarial Executive Director. Repeat: only policies so marked are to be given to Central Organizations. HCO Policy Letters are strictly for HCO and are for the most part confidential from this point even when not so marked. If marked "Confidential" they are not to be shown to any member or officer of the Central Organization.

HCO is becoming itself and has its own private communications lines by which it is effecting things in various parts of the world. If these lines are too exposed, it may be that the effectiveness of HCO may be reduced.

HCO Bulletins of a technical nature may be released to a Central Organization as an HCO Bulletin and should be, but are not intended for field auditors or Organization members outside and must not be released to field auditors and Organization members even by the Central Organization. If a Central Organization reprints and releases an HCO Bulletin given to them by an HCO office, the act is subject to reprimand by HCO.

Under the classification of Confidential are the following recent releases from London and are included in this HCO Policy Letter:

Confidential Memo to HCO Secretaries-Nov 29, 1958 (Volume 1, page 17)  
HCO Bulletin of Dec 1, 1958 (Volume 7, page 127)  
Basic Financial Policy of Nov 27, 1958 (Volume 3, page 6)  
HCO Policy Letter of Nov 15, 1958 (Volume 1, page 13)  
HCO Policy Letter Issue III of Nov 15, 1958 (Volume 1, page IS)  
HCO Policy Letter Issue 11 of Nov 15, 1958 (Volume 1, page 16)

Definition of an HCO area office: An office of a duly enfranchised Central Organization manned by an actual HCO Secretary and her staff as it may exist. The following offices are bona fide HCO offices and are included in distribution of HCO Policy Letters: HCO London, HCO Washington, HCO Melbourne. The following offices are not at this time qualified HCO offices even though they are carried on distribution lists for technical bulletins and all distribution to them is suspended until they are awarded total status: HCO Auckland, NZ; HCO Johannesburg, SA; HCO Los Angeles; HCO Sydney; HCO Perth; HCO Durban; HCO New York; HCO France; HCO Germany.

As soon as an HCO office is regularized and exists in fact, it will be published as additive to the distribution list. Any communication between actual HCO offices and the list of areas which are in process of being regularized shall be henceforth devoted entirely and only to the establishment of proper HCO offices and the proper enfranchisement of a Central Organization which will be done by HCO Ltd., London.

L RON HUBBARD

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## HUBBARD COMMUNICATIONS OFFICE

37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 30 JANUARY 1959

Dist. HCO Pets  
only, WW

### HCO CONTINENTAL SECRETARY HAT

**The HCO** Continental Secretary (Executive) looks after special events. Under the heading of special events come Congresses, ACCs and things such as a film show, for example.

HCO Continental Secretary also handles books but on a wider basis than the HCO Area Secretary. HCO Area Secretary issues only those books which are sold locally. What books are actually sold across the counter by the HASI are under the notice of the HCO Area Secretary. She is to ensure that books are always made available to students, preclears, members of the public coming in. HCO Continental Secretary handles books on a wider basis.

We are taking all books over everywhere. We will inventory the actual books in stock every quarter and these will be checked by the HCO Accountant against books sales and then maybe we can afford to buy books. HCO can make money on them but Central Organizations apparently cannot. Another thing we can do is transfer books all over the place and make money on them.

HCO Continental Secretary is involved with special events. HCO Area Secretary only rarely will become involved in a special event or Congress or an ACC. But as we have HCO Continental being in charge of special events such as ACCs, Congresses, she is also in charge of books. She is in charge of wide book sales and in charge of the continental magazine.

The magazine does not belong to the HCO Area Secretary, it belongs with the books and the big bulk orders. The books ordered by mail are covered by the HCO Continental Secretary. It is part of her duty to ensure that mail orders are handled promptly and the books are in such supply that this can be done.

Therefore, the magazine being got out now by the HCO, book sales, invoicing thereof and that sort of thing are supervised by HCO Continental Secretary. This includes mail ordered book sales, the books themselves being shipped and other items of this character being shipped to everybody around the country by the Book Administrator and Shipping Clerk. Through these two personnel are also shipped promotion materials on things like ACCs, Congresses, etc which, of course, come under HCO Continental Secretary.

LRH:mp.gh.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE

37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 1 MARCH 1959

HCO Personnel  
Assoc See London

### FORBIDDEN HCO ACTIVITIES

**No HCO or HCO** See, full or part time, may do the , administrative work of a Central Org or its personnel.

This means also that no HCO See may do letters, correspondence, filing, reception, mailing, phoning for an Assoc See, Org See or Dept Head.

This is so forbidden that entrance upon these activities or permitting a Central Org Head or Officer to use HCO for secretarial actions can cause the immediate dismissal of an HCO Sec or Personnel.

When such use of HCO has been allowed, chaos has resulted and the HCO office has become nullified and my lines cut. Therefore, it is looked upon in a very serious light.

LRH:mp.rd  
13.3.59

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
3 7 Fitzroy Street, London W.I.

HCO POLICY LETTER OF 30 APRIL 1959

Convert the following See ED to a local See ED and use it as follows:

Issue a copy of this See ED to every staff member.

The HCO See will then have a staff meeting and read the See ED aloud.

The HCO See is then to have them put away copies of the See ED present and issue blank pieces of paper and pencils and give the whole staff and executives an examination by saying, "Write down now every point of this program. Sign your name at the top and hand it in when complete."

On the following day call another staff meeting. Read this See ED aloud, tell them to put away copies of it, issue paper and give exam.

One week later do the same thing only this time be sure to have every exam paper signed. Grade these exam papers and airmail the lot to me.

"SECRETARIAL TO THE EXECUTIVE DIRECTOR  
(Local Area)

**OUR LONG DISTANCE PROGRAM**

The way we will clear (continent)

1. Function departmentally and effectively, each doing his job well.
2. Encourage HAS Co-audit franchises in every populated area.
3. Grab off the name and address of each person who does an HAS course in the field by smartly issuing every HAS certificate called for by a field 'franchise holder' and get the names smartly into CF and on the Address Plates.
4. Mail routine minor Abilities each 20th of the month to everyone in the C17 address file list.
5. Stress being the main erg in every issue to make people newly receiving Ability aware of services offered.
6. Run a Central Organization PE Frid HAS Co-audit Course, to discourage town auditors from poaching and to get a training ground for students and do our own PE HAS Co-audit well.
7. Teach the new HCA course I have just made and teach it well.
8. Process only toward theta clear and say so (as field co-audit people will want to get cleared finally when they are fully released by co-audit).

This is the basic program on which we are working. It is time we all got busy on clearing all (name continent).

Only irresponsibility and failure to do one's job can keep this organization down.

I am doing my job. It is only just that I expect you to do yours. If we all do our jobs well together, we'll make it and have a cleared Earth."

L. RON HUBBARD



**HUBBARD COMMUNICATIONS OFFICE**

37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 12 MAY 1959

Convert into a Seel ED for Australia only.

**PATTERN OF ORGANIZATION  
MELBOURNE**

Based partially on recommendations of HCO Secretary WW, the following executive appointments and reductions are made for HASI Melbourne, effective at once.

Post of Assoc Sec - Vacated. John Roberts transferred to Dir of Processing.

Assistant Assoc Sec - John Swinburne.

Director of Administration - Vacated. Wally Burgess transferred to Director of Accounts.

Director of Training - Peter Williams. Jessie Gray transferred to Staff Auditor.

Director of Materiel - Hugh Walker.

Director of Promotion and Registration - Dorothy Walker.

PE Fnd Director - A. Devlin.

The office formerly used by the Assoc Sec is to be used as the office of the Executive Director and may be occupied temporarily as well by HCO Sec WW.

*Further arrangements:*

A meeting of all Executives shall be held daily and briefly at 2.00 pm. Only the regular Ad Comm meeting each week, also to be held at 2.00 pm Tues, shall have minutes taken.

Each Department head shall have the responsibility of hiring and firing its own personnel with the approval of the Asst Assoc Sec.

The basic functions of each department are as follows:

This is what I expect from each department head:

*Training:* Lots of students graduated, well trained, with a high reality on Scientology and to the ability to run HAS Coaudits and to theta clear individual pcs. The materials are to hand.

*Processing:* To undercut the reality of all cases and to theta clear as many cases as possible.

*PrR:* To get in the income for the organization as a chief responsibility, to sign up as many pes and students as possible.

*Materiel:* To provide quarters and materiel to get the work done-to keep CF,serviceable for PrR and Address useful to "Communication", membership and statements.

*Accounts:* To get the income accounted for and into the bank, to pay the bills accurately and keep good records and to raise the devil with PrR if income is too low, with Materiel and printing if the bills are too high and with legal if collections aren't made. *PE Foundation:* To run an amazingly successful HAS Coaudit course, to keep new people coming in and the Coaudit growing at least 5 new people per week and all cases cracked and everyone keen to get trained further or cleared fully in the HGC.

Every person in each department share and own the purpose of the department.

In general, get more done, get the show on the road, be in on time and make Scientology felt by digging the grooves deeper.

It is the primary function of the Asst Assoc Sec to act at this time as an Administration Training Officer to all departments to shape their administrative lines

and actions and also "To get people to get the work done",

The Magazine "Communication" is to go out henceforce mimeographed and as such will observe this policy:

Major Issue to go on 5th of each month to members and to include a PAB.

Minor Issue to go on the 20th of each month to everyone on the Address Lists.

Bankers orders are to be used in signing up pes and students. Any exception must have special permission from the Asst Assoc Sec.

An Address and CF system must be set up and must become as orderly and complete as possible.

The PE Foundation must be given every emphasis and cooperation in running an HAS Coaudit and must run it with strong 8-c on the public.

A Comm Centre and good Comm system must exist and be used.

Bank signature cards may be changed where necessary by reason of above.

The new HPA/BScn Course should be stressed heavily.

The purpose of HASI Melbourne is to take and hold and make grow all of Australia, East, West, North and South, Melbourne, Sydney, Brisbane, Perth, Adelaide and even Port Darwin.

My reasons for these changes include neither impatience nor animosity toward any. Scientology business in Australia has grown to necessitate a fuller pattern of organization.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
1812 19th Street N.W., Washington, D.C.

HCO POLICY LETTER OF 14 MAY 1959

Convert  
Wash DC only

## **HCO ADMINISTRATOR**

**To HCO US and DC**

Bill Hull is appointed herewith HCO Administrator for HCO US and HCO DC, with a pay increase to 100 units. This appointment changes no other post function but vacates post formerly held by Hull which must now be filled.

The HCO Administrator has general charge of administration and personnel and is responsible for the general accomplishment of HCO functions.

The Administrator in particular holds the morning meeting, apporions work load, reviews the functioning of communication lines, ensures the accomplishment of HCO and my personal business via the responsible hats.

In particular it is the duty of the Administrator to see that personnel are causative toward their posts and that the problems related to those posts are handled by them, not by shunting despatches about,

The HCO Administrator brings order to HCO activities.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 1 JULY 1959

[Excerpt]

CenO

**HCO WASHINGTON, DC**

**HCO Washington, DC**, in charge

**HCO Continental** See

HCO Communicator, Continental and Area

HCO Area See

LRH Personal See

HCO Dissemination See

Sec ED

HCO Steno

Book Section Admin

Book Section Shipping

**LRH:gli.rd**

**L. RON HUBBARD**

[Note: Taken from *HC6 Policy* Letter 1 July 1959. The names of persons appointed to the above posts have been deleted. I

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JULY 1959

(Reissued as HCO Policy Letter of 7 February 1963

Reissue Series 10)

CenOCon

Franchise

Field

**ORGANIZATION OF CORPORATIONS**

The terminals of an organization must approximate to some degree the goals of an organization. The communication lines of organizations must parallel the action lines. The traffic flow in any given organization must be approximated by the positions of terminals and their communication lines.

An organization could be said to be as real as it approximated the realities of its activities. If the organization does not well approximate these realities then it has a low level of reality to the personnel working in it.

Further theory on the reorganization of organizations consists of the fact that certain organizational departments are engaged in business activities; certain are engaged in public relations; and certain departments are engaged entirely in the handling of programs already put into action on a board level.

The consistent failure of programs to produce results lies in the fact that the execution of these programs has not been given sufficient dignity. Thus no matter how well the programs were planned or what they consisted of, the persons actually entrusted with the execution of the programs were not permitted to carry them forward uninterrupted. Thus a confusion of thinking has existed in the organization and a rather large absence of doingness.

For example, we give very little thought to the department known as "shipping". This shipping function is apparently something which is under executive management and has in itself no executive prerogatives. This is contrary to the reality of the situation. The action of shipping is part of the action of dissemination, part of the action of executing certain programs which have been laid down. Certainly the execution of the program should be given as much dignity and as much standing as the planning of that program.

We discover in inspecting executive function that what we think of ordinarily as an executive is someone who sits at a desk and handles a great deal of inflow. If this is the case, we could then make a graph in which we could draw a small circle on a piece of paper and point a great many arrows at it. By the very reason of inflow on this "executive" level, outflow becomes somewhat difficult. If we go off to the side from this first circle and arrows and draw another circle with arrows emanating from it, we would have a program execution picture. This is very largely outflow. Probably the impulse of the business and planning sections to stop or change the outflow programs stems in the main from this disproportion of flows. Only we in Scientology would understand this and only we in Scientology can do something about it.

LRH:dr.rd

L. RON HUBBARD

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by L. Ron Hubbard

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 5 AUGUST 1959

CenO

**HCO VOL. SEC. MATERIAL**

*Purpose:* To ensure the survival of enfranchised auditors in the field and future organisational centres. To handle all ethical matters among the auditors by remaining impartial and being loyal to LRH at all times by helping him wear his hats in this regard. To be the direct communication terminal between LRH and the Field.

*Ethics:* Bring Order is the prime job of all HCO Sees. What happens when you bring order is that confusion flies off with great rapidity. You see that someone is blocking the communication lines and creating needless traffic, you put them straight, and the next thing that happens is that they have got 100 very good reasons (Justifications) why they can't carry out your order. Don't Q and A with this, don't be amused by it, don't argue with it, just see that they do what you told them to do. You'll probably have to repeat it about half a dozen times but eventually they'll get it.

This planet has been over-run by these confusions and banks for too long now, so we as HCO Secs aren't going to get spun in as well. This subject of confusion is an interesting scientific observation. It happens without fail so don't get fooled by a bank.

Be equally interested in all the activities in the field. Don't just concentrate on one centre-because the others won't like it! If there are any big disagreements handle them-that's ethics. But just remember you are there to handle your area and that means your whole area-not part of it.

*Communication:* You are in that area to represent Ron. People send their communications through you to him-handle them. Watch out for people who develop heavy traffic and block the lines. If they do (and they will) put them straight.

*Finance:* See that the franchise holders pay their 109os in to HCO WW. Find out why some do and some don't. Start collecting all of those delinquent payments.

*Courses:* Run model HAS Co-Audits. Get the franchise holders in every so often and get them to take your course. See that they know how to apply the latest data on their course.

Hold Advisory Committee Meetings and send in reports to HCO WW on the behaviour and progress of your area.

Remember one thing, we are not running a business, we are running a government. We are in direct control of people's lives. But for the first time we are not making victims of them, we are making them more able. So bring order into these people's lives.

HCO Secretary WW

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST AD9

CenOCon

**PROMOTIONAL FUNCTIONS OF VARIOUS DEPTS**

Central Organisations are now running on the six department system. They have been for some time and it is working, and working well.

Each of these six departments has its own Director, Deputy Director and Function. The six are represented either by a Director of a Department or a Deputy Director in the Advisory Committee.

The Association Secretary has amongst his functions, seeing that the purposes of these depts are carried out and that the quotas and schedules of each department are met. In addition he must see to it that the promotional purposes of each department are carried out.

Each Of the six depts has a promotional purpose in addition to all its other purposes. By promotion in a Scientology Organisation, we mean REACH the public.

Some of the promotional purposes of these Depts are listed herewith.

**Dept of PrR:** To reach individual aspirants for training and processing by various communication means such as letters, phone, telegram and in particular, personal contact. Public lecturing and the visiting of groups by PrR persons or an Association Secretary are included in the promotional functions of PrR. Broad contact by means of advertisement is also a PrR function. PrR promotion is however mainly an individual matter. Amongst the promotional functions is the arranging of the lives of aspirants so that training and processing can be attained by them.

**PE Foundation:** The promotional functions of the PE Foundation include the dissemination of invitations and literature to the broader public by means of the available public. They also include the attainment of sufficiently exciting results by lectures and doingness that the attendees will tend to bring new persons into PE. PE via PrR may advertise for its classes. This could be summed up by saying generate enthusiasm and attendance by straightforward data and demonstration that Scientology works. The PE is a showcase.

**Academy:** The first function of the Academy is to have a good Academy run with tough 8C. For years it has been observed that a fine tautly scheduled Academy that puts students over the jumps and makes them into uncompromising zealots for the right way of doing things always attracts new students. A bad Academy is always badly attended. The grapevine here is so apparent that one only need look at Academy attendance to know Academy quality. This is the first line of Academy promotion. The second line of promotion in the Academy is using old students to get new students by letters and programs. Amongst these programs is the Extension Course.

**The HGC:** The promotion function of the HGC consists of turning out cases that rave about their auditors and the HGC. It is unfortunately true that an HGC is not as well attended as it gets results. Indeed a good HGC from a standpoint of results is often less well attended than one that really chews Pes to ribbons. This is because of the victim complex in the society. But good or bad-which is after all a technical, not promotional question-the results of the HGC MUST include enthusiasm on the part of Pes for their Auditors and the services rendered. Handling the private lives of Pes is forbidden by the Auditor's Code when done directly. But sometimes this has to be done to get the case upscale. The best promotion of an HGC is interest in the Pes in or out of session. And this is furthered by the HGC use of tests. An Auditor must not evaluate for a Pc. This does not include the D of P. A good D of P evaluates as harshly as an instructor and more or less follows the Instructor's Code. An overbearing evaluating D of P always has more Pes than a meek and mild one. The sending of tests to the Pc after he gets home, the hounding him afterwards for reports on what and how he is doing, is all a promotional function of the WC. There is a five year standing order that a Pc must be written to three times after leaving the HGC, the first letter one week after he leaves, the second letter one month after that, and the third letter three months after that. An HGC that doesn't stay in communication with the Pcs

never has very many. It's not up to PrR to stay in communication with the Pcs who had Intensives even though the PrR does. It is up to the D of P to stay in communication with these Pcs.

Dept of Materiel: You would not at once think of the Dept of Materiel as being a promotional unit, yet it is. Amongst its duties is cleanliness and spark in the quarters. A Dept of Materiel that will inventively make the Org loom up in terms of buildings and quarters is doing Promotion. Materiel should never slack on this function but many Materiel Directors have been unaware of it. The Dir of Mat should get out and look the place over, and figure out how within his budget he can make people come into this particular building who know nothing about Scientology but only because they were attracted in. Further, the Director of Materiel should realise that his promotional lines consist of keeping Address and CF straight. He holds all the bodies in CF enclosed in file folders and he knows where all the bodies are in Address. If these are straight then the Director of Materiel has done a great deal of promotion and combined with attracting (rather than attractive) quarters, he is really promoting heavily.

**Dept of Aects:** Accounts is commonly so snowed under with Bookkeeping and Prop Income that it doesn't think of itself as a promotional unit. But it is. Snappy and accurate accounting, quick and accurate and even tough rendering of statements is all promotion of a sort. We are accustomed to thinking of an Acets Dept as being figure-figure non-reach sort of department but this is far from true. (That's figurefigure.) Accounts is promotional just by rendering bills properly and on schedule. And they're promotional by making sure the public contributes to the organization in money; by thoroughly backing up the PrR, Accounts does a lot of promotion. Further, there is another thing that an Accounts Dept can do in the promotion line. We are usually undermanned in the Accounts Dept and seldom realize that lack of people in it is one of the most foolish economies we can make. It's lack of people in the Accounts Dept rather than lack of willingness that keeps our Accounts in a turmoil. There should be one person on Statements, one person on Current Bills book and one person on Prop Income breakdown even if one or two of these people are part-time. If there are three-and there should be-part of the work of each would be promotion as follows: *Statements-noticing that* credit is good on some person in the Statements book, should write and tell the person so and give a list of such people to the Dir of PrR. *Current Bills*, who should handle purchasing and filing too, probably, has a public relations function in handling the merchants with whom we deal and getting them interested in what we are doing rather than allowing a purely trade relationship to exist. *Prop Income*, who also usually does the invoicing, has a promotion function in making sure that the receipts get back to the payee along with some kind of pat on the back for helping Scientology along. MONEY is the attention unit of this society. A lot of Scientologists say 'how mercenary' when I start talking about money. They don't believe in it to the degree that they don't want to attract any attention personally. And that's the crude truth. We've got to get over that attitude. The commonest sense tells us that if we had enough money we could advertise and build and hire our way straight up the line ten times as fast as we are doing. Well one of the ways we fail is to fail to use money as a promotion factor and to fail to fully utilize commercial transactions and monetary exchanges as promotional avenues. Think that over and buy the Dir of Materiel the new building he wants and see how they start crowding in. The Dept of Accounts is our most neglected promotional sphere and this we must overcome.

The six department system is built like a watch. It is worthy of considerable study. And it certainly accomplishes doingness. Any sphere of promotion there is can be assigned to one or another of its departments.

Association Secretaries these days are selected on the basis of their personal ability to promote and get the show on the road. This should now be extended to the Dept Heads of the organisation.

Promotion means REACH. Well, let's stop worry and start reaching on all six cylinders.

**L. RON HUBBARD**

**LRH:brb.rd**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 SEPTEMBER 1959

LTD  
HCO Offices

The following is written by Elizabeth Williams, HCO Exec Secretary, Australia. These are her stable data and are well worth reading.

**S.O.P. ON HANDLING ASSOC SECS, DEPT HEADS AND HASI STAFF**

1. If they **come to HCO** always ask them to take a seat and 'what can you do for them?' Put them at cause. If you go to them, take a seat, be calm and stable and ready to help.
2. Be courteous and polite and behave as per bulletins on Scientology Executives.
3. If they are upset ask them what the problem is and help them straighten it out. Be an auditor.
4. Never be 'personal' in your critical remarks to them. This does not help them or you.
5. Make sure you cover the ground of their problems in the org.
6. Ask them what they are doing wrong to HCO or the org and what HCO or the org is doing wrong to them if there are any ARC breaks on the line. Find out the particular people. Patch it up.
7. If there is something wrong on the line from your point of view-tell them.
8. You are the auditor in this case-DON'T expect them to straighten you out-they have come to HCO to get help from you.
9. If they have come to see someone else in the office other than you DON'T stop work and stare and listen or butt in the conversation. Continue work and don't lose time for HCO. If it concerns you-it will be routed to you.
10. Don't expect them to see everything from your viewpoint just bang-if you see that a job could be done better outline it to them and the reasons why it could be done better and how. Make it concrete and precise.
11. Never validate or talk about 'case' and Q and A with confusion in handling HASI staff. Always outline and underline the constructive and Bring Order. Don't spread bad news.
12. NEVER criticize any HASI staff member one to another nor any HCO staff to HASI staff.
13. Remember always you are an HCO staff member and are *separate* from HASI staff. Therefore keep your moans within HCO and never, never moan to HASI staff or the public, or ANYTHING to do with Scientology.
14. NEVER join with HASI staff against any Org policy or Ron's policy or his appointments in HASI, or for and against squabbles in HASI. Maintain always a very definite separateness and do not voice your opinions on HASI matters to HASI staff. Say all you like in HCO.
15. Always keep the goals of HCO and HASI in mind and operate as often as you can on the best for the greatest number of dynamics.

HCO Secretary WW

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 NOVEMBER 1959

CenOCon

**KEY TO THE ORGANIZATIONAL CHART  
OF THE FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON DC**

This is the Organizational Chart of the Central Organization of Scientology in the United States.

It is kept to date by SecI E D under the directions of only the Executive Director.

Any changes believed necessary should be written as a dispatch and sent to SecI E D.

This board has the force of assignment and is the primary means of assigning personnel in the organization. This board is the publication authority for assignment to post.

This is not a Communication Chart.

Communication may be accomplished at any time by anyone to anyone but is official only through the Communication Centre by proper dispatch. If it's not a written dispatch it isn't an order.

Board Planned and Organized by LRH with the assistance of SecI E D.

The above is typed on a 3 x 5 white card (takes 2). Along with this is the following, also on 3 x 5 white card, with appropriate colours pasted on as indicated below.

Trustees are in Red.

Executives are in Blue.

Staff Members and Posts are in White.

A solid red line means a Founding Church chain of command. A dotted red line means liaison.

A solid blue line means another corporation or office.

Where a red flag appears on board there has been a change of post within the past week.

(Note "Executives" are Dept Heads and anyone who attends the Advisory Council)

Here are the Purposes of Various Posts  
& Depts in the FC of S of Wash DC as  
shown on the Org Board.

(Note: The org bd shows name of post, followed underneath by purpose, followed underneath by person's name.  
Examples:

Organization Secretary	Comm Course Instr
Purpose: .....	Purpose:
Nibs Hubbard	Name of Person)

### *Founding Church of Scientology*

Purpose: To Disseminate Scientology. To advance and protect its membership. To hold the lines and data of Scientology clean and clear. To educate and process people toward the goal of a civilized age on Earth second to none. To survive on all dynamics.

### *Founding Church Congregation*

Purpose: To communicate to the congregation the principles and philosophy of Scientology. To insure for each individual an awareness of their health, happiness and immortality through good training, processing and fellowship.

### *Staff Meeting*

Purpose: To gather agreement and permit staff origination upon matters relating to personnel and duties. To report on performance of duties. To suggest promotional maintenance and organizational changes to FC executives.

### *Organization Secretary*

Purpose: To get people to get the work done. To enforce the policies and advise the Board.

### *Advisory Council*

Purpose: To advise the executives of the organization as to needed changes and policies. To act as a meeting ground for department heads. To assemble and report the statistics of finance and action to the Executive Director. To advance ideas for promotion and improvement.

### *L. Ron Hubbard Founder* (Location of this on Org Bd is at very top of HCO)

Purpose: To develop and disseminate Scientology. To support and assist Scientologists. To write better books. To act as a court of appeals in all organizational disputes. To form and to make official policies and orders affecting the Founding Church.

### *Hubbard Communications Office*

Purpose: To be the office of LRH. To handle and expedite the communication lines of LRH. To prepare or handle the preparation of manuscripts and other to-be-published material of Scientology. To keep, use and care for LRH's office equipment. To assist the organizations of Scientology and their people. To set a good example of efficiency to organizations.

### *Public Relations* (under HCO)

Purpose: To maintain and increase good public relations for the organizations of Dianetics and Scientology.

### *Editorial Director* (under HCO)

Purpose: To keep material in publications within Organization Policy, and to prepare publishable material.

### *HCO Communicator*

Purpose: To keep the communication lines flowing and the files in order in HCO.

### *HCO Board of Review*

Purpose: To validate for full results every certificate ever issued in Dianetics and

Scientology. To be the final authority on any certificates to be issued. To be the final authority on Clear certification.

## **TECHNICAL DIVISION**

Purpose: To insure good training and processing, good service and ARC inside and outside the organization.

(Note: Under this is then listed "TECHNICAL COUNCIL  
Dir of Training  
Dir of Processing")

Academy of Scientology

Purpose: To train the best auditors in the world.

Training Administrator

Purpose: To keep the materials and comm lines of the Academy in good order. To keep a Roll Book. To prepare and collect certification materials.

Hubbard Clearing Scientologist Course

Purpose: To educate auditors in the techniques and skills necessary to clear human beings.

Communication Course

Purpose: To give people a reality on Scientology and to teach the communication formula by Dummy Auditing.

Upper Indoctrination Course

Purpose: To attain ability to handle bodies, objects and intentions fully.

Theory & Practice Course

Purpose: To create a competent auditor with a good grasp of theory and practice of Scientology. All five levels of Indoc.

**Hubbard Guidance Centre**

Purpose: To do more for people's health and ability than has ever before been possible and to give the best auditing possible. To help people.

Processing Administrator

Purpose: To handle the persons, communications and materials of the HGC to the end of improving and continuing the quality and business of the HGC.

Scientometne Testing in Charge

Purpose: To give all and any tests or exams that may be required to any department or organization or personnel, and to keep and file results accurately to assist research and presentation, and to have test materials in abundance to hand.

Personal Efficiency Foundation

Purpose: To run an amazingly successful HAS Co-Audit Course, to keep new people coming in and the Co-Audit growing, at least five new people per week, and cases cracked and everyone to get trained further or cleared fully in the HGC.



## ADMINISTRATIVE DIVISION

Purpose-. To insure good and accurate communication inside organization. To handle business and administrative affairs. To insure good working quarters and conditions for and good work from organizational personnel.

(Note: underneath this is shown:

### ADMINISTRATIVE COUNCIL

D of PrR

D of Mat

D of Acets

Dir of Administration

Dept of PrR

Dept of Materiel

Dept of Accounts.)

#### *Dept of Promotion & Registration*

Purpose: To procure students and preclears by actual, direct and personal contact using personal letters and assuring an adequate number of students and preclears.

#### *Reception*

Purpose: To create and maintain good communication and service amongst staff, students and public.

#### *Dept of Materiel*

Purpose: To hold in readiness and good repair all the communication materiel, files, addresses, furniture, equipment, quarters, and transport necessary to adequate function of the organization.

#### *Dept of Accounts*

Purpose: To keep the business affairs of the organization in good order, to maintain the good business repute of the organization and to see to it that the business activities of Scientology are up to date in an excellent condition. To make sure that income exceeds outgo.

#### *Disbursement Clerk*

Purpose: Breakdown income into proportions; validate bills; issue checks.

#### *Legal*

Purpose: To make legal the actions of the organizations of Dianetics and Scientology and safeguard their public and private interests.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 DECEMBER 1959

CenOCon

**PROGRAMME DIRECTOR HAT**

The hat of Programme Director should be worn by the Association Secretary (Organization Secretary).

This cancels any previous directive on the same subject.

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Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 22 OCTOBER 1960  
Re-issued from Sthil

Assn Secs  
HCO Secs  
(Dept Heads)

**THE THREE SERVICE BRANCHES**

HASI now has three service branches. Two are paid, one is free. These are Testing, Training and Processing.

Training and Processing are the two paid services. Testing is the free service.

These Three Services take precedence in quarters, personnel and general activity.

All other services rendered are of secondary importance and, indeed, are important only to the degree that they make these three services work and to make sure they are adequately used.

The most important administrative department is Promotion and Registration. This department ensures a flow of bodies into testing and from testing to training and processing.

Material is the next most important department, furnishing as it does Mestquarters, supplies, files and addresses-to the service units.

Accounts is the next most important function, taking care of the receipts and disbursements and payrolls.

PE, as a procurement activity, continues. Its future function will be to give a basic evening course based on the Anatomy of the Human Mind, using Academy type instruction. PE shall continue as a department in those areas where it has done well. In those areas where it has not contributed, the Academy will absorb its functions of training, PrR will absorb its procurement and HCO its open evenings.

Other activities also continue.

The basic plan of a Central.Org does not shift and alters only in emphasis.

Personnel may be increased, out, shifted or deleted in a Central Org on the sole authority of the Assn See or Org See to accomplish any such re-adjustments.

The least affected organization is Washington, DC, as it does the least local procurement and probably will not materially increase its test department at this time.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 28 OCTOBER 1960**

Assn Secs  
HCO Secs

**HASI-HCO RELATIONSHIP DISCUSSED**

I had a meeting today between the officers of **HCO and HASI** in Johannesburg which brought up some points of interest to all HCOs and Central Organizations.

The points of importance were these:

Central Orgs have certain fixed promotion lines which should be followed. HCOs have some interest in the effectiveness of these. HCO has no interest in the number of personnel employed by HASI in tech or admin, this being entirely up to the Central Org officers. If HASI thinks it can get along with far less and still render service acceptable to HCO, then it's all up to HASI.

Central Orgs as such have a poor reputation for originating and executing new promotion. HCO is responsible for broad new dissemination projects.

I have always operated on the theory that if I drove enough business in on Central Orgs, they would cope with it. And that I should not be deterred by various resistances in the form of thinking it could not be coped with.

Thereby emerges HCO's primary function today-to do broad dissemination and drive business in on the Central Org by any means within HCO's power.

HCO's role stems logically from my own most consistent functions: (a) Technology and its proper performance and (b) Promotion of Scientology widely by books and ideas and creating comm lines.

Whenever HCO falls away from these two items, the Central Org has rough financial going. Lack of technical wins gives fast stagnation and few excellent personnel. Lack of heavy dissemination gives a lack of bodies in the shop.

On Promotion, driving in people on the Central Org is a primary function. This does not mean individual people. It means masses of people. HCO deals in masses and mobs and HASI deals in individuals.

HCO must carry out heavy book promotion and sale, many special events (open evenings, lectures, Congresses), new effective mass comm lines (magazines, etc) and must furnish new ideas.

HASI comm lines are set and fixed already. New lines disturb proven effective HASI lines when HASI does them. HASI is helped when HCO does them.

HCO's interest in HASI personnel ends with making sure the business HCO drives in is not wasted. Hence hat checks, security checks. But HCO may not interfere with actual personnel selection or dismissal except to act as a justice on complaints from personnel, and then HCO may be going too far even so.

HCO is a mass dissemination organization. HASI is an individual service organization.

The primary breakdown in any org is Technical Excellence. When this goes, all else soon follows or stays low. The primary lack of income comes from HCO failure to widely disseminate and hold special events that bring people to HASI for HASI to approach and care for. Almost as important an income failure source is HASI's failure to contact often (from PrR) individuals HCO has drummed up by mass programmes.

When HCO lays down how many people HASI must or must not hire it errs.

HCO is the "Madison Avenue" of Scientology, meaning it's the advertising broad public presence unit. But "Madison Avenue" does not run the businesses it serves. It only makes them look brighter to the potential public.

I think this gives us a new look at HASI-HCO relationships and their zones of responsibility.

I laid down these principles to clarify the problems which had arisen between

HASI and **HCO** in Johannesburg and I feel the same principles may resolve and re-orient many areas of overlap or dispute in other orgs.

I consider these points as new policy for sorting out the two areas of HASI and HCO.

However, nothing in this policy letter exists to prevent HCO from taking sudden and heavy action to remedy obvious or possible collapses on HASI's part in handling the business brought in.

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HUBBARD COMMUNICATIONS OFFICE  
23 Hancock Street, Joubert Park, Johannesburg

HCO POLICY LETTER OF 8 DECEMBER 1960

SA Only

### **DURBAN EXPANDED**

The Durban Office effective area shall hereafter also include all of Natal.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 DECEMBER 1960

SA Only

Central Orgs for info

### **CAPETOWN HASI TO BE ESTABLISHED**

Effective at once a HASI Ltd Central Organization is to be established in Capetown, Cape Province, South Africa.

The pattern of the organization is to be similar to the Central Organization in Johannesburg. Johannesburg, however, remains the senior organization in Africa.

Special local courses may be run to give Capetown a start. Announcements may be sent out by HASI Johannesburg to the Cape Area. A mailing list for the Cape Area but not address plates may be furnished by Johannesburg.

A PE Foundation should be formed as soon as special courses and preclears have been begun successfully.

Jack and Alison Parkhouse are appointed Association Secretary and HCO Secretary of Capetown respectively. Their unit pay will be continued from Johannesburg. So long as such unit pay is drawn all receipts and disbursements of Capetown shall be part of Johannesburg's accounts.

All Capetown staff shall be recruited and trained in Capetown. Due to shortage of Org staff in Johannesburg, Capetown should develop its own.

Jack and Alison Parkhouse are detached as of this date from all duties in Johannesburg.

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Saint Hill Manor, East Grinstead, Sussex.

HCO POLICY LETTER OF 16 JANUARY 1961

All HCOs  
All Central Orgs  
HCO Area-Call a whole staff  
meeting, read, issue and discuss

**HELP ME PUT IN THE NEW LINES**

We are about to execute some fundamental changes in Central Orgs. For years Central Orgs have had trouble promoting and procuring. After months and day and night work in Johannesburg I have resolved this. It can work everywhere, according to early reports.

I am about to write up all the, lines and hats of this new set-up.

We already have technology wrapped up if it is followed. Ten hours of tape are coming to you from DC for use in training HGCs. It is our first complete package of technology fully tested, fully vindicated. It has yet to be fully understood or used. It must be trained in on all staff auditors and all new auditors coming on staff, It is all there on the tapes.

In Admin, the new test lines are watch-like construction.

If we get too much alter-is, too much "change because this area is different", too many additives, we'll all be in a spin. My own Admin lines will become wholly unmanageable.

I will try to be as clear as I can be. If *it isn't written into the line-up it isn't there*. For instance, there is *no* phone number given in- the ~'Q Ad,~'but DC put one in its Ad and got no bodies, only floods of phone calls. I had to cable?DC to get the phone number out of the ad so people would walk in. For instance, an instructor trying to grasp Formula 13 wanted to know if you crossed off a name from its assessment list when it was briefly run. Nothing was said about this in the HCO Bulletin therefore you don't cross off names.

*Additives* have been the most source of most scrambling to date. People add things that aren't there.

Alter-is is the other sinner. I call for small 18" square tables in testing-large rectangular tables get bought, potential capacity of test room is cut in half.

People want to know what's the authority of HCO. Its earliest genus was the need to get new line-ups in place in Central Orgs. Broadly HCO is my office in an area. As Executive Director, I am usually the one to put in new departments, promotions, ideas and line-ups. HCO is there to make sure they go in smoothly without omission, additives, alter-is or misunderstanding. Once these are *in* they can be run by my Association Secretary in that area. HCO is there to make kOn's postulates stick. That's its most vital action. My postulates are contained in HCO Bulletins and HCO Policy Letters.

You have to have cooperation from everyone to make an organization work. But there has to be a workable organization there before it can be worked. Group-think never created an organization that worked~ Hence, I put them in, and modify only after long study.

Frankly, I could not function at all without HCOs and cooperation, I am tackling a huge job-the shift of Central Org patterns all over the world and putting in new Central Orgs.

You can help by putting in the line-up as laid down, without alteration or omission or additives. Only when it is all in and in right can you see whether or not it works or how it works. After it has been working for a long time, we can discuss refining it.

To make this new boom stick, we have to line up Technical Excellence first, making sure every pc that signs up gets full reality and case gain. Then we groove in the New PE Foundation under a competent director. Then we make very sure of our Academy for future auditor supply.

To do these things, I am already furnishing you lots of unchanging gen. You are on a high level of stability now, Tech and Admin both. The only way we could fail is to fail to get the exact mock-up in and working. Then it's lots of people, high units and we're away.

And I'm depending on HCO to make my postulates stick, on staffs to cooperate and on Association and Org Sees to help the new policies take form and to run them sensibly and accurately after they are squared away.

That's our programme. Help me get it in shape.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 JANUARY 1961

HCO Secs  
Assn Secs

## **APPOINTMENTS**

Peter Greene is appointed herewith Association Secretary, HASI Johannesburg.

Ray Stout is appointed herewith Association Secretary, HASI Durban.

Jack Parkhouse is appointed herewith Association Secretary, HASI Capetown.

Dennis Lee is appointed herewith Association Secretary, HASI New Zealand.

Tony Dunleavy is appointed herewith Association Secretary, HASI Perth.

Les Verity is appointed herewith Association Secretary, HASI Sydney.

Peter Williams is appointed Continental, Director for Australia, New Zealand and Oceania.

Marilynn Routsong is appointed herewith HCO Executive Secretary, HCO Continental America.

Vicky du Toit is appointed herewith HCO Secretary, HCO Continental Africa.

Rosemary Friel is appointed HCO Area Secretary, HASI Johannesburg.

Alison Parkhouse is appointed herewith HCO Area Secretary, HASI Capetown.

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HCO POLICY LETTER OF 14 FEBRUARY 1961  
(Re-issued as HCO Policy Letter of 20 December 1962  
Re-issue.Series 8)

CenOCon  
Frmchise  
Field

**THE PATTERN OF A CENTRAL ORGANIZATION**

The following is a summary of all parts of a Central Organization for use in Permanent Staff qualifications and in departments.

**HCO AREA OFFICE**

An HCO Area Office is attached to each, Central Organization.

It expedites internal and external communications and in particular communications to and from HCO WW and myself.

As part of communications supervision it hat checks into existence with staff members HCO Bulletins, HCO Policy Letters and other official releases.

It issues and keeps to date the organization hats. HCO Area keeps the Org Board.

Fundamentally it is also a library of technical and administrative data consisting of books, mimeos, tapes and general know-how.

HCO Area has the power to take action to maintain a high technical level, a good administrative form in the organization and to security check personnel.

It examines students and issues certificates through its HCO Board of Review.

Mainly through the HCO Continental of a continent it reaches broad'masses of the public where a Central Organization reaches individual members of the public.

The whole activity of an HCO Area Office is Communication, Collection, Local Book Sales, Technical Level, Administrative Form, Ethics, Certificates and Awards. To this, through HCO Continental, is added,broad promotion and dissemination such as public book sales, the magazine, ads and special events.

**THE ASSOCIATION SECRETARY'S OFFICE**

The Assn Secretary runs the Central Organization. He is usually assisted by a secretary who expedites his communications, writes his letters and gets in his reports for the OIC and keeps it.

Personnel procurement and placements, financial management, legal actions (including press), valuable documents, and the OIC board are some of the. administrative functions of this office.

Proper operation, willing performance of duty of its executives and personnel, its ample financial solvency and general high effectiveness of the technical and administrative functions of the Central Organization are all the responsibility of the Association Secretary.

The Association Secretary is looked upon to keep the organization in existence and functioning at a high level. HCO helps but the final responsibility of keeping an organization going is the Association Secretary's.

He has a Dept of Official Affairs (Government Relations) to help him with legal, if required.

## TWO DIVISIONS

There are two *Divisions* in a Central Organization. One is Technical, the senior division, the other is ADMINISTRATIVE. There are six *departments*. The TECHNICAL DIVISION includes these three departments: The PE Foundation, the Academy of Scientology and the Hubbard Guidance Centre. These carry out the three basic services of a Central Organization-Public training and processing, Individual training and Individual processing.

THE ADMINISTRATIVE DIVISION consists of three departments: Promotion and Registration, Material and Accounts. These care for the three basic functions of

contacting and signing up people, taking care of quarters and supplies, and handling all matters of finance.

## **TECHNICAL DIVISION**

### *The Personal Efficiency Foundation*

The PE Foundation is the entrance door of the public into the services of the Central Organization, a knowledge of Scientology and a higher level of civilization.

#### *Test Section*

By means of advertising mailings and word of mouth, the public is brought in to be tested and evaluated. This is done by the *Test Section* of the PE Foundation. This section does everything possible to route new individuals into a PE Course.

#### *RE Course Section*

A five evening PE Course is given weekly. Its curriculum is precisely laid down. Its total purpose is to explain elementary Scientology and prepare and route people into the Co-audit.

#### *The HAS Co-audit Section*

Using precise processes developed for this section only, the HAS Co-audit (Do it Yourself Processing) seeks to improve cases and further interest people in Scientology so that they will take individual HGC processing and individual training.

### *Summary of the PE Foundation*

The PE Foundation is an entrance point to Scientology. If it fails to pass people from testing to a PE Course, from a PE Course to Co-audit and from Co-audit to the Academy and HGC then it is failing its functions, the unit will be low and the Central Organization faltering.

No section -of the PE is an end-all where the public feels an action has been completed. That the PE Foundation in itself does a great deal of good is indisputable. However, the moment it relaxes on this fact and fails to pass people along, it lets down every staff member in the other five departments as well as its own people. A PE Foundation income is not adequate to support even itself, and its services in training and processing are not wholly adequate to functioning in life. It is an entrance door. It must be alertly watched. Its numbers in testing, PE Course and Co-audit today are the organization's units and Scientology people tomorrow.

The PE Director is now, next to the Assn Secretary, the most responsible person for solvency in a Central Organization.

### *The Academy of Scientology*

Headed by the Director of Training, the Academy is responsible for the technical excellence of Scientology practice tomorrow.

Teaching two different courses in the same classes, the Academy trains Hubbard Practical Scientologists and Hubbard Professional (HPA/H('A) Auditors.

The Academy also teaches an upper level course once or more a year known as the B.Scen. (Hubbard Clearing Scientologist) Course.

Precise scheduling, crisp training and true, direct answers to the students' questions makes an Academy.

The HPA/HCA Course enrolls more or less every Monday unless the total average unit is to be gained expensively tjirough individual processing only.

The Practical course is the same as the old professional course except that it is for people "Who don't want to practise Scientology professionally". The professional course is a tougher version with more requirements.

A bad Academy results in a bad HGC tomorrow as many graduates become staff auditors.

A good Academy is known by its snappy scheduling and the degree of basic data and action the student actually absorbs.

*The Hubbard Guidance Centre*

The HGC is headed by the Director of Processing, under whom come all individual cases (public and staff).

The D of P is the case czar of the organization.

The D of P's total administration is done by HGC Admin. The D of P does not do admin, only technical, but is in charge of admin and all staff auditors and the department.

The D of P (or in case of more than 30 pcs/week, a deputy D of P) interviews HGC cases every five hours of processing to establish the quality of goals and rudiments and what the auditor is running.

HGC Admin procures and assigns auditors, gives applicants from the Registrar their case estimates, keeps the files of cases, oversees proper auditor handling of forms, oversees testing or gets it done for HGC pes when PE testing is closed, finds and assigns rooms for auditing and keeps, in general, the lines moving in the HGC.

If the D of P does these things or worse, takes preclears to process, you don't have an HGC. You have a technical collapse.

HGC quality *must* be high and stay high. It is the highest technical quality in the continent.

An HGC staff auditor audits directly on current run-down and produces high case gains. HGC Staff Auditors are the most respected auditors in Scientology and for a period of I I years have always gotten the highest, fastest results in Dianetics and Scientology. A staff auditor may refuse to process or refuse to release from processing any pc.

The HGC was born to show field auditors the results that could be obtained, and lived on to carry the full burden of successful auditing around the world.

## ADMINISTRATIVE DIVISION

### *Dept of Promotion and Registration*

D of PrR is headed by a Director of PrR only in the largest of Central Organizations. Otherwise its two sections are headed by Registrars-the Personal Registrar and the Letter Registrar.

### *Personal Registration Section*

The Personal Registration Section finds and signs up applicants for the Academy and the HGC.

The section includes one or more personal registrars, the receptionist and, for Admin purposes, various admin personnel in the technical division. It is headed by the Chief Registrar.

For public purposes (and possibly in a future change), all registrars may be called or sign themselves as "Consultants".

The whole actual income of the Central Organization is dependent upon the activity and excellence of the Chief Registrar, just as its potential income depends upon PE and the Letter Registrar. If PE and the Letter Registrar do not get them in, it is still up to the Chief Registrar to do so. The Assn Sec receives the total income report from the Chief Registrar each week as part of the Personal Registration Section Report.

The Personal Registrars interview applicants, sign them up on contracts and releases and take their money for individual training and processing. When prospects seem too few, Personal Registrars go back over "hot files" and by phone or other means, seek to get people in.

A Personal Registrar cannot accept applicants finally for training and processing. This is done by the D of T and HGC Admin. The applicant when fully signed up is sent to technical. HGC Admin may demand more hours be signed for after assessment (not test) by E-Meter-if so the Personal Registrar signs them up for more, adding the hours to the contracts and taking in more money.

Personal Registrars are entitled to view, the profiles of HGC and Academy results.

A Personal Registrar always interviews a student or HGC pc *after* training or HGC processing and usually nets some 50% of an Org's income for additional sign-up in these "after interviews".

The motto of a Personal Registrar is "Always sell something, even if only a book".

Unfortunately Personal Registrars have "income ceilings" for the Org. Any given Registrar may "pin" the week's income at a certain figure. This has to do with acceptance level on money. A Registrar must be wholly free on money or this will happen.

Registrars are Admin not technical personnel but usually the best registrars are good auditors. However, they may not assign times of processing for the HGC, nor may they criticize HGC results to a pc. If registrars are dissatisfied with results, the matter is brought up in Adcomm or taken to the Assn Sec or even the HCO Sec, if no remedy is forthcoming.

#### *The Letter Registration Section*

The Letter Registrar is in charge of the Letter Registration Section of PrR.

The Letter Registrar and assistants keep a steady flow of letters going to applicants to get them to come in for training and processing.

Income is proportional to the number of letters mailed a few weeks previously.

To send out his or her letters, information packages and other mail material such as projects, the Letter Registrar has executive charge of all typists, Central Files, Address, Mail Room and Memberships.

#### *Typing Pool*

Anything to do with getting letters written and mailed or sending out mailings or mail projects is wholly under the Letter Registrar.

All typing and typists are under the Chief Typist.

#### *Central Files Unit*

All files on Scientologists or applicants. are under Central-Files-in-Charge. These include a file folder for everyone who has ever bought anything -from the Central Org. The files are divided into Live and Inactive Files. Magazines go out only to Live files. But letters may be written to persons in Live and Inactive Files. Everything about a person, except his financial statements, actual training record and test record is in CF, but data even on these, such as a profile sheet, can be included. For instance a copy of an invoice, the profile of a new test taken, a notice of certification, all are forwarded to CF for filing.

#### *Address Unit*

Under Address-in-Charge, the up to date addresses of all persons in the Live and Inactive Files of CF are kept readily useable on a proper address machine.

Address-in-Charge is always ready to give any unit or department a complete card file complete with designations on persons in whom that function is interested.

Address-in-Charge receives a. copy of all invoices before they go to CF to make proper address changes or bring designations **up** to date.

All mailing and mail functions of the Organization properly come under Address-in-Charge. This is external mailings. The internal despatch system can also be included here if in use.

All franking machinery also comes under Address-in-Charge as well as stamps and their safekeeping.

#### *Memberships*

Memberships (as well as the issue of HAS Certificates) come under the Letter Registrar and are normally handled in the Address Unit.

### *Summary of Letter Reg Section*

The writing of letters, the packaging of info packets, accumulation of mailing lists, and the handling \*of all files and addresses is a highly developed activity in Central Orgs. It is enormously important since a Central Organization income, even when PE is running well, is forecast by the volume of this section. Volume has long since proven to be more important than quality in the mailing of letters and packages. Any communication is better than no communication, as facts and figures have proven for years. Of course quality plays its role here too. Autumn 1960 data on how to write letters exists and should be followed.

**Healing ARC** breaks is a function of the Letter Registrar.

Preventing ARC breaks from happening by proper designations and address and Memberships is all part of this unit.

This section receives its mail at once after invoice and receives copies of all invoices. You can't expect high outflow and deny the section its inflow. Mail important to Personal Registration is quickly answered by Letter Reg and passed to Personal Registration when it has to do with people stating they will come in.

There is only one Central Files. Personal Registration may have folders, but just to use, not to keep. When a folder goes out of CF, a dummy folder is slipped back in, so marked as to tell where the real folder went. Anything to be filed while the main folder is gone is put in the off-colour dummy and placed back in the main folder when it returns.

Card files from Address rather than CF folders are used by other departments than the Letter Reg Section.

#### *Dept of MaterW*

Headed by the Director of Material (Dir Mat) the Dept of Material owns every Mest object including pieces of paper in the entire organization and is responsible for its inventory, existence and good repair and usage.

Material sets up and clears away rooms, keeps the place clean, maintains everything, orders and supervises construction and even procures new office or auditing space. If it's Mest, take it up with Material. If it's service or significance or personnel, take it up elsewhere.

Material does all purchasing for the organization.

Purchasing can be done only after a dept head and Assn Sec approval on a purchase order, no matter how small the item. The greatest single threat to organization survival has been Purchasing by Material without proper judgement and authorization by purchase order. Both Washington and London have been all but crushed by this function done wrongly. Johannesburg, purchasing with bad judgement, wound up with very little material despite huge bills. Purchasing is a fine art and in Central Orgs a primary threat if done too abundantly or wrong. Purchasing can be so bad that the Organization can go broke while acquiring nothing. Further, enough money to pay its bills and have things is a better index for necessary income than the unit. If the disbursement fund is kept more than adequate, the unit will also be high. Financial management includes what is to be bought. When it's okayed by the Assn Sec, Material can buy it. But if Material, in liaison with Accounts, sees danger in buying Material must take it up with the Assn Sec with more figures even if the Assn Sec has already okayed it.

The biggest potential upset next to purchasing is "job completion". An Organization can be torn apart if each job, started, is not finished before new jobs are begun. Unfinished jobs can upset everything. They must be avoided.

Material should be given proper schedules of activities so that rooms can be set up or auditoriums procured well ahead of schedule.

Cleanliness of quarters is a public point of acceptance of Scientology.

Dir Mat is a highly responsible job. It can make or break an Organization.

#### *Dept of Accounts*

Headed by the Director of Accounts, the Dept of Accounts receives, safeguards and expends funds in the Organization. No other person can expend money, though others can receive it if it is promptly handed to Accounts.

Scientology Orgs had trouble with accounts until a special accounting system for Central Orgs was developed. That system is of a vital nature to the Accounts Dept and must be followed without additives, ponderous ledgers, peculiar sub-systems or deletions.

A Scientology Accounts system is simple. It works. It consists of writing an invoice on a four-copy machine for everything received and a disbursement voucher on a four-copy disbursement Machine for everything expended, even petty cash, with a completed statement of Accounts knows of the expenditure.

The system consists of four files—one with a file for every creditor, one with a file for every debtor, one with a complete file for every bank account and one with a file for every weekly breakdown envelope.

A board with nails on it for pinning up invoices for every category on the breakdown sheet and a book to put income sheets in plus an adding machine and cabinets completes the entire system.

Then if accounts will file every piece of paper, letter, invoice, voucher and receipt that comes in in these files properly, anybody can summarize them and financial management becomes possible.

Monthly, on a mimeo sheet that bears the name of every creditor, all bills are listed from the Creditor file (not from bills mailed in by firms) added up and presented to the Assn Sec with bank statements for his directions as to payment.

A similar mimeo sheet is made up of debtors each month and the amounts they owe us.

Pay is paid not by cheque but in cash by the signature of the staff member on a disbursement voucher that tells the whole tangled story. Staff members each have a folder in the creditor file at the back in which copies of the voucher are filed.

A chartered or certified accountant can always do a quarterly balance sheet for the Central Org rapidly from these files if they are kept up and are as designated.

We don't copy figures from figures into vast piles of day books, ledgers, statements and other mysteries unknown. The files *are* these books. The law demands *records* everywhere. These are the records we want.

When people pay on their bills, invoice it, (send them the white with their next statement) and file it in their file folder.

Our weekly breakdown sheet, showing gross and units, amounts deposited to salary sum, disbursement account, building fund must be displayed to the staff each week on a staff bulletin board.

We are interested in complete, orderly files and their individual summation. That's accounting in Scientology. If the Accounts department is doing something else, they're still in the 19th century when accounting was a vast mystery and managers went broke.

We have had good accounts and an easy life for Dir Accounts everywhere the moment this whole system went in. Even governments were satisfied.

#### *Admin Report Forms*

Only one report (and its income sheet) is permitted per department per week—except in PrR where each of its two sections reports.

We don't allow random report forms to develop in a Central Organization. Everything anybody wants to know is on a dept's single report sheet for the week.

HCO WW ultimately receives all except income sheets.

#### *Technical Report Forms*

A report by each student is required each week by the D of T.

A report for each session given a pc is required from staff auditors by the D of P. These are "reports to LRH".

All these are ultimately received by HCO WW.

#### *Holding the Form*

The above write-up gives the essentials of the form of a Central Organization.

There are many policies. These are found in the HCO Policy Letters.

There are many specific lines and instructions. These are also mainly in HCO Policy Letters.

It isn't the, type of area a Central Org is in that establishes the unit for the staff. It is the adherence to the form. As soon as parts of the Central Organization break down the unit is affected adversely.

A Central Organization now makes as much as it adheres to the form above and gets in as much hot water as it does not. The earnings of a staff member are directly related to the pattern being kept. This form of a Central Org required a decade to develop. It is based not only on what is right but what Central Org personnel will do. Follow it.

There are certain truisms which have developed regarding overall department function. These are:

If technical breaks down (HGC) the whole show goes. Staff member cases bog, executive personnel isn't developed, ARC breaks disrupt the field.

A badly run Academy ceases to be attended at once by some mysterious grape-vine.

If the PE Foundation isn't steadily flogged by the HCO and Assn Sec, its order crumbles since it is the first point of impact by a disorderly public. Where the public contacts the Central Org the points have to be held hard to keep order in.

We must never put things on "wait". The legal eagles are always asking one to wait. Companies are always putting us on "wait". Don't stand for it. Crush it through.

A staff member should be judged by his effective action on post, not on his charm or personality to other staff members or lack of personality.

A clique of friends of the top versus the rest of staff always denotes fear on the part of the top. The proper group is the whole staff in and doing their jobs.

It is better to train than process income-wise but don't neglect signing up pes.

A staff member whose appearance is sloppy tends to handle his comm the same way. A security risk staff member can require as many as 2 additional staff members to handle the resultant Dev-T. Security risks are dynamite. Only with security risks do you get lying rumours and bad morale.

Never fill a post with a second-rater just to have a post filled on the Org board.

It makes a camouflaged hole. Less staff, if highly effective, can get more done.

Don't try to raise the unit by firing good staff ever. Come down on the PE and the registrars instead.

Get books sold to get people in. That applies to PE and reception and the registrars as well as HGC.

As an executive don't drag people off jobs to get emergencies done. Emergencies only occur after somebody drops the ball.

Free weeks demanded by HGC means the registrar-HGC Admin line has broken down, that HGC is doing a poor job and that people aren't signing for enough processing.

Keep field security risks out of PE, training and even the premises. They cost a lot of people.

Keep staff processed until they're clear.

Don't let a person on a department head post who has a bad needle reaction to control.

Don't let an auditor on staff who has a bad needle on help-they dramatize failed help every time.

The Assn Sec can order a staff member to processing at staff rates but not to the detriment of processing of the public or other staff members.

Run a tight show, using this outline of organization, convert all franchises to Central Orgs, keep technical high and income up and we'll make it.

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L. RON HUBBARD

*[Note: The only change made on re-issue was increasing the distribution to include Franchise and Field.]*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 21 FEBRUARY 1961**

Assri Secs  
Heo Sees  
Area See  
City Offices

**PATTERN FOR CITY OFFICES**

There are now two types of Scientology Organizations. One is the large Central Organization as represented by Washington, Los Angeles, London, Melbourne and Johannesburg.

The other is the City Office as represented by Sydney, Perth, Durban, Capetown, Auckland, New York, Seattle, San Diego, etc.

**FUNDAMENTALS**

Fundamentally, a City Office evolves much as a large Central Organization did.

A City Office at first cannot use or afford the extensive pattern of a Central Organization and still remain solvent.

There is a make-break point above which one can afford the six department system and below which one has to "cope". This is at a minimum at ;C400 per week income or S 1200. Until one routinely has that, one cannot do otherwise than "cope".

A City Office is at its beginning characterized by the fact that everyone on staff wears all the hats. There is no individuation of departments. Later some semi-individuation can take place. This comes in as income grows.

Even if all the titles are worn, the departments do not exist in fact and a condition can arise where people try to be Dept heads when they are really just sweeping floors.

In a City Office at first one cannot afford to employ Administrative staff who only Administer. The first break-out of this is hiring a receptionist.

A City Office is composed almost entirely of Technical personnel who while working at technical activities (teaching, processing) somehow handle Administration.

A City Office invoices everything received, banks it all and pays all its salaries and bills by cheque. That is the lowest rung of an Accts Dept. Probably the Assn See in a City Office does this. The records are kept no further and someday get audited.

The *fundamental* action of a City Office is technical service.

**A RUNNING CITY OFFICE**

A City Office which is well established may have seven or eight people on staff. Almost all of these people render at least some technical service except reception.

For example:

Assn Sec is Promotion, also Interview Registrar, Dir Accts and Purchasing.

D of P is a Registrar, does all Letter Registration and Invoicing.



Dir Mat keeps the place clean, does Address and Mail.

D of T teaches all students all classes.

PE Director handles PE and Co-audit both (staggered nights).

Any additional personnel are staff auditors.

A crew such as the above (such as HASI London, 1956) can actually make E500 or S 1500 a week using only five rooms and this small staff.

Now very little Admin is expected of these people. The whole of Admin is a weekly financial breakdown for the unit and Adcomm reports, pcgraphs and auditors' reports, student training reports and local mailings. Nobody expects OIC boards to be kept or long winded reports to be made.

### THE TEST LINE

With forthcoming Automatic Evaluation, to an established City Office, already doing well, a Test Line may be added providing it requires only the services of two people—one as Test in Charge, the other as Test Marking, Evaluation and Test Mailing.

If the PE Director is the best control person in the Org, the test line would then have a hope of paying off very well.

A test line should probably not be put into a City Organization which is not yet established.

### HCO OFFICE

A City Office has an HCO Area Office.

The actions and duties of this office are covered by a recent HCO Policy Letter.

But in a City Office there is an added action for the HCO Area See. She may or may not have a communicator, depending on the size of the 5%. But the HCO Area See in a City Office assumes the HCO Continental Hat for Broad Dissemination in that area.

The HCO Area of a City Office *must* think about, handle and bring off *special events*.

These consist of Free Open Evenings, Tape Plays, Junior Congresses, Meetings for Field Auditors in the area and any special activity calculated to interest people in Scientology in that area.

### SUMMARY

A City Office, well-handled, can grow to become a Central Organization with a Six Department System. *But* its income must rise above £ 500 a week or S 1500 before it starts adding anything but technical personnel.

LRH:js.vmm.aap  
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(Note: This Policy Letter was reissued in full by Franchise Sec WW on 30 Oct 1963 as part of a compilation of four P/Ls, dated 21 Feb '61, 9 Apr '61, 2 May '61 and 11 May '61. A paragraph reading, "A City Office could be said to be running when it is receiving income for its support. This is paramount above posts and patterns", was added after the sub-heading "A Running City Office", followed by a new sub-heading "An Established City Office".)

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1961

CenOCon

**"Central Organizations"**  
**MY PROGRAMME TO RAISE YOUR UNIT**

1. Differentiate between a City Office such as Perth, Sydney, Auckland, Capetown, etc and a Central Organization (see HCO Policy Letter of February 21, 1961, Pattern for City Offices).
2. Put strenuously into effect recent HCO Policy Letters regarding HCO activities in every Central Org HCO and every City Office HCO.
3. Put firmly into effect HCO Policy Letter of February 14, 1961, "Tattern of a Central Organization" so that it is understood fully for *every* department by every person on staff in every Central Organization.
4. Get into action auditing of staff under D of P on 12Y2hour intensives.
5. Get HCO Bulletin of February 18, 1961 on Goals SOP in action first on staff and then on HGC pes.
- & Get HCO Policy Letter February 21, 1961, Issue 11 on Choosing PE and Registration Personnel for action.
7. Get permanent staff and permanent executive staff qualifications in action and permit no pay increases to anew permanent staff level until all qualifications fully satisfied as per HCO Policy Letters on Personnel and Permanent staff. Get them qualified.
8. Get Test Line in and working as per policy and PE Foundation furnishing plenty of prospects.

This is my immediate programme. I have been preparing it and letting you in on it for the last few months.

It means a 2 par unit plus as a routine thing if you follow the above steps.

To show you what this means, in 8 (Test Line) the moment the Script for Evaluation was memorized by Evaluators and used, six sign-ups for PE were done in one hour as opposed to six in half a week last week in Johannesburg.

This is the immediate basic extent of all my Central Org planning. These are the basics for action.

These are the things 1 want HCO concentrated upon.

These are the things 1 want Assn Sees to work hard to achieve, surviving the while.

Assemble the above mentioned HCO Bulletins and Policy Letters. Do your work but get these things in as well and as firmly as you can. They are a package for forward progress. Every staff member has his part in getting these steps accomplished while keeping the show on the road.

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(Note by HCO Secretary WW: The Policy Letters and Bulletins referred to are: HCO P/L 16 Jan. 1961, *Help Me Put in the New Lines*, Vol. 7-145; HCO P/L 26 Nov. 1960, *Permanent Staff Requirements*, 1-124; HCO P/L 17 Feb. 1961, *Staff Post Clarifications-Permanent Executives to be Approved*, see 1-127; HCO P/L 13 Feb. 1961, *Permanent Staff Requirement Changes*, 1-125; HCO P/L 21 Dec. 1960, *Staff Clearing-New Policy*, 5-214; HCO P/L 9Jan. 1961, *Duties of HCO*, 1-32; HCO P/L 31 Jan. 1961, *Spheres of Influence*, 1-35; HCO P/L 17

Feb. 1961, *HCO Continental*, 1-38; HCO P/L 14 Feb. 1961, *Pattern of a Central Organization*, 7-147; HCO P/L 21 Feb. 1961, *Pattern for City Offices*, 7-154; HCO P/L 17 Feb. 1961, Issue 11, *State of Emergency*, 1-39; HCO P/L 21 Feb. 1961, *Choosing PE and Registration Personnel*, 1 -110; HCO B 18 Feb. 1961, *SOP Goals*; all Policy Letters on PE-Test-Evaluation line, Vol. 6. HCO Area Sec: Make sure that these, and all other Policy Letters, are hat checked on staff to ensure that they know and understand them.)

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

Do not remimeo                   HCO POLICY LETTER OF 12 MARCH 1961

5 copies to each Cent. Org                   Issue III

1. Master file HCO
2. 2nd file HCO
3. Hat fldr Assn Sec Sec
4. Assn Sec
5. HCO Area Sec for hat  
check on Assn Sec and  
Assn Sec Sec

**DUTIES OF THE ASSN SEC'S SEC**  
**INA CENTRAL ORGANIZATION**

The secretary to the Assn Sec, or where there is none, the Assn Sec, should perform the following secretarial Admin duties:

- I. Reception and appointments for the Assn Sec (body and phone traffic).
2. Valuable Documents, keeping them in a safe, holding the combination to the safe, photostating them in accordance with directives about Val Doc and being able to produce them.
3. Organization Forms, knowledge of them, their duplication and supply, and giving them out on request.
4. On Thursday morning each week, placing one each of the proper. weekly department head report forms and an income sheet (as it applies) in the Comm Centre baskets of the Dept Heads for their filling out by Monday next.
5. Handling all job applicants and furnishing them forms and giving them guidance.
6. Filing all job applications as per HCO Policy Letter of March 12, 196 1.
7. Typing the Assn Sec's letters from dictation equipment (never by shorthand) or seeing they get typed in the typing pool, and seeing they get signed and sent.
8. Handling secretarial and filing matters of the Dept of Govt Relations or Official Affairs, or if it does not exist, handling items related to it as directed by the Assn Sec.
9. Doing all Thermofax (photostating) duplication for the Organization as requested.
10. Keeping the desk of the Assn Sec straight.
11. Keeping the hat file, Policy Letter file and Technical file of the Assn Sec in order.
12. Policing the comm lines and the In, Pending, Out baskets of the Assn Sec in order to facilitate his paper work. Preventing the Assn Sec from using the In basket for pending and seeing that the In basket remains open for fast perusal of newly received material. When perused by the Assn Sec it goes into Pending as soon as seen or is handled and put in Out. In short, preventing the Assn Sec from being overburdened with despatches and preventing him or her as well from becoming a bottleneck on the comm lines, since the Assn Sec must be kept swiftly informed on the despatch or it will become a body-phone line. Discourage the Assn Sec body traffic by getting people to put things on the despatch line. When people phone for appointments try to get them to write a despatch or letter instead.
13. In case the Assn Sec is a Continental Assn Sec, providing an additional pending basket for each City Office and for HCO WW.
14. Receiving, marking and posting on time the O.I.C. charts each week.
15. Taking and typing Ad Comm reports.
16. Forwarding the weekly department reports to Accounts after doing the Charts.
17. Seeing that Accounts forwards the Dept Head reports to HCO Area Sec for forwarding to HCO WW by the Thursday following the week they represent.

18. Being acquainted with and having to hand all Policy Letters dealing with personnel, legal matters, Val Doc filing, forms, press relations and other matters relating to the above duties.
19. Refusing to permit the Assn Sec to remain unaudited. Making sure his overts on and withholds from staff are taken off routinely.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 APRIL 1961  
Issue 11

4 Copies to each Cent Org  
Fwd to City Offices

**CITY OFFICES**  
**SUCCESSFUL PATTERNS**  
**(Reviewing HCO Pol Ltr of Feb 21, 1961)**

In the evolution of Dianetic and Scientology Organizations, there have been several patterns for small offices.

**A Running City Office**

The most successful of the pre-Organization offices was actually quite different from anything we have had since. It made a great deal of money.

It was London 1953-55.

It did not have a full time Academy or any HGC.

This office periodically gave a course in Scientology which awarded certificates. Perhaps two or three courses a year.

It sold books and memberships.

It sought to handle field problems.

The staff consisted of an HCO Sec-Assn Sec type person, a mail clerk and a typist-memberships-accounts person. These were all on regular pay.

The instructor for each course was called in from a distance and was usually a known personality and was paid quite well.

The field in the area was not very happy with the office which was what caused its change. But it was successful.

In its later days it farmed out pcs to field auditors and received 25% of the fee. This was the first "HGC" outside the US. This did not work well at the time.

**An Established City Office**

The most successful established City Office pattern was London, 1955-56. This office gave good service and was very solvent.

Its staff was on wages and consequently there were not many of them and they worked very hard.

The activities of this office were Training (enrolling students weekly), Processing (an actual HGQ, selling books, memberships, and issuing a monthly magazine, and keeping address files, giving Congresses, and keeping accounts.

Its personnel was more or less as follows.

The Assn Sec (who did everything).

My Secretary (who handled field and non-routine mail). The D of P and Registrar (same person-no HGC Admin). The Director of Training (and also sole instructor). The Administrator (who handled Materiel, purchasing, accounts and typists).

- typist (one, who did address and C/F and Memberships).
- Mail Clerk (who sold books and handled mail and copied tapes).
- Receptionist (who also typed the D of P/Registrar's letters). Staff Auditors (about five or six, who audited pcs without further duties).

Training and Processing costs were about the same as at present.

Washington at that time had a similar structure.

This was a highly successful office in terms of solvency and pay but as its personnel increased to handle overwork, its procurement had to increase, making toward our present Central Org sub-divisions.

The one frailty of this Established Office was its inability to keep its files and accounts in good order, a condition which also prevailed in its Washington counter-part.

I also assisted this established office, but it also bore research expenses.

These two patterns of a Running and Established City Office, because they worked, are favoured by me for offices other than Central Organizations.

I would prefer that a City Office run on either of these two patterns rather than try to scale down the Pattern of a Central organization.

The unit system could still apply or the City Office could go on wages, depending on its own decision.

L. RON HUBBARD

P.S. The patterns of 1950-51 Dianetic Organizations are not recommended. They ran only as long as I did all the work, a factor which tended to make me an expert in Admin.

As I had no legal control over these Orgs and as (especially Los Angeles) the staffs elected their own heads (a fatal error) and as security was zero-minus, there is little to be learned from them of a positive nature. Negative lessons consisted of:

1. I keep control of the Orgs.
2. No heads of Orgs may be elected.
3. Security is vital.
4. Press must be avoided.
5. Vested interests first try to capture an Org, then try to invalidate me to the public, then try to infiltrate.
6. Finance must remain for Scientology, not for private profit,

These were bitter lessons and have determined our pattern of organization from the moment in 1952 that I managed to regain control and put a gradual end to the various evils which began with the pre-Book One attacks on Dianctics by an aberrated society.

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[Note: This Policy Letter was reissued on 30 Oct '63 by Franchise See WW with three other P/Ls, 21 Feb '61, 2 May '61 and 11 May '61. j

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 28 APRIL 1961**  
Issue II

CenOCon

**CENTRAL ORGANIZATION MINIMUM STAFF**  
(A Reorganization Policy Letter)

(Not imperative for South Africa or Australia)

The minimum staff of a Central Organization means the number of posts that must be covered each by one person. The additional hats of the organization are worn by these staff members listed as basic staff.

The main sources of low units are:

1. Poor Academy Training,
2. Poor HGC results,
3. Ineffective personnel on the posts of Chief Registrar and Letter Registrar,
4. Failure to adhere to Org pattern and duties, and
5. Overstaffing Admin.

The unit system makes an organization peculiarly prone to overstaffing in Admin and, for some reason, understaffing in technical. There is too much ease in putting a person on staff and too much nostalgia in taking him off.

Large staffs are usually a result of a chaotic personnel employment application system and consequent Dev-T. An insecure staff member makes enough Dev-T to keep two more persons employed. This is why there are large governments-they solve inefficiency and Dev-T by adding people, not by getting people to do the job.

This, therefore, is a basic Central Org staff list. Consistent low units stem from the causes listed above and, in thin times, having a staff larger than that listed below:

(Not listed in order of importance):

1. Association (Organization) Secretary
2. Association Secretary's Secretary
3. Director of Processing
4. HGC Administrator
5. Staff Auditor Auditing Staff
6. Staff Auditor Auditing Staff
7. Staff Auditor
8. Staff Auditor
9. Staff Auditor
10. Staff Auditor
11. Staff Auditor
12. Director of Training
13. Instructor (plus Ext Course)
14. Director of Accounts
15. Director of Materiel
16. Chief Registrar
17. Receptionist
18. Letter Registrar
19. CF in Charge
20. Address in Charge (plus Certs, Memberships)
21. Typist for Letter Registrar (Mail)
22. PE Director (Test and Eval)
23. 1/3 PE Course Instructor
  - 1/3 Night Comm Course Instructor
  - 1/3 Co-Audit Instructor

24.  $\frac{1}{2}$  Weekend Academy Course Instructor  
 $\frac{1}{2}$  Weekend Intensives etc.
25. Cleaning personnel.

The basic staff is observably 25 persons, if we count night and weekend instructors as part of an individual unit. It will be seen that with low income this still gives an adequate unit.

Staff auditors can be added to the degree that pcs warrant. Extra auditors occurring in the five allowed can be assigned impermanent Admin duties, such as ARC Break Registrar, but are pulled back to HGC when pcs exist for them.

When the basic pattern of each department does not in fact exist in that department (such as four files complete in Accounts), the Org is always too busy with a disorderly present to cope with the time needed to get a basic pattern in with which to work. This makes an appearance of a need for many more staff members. If these are to be employed at all, they should only be given jobs which will get in the basic pattern of files, lines, materiel readiness to handle traffic. While their departments are being gotten in strict good order, regular staff should carry on *present time* activity. In other words, *never* use extra help to handle current business. Use it only to straighten out past and future business. For instance, Accounts will always be calling for current help until the basic four file system is complete, at which time one person could care for the department proper (even if another were used on Tax, etc). But without the basic pattern in properly, it takes two or more people to do current accounts. This is also true of PE.

With no tests prepared properly for issue, no comm baskets to take various stages of a test and routing, no simple record system, it takes a full time test administrator just to cope with the basic disorder and keep the PE Test section running. In short, if a Department isn't "in" right, it takes many more people to run it and there goes the unit value and the future problem-"We can't get personnel because we have too low a unit" etc, etc.

Expansion from basic staff should be in two directions- 1. Getting the basic department in and 2. Technical personnel. Admin staff should never be expanded to handle current work until the income of the organization is above \$5,000 a week or f 1,400, routinely. This means hard work but it also means high units until the income gets up to that point.

However, at the moment, with our current resurge, and with staff clearing, coping with new business is going to be our worst problem, not low units.

My advice now is to skin staff down into two categories: 1. Current work; and 2. Basic Organization and future technical.

Take the above skeleton force to handle current activities. Take the entirety of remaining staff you have and assign them to those departments that need their file systems, lines and materiel straightened out and get a basic organization in perfect shape.

Further, take any Scientologist on staff and get him or her also pushed through a rigorous evening course on TRs, E-Meter, Model Session and make letter-perfect auditors out of them. Technical, needless to say, is basic organization.

I would not dismiss lots of staff members now to get a higher unit. I would use existing staff members intelligently as above and prepare to expand the number of pes who can be audited and the number of students that can be trained. Your personnel pool is the overstrength departments of the organization.

I would now stop the staff going from HGC to Admin and reverse the flow. I'd get people into Admin and shape them up to be transferred to technical. You'll be needing them. You just haven't got enough auditors and instructors. The intelligent thing to do is make them out of Admin people as above.

The basic staff given above is the basic staff of a Central Organization. It can care for any current business up to 95,000 or f 1,400 sterling per week by adding six more staff auditors to it. No more Admin people should be added until the \$5,000/f 1,400 level is routine. Then give the Letter Reg more typists, get another Registrar and give Materiel a clerk. Then add an assistant Admin for HGC and an Instructor to the Academy, more or less in that order.

Follow this plan or something near it and you'll have high units. Go on with an expanded Admin staff and no basic organization or future Technical personnel and I guarantee your units will be low. I want you to have higher units. And I want a basic organization there when the rush starts and enough tech personnel to handle them.

Please act along these lines.

LRH:jl.rd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 MAY 1961

Central Orgs HCO Secs Assn Sees Franchise

**PROCEDURE ON SETTING UP  
CENTRAL ORGS OR CITY OFFICES**

Before a new Central Org or City Office can be considered to be in existence, and before the HCO starts sending to it Organizational Bulletins, Policy Letters and other HCO issues, it is a pre-requisite that the person or persons who will run the new organization should receive training to this end in an established Central Org—normally the Continental Central Org for the area in which the proposed new organization will operate.

Either the future Assn Sec, or the HCO Sec, or preferably both, should receive this training.

The person who decides when the new personnel are trained and ready to start the new organization, is always the HCO Continental Secretary of the area concerned.

In addition, legal matters must be dealt with, including the registration of one of our Scientology corporations in the area (if not already done), and a contract must be signed with the Hubbard Communications Office.

**PROCEDURE IN SETTING UP CITY OFFICES**

The following procedure must be followed in setting up a City Office.

1. The auditor who wishes to set up the City Office should make a formal application in writing. The application should be sent to the HCO Continental Secretary of the area in which the City Office will operate.
2. No City Office may start operations without an HCO City Secretary being appointed first. This City Secretary may be proposed by the auditor or appointed by the HCO Continental Secretary, but in any case must be approved by the HCO Continental Secretary. The HCO City Secretary must receive Org Training in the Continental HCO for a period of time determined by the HCO Continental Secretary, who will be the sole judge of when the training is completed.
3. The auditor or auditors who will run the City Office may also go to the Central Org or Continental HCO for training in Org procedure. This is not essential but is considered advisable.
4. When the HCO City Secretary and/or auditor(s) have completed their Org training, and the HCO Continental Secretary is satisfied that they are competent to start operating a City Office, a contract must be signed by the auditor. When this contract has been signed, and when the HCO City Secretary is installed in the City Office, and *not before*, the City Office becomes fully operative as such. Org Bulletins, Policy Letters, etc, may then be sent to the City Office. No Bulletins or Policy Letters may be sent before the contract is signed, except the ordinary Franchise bulletins if he is a Franchise Holder.
5. Thereafter, the running of the City Office follows the current policy, as set forth in HCO Policy Letter of February 21, 1961, Pattern for City Offices, and HCO Policy Letter of April 9, 1961, City Offices Successful Patterns or subsequent patterns that may be approved.

## GENERAL

The City Office pays the HCO of the City Office 5% of its weekly income each week. The salary of the HCO City Secretary is paid from this amount. If the HCO City See is appointed to the post by the HCO Continental See, the HCO City See is still paid by the City Office.

A City Office should be along the following lines as a bare minimum: HGC, PE, and perhaps a small Academy, which can be run by the PE to start with. A good idea would be to start with old-style HAS courses, as a preliminary to training to HCA/HPA level. A City Office must obtain the approval of the HCO Continental Secretary before commencing HCA/HPA level training.

Only the HCO Bulletins, Policy Letters, etc which apply to the City Office need be made available, but the others may be sent for their information at the discretion of the Continental HCO.

In general, the City Office is guided by the advices of the HCO Continental Secretary, but most of its activities are covered by current policies as set forth in HCO Policy Letters, Bulletins, etc.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 MAY 1961

Central Orgs  
HCO Sees  
Assoc Sees  
Franchise

### CITY OFFICES

(Addition to **HCO** Policy Letter of 2 May 1961,  
Procedure on Setting up Central Orgs or City Offices)

Before a City Office is finally established, the contract and other arrangements and agreements and personnel involved must have the written authority of the Executive Director.

Therefore, when a Central Org makes arrangements for a City Office, the contract must be sent to HCO WW for approval of the Executive Director.

Provision must be made for this by a specific clause in the contract.

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[Note: These two P/Ls were reissued on 30 Oct '63 by Franchise See WW, with two other P/Ls,  
21 Feb '61 and 9 Apr '61.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 AUGUST 1961

Central Orgs  
HCOs

**HCO ORGANIZATION, FUTURE PLANS**

The future spotlights of HCO will light on the following plans for Continental Organization.  
No Continental HCO is to remain in or with a Central Org.

An HCO Continental Office will, be situated so as to communicate easily with all Central Orgs and City Offices.

The HCO Continental Office will handle all orgs in HCO matters, will contain my Continental Office, will do all printing for the continent, all mimeographing, all make-up of mags, all mail order book sales, will do all filing for all HCO Offices on that Continent, will be the basic tape repository and clearing house for all Orgs and sales of Tapes, will handle all Franchise matters for the Continent, will clear all funds to HCO WW, will handle all technology, act as board of review for the Continent (DS of P will give exams), will give any "HCO Special Course", will possibly conduct some special activity such as a Juvenile Delinquency Camp, and will have its own buildings and grounds.

A Central Org or City HCO Office will be a one-person office, occupying one room and possibly ante room. There will be no local communicator or other HCO Officer until the Org so served has at least 100 staff members. The Area HCO will act as a comm relay point, will demand and attain high technology, will distribute all bulletins to the Org (sent to it in packets by HCO Cont), collect all monies due HCO from the Org, distribute local books and tapes through reception, handle the Org's tape library, keep HCO Continental and myself in touch and, in short, make my postulates stick locally. With no mimeo or filing, with no examinations to do, one person should be able to do an HCO Area job. That person should be a well trained Scientologist, able to obtain excellent results, preferably clear.

Telex connection should exist from HCO Continental to all HCO Area Offices and from Saint Hill to all HCO Continental Offices.

It will be seen that randomness amongst organizations will reduce if HCO Continental is attached to no one Org. It should also be seen that if all personnel over one person in HCO Area Offices were all attached to HCO Continental more people would be available in the Continental Office and work duplication would fall off, thus freeing HCO Continental and Area Offices from overburden.

My own Continental Office and all its furniture, files and equipment should be re-established at the HCO Continental Office.

For this purpose, HCO Continental Washington DC should move to some desirable area in the center of the US. This could be Saint Louis, Arkansas, Mobile, or New Orleans, depending on the most liberal laws, whether Missouri, Arkansas, Alabama or New Orleans, and depending on cost of living and construction. New Orleans would have the best comm lines, St. Louis the shortest comm lines, Mobile the best operating atmosphere, Little Rock the better climate.

HCO Continental Africa should be located on the Coast, South of Durban and North of the Cape. Details of this have already been sent to SA.

HCO Continental Australia is not badly located where it is, in Melbourne, but might prosper under another roof. It should continue to include New Zealand.

HCO Continental England is carried out to a marked degree by Saint Hill but should be decentralized entirely from HASI London, leaving only the HCO Area at London, and made to include Europe.

If the Continental Office were on the seacoast, it would be much more likely to see me.

The primary caution on this is not to incur huge building expenses or rentals as initially comm costs would go up everywhere but Australia. HCO Continental Africa has this already more or less in solution as 40 Hannaben exists to be traded.

Washington would at least recover a \$2400 per year storage bill if the move was properly figured and the FCDC would acquire back needed offices, as would London and Melbourne.

As Central Orgs now pay the rent on HCO Continental space, some adjustment would have to be made.

The units paid in an HCO Continental Office should be calculated on the basis of standardizing all orgs' units on the Continent as to how much for what job and then each week, the HCO Continental staff would be paid a unit averaged from the units of each Central Org and City Office. Like so: DC unit 40~, LA 30~, Chicago 60~, Texas *M*, HCO Continental unit 35~ or an average of the rest.

Corporatewise, it would have to be set up properly-in the US as a branch of one of the Churches, elsewhere as a branch of HASI *and* HCO Ltd.

I have had centralization in mind for some time, and was waiting for broad general clearing to start before initiating action. I am indebted to Marilyn Routsong for suggestions as to units and other matters.

The signal for when to start this is when the main Central Org's HGC starts to make clears.

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CenOCon            **HCO POLICY LETTER OF 14 AUGUST 1961**

Franchise

### **CITY OFFICES**

Effective immediately, the City Office project is disassociated from the Franchise project. Experience has shown that it is not practicable to set up an established Franchise Centre as a City Office, even though it is operating admirably as a Franchise Centre.

The only satisfactory way is for a Continental HCO and/or Central Org to establish the City Office as a branch or offshoot of itself, using its own trained personnel. Such personnel would normally have worked successfully in the Org or HCO for at least one year. They must be approved by the HCO Continental Secretary and Association Secretary of the Area, and by L. Ron Hubbard.

The HCO Continental Secretary is the actual terminal responsible for setting up the City Office, working in close conjunction with the Association Secretary, and always with the approval of L. Ron Hubbard.

In its initial stages the City Office may consist of an HCO only, with only one HCO personnel, i.e. the HCO Secretary. No City Office can be set up, or exist, without *an HCO*, even though the HCO personnel may be only part time at first.

The purpose of the City Office is to audit and to disseminate Scientology, and to establish and consolidate Scientology in its area. The City Office is essentially a third dynamic activity. Its basic aim is the same as the Central Org's. The ideal personnel for starting a City Office are those who have shown that they can work well in a group, can use initiative but can understand and carry out instruction, and, it goes without saying, are good auditors. They also must know and understand the policies, procedures and comm lines of HCO and the Central Org.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 3 SEPTEMBER 1961**

CenOCon  
Franchise

**HCO VOL SEC POLICY REVISED**  
(Supersedes previous directives)

The purpose of this Policy Letter is to effect a basic change in the conception, title, and duties of what has hitherto been known as the HCO Volunteer Secretary.

Although persons who have held this post are eligible for further appointment as below, the title and post of HCO Volunteer See is abolished, effective immediately. All persons who are holding this title and post should consider it null and void. At the same time, they are thanked for their services in the past, which have been sincerely given and much appreciated.

This action has become necessary because two years experience of the scheme has disclosed faults inherent in the scheme itself. Therefore it is necessary to re-shape it.

As from now, such personnel, working in the field, will be known simply as HCO City Sees. *The scheme will be entirely disassociated from the Franchise Scheme.* Therefore no person who is currently a Franchised Auditor will simultaneously be an HCO City See, or be appointed to the post.

The HCO City See is ideally a dedicated person, working for the Third Dynamic of Scientology in the area where he/she operates. He/she has no vested interests, indulges in no personal politics with regard to the other auditors in the area. His/her sole aim and purpose is to act as an HCO terminal and relay point for the area, in close co-operation with the Continental HCO of the area, with the purpose of co-ordinating the dissemination and effectiveness of Scientology in the area.

He/she will be appointed by the Continental HCO See, and approved by L. Ron Hubbard. It is strongly recommended that he/she should spend enough time in either the Area or Continental HCO to thoroughly understand the comm lines and procedures of the HCO and the Central Org. He/she will be paid a small salary by the Continental HCO. His/her final aim will be to establish a fully effective and stably running City Office, under the direct control of the Continental HCO.

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HCO POLICY LETTER OF 30 JANUARY 1962

CenOCon

**TECHNICAL DIRECTOR AND ADMINISTRATOR**

The last time orgs ran with minimal upset, especially in London, two posts, now empty everywhere, were filled. These posts were Technical Director, who oversaw all technical activities and Administrator who oversaw all administrative actions.

These were two very busy posts.

Units have been reduced since 1958 by

(a) Lowered Technical results and (b) Administrative Omissions.

In a City Office, these two posts, rather than the director of department posts, should certainly be filled as a Tech Director can double in brass as D of P and D of T. And an Administrator does the accounts and Dir Mat posts and oversees CF and Address as well as income from the Registrar.

So in a City Office these two posts should be filled at once, and some executive posts dropped, at a great saving in units and personnel.

In a Central Organization such as London and DC these two posts should be filled in addition 'to existing executive posts. The scrambles in CF and Address alone create more income loss than the added units.

At present HCO Area is actually doing these two posts in almost all orgs. HCO Area has its own duties such as Org Ruds and Hat Checks and is finding it hard to do these as well as Tech Director and Administrator supervision.

You may or may not fill these posts elsewhere than London and DC. But I feel it would increase income and effectiveness.

LRH:sf.rd

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HCO POLICY LETTER OF 8 OCTOBER 1962

CenOCon

**HCO APPOINTMENTS**

As Eleanore Turner is about to enrol on the Saint Hill Special Briefing Course, Robin Hancocks is appointed Temporary HCO Exec See US, during her absence.

Betty James is confirmed as HCO Area See, DC.

LRH:gl.rd

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HCO POLICY LETTER OF 24 OCTOBER 1962

CenOCon

**EMERGENCY HEADQUARTERS**

The International Headquarters of Scientology, in event of Atomic War suddenly occurring will be

CAPETOWN  
Seafare House,  
Orange Street,  
Gardens, Capetown,  
South Africa.

This does not mean that I will immediately go to Capetown, or that I will not go to America. It means only this:

If atomic bombing occurs and Saint Hill does not answer up when called and if Washington DC or London HASI do not answer up, then direct all communications seeking clarification or information to Capetown.

**LIBRARY**

It is up to the Continental Director South Africa, now located in Capetown, to procure a full tape and book library on Scientology.

Washington and Saint Hill are ordered to co-operate in this action.

LRH:dr.rd

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HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 25 OCTOBER 1962

All Orgs

**APPOINTMENT**

Robin Hancocks is herewith appointed HCO Continental Secretary for Africa

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HCO POLICY LETTER OF 31 OCTOBER 1962

CenOCon

**DESPATCH ROUTINGS TO/FROM SOUTHERN AFRICA**

All Org despatches going to Southern Africa or all Org despatches going from Southern Africa to WW and elsewhere are to be sent via Capetown.

They are to be marked VIA CAPETOWN in block letters on the top right-hand corner of each such despatch.

A Continental Office is being established in Capetown and until such time as a resident HCO Continental Secretary is installed, all despatches going to and from Southern Africa are to be seen and initialled by the Continental Director, Africa.

A telex is being installed in Capetown office now and ALL telegrams and telexes to/from Orgs in Southern Africa are to be routed to Capetown for onward transmission.

LRH:dr.rd

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HCO POLICY LETTER OF 6 NOVEMBER 1962

All Orgs

**APPOINTMENT**

By basic policy, there is only one Continental HCO and one Continental HCO Secretary for the whole of the United States.

In line with this basic policy therefore and in line with the 1970 Org Structures mock-up, it is necessary to make the following change.

The appointment of Bob Oakes as HCO Secretary, Western States, is herewith amended to Temporary HCO State Secretary-California.

This is actually an upgrading of the post of HCO Area Secretary Los Angeles.

LRH,jw.rd

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HCO POLICY LETTER OF 5 DECEMBER AD12

CenMon

**ADMINISTRATOR'S HAT**

**(Assn/Org See:** Assign this hat at once and keep it assigned.)

(HCO Area Sec: Hat check this Pol Ltr on the Assn Sec or Org See and on all execs of the Admin Division and particularly and often on the Director of Admin. The twelve functions below should be by rote.)

The hat of the Director of Administration is as follows:

**PURPOSE:** To **Expedite, Supervise or handle all Administrative actions** for the organization.

The Administration of the Organization (The Administrative Division) is divided into the following spheres:  
The Administrator is directly responsible for these spheres:

1. Registration of students and preclears.
2. Procurement letters to obtain students and preclears.
3. Answering the organization's mail.
4. Organization quarters providing enough (a) technical facilities for training and processing and (b) secondarily providing administrative quarters.
5. Procuring, allocating, cleaning, maintaining and preserving all organization buildings, furniture, property, supplies and transport.
6. Collection of all incoming money, accounting for it, seeing that it does not remain outstanding and safeguarding it.
7. Disbursement of all sums owing any employee, person or company, safeguarding against over-disbursement.
8. Preparation of accounts for the board, the organization and for the government.
9. Maintaining and handling all files, addresses, and filing and addressing equipment.
10. Guiding, handling and caring for all incoming and outgoing mail for the organization including all postage meters and posting equipment.
11. Guiding, handling, expediting and caring for all internal communications, despatches and equipment and communications property of the organization.
12. Handling and routing all body traffic for the organization.

In the above actions, depending on the size of the organization, the Director of Administration is assisted by the administrative personnel of the organization.

The Administrator is guided in his duties by the various policy letters and hats of the Administrative departments and posts. These are: The Registrar, The Letter Registrar, CF in Charge, Address in Charge, Typists, Reception, The Director of Accounts, The Director of Materiel, Academy Admin, HGC Admin and all other hats of the Administrative Division.

In a small organization, the Administrator is also all the executives of the Administrative Division. He or she is the Registrar, the Letter Registrar, the Director of Accounts and Director of Materiel. In such a case, the

Administrator has a Receptionist, possibly an accountant and a clerk as the total personnel of the Administrative Division,

In a medium sized organization numbering around fifty staff members, all Administrative departments have their own executives and this Administrator Hat is worn by the Association or,Organization Secretary.

Above fifty staff members, technical and administration, all departments in the

Administrative Division have their own executives and there is as well, a Director of Administration co-ordinating them.

In all cases the above twelve functions apply to whoever is wearing the hat of the Director of Administration. The organization is never without one even when the hat is being worn by the Association or Organization Secretary.

The Director of Administration has the full responsibility for the solvency of the organization, even when the Hat of Financial Management is worn by the Association Secretary or Organization Secretary. The responsibility of the Administrator lies in getting the money collected when due, making sure things are paid for and that the money is securely accounted for and banked and is not wantonly disbursed. If preclears and students are being signed up, it is the Administrator's responsibility that the Registrar first and foremost has collected the money and that it gets recorded and banked. When people owe money, the Administrator has the responsibility of seeing that it is collected.

When bills are owed, the Administrator must make sure that the money is really owed and then that it is paid, and that there is money to do the paying.

The Most of the organization is under the Administrator's charge and it is up to the Administrator to see that it is wisely procured and wisely and carefully used and not abused and that unused Most is disposed of, not left around to rot.

The ratio of Administrative staff to technical must *never exceed* two to one.

In an organization where much service is being given and procurement is easy, the ratio of Administration to Technical Personnel can fall as low as one-half to one. The lower this ratio the higher the unit.

The terms "Administrator" and "Director of Administration" are interchangeable.

Where the above twelve functions are obviously in poor condition in an organization, the appointment of a good Director of Administration is mandatory regardless of the size of the organization.

An Organization is divided into a Technical Division and an Administrative Division.

The Technical Division is composed of those who directly audit or train or directly supervise auditing or training. The Administrative Division is composed of all other personnel except the Association or Organization Secretary and the HCO Continental, Area or City Secretary, and the HCO Communicator and stenographer, as these come under my direct supervision. The Director of Administration, regardless of the title of the administrative personnel, is directly in charge of all administrative personnel, is responsible for their hiring and firing, their arrival on time and proper performance of their duties. And for the purpose of pay and facilities is in charge of technical personnel.

The Director of Administration compares to the head of the Administrative Corps of a hospital where he runs everything except the doctors and does everything except treat and has charge of all the purposes except trying to make people well.

An organization is as busy as its technical is effective.

But an organization is as solvent as it has a good Director of Administration.

This is a key post. The person occupying it must have had good case gains and be clean clean clean on Scientology.

If you can't get such a person, leave the post in the hands of the Association or Organization Secretary until you can. For this post, beyond all others, backed up by a good Technical Division will create a wonderful organization, but no matter how good technical is, a bad Director of Administration can crash it.

LRH:jw.rd

L. RON HUBBARD

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## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1963

Central Orgs

Franchise

Field

### PATTERN OF DISTRICT OFFICE

The following suggested mock-up for a fully formed District Office was written up by Jack Parkhouse from a taped lecture by L. Ron Hubbard:

A District Office is a HASI office and is part of the whole team of Scientology. The purpose of a District Office (D.O.) is to introduce Scientology in its immediate area and provide, through the means of Clearing Co-audit Units, Mass Clearing as part of the project World Clear.

*OPTIMUM STAFFING OF A D. O.*

Under optimum conditions a D.O. will have nine staff members.

#### *TECHNICAL STAFF*

Senior St. Hiller (Class IV) A  
Junior St. Hiller (Class IV or 111) B  
HPA Assistant A1  
HPA Assistant A2  
HPA Assistant B I  
HPA Assistant B2

#### *ADMINISTRATIVE STAFF*

Administrator  
Receptionist A  
Receptionist B

#### *CLEARING CO-AUDIT UNITS*

In a fully operative D.O. the staff will provide four separate continuous Clearing Co-audit units weekly.

The scheduling of these units will be:

Units AY - Monday, Wednesday and Friday evenings.  
Units AZ - Monday, Wednesday and Friday afternoons.  
Units BY - Tuesday, Thursday and Saturday (or Sunday) evenings.  
Units BZ - Tuesday, Thursday and Saturday (or Sunday) afternoons.

Individual goal finding will be done by the St. Hillers as necessary during the time when they are not on duty in their A or B Co-audit units respectively.

The technical staff for each unit (of up to 50 students) will be 1 St. Hiller and 2 HPA Assistants, the Admin Staff will be 1 Receptionist.

The Administrator will work on a split duty basis. Testing for each preclear is accomplished by the local city office by arrangement of the Administrator on the direction of the St. Hiller in charge of the unit the preclear is attending.

### DUTIES

*THE TECHNICAL STAFF* will perform their duties as per the current technical run-down for Clearing Co-audits and goal finding as issued from time to time by L. Ron Hubbard. The St. Hiller reports weekly on the technical success and or difficulties encountered each week in his unit. These reports are forwarded to the D.O. Continental Supervisor, the Continental Director and HCO Technical See WW.

*THE RECEPTIONIST* is on duty at least 30 minutes before the scheduled starting time of the co-audit. The Receptionist in addition to Reception, Body Routing and Telephonist duties is also in immediate charge of the Comm Centre of the D.O.

The Receptionist is also the Invoice Clerk of the D.O. No credit is given at a D.O., all fees are payable at least weekly in advance. A Shareholder or Life Member is entitled to a 20% cash discount on the standard Clearing Co-audit fees, which should be adjusted upwards where this has not been done in order to permit this discount. Admission of a preclear to the Co-audit unit is governed. by the production of the White Invoice by the preclear. In these duties the Receptionist is governed by the standard HASI "Invoices" Hat. The Receptionist also sells books.

*THE ADMINISTRATOR* is responsible for the Administrative functions of the D.O. In addition to these duties he is also available 30 minutes before the scheduled start of each **unit. He checks on the classroom lay-out and equipment and helps the**

Receptionist on the "Invoice" duties to prevent a bottleneck in routing preclears through to the classroom.

It would be preferable if , the Administrator was an HPA and that this hat were covered by each of the HPAs on staff in turn. (Thus making a minimum of 5 HPAS on staff in an optimum D.O.)

The Administrator turns in all blue invoice copies to the Letter Reg of the City Office weekly who writes to new attenders a "happy you're on course" letter and has her staff handle the blues for Addresses and magazine mailing.

The Administrator is responsible for the cleanliness of quarters, supervision and getting sessions set up on the request of the St. Hillers, financial supervision, letter writing and answering and registration duties.

The Administrator obtains all necessary supplies via the City Office using standard Purchase Order forms. The Administrator also provides the local City Office Assoc Sec, the D.O. Continental Supervisor and the Continental Director with OIC information weekly.

The Receptionist is responsible for monies received. At the end of a day she completes a list of all invoices and the amounts received. The Administrator checks this list and the money, receives the money from the Receptionist and signs that he has received it. The money is now the Administrator's responsibility. It is his duty to complete triplicate deposit sheets and deposit the money to the credit of the Main Account of the local City Office (or Central Org) and turn in immediately two bank stamped copies of the deposit slips to the Dr Accts at the City Office.

In common with all HASI Offices Staff of a D.O. will receive salary on a unit basis. This Salary is computed by the Accounts Department of the City Office and is disbursed by the City Office in the usual manner. A separate salary unit figure for each D.O. is declared by the City Office Accounts department each week for each D.O. based upon the actual cash income for services rendered by that office (not Book Sales monies).

The Administrator completes weekly 3 copies of the following form. The week runs from and up to 2.0 p.m. Thursdays. I copy of this form is retained in the D.O. for reference, the other 2 copies are delivered to the City Office Accounts Department before 4.30 p.m. each Friday.

*D. O. A CCTS FORM L . INCOME*

District Office .....W/Ending

Invoices used this week. No .....to No . .....inclusive

Co-audit fees received from Unit AY	Z
Co-audit fees received from Unit AZ	Z
Co-audit fees received from Unit BY	f
Co-audit fees received from Unit BZ	~C

Total fees Received f

Total Received from Book Sales

Incidentals received (state source:  
i.e. telephone calls, etc)

Total Monies Received	Z	.....Total
		..... A

*BANK DEPOSITS TO CITY OFFICE MAIN A/C*

Monday	f -		
Tuesday	f	TOTAL B MUST EQUAL	
Wednesday	L		
Thursday	f -	TOTAL A EXACTLY	
Friday	f		
Saturday	f -		
Total Deposits		Total	B

*CITY OFFICE ACCOUNTING FOR DISTRICT OFFICE*

Weekly the D.O. Deposit Slips and the total thereof are checked against the D.O. Accounts Form I and also checked against the Bank Statement Sheets for the Main Account of the City Office. All must check.

These deposits are treated in the standard manner of all HASI receipts. Any book monies are transferred in toto to the HCO Area Office Book Account. Any incidental receipts are transferred to the Disbursement Account. 10% of the remainder (monies received for services rendered) is sent to HCO WW weekly. Of the remaining sum 55% is transferred (all transferrals are done by cheque) to the City Office Salary Account, 30% is transferred to the Disbursement Account and the remaining 15% is transferred to the Building Account.

The D.O. rent or building purchase is paid from the Building Account. The running costs are paid from the Disbursement Account, the Salaries are paid from the Salary Account,

*D.O. UNITS*

The Senior St. Hiller (Class IV)	100
The Junior St. Hiller (Class IV or 111)	75
HPA Assistant A 1	35
HPA Assistant A2	35
HPA Assistant B 1	35
HPA Assistant B2	35
Receptionist A	20
Receptionist B	20
Administrator	35
D.O. Continental Supervisor	2
Continental Director	3
City Office Staff	35
	430

Thus in a fully complemented D.O. the total units paid would be 430.

The City Office -Staff units of 35 weekly are there to cover additional staff which will be necessary in the City Office, particularly in the Accounts and Materials departments, to handle the accounting and supplies of the D.O. These 35 City Office Staff Units value are added into the weekly Salary Sum of the City Office itself before the calculation of the value of the City Office unit.

The Purchase Orders of each D.O. must be okayed by the Assoc Sec and Dr Accts of the City Office before being implemented.

A record shall be kept by the Accts Department of the City Office of the deposits to the Disbursement Account by reason of each D.O., and a record of the Disbursements (including materials supplied) on behalf of each D.O.

It is fully expected that the Building Account and the Disbursement Account of the City Office shall accumulate large sums of money through the activity of the various District Offices.



This accumulation can be used for building or acquiring new premises at the discretion of the Board and also should be used for sending the best of the HPA Assistants to St. Hill for training to Class IV or Class III at Org expense. These new St. Hillers would then complement District Offices who were understaffed by St. Hillers, or open new District Offices which they would head technically as required.

#### *COMMUNICATION COURSES*

To improve the efficacy of the Clearing Co-audit units it may be found desirable for the local City Office to conduct a short Communications Course which may or may not contain rudimentary training in the handling of an E-Meter. If it is found desirable these courses should be instituted at once to aid the efficacy of the District Offices.

Such a course should not be conducted by a D.O. as it would seriously interfere with their scheduling and their technical function of providing co-auditing to clear. The D.O. is not a training ground and should not be used for this purpose.

Written by:            Jack Parkhouse  
                                 Cont Dir Africa  
Authorized by:        L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 FEBRUARY 1963

Central Orgs  
Franchise  
Field

**THE EVOLUTION OF A DISTRICT OFFICE:  
TWO METHODS,**

(See also HCO Policy Letter of January 4, 1963,  
"Pattern of District Office")

*Method 1.* - Development from a Central Org Co-Audit.

*Step 1.* A Co-audit is started in a Central Org. A spare room in the Org is utilised for this purpose. The Co-audit operates in the evenings. Two auditors are assigned to it. In a short while, the attendance numbers get to 20. Then it starts getting more results. Numbers jump to 40. Then 60. Then 80. Soon the need for extra space becomes an urgent problem.

*Step 2.* A large room, a hall, or what Ron suggests as specially suitable, a disused factory building, close by to the Central Org is hired. The room is whitewashed, or cleaned up and made presentable. A factory is especially suitable since it is long and narrow thus ideally suitable for accommodating two long lines of auditors and pcs. More auditors are assigned. The Org pays all running expenses, electricity, rent, furniture, bulletins, auditor reports, etc, etc, and of course, the staff. All the Co-audit attendees pay at the Central Org, just as they had been prior to their move to the factory building.

The Co-audit expands more. Numbers are now in the first hundred.

*Step 3.* It is decided in order to facilitate Co-audit attendees not having to go up to the Central Org and pay there and thus cause bottlenecks and delays, that it would be better for them to pay at the new building. An invoice machine is then installed here and a receptionist is added to the staff, and she may later have some small book stocks. All money taken is invoiced and deposited at the Central Org. There is still no change in the payment of staff. Staff are all part of the Central Org staff and the whole operation is run as one entity still, only that this adjunct is gradually coming into its own.

Co-audit numbers are now in the two hundreds. (These numbers here and above are purely approximations just to illustrate growth.) There are two Co-audit teams operating now, and two sets of Team Staff Auditors. One team meets Monday, Wednesday, Friday. The other team meets Tuesday, Thursday, Saturday. Each team of Staff Auditors comprises one Lead Auditor and two HPA/HCA graduates. There is one Receptionist. Also, there is now one Administrator whose job it is to see to the cleanliness of the quarters, and that materials are readily available. The Administrator works under the direction of one of the Lead Auditors, and also of course under the Director of Materiel at the Central Org.

*Step 4.* It is now decided for convenience of operation to classify this Co-audit operation as a *District Office*. It now comes into its own right.

The senior Lead Auditor is appointed as District Officer. He is directly under the Association/Org Secretary of the Central Org and is therefore on similar status level as the top senior staff members within an Org such as the Technical Director and the Director of Administration. He attends the weekly Adcomm Meetings of his Central Org, in which all departmental heads attend under the chairmanship of the Association/Org Secretary.

He and all his staff are paid by the Central Org but there is a difference now: whilst all the utilities and running expenses are paid by the Org (and will continue hereon to do so) he and his DO staff get paid in direct ratio to what they earn.

This is how this works: In a Central Org, all the money taken, whether in cash or cheques, is banked in the Main a/c at the Central Org's local bank. A Central Org

always has four accounts: Main a/c, Salary a/c, Disbursement a/c, Building Fund a/c. Now, all the money is banked in the Main a/c. 10% of this total taken during one week, is remitted. to HCO WW. This leaves 90% of the total take for that week in the Main a/c. This balance is called the Proportionate Sum and is now regarded as 100% and distributed thus:

55% Salary a/c. 30% Disbursement a/c. 15% Building Fund a/c.

Thus, all the money is transferred out of the Main a/c leaving a nil balance until the following week's take is banked and so on.

The Salary a/c is always reduced to a weekly nil balance, too, by the amount being split up into units, each Staff member getting so many units according to the post he is holding. The total units are totalled for the whole staff and this total of units is divided exactly into the Salary Sum amount, thus you arrive at the unit rate for each staff unit.

The Disbursement a/c is utilised for all the running expenses of the Org. The Building Fund is used for payment of rent, purchasing new buildings, and is also a general reserve account.

Now, in the case of a District Office, all its administration is done for them and all its utilities and expenses are paid. This is all done, as described above, in the general evolution of the District Office. All the District Office has to do is to deliver the goods en masse on a low cost high number percentage turnover.

A District Office turns in all its take to its Central Org but now here is the difference. Instead of as before, when it was all run as a part of the Central Org, it has now become an entity in its own right by virtue of its numbers on Staff, Co-audit attendees, and the fact that it has District Office status.

In the Accounts Dept of the Central Org, instead of as before all the money being banked altogether with the Central Org, an account is now opened in the Accounts Dept of the Central Org-not at the Bank, note-for this District Office. The four accounts for this DO are held at the Central Org similar to its own Bank accounts, and this is for record purposes. All money taken is noted as a credit to the DO Main a/c. 10% is then deducted leaving the Corrected Gross Income which is then split on exactly the same ratios as above for Salary a/c, Disbursement a/c, and Building Fund, by debiting the Main a/c and crediting these accounts. These are record entries only. The actual money is banked in the Main Account of the Central Org bank account. The distribution is exactly the same as before except now a cheque is drawn by the Central Org on the Central Org Salary a/c at the bank for the exact amount of the DO recorded amount in the Salary Sum at Central Org and this cheque is shown as a debit in this account thus bringing this total to a nil balance. The actual cheque 'is cashed at the Bank in cash and this amount is the Salary Sum for distribution to the DO Staff who are all on units but they get paid now in exact ratio to what they themselves have earned as a result of their own efforts during that week at the DO. These salaries are prepared by the Central Org. A record is kept of all their contributions to the Central Org's Disbursement and Building Fund accounts, the actual funds being hold at the Bank. These latter accounts thus become accounts for the running of the whole area.

You must remember that in an operation of the nature of a District Office, the DO is highly dependent on the Org for its operations in many ways. This is what was often overlooked in the old-time Franchise center operation working close to a Central Org. A Central Org handles all the legal for an area, and handles attacks of this nature. It handles all the broad dissemination for an area. It gives the best available training in the area. It is the main information point for an area.

All these and many other services too are often overlooked when an ex-Franchise center demands "Compensation" and this is why none of these demands hold water. A Franchise Center certainly carried out a good service to its community while it existed, and its staff were well rewarded for their services during this time to the community. However, due to fast expansion of Scientology across the world, it is necessary to give better and better services and a wider range of services. A closely linked, closely co-ordinated set of organizations on the lines of Scientology 1970 will more adequately give the services now being demanded of Scientology.

This is not to say in any way, that Franchise Centers operating in areas where there is at present no better co-ordinated service will not be needed. They are indeed needed. Also, of course, Franchise-holders operating in Industry, Commerce and Governments, will now come more into their own. And this is also not to say that those who were previously running Franchise Centers now within Central Org Control Areas can not do equally as well operating District Offices now.

In the case of a District Office operating within a 50-mile radius of a Central Org, there will be very close liaison necessary between the DO and its Area Central Org for not only are all its running expenses paid for by the Org and all its administration handled for them, but there will be a close liaison in routing. This will be necessary because if a Rawmeat directly wants to go on the DO Co-audit, he will tend to slow up the pace of everyone else. So, a Rawmeat coming in either to the Central Org or the DO would not be allowed to go on a Co-audit until he has attended probably at least a PE Course and then a Comm Course, both Courses being held at the Central Org. The Comm Course would now become a sort of elementary training course (in addition to the ordinary Comm Course curriculum now run) which would prepare him for the DO Co-audit. (No Co-audits being run at all at the Central Org now.) If the Rawmeat wasn't prepared thus, this would tend to slow up the pace of the DO, as the DO would then have to train him for the rigours and all that is involved in what he is about to face and what is expected of him on the Co-audit. This is not the job of a DO. The job of a DO is to deliver the goods en masse.

This, then, is one method of the evolution of a District Office-that of being evolved from a Central Org Co-audit.

*Method 11.* - In the case of an already established Center previously being run under Franchise but now situated within a Central Org Control Area:

Steps 1, 2 and 3, have already been accomplished but as a separate entity.

Step 4 goes into operation.

The senior member of the Center, by agreement, is appointed as District Officer. He attends Adcomm Meetings and thus has a direct say in the operation of his Area Org in relation to his District Office's operations. He works under but in very close liaison with his Assoc/Org Sec of the Area Central Org.

All his technical is done by close liaison with the Central Org Technical Director. All his stationery, bulletins, etc, are supplied by his Area Central Org. All his administration is handled by close liaison with and under the direction of the Director of Administration. All his DO's money take is handled as outlined above and all his staff are paid exactly as outlined above in Step 4. All his rent, utilities, running expenses for his District Office are paid for by the Area Central Org as detailed above.

The District Office thus becomes an integral part of the Scientology Organization for the whole area, at the same time it maintains its own entity and beingness and is directly concerned with how much it earns in the payment of its own staff.

The District Office is one of the main foundation stones on which a broad rapid development and expansion of Scientology rest. It is therefore a very important entity in its own right.

Co-ordination of its activities, outlined above, will enable Scientology to proceed across the world with ever quickening pace. Pitching together, thus, "Scientology 1970" will no longer be just a mock-up but a fast becoming reality-AND a dynamic thrust towards Project World Clear.

Written by: Robin Hancocks  
HCO Franchise Secretary WW

LRH:gl.rd

Authorized by: L. RON HUBBARD

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[Note: The first paragraph on page 177 has been corrected from "This balance *is* called the Corrected Gross income . . ." to "This balance *is* called the Proportionate Sum . per correcting policy 21 February 1963.)



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 MARCH 1963

CenOCon

**ORG DESPATCH ROUTINGS, TO/FROM USA AND CANADA**

Until such time as a North American Continental Office is established, all Org despatches going to North America or all Org despatches coming from North America are to be routed as follows:

*I Orgs in U.S.A. and Canada, EXCEPT those in the State of California.*

All Org despatch routings to/from Orgs in USA and Canada, except those in the State of California, are to be routed via Washington DC and all these despatches are to be marked VIA DC in block letters on the top right-hand corner of each despatch.

This ruling applies to New York, and to Orgs under review for establishment in Seattle, Vancouver, Denver, Chicago, Dallas, Miami and elsewhere in the United States outside the State of California.

For all FC (HASI) matters each despatch is to be initialled as seen by the Org Sec DC, and for all HCO matters each despatch is to be initialled as seen by the HCO Area Sec DC.

*2. Orgs within the State of California.*

All despatch routings to/from Orgs within the State of California are to be routed via LA and are to be marked VIA LA in block letters on the top right-hand corner of each despatch.

This ruling applies to San Diego, and all other Orgs under review to be established in the State of California.

For all FC (HASI) matters each despatch is to be initialled as seen by the Org Sec LA, and for all HCO matters each despatch is to be initialled by the HCO Executive Secretary California when this post is filled, and in the meantime by the HCO Secretary California.

Any Org despatches "jumping" the above routings should be returned for correct routing.

With our fast growing expansion, it is to be expected that our communication traffic will greatly increase if posts are not causatively filled. We are getting too big to refuse to make decisions locally. Bottlenecks aren't necessary. It will be found that where posts are being causatively filled, excess traffic on the comm-lines is minimised.

L. RON HUBBARD

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[Amended by HCO P/L 9 January 1964, page 184.1

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 APRIL 1963

CenMon

**ORG DESPATCH ROUTINGS USA/CANADA**

(Addition to HCO Policy Letter of March 15, 1963)

All these despatches should be placed in a packet addressed to the respective HCO at DC or at Los Angeles who will handle the routing.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 MARCH 1963

Central Orgs  
District Offices

**DISTRICT OFFICE TESTING**

All preclears attending a Clearing Co-Audit at a District Office shall be given a Personality and IQ test before commencing the first session.

Personality and IQ tests will thereafter be repeated every 25 hours of processing as is standard with all preclears.

The Administrator of the DO shall be in charge of administering these tests. The local Central Org Test Dept will mark the tests and provide properly written profiles.

The DO Administrator will ensure that one copy of completed tests goes in the preclear's folder and one copy of the completed tests goes to the person in charge of that particular Co-Audit Unit who will send this copy to HCO WW via the DO Continental Supervisor weekly with the Technical Report for that week.

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Written by: Jack Parkhouse  
Cont Dir S.A.  
Authorized by: L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 JULY 1963

CenOCon

**APPOINTMENT**

John Fudge is herewith appointed Continental Director USA.

Here is a current list of Continental Directors so far appointed:

Peter Williams,	Continental Director Australia
Jack Parkhouse,	Continental Director Africa.
John Fudge,	Continental Director USA.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 SEPTEMBER 1963

CenOCon

**STATUS OF AUCKLAND**

Auckland, New Zealand, is now regarded as having the status of a full Central Org. It has a Continental HCO Office and its sphere of influence covers the whole area of New Zealand.

As New Zealand is part of ANZO, Auckland is still under the aegis of the HCO Continental Office ANZO and Continental Director ANZO, in Melbourne, and should continue to maintain a close liaison with them, as well as maintaining their direct line to HCO WW.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 APRIL 1963

CenOCon

**HCO EXECUTIVES: CURRENT LISTS**

This is the current list of executive posts held in HCOs at all Orgs throughout the world:

WW

HCO Executive Secretary WW	-	Peter Hemery
Deputy HCO Executive Secretary WW	-	Robin Hancocks
Director of Accounts WW	-	Shortly to be re-filled as Mike Rigby proceeding to South Africa
HCO Technical Materiel Secretary WW	-	Edgar Watson

USA

HCO Executive Secretary USA (at WW)	-	Robin Hancocks
HCO Executive Secretary California (at Los Angeles) - Marilyn Routsong		
HCO Area Secretary DC	-	Betty James
HCO Area Secretary NY	-	Eunice Ford
HCO Area Secretary San Diego	-	Ruth Knudsen

UK

HCO Secretary UK	-	Joan de Voulle
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*AFRICA*

HCO Executive Secretary Africa (at WW)	-	Robin Hancocks
HCO Continental Secretary Africa (at Cape Town)	-	Mike Rigby (as from June 17, 1963)
HCO Area Secretary Cape Town	-	HeatherHermann
HCO Area Secretary Johannesburg	-	Adele Witkin
HCO Area Secretary Durban	-	Corrie Ellis
HCO Area Secretary Port Elizabeth	-	Unfilled whilst Joy Ollemans attending SHSBC

*ANZO*

HCO Executive Secretary ANZO (at Melbourne)	-	Elizabeth Williams
HCO Continental Secretary NZ (at Auckland)	-	David Mayo
HCO Area Secretary Melbourne	-	Catherine Gogerly
HCO Area Secretary Sydney	-	Dennis Stephens
HCO Area Secretary (temp) Perth	-	Dot Lewis

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 OCTOBER 1963

All HCOs  
US Orgs  
US Field and  
Franchise

HCO ZONES OF JURISDICTION -  
WESTERN HEMISPHERE

Following is a demarcation of HCO Zones of Jurisdiction for the Western Hemisphere primarily for the United States.

These Zones were decided upon with consideration to population densities and homogeneity of areas, and communication centers and lines.

All areas in the Western Hemisphere are under the jurisdiction of the HCO Continental Office in Washington, DC.

The United States is divided into eight zones. Each zone is an HCO Zone of Jurisdiction governed by its own Main Office as follows: (please note - these are HCO Zones of Jurisdiction and Supervision-not necessarily boundaries for Org procurement).

*US Zones:*

- North Western:* Alaska; Washington; Oregon; Idaho.  
Main Office - HCO Seattle.
- South Western:* Hawaii; California; Arizona; Utah; Nevada.  
Main Office - HCO Los Angeles.
- Northern  
Great Plains:* Montana; Wyoming; the Dakotas; Iowa; Minnesota; Nebraska.  
Main Office - HCO Twin Cities.
- Southern  
Great Plains:* Colorado; Kansas; Missouri; Arkansas; Oklahoma; New Mexico; Texas.  
Main Office - HCO Dallas (when established).
- North Central:* Wisconsin; Michigan; Illinois; Indiana; Ohio; Kentucky.  
Main Office - HCO Chicago.
- Central Eastern:* West Virginia; Virginia; District of Columbia; Pennsylvania; Maryland; Delaware.  
Main Office - HCO DC.
- North Eastern:* New Jersey; New York; Connecticut; Rhode Island; Massachusetts; Vermont; New Hampshire; Maine.  
Main Office - HCO NY.
- Southern:* Tennessee; the Carolinas; Georgia; Florida; Alabama; Mississippi; Louisiana.  
Main Office - unchosen. (Temporary - DC)

*Canadian Zones:*

*Western:* British Columbia; Alberta; Yukon.  
Probable Office - Vancouver.

*Central:* Saskatchewan; Manitoba; NW Territories.  
Possible Office - Winnipeg.

*Ontario:* Ontario. Office - HCO Toronto (soon to be established).

*Eastern:* Quebec; New Brunswick; Newfoundland; Nova Scotia;  
Prince Edward Island.  
Office possibly - Quebec. (Eventually may be divided  
further with office in Halifax.)

The Continental Office for Canada will be HCO Toronto.

Those Zones which do not yet have an established HCO at their Main Office (Seattle, Dallas, Chicago and the Canadian) are supervised and come under the direct jurisdiction of HCO Continental in Washington until such time their HCOs are established. The one exception to this is Seattle, which until its HCO is firmly established, will be supervised by HCO Los Angeles (HCO Exec Sec W States).

All other areas of the Western Hemisphere come under the direct supervision and jurisdiction of HCO Continental in Washington with the exception of Brazil, which will be supervised by HCO Rio de Janeiro when soon established.

An HCO may be soon also established in Mexico City. This could be the basis for an HCO Central America.

All the above listed offices of course, themselves, come under the supervision and jurisdiction of HCO Continental located in Washington, DC.

Other HCOs can be established in any city in which there is sufficient interest for a City Office. But these will be subsidiary offices to the above listed Main Offices for the various Zones of Jurisdiction.

Two such HCOs already exist-San Diego and Detroit. The first comes under Los Angeles; the latter will come under Chicago, at present is under DC as Chicago not yet established with an HCO.

The Main Offices for each Zone should carry out all the functions of an HCO for that Zone and promulgate the formation of further City and District Offices in its Zone.

Scientology communications, justice and order for these Zones are to be brought about and maintained by the offices listed, or as established.

Written by: Joseph Breeden Zones delineated by L. **RON HUBBARD**, with the assistance of Joseph Breeden.

Authorized by: L. **RON HUBBARD**

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HCO POLICY LETTER OF 9 JANUARY 1964

CenOCon  
Franchise &  
Field for info

**ORG DESPATCH ROUTINGS - CANADA**  
(Amends HCO Pol Ltr of March 15, 1963)

As the Continental HQ for Canada has now been established and is already operating, under John Farrell, National Director, Canada, and Tuc Farrell, HCO Cont Sec Canada, it has been decided that dispatches from Canada will be routed direct to HCO WW at Saint Hill, and no longer routed via Washington DC. Dispatches from HCO WW to Canada will also be sent direct, not via DC.

Canadian Orgs in formation at Toronto, Vancouver, and elsewhere should route their traffic via the new Canadian HQ, address:

Hubbard Communications Office,  
Room 205, 160 Bay Street,  
Toronto 1,  
Ontario,  
Canada. Tel. No. 364-7411.

It is emphasized that a close liaison should be kept between Canada and DC.

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Issued by: Peter Hemery  
Org Supervisor WW  
Authorized by: L. RON HUBBARD

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BPI for SA HCO POLICY LETTER OF 24 JANUARY 1964

Other Orgs  
for info

**CONTINENTAL DIRECTOR  
APPOINTMENT  
SOUTH AFRICA**

Jane Kember HGA, currently Association Secretary Johannesburg, is additionally appointed Continental Director Africa.

John Sidney Parkhouse, at his own request, is restored to Association Secretary Capetown.  
Alison Parkhouse is appointed Director of Promotion and Registration Capetown.

Joy Ollemans, former Continental HCO Secretary Africa, is given an extended leave of absence at her own request to attend the Saint Hill Course.

The Continental Director office and Continental HCO is returned therefore to Johannesburg.

This appointment is in recognition of the excellent services of Jane Kernber since her assumption of the post of Association Secretary Johannesburg.

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SA Orgs  
other Orgs  
for info

HCO POLICY LETTER OF 14 MAY 1964

**HCO CONTINENTAL CHANGE**

Effective immediately, HCO Continental Office is removed to Johannesburg.

Anne Bergin is appointed Temporary HCO Continental Secretary, Africa, in addition to her post as HCO Area Sec Johannesburg.

The function of HCO Continental in Africa should meanwhile be limited to the bare minimum of essential actions. These are:

1. To be the Central Office of L. Ron Hubbard for the Continent.
2. To keep communications flowing.
3. To ensure the issue to all Orgs in S. Africa of LRH materials and instructions, either personal or through HCO Bulletins, Policy Letters and other issues. Similarly, to ensure the issue of other materials sent out by HCO WW.
4. To issue and distribute the Continental Magazine. (This function should be delegated to a Magazine Editor.)
5. To issue Certificates.

Heather Hermann and Anne Bergin will be responsible for effecting this change with the minimum expense and trouble. As far as possible, the MEST of the HCO Continental in Cape Town should not be sent to Johannesburg but carefully inventoried, and either stored or safeguarded effectively.

Effective immediately, each individual Org in S. Africa will now order its tapes direct from HCO WW. No further copying of tapes and distribution of tapes to other S. African Orgs will be undertaken by Cape Town. Every effort should be made by Johannesburg, Durban and Port Elizabeth to repay to Cape Town the outstanding amounts currently owed on tapes. Tapes ordered from HCO WW must be paid for by cash in advance, as per recent directives.

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HCO POLICY LETTER OF 18 MAY 1965

Gen Non Remimeo

**CANADIAN MAILINGS FROM TORONTO ONLY**

Promotional Mailings into any part of Canada may only be done by the Toronto office. US offices are to desist promoting into Canada, and are to send their Canadian addresses to the Toronto office for handling from there.

The Toronto office is not to send promotional mailings into the US, and it is to send any US addresses to the nearest US org for handling.

The Toronto office may refer Canadians to the nearest US org or London for services the Toronto org does not offer. However, such persons still remain a part of the Toronto mailing list.

Canadians are not prevented from seeking service from US orgs, but they still remain on the Toronto mailing list.

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**HCO POLICY LETTER OF 30 JANUARY 1966**

Issue II

Gen Non-Rernimeo Exec See Hats

**MINIMUM PERSONNEL OF AN ORG**

(Effective I June 1966)

The minimum number of persons necessary to form a Scientology organization is ten.

Any organization having less than ten persons is classed as a City Office or Forming Org.

**CITY OFFICE**

A City Office is organized to do PEs and select persons to upper orgs to do Co-audits and non-classed courses and incidental processing.

A City Office may not have Executive Secretaries. It can have an HCO Area Sec and an Org Sec and an org board such as fits its actual functions.

It cannot use the names "Academy of Scientology" or "HubbaTd Guidance Centre".

It may riot have an AdCouncil, but only an AdComm. It nevertheless must send in the full OIC cable to Saint Hill.

**AN ORGANIZATION**

A Scientology Organization has minimum personnel as follows:

1. HCO Exec See
2. Org Exec See
3. HCO Area See & LRH Communicator
4. Dissern See
5. Org See
6. Tech See
7. Qual See
8. Dist See
9. Receptionist
10. Cleaner or janitor

It must operate on the 1966 Org Board Pattern.

The Secretaries do all the work of their divisions and may also be pulled in under Tech and Qual to teach and process. The Exec Sees only may not be used in Tech and Qual Divisions.

All such appointments (except 9 and 10) are "Acting" until the org has at least 30 staff members and then become permanent only by the authority of the Advisory Council WW.

Staff is appointed to the divisions as the org expands on a ratio of one admin to one technical personnel. In other words each time a staff member is added to Tech or Qual Divisions, one can be added to one of the remaining divisions.

The Executive Division is left unmanned except for the two Exec Secs until there are a total of forty on staff at which time an LRH Communicator Area is appointed who serves also as Deputy Div 7 Sec.

A Division 7 Sec is appointed when staff totals 100 and the Exec Div is added to the other admin divisions in the ratio.

Exec See Communicators are appointed when the staff totals 250.

A Scientology organization may have an "Academy of Scientology" and a "Hubbard Guidance Centre".

When the staff totals 100 and Saint Hill trained Internes are available and permanent staff has been power processed, the org may offer power processing to the public.

When the org numbers 250 staff members, it may offer a Solo Audit Course to the Public.

When the org numbers 500 staff members it may offer the Clearing Course to the Public.

If an org carefully follows promotion and form of the org as per the current org board, and if it only acts as per OIC statistics in appointments and Ethics matters, and if it very closely follows tech without variation, and if it does not generate numerous disagreements with tech or policy or the org pattern, it will surely grow.

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HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 6 FEBRUARY 1966

**Rernimeo All Executive Hats Franchise**

**HOW TO INCREASE AND EXPAND  
AN ORGANIZATION**

UNCLASSSED ORG

Get a small staff trained in technology at the nearest org.

Get the legal status of the org sound and regular, the proper corporation qualified with the International Board.

Get some modest quarters in a population dense area.

Distribute books in the area.

Run a PE Course.

Select persons to the nearest org.

Get some Scientology groups formed in round about areas.

Get in Org Accounting Policies as soon as operation starts so that it is easy to begin books-the first gap of poor accounting can cause one trouble. (HCO Pol Ltr 23 January 1966 "Accounting Policies of Scientology Companies".)

All selectee commissions go to org. Org on proportionate pay.

Staff works mainly in the evening or week-ends, perhaps only one on duty daytimes.

Use a rudimentary Org Board.

CLASS ZERO ORG

When enough auditors have been trained in the nearest org or when six persons are on staff:

Send an HCO Area See to be trained in the nearest org's HCO.

Institute an Academy that trains up to Class Zero and an HGC that processes up to Grade Zero.

Continue all successful phases of the Unclassed Org.

Use an Org Board based on the Six Department System of Summer 1964.

Highest officers are an HCO Area See and an Org Sec. Rest are directors.

Begin to run weekdays as soon as income warrants.

Continue to select anyone to nearest central org and also those who are trained to Class Zero and processed to Grade 1.

Get in your own Field Staff Member system under the Registrar.

Get in a sound CF and Letter Registration.

Watch financial policies closely as per HCO Policy Letter 23 Jan 66 "Accounting Policies of Scientology Companies".

## **CLASS 1 TO 111 ORG (CITY OFFICE)**

Continue to add classes to the Academy and HGC as fast as auditors and supervisors are available who are qualified for those classes.

Get some staff people to WW for Prey CI VI.

Continue to run on the Summer 1964 Six Department System.

Get a 5,000 + CF.

Get a magazine going and being mailed to the whole list in CF.

Get out Info Packets to new mailing lists.

Flood out letters from Letter Registrar.

Continue whatever was successful in the unclassified org and the Class Zero.

Get in an OIC and pay close attention to statistics. Make reports as per 1965 OIC cables.

HCO Area See stresses Ethics and Org Rudiments.

## **CLASS IV ORG (CENTRAL ORG)**

When enough trained personnel are available, without dropping any promotion or action successful under an unclassified org or City Office, shift to the seven division org board. This requires ten full time personnel and would ordinarily also have several staff auditors and supervisors if the org evolved as per this policy letter. Several St Hillers would be on staff.

Switch to OIC Cable form.

Specialize in getting in a Qual Division very fully.

Pick up all flubs in training and processing in the area.

Run wholly on statistics.

Get all Sees and Exec Sees checked out on policy letters of 1965 and following and work on holding the form of the org rigidly.

Hitherto the org has run mainly on pre-1965 policy as to HCO etc.

Step up Ethics.

Step up promotion.

Get two or more internes to Saint Hill for CI VII and get staff fully Power Processed.

Get your Field Staff Member System under Distribution and get it stepped up to high velocity.

Put out mags monthly to whole CF list.

Get Ltr Registration up to a high assembly line action.

Select heavily to WW.

Get several internes to WW.

#### CLASS V ORG

When key staff has been Power Processed and the seven division system is running well, and when Qual and Tech Divisions are functioning smoothly and income is up and quarters for expansion available and you can handle any and all flubs and are ruthlessly running on statistics, with permission from LRH you can begin to Power Process the public. The permission will be granted on the basis that you are fully

solvent and doing wonderfully without it-it will never be granted to get you out of a slump for slumps are caused by inattention to statistics, out-ethics and poor tech and no Qual. Orgs boomed for years without Power Processing.

Get in every promotion action mentioned in policy. Stress those which brought the org forward from unclassified up to IV, don't drop any.

Ruthlessly slice off all credit except for Qual services given to persons already in the org if you haven't done so long ago.

Work to take the load off top executives by furnishing them personal assistance. Run by AdCouncil and AdComm. Investigate every slumped statistic.

Get in fully the staff status system.

Continue to select heavily to WW.

Make Power Processing work one for one, using it flawlessly in conjunction with Ethics. -

Your rates must now be on a par with WW.

Your gross percentage to WW goes up to 15% due to the additional management now required from WW.

#### CLASS VI ORG

When your income is very large and your staff is excellently grooved in, your Ethics flawless and Power Processing is very successful in your hands you can obtain permission from LRH to run a Class VI Course, making Grade VI.

Your Ethics should now extend into the surrounding area.

Your quarters should be adequate and credit excellent.

Smooth out and staff up all divisions.

Overcome any local objections to your expansion or Scientology. Work on cowing dissident government authorities who seek to prevent expansion-don't compromise.

Step up public advertising. Advertise mainly success.

#### CLASS VII ORG

When you are certainly dominating your area and have nothing to fear from governments and your income is very large and staff members adequate in number, you can request from LRH permission to conduct a Class VII Course.

All earlier successful promotions must still be in progress.

All earlier functions must be successful.

Your statistics must be undergoing a steady rise.

Your quarters must be adequate for further expansion.

Your gross income percentage to WW goes to 20%.

You must continue to get your internes for V, VI and VII from WW.

Your Exec Secretaries and Secretaries must have all their correct staff status numbers before this is granted.

Specialize in one for one results, students and pcs.

Run a very taut organization. Tolerate no faintest slip or non-compliance.

Begin a public education programme re economics, social relationships, SPs, etc.

Note: The above is a general outline which parallels the expansion of Scientology and its evolution.

If even more closely followed (the general evolution) it might be even more successful but the above is close enough.

Books sold, magazines to the whole list and letters out in floods. are the proven heavy points of successful promotion in that order. When an org neglects these it does not expand. So throughout one stresses these. In early stages books out is the keynote, then to this one adds a magazine that sells books and then sells services and at about this time *must* start getting out floods of letters. There are two types of letters-one to the casually interested, one to the hot prospects. One stresses the latter of course but it is a big mistake to forget to write those who have only bought a book. Quantity of letters is more important than quality as has been proven numerous times. Regarding magazines, it is a serious error to cut down one's Central Files or who gets one, London once went broke sending magazines to "actives only". And regarding books, if you don't sell all and any books available you just lose, lose, lose.

Personal contact is a primary source of pes and students but without books, magazines and letters this bogs down. The FSM programme is the personal contact. But the FSM who doesn't sell books, get the org to mail an info packet to somebody and who doesn't also write letters is also going to flop. Books *and* personal contact is the optimum combination. An FSM who also runs a group *and* pushes books *and* gets them sent info packets or hands them out will be very successful.

These above are the backbone promotions of an org (books, magazines, letters, FSMs). If you do those you will have people.

But you won't have people long if your data is not straight and your tech service excellent. The tiniest bit of squirrelling crushes an org right out. Not because WW does it but because the public does. Every org that squirrels gets into trouble financially and doesn't expand. By squirrel is meant offbeat technology. Let that in and the public stays away in droves.

.....Every group or activity that has given out "We don't quite agree with Hubbard but .....is short lived. A few months, a year, two years and they're gone like last year's leaves. There have been dozens, slightly off or wholly defiant, and they have all gone whether we acted or not.

So the primary *nots* in getting an org to expand are poor tech, squirrel tech, "not quite with Hubbard" and no official regular connection with main line Scientology. If any of these enter in, the group is doomed by the public. For thousands of years there have been philosophies and mental technologies and none have been accepted until Dianetics and Scientology. Even the work of Freud, seemingly popular, had less psycho-analysts in the world than we had auditors in August 1950!

Part of our technology is organizational. If governments knew what we know about Condition formulas, statistics, SPs and even economics there would be a great era of prosperity in the world. If they had our Ethics there would also be justice. So one of the things to know about expanding an org is that our organizational tech is. Our comm lines, our despatch forms, our many pieces and bits must be gotten in and used or the org just won't expand.

Our organizational pattern makes it possible to administer good tech to people. And that's the object of it. It also gets people in to administer good tech to.

And so expansion and prosperity are possible when one:

1. Gets people interested
2. Organizes to service that interest
3. Turns out good results
4. Expands.

L. RON HUBBARD

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[Cancelled by HCO P/L 15 Dec. 1969, Class of Orgs, page 205.1

HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 21 OCTOBER 1966

Remimeo

*IMPORTANT*

**SIX DEPARTMENT SYSTEM**

The conversion from a full Seven Division Org to a Six Department Org or the conversion of a Six Department Org to a Seven Division Org is very easy to do if the following is closely adhered to.

Table of Conversion

Seven Division Org		Six Dept Org
	Division	- Department
	Department	- Section
	Section	- Unit
	Unit	- Include in next senior unit in the 6 Dept.

This makes it easy to follow policy and have an org board.

In any policy letter of the Seven Division System, substitute in the above table.

Title Conversion

Seven Division Org		Six Dept Org
Founder		Founder
Exec Sec	-	Secretary
Secretary	-	Director
Director	-	Officer
Officer	-	In Charge
In Charge	-	Staff Member
Staff Member	-	Staff Member

In studying the Seven Division policy letters or arranging an org board, use the above table for titles in the Six Department System.

**SIX DEPARTMENT ORG**

The following are the primary groups of the Six Department Org and their sections and those who head them.

**OFFICE OF LRH**

LRH Communicator (or HCO Sec)

Estate Section - Materiel Officer  
Cleaning and  
Maintenance in Charge

## Dept I HCO DEPARTMENT

- Sect 1 Routing Appearances Personnel Section - RAP Officer
- Sect 2 Communications Section - Comm Officer
- Sect 3 Inspection & Reports Section - I & R Officer

## Dept 2 DISSEMINATION DEPARTMENT

- Sect 4 Promotion Section - Promotion Officer
- Sect 5 Publications Section - Publications Officer
- Sect 6 Registration Section - Registration Officer

The above two Departments are under the general charge of the HCO Secretary.

## Dept 3 TREASURY DEPARTMENT

- Sect 7 Income Section - Income Officer
- Sect 8 Disbursement Section - Disbursement Officer
- Sect 9 Records Assets and Materiel - RAM Officer

## Dept 4 TECHNICAL DEPARTMENT

- Sect 10 Tech Services Section - Tech Services Officer
- Sect 11 Training Section - Training Officer
- Sect 12 Processing Section - Processing Officer

## Dept 5 QUALIFICATIONS DEPARTMENT

- Sect 13 Examinations Section - Examinations Officer
- Sect 14 Review Section - Review Officer
- Sect 15 Certs and Awards Section - Certs and Awards Officer

## Dept 6 DISTRIBUTION DEPARTMENT

- Sect 16 Public Information Section - PI Officer
- Sect 17 Clearing Section - Clearing Officer
- Sect 18 Success Section - Success Officer

The above four departments are under the general charge of

### THE ORGANIZATION SECRETARY.

The Advisory Council consists of the HCO Secretary and the Organization Secretary.

There are no Advisory Committees.

The action names of Divisions in the Seven Division System are assigned in the Six Department System to its sections.

Therefore there is no real change in the org board between a Six Dept and a Seven Division Org, except that it is posted by sections instead of Departments and Departments instead of Divisions. "The Office of LRH" is placed in a Six Department System where Exec Division is placed in a Seven Div System, the Office of Exec Sec of the Seven Divisions becomes the LRH Comm, Section, and the Office of the Org Exec Sec on the Seven Division Board becomes the Estate Section on the Six Department Board.

On the Six Dept Board the HCO Sec takes the place of the HCO Exec Sec and the Org Sec takes the place of the Org Exec Sec.



## FUNCTIONS

There are no less functions in a Six Dept System but there are more functions per executive and staff member as the traffic is less.

In reducing an org to a Six Dept System those familiar with Seven Divisions will not have studied in vain, and in expanding an org the policy and lines learned in a Six Department Org stay unchanged save for the first and second conversion tables above.

## PRODUCTION DEPARTMENTS

Four of the Six Departments are Production Departments in a Six Department Org. These are Dissem Dept, Tech Dept, Qual Dept, and Dist Dept.

## GRAPHS

The Gross Divisional Statistics of a Seven Division Org become the Gross Departmental Statistics of a Six Department Org plus the Exec Div Stats for the Office of LRH.

## OIC CABLES

Report cables are the same for a Seven Division and a Six Department Org.

## GENERAL POLICY

All Policy, Policy Letters, Sec Eds and Eds applying to a Seven Division Org apply to a Six Department Org.

## CONTINENTAL DIVISIONS

Where a Continental Division has its home org as a Six Department Org, it is called a CONTINENTAL EXECUTIVE DEPARTMENT.

In such a case the title HCO *Exec* See Continental is the HCO See Continental, the Org Exec Sec Continental is the Org See Continental.

## FOUNDATION

A Six Department Organization has a City Office sized Evening Foundation. (See HCO Pol Ltr 21 Oct 66 Issue III for the City Office Org Board.)

## STAFFSTATUS

There is no change in staff status and its requirements between a Six Department and a Seven Division Org.

## REASONS

Small orgs have too hard a time obtaining sufficient personnel to cover a Seven Division System. This leaves whole sections missing.

By giving the functions of those sections in the Seven Division System to Directors in the Six Department System, they can shift their staff about in functions to cover the primary actions vital to an org's success.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 21 OCTOBER 1966  
Issue II

Rernimeo

**CITY OFFICE SYSTEM**

(Revises all earlier designation of Org Pol Ltrs and Sec EDs)

There are several types of Scientology activities and identities as follows.

SEVEN DIVISION ORGANIZATION  
SIX DEPARTMENT ORGANIZATION  
(see Policy Letter same date)  
CITY OFFICE  
FRANCHISE CENTRE  
PERSONAL EFFICIENCY FOUNDATION  
STAFF MEMBER  
FIELD STAFF MEMBER  
FIELD AUDITOR  
BOOK AUDITOR  
SCIENTOLOGY GROUPS  
MEMBER  
SCIENTOLOGIST

The differences are of (1) size (2) Org Board (3) services rendered.

THE SEVEN DIVISION ORGANIZATION has more than 75 staff members, has the large 1965 org board complete. It gives services as permitted by Worldwide but not less than Grade IV Training, Grade V Power Processing, a full PE and is also served by a Foundation (usually on a Six Dept System). It may have one or more executive divisions depending on whether it is Worldwide, Continental, Zonal, Subzonal or local.

THE SIX DEPARTMENT ORGANIZATION has up to 75 staff members, an org board similar to the Seven Division Org Board but in Departments. It delivers up to Grade IV Training and Grade V Power Processing as permitted, operates a PE and may or may not have a Foundation attached. If so its Foundation is City Office size.

A CITY OFFICE has less than 35 staff members, has a Six Section System and org board (see Pol Ltr Issue III same date). It gives training and processing as assigned by WW and its Continental senior. It has Field Staff Members. Its Evening Foundation has the same type org board as the Day City Office.

A FRANCHISE CENTRE has less than 30 staff members. Its org board simply states who is there and what he does. It is franchised by official Scientology but is not an "official org" unless it so requests. It trains all levels up to but not including Level Zero. It can run a Dianetic Course. It proc--Sses up to the classification of the auditor auditing but not including or above Power Processing. It does not have Power Processing. It concentrates on PE, individual and coauditing at Dianetic level. It can do group auditing. It operates day or evening or both.

A PERSONAL EFFICIENCY FOUNDATION has less than 10 staff members. It has an org board with its activities and personnel designated. It teaches PE Courses and does individual auditing up to classifications held by the auditors concerned but not Power Processing or above. It copes as it can.

A STAFF MEMBER is any full or part time member of the staff of any official org and has the title, duties and privileges assigned by policy.

A FIELD STAFF MEMBER serves the org of which he is an FSM, interests people, patches up cases and operates as a Dissemination, Qualifications function and comes under Distribution for admin purposes.

A FIELD AUDITOR professionally processes preclears up to his classification but not Power Processing or above. He can run study courses.

A BOOK AUDITOR audits preclears below classification levels without pay and operates study groups.

SCIENTOLOGY GROUPS are chartered by any official organization. They study texts and have regular group activities and are often headed by Book Auditors or Field Auditors and are sometimes addressed by qualified auditors. They have a regular official charter.

MEMBER receives the services and privileges to which his membership entitles him.

SCIENTOLOGIST: an individual interested in Scientology. Disseminates and assists Scientologists.

This brief outline is issued by me to correct any confusion entered by our evolving expansion.

1965 was a year of tremendous forward thrust and reorganization and we must get the pieces sorted out and back in place.

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**L. RON HUBBARD**  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1966  
Issue III

Remimeo

**CITY OFFICE**

A City Office has sections where higher orgs have Departments and Divisions.

CONVERSION TABLE

7 Div Org	-	City Office
Office	-	Office
Division	-	Section
Department	-	Unit
Section	-	Attached as a function to the higher unit
Unit	-	Attached as a function to the higher unit

TITLE CONVERSION

Founder	-	Founder
Exec See	-	Director
Secretary	-	Officer
Director	-	In Charge
Officer	-	Staff Member
Staff Member	-	Staff Member

These two tables permit the 1965 Policy Letters to be applied directly to a City Office.

There are no functions deleted from the Policy Letters but these are grouped as part time actions in many cases.

The Org Board of a City Office would be as follows:

OFFICE OF LRH - Handled by the HCO Director.

HCO DIRECTOR - handles the two "Departments" of HCO and is a member of the Ad Council, there being no Ad Committees.

HCO OFFICER - is in charge of three units of the HCO DEPARTMENT (Section 1) as follows:

RAP IN CHARGE 1.	Routing, Appearances and Personnel Unit.
COMM IN CHARGE 2.	Communications Unit.
I & R IN CHARGE 3.	Inspection and Reports Unit including Ethics.
THE DISSEMINATION SECTION, also under the HCO Director and headed directly by the DISSEMINATION OFFICER, is as follows:	
Promotion In Charge 4.	Promotions Unit.
Publications In Charge 5.	Publications Unit.
Registration In Charge 6.	Registration Unit.

Then there are four sections under the ORGANISATION DIRECTOR as follows:

THE TREASURY OFFICER

Income In Charge 7.

Disbursement In Charge 8.

RAM In Charge 9.

THE TECHNICAL OFFICER

Tech Services In Charge 10.

Income Unit.

Disbursement Unit.

Records, Assets and Materiel Unit.

Tech Services Unit.

Training In Charge 11.  
Processing In Charge 12.

Training Unit.  
Processing Unit.

## THE QUALIFICATIONS OFFICER

Examiner In Charge 13.

Review In Charge 14.

Certs and Awards In Charge 15.

## THE DISTRIBUTION OFFICER

Public Information In Charge 16.

Clearing In Charge 17.

Success In Charge 18.

Examinations Unit.

Review Unit.

Certs and Awards Unit.

Public Information Unit.

Clearing Unit.

Success Unit.

The Board as will be seen is the same shape and pattern as a Seven Division Board but has no Executive Division but an "Office of LRH" instead, the next two columns being the "HCO Director" and the "Organisation Director".

LRH Founder appears at the top left of the board, which makes it an official org as the name may not appear on org boards of orgs of an unofficial status.

The Board of Directors of the Continental or Area Corporation go up in the right hand corner of the Board.

Such an org can be run by ten or more staff members but should have up to 35 before it needs a Six Department System.

The 1965 reorganisation policy letters thus cover a City Office if the above Conversion Tables are used.

It will be found that if one does not cover the Departments, Sections and Units designated in the above table at least as far as their primary functions, the org will trip itself up by not having these functions noted on its board.

This org board also serves as the Evening Foundation Org Board of a Six Department Day Org.

Even a Foundation will fail if the primary functions given are not in some way covered.

It does not matter how many units are covered in his or her section in the above table so long as there is a Section Officer.

This permits all policies and executive directives issued at higher levels to apply also to a City Office, making uniform management.

## GRAPHS

The Gross Divisional Graphs of the Seven Division System apply to *Sections* in a City Office and are the same graphs.

## OIC CABLES

OIC Cables for a City Office have the same form as for a Seven Division or Six Department Org. The statistics of the Executive Division are given even though it does not exist in a City Office. "The Executive Division Statistics" are compiled by OIC in I & R Unit and the graph is marked "Office of LRH Section".

## STAFFSTATUS

The staff status programme and the Org Exec Course apply to a City Office.

## CITY OFFICE EVENING FOUNDATION

If a City Office has an Evening Foundation it has in fact the same org board as the Day Org, if even fewer personnel.

L. RON HUBBARD Founder

LRH:jp.rd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Also Members of  
OT Cen Comm  
and SEA  
ORGANIZATION

HCO POLICY LETTER OF 11 AUGUST 1967  
Issue II

**ORGANISATION**

**DEFINITION OF**

The word ORGANISATION in Scientology policy means an activity organised on the 7 Division System authorised by myself and regular official Scientology organisations and under Worldwide.

When an activity or project is taken over by an organization but is separate from it, the new unit will be called an ORGANIZATION.

By the use of this word it should be communicated that the activity is fully regular, official and conducted by real authorised Scientology organisations.

The word PROJECT hereafter denotes an unestablished and unofficial activity condoned or authorised by an organisation.

The word PROGRAMME means a routine activity within an organisation repetitive and continuing.

With the issue of this policy letter, the Scientology sea activity or "project" becomes the SEA ORGANIZATION and the base establishment becomes the BASE ORGANISATION as these are official, recognised and are conducted by proper Scientology organisations and are under Worldwide.

The word ORGANISATION or ORGANIZATION or ORG may not be used to denote an unofficial or test or temporary activity or an activity not authorised by main line Scientology.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MAY 1968

Remimeo

**SEA ORGANIZATION PERSONNEL**

The Sea Organization requirements for its Staff are as follows:

That only personnel be sent who have had Scientology processing and they are at least a Grade 4 Release, Power Release is preferred, as the minimum.

The Sea Organization will be very happy to handle training and processing from Grade 4 on up. However, only Scientology processed and trained personnel have been able to keep up with the Sea Org activities.

The Sea Organization's responsibility to the Orgs WW is such that its purpose line for these orgs can't be altered with internal elements who have no subjective reality on that technology which the Sea Org is enforcing.

LRH:jc.rd

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 OCTOBER 1968

Remirneo

**ALLOWED TECHNICAL SERVICES**

These are the services permitted to be sold at various organizations:

SAINT HILL, ENGLAND

COURSES

Dianetics Course  
SHSBC  
Solo Audit Course  
Internship

AUDITING

Power Processing  
Grade auditing if purchased with Power  
Review Actions through OT II

AOUK

COURSES

Clearing  
OT 1, 11, 111, IV, V, VI  
CLASS VIII COURSE (Starts 18 Nov 1968)

AUDITING

Review Actions through OT VI

AMERICAN SAINT HILL  
ORGANIZATION (ASHO)

COURSES

Dianetics Course  
SHSBC  
Solo Audit Course  
Internship

AUDITING

Power Processing  
Grade Auditing if purchased with Power  
Review through Power

AOLA

COURSES

Clearing  
OT 1, 11, 111, IV, V, VI  
CLASS VIII COURSE (Starts 18 Nov 1968)

OTHER ORGS

COURSES

As far as Classed, up to Level IV

AUDITING

Grade auditing and Review to Grade IV

Students who are currently enrolled on other courses than the above at these organizations may complete the course they are on. However NEW STUDENTS MAY ONLY BE ENROLLED AS ABOVE. (Applies to technical courses only, not Organization Executive Course, Minister's, etc.)

A student who cannot successfully audit the higher levels at AOUK or AOLA is returned to Saint Hill or American Saint Hill Organization to do or redo the Saint Hill Special Briefing Course.

LRH:ei.rd

L. RON HUBBARD

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Founder

by L. Ron Hubbard

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HUBBARD COMMUNICAT  
Saint Hill Manor, Fast Grins

HCO POLICY LETTER OF 7 SE

Rernimeo  
Tech and  
Qual Divs  
Dist and Dissem  
Auditor  
BPI

**ALLOWED  
TECHNICAL  
SERVICES**

*Advanced Organizations*

Clearing Course

OT Courses 1, 11, 111, IV, V, VI

Class VIII Auditor's Course

Review Actions through to OT VI

*Saint Hill Organization*

Internship

Saint Hill Special Briefing Course

Solo Audit Course

Org Exec Course

PRO Course

Power Processing V and VA

Review Actions through to OT 11

Mini Courses

*Other Organizations*

As far as classed up to Level IV

Grade auditing and Review through to Grade IV

Triple Grades

Hubbard Standard Dianetics Course (HDC-HDG)

This will make the line up smoother and emphasizes each type of org's product.

1. An AO produces OTs and Class VIII's.

2. A SH produces Class VI's and VII's and Power releases.

3. An outer org produces academy graduates, HDGs and Grade IV releases or Triple Grade IV's.

Of course every organization holds Basic Public Courses such as PE and Comm Courses except AOs.

Grades, Triple Grades and HSDC if taken at SH will of course be three times the price. Also HSDC or PRO Course if taken at an AO will be three times the price.

The Organizations are inter-dependent. Each has an important job to do in the clearing of this planet.

We are here to serve. Lt Cmdr Diana Hubbard CS-6 for

LRH:DH:rs.ei.cden

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L. RON HUBBARD

Founder

[Amended by HCO P/L 23 November 1969, page 203.1

# EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 34 INT

18 November 1969

FO 2202  
Stations Ships  
AOs  
All Orgs

## THE ROLE OF THE CENTRAL ORG

It is essential that the Central Org (that org where the senior Exec Council of the Continent or similar is located) be a *Stable Terminal* for its area.

This makes it possible for the orgs under it to stabilize. Stable Terminals breed stable terminals.

Every exec has a certain area he should be controlling, a group of orgs, an org, part of an org, a division, a section. Confusion only occurs where the one in charge of the area generating confusion is not handling that area. Areas that are wholly inactive aren't being pushed by whomever is in charge.

An org that doesn't have income is not known to its Public, isn't giving what is needed and wanted, isn't really giving *service*.

Where this is true of a continent's orgs, or of the Central Org, the Central Org doesn't have a clue what a Central Org does. A Central Org promotes action in junior orgs and Franchises and field and HELPS THEM by training up their auditors and handling their tough pos. An auditor in a lesser org or the field should know he can get training from the Central Org and should know that he can unload tough pes on it. If the lesser orgs and field don't know that, the Central Org will be dead. A Central Org does not crowd in the middle of a town as a competitor to the area's franchises. It doesn't get its income from stealing pcs. First and foremost it furnishes a stable terminal of aid and assistance to all other orgs in its continental area. It pushes Dn and Sen. throughout the whole area as promotion and also gets its own pcs and students.

A Central Org has to know who its customers are. They are

All the bookbuyers, Public Division Courses students, etc in its own area All the students in its own area

All the pcs in its own area

All the students and pes in the continental area who are trained and processed up as far as the lower classed area org can take them and to whom the Central Org can offer further service.

All the students and pcs of all Franchises and Counselling Groups to whom the Central Org can offer further training or processing beyond that obtainable in the local org.

All the personnel of all area orgs, Franchises and Counselling Groups for training and processing beyond that available in the local org.

Services may of course be delivered to anyone in the Continental area who wishes to take them in the Central Org. The Central Org promotes directly to the public in its own area, and helps the area orgs, Franchises and groups to successfully carry out their functions so as to produce streams of customers from their areas to the Central Org.

The fees paid by the customers of the Central Org *are* the income of the Central Org.

The Central Org *must* make known and sell its services. To ALL its customers.

The Central Org has long been charged with holding the Tech Standard for its area. It must hold a standard, as a Stable Terminal, for all the flow lines of its continent.

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OR?

**L. RON HUBBARD**  
*Founder*

LRH:KU.Idm.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**Rernimeo** HCO POLICY LETTER OF 23 NOVEMBER 1969  
**Tech and** Issue 11  
**Qual Divs** (HCO Policy Letter of 7 Sept 1969-Amended)  
**Dist and Dissern**  
**The Auditor** *Urgent - Reissue*  
BPI

**ALLOWED TECHNICAL SERVICES**

Due to its possible interference with complete service and statistics this Pol Ltr is amended.

*Advanced Organizations*

Clearing Course  
OT Courses 1, 11, 111, IV, V, VI  
Class VIII Auditor's Course  
Class VIII Internship  
Review Actions through to OT VI  
OEC  
Mini Courses  
Other services of lower orgs as required to handle pcs and students and complete their training or cases

*Saint Hill Organization*

Internship Class VII & V  
Saint Hill Special Briefing Course  
Solo Audit Course  
Org Exec Course  
PRO Course  
Power Processing V and VA  
Review Actions through to OT 11  
Dianetic Auditing, HQS, HAS, PE, etc  
Dianetics Courses, HDC & HDG  
Mini Courses  
Any Tech actions issued before 1968

*Other Organizations*

Internship  
As far as classed up to Level IV - or as classed  
Grade auditing and Review through to Grade IV  
OEC  
Triple Grades  
Dianetic Auditing  
Hubbard Standard Dianetics Course (HDC - HDG)  
HQS - HAS - PE, etc  
Any tech training or processing issued or authorized prior to Standard Tech Grade IV or below

*Franchise*

Dianetics Courses to HDC (not HDG)  
Any Sen Auditing up to Grade IV for which its auditors are trained  
Dianetic Auditing  
HAS - HQS - PE  
Course based on Dn & Scn Books and Tapes

*Field Auditors*

Any Dn or Sen Auditing for which auditor has been trained and certified



*Dn & Scn Groups*

Programs recommended by Orgs  
Scri Books and Tapes  
Dn Course if taught by an HDG

This will make the line up smoother and emphasizes each type of org's product in which the org is specialized.

1. An AO produces OTs and Class VIIIs.
2. An SH produces Class VIs and VIIs and Power Releases.
3. An outer org produces academy graduates, HDGs and Grade IV Releases or Triple Grade IVs.

Of course every organization holds Basic Public Courses such as PE and Comm Courses, except AOs.

Internships as allowed by recent Pol Ltr.

The Organizations are inter-dependent. Each has an important job to do in the clearing of this planet.

We are here to serve.

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L. RON HUBBARD  
Founder

## EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 431NT

29 November 1969

### ORG SERVICES

Your attention is called to HCO PL 23 Nov 69 *Amended* which **UPGRADES AND EXPANDS ORG COURSES AND SERVICES.**

SHs should at once resume their Dr. Courses.

Field Auditors should be informed

**YOU CAN AUDIT ANY PROCESS FOR WHICH YOU HAVE BEEN CERTIFIED.**

That means *ever* certified.

The point of Standard Tech and Standard Dianetics is so our *orgs* can guarantee their services. Thus **WE** in the orgs are sure of results.

Look over this PL carefully and increase or restore your service.

<sup>W..T</sup>  
OL ""  
ock""

**L. RON HUBBARD**  
*Founder*

**M8** ..... (Not HCO Policy Letter. Correct colour flash Blue on White.)

... [Note: The above mentioned Policy Letter and ED must not be misinterpreted. The  
..... phrase **YOU CAN AUDIT ANY PROCESS FOR WHICH YOU HAVE BEEN CERTI**

LRH:jp.rd .....FIED concerning field auditors does not then give field auditors permission to run  
..... Power Processing or AO Class Vill Rundowns, as these are held by right and  
..... prerogative by SHs and AOs. There are no restrictions other than this. - L. RON  
..... HUBBARD. Full text of HCO P/L 28 February 1970, *FieldAuditors.*  
..... 204

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 15 DECEMBER 1969**

Remimeo

*URGENT*

**CLASS OF ORGS**

(Cancels any Pol Lirs or Eds  
or orders to the contrary  
including HCO PL 6 Feb 66.)

There is no such thing as a *classed* official org.

Any official org (not a Franchise or Gung Ho group) can perform and teach any Class or Grade up to Class IV.

This includes Standard Dianetics HDC and HDG.

ONLY an official org can teach Academy Courses and qualify students for Scientology certificates.

HDG can ONLY be taught by an official org. (This qualifies Supervisors to teach HDC elsewhere.)

Dianetic Certificates can only be issued by an official org even when the course is taught elsewhere.

The difference between an official org and a Franchise or a Mission is that an official org is looked to as a distribution point for source, runs on policy, is responsible for its area and looks to its Continental Org and WW for policy.

It maintains the quality and standard of tech. It sets a standard for instruction.

If it maintains its ratio of Admin personnel to Tech (auditors and supervisors) on a 2 Admin maximum for every tech person and inclines toward I Admin to I Tech, and promotes well, maintains a professional image, develops no backlogs and delivers excellent service and cares for its field with ARC it should be far better paid and more solvent than any Franchise.

The idea of a "Public Division Org" is not very good. It is far better to develop a full org as in LRH ED 49 INT, Organization Program No. 1.

So long as an org functions crisply with the services it can deliver and defends itself as per Assistant Guardian actions, it can become very prosperous, serve its community and do its large share in bettering the community and doing its share in clearing the planet.

L. RON HUBBARD  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**  
**HCO POLICY LETTER OF I I JUNE 1965**

Remimeo in the orgs  
by the orgs  
All Staff Hats

*Urgent*

**THE FOUNDATION**

At once this policy letter goes into full effect, urgently, in Washington, DC, New York, Los Angeles, London, Johannesburg, Melbourne, and Auckland and as feasible in all the other orgs.

Without disturbing the daytime org or its operation in any way, an evening, part-time organization is formed.

The purpose of the evening organization is to operate as a bridge from the public to the daytime org and to make money in its own right.

Its personnel are on half pay for work five nights a week from 6:30 to 10:30 and will go on full pay if also working full days Saturday and Sunday to operate a weekend organization as well which can give the evening services on weekends also as well as deliver upper level training and paid HGC processing.

The evening organization services are not merely free services, but include any org services as well as free services not part of day org services.

Day staff may also hold evening posts and receive pay for them, but it is clearly understood that evening staff work is only as a part of the evening organization.

PE and Free Scientology Centre ads are placed to run regularly in the papers.

The public attends these and is then sold by evening staff on daytime or evening courses or interisives. The free services are the Beginning Scientology Course and student assists. The paid services are HAS, HQS, and regular evening or daytime intensives.

The entire success of this organization depends on the crispness and businesslike manner of its staff and the organization and the quality of its technology. If the free technology is not excellent no sales will result. If the sold technology is not spectacular, no repeat sales will occur.

**NAME**

The Evening Organization (and the Weekend when it is formed) is called: **THE SCIENTOLOGY FOUNDATION**.

The name must be registered as a business name. It is owned and operated by HASI and is just a part of HASI.

By using this name, it is easier to route, advertise, and designate locally.

**POSTS**

The standard org board is used and all of its key posts are filled with as little doubling of hats as possible.

A *second* org board is posted for the evening organization as formal as the daytime board. The matter of space for it must be solved, but it is best posted in the PE room. It should be on 4' x 9' formica that is green in formica colour as opposed to the daytime org board's blue. Otherwise all flash colours are the same as to titles and names, etc.

The Scientology Foundation must have the following minimum posts and two or more of these may not be worn by one person:

Foundation HCO Secretary Foundation Ethics Officer Foundation Organization Secretary Foundation Registrar Foundation Director of Training Foundation Director of Processing Foundation Director of Examination Foundation Director of Review Foundation Director of Field Activities.

**If these posts are not filled** each by one person, it is not a Foundation.

In posting these names, one first puts up the **entire org board, complete with all divisions** and departments, secretarial posts, executive secretarial posts, and LRH.

A banner, The Scientology Foundation, is put to the upper right with HASI, Inc. and its Board below it.

One puts in the level words, the lot. "Foundation" is placed before each department name and section and course name on the board.

However, one then posts in the secretarial level and the departments only those names actually appointed, leaving the others blank.

Under the proper departments, one puts the actual services offered and the names of the Foundation staff members performing them.

## DOUBLES

The Foundation HCO See doubles as Communicator for the entire Foundation and handles all external and internal communications. As things get prosperous, a Communicator is put on.

The Foundation Ethics Officer doubles for the Director of Inspection and Reports and does the OIC and other functions of that department.

The Foundation Organization Secretary is the only other Secretary assigned in a basic Foundation staff. He operates as material, supply, and cashier and keeps all the accounts and records of the Foundation-which are *not* kept by the daytime org. As things get prosperous, he may have a janitor and a cashier. Until then, he must care for the money and its records and the quarters; and as the senior org executive on duty, he must also organize the other divisions.

The Foundation Registrar doubles as Reception and Testing Officer. When things get prosperous, a receptionist is put under the Registrar in the Department of Estimations.

The Foundation Director of Training takes one of the courses (BS or HAS or HQS) at first. He is assisted by Supervisors (not Instructors) for the remaining courses. As these courses get heavy, they must be carefully separated into Theory and Practical courses with Supervisors. When the courses contain 50 people routinely, the Foundation Director of Training *must* not take a course but must have Supervisors for them. He is assisted by the Registrar in Course Admin, as all Tech Admin is now done in the Department of Estimations.

The Foundation Director of Processing takes care of all Coaudits, group processing, and auditing of whatever kind done in the Foundation, including its staff staff auditing and staff coauditing. He has charge of the Free Scientology Centre which is assisted by the Registrar in its registration work. All its student auditors come under him and he is answerable for their conduct and quality of service. Any evening or part-time auditing done is done by the Foundation and this is under him. He is also Case Supervisor and does all the folders and reports. He also does room assignments. If it's auditing, he supervises it and is responsible for it, whether by Free Scientology student auditors or Foundation staff. He is assisted by a student Case Supervisor. *Note* that *he* does not repair or handle bogged cases, these go to Review only. He handles cases only so long as they have standard reactions to standard processes. If not, they go to Review.

The Foundation Director of Examinations passes on all auditing results and completed check sheets and is the person seen when entering or leaving Qualifications Division, except when a certificate or award is attained. He acts also as Certificates and Awards for the Foundation, issuing letters on LRH stationery signed by the Foundation HCO See by and for LRH for certificates and classes or grades. When a signed copy goes to Saint Hill and the original is given to the Registrar to give to the student or pe, more training or processing is sold.

The Foundation Director of Review must be a good auditor who patches up goofed pcs sent by the Director of Processing or who finds out about the case for the Director of Processing. This is never varied routing. Pcs not doing well under processing go straight to Review at orders of the D of P. The D of P never interviews pes-only Review. And Review charges for it, whole hour rates for any part of an hour. Slow students go to Review for an assist on 1. Problems Straight Wire and Comm, 2. Remedy A, and 3. Remedy B. These take maybe 15-20 minutes and are charged for at student hourly rate, never less than a one hour fee. Examinations invoices them in.

This is the top auditor available, a fast one. He can make triple rates, since an hour is the minimum charge and he can do up to 3 an hour! Review doesn't pass on all pes-Examinations does that and shunts those to Review he doesn't like the results on. This Review auditor cannot run other pcs than Review.

The Foundation Director of Distribution sells books, handles all the advertising placement; and handles Field Staff Members and receives people's plans for activity in Scientology. He must be on deck to keep students reminded to "select" their pcs in the Free Scientology Centre and to sell all books. He also carefully gathers up all names and addresses of all traffic recorded in the Foundation and puts it on mailing lists and sends records of all purchasers to CF.

Without this minimum evening Foundation team operating, every evening for the full evening and when on weekends, for the full weekend, the drill won't bring in business.

#### ALL POLICY APPLIES

All policy applies to the Foundation, as well as to the HASI.

Consecutive scheduling, however, is consecutive evening or weekend scheduling. 12 1/2 hour evening intensives are sold or an evening plus weekend 25 hour intensive is sold. The courses run all five nights. They have to move enough traffic through. Student auditing in the Free Scientology Centre, however, is just 2Y2 hour session and can be as little as one session.

#### RECEIPTS & PAY

All receipts of the evening Foundation just go into the org accounts. There aren't special bank accounts for it as it's just part of the org. The HASI benefits like mad from the Foundation, but so does the Foundation, from the HASI.

Pay is the same parity as the HASI pay except that it is 1/2 pay or units for the same post. When weekends are included, Foundation pay is full pay.

#### STAFF NUMBERS

Staff on post should be adequate to care for the traffic and should be expanded from minimum staff as fast as traffic warrants it and should cover the most overloaded points first. The ratio for the divisions is 1 personnel for Divisions 1, 2, 3, 6 & 7 to every 2 personnel in Divisions 4 & 5 combined. Everytime 2 personnel are put into Divisions 4 and 5, one is put into one of the others. It is usually done by rotation in 1, 2, 3, 6 & 7. Qual (5) has very few compared to Tech (4).

#### DESKS

The same spaces and desks are used by both HASI and Foundation personnel.

#### BASKETS

The Foundation has its own Comm Centre. On the desks sit the Foundation Comm Stations in addition to the HASI staff member's Comm Station.

Foundation Comm Stations are a different color uniformly than HASI Comm Station baskets.

#### SUMMARY

If this is organized well, it will even the load for the town org personnel which have heavy evening and light day traffic. In such an org the Foundation may at first be bigger than the HASI. But this is easy as part-time personnel is more available to town orgs.

As this parallels the -Autumn 1964 stress of org traffic and only extends the successful PE Foundations, it should be very successful.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint, Hill Manor, East Grinstead, **Sussex**

## HCO POLICY LETTER OF 12 JUNE 1965

Gen Non Rernimeo

### THE FOUNDATION

(see HCO Policy Letter 11 June 65 which this continues)

### FORMING THE FOUNDATION

You will find that the success of The Scientology Foundation (or the evening weekend Foundation) depends upon three things:

1. The Excellence of its administered Technology.
2. The crispness and completeness of its organization.
3. Offering all services available in the day time and delivering them in the Evening or Week End.

If *any* of these three are missing the results will be quite unsuccessful and disheartening.

Therefore the success of the Foundation does not depend upon the brilliance with which it is conducted or upon the flashiness of its quarters or upon the personalities of its staff. The success depends upon the accomplishment of *technical results* and upon the *team work* of its staff.

You will find its org board is made to work. It takes minimum hat details but maximum agreement on those details.

It is not a number of individuals acting as individuals but a group of closely dovetailed efforts, dedicated to the maximum production of technical results by the maximum co-ordination of *individual efforts*.

### THE TECHNOLOGY

The Tech of the services offered is just standard tech for the appropriate levels.

The Beginning Scientologist Course, the two HAS Courses (Theory and Practical) and the two HQS Courses (Theory and Practical) are best done exactly by the technology given in the HCO Pol Ltr of 31 May 1965.

The student auditing in the Free Scientology Centre (which is just a section of the Department of Processing and the Department of Estimations, and is *far* from the full Foundation which has *all* services) is standard tech and mostly assists.

The Academy Courses offered are the low level HRS and HTS Courses, both by cheek sheet, both consisting of two Courses each. If any higher level is given it would have to be after a lot of students finished lower levels for nothing is less crisp than a course with two people on it. You can handle both low level (HRS and HTS) with only two Supervisors-one for Certification (Theory, HRS and HTS) and one for Classification (**Practical, HRS and HTS**). It *does* however require 2 Supervisors. HQS can be thrown in with them in its two Courses, in a pinch, but it isn't too advisable. It's better if HAS and HQS are paired if you must, meaning two Supervisors (one Theory and one Practical) exist for the lot.

A coaudit can exist. A group Auditing Intensive can be sold periodically.

Any public grade auditing can be sold that you have auditors to deliver it, but *don't* foul up your D of P by letting the Registrar odd bit the auditing schedule. 121/2 or 25 hours at a crack is the *only* way you can achieve any real gain as any pc goes backwards on only 3 or 4 hours a week-why lose? And if you schedule non-consecutive you have to have far more auditors and they deliver less and D of P work becomes a nightmare of trying to recall.

## BUILD FROM A PE

If you have a running PE or evening service build the Foundation on it-but just leave the PE, etc and flank them with the rest of the org. These PE and public course people *can't* function with no org present and lose the business. For years "poor PE Instruction" has been cited as why few moved from PE to the org. This was false. The reason was "What Org?" There is no org flanking a PE. Its Instructor was a one man band moving in a maze of empty offices, no phone, no despatches, no help. How could he handle these people?

Further, these people were evening people. Unless they could go to an evening org, they had to break their stride and stop work. So they could move (and did move as per autumn 1964 graphs) into other evening services. Those services were attended not because they were cheap but because they took place in the evening.

You will find that if you run free Week End Beginning Scientologist courses you can then run the other services as Week End services also as now you have attracted the Week End typeperson.

A person could have both Evening and Week End service consecutive. You will find that will sell, too, and make lots of intensives and fast courses.

You have to sell lots of courses to the same people so they have to go through fast in order to keep ahead on expenses.

## FORMING

In organizing a Foundation you can build it by starting or using the- old PE, then starting and using the old sub-Academy Services, all the while adding in the other posts given on the new org board. Lack of those posts was what lost your business. Every time you skimp those listed in HCO Policy Ltr of 11 June 65 for the Foundation, you load up and jam the other lines, get no flows or sign-ups.

Try to keep PE, etc down to where it was and you'll just keep falling down. You have to have a full org there operating in the same hours as the service is given.

It is the full intention to add Foundation staff until a full org is there also in the evening. This means a Foundation HCO Exec Sec, a Foundation Org Exec Sec, a Foundation LRH Communicator-the lot.

While these are all junior to the HASI staff, they are themselves **AND HANDLE NO HASI BUSINESS FOR THE DAY STAFF**. They have their own Ad Comms, OIC graphs, their own executive orders. They have their own. Org Board and their own Comm Centre and their own Comm Baskets. They place their own ads and answer their own mail and get out their own mailings.

The two orgs cross in CF and Address but the Foundation has its own file drawers for Address plates for local mailings.

Daytime Reception and Daytime Registrar can take messages for and even sign up people for the Foundation and vice versa. Their money is pooled and units uniform. Their accounting as different from collection is handled by Day Accounts. They can't shift quarters without permission from their daytime HASI seniors.

The HASI and the Foundation co-operate. They do not cross except as noted above.

## HOURS

The hours 6:30 to 10:00 (corrects 11 June Pol Ltr) for the Foundation and regular workday hours for the area, Saturday and Sunday, are all set and strictly time clocked.

Evening sessions in an intensive are only 2 1/2 hours long. But they start at 7 and finish at 9:30 and the staff auditor is to do other actions until 10:00 and the Foundation D of P gets all the folders in and marked in that last half hour and in the first half hour of the next Foundation day. In the period of 6:30 to 7:00 one gets the pes collected and to session.

The Courses start at 7 and run until 9:30. In the final half hour, the quarters are straightened up and the supervisors make their reports to the Foundation D of T and care for other actions.

Having half an hour before public service begins and a half hour after permits even an occasional fast Foundation staff meeting or conference even to Tech.

One should be careful to shoo Foundation staff home at 10:00 as many have other jobs and will wear out if not swept out at 10:00 exactly and told to go home. Sleepy auditors don't give good sessions and sleepy execs can make mistakes.

## ECONOMICS

The reasons some staffs have individual economic problems are as follows:

1. Their org depends on local people for business. 2. The local people are working at their own jobs in daytime hours.

3. The org is closed or undermanned when the traffic *can* occur.
4. An org depending on local business is generally open only when people can't be trained or processed.
5. A Continental org depending on feeders from other orgs, goes to pieces when town orgs skimp if it has no town business as offered by the Foundation.
6. "Moonlighting" is the term applied to having two separate jobs and employers. There are few evening jobs available. A staff member of a Foundation, even working evening and Week End can get another job and still hold an org post in rough times.
7. By using the same quarters *twice* one doubles potential income at half the quarters and upkeep expense. Thus one can afford better bigger quarters.
8. The people with money to spend are in the majority people who work. They have only week ends and evenings for avocations. People who can't work or don't work are almost always the rougher cases and Ethics type pes. Hence by offering only daytime service one gets a higher percent of rough cases and finds service harder to deliver.

### WHY ETHICS?

You can't run pcs without Ethics to hand. Technical fact. Particularly on lower level processes and also on Power Processes the Potential Trouble Source (connected to a Suppressive) will go to pieces under auditing-not improve.

Current statistic on this is 20% PTS or mild SP and of this 21/290 is very vicious Suppressive Person.

Your D of T *can't* train a class that has a PTS or SP in it.

Your D of P can't audit people if he can't handle this PTS and SP factor efficiently.

Your Dir of Review will go round the bend if he can't shunt PTSs or SPs to Ethics. He'll have to become the Ethics Officer.

This is not policy I am talking about. It *is technical* fact. It just *can't* be done and never will be possible on lower technology and requires fantastic skill to get a real gain even with Power Processes. So accept this *technical* fact and you'll understand both ethics and all your case failures.

With no available Ethics Officer to take PTSs or SPs off the lines and handle (by spotting and using standard policy actions) your traffic will thin, your jobs will be a burden and the Foundation will fail.

The whole Foundation Staff has to know the Ethics drill and follow it.

Ethics is for the public far more than staff. You must use the drill.

A Supervisor to whom a student is impolite must send the student to Ethics. If the student is slow, the Supervisor *must* send to Review for special attention at the student's expense.

Staff auditors finding a **pe** savage or unchanging, must send to Review which probably sends to Ethics. Staff auditors finding a case failing *must* send to Review which again may send to Ethics.

The ultimate in dumbness is the person who thinks "Ethics is to make pcs answer questions". Or the person who thinks it is for espionage on staff members.

Ethics is a long arm part of technology. And incidentally spots PTSS and SPs who get onto staffs as they sometimes do.

Ethics is a fine edged tool, a vital part of an org if one wishes to train people in Scientology or process them successfully.

If tech is out, Ethics will get tech in. If Ethics is out, Tech won't ever go in. It's Eke that. I learned this the hard way. Let's hope others learn it on easier channels. The "ARC Broke pc" or "ARC Broke Student" is 95% Ethics type. That's the discovery. Use it.

If you have Ethics *in*, the 80% will flow through the Foundation in a mad torrent.

## EVENING OR WEEK END

To start, a Foundation should be evening and should be built quickly to a full staff. **NO ACTION MAY BE SHIFTED TO WEEK END UNLESS A FULL STAFF IS ALSO PRESENT ON THE WEEK END.**

You must *not* have an evening Foundation with *some* Week End actions; if there are Week End actions leave them with HASI until they build up to warranting the Whole Foundation.

You can of course start a Foundation as both Evening and Week End from the beginning. But that *means* everybody on deck evenings and everybody on deck week ends.

You may have potential staff members who plead they must spend some time with their families. Make them choose Evening or Week End, not "3 evenings a week and Saturday". That would be chaos. You can barely tolerate the randomness of one Supervisor for Evening and another for Week End. You can't tolerate a staff auditor "3 evenings and Saturday". You can barely get along with auditors some of whom are only evening and some only Week End.

## RESULTS OF EXAMINATION

I find orgs that have no local traffic have the hardest time with booms and depressions.

I find that almost all losses from the old PE came from not having a full org present. The first instance was in LA in 1950 where 125 people a night made out cards for training and processing which the lecturer left lying about in the chairs and which sometimes were handed in by the janitor.

No daytime exec is likely to understand fully the problems of the evening traffic tech and admin as he isn't there, is he? Thus the Foundation should have its own execs, junior of course, to the same day post.

I find that the skid of some orgs in Jan 1965 really came in part from a cessation of evening services and lack of good tech in them and that when the evening student or potential pe was confronted with a shift from evening to daytime scheduling for auditing or training he or she could not usually go on and fit his time that way so dropped out.

I find that the magic key to a local org boom is the evening service and making that service excellent technically and making the org that gives it a full org with its hats all on while technical is in progress and keeping the lines crisp and proper, its courses and sessions starting and ending bang on the mark, and all going briskly.

## THE DAYTIME ORG

This is no effort to undermine the daytime org. You will find it had its own and different public and will run on quite well, even better. The Evening Foundation sends a lot of business its way but has plenty of its own. The two orgs will take business away from each other. Day business may drop to evening. And evening business becomes day business. So nobody should care much who signs who up for which as long as a sign-up does occur.

The statistics of the two orgs should be kept separately or somebody will be catching the blame for somebody else's goofs.

As all this is based on data won by personal management of day and evening activities and a survey of past rising statistics it should work very well indeed.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 JULY 1965

*Gen Non-Rcmirneo*

**THE FOUNDATION DATA**

The staff of a Foundation has only 21/2hours of technical activity. Half an hour before and after is allowed for administration.

There at the start you can use personnel from any division doubled in technical. This would seem to cross divisions and does, but it permits you to man a starting Foundation in all its required posts and yet have a full tech staff at the same time.

Only a receptionist and an Ethics Officer and a Review auditor must not be off their posts during the 21/2 hour tech period since those posts are on call-the receptionist to handle body traffic and phone calls, the Ethics Officer to handle students and pcs referred to him and the Review Officer to do Review assists or act as an examiner.

All other posts may have technical duties, supervising courses or auditing preclears during the 21/2hour tech period.

If this is done the Foundation staff must report on time to their proper assigned posts to do what they can of their hats and then speed off to do their sessions or classes and then, shaking off terminal snapping students and pcs, be back on their own posts to pull the Admin lines straight again.

It was done at Saint Hill and though hard on staff, it works. Soon the traffic flow increases so that a larger staff can be supported and success breeds new staff applications and soon the basic staff can shed their tech period hats where these are double and do their basic duties for the whole evening period. By that time they'll have to. If the organization is crisp and on policy with Ethics and tech well, in they'll have too much traffic to leave any post unmanned.

So if you do this, don't forget to pull the basic staff back out of additional tech assignments as soon as traffic warrants it.

You can also do this with daytime staff, governed by the same rules, and remembering to give it relief as soon as traffic grows.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 13 AUGUST 1965**

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**FOUNDATION**

**BASIC COURSE ORGANIZATION**

Scarcity of space may lead orgs running Foundations into a gross organizational error.

One must NEVER recruit a body of people and then carry just that group up, opening new courses only when they are ready and closing the lower ones when emptied. I can tell you by grim experience that that is NOT the way to handle basic courses. The org will die if it is done that way.

One must continually nightly recruit new people and one must have in existence the next area up for them to move into. One mustn't wait for people before one organizes where they go.

One must have new applicants as all courses get smaller as they advance. If they are well taught they get a little smaller. If badly taught they get a lot smaller.

The assembly line must exist before one can get traffic to put on it. So make the line. Then get the traffic. And always feed new traffic in at the bottom. Don't recruit by fits and starts-"An open evening every two months, etc" is bad promotion. It peaks traffic. Have one at least every week if at all.

The keynote is standardize. Even out the traffic flow. Feed steadily in at the bottom and out at the top. Get energetic about lack of people at the bottom and jams of people in the middle. Even the flow.

**SPACE AND COURSES**

You must allocate 4 spaces for Instruction to the Foundation. You can starve it out with 3 spaces, but poorly.

The Introductory Lecture is given every night. It is allocated to the reception centre. It can be done with earphones. It is supervised by the Introductory Lecture Supervisor who also helps with reception and routing. This is a Dist Division action. If you don't have a public reception centre and only have your org Comm Centre you ought to be ashamed and no wonder your receptionist and comm lines jam up. Public Reception ought to be separate. It should be plastered with promotion, personality graphs, tone scales, anything promotional. And the evening Introductory Lecture is given there *every* evening. Same lecture. You'll have one to give. In the meanwhile, cope.

The BS, HAS and HQS courses are all given in the same room. They are done by twin checking as below, modifying earlier methods.

The Foundation Academy Theory Courses (HRS, HTS, HCA, HPA) are given in one room under one Supervisor.

The Foundation Academy Practical Courses (HRS, HTS, HCA, HPA) are all given in one room.

That's four rooms total requirement. If you can gather up only 3 rooms for these activities you can put the Academy in just one room (Theory and Practical) but I assure you there won't be as much income in it as people will see no change of space and they'll disturb one another.

**TEACHING BASIC COURSES**

Changing previous methods used, we will teach Basic Courses in this fashion.

We will charge a bit for BS.

We will divide "Problems of Work" and the other books into nightly assignments.

## **We will teach the BS Student Twin Checking.**

The BS Course then consists of a number of sheets of mimeoed paper, 5 x 8 or similar size, vertical. There is a different one for each night of the BS Course. They are numbered consecutively. The first one is accompanied by a description of Twin Checking and is the first lesson.

The sheet form contains:

1. Number of lesson
2. Student's name
3. Twin's name
4. Course being taken (HAS, etc)
5. What was applied since last lesson
6. The material to be, read in this lesson, certified as read by the twin
7. Any misunderstood words (Space for notes)
  
8. Demonstrating examples of what the lesson means
9. Certify that twin has grasped it
10. Signature of twin and time of end of evening
  
11. Directions to turn sheet into the Supervisor's Basket before leaving as if any .are missing no certificate can be granted.

This form is used for BS, HAS, and HQS. To the HQS is added a homework slip that also must be turned in.

This system cuts down the number of rooms and supervisors required and increases the value of the course.

For the moment, make do. Final pads will come out only when we reprint the books as Scientology texts.

## **ADS**

Advertise your Introductory Free Lecture heavily. Tell people to bring their friends to it. Remind people of it in the mags. Tell people they can attend it as often as they like. Put a sign up in the Reception Centre that can be easily read all the way across the room.

## **WHEN TO ENROL**

You can enrol any course, Basic or Academy on Any night.

Drop Mondays only enrolment. We enrol at all hours at Saint Hill. It cuts the load.

## **DON'T TEST**

Skip testing on your enrolment line-up for students or pcs.

The test has no value now. It's been replaced by Grade Certs and Release Awards.

## **CHAPLAIN**

Get a Chaplain on the job and prominently display this sign

If you are in trouble with your training or processing and nobody seems to listen, see the Chaplain, Room \_\_. He can help.

Then groove in the Chaplain to be a Problems Officer, to listen and try to straighten up goofs by auditors and supervisors and suddenly your student and pc loss rate will almost vanish. You lose people on basic courses because they get a brush. off from busy supervisors and auditors. They have no place to go. They mainly want to be heard and acknowledged. Half the time or more one does nothing, but one does listen.

Thus the Chaplain post is a necessity in a Foundation.

### BEGOOD

Your courses now *have* to be good. Your income depends not on enrolment but re-enrolment.

If your supervision is poor, scheduling bad, the place slack and dirty it will now show up by sudden falls in Basic Course statistics. Lack of re-enrolment means lousy instruction and bad quarters and sloppy scheduling,

So be crisp.

And *don't* try to run basic courses without a minimum Foundation Staff. They just won't work.

Two orgs in the past week inadvertently confessed the lack of quality of their evening basic courses (DC and Capetown). Capetown at least is seeking an extraordinary solution. When all that's needed is a crisp, sharply scheduled Foundation.

### NEW LOOK

To show the benefit of knowing what you're handling, the above data and changes occurred as a result of getting in the evening Foundation at Saint Hill. I found we hadn't the space for formal lecture type teaching and so you surely didn't have either.

Hence these amendments to the Basic Courses of the Foundation.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 AUGUST 1965  
(Correction to HCO Pol Ltr of  
13 August 1965)

Remimeo

### FOUNDATION BASIC COURSE ORGANIZATION

### CORRECTION

In making up slips of study assignments for BS, HAS and HQS Courses, the following form may be used:

- general form for all lessons of each course.
- syllabus or outline of the course giving the lesson numbers and subject, printed on one sheet.

A pad for each course (BS, HAS, HQS) is then made up with the syllabus printed on a cover and the general forms of the correct number, all alike, made up as a pad of the correct number.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 12 SEPTEMBER 1965

Rernimeo  
All Foundation  
Personnel

**FOUNDATION**

*URGENT URGENT URGENT  
EFFECTIVE AT ONCE*

**FOUNDATION COURSE CHANGE**

**THE FOLLOWING LOWER COURSE CHANGES MUST BE PUT INTO EFFECT AT ONCE:**

All students enrolled in BS, HAS and HQS must be given what they were sold.

All new students will follow this exact outline.

**INTRODUCTORY LECTURE**

An Introductory Lecture should be given every Friday or Saturday night in small orgs and nightly in large ones and well advertised in both large and small orgs.

It stresses the value of Scientology and the value of Communication.

It sells courses OR processing in the HGC as an alternate for the lecture attendee but must sell both in the Introductory Lecture and posted prices and registration facilities must be very available.

As the people leave the Introductory Lecture they are given an outline of what they heard in the lecture and the definition of certain words.

The lecture stresses that the inability to communicate is back of most unhappiness, and sells attaining the ability to do so easily and thus handle one's problems. It is clearly stated that the course they are about to be given will improve this ability and their lives.

**HAS COURSE**

The BS Course is skipped. There is no PE Course. The person is sold an HAS Course.

The cost is a few pounds or dollars. The course is one week long. It enrolls every Monday. People are enrolled in advance at the Introductory Lecture. Do not sell it too cheap and sell it for cash only. Sell it by stressing its result.

The course covers exactly 5 nights. People cannot retake it without paying for it again.

Monday Night: One Hour lecture on Confronting and how it improves communication and the drill itself. One Hour permissive TR 0-(no flunks-only coaxing).

Tuesday Night: One Hour lecture on the need of TR I in life and how to do the drill. One Hour of TR 1.

Wednesday Night: One Hour of lecture on the need of TR 2 in life and how to do the drill. One Hour of TR 2.

Thursday Night: One Hour of lecture on the need of TR 3 in life and how to do the drill. One Hour of TR 3.

Friday Night: One Hour of lecture on the need of TR 4 in life and how to do the drill. One Hour of TR 4.

This completes the course and an HAS cert is issued at the end of the Friday programme, the certs being made out during the week for those attending.

WHEN the certs are handed out a short sales talk on applying these drills on the next course is given, a slip saying the person now needs the next course, and a Registrar is to hand to enroll them. Selling the next course must not be flubbed.

## HQS COURSE

This course is longer and more expensive.

It is essentially a Co-audit.

It is two weeks of co-audit on any of the old public co-audit processes done in Listen Style but with TRs and muzzled.

You must be alert for Ist stage Releases.

Those with chronic somatics may be run on a touch assist in the co-audit.

All elementary assists may be used. Problems may be used. The keynote is Itsa and Listen Style, not duplicative commands.

The process to be done is covered each night briefly and then run, turn about, one hour and one hour, different teams.

Be alert for withholds being missed by watching for critical pc attitudes. The Supervisor can pull them or send to Review.

Apply Ethics.

Review charges must be scaled down to very small amounts for these lower course students. But the time used on them in Review is brief-looking mainly for missed withholds and ARC Breaks. At the end of the two weeks on the last night the student is given his pre-prepared HQS Certificate and given a sales talk on HRS, the value of knowing about the mind, your own and those around you and a Gradation Chart is briefly shown and given each student and a Registrar is on duty to enroll them.

The HQS Course starts every two weeks.

### MUSTS

Supervisors on these two courses must:

1. Prevent and explain misunderstood words.
2. Note and patch up ARC Breaks and never permit a student to be run or *drilled* past one.
3. Recognize that a critical student attitude is a missed withhold and get it pulled by self or Review.
4. Be alert for Releases being made.
5. Apply Ethics, Roller Coaster meaning PTS and no case gain meaning SP.

### BOOKS

Assign Scientology, Evolution of a Science as homework on the HAS Course.

Assign Dianetics, The Modern Science of Mental Health as homework on the HQS Course.

### EXPERIENCE

We know the above works as we have done it for years.

It however abolishes the possibility of misunderstood words on a PE and turns the old Co-audit into a Course which is two weeks long and only requires enrollment to go in it and therefore abolishes the public co-audit.

Note that if you make a couple of releases in HQS (no trick at all, just watch for good case gains and check them on a meter) you will get a rush to enroll in HRS.

#### LETTER FOLLOW UP

Every attendee of an Introductory Lecture who does not at once enroll in HAS must be followed up by invitation to join the subsequent HAS courses with a handout enclosed stressing the value of personal communication.

Every student of the HAS who does not complete must be sent an order to go to Review (where his misunderstood word or missed withhold can be handled at *very low* cost).

Every person completing HAS but not attending HQS must be ordered to Review as above by mail.

Every person not completing HQS must be ordered to Review.

Every person completing HQS but not enrolling in HRS must be ordered. to Review.

Therefore *exact* rosters must be kept by the Foundation and carefully followed through with no errors.

A printed order to Review, on green paper, very politely worded, but an order, must be made up so the person's name and address can be written in and it can be placed in an envelope with a glassine window the name and address shows through (like a bill).

#### DISSEM DIVISION

The materials of the above must be fully prepared in booklet form, one for HAS, one for HQS, for use by the orgs and sale to the students at a small price. These should contain anything mentioned above, lists of Scientology books, a short LRH biography and anything else of interest to give them high reality on the extent and actuality of Scientology.

This programme is not to be held up for further materials of any kind.

Get it in and operating and *then* smooth it out.

It is based on a trusted pattern and the tech is well known to all of us.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

#### HCO POLICY LETTER OF 13 SEPTEMBER 1965

Remirneo  
All Foundation  
Personnel

#### FOUNDATION

#### COURSE HOURS

The Foundation Lower Course Hours should actually be apportioned as follows, modifying the 12 September 65 Pol Ltr:

The course evening should be divided into 3 parts.

These go for the HAS and HQS course:

I. Talk to students by Supervisor. 2. Team A as coaches or auditors. 3. Team B as coaches or auditors.

A short break can be between I and 2 and 2 and 3.

Supervisors' talks can be only 20 minutes in both HAS and HQS courses.

The exact time a Foundation begins in the evening and the exact time class begins a bit after is purely on local arrangement. But once assigned, stick to it. You will get and keep students *only* if the Foundation runs on a tightly timed schedule, prompt on the dot and promptly ended. Don't slop on scheduling precision. If classes start at 7:30, they start at 7:30. If they end at 10 they really end at 10 Bang! Breaks begin and end on schedule.

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HCO POLICY LETTER OF 16 SEPTEMBER 1965  
Issue 11

**FOUNDATION**

The Distribution Division in advertising the Foundation Services and in coaching Field Staff Members is to bring about the following general effect on the broad public and lower course applicants:

- I. That Scientology is successful and expanding.
2. That Scientology betters one's ability to communicate.

These two points in a great many varied ways should then result in

1. The public accepting Scientology in that it is expanding and is therefore directed at them.
2. That Scientology is an activity connected with handling the environment through better communication.

You will find these two points are so basic they form a public image. Scientology can therefore be explained easily.

The new analysis of art tells us we have a common denominator in the subject of communication that will bring aboard one and all.

The public will therefore be able to understand and discuss Scientology and generally accept it.

That it goes far above. this, let them find out on personal contact.

**PUBLIC LECTURER**

The public lecturer in the Introductory Lecture must only elaborate on these two points and tell the people where to sign up.

Every thetan really wants. to (1) Expand and (2) Communicate. Therefore broad agreement and thus ARC cannot but result.

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HCO POLICY LETTER OF 11 AUGUST 1966

Rernimeo  
Foundation

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**LAMPS AND SECURITY**

The lighting for the Foundation is under the care of and is the responsibility of the Director of Routing, Appearances and Personnel of the Foundation.

That lights are turned on and off at the proper times, that Time Switches are properly set, that no essential areas or entrances are left dark and that no lights remain on after hours is all Dir RAP's responsibility.

The Dir RAP is also responsible that burned out lamps are replaced.

That the Foundation is opened on time and that it is properly locked up at closing is also Dir RAP's responsibility.

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HCO POLICY LETTER OF 21 OCTOBER 1966  
Issue IV

Remimeo

**EVENING FOUNDATIONS**

**SIZE**

Evening Foundations of Seven Division Organizations should be organized as Six Department Organizations (see HCO Pol Ltr of 21 Oct '66 Issue 1), until such time as they exceed seventy-five staff members in the Evening Foundation, at which time they become Seven Division Organizations (as per Pol Ltrs of 1965).

In a Day org that is a Six Department Org, the Evening Foundation should be City Office size (see HCO Pol Ltr of 21 Oct '66 Issue 111), until it exceeds thirty-five staff members in the Evening Foundation.

In a Day org that is a City Office, the Evening Foundation is the same City Office pattern (see HCO Pol Ltr of 21 Oct '66 Issue 111).

**PRIMARY FUNCTION**

An Evening Foundation should provide the services offered by the Day org and should service the Day org's staff members up to the level authorized for the Day org. The Foundations should provide Ethics functions, hearings and Comm Evs, Qual services, status check-out and Org Exec Course facilities for the Day org staff.

**DURATION**

When possible a Foundation should go five evenings and both days weekends.

**INCOME**

The Foundation is credited in its graphs not only with its public income but also with all payments made by or withheld from the pay of staff members of the Day org.

**FOUNDATION STAFF**

Foundation staff obtain their services in training, processing and check-outs, Org Exec Course, Ethics hearings, etc in the Day org.

**PAY**

Foundation pay for the whole staff should average about fifty percent of the gross income of the Foundation. The remainder is usually handled by the Day org to pay bills, etc. But the Foundation may claim reasonable sums for its own promotion expenses.

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L. RON HUBBARD  
Founder

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[Note: See also HCO P/Ls 21 October 1966, Issue 1, Six Department System, page 192, Issue 11, City Office System, page 195, and Issue III, City Office, page 197.]

24 August 1966

**FOUNDATION LINES**

In answer to a request from the OES SH for a clarification of the lines to and relationship of the Saint Hill Foundation to the Day Org and SH AdCouncil, LRH replied, "The Foundation is really under Division Six Day Org and is therefore responsible to the Distribution Secretary and then to AdCouncil Day." This arrangement was later modified by HCO P/Ls 7 July 1972, *Foundation Org Command Lines*, page 223, and I I August 1972, *Foundation and Day Orgs Separate*, page 225, which placed Foundations directly under Flag.

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1970

Rernimeo

Issue II

SH PES Hat

SH HCOES Hat

SH Pub Sales Sec Hat

SH Pub Serv Sec Hat

SH Dissemin Sec Hat

SH Public Reg Hat

SH Dir of Reg Hat

Registration Chsht

**SAINT HILL FOUNDATIONS**

References: HCO P/L I I June 1965 "The Foundation", page 206  
HCO P/L 12 June 1965 "The Foundation", page 209  
HCO P/L 30 July 1970 "Registration Breakthrough", Vol. 2-301  
HCO P/L 2 Nov 1965 Issue II "Foundation Central  
Files Officer and Address-fri-Charge", Vol. 1-282

Saint Hill Foundations give exactly the same services as an SH Day Org.

When distant from any Lower Level Org (as is the case with Saint Hill UK Foundation) a Saint Hill Foundation Org must also provide Lower Org services. In these circumstances the SH Fdn does all Lower Org functions for its local area. This includes full public PR, promotion, public services (6 Introductory Lectures, Testing, HAS, HQS and Introductory Processing) and public sales. In this way the SH Fdn acts as a vital feeder line to the SH Day Org as well as eliminating the possibility of a NO SERVICE/NO AUDITING situation developing in the local area.

Saint Hill Orgs located near a Lower Level Org (within 20 miles) may *not* run Public Testing, Introductory Lectures, HAS Course, HQS Course or Introductory Processing. To do so would duplicate the Lower Orgs' functions unnecessarily.

Any SH Org may run Co-Audits and Group Processing as these are standard SH services as well as Lower Org services. SH Orgs would promote these to and run them for SH Prospects as Events designed to generate interest and promote signups for SH major services.

Saint Hill Orgs, including SH Foundations, may of course sell and deliver Lower Org major services but only with a major SH service(s), never independently, except in the case of an SH Fdn which has no Lower Level Org in its vicinity-namely SHUK Fdn.

**NEW NAME TO CF DEFINITION**

An SH Fdn Org which does the Lower Org functions as well as SH functions, there being no local Lower Level Org (SHUK Fdn only at this time) uses the Lower Org definition of a New Name to CF:

**A NEW NAME TO CF IS AN HAS GRADUATE IN THE ORG OR SOMEONE WHO HAS BOUGHT A MAJOR SERVICE IN THE ORG FOR THE FIRST TIME.**

(This includes Lower Org and SH major services.)

In accordance with HCO P/L 12 June 1965 "The Foundation", the Day Org and the Foundation use the same CF and Address but the Foundation has its own file drawers for Address plates for local mailings. (*Note:* All mailings to these must take into consideration type of public as determined by what they have bought in order to get each taking their next step.)

Foundation CF folders are green tabbed on the right-hand side per HCO P/L 2 November 1965, Issue II, "Foundation Central Files and Address-In-Charge", to distinguish them from Day Org CF files.

When being routed via Address to CF, a New Name falling under the above Lower Org definition must be prominently marked "SH FDN NN-LOCAL", and of course once counted is never again counted as a New Name to CF.

SH Fdn Dissem Registrar and Letter Registrars work these CF files to push these people up to enrollment in major SH services.

### PROSPECT FILES

Prospect files are handled and administered by the Public Registrar in an SH FDN Org which does Lower Level and SH functions in accordance with HCO P/L 30 July 1970 "Registration Breakthrough".

The Public Registrar in an SH FDN which has a Lower Level Org in its vicinity operates as per HCO P/L 21 October 1970 "Clarification of Div 2 and Div 8 Registration Functions in Saint Hills".

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Lt. Cmdr. Diana Hubbard  
CS-6  
and  
Lt. Tony Durfleavy  
CS-7/8  
for  
L. RON HUBBARD  
Founder

[See also HCO P/L 3 July 1971, *Registration Change, New Names to CIF Change*, Volume 6, page 227, HCO P/L 3 July 1971R Revised 13 June 1973, *New Names to CF Change*, 1973 Year Book, HCOP/1,24 February 1971, *New HAS Course Routing Forms*, 1971 Year Book, and HCOP/L 16 March 1971, *HASIHattingR outing Forms Amendment*, 1971 Year Book.)

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JULY 1972

Remimeo)

### FOUNDATION ORG COMMAND LINES

(Reference HCO P/Ls I I June 65 "The Foundation",  
12 June 65 "Forming the Foundation" and 7 April 69  
"Org Reduction or Eradication")

A Foundation Organization survives and expands to the degree that it concentrates on volume tech delivery for working Scientologists and is not impeded by any cross orders or interference from the Day Org.

Undue demands by a Day Org, or snatching of Foundation Personnel without the agreement of Foundation PCO or Execs can cut down tAe ultimate flow into the Day Org itself.

Foundation COs and EDs are in charge of their org and are not obliged to take orders from Day Org Execs.

Day Orgs are warned not to distract their Foundation Org or reduce its effectiveness.

Command lines from Flag now go direct to Foundation Orgs via the Continental Flag Operations Liaison Office.

This Policy changes no earlier Policy on the inter-dependent operation of Day and Foundation Organizations. There is NO change in Treasury lines. The Day Org Div 3 continues to pay all bills, payroll, do the FP, reconciliations, etc. Foundation may get 50% of its own income for staff pay and may claim reasonable amounts for promo. Usually the Foundation mans up and runs its own Dept 7.

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Qual Aide  
for  
L. RON HUBBARD  
Founder



## SEA ORGANIZATION

BASE ORDER IA US IA EU 1A UK

25 February 1972

## AOSH FND SERVICES

The services of ASHO FOUNDATION (LA) and any FOUNDATION or foundation type activity at AOSH DK are covered by this US EU rule:

THE FOUNDATION DELIVERS THE SAME SERVICES AS THE DAY ORG AND NO OTHER.

The reason for this in these areas (US & EU) is that to give other services than the day org would be to compete with local Class IV orgs. Where this occurs, it has been found, the FND goes out of the ASHO business. Recently a WHY was found in the PAC areas to the effect that all orgs there had begun to deliver the same services. This had taken AOLA out of the AO business, ASHO out of SHSBC and Power business. This spoiled any progress line from org to org and their stats went to pieces. The area orgs were separated as to what business they were in-AO = Solo; ASHO = SHSBC and Power; LA Org (D and Fnd) = Academy, HSDC, low raw pcs, PE; Celebrity Center = Celebrities, and general training and processing for them (and national level publicity).

It is the PUBLIC that follows the lines and they must be sharp in the public mind. Then the lines will flow.

This Base Order does not give their full services. It gives the *line* of flow and type of service.

## UK

AOSH UK Foundation has an entirely different mission. It is supposed to keep the EG area happy with good quality Dianetic and Scientology general service. It is in fact both a Class VI and a Class IV org.

AOSH UK Fnd also has the duty of training and processing AOSH UK day and WW staff and making service available to people who come from other orgs and other parts of the country to study Class VI or get their Power *on nights and over weekends*.

AOSH UK Fnd is in this situation because those are the services needed from it for that particular area.

This Base Order is released to clarify services offered by Foundations in the LA, SH and DK areas.

All other orgs in the world are covered by the first general rule above. They incline very heavily however toward stressing raw public actions in the Foundations as they are open nights and weekends when the public has the most time available.

L. RON HUBBARD  
Commodore

LRH:mes.rd

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF I I AUGUST 1972

Rernfineo  
Issued also as  
FLAG ORDER

Issue 11

**FOUNDATION AND DAY ORGS  
SEPARATE**

Ref: HCO PL of I I June 65	"The Foundation"
HCO PL of 12 June 65	"Forming the Foundation"
HCO PL, of 3 July 65	"The Foundation Data"
HCO PL, of 13 Aug 65	"Foundation-Basic Course Organization"
HCO PL of 16 Aug 65	"Foundation-Basic Course Organization-Correction"
HCO PL of 12 Sept 65	"Foundation Course Change"
HCO PL of 13 Sept 65	"Foundation Course Hours"
HCO PL of 16 Sept 65	"Foundation"
Issue 11	
HCO PL of 2 Nov 65	"Foundation Central Files Officer and Address In Charge"
Issue 11	
HCO PL of 21 Oct 66	"Evening Foundations"
Issue IV	
HCO PL, of 11 Aug 72	"Foundation Income"
Issue III	

The Day Org and the Foundation are two ENTIRELY SEPARATE ORGS. The Foundation is not under the Day Org. Day Org executives have no jurisdiction whatsoever over the Foundation executives or personnel.

ALL ORGS DAY AND FOUNDATION ARE TODAY DIRECTLY UNDER FLAG WITH COMMUNICATION AND CONTROL LINES THROUGH FOLOs, CLOs AND OTLs.  
HOURS

Day Org hours generally run 9:00AM-6:00PM Monday through Friday, Foundation hours 6:00PM-11:00PM Monday-Friday and 9:00AM-11:00PM Saturday and Sunday.

There may be slight variations of the above hours area to area but the following rule is firm policy:

DURING DAY ORG HOURS THE DAY ORG EXECUTIVES AND PERSONNEL HAVE FULL POSSESSION AND USE OF THE ORG PREMISES AND FACILITIES.

DURING FDN HOURS THE FOUNDATION EXECUTIVES AND PERSONNEL HAVE FULL POSSESSION AND USE OF THE ORG PREMISES AND FACILITIES.

Otherwise one of the original intentions of the Day/Foundation system, that of economy of space and facilities by having two orgs using one premises and one set of facilities at different hours, is violated. Also, as has happened in at least two orgs recently, the Day Org can squeeze the Foundation almost out of existence.

Therefore:

THAT ORG, DAY OR FDN, WHICH HAS POSSESSION OF THE ORG PREMISES AND FACILITIES BY REASON OF HOURS HAS FULL CONTROL OVER THEM AND EXECUTIVES AND PERSONNEL OF THE OTHER ORG MAY NOT USE THE PREMISES AND FACILITIES WITHOUT THE FULL PERMISSION OF THE HCO AREA SECRETARY OF THE ORG THAT HAS POSSESSION.

The HCO Area See of the Org in possession is NOT obliged to give such permission and should not do so if use by the other org or its personnel is found to interfere with the FORM or FUNCTIONING of the Org in possession.

**STATS**

Day Org and Foundation Stars are kept and computed separately. When there is a question of which org a stat belongs to the following policy applies:

THE STAT BELONGS TO THAT ORG, DAY OR FDN, WHOSE PRODUCTION IT MEASURES OR REFLECTS.

Thus in the case of GI it goes to the org which will deliver the service, regardless of what time of day it is taken in. This separation is handled by having different,

invoice machines for Day and Fdn. (See HCO PL I I Aug 72 Issue III "Foundation Income" for further details.)

### PERSONNEL

The Day and Foundation Orgs each have their own staffs. Some personnel may be members of both staffs (holding different posts in each org during different hours) but they function under the Executives of the Org they are presently working for and are not at that time under the orders of the other Org.

**DAY EXECUTIVES MAY NOT "RIP OFF" FOUNDATION PERSONNEL NOR USE THE FOUNDATION AS A PERSONNEL POOL AND LIKEWISE FOUNDATION MAY NOT "RIP OFF" DAY PERSONNEL.**

(Definition of "rip off"-Slang Sen staff expression meaning "Take without exchange". Can be applied to personnel, money, anything.)

Violation of the above resulted in one Foundation going into a decline as, over a period, Day Org took several key Foundation execs with no exchange given.

Directors of Personnel and Dept Is should work hard recruiting and hatting now to rapidly achieve the ideal of Day and Foundation Orgs competently staffed with *different* executives and personnel in each, with Day personnel training for full Foundation hours in the Foundation and Foundation personnel training during full Day hours in the Day Org, so as to markedly raise the proficiency of their staffs and the viability of their orgs.

### STUDENTS

Where Day Students also wish to study at night, they may do so on Foundation hours but FOUNDATION students have priority on the recorders, packs and space. The Day students studying at night are not entitled to Supervision from Foundation Supervisors.

### PCs

Where day pcs are being audited also at night the Auditor shifts from Day Org to Foundation for the night period. The practice should not be encouraged.

### MOONLIGHTING STAFF

Staff that moonlight evenings should work Day hours only. Staff that moonlight days should work Foundation and week-end hours only.

Periods off post to moonlight are expressly forbidden.

Moonlighting is discouraged. The right answer is for the org to function and make money and pay its staff.

Any org, Day or Foundation, that does not make a GI divided by staff of \$500 minimum is an off-policy, unhatted, badly run org and should pull up its boots so it doesn't have to moonlight.

The Policy Letters listed at the beginning of this issue tell you how to organize and develop a Foundation. They are extremely clear. They also give you the only points where Day Org and Foundation cross administratively. Such points are very few and are Minor. The two orgs *are* separate and MUST be considered and function as such.

As the above may be a major change in some orgs, care must be taken in the implementation of this Policy Letter not to crash stats but to keep them, both Day Org and Foundation, up and rising.

Therefore a period of 2 months is allowed for full implementation of this PL-deadline I I October 1972. (It is not expected that Day and Fdn. Orgs will have staffs of entirely different execs and personnel by that date though that program should be well under way.)

Any attempt to implement this PL destructively so as to crash stats then blame the crashed stats on this PL will be considered to be a Suppressive Act and the subject of a Committee of Evidence.

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by **L. Ron Hubbard**

Tony Dunleavy  
HCO Aide  
for  
**L. RON HUBBARD**



**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 11 AUGUST 1972 R**  
**Issue III**

Remimeo

Also changes

(Revised 4 Sept 72)

CBO 216 Correction in this type style

**FOUNDATION INCOME**

**(Effective for the first week ending Thursday  
after the date of receipt of this PL for OIC  
report of Day and Foundation Gross Income.)**

*(This Revision separates the Financial Planning of Day and Foundation. Combining them permits the Day org to grab the Foundation's income when the Day org is low that week and Foundation high. Combining FP caused a crash of Asho Fnd. The FP must be separate.)*

Where a Day Org and a Foundation are operating on the same premises, the definition which is used to determine the income of each org is:

**THE ORG THAT WILL DELIVER THE SERVICE GETS THE INCOME, regardless of the time of the Day and Night when it is taken in.**

It may at times occur that a Day Registrar signs up a person for a service to be taken Foundation hours, or vice-versa.

This is handled by having two separate invoice machines, one for the Day org and one for the Foundation. Both machines are kept available by the Registrar's desk.

The Day Registrar, when invoicing money for a Foundation service, would simply use the Foundation machine to make out the invoice. Same applies for a Foundation Registrar taking in and invoicing Day income.

The Registrar who reges the person, Day or Foundation, gets the stat on her own stats.

Mail income is also invoiced on separate machines for Day and Foundationorgs.

For case of recognition, Foundation invoices are additionally marked with a large "F" letter.

In any case where it can not be determined at the time of payment whether the service will be ' taken Day or Foundation, that org which reges the service is authorized to count the income as theirs.

**HCO ACCOUNT**

Booksales and other HCO Account items as well as Bookstore sundry sales are counted as the stat of the org that makes the sale regardless of whether the person is otherwise on Day or Foundation lines.

In order to maintain separateness of Day and Foundation income flows, the Day and Foundation orgs must also be provided with separate invoice machines for the HCO Book Account.

Foundation invoices for HCO Account also carry the "F" letter.

## COLLECTIONS

The Foundation org does its own collections from its own set of Advance Payments and Credit files and does not depend on the Day org for these functions.

## ACCOUNTS

There is only one set of bank accounts for the Day and Foundation and all income. Day and Foundation, is banked in these accounts. In the case of FBO Orgs, the **FBO** carries one set of accounts only for both Day and Foundation orgs.

Accounting functions for both Day and Fdn are handled by the Day org. The Day org pays all bills.

*Day FP and Fnd FP must be kept separate. Each has its own FP Committee and plans its own funds. Rent or building cost and utilities are pro-rated between Day and Fnd.*

## HONESTY

The basic ingredient by which this definition and handling of Day and Foundation income will be made to work is HONESTY of Executives, Registrars and Treasury people.

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CS-3  
by order of  
L. RON HUBBARD  
Founder  
*Revised by*  
L. RON HUBBARD  
*Founder*

## FORM OF ORG

When you give a staff member with hat A orders to do hat B the form of the org shatters.

Seniors have to be hatted to get each of their staff wearing THE EXACT SPECIALIST HAT he is supposed to be wearing and give him only orders about that hat's duties.

You don't post a man as X and then order him to do Y duties.

LRH OODs I I August 1972

The form of the org is made up of such things as Flow Charts, Org Bd, Location Plot.

In the SO, it's also the Watch Quarter and Station Bill. This includes Cleaning Stations, I station per I crew member. Any officer should be able to make up one of these and understand its use. Cleaning stations are posted and inspected.

LRH OODs 12 August 1972

**HUBBARD COMMUNICATIONS OFFICE**

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MARCH 1960

CenOCon

(This supersedes all earlier appointments)

**INTERNATIONAL COUNCIL**

I hereby appoint an International Council for Dianetics and Scientology as

follows:

Mary Sue Hubbard - Chairman Marilyn Routsong Jack Parkhouse Peter Williams Julia Salmen Ray Thacker Herbie Parkhouse.

I further appoint Deputy Council Members as follows:

Alison Parkhouse George Richard Halpern Elizabeth Williams Peter Hemery Herbie Parkhouse  
John Roberts.

Inheriting Members:

Quentin Hubbard by Guardianship until of age. Arthur Hubbard by Guardianship until of age.

These members of the International Council may act for the general good of Dianetics and Scientology wherever they are, may meet at places they determine, conduct business as is needed and issue orders as necessary. They may not set aside corporate rights or invade or deprive the legal rights of shareholders but may advise in such matters. The Council is subject to my approvals and directions during this life.

In ordinary activities and affairs, regardless of corporate shares or appointments, this council shall act for Earth and other areas as may appear necessary, and the members shall act individually for the following areas:

Earth: Mary Sue Hubbard, Deputy: Herbie Parkhouse.

Eastern United States and Dollar Area in general: Marilyn Routsong, Deputy: Bonnie Turner.

California and Western United States: Julia Salmen, Deputy: George Richard Halpern.

Africa, Asia and Europe: Jack Parkhouse, Deputy: Alison Parkhouse.

Australia, New Zealand and Oceania: Peter Williams, Deputies: John Roberts and Elizabeth Williams.

England, Scotland, Wales, Ireland and Canada: Ray Thacker, Deputy: John Damonte.

Corporate designations will more or less parallel these appointments as to interest.

In event of an International disaster, the Council shall assume emergency authority over all Dianetics and Scientology concerns, under my direction.

In any prolonged severance of communication by me, the Council and Council members, subject to Council approval, may take full control of any and all Dianetics and Scientology concerns in any one area, Earth or whatever scope is necessary, as designated in my will.

Succession of Chairmen:

Mary Sue Hubbard Jack Parkhouse Julia Salmen Alison Parkhouse Ray Thacker George Richard Halpern Marilyn Routsong John Roberts Herbie Parkhouse, Quentin Hubbard Arthur Hubbard.

Cessation of Chairmanship shall result from a prolonged severance of communication during which time the next in succession shall act as a deputy chairman until the Council shall deem the period of severance shall have been completed at which time the deputy shall be confirmed as chairman.

No person whose aims and goals shall be deemed antipathetic to the general good of Dianetics, Scientology and their founder may be admitted to the Council as a member or deputy at any time but the Council may maintain its number by further appointment by me or by the Council with my approval or by the Council with the Chairman's approval after a prolonged severance of communication from me.

Chairmanship shall succeed by priority of appointment to the Council after the above list has been completed.

The Council may not remove their Chairman.

Members may be removed for willful chronic inactivity in Council affairs.

The Council may have its own seal, stationery, headquarters, clerical staff and equipment, transport and supplies. But these may be paid from a special fund only, as contributed to by percentiles. The Council has the power to levy on Scientology organizations for its expenses.

This appointment parallels in some measure corporate appointments but is an independent and factual purely Scientology Government independent of laws and states.

LRH:js.rd

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by **L. Ron Hubbard**

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**L. RON HUBBARD**

[Note: Originally issued on 5 June 1959, this policy, at the time of the above issue, had been amended three times. The changes were primarily in the membership of the Council, the line of succession of Chairmen, and the designated areas.

HCO PL 10 July 1959 altered the designated areas (which in the original issue were as given above), by including Canada in the "Dollar Area in general" and adding the Channel Isles to the "England, Scotland, Wales and Ireland" area.

HCO PL 19 November 1959 amended the membership *of* the Council, the line of succession *of* Chairmen, and apparently by error restored the designated areas to those given on the 5 June 1959 issue. This error was carried forward in the above issue.

The 29 March 1960 issue further amended the membership *of* the Council and the line of succession *of* Chairmen.

HCO PL 5 May 1960 again amended the succession *of* Chairmen.

HCO PL 9 May 1963 (see next issue in this Vol) was preceded by two earlier similar issues, of 26 February 1961 and 6 March 1962. The main changes were in the membership *of* the Council.

The 9 May 1963 issue added the paragraph commencing, "The Council may elect new members. . . ." and deleted a paragraph which stated, "Each Council Member may have two voting shares in HCO Ltd of England, this corporation to have control of all marks, copyrights, rights and materials of Dianetics and Scientology and holding the largest single block of shares in HASI. Council Members should send £2 or \$5.60 to HCO WW at once for their voting shares, if they have not already done so."

HCO Bulletin of 25 July 1959 issued by the HCO Communicator WW outlined a suggestion by one of the Council Members that, as actual physical meetings of the Council would be expensive, "correspondence meetings" could be held by mail.

HCO Bulletin of 28 August 1959 stated that the suggestion outlined in HCO B 25 July 1959 had been approved by L., Ron Hubbard as Executive Director, and Mary Sue Hubbard, Chairman, and made the stipulation that correspondence be on Air Letter forms or by surface mail, not by regular air mail.]

**HUBBARD COMMUNICATIONS OFFICE**

**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 9 MAY 1963

HCO Secs  
Assoc Secs  
One to each Council Member  
Post on Staff B Board

**INTERNATIONAL COUNCIL**

(Cancels earlier directives)

I do hereby appoint the following Scientologists to comprise an International Council of Dianetics and Scientology:

Mary Sue Hubbard - Chairman  
Eleanore Turner for the US  
John Fudge for the US  
Julia Salmen for the Western US  
Marilynn Routsong; for the US  
Peter Hemery for the UK and Commonwealth  
John Damonte for the UK  
Peter Williams for Australia, NZ and Oceania  
Elizabeth Williams for Australia, NZ and Oceania  
Denny Gogerly for Australia  
Jack Parkhouse for South Africa and Africa  
John M. Campbell for France  
Dick Halpern in General  
Jan Halpern in General  
Reg Sharpe in General

And in the event of my prolonged absence do charge these deputies to assist Mary Sue Hubbard in their areas.

And I further appoint as Inheriting Members for whom the various properties may be held in trust:

Quentin Hubbard by Guardianship until of age  
Arthur Hubbard by Guardianship until of age

Succession of Chairmen:

After Mary Sue Hubbard, who shall not be elected or stand for election in her lifetime, Chairmanship shall be by election annually, all voting being restricted to Council Members.

The Council may elect new members but the candidates must be approved by the Chairman and may become part of the board only by appointment by the Chairman. The Chairman may also appoint Members.

This council is legalized by the legal structure of HCO Ltd and by my will of December 26, 1960, as amended March 1, 1962.

The purpose of this Council shall be: To ensure the smooth running of Dianetics and Scientology throughout the world, to safeguard and increase their money and properties and to provide good administration, excellent service and justice.

The first thought of Council Members in event of any untoward event threatening Dianetics and Scientology or their organizations, or in event of my sudden absence, should be to handle the situation and to prevent the breakdown of administrative lines.

L. RON HUBBARD



**HUBBARD COMMUNICATIONS OFFICE**

37 Fitzroy Street, London W. I

**HCO POLICY LETTER OF 5 FEBRUARY 1958**

To: all offices in sterling area

No new charters or contracts for areas or activities will be issued to anyone but clears.

LRH:rs.rd

L. RON HUBBARD

This is issued at London, taken from an instruction from LRH... HCO London.

**HUBBARD COMMUNICATIONS OFFICE**

Saint Hill Manor, East Grinstead, Sussex

Sthil Only  
WW&SH

**HCO POLICY LETTER OF 30 SEPTEMBER 1966**

Issue II

Personnel

Ethics

C1 Cse students

OT Cse Students

CI Cse Personnel

OT Cse Personnel

**O.T. REGULATIONS**

1. No Operating Thetan may engage in a suppressive action against any person, state or country in the absence of an HCO Ethics Order labeling the person, state or country suppressive. Such orders must be obtained beforehand.

2. In cases of immediate action where there is no time to obtain an HCO Ethics Order, the O.T. must appear before a Board of Investigation to determine the necessity of the act.

3. If an hostile act against anyone or anything is found unwarranted or not covered by an HCO Ethics Order by a properly convened Board of Investigation, the O.T. may lose any organizational status or appointment.

4. No laws or regulations may be passed to curtail or suppress the creative actions of an O.T.

5. Project Plans for O.T.s are to be passed on by the Chief of Operations (O.T.) as advised by an O.T. Base Council or Field Committee in order to secure the co-operation of other O.T.s.

6. The appointment of a Chief of Operations must be made by the Founder and ratified by the O.T. Base Council.

7. The O.T. Base Council members are nominated by O.T.s and ratified by the Founder.

8. In the absence of the Founder the Chairman of the O.T. Base Council serves as the Founder's Deputy and exercises all the Founder's authority but may not alter or improve or interpret successful technology.

9. No O.T. may engage in, condone or authorize any implanting or knowing restimulation.

LRH:lb-r.rd

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L. RON HUBBARD

Founder

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 10 NOVEMBER 1966**

Issue 11

Remimeo  
All Clearing  
Course and  
OT Course  
Students  
All Org Staffs  
All Academy  
Students  
All Pcs

**OT PERSONNEL**

Persons on the Clearing Course and OT Course, and including all Clears and OTs (Operating Thetans), are eligible for volunteer posts in OT activities.

They are dalled OT Activity Personnel.

The basic arrangement is that all such persons who volunteer to do so in a Continental Area or at Worldwide shall be enrolled as volunteers in OT Activities.

The whole of those in any Continental Area or Worldwide may elect a Committee. This Committee is to be called a "Continental Committee" for Continental Areas and the "Central Com . mittee" for Worldwide.

Staff membership in orgs is not a requisite.

These Committees will handle certain projects, programmes and missions.

Such projects may be originated by a Continental Committee and passed by the Central Committee and the Founder or may be originated by the Founder or Central Committee.

These projects are Confidential in nature and may not be a subject for general or public announcement.

A Committee shall consist of not less than three persons or more than twelve.

All OT Personnel shall consider itself under the direction of this organisation.

No project involving widespread consequences may be engaged upon without procuring Committee permission and no action against any person or group may be undertaken without securing first an HCO Ethics Order issued on valid evidence of the suppressive nature of the group or person.

The past has proven that any organised group is. superior in the long run to the individual no matter how powerful the individual or badly organised the group.

The actions of OT Personnel will be of three types.

- (a) PROJECT. A Project consists of a long term activity having definite accomplishments in view.
- (b) PROGRAMME. A Programme is a continuing activity in support or opposition of something. Committee service is a Programme.
- (c) MISSION. A Mission is a short term action which is part of a Project or Programme, accomplishing some portion of it, and is assigned to one or a few personnel by a Committee.

General OT Actions may be engaged upon as a Part-time activity by the person, or as an occasional full-time activity, depending on the nature of the activity.

No OT Personnel may be ordered to a Project or Programme or on a Mission without having volunteered for this type of action or the specific activity.

## COMPANIES

In each Continental Area a Company Will be formed of a usual and ordinary nature.

These companies are not part of the Scientology network but are another group outside Scientology organisations.

OT Personnel will be volunteer staff of these companies and will be responsible for keeping them going and in good statutory order.

The Committees are in fact adjuncts of these companies.

The communication lines will travel to the companies rather than the Committees. The Company volunteer management passes the communications to the Committees and the communications of the company to the Central Committee's Company.

## CONTROL

The controlling interest **in** each of the companies will be held by the Central Company which will finance their origin.

There are no dues but Committees may raise funds or take up collections.

The companies may be paid for projects or missions by those who specifically hire them (but not by the Central Company) and may make money in other ways so as to pay their way. They may not engage in training or processing.

## INSIGNIA

OT Activity insignia shall be a curved oval shield:



The colours are a white field and gold surround and T.

This insignia is owned by the Central Company but may be used on proper authority or the letterhead of any of these companies to identify them.

It may be worn as a badge by OT Personnel and is the insignia (as below) of the grade of OT.

If the person attains the state of OT then this insignia is worn with a wide ornamented edge:

## PROJECT INSIGNIA

A Project may have a special insignia consisting of a representative backing of the shield:

the illustration being the insignia of the Sea Project, having a blue flag behind the shield.

Another Project might have a different backing. The basic OT insignia would be the same.

### MEMBERSHIP

Any qualified person desiring to be part of OT Activities should volunteer in writing to the Central Committee at Saint Hill.

He will then be accepted for his Continental Area or Worldwide as it may appear feasible.

### FIRST PROGRAMME

The first and foremost programme of OT Activities is of course the furtherance, support and protection of Scientology.

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L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex -

HCO POLICY LETTER OF 7 DECEMBER 1966

Rernimeo

### OFFICE OF LRH OT ACTIVITIES

The OT Activities Central Committee and all such OT Activities are formed into a section in the Office of LRH with the Chairman of the Committee as the Section Officer.

Administratively OT Activities personnel come under the Div 7 Secretary.

However care should be taken not to distract an organisation by a great show of conduct of activities as these are often confidential and essentially "supra-org" and at some future date will build their own OT Base and additional orgs.

OT Activities concentrate on assisting Scientology as a primary action.

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HCO POLICY LETTER OF 11 AUGUST 1967  
Issue III

Gen Non-Remimeo

**OT CENTRAL COMMITTEE**

(Cancels HCO Policy Ltrs of 7 Dec '66  
and 10 November '66 Issue II)

The OT Central Committee is directly under the Executive Council Worldwide and the Divisional Organiser for Distribution WW.

It is in fact the OT Section of "Dept 18 WW" but until such time as WW represents all its departments by number is under Divisional Organiser for Distribution WW.

The duties of the OT Central Committee are:

1. To pass on projects proposed by persons on the Sect 1 and beyond courses or OTs and authorise, expand, replan or reject same;
2. To recruit personnel for OT organisations by keeping lists of enrollees and graduates and informing them routinely of posts available on OT organisations.
3. Expedite for OT Organisations divers matters and concerns as these arise.
4. Liaison with the Executive Council WW via DO Dist WW for OT Organisations or their personnel. '
5. Regulate all projects and cancel or rearrange those that are not productive or are causing Dev-T or trouble or needless expense.

The purpose of the OT Central Committee is TO HELP LRH ORGANISE AND CHANNEL OT FORCES, INTERESTS AND RESOURCES FOR THE GREATEST GOOD FOR SCIENTOLOGY.

All other OT Committees come under the OT Central Committee via their Exec Councils.

The symbol used for OT activities is an oval 0 with a horizontal bar two thirds up from the open bottom of the 0 and contained within the 0 and a vertical bar down from its centre to the bottom of the 0.

to

A person attaining Section V OT may have a wreath completely around the outside of the 0.

This device may be displayed in gold on a light blue swallow-tailed flag or a square company flag.

All OTs are considered to be subject to this section.

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HCO POLICY LETTER OF 28 JANUARY 1968

**Remimeo**

**OT WW LIAISON UNIT**

**OT CEN COMM**

An OT Liaison Unit at WW to be called the Worldwide Operating Thetan Liaison Unit is formed at Worldwide. In general action it is known as OT WW Liaison Unit.

It is to consist of a Commanding Officer, a Supercargo and a Chief Officer representing those Divisions.

It acts as Liaison with the Sea Org, the Advanced Org, all OT Projects and Worldwide.

The Operating Thetan Central Committee is now transferred to the OT WW Liaison Unit, to work under it as a coordinating body, as it has been of great help in forming OT Projects.

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HCO POLICY LETTER OF 30 NOVEMBER 1968

**Remimeo**

**OT CENTRAL COMMITTEE**

The OT Central Committee is transferred under OTL WW of the Sea Org.

The SO Commanding Officer OTL WW is to direct and coordinate their activities according to their outlined basic purposes.

Their work is too valuable to be dropped.

The OT Central Committee is also authorised to correspond with Clears and OTs relating to their projects.

The OT Central Committee may use SO facilities to continue their work,

The Commanding Officer of the nearest Advanced Org is to assist and is to continue the Committee in default of a CO OTL.

The OT Central Committee has its own chairman as before.

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HCO POLICY LETTER OF 20 APRIL 1969  
Issue III

Rernimeo Exec Council Hats CLO Hats Staff Boards

**BOARD OF REVIEW**

Each OTL is hereby constituted as a Board of Review.

Occasionally an administrative body issues a directive that: a) Cannot be executed (impractical). b) Results in lowered statistics. c) Causes contraction of an area.

This is usually the result of incomplete CSW, acting on rumour, without proper investigation, and violation of basic policy.

The correction hat for this has mainly been worn by LRH and the Sea Organization.

E~ and ECAO are now able to competently handle this hat and will do so.

In the event of E~ or ECAO issuing a policy or directive which is found to be: a) Impractical

b) Lowers statistics c) Causes contraction of an area

the Executive Council will immediately prepare full. CSW and submit to the E~ or ECAO for cancellation or revision of the directive in question. At WW this would be done via the CLOs Conference (see HCO P/L CLO Conference, same date, Issue IV).

If the matter is then not quickly resolved (usually within one month or sooner if urgent) the Organization will present its case to the appropriate OTL (OTL LA or OTL WW) and request a BOARD OF REVIEW. The Board of Review is headed by the Commanding Officer of the OTL and has two other members appointed by Wm. Members of the Board must have completed the Org Exec Course.

The Board of Review has no authority to write or issue new policy or issue new directives. It can only cancel a directive or new policy which is found to:

a) Be impractical

b) Lower statistics c) Cause contraction d) Violate basic LRH policy.

No appeal for a Board of Review may be accepted by an OTL without the matter having first been referred to CLO Council WW or ECAO for correction and then only if the Council or ECAO has not taken action and handled within a reasonable period.

It is illegal for an Organization to follow, a directive or new policy which will obviously lower statistics or contract the Organization. But they may only refuse to follow the directive by immediately notifying ECWW or ECAO with full CSW and then appealing for Board of Review if the matter is not quickly resolved.

It is expected that very few appeals will be lodged as the function of the Executive Councils is to implement the long standing and successful programmes already covered in LRH HCO Policy Letters. Directives issued would be toward this end.

Following LRH Policy as laid out in HCO Policy Letters and implementing standard technology contained in HCO Bulletins is never illegal and there is of course no right of refusal or appeal against these. The same applies to new programmes, or courses issued by the Commodore or by the Sea Organization with the approval of the Commodore.

The standard action for somebody requesting revision of Standard Technology or 'clarification' of Technology as contained in HCOBs, is to have them restudy the materials, look up any misunderstandings and demonstrate the points in clay at which time the need for revision or clarification magically vanishes.

W/O Brian Livingston  
CS-5

for  
**L. RON HUBBARD**  
Founder

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## **BOARD OF APPEAL**

Upon request an Ethics Officer should allow a person to see his own ethics file. It may do much to clean up injustice and false reports.

The ethics file, may only be reviewed in the presence of the Ethics Officer and those matters found by the person to be false or unjust noted and handled accordingly by the Ethics Officer.

Lt. Cmdr. Diana Hubbard  
Cs- 1  
From data found on the  
Sea Org Clear Names Mission  
for  
**L. RON HUBBARD**  
Founder

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**HCO POLICY LETTER OF 27 SEPTEMBER 1969**

Remimeo  
OTL Courts  
of Appeal  
HCO Ethics  
Officers  
SO Master  
at Arms

**APPEAL**

Handling of persons requesting appeal can be quick and complete in most cases if you allow the person to say all he wishes to say in the very beginning.

Many times the appeal is not to refute a wrong finding by a Comm Ev or a Board of Investigation, but a protest at the harshness or imagined unfairness in the way the finding was presented.

This person has had much to say on the matter he is appealing for some time. He has been, or feels he has been wronged. No one has yet gotten what he has communicated about it.

Now, he's found, or has been directed to the right terminal. For goodness sake, **LET HIM TALK!** If he needs some prompting in the beginning, prompt him. Don't enter a hint of an arbitrary or an additive to what he is relaying to you. If you do, you'll end up with a guy who wants you to "do something about" every wrong that was ever done to him.

So, let him talk until he has told you everything that has been bugging him about the matter for goodness knows how long.

Then,

I. **ACKNOWLEDGE WHAT HE HAS SAID.** Let him know you understood it all.

2. **ACKNOWLEDGE WHAT HE DID THAT WAS RIGHT.** Regardless of what he is appealing, what kind of a mess he got himself into, you'll find that he did do something right!
3. Acknowledge anyone else in the matter that was also right, with his agreement.
4. If he is satisfied, end the cycle.

*Example:*

1. "Thank you."
2. "Well, you were trying to do your job, weren't you!"
3. "Do you think he/she was trying to do his/her job also?" (Get his agreement as well as the agreement of the other members of the Board.)

"A copy of the minutes of this meeting/interview will go into your Ethics file. I don't think any further action need be taken on this matter." (Get agreement from him on this, too.)

This will usually be the end of it. He will be satisfied that he finally communicated what he had to say to the right terminal.

That, alone, is usually all that was needed in the first place.

Handle as above (utilizing 3rd Party Technology where needed) any person who feels that Ron is mad or upset with him-or was earlier and it wasn't handled terminatedly.

A broad invitation to get it handled should be issued so that those who feel this may bring it in and be heard. No such situation should needlessly persist.

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Nikki Freedman  
CS-G Communicator  
for  
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HCO POLICY LETTER OF 7 DECEMBER 1969  
Issue III

Remimeo

**BOARD OF APPEAL DEPUTY MEMBERS**

A Deputy Board of Appeal is established.

This allows for three members to be appointed to cover the post of member, where one or more of the Board of Appeal is absent.

Should the chairman be absent, the Secretary takes the chair and the board member is temporarily Secretary.

A Deputy member then is called upon for duty on the Board of Appeal as the member.

If both chairman and secretary are away, the member takes the chairmanship and the most experienced Deputy member is secretary and the third Deputy member is the Board member.

Deputy members are called upon when needed, in rotation or by their own preference.

This will ensure the Board of Appeal takes place every Friday afternoon with three members present.

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Ens. James Byrne  
Member of Board of Appeal  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JANUARY 1970

Remirneo  
OTLs

**OTL LAST COURT OF APPEAL**

The requirements of a Court of Appeal are:

1. Membership of the Court consists of a Chairman of Officer rank, a secretary and from one to three members.
2. Members must be Ethics upstats.
3. The Chairman must be familiar with Ethics procedures and must have checked out on all Ethics policies, including those concerning third party investigations. It is preferable for all members to have checked out on these.
4. The Court's duties consist of correcting false reports, false accusations and third party activities which have been detrimental to the repute of the individual or harmful to his well being.
5. The Court may only act on *written* requests. Appellants are riot to present themselves to the Court until called. Written requests for a Court of Appeal must state exactly what false report, accusation or 3rd party activity they wish to be handled and state where and when it occurred and who was concerned. Where the false report is in writing, a copy is to be attached to the request for a Court of Appeal. 6. As a Court of Appeal requires time and expense a nominal fee of f I or \$3 is to be charged. This is also to discourage frivolous or irrelevant requests. The fee is paid in advance of the case being heard.



7. All data relevant to the case is collected and received before the case is heard. This must be in documentary form and copies of such documents and all pleadings and testimony must accompany the findings.
8. If an appellant is found to be giving false data to the Court in order to clear his or her name, the case is dismissed.
9. If innocence is established beyond reasonable doubt the person may be restored to status and an order so issued. The order must contain the names of the Court members.
10. If innocence is not established beyond reasonable doubt, the Court must assign: (a) An Amends project of real extent  
(b) A processing programme.
11. Any Court member returning a person to full status without following this P/L himself may be the subject of a Suppressive Person's order for failing to protect the Org.
12. The Court proceedings must occur so as not to cause further enturbulation on Org lines. Staff members going outside of the Org to an OTL requesting a Court action on a condition just assigned are ignored until they follow correct form (OTL Office shows them a copy of this Policy Letter). Such persons are reported to the Ethics Officer of their own Org.
13. A Court of Appeal, is not held until the person has taken normal recourse actions available to him in his own Org. These are-
  - (a) Presenting the true facts to the accuser and requesting withdrawal of the report or accusation (done via Ethics).
  - (b) Request for an Ethics Hearing.
  - (c) Request for a Committee of Evidence.
 An appellant who has not sought recourse in his own Org as above must be told what actions to take.
14. Persons in the process of a Committee of Evidence, Ethics Hearing, or conditions assignment may not petition an OTL for Court of Appeal until the action is concluded.
15. Where Ethics Orders have been issued against a person, the disclosure of one proven incorrect report in the order does not permit all of the findings to be cancelled. Each specific false report must be individually handled and cleared or not cleared.
16. The fact of a person having not been confronted with all the charges of a Comm Ev on which findings have been issued does not necessarily mean the findings are false. If such a case is raised, the Court of Appeal may only consider specific false reports raised by the appellant and require proof of their falsity. The Court may not clear the person solely on a technical fault of procedure in an earlier Ethics action.
17. Senior Executives may not be carelessly summonsed or detained.
18. On conclusion of a Court action, a proposed Court of Appeal Order is typed, all documentary evidence, pleadings and testimony are attached and forwarded to Flag for approval of CS-1 before they are issued or become effective.

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Lt. Brian Livingston  
 CS- I  
 for  
**L. RON HUBBARD**  
 Founder

# An Essay on Management

by L. Ron Hubbard

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 Dianetics, more complex.

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 practised 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 which came within an inch of restoring to her all her conquests of former years yet laid Germany in ruins.

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 sub-goals. 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 jail bird with a dream of a conquered enemy or 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

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 task master can only be respected. Part of a goal is its glamor 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 dream 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 cavalry man, 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.

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 non-survival 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 criMEST of the rightful money of the acquirer. Such goals, since they tend toward death, are then non-survival 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

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

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 catalyses on Theta goals, not only to a higher

**pitch but to a more** lasting pitch than a group catalysed 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.

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 actual

ly part of the goal finder. 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 finder must be accepted and trusted by management or management will begin to look around for a new goal finder and, being management, not a goal finder, may take up with some highly specious ideas which management might then seek to make a sub-echelon 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 finder 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 finder 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

of management is in the, halls and palaces, arsenals and time-keepers' cages, behind the judges' bench and in the dispatchers' tower. Management leads the charge after the goal finder has assigned the cause of the campaign.

Management is subservient to goals but goal finding 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 finder, even when he is merely an individual who enjoys the making of vast fortunes, shifts the management. When the goal finder is actually high Theta and management 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 finder has behind  
mu  
him a group and in a moment can become  
eh more group than management and easily empties out the halls and palaces. A management that discredits its goal finder or perverts the communication of goals of course dies itself

but, in dying, may also kill a group.

Management often takes the goal finder 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 finder has no sight of tenuous lines of supply, quivering bank balances, raging labor leaders, leases and contracts unsigned or perilously inadequate. The goal finder sees goals; management sees obstacles to goals and ways of overcoming them. The first requisite of a goal finder is to see goals which are attainable only by the most violent ardours and which are yet sparkling and alluring enough to lead forward and onward his own interest (in the case of an enMEST goal finder) or (if he is a Theta goal finder) his entire group. Management pants between the pressure of the group to attain the goal and the clarion call of the goal finder 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*.

Let us concern ourselves only with true groups. The true group could be defined as one

goal finder 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 finder and the group). The place of the goal finder is in the market place. with the group or off somewhere sitting down thinking up a new idea. The place

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 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 enroute 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 theorizing 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 finder and a group in agreement with those goals, a bond between group and goal finder is so copper bound, cast iron strong, whether the goal finder is alive or dead as a person, that a management out of ARC with either the goal finder 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 finder lives, can be of greater severity than with the goal finder without causing management to collapse or be shifted. Break of ARC with a goal finder finds management under the immediate bombardment of a group catalysed, as a small sub-goal, into the overthrow of manage-

Theta goal finder 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 pseudo-group is that point reached where the goals exist as codes after the death or cessation of activity as a goal finder of the goal finder. 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 pseudo-group.

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 finder'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 arrives the revolution, the labor strikes and other matters.

If management succeeds the overthrown management without the simultaneous appearance of a new goal finder, 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 finder 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 finder

merit. For this reason most managements prefer a good, safely dead goal finder whose ideals and rationale are solidly held by the group and most groups prefer live goal finders because so long as the goal finder lives (in the case of a true **group**), **the group has a solid champion** for a

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 finder, or send the group looking for a goal finder and then, the goal finder proving himself by catalysing the group's thoughts and ambitions, raise the goal finder'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 jealous 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 finder. Management in Industrial America and in Russia tries to outlaw, fight and condemn goal finders. This places the group in the command, not of management, but of 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 ~anagement but of the business or the nation.

Likewise a group should be tremendously aware of the dullness or the real danger of putting a goal finder into management or insisting that the goal finder 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 finder there was in him and supported his goal finding. 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 finder 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 finder but, made

they knew the mechanics of the matter. And these demonstrate that it is unsafe to be without a goal finder, unsafe to suppress goal finders, unsafe not to keep trying for a true group continually and to fight very shy of letting anything drift toward the pseudo-group 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.

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.

Save 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 between all departments and amongst all persons of the group and communication lines between the goal finder 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 that afterwards none will pay attention to the line; (c) by gutting the line with too much volume of traffic (too much material too little meaning); and (d) chopping the line through carelessness or malice or to

irascible by the confusions of management,  
went mad dog.

Being rather low on the to ne scale initially,  
most managements would be very chary of  
creative imagination level goal finding unless

gain authority (the principle 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 communication lines should be and 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. Arid that usually happens as a natural course of events. Communication lines are sacred and 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 finder 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.

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. Management should be cognizant of the differences existing in power. Management un-

eniably 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 finder 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 or) 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, can get 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

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 finder should

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 despite management. Management, being a needful cog in the scheme of things has been kept around by a hopeful Mankind on the offchance 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 finder and a group, not the grease for the wheel which management sincerely believes itself to be. A goal-finder-group combination action is only enturbulated because of the lack of a good management or, much worse, the existence 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 finder and a group. The power of the management is effective in ratio to the cleanness with which it relays between the goal finder and the group on ARC. Management loses real power in the ratio that it perverts or cuts lines between the goal finder and the group. When the goal finder exists only as a printed code, management can

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. 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 dies as management.

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" or "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 ordered 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 finders 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

continue to prosper and can continue to serve only in the ratio that it keeps that code clearly interpreted between archives and group. Management deteriorates and grows unprosperous in the ratio that it perverts or cuts the lines from code to group.

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 finders 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 finders is dead, the group is dead, management is dead and desolation reigns. This has been the cycle of management amongst man since first he became civilized save in those times and places where a real goal finder 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 finder and those which pretended a goal existed but had no goal finder for the group but only made goals for individuals-management itself. Three life insurance companies began because of real goalfinders and they are the leading companies of America despite subsequent perversions of the goal and its subordination to individual Profit.)

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 aptly put forward for that period in Machiavelli's Prince. 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 evolves 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 is 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". For example, the Communist main group in Russia is not a true group. Probably the United States is much closer, 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 finders, **Marx and Lenin, can** have a "cause" couched in modern terms. All armies are considerably **en-Theta** and take only **enMEST**. But a Russian army has a "cause" superior to a US army.

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 catalysed. 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 management 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 demerise, 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 finders 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 finders. Read Marx and Lenin and look at the tremendous quantity of Theta untapped in those works.)

**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"

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. 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 practised 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 finders and seeking to enforce that lack with punishment drive.

America fought for Independence from ab. tence. sentee 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 tenets: 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 the province of goal finding. 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 un- reasonable 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 of the group. management." Fascism exists in America as almost the sole *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 establishment and establishers. exemplified by the management-labor upsets which have been increasing in volume since the early 1900's.

Economic tyranny alone could make pos- things", sible the far less than ideal group ideology of destructive planning and action. Communism. Where fascistic business manage- ment exists there socialism and Communism can grow. State ownership of everything in- cluding the human soul and a communal ideolo- gy conducted with false propaganda by a rather fascistic group in Moscow are equally undesi- rable. 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 proper- ty and builds up staggering bureaucracies about

Such a science of management should obtain optimum performance potentialities and op- timum 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 Founda- tion. But the Foundation will probably train the personnel that governments send to it and will probably be the advisor to all governments. No empty dreams-we have in Group Dianetics

However, if the Foundation is ever to ac- complish a post as trainer of government per- sonnel, a tutor to the world of all management, the Foundation had better become, of itself, the best example of Group Dianetics in exis.

In accordance with an ambition to put its house in order, it is suggested that any organiza- tion so desiring put into practice the following

1. Consider well its ideal and ethics. This is
2. Consider well its rationale. This is the province of management, its planning and
3. Consider well its execution. This is the province of staff and individual members
4. Establish a general, flexible plan of govern- ment; adopting a constitution; selecting its officers with full agreement; adhering to its
5. Ever lean toward creative and constructive goals and execute its ventures creatively and constructively as opposed to "saving "arbitrary emergencies", and
6. Choose for its posts of trust high Theta personnel who plan creatively and con- structively 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.

as efficient as Rube Goldberg's machinery;  
communication

Communism buffoons around with one-time  
high ethic tenets, building an empire on deceptions.  
None of the three are worthy of attention  
should a workable science of management come  
into being.

7. Hook up an abundance of

lines to fill their various needs, keep the  
Communications terse, keep the communi-  
cations 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 sub group, 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

- I. 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 practise 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.
2. 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:

data out of which he makes his solutions with the highest attention to the truth of that data.

- I. 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 finder. 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 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
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, practising 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 censured 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 sub-goals. 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 sub-manager.

and flexible.

9. He must recognize in himself the rationale of the group and receive and evaluate the

Thus conducting himself a manager can win empire for his group, whatever that empire may be.

September 13, 1954.

To: **HASI**  
Members  
Auditors  
Offices  
Departments  
Staffs

From: Operating Committee

Subject: **Communication**

We must implement a standard program to conduct the business of the organization. The enclosed Communications Plan, HASI, 1954, is the design being put into use, by the HASI and affiliated organizations.

We have reincorporated all of Dianetics into our programs and the Foundations are being given to the HASI or its designations.

Unless we so employ a communications plan we will soon be blocking our own communications.

The enclosed plan is recommended for use by members, auditors, offices, departments and staffs.

L. **RON HUBBARD** for The Operating Committee

## **COMMUNICATIONS PLAN**

### **HASI, 1954**

In an effort to smooth out the communication lines carrying information, reports and queries, amongst the members, auditors, offices, departments, committees and staffs of the HASI and its allied organizations, including the Hubbard Dianetic Foundation, the following communication plan is being put into force by the Operating Committee of the Board of Directors of the Hubbard Association of Scientologists, International.

*Every message should contain only one subject*, except when the message is a report on a general situation. A report can contain as many data as it pleases. A message, consisting of a forwarding of a datum or a request for a policy or datum, or item, should be highly standardized amongst organizations to minimize the loss of time in communication and to insure a rapid and accurate response to any and all communications received.

*A message consists of one subject and the reason why*. It should be written so that enough space remains on the paper to answer the communication. Neatness, clear typing, re-typing, are not important as long as the writing is legible. The actual content of the message and its placement on a piece of paper large enough to admit of an answer on that piece of paper are of the primary importance.

The names of the parts of the message themselves can be understood and need not be written out each time. However, the number of things which must be on the message is precise and should be placed in this order:

1. Date.
2. The person to whom the message is addressed.
3. The person who is sending the message, with address, is needful.
4. The actual message or datum itself.
5. The reason why it is needed.
6. The initials of the person sending.
7. Enough blank space, preferably at least half of the piece of paper, to permit the message to be answered on that same sheet of paper.



The message should be done in duplicate. If hand written, a piece of **carbon paper inserted** between two sheets of paper will suffice. *Both* sheets of paper should be sent. One will be returned, the original. The carbon copy will be retained by the person to whom the message is sent. This carbon copy will also include the answer.

When one has received such a message, he takes a piece of carbon paper and inserts it between the two sheets, and writes the answer on the lower half of the message. He then sends the original back to the addressee.

It is preferable that these messages are not sent to the typist, or that communication facilities such as letter-writing personnel should not be interrupted by copying somebody's message. Messages should only be typewritten when the person from whom they are emanating himself customarily typewrites. If this person does not typewrite, then it is expected that messages from him will be received in his own handwriting.

There is no particular injunction about brevity. If the message, even though covering one subject, is long, include enough paper in the despatch to make sure that it can be answered, if the answer requires that much length.

The reason this communication system is being installed is because the dissimilar message forms which are being received and used in the various organizations of Dianetics and Scientology make it impossible for a letter to be rapidly answered. Several subjects will come in in the same letter. For instance, a letter will arrive from London which talks about tape recording, which talks about the re-ordering of books, which talks about the number of people attending processing sessions, and all this will be on the same sheet of paper. Unless this piece of paper is taken and broken into several parts in Phoenix, it cannot be replied to, and because of pressure of business, it often occurs that the message is not broken down, and some part of it will remain unanswered while somebody in London is waiting very anxiously for a reply or the policy on whatever he is doing. Furthermore, I am sure that London has been equally embarrassed by receiving communications from Phoenix which contain all manner of disrelated items which cannot easily be answered by London, again without breaking down the message.

Unless we settle this confusion of communication and settle upon a standard form we will continue to cut down our communication to the general public. We must standardize our own communication systems within the organization in order to free the communicating personnel at London, Camden, Phoenix, the various **HASI** and Dianetic offices and groups throughout the world. If we adhere to this communications plan, we will make it possible for the attack upon the society to be greatly speeded up.

Although this cannot be made to bear strongly upon a member, or upon people ordering material, it is hoped that these, when they have book or tape orders, will put them on one sheet of paper, and put their comments and reports, and requests for information, on other sheets of paper. What is occurring here is this: if a letter comes into the HASI it contains an order for books and tapes. This is all right because this all goes to one department. But it also contains the datum that so-and-so lately came through and stated that he was now practicing Goof-ball Therapy, and was through with Dianetics. In addition to that it includes a thank-you for the last PAB, and in addition to this it will request being placed on the mailing list of the Group Newsletter. A result of this is that the letter goes in a laggardly fashion from letter-basket to letter-basket, gets hung up, gets forgotten, and the only thing that is actually done accurately and swiftly in the letter is the filling of the order for tapes and books, since this is the first person who sees this letter—the person who invoices for tapes and books and orders their dispatch. The remaining data would go to many other places. The fact that so-and-so is no longer interested in and is knocking Dianetics goes to the CECS. This desk and committee is entirely separate from invoicing and shipping. The thank-you for the last PAB would go to Ron's desk. The request to go on the Group Newsletter list would go to an entirely different department than either Ron's desk or the invoicing section.

Thus, you amongst the membership and auditors who wonder why you do not get inquiries answered will find the reason right there. These queries and data are contained in the body of a letter which also does something else. If a member will simply send two sheets of paper in for every datum he wants, he will get them back, and rapidly, from various departments of the HASI. Only if he follows this system can he assure himself of continued good service from all divisions and branches of the HASI.

Further, now that we are again about to take over the membership, and servicing

of all Dianetic books and organizations, unless the communication is very specifically directed to the Foundation at 616 North Third Street, it is liable to wind up in the hands of the HASI at the same address, with the resultant confusion that it will not get adequately answered or treated.

Effective with the issue of this communication plan, Mr. Rex Kirby is the Communicator of the London Office, Mr. Al Kozak is the Communicator of the Camden Office, and Mr. Bob Nichols is the Communicator of the Phoenix Office and overseer of organizational communication in general. It is not intended by these appointments that their posts will become those posts such as are described in the Hubbard Communications Manual, "How to Live Though an Executive", which post of Chief Communicator is far above and much more complicated than the intention of this communications plan.

Our letter volume is climbing steadily. In the early days of the Hubbard Dianetic Foundation in Elizabeth, New Jersey, Dianetics all but failed because it could not answer its communications. Mailbag loads of mail were landing on the organization, and the organization was not geared to take care of its current mail within the organization. As a result of this confusion, a great deal of time was lost, but at the same time much experience was gained, and the best of that experience was that we must streamline communications inside the organization if we expect to get answers back.

The next time you wonder what has happened to your communication, please ask yourself whether or not you put it into the above form, and left a provision on the page for it to be answered. If you have done so, then you will get an answer promptly. If you have not done so, you will still get an answer, but nobody can guarantee whether or not it will actually arrive, or when it will arrive.

Remember, you do not have to type out the headings above. Simply fill in a piece of paper in that order, giving the data in that order, and everyone will know from whom it has come, to whom it is going, what it contains, and why it contains it, and exactly what is wanted. If we are not capable of this level of precision within the organization of the HASI, then we are not yet capable of taking over all of the various areas of influence which we hope to attain. Our first step in attaining those is to stop fighting ourselves by confused communications and to let the battle line of communications be out in front of us in the society, not inside us, in our own organizations. Similar staffs today are running eight separate corporations, all of which have a relationship, communication-wise. All personnel concerned are requested to lessen the confusion as much as possible inside the organization by adhering to this Communication Plan of September 14, 1954,

THE OPERATING COMMITTEE

HUBBARD COMMUNICATIONS OFFICE

No. 1, Brunswick House,  
83 Palace Gardens Terrace,  
London, W. 8.  
BAY 5780

.OPERATIONAL BULLETIN NO. 10 [Excerpt]

28th December, 1955

I am giving here in outline form the basis of survival of various Scientology organizations. This is how they live and this is how they keep going. When they stumble it is because staff is missing out one or another of these points.

In five years of trying anything and everything-and I mean everything-to get things going, my own program of success for organizations boils down to the following. I would consider it a favor if all Scientologists concerned with Scientology organizations studied this for what it is-an outline that wins:

**THE MANAGEMENT AND ACTIVITIES OF SCIENTOLOGY ORGANIZATIONS**

(one copy to each staff member and to all Scientology organizations)

The function of the HASUK is the dissemination of Scientology and the demonstration of its results.

Dissemination by:

Free Lectures

Free Group Processing

Free Pamphlets

Sale of Elementary Texts

1. To Bookstores

Sale of Advanced Texts

2. To Members

3. To Public

Sale of Tapes (To Members

(To Groups

Rental of Tapes (To Members

(To Groups

Circulation of Certainty

Circulation of HASI Bulletins

Demonstration of Results by:

Good Clinical Auditing (Intensives only)

Adequate Training of Auditors (I. By HASI School

(2. By HASI Grads

High Ethical Standards (Certificate Control

(Failed Case Control

Efficient Operation and Presentation of Office and Quarters by:

Alert personnel

Swift replies to letters

Swift filling of orders

Origin of High-toned letters

Cleanliness of Offices

Courteousness of Staff

Financial Policy: Income must be greater than outgo. Charges on books should be cost x three. Charges on Tapes must be cost x two. Tapes and magazines can be sold at a loss.

Charges on Training must be adequate to ensure the long continuance of that person's training. (About 3 years.) Total training HPA and BSen and DScn the formal (in class) training is only a fraction of total done.

Charges on processing must be adequate to ensure all eventualities for any one case. Refuse to sell hourly processing. Never sell 25 hours to a rough case. Sell 75.

Strict accounting, bookkeeping and invoices with counter checking of all functions.

Operational Smoothness is obtained by:

Inforining everyone in the organization of everything.

I . Interdepartmental Bulletins.

2. Bulletin Boarding Coups and Changes.
3. Being exact and brief.
4. Being real about conditions.
5. Being frank inside and putting up a solid front to the outside.
6. Talking out troubles within organization.
7. Staff meetings, regular and exact.
8. Paying only passing attention to lengthy or critical letters.

Financial Security is obtained by:

1. Anticipating slumps and planning fast promotion and mailings to meet them.
2. Compelling interest in Organization.
3. Being real about the actuality of needs.
4. Attention to the philosophy that a healthy organization is a long term investment by staff and realization that the only staff personnel ever fired by the HASs were those who flagrantly acted to shorten the life of the organization for all.
5. Sound Advertising.
6. Good word of mouth.
7. Good financial planning.
8. Only Scientologists or those so studying on staff in any capacity.
9. A sincere interest in Scientology's health and good action = no financial distress.
10. Keep all staff processed.

The Organization in general will be only as healthy as its legal control of the subject appears formidable to any hungry invader. Hence, no membership organization, no loose stock distribution, no large unpaid bills, no overcapitalization because of property. Own little, do much. Owning much means doing little.

L. RON HUBBARD

NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE  
20 Buckingham Street, Strand, London W.C.2  
TRAfalgar 3733

To: Jack (Dick Steves)

22nd September, 1956.

From: **Ron**

**ORG POSTS**

### **ORDERS, INSTRUCTIONS AND PAPERS**

Each Organizational post must be covered by its pertinent orders, instructions and papers so if the post is newly filled, a piece of the mock-up doesn't vanish and cause sudden, hidden randomness.

Example - the Registrar, HASI, London has been replaced. The replacement cannot find one scrap of paper or orders relating to Management's Instructions, about the job. The old Registrar evidently kept no files of them. Result - Manager's time consumed instructing new persons, pieces of mock-up maybe missing.

Best,

LRH:ebh.rd

L.R.H.



NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE

20 Buckingham Street,  
London W.C.2

24 September 1956

HCO BULLETIN

TO: Jack; Dick Steves.

### **ORGANIZATIONAL INDOCTRINATION**

Each person on a post must be cleared on that post by the Manager. The Manager, by questioning, reaches, with the person, an acceptable, embracive stable datum that exactly defines the job.

The Person, with this sorted out and cognited upon, then can withstand organizational confusion in his area.

The Manager does this, no one else. The Manager does not tell the person the definition. The definition must be arrived at by the person in his own words.

Applies to all personnel.

L. RON HUBBARD

LRH:re.rd

L. RON HUBBARD

10 April 1957

MORALE NOTE

If you have ejection jitters after the house cleaning dismissal, remember this:

The HASI has never fired anyone who was ably

On Post, On Time, On the Job, On his or her Own Comm Lines.

The HASI-and that means the staff and its working power-has always sacked people who were

Off Post Continually - Off Time (late to arrive, early to go) Off their Own Post and On Yours and Thoroughly Off Comm Line with their actions and despatches.

Best,

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HASI POLICY LETTER OF 2 SEPTEMBER 1957

**EXECUTIVES**

The following members of the organization shall be present at 8:00 a.m. Monday morning, Technical Director-Registrar-Director of Processing-Director of Training-Testing in Charge.

Executives of the organization are never off duty wherever they are. Senior executive present has the full responsibility of the organization at any time he finds executive posts vacant.

Executives of the organization are: Association Secretary-Technical Director-Director of Training-Director of Processing-Director of Administration-Director of Registration and Procurement-Director of PE Foundation.

Trustees are not executives except as they may also occupy executive posts. Trustees are-President-Secretary-Assistant Secretary-Treasurer.

L. RON HUBBARD

*[Note: A similar policy letter of the same date was issued at Washington, D.C. The first paragraph stated, "Executives of the organization shall be present at 8:00 a.m., Monday morning, except the Director of the PE Foundation." The remaining paragraphs were the same as the above. I*

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HASI POLICY LETTER OF 7 OCTOBER 1957

-This is a modification of HASI Policy Letter of 2 Sept-

(The only change is the personnel,  
not the general policy)

**TECHNICAL STAFF**

The following members of the Technical Staff must be on deck at 8:00 a.m. Mondays.

Technical Director -  
Registrar -  
Director of Processing -  
Director of Training -  
Testing in Charge -

L. RON HUBBARD

LRH:rs.rd

**THE FOUNDING CHURCH OF SCIENTOLOGY**  
1812 19th Street N.W., Washington, D.C.

HASI-L.A.

**HCO POLICY LETTER OF 1 FEBRUARY 1958**

**CONCERNING HAT FOLDERS**

This bulletin is to clear up any misunderstanding regarding preparation of hat folders.

There is a post in the Founding Church called "Personnel". (Please re-read HCO Bulletin of January 27, 1958 regarding duties of personnel post.) The person occupying this post is the one who interviews new personnel, keeps their records and so on, as per the bulletin of January 27, 1958.

Personnel is responsible for having hat folders made up. The HCO office does not make up the hat folders. It furnishes, on the request of Personnel, Bulletins which apply to a particular hat folder. Personnel and/or the head of a department are responsible for seeing that a full job description is written up for that hat folder; if it is an old post, they must be sure that the hat folder, when turned over to another person, contains an accurate write-up of that post. If it doesn't, they should bring it up to date for the person taking on that post in their department. And further, see that the person keeps it up to date. The department head is to see that those persons in their department keep their hats up to date.

If the post concerned is a NEW post, then Personnel and the head of that particular department should, in conjunction with the Org See, compose the duties of that post.

HCO originally instituted Hat Folders, and now that we have them, plus a post called Personnel, the function of setting up hat folders is the duty of Personnel. Personnel handles all employment for the Founding Church. LRH handles employment for HCO. Personnel for the FC, however, furnishes HCO employees with hat folders. HCO furnishes only bulletins when needed for a hat folder.

Again, all staff please re-read HCO Bulletin of January 27, 1958, as it affects each one and must be complied with if we are to have an efficient system regarding hat folders.

LRH:md.brl.rd

OK'd by LRH for release January 31, 1958

Mildred Deen

for

L. RON 14UBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

CenOCon

SHSBC Students

Franchise

Field

**HCO BULLETIN OF 25 FEBRUARY 1958**  
(Re-issued as HCO Policy Letter of 26 June 1963  
Re-issue Series 15)

**ROUTING OF COMMUNICATION**

I wonder, you guys in London and SA and LA and NY and DC and Aust-NZ, if you don't feel insulted sometimes when the public, field auditors, Scientologists, et al by-pass you and your post and "write to Ron", "have to see Ron",

You ought to. The public is invalidating you.

If somebody on your staff skips his chief and takes it all upstairs you'd feel pretty snarly.

Well, the traffic I get in HCO would show you the same thing happens broadly.

An auditor by-passes an Org just 300 miles from him and hysterically comms with me. That means he is invalidating the post of his nearest Org/Assoc See who has full authority to handle.

You better look at this. I'm no only one. We're in this together. No man singly, no office could handle our traffic. Why pretend.

Make your zone of operations realize that you have the authority and ability to care for them.

LRH:dr.rd

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by L. Ron Hubbard

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L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON, D.C.

HCO BULLETIN OF I MAY 1958

Post: HASI London  
Admin Board, D.C.

**SIGNS OF SUCCESS**

Whenever we're really winning the squirrels start to scream. You can tell if somebody is a squirrel. They howl or make trouble only when we're winning.

Spectacular success can quadruple the number of complaints. Tell the complainers: "Come in, get clear." Otherwise skip it.

To understand a squirrel, consider the reaction of somebody who could not run the fifth leg of help "How could another person help another person", The thought of this drives some people spiny. That's a squirrel. They can't view other people helping others without going beserk.

There's nothing personal in having squirrels. Even heroes can have lice.

Best,

LRH:bt.rd

LRH

HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON, D.C.

HCO BULLETIN OF 25 AUGUST 1958

**ADMINISTRATIVE STABLE DATA**

There is an error being made by many Scientology executives. They apparently have as a stable datum "Get the work done" or "Do all I can do". Chaos results.

The only possible datum on which an executive could work effectively 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 Org wears all the hats or one wears all and the rest wear none you will have:

- I. Bad morale.
2. Overburdened personnel.
3. Underburdened personnel.
4. Rapid staff turnover.
5. Bad dissemination, processing and instruction.
6. Low income.
7. Low income.
8. Chaos.

An executive 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.

To double dissemination and income in Scientology organizations, study this well. Organizations that aren't run this way aren't real.

LRH:bt.rd

L. RON HUBBARD

[Note: This HCOB was later reissued as a London See ED on 4 May 1959 and as HCO P/L 19 July 1963. See also HCO P/Ls 19 December 1969, *Executive Duties*, page 384, and 28 July 1971, *A dmin Know-How No. 26*, page 400.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 NOVEMBER 1970

Remimeo  
All Exec Hats  
HC Checksheet

Although HCO Policy Letter of 19 December, 1969, copy of which is on page 384, cancelled the concept of getting people to get the work done, as it was found to result in some Executives believing they were not supposed to work, this **policy** gives in detail how an executive should groove in personnel on post and related org board functions and for this purpose it is re-issued.

HUBBARD COMMUNICATIONS OFFICE WASHINGTON, D.C.

HCO BULLETIN OF AUGUST 27,1958

**- Executives of Scientology Organizations -**

**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 data 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 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 8C. 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 riot it really matches up to 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 re-arrangement 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 re-arrangement 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 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, 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 7 or 8 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 okay'd by the executive, of course, and to be posted on the Org Bd 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 8 or 10 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.

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L. RON HUBBARD  
Founder

[Note: *This 4 November 1970 issue added the first paragraph under the date. The remainder of the issue is as originally issued on 27 August 1958 as an HCO B, and reissued as a PI, on 30 October 1962, except that "Advisory Committee" has been changed to "Advisory Council".]*



**HUBBARD COMMUNICATIONS OFFICE**  
**WASHINGTON, D.C.**

**HCO BULLETIN OF 19 SEPTEMBER 1958**

Distribution:

EACH EXECUTIVE HAT  
WORLDWIDE

*-EXECUTIVES-*

(NOTE: REMOVE FROM HATS: Yellow copy of HCO Bul of Aug 27, 1958 entitled "A Model Hat for an Executive", remove Blue copy of HCO Bul of Sept 11, 1958 entitled "Executives [Continued]"). [See footnote at Bulletin end.]

**A MODEL HAT FOR AN EXECUTIVE**

**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 August 27, 1958, entitled "*Executives of Scientology Organizations*".

An executive keeps a complete duplicate of all hats in his Organization (Department) Hat Book.

When a clarification is made in any Comm channel the executive makes up a change sheet for each hat affected and sends it to the Org See's Secretary (Hat Changes Post) who will type up proper hat copies-she (or he) retains original for Master Org Hat Book, sends one to London, sends back to executive for distribution copies for the hats in that department so affected; executive keeps a copy in the department Org Hat Book. All hat changes must pass through the hands of the Org See's Secretary to be typed on blue paper before they are recognized as true hat changes.

The executive does not leave verbal changes unwritten and unrecorded. If he did so he would mess up all hats.

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 dispatches 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 and then only for the hat, the Org Book and the department Org Book.

Wide open comm lines such as we have cannot tolerate critical, confusing or distempered dispatches. 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 dispatch the terminal. Dispatch 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 dispatch to him. Have the nearest executive to the terminal take it up with that terminal. No dispatch 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 dispatch.
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 had 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 Wm. 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 non-employable. 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're 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 the Miss Can't and the 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 enters upon an organization's comm lines, the organization sickens and is gorie-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**

- I Have a definite clear-cut and correct estimate of situation.
2. Make a precise, properly communicative statement in writing of exactly what you want done.
3. Reissue 2.
4. Reissue 2.
- S. 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 run-off of a confusion. Don't Q & A with the confusion. Just issue the order again while maintaining good ARC.

*tNote.*, This HCO B is the full text of HCO B 27 August 1958 and HCO B I I September 1958 with additional data added. it was reissued as HCO P/L 25 March 1963, Volume 0, page 282, *without* the first three of the last four paragraphs on the first page, and without the second sentence, third paragraph, on the second page.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

**HCO POLICY LETTER OF 5 OCTOBER 1958**  
**(Issued at Washington)**  
**(Applicable to London and Washington)**

1 each staff member all executive hats field offices

*DEPARTMENT HEADS AND EXECUTIVES*

**PERSONNEL**

**HOW TO FILL JOBS**

Personnel for any department is the responsibility of the Department Head subject to final approval by myself.

The procurement, hiring and dismissal of personnel is the responsibility of the department head subject to my approval and the regulations of the Board.

The advertising for personnel is the responsibility of the department head but requires a purchase order for placing an ad in a paper. Ads placed on the organization's public bulletin board for personnel can be very effective. Keeping your need of personnel a secret is a good way not to get a job done. Keeping such a secret has proven *very* effective in the past. Any and all personnel shortages stem from failure to post and advertise.

The pages of Certainty and Ability are open now to small ads for technical and administrative personnel if such ads are written and signed by a department head. Ability and Certainty editors do not write the ads for you. They only approve them, dress them up and see that they're in. (These magazines are now open for Classified Ads in general at 5/- for 3 lines [1/2 column ad], plus 5/- for each added line. There is no cost if FC or HASI places Classified Ads in Ability or Certainty.)

**PERSONNEL DEPARTMENT**

A personnel department either for an organization or a department is an unthinkable nonsense.

An executive, department head or foreman has to have personnel with whom he can work. Who's to judge that but himself? His personnel must know their jobs depend on the person closest to them on the job. A personnel department or section as such is a dramatization of an executive's inability to face people or handle them. *SO* what is an executive but a people-facer? So if he has to have a personnel department he's confessed already.

**REPORTS ON PERSONNEL**

In hiring or firing you only have to inform two terminals-first you have to tell accounting at *once* on a proper form. If you don't your people don't get on and off the payroll-and when they complain about no pay, accounting has orders to tell them "It's your department head's fault. He never told us." Embarrassing, eh? I made sure it would be to keep you alert to reporting to accounting. The second person you tell is myself or my office. It's a good idea to give me an idea of who you're going to hire and fire. I may know more about the record than you do. Even dead I'd have a better memory than most personnel offices. When you tell me, HCO Secretary gets told and you get your personnel's name up in lights on the org board. And you know-the post

**isn't officially filled until it's on the org board-not** officially vacant either. No info to account = no pay. No info to me = no official standing for employee. You, the department head, have been arranged to be damned in both cases when failure occurs.

Staff personnel has no real reality on whom they work for except the department head and me-and in London they sometimes fail to know I'm their chief administrator (they don't see the floods of administration between department heads and me, they only see from them to department head).

### **PAY INCREASES**

**BIG BUSINESS**-that squirming worm under the government's thumb encourages personnel by raising pay regularly. People get addicted to this. They take no responsibility for their pay beyond working at their jobs. This has been changed in the world of Scientology. We don't like to raise units under the guise of raising pay. There are certain standard units being paid. The ratings are roughly: Part Time, Temporary, Permanent Staff, Department Head, Secretary. They should all get a standard unit. Under proportionate pay, raising it is up to staff since the more and better they work the more money they get. I don't like the unreality of patting people on the head with pay raises and neither will you when you understand it. I'd rather they made their extra pence, pounds and greenbacks by making it themselves right on the job-namely, raising units. Even after a year staff no savvy this well. It's too ingrained this no-responsibility for income. And it's a slave mechanism. I'll succeed in giving them some freedom yet!

So don't expect to stand in good with people by raising their pay. It's an old moth-eaten dodge and I remove the temptation. Leadership is required of you as an executive. The way to be popular is by doing your job well and raising the general income thereby. As soon as things are smoother there'll be an award pool for clears, students graduated and projects completed.

### **REMOVALS FROM POST**

There are two ways of removing people from post-one is drown him in an apathy of realizing he can't ever do the work; the other is to send him critical notes only and give him no real attention.

I judge a department head by (1) how much work gets done and (2) how steadily his personnel stay on.

You can keep a physically working staff member on more easily than you can keep on an executive, by the way. Executives have a higher personal earning potential and are more ambitious. This (1) gets them into more trouble oftener and (2) causes them to chase rainbows. It's a matter of handling MEST. This stuff MEST keeps a staff terminal sane and a lack of handling it makes an executive jumpy and gives him ulcers. An executive who doesn't handle even people goes to Hades much faster. The more people an executive sees and handles, the less likely he is to fly off the job. The less people and MEST an executive faces and handles, the meaner he gets. Show me a department head who stays desk-bound and I will show you (1) an unhappy staff under him, (2) an executive that's really off post and (3) one that won't be in that post long whether he's fired or not. They blow themselves off by not participating in their department's activities.

### **PERSONNEL CONSTANCY**

A department head must *never* begin a practice of yanking people off post to do things that aren't hat.

This is the commonest executive failing. To tear people away from work to do a non-hat emergency. The personnel to whom this happens get a shot-gun complex about such an executive. It's the executive who puts confusion into the department..If such

emergencies rise, then the executive had a hat missing somewhere. Emergency = that activity that wasn't planned. A non-planned department is then a total emergency.

A personnel ran cope with anything if it's *his hat*. Suddenness doesn't make an emergency. Misrouting and bad assignment of hats do.

So don't grab the janitor and have him file papers and an instructor and have him fill inkwells if you want people to stay around.

Yanking people off post makes them feel insecure. They get the idea they're partly fired and they quit, strange as it seems.

You can high-pressure like mad, work staff until 3:00 a.m., daily and they'll stick with *you so long as they're doing the job they agreed to do* in the organization. Keep yanking them off post and you soon yank them off the job. This doesn't mean you shouldn't take their attention off one part of their hat to put it on another part. They don't think badly about that.

Constancy on post is developed by:

1. A fair and helpful attitude by a department head;
2. Attention to and adequate comment on the work done;
3. Industry and good planning by the department head;
4. Maintaining a high unit level;
5. Playing no favourites;
6. Developing no special cliques;
7. Demanding good high work standards;
8. Department head sincerity of purpose;
9. No enthrone on dispatch lines to personnel;
10. Consulting personnel about their jobs;
11. Watching to see that no overburden develops (overburden is a technical term here in management which means "Loading so much and so many jobs on a personnel that the personnel can never see any wins in it");
12. Being decisive. If you say something, first be sure you're right. Then when you've ordered it make sure it happens and don't forget it or let it slide. You've just plain had it if you're wrong;
13. Bawl people out in private, not before their fellows. Bawl them out personally and *never* through a comm line;
14. Fire people personally, not by a red slip. And remember, you can't fire directly, you have to first warn, then suspend, then fire-and on Permanent Staff personnel it all has to be passed upon by the Advisory Committee, or Advisory Council, with the person there in person in order to fire;
15. Take only legal actions against or for staff;
16. Criticize your fellow department heads or executives all you want to your department but don't criticize your superiors or your own staff one to another, it's fatal;
17. Be responsible for the morale of your department or organization;
18. Don't have to be liked. Just be capable of generating good ARC and good compliance;
19. Treat your personnel with dignity; and
20. Listen when your people want to talk to you about something.

If you do all these fairly well, you'll really make it. You only have to be 51 % right all the time to win. Just make sure the 49% loses don't include anything important.

Personnel and their capacity for work on their exact jobs is the basic key to income and success. **BIG IDEAS** and **SWEEPING CHANGES** usually cost you money. You're not there to make a total effect on God or somebody. You, an executive, are there to get a job done and seeing to it that the jobs done amount to something.

One poor program well executed brings more success than fifty fine ones a 11

flubbed. A department head has to get plenty of ideas just to keep rolling. He has to plan like anything to get ahead.

The key to getting a job done is hard work yourself and exact, good work by your people.

Confronting the society at large and totally is tough-but we can win-IF we are good executives and use our personnel-and IF we are good personnel. Given that and even a vague road map and we'll arrive.

Bad executing wrecks an organization faster than hail, snow, sleet or the medicos.

A good executive *serves* more than the lowest staff member. Rank has its privileges. Rank has its responsibilities. **RHIR, RHIP** as Nelson used to say. The main responsibility is to handle personnel. The main privilege is to serve.

#### PERSONNEL COMM LINES

Remember that personnel has the right to speak as loudly as they wish. Don't stop their comms to higher up ever. People above you have judgement. Speaking up is not grounds for dismissal ever and if an Advisory Committee or Advisory Council has this as grounds, they cannot use it.

Personnel can always write or talk to me with or without permission.

#### PROPERTY AND TOOLS OF THE TRADE

The department head and no other is responsible for providing his personnel with materials of their job whatever these may be. The department head does this through the regular procurement channels.

A department head does not delegate this. He sees what is needed and orders it through channels. His personnel can inform him by dispatch and he orders it. He makes sure it arrives and gets placed in the right places.

The MEST in a department is the responsibility of a department head. If it gets lost, misused or broken (usually by improper use) the department head is charged up with it. He is subject to inventory.

#### LEAVES AND SICK LEAVE

The department head arranges and grants with the secretary's approval all leaves of absence.

The department head allows sick leave, covers the post and reports it.

All matters of leave and sick leave are covered in board minutes and a department head abides by these.

#### ADDITIONAL PERSONNEL

If you need more personnel, make up a plan of your department the way you want it and send it to me via the unit's secretary with an exact statement as to how many more are required to carry on routine work or special projects. An HGC can add staff auditors forever so long as they compare I for I with pes. But not clerks. Or any other organization function. It comes to me because it may need a new staff mandate to include the units and either myself or my Deputy Staff Chairman will have to hold a meeting on it.

In asking for more staff don't feel reticent. The most violent thing you can get back is, "No", and you may get a full or partial "Yes".

A common department head failing is to understaff a unit. That way he or she

loses staff by overburden. Doift make this error. Be real about how many hands you need but:

### **TAKING IN LAUNDRY**

Civilizations are said to exist by taking in their own wash. We now and then do this in a Scientology organization.

Some reports are necessary to keep management advised so they can act fast if the ship starts to go down. But too many reports, too much paper, too many forms, bring about a condition where all the staff does is take care of the staff-made work. Once in London we fired several typists from the outside and suddenly got twice as much work done. These outsiders were doing so many wrong things with such a fuss that existing Scientology staff couldn't work. This is an example of taking in our own laundry. Trying to keep inferior personnel straight ate up all our time.

Therefore, we have a saying-better to leave a post unfilled than to fill it with bad personnel. The bad personnel will devour more time and make more mess than good personnel can clean up. But this doesn't say not to hire good personnel in adequate numbers. Just keep trying.

If you think you have an area or a report in your department that is a washing machine, take it up with people. Maybe you can cut it down or out. And on the other hand, maybe it had a purpose to another department you weren't aware of at all and it was necessary.

To speed a- comm line remove MEST from it-to a *certain point*. It's that point you're trying to find. Less MEST = no comm, more MEST = poor comm. What's the optimum?

To find Laundry, draw a chart tracing every comm particle (body or whatever) from its point of entrance to its point of departure from your department. You'll find dead ends and laundry in an amazing number of cases.

Duplication of effort is a great laundry maker. You may think you need to do something that's already being done elsewhere that you didn't know about. Such things as addressing, purchasing, mailing must be centralized functions if we're to keep out laundry and stay solvent. Making the Academy train and not process and the HGC process and not train is an example of cleaning out the laundry.

The income of an organization depends on its outflow. The outflow of the registrar is the usual governing factor in the past. If this one person's outflow regulated income, then what were all those clerks doing??? Ah, you might well ask about Laundry in such a case!

Clean, orderly lines and flow means you've got to have clean, orderly personnel on post and functioning right. That's your job!

There's one thing you can be, sure about. The old man is not writing from any ivory tower when he talks about handling people. I want these organizations to work, to progress, to succeed. They've got to! We are growing on every continent. We're growing up, too. We are winning. And every win is achieved by personnel well organized and led. That leadership has no more mystic quality than intelligence, good observation and the above points. If we can win this far with so few, what won't happen if we really snap into it?

This is our chance to win. Let's take it.

L. RON HUBBARD

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[Note: Paragraph 4, the portion in parentheses has been corrected per HCO Pol Ltr of 17 Nov 1958. It originally read "5/- or 1/- per line per issue.")

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HASI FINANCE POLICY LETTER OF 9 DECEMBER 1958

**STAFF LIST  
NOTIFICATION TO PAYROLL**

Dear Department Head,

You are responsible for seeing that notification of all persons on staff under you is sent promptly to the Accounting Department.

There have been several mistakes lately when notice was not received that someone was put on the payroll and that someone was not on payroll, the latter having occurred more frequently.

As failure to send notification of your weekly staff can affect the cheques of all, plus or minus, please see that you do not neglect this.

L. RON HUBBARD  
Executive Director  
HASI London

**NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE  
HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1**

HCO BULLETIN OF 5 JANUARY 1959

**IMPORTANCE AND EXECUTIVES**

What has hurt me most in Dianetics and Scientology Organizations is the phenomenon of the rise and sudden downfall of Executives.

LRH:mp.rd

L. RON HUBBARD

**NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE**

**HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1**

HCO BULLETIN OF 24 JANUARY 1959

**Full Distr.**

Issued at Washington

**SCIENTOLOGY AXIOM 58**

Intelligence and judgment are measured by the ability to evaluate relative importances.

Corollary:

The ability to evaluate importances and unimportances is the highest faculty of logic.

Corollary:

Identification is a monotone assignment of importance.

Corollary:

Identification is the inability to evaluate differences in time, location, form, composition or importance.

LRH:mp.rd

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Washington, D.C.

HCO POLICY LETTER OF 27 FEBRUARY 1959

**DUTY OF AREA SEC RE PERSONNEL**

The Area See provides and puts hats on Central Org Personnel and is responsible to see that their hats are provided, are put on (repeatedly if necessary), and are changed or turned in when personnel changes.

The Assoc See or Org See procures persons, puts them bodily on post, puts the person's hands on the equipment or most of the job, handles pay, supervises the actual conduct of the work (gets the work done), sees that the proper hours are kept, etc, and changes, transfers or dismisses the personnel.

These two functions are distinctly different and must not overlap.

LRH:iwh.dlf.rd

L. RON HUBBARD

NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
GREEN ON GOLD

**FAMILIARIZATION AND THE EXEC**

**INTELLIGENCE GAIN DEFINED:** Loss of restimulation of stupidity by reason of attempts to confront or experience the problems of life. (Intelligence appears when stupidity is keyed out or erased.) Intelligence is a confronting ability.

**FAMILIARITY:** or familiarization permits intelligence to manifest. Reaching and withdrawing are more possible when stupidity is keyed out or erased. Increasing ability to reach and withdraw increases intelligence.

[Excerpted from HCO B 28 February 1959, Analysis of Cases. I

L. RON HUBBARD

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH  
GREEN ON GOLD

HUBBARD COMMUNICATIONS OFFICE  
Washington, D.C.

HCO BULLETIN OF 24 MARCH 1959

[Excerpt]

**MAGAZINE - MAJORS AND MINORS**

It has been found in at least one organization that the purpose of major and minor issues of the continental magazine has not been understood. A major issue goes out once every month to the entire mailing list, particularly book buyers. Certainty issues Vol. 5 No. 23, Vol. 6 No. 3, Vol. 6 No. 2 are typical minor issues and with their ads adjusted and made more timely are now being sent to the entire mailing list.

Neglect in sending minor issues to the entire mailing list can result in the eclipse of an operation, otherwise there is no adequate method of contacting new book buyers. Minor issues are mainly slanted at new book buyers but go to the entire list.

If your mailing lists are not so arranged as to make this possible or if your address systems make it difficult you had better do something about it in a hurry as these are the most uneconomical omissions that can be made by an operation.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 22 APRIL 1959

(Issued at London)

(Re-issued as HCO Policy Letter of 10 September 1963

Re-issue Series 17)

CenOCon

SHSBC Students

Franchise

Field **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, practising an economy of his own efforts and enjoying certain comforts to the end 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 sub-goals. 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 sub-manager.

Thus conducting himself a manager can win empire for his group, whatever that empire may be.

LRH:gl.rd

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L. RON HUBBARD

### **HUBBARD COMMUNICATIONS OFFICE**

37 Fitzroy Street, London W.1

### **HCO POLICY LETTER OF 22 APRIL 1959**

#### **LETTER FROM DURBAN, S.A.**

Here is a letter I received from Peter Greene, who has been in charge of HASI, Durban, for a few months.

"Dear Ron,

Thought you might be interested in this.

I . When we opened this office, we did so intending to make money-despite the counter opinions of many people who should know better, who were incredulous. As you know during our first 4 months our income rose steadily, we expanded and the salaries got bigger and bigger. Recently we have had a considerable drop in turnover-and this is what I found:

There is a 'reality' in the field (which is not so important) and among the HASI staff (which is vital) that staff members work for peanuts! You may recall we discussed this once in Washington? Your explanations at that time were what made us keen to set up a HASI and make it solvent. Staff members (I've heard them in 4 countries) have a habit of saying 'There is not much money in it but it is very satisfying work' . . . etc ... The first week our unit in Durban went over par the accountant was heard to say 'Well! that will never happen again!'

Last week I pulled all the staff in and discussed this at length, got them to scan the times they had made similar stupid postulates. There were an incredible number! Then we re-evaluated the position, looked at the organizational set-up, found that with present staff alone we could handle double or treble our present turnover-and set the goal of being the first HASI in the world to pay unit at par every week.

2. You will be interested to hear that the unit this week is 22/3d. Par is 20/-. Also we already have E70 in hand for next week. Thus, staff auditors have averaged about Z 17 f 20 this week.

We haven't had to put in extra hours, I haven't had to chase them with a 'big stick'. They now realize that 'To work for humanity (I love that!) one does not have to be a pauper'. Kind regards. Peter."

L. RON HUBBARD

LRH:mp.rd

## HUBBARD COMMUNICATIONS OFFICE

3 7 Fitzroy Street, London W. 1

### HCO POLICY LETTER OF 26 MAY 1959

CONVERT

#### TO DEPARTMENT HEADS

Each Department Head assumes responsibility for his Department. This means ensuring that each member of his staff knows his hat fully and is willing and able to carry out the duties therein. Where consistent misduplication or hold-up occurs, investigate, understand and rectify. Watch out for veers on all Department lines. Re-allocate duties when necessary. When something goes wrong, YOU do something to put it right. Department Heads have the right to hire or fire their own staff with the approval of the Assoc Sec.

In order to co-ordinate the purpose and function of Departments, a short meeting of Department Heads will be hold daily. The Assoc Sec will be present at these meetings. Minutes will only be taken at the regular Ad Comm meeting on Tuesdays, when no other meeting need be held.

The purpose and function of Departments is to provide a public service and help in the dissemination of Scientology. There is a responsibility in this which affects everyone. Therefore be causative against destructive forces. Every person in each department shares and owns the purpose of the department.

That is what I expect from each Department Head:

- |                |   |
|----------------|---|
| Training:      | Lots of students graduated, well trained, with a high reality on Scientology and the ability to run HAS Co-audits and the ability to Theta clear individual pes.  |
| Processing:    | To undercut the reality of all cases and to Theta clear as many cases as possible.  |
| PrR:           | To get in the income for the Org as a chief responsibility.<br>To sign up as many students and pcs as possible.   |
| Materiel,      | To provide quarters and materiel to get the work done-to keep CF serviceable for PrR and Address useful for Certainty, Membership and Statements.   |
| Accounts:      | To get the income accounted for and into the bank, to pay the bills accurately and keep good records and to raise the devil with PrR if income is too low, with Materiel and printing if the bills are too high and with legal if collections are not made. |
| PE Foundation: | To run an amazingly successful HAS Co-audit course, to keep new people coming in and the Co-audit growing at least five new people per week and all cases cracked and everyone keen to get trained further or cleared fully in the HGC.                     |

In general, get more done, get the show on the road, be in on time and make Scientology felt by digging the grooves deeper.

We've got it made with administration and technology. We can take the whole of UK. Well, let's do it!

L. RON HUBBARD

LRH:mp.rd

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**  
**HCO POLICY LETTER OF 10 APRIL 1963**

CenOCon  
SHSBC Students  
Franchise  
Field

RE-ISSUE SERIES (12)

**WHAT AN EXECUTIVE WANTS ON HIS LINES**  
(Re-issue of HCO Policy Letter of May 26, 1959)

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. Acknowledgements.

He does not want on his lines:

1. Demands for decisions.
2. Backflashes and can'ts.
3. Entheta.

Demands for decisions are always indicative of irresponsibility; people want the executive to create 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 acknowledgements, 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 "Wilco's" or "I'll take care of W" 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 o ' ther means of saying they didn't. Only a few situations require an acknowledgement 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 bottle-neck 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 co-ordinate 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 co-ordinate actions and resolve the jams that impede things. For an executive to decide for people decisions applicable only to the sphere of onejob is folly.

### **WHAT AN EXECUTIVE'S LINES SHOULD LOOK LIKE**

#### **INFORMATION:**

When a member of an organization does something of importance, he should always inform 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 information 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.

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L. RON HUBBARD

fXote: No significant change was made when reissued.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1959

CenOCon

**ADMINISTRATION IN A SCIENTOLOGY ORGANISATION**

**Administration** is a necessity in most businesses and Scientology is no exception. Poor administration results in poor Inflow.

Staff personnel should be taught to pay attention to pieces of paper and handle them properly.

We have Policy Letters, Bulletins, See EDs, Dispatches, Letters and other pieces of paper to handle. They each have their proper place in our organisation. If these pieces of paper are mishandled, misrouted, mis-filed, what results is confusion.

An HCO, Policy Letter consists of data on which an organisation should be running. Remember that what's wrong isn't the Policy but the fact that we are not applying it or have mis-duplicated it.

An HCO Bulletin is a general form of data usually technical.

A See ED consists of policy which must be carried out, e.g. hats,

When hats are written up as is being done at the moment, these hats apply to every Central Organisation-no exception.

A dispatch is a memo from another staff member in your organisation or in another. Handle it-do something with it.

A letter is simply a letter. If it has come to you answer it. If it has come to you by mistake-pass it to the correct terminal.

Always be precise-write the date in the right hand corner. On the left put the person's title (post) to whom you are writing and directly under that write your own title (post).

If you are in doubt as to what to do with the communication find out about it. Ask someone or do something. See how prompt you can be in your handling of pieces of paper. Make it a goal each day to empty your IN basket, and do something about that pending basket. It shouldn't have much in it you know. Don't put your filing in your Pending basket-put it in your filing basket.

Just remember that you are responsible for all those pieces of paper in your baskets so don't be the effect of a piece of paper-just handle them.

When you write a memo be precise and exact. Say what you mean-communicate. It's just like giving an auditing command.

Be willing to take responsibility for your administrative work, also for those you work with. Keep the communication lines flowing freely. Use ARC, good 8c, be accurate and precise.

What we want is doingness, and that we can achieve. So stop fooling around and juggling with pieces of paper. Just read them, understand them and handle them.

HCO Secretary WW

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 23 OCTOBER 1969**

Remimeo

**PROGRAMMING**

(Reissue of HCO B 12 Sept 1959; refer also to HCO Pol 4 Dec 1966  
"Admin Know-How - Expansion, Theory of Policy", page 334, and  
HCO Pol 24 Dec 1966 Issue II "How to Programme an Org", page 344.)

Dianetics and Scientology have never suffered from lack of programmes. There have always been programmes. And there will always be better programmes and maybe for dissemination purposes, the PERFECT programme. But what happens to all these programmes?

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 all had to do with execution of programmes. 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 marvellous programme. Well, I'll tell you what happened. Nobody did it.

That's the swansong of almost every programme that gets thought up. It was great, but nobody did it... And before you think I'm being critical of all the Staffs, I'll give you the rest of my findings on this subject.

Programmes 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 programme no matter how good it was. Programmes 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 programme. And as a result the new programme didn't get started no matter how marvellous it seemed to be.

The reason Executives used to keep pulling people off post all the time was this thing programming. 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 programmes would go begging.

Do you know that nearly every function of a Central Org was at one time a brand new wonderful programme? 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 programmes, a Department of Programmes. A Department which can carry through new or stunt programmes without bringing the whole place in ruins by tearing everybody off their standard programmes.

Programming 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 programmes you have, each one consists of certain parts. And if you don't assemble those parts and run the programme in an orderly fashion, it just won't spark off. These are some of the principles about programmes. And you had better have them because your new HAS Co-Audit Course is a programme and has to be done like a successful programme. And your preclears are a programme and have to be done like a programme. 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 programme to be effective must be executed.

MAXIM THREE: A programme put into action requires guidance.

MAXIM FOUR: A programme 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 programmes because it will flop.

MAXIM FIVE: Any programme requires some finance. Get the finance into sight before you start to fire, or have a very solid guarantee that the programme will produce finance before you execute it.

MAXIM SIX: A programme requires attention from somebody. An untended programme that is everybody's child will become a juvenile delinquent.

MAXIM SEVEN: The best programme 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: Programmes must support themselves financially.

MAXIM NINE: Programmes must ACCUMULATE interest and bring in other assistance by virtue of the programme interest alone or they will never grow.

MAXIM TEN: A programme is a bad programme if it detracts from programmes which are already moving successfully or distracts staff people or associates from work they are already doing. Doing that is adding up to successful execution of other programmes.

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 on 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 programmes in favour of this one. We have a staff meeting on it and get everybody in on the existence of this programme. We see that we have made a lot of money from Co-Audit enrolments and we earmark this to pay for the advert, for the salary of the person who will run the programme. We appoint a special person to administer this programme. 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 haimakers 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 make sure the instructor is there and to instruct it himself if no instructor appears. If the programme 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 programme. And it was successful. And we got somewhere.

A pitiful wrong example of the above was when I was running the first Am College PE as the experimental set-up 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 instead, thus switching off the programme. You never saw a programme 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 programme was let go up in a puff of nowhere.

A wonderfully right example is the Director of Processing staff auditor set-up of a Central Organization. That was once just a programme. 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 programme. He is doing everything else in the shop. He can't programme 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.

Programming requires execution. It requires carry-through. It requires judgement enough to know a good programme 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 programming that wins.

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L. RON HUBBARD  
Founder

[Note: This Policy Letter was also earlier issued as HCO P/L 20 August 1969 with abbreviation of the words Director of Processing to D of P, Organization to Org, Precicars to PCs, and Department to Dept. The above issue eliminated these abbreviations and is the same text as the original HCOB.)

HUBBARD COMMUNICATIONS OFFICE 1812 19th Street N.W., Washington 9, D.C.

HCO BULLETIN OF 29 SEPTEMBER 1959

(Reissued in L.A.)

CenOCon

### SURVEY OF A CENTRAL ORG

The following letter from the Org See in Washington to LRH is of interest to **all** Association Sees and staff members generally.

I am making a complete Survey out of Advisory Council minutes. I've just started it.

I want to, by actual figures, determine the promotional plans and cycle of actions that have been successful in the past and compare what we are not or are doing that has slowed our progress down.

I'll send you a complete copy of it when I finish it. Facts, figures, etc. It should be very helpful. It should be finished in a week or so; I'm doing it in my "spare time". (Ha!)

I've got these impressions from the reports so far. The full survey might show different but this shows up:

1. When a new book is introduced and *pushed*, bodies show up here.
2. They show up for training rather than auditing.
3. When we have pushed books (new) then book sales in general rise.
4. When book sales rise with a new book in on the market, within 4 weeks student enrollment rises.
5. When student numbers rise then within 3 to 5 weeks after that, pcs come in in larger numbers.

Example:

1. New book "A" is released;
2. About 4 weeks later students start coming in;
3. 3 to 5 weeks after (2) then pes come in;
4. Then students become pcs and pcs become students;
5. The average student is around here from 10 to 12 weeks;
6. The average pc is around here 3 weeks;
7. It seems like we get one student for every fifty copies of a new book we sell!
8. The average person spends around \$ 1600. 00 the first year he is with us.
9. A new book makes a splash (meaning lots of bodies in the shop) that carries for about 7 months from the time it hits the market, then dies down and becomes "old hat" and settles down to 35% of its peak sale. It seems that people are more interested in *doing* Scientology than receiving processing only. (HAS Co-Audit is Doing.) People seem to be more interested in getting their auditing in the field than HGC by 20% or so.
11. The big thing people seem to want is "How to Do" from the Central Orgs like books, training, information, data, etc.

I know what you have said about books and it checks out against facts and figures.

You can crow because the books that sell the best by thousands are *written* by you. Some are compiled from your works and some have been written in part by someone else, but *even if your name is on that type of book, it does not sell as good as a 100% written by you type*. People can tell!

LRH(Jr):iet.mg.rsh.rd

Org See, Washington, D.C.

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### PROGRAMMING

(Addition to HCO Bulletin of Sept 12, 1959)

To the Maxims of programming mentioned in HCO Bulletin of September 12th, 1959, add:

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.

(Issued as HCO B 21 September 1959 by Peter Hemery, HCO Communicator WW.]



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 16 OCTOBER 1959

CenO

**ROUTING OF COMMUNICATIONS TO LRH AND HCO WW**

All communications to LRH and HCO WW shall be through the following channels: Staff Member to Department Head to Association Secretary to HCO Secretary to HCO WW.

Communications not so addressed will be returned for proper routing.

Censorship of communications to the end of denying HCO WW vital information is forbidden. If communications are not agreed with, the forwarding person at any point in the chain may add his comments to the despatch.

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L. RON, HUBBARD  
Executive Director

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 SEPTEMBER 1964

Remimeo Sthil Staff

**PUTTING NEW PERSONNEL ON THE JOB AND TAKING  
OVER WHEN PEOPLE QUIT OR ARE TRANSFERRED**

(Reissue of Pol Ltr of Oct 18, 1959)

The first action, without deviation, in placing a person newly on post is to find a specific and unalterable place for them to sit and where they can store their mest and where they aren't in another person's road.

The second action is a basket (I per person) in the Comm Centre.

The third action is a three basket stack for "In" "Pending" and "Out". Use pasteboard boxes until somebody buys new baskets.

The fourth action is providing the new person with a hat (no matter how brief until a new one is written up).

The fifth action is briefing by the Assn Sec.

The sixth action is check over by the HCO Sec on what new person should know as a staff member (colour flash, etc).

The seventh action is to get his pay straight with accounts.

Further actions are obvious and most important of these is to get the new person to do some specific work.

Most of these actions are prepared before the person enters the org-the day before at the latest.



Putting a new person in order is to have a new staff member. To neglect him is to invite a disorderly future for him or her. These apply to changes in post as well as new people on post.

If a new person hasn't gripped it in a week, is still begging for help from all, he's a DevT Merchant. Unload, he won't be any better in ten weeks and the org will be a lot worse. Such a person can't be at Cause over the job and will only destroy the post (as witness the way you have to do his work as well as your own-dead post).

Don't ever fill a post because it's empty. Fill it only to get more work done. If more work isn't done you are ten times worse off having it filled with a DevT Merchant than having it empty. You have to have three staff members extra for every DevT Merchant you have on staff. Why-because the coin has "efficient" on one side and "destructive" on the other-and it never stands on edge. There are no cases on staff-ever. Cases exist only in sessions.

### REMOVAL OF PERSON FROM POST

**When** a person is removed from a post the Assn Sec in a Central Org or the HCO Sec in an HCO must capture all mest, and papers of the removed person, move his dispatches back into lines and the HCO Sec must recapture the hat.

Posts are not turned over from leaving A to arriving B without the Assn Sec and HCO Sec pitching in on it. It's the Assn Sec who dusts the removed person off arid puts the new person on. Don't leave it up to the old person to break in the new person exclusively.

A change of post always means a review of post.

If leaving A were to be the only person to groove in arriving B the whole org would begin to slide into strange new patterns. So capture a post being vacated even if the new arrival was coached for a week or two by the departing person.

At the moment of departure the Assn Sec grabs the post, the mest, the work, the HCO Sec grabs the pending basket, the files, the hat. Everything is put in order by these two. Then the new person is formally grooved in by the Assn Sec and the HCO Sec. These present the new person with his post, his instructions, his work, his hats.

It need only take a few minutes. But it makes havoc when it's not done.

Here's where you find all the secretly closeted skeletons, the long lost dispatches, the reason why Bilch never wrote again. So don't deny yourself the gen available in a post transfer and don't deny a new person the security of getting his hat from the most important people in the place.

Things work better this way.

### CLAY TABLE ADMINISTRATION PROCESSING

To put a person on post who already is, use the steps of Clay Table Clearing in their staff co-auditing but limit the process to the post, other jobs they've had, etc.

Then have the staff member mock up in clay the functions and lines of the post and its relation to the org, Stihl and field and wow!

L. RON HUBBARD

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*[Note: The last two paragraphs were added in the reissue.]*

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 3 DECEMBER 1959**

CenOCon

**SCIENTOLOGY STAFF MEMBER CODE**

1. Do not alter-is or not-is the policies and programmes of the organization.
2. Do not invalidate or correct the policies as issued to you.
3. Use the policies and programmes which improve the organization's success and which achieve the organization's goals.
4. Keep all appointments once made. (You have an appointment with the organization from 9 a.m. to 5.30 p.m., plus your appointments with the public.)
5. Do not make a habit of working until 10 p.m. every night. Occasionally as needed is all right, but habitually done, the flow can get stuck. Work efficiently during the day and you won't have to work nights, too.
6. In fairness to yourself, your co-workers, the Organization students and preclears, see that you get as much rest at night as you personally require, and that you are properly fed to permit maximum performance of your daily duties at the Organization.
7. Do not permit a frequent change of staff post turnover. Be sure the individual is capable of doing a job before putting him on a post, that he is willing to take the post, that he feels he can handle that post.
8. Do not sympathize with staff members, students, preclears or the public. Help them instead. Do not validate "victimism". If you cannot help them at the moment, only acknowledge and let them know you understand.
9. Never permit yourself or another staff member to stop the forward progress of our goals, programmes and policies on your own or their own independent decision. If policy needs changing, use the proper communication channels to communicate your views.
10. Never walk off from your post during the official working hours. If you have to be away from your post, insure that it is covered, with the knowledge and, approval of your department head.
11. Never get angry with other staff members and let it go at that. Communicate with them until the problem is resolved.
12. Always reduce every income lag, whether it be money, students or preclears, by continued use of the policies and programmes which have proved workable. Do not allow workable policy and programmes to go by the boards.
13. Always continue a programme as long as it produces interest and good inflow, and no longer.
14. Be willing to grant beingness to every staff of a Scientology organization and to those persons on our communication lines.
15. Never mix the policies of our Organization with those of various other organizations.
16. Maintain two-way communication with all staff members and all persons on our communication lines.
17. Never use your post authority to obtain personal and unusual favours or unusual compliance from other staff members for your own personal profit.

18. Estimate the current status and policies of your post with reality and do not work on some imagined post with imagined policies.
19. Do not justify or make excuses for any mistakes you make on your post. Communicate about it and get it straightened out *before* it gets to be a mistake of large magnitude. Keep the communication lines clean and clear. Understand the policies, communicate about them until you do.

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Mildred Galusha  
HCO L.R.H. Sec. Washington DC  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 7 DECEMBER 1959**

Fran Hldrs  
HCO Offices  
HCO Secs

**FORMER STHIL STAFF**

All former Sthil Personnel have no certificates until they have done the following: Written down all their overts and withholds on Scientology Organizations, LRH and Scientologists to the last detail and signed them and sent them to me to be checked out on the list at Sthil to make sure that's all. Further, all Scientology Organizations and Activities and Comm Lines are off limits to them until they have completed the above. They shall be removed from all mailing lists.

I think this is the kindest action that can be taken as they will spin in on their overts unless these are washed out. This is a pretty big overt for them and they won't be safe to themselves or the field until they have completed it.

L. RON HUBBARD  
Executive Director

[See also HCO P/L 7 December 1959, Scientology Cleanup, Volume 1, page 363.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 28 DECEMBER 1959**

Sec ED

**PERSONNEL DEPARTURE REQUIREMENT**

It is required that all personnel departing from a Scientology Org (but not transferred) write down all their overts and withholds on Scientology, pes, Auditors, Scientology Orgs, Personnel, Executives and related personnel including myself and Mary Sue Hubbard, and submit the list to the person in charge of the Organization and have the list checked by the HCO Secretary on an E-Meter.

This is for the person's own benefit and for the benefit of Scientology.

No final cheque may be forthcoming until this is done. Association Secs may be disciplined for an omission of this.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 29 FEBRUARY 1960

Cen0con

**ORGANIZATION SECRETARY HAT**

**(Originally taken from a Telex message from  
LRH to HCO London, Sept 2, 1960)**

The Organization Secretary's fundamental job is to enforce policy. This is in actuality the full extent of his hat.

It is also understood that the Organization Secretary will be the foremost promoter of the organization and that he will do much reaching the public.

The Organization Secretary also has the hat of financial management when it has been specifically granted to him. This hat consists entirely of making certain that income is always greater than outgo.

The Organization Secretary is the person who sees to it that the work gets done. He is Personnel Director for the organization but in actuality can only remove department heads and can do this only after receiving permission from the Executive Director unless he has been given the right to do this independently. In any case, the Organization Secretary must inform the Executive Director at once of any change in department heads.

The Organization Secretary may not dismiss a staff member without consultation with and permission from that staff member's department head in actual practice. Only in theory can he dismiss anybody in the organization.

As the fundamental job of the Organization Secretary is to enforce policy and see that it is carried out, he may not depart from policy without specific permission from the Executive Director. Further he must be an authority on policy. It is found by most experienced Organization Secretaries that they are very rarely asked to make a decision by a staff member without being able to quote policy and standard organizational practice. Most staff and organization problems do not call for brilliant solutions. They call for knowing the policies and enforcing them.

The best Organization Secretary would be the following:

1. The best public promoter of Scientology in the organization.
2. That person in the organization who knows policy best.
3. The person most willing to run good steady 8c on the staff.
4. The person who has the soundest ideas on finance.
5. The person who can do every job in the organization better than anybody else in the organization.
6. That person who can best stay calm when all about, etc.
7. Who knows his business.

As you can see, this excludes business men from being the best Org Sec. A good Scientologist who could combine being a whirling dervish with calm business judgement and good personnel management would just about fill the bill.

It is notable to remark that the most successful period in HASI London occurred when it was handled by a man who more than answered these requirements. And that his successor capably carried forward almost totally on enforcing policy, retained the form of the organization but did little else and still had an enormously successful run of it. By this we can see that the foremost requisite of an Organization Secretary is knowledge of policy and carrying it out. It has been adequately demonstrated that HASIs that do not do this don't succeed very well.

Foremost amongst Org See DON'Ts, are:

Don't be ignorant of policy.

Don't fail to carry out policy.

Don't fail to consult with the Executive Director.

When major changes are envisioned in the organization don't fail to keep the Executive Director informed.

Don't pull people off projects and posts faster than they can keep track of things. Don't fail to consult with Department Heads when making changes in the Organization.

Don't fail to advise the Advisory Council of important plans.

Don't fail to advise the staff of what's going on.

Don't get fouled up financially or cause financial beefs or difficulties.

Get all the ideas in the world. Do all the promotion you can think of. But understand and enforce policy and you will win as an Organization Secretary.

LRH:js.aap

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L. RON HUBBARD

Executive Director

## HUBBARD COMMUNICATIONS OFFICE

3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 19 MARCH 1960

CenOCon

### ORG BOARD

The following Hat additions have been approved:

#### HCO SEC HAT - PERIODIC DUTY

An HCO See should occasionally get the Central Org Dept Heads and Org Sees together for a Tour of the Organization Board. This is to make all posts more real, to give live communication on the subject, answer any questions and in general make the Org more real by making the posts and who occupies them, and post purposes, more real.

HCO See would start at the top of the Board, pointing out the purpose of the Org. Then calling attention to the Bd of Directors. Then the Executive Director and his purpose, and so on down the Board, explaining what each post is for (its purpose), which dept it comes under, and who is currently occupying it. He would point out each and every post listed on the Board. He would answer any questions concerning the entire Board and clear up any misunderstandings which might exist. He would continue to do this periodically as he saw fit. (Whenever a staff member is moved up into a Dept Head position the HCO See would take him to the Org Bd and make certain the Dept Head knew it thoroughly.)

#### FOR ALL DEPT HEAD HATS

Whenever a new person comes on staff and is placed in your Department, as soon as you have him on his post and he is squared away in his job, take him to the Org Board, and go over it thoroughly with him, explaining the various posts in the Org and their purposes. The purpose of this is (1) to remove any confusions the new staff member may have regarding names of posts, their particular purpose and who occupies Org posts, and (2) to make the Org immediately more real to him. The Dept Head answers any questions the new staff member has regarding hats or posts or anything shown on the Org Board.

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Peter Hemery

HCO Secretary WW

for

L. RON HUBBARD



**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

Sthil  
HCO Sees for info  
Assn Sees for info

**HCO POLICY LETTER OF 30 JUNE 1960**

**ADMINISTRATIVE TRAFFIC TREND**

If you care to study the administrative traffic lines of HCO WW you will find that the traffic breaks down into two headings:

(a) Routine, and (b) Emergency.

All heavy traffic and all unexpected loads come under the heading of emergency. There is no variation of the routine traffic load except that it tends to increase somewhat in volume as the amount of business transacted throughout the world increases. Therefore there is nothing you can do with ROUTINE traffic to ease off the general work burden except to groove it more smoothly and reduce the number of times it is handled and generalize methods of caring for it. Therefore only internal efficiency will reduce the traffic load of routine traffic.

This however is not the case with EMERGENCY traffic. It is emergency traffic that brings about the sudden rushes, the peaks, the overloads and the flaps. Therefore to smooth out and handle administrative traffic at Saint Hill it is necessary for everyone to understand the nature of emergency traffic and to work toward the prevention of emergency traffic. Only this action can now do more to enormously change and ease all posts.

Definition: An emergency is an unpredicted circumstance which necessitates fast and unplanned handling.

You would do well to have a thorough grasp of that definition. An emergency is unpredicted. If you predict a happening you are prepared for it and it is not an emergency but rather tends toward routine providing you plan well enough.

An emergency requires high level fast thinking, usually in the absence of complete data. Planning becomes guessing and hoping. And while this adds to the excitement of the world it doesn't add anything to confidence and security. Even if all the emergencies are kicked upstairs to be handled by the more authority policy level executive they still bounce back at the lower levels if only as a chain reaction of executive nerves and impatience.

When we are talking about emergencies we are talking about the things which happen that unsettle morale and disrupt lines, pull people off post, make nerves raw and set the teeth on edge. One can live in this kind of an operating environment but one doesn't have to if he understands the nature of an emergency.

The only time an emergency occurs is when someone EARLIER has erred. Any emergency we have had at Saint Hill can be traced directly back to a dropped ball either in Saint Hill or in an HCO or Central Organization Office somewhere in the world. Sometimes we see one coming and issue orders to prevent it. We fail to make our postulates stick somewhere in the world as an order. The order is for some reason or other not carried out. The months or weeks go by and suddenly BANG we have an emergency on our hands. So it isn't enough for us to predict an emergency. We must have a planned handling of a circumstance complied with somewhere else usually in order to prevent an emergency from occurring.

Example: We drop a ball. A Central Org orders an important number of books or meters. The order gets messed up. The next thing we know we are in a cable rush-to-fill-the-order emergency and up to our ears in phone calls, special letters, etc. Now somebody dropped a ball somewhere and routine activities were not carried out. Thus they became emergency activities.

Example: A Central Org fails to remit on schedule on some order. This is followed by some minor emergency action on the despatch lines and in the accounts section.

Example: A special bulletin is sent out on the handling of some expected difficulty somewhere. The bulletin does not get typed. BANG we have sudden traffic here. Or somebody -fails to follow it at its destination or follows it too slowly or even dully. Bang our comm lines are tumbling. Our typists are getting out heavy traffic. Our communicator is rushing things here and there. Tempers get uneven.

All you have to know about an emergency besides its definition is that from high to low on staff and on our lines there is a reaction which jolts our routine lines out of

**arrangement and increases** our work, and that when we fail to predict by various means (all routine) emergencies elsewhere we get them ourselves.

Our trend then in Saint Hill organization of Administrative lines is to increase the effectiveness of our routine actions so as to prevent emergencies with their unnecessary traffic. This of course also increases the survival and security of every person throughout all our organizations and is then not just a personal or self centred activity.

In order of greatest occurrence our emergencies can be classified as follows (roughly): Personnel, Promotion, Material distribution, financial, legal, procurement, technical and lastly comm failures.

We have recently refined all our administrative system internally and it is working very well indeed. We will now move forward to a level where every member of staff can inspect various reports received from all over the world, so as to be able to predict both internal and external emergencies and foretell by trend of action in all localities where emergencies are likely to appear and handle them in our own good time on easy lines, rather than at the last moment on tight nervous lines and without data. This system would apply also to our internal activities and would apply as well to the departmental activities of all Central Organizations and other HCO Offices. It is not as ambitious as it sounds. All you have to know is the answer to each of the above classifications in any given area and here at Saint Hill, and by seeing slumps or dives in each of the subjects named from week to week catch the ball no matter who is dropping it, and put the area and subject to rights while there is still time and before any emergency has developed.

Meanwhile even before a system is rigged to do this I invite your attention to these principles and your interest in smoothing out future emergencies before they happen. If we do this and only if we do this will all continue to go well, for our lines are picking up in volume already and can be predicted to treble in traffic in the next twelve months.

LRH:js.rd

L. RON HUBBARD

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[Note: This P/L was reissued on 18 Dec. 1964 changing only

by L. Ron Hubbard

the routing to: Gen Non-Remimeo, Franchise for Info, Post

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Staff Board.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 NOVEMBER 1960

SA only

Issue II

Info All Cen Orgs

### **EXECUTIVE TIME SALVAGE AND CONFERENCES CURTAILED**

I find that HCO Bulletin of August 27, 1958, page 264, paragraphs 5 and 6, is being violated.

It should be adhered to scrupulously.

Also conferences amongst executives and departments held in executive offices are using up hours and hours of valuable time. Despatch releases containing the info and phone or personal check on it by the issuing executive usually suffice.

I myself find despatches, general staff releases, phone and personal visits to offices get the work done better, get the pictures much clearer and get the job done.

On studying staff time investment, I have already salvaged 200 + hours of auditing time per week for the Org.

I have no objection to Executives being in their offices. I object to many meetings, conferences, and staff members being called in when they should be on post.

I believe it may be necessary for all executives to be on the job Saturday afternoons, but haven't taken this step yet, thinking I may be able to salvage effectiveness during the week.

Hours of work for executives are the same as staff members.

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**HUBBARD COMMUNICATIONS OFFICE**  
23 Hancock Street, Joubert Park, Johannesburg

HCO POLICY LETTER OF 22 DECEMBER 1960

S.A. Only

**NO OVERTIME**

There is no such thing in a Scientology Organisation as overtime. A person can hold down two jobs and two hats or more and occupy these at different times of the day, and he is paid units separately for these separate hats. An example of this would be the Day HPA Instructor, who also has the hat of Evening Co-Audit Instructor. He is paid units for day HPA Instructor, and he is paid units for Evening Co-Audit Instructor.

There is no such thing as a person, like the Day HPA Instructor, being, paid overtime for handling his duties of Day HPA Instructor. This sort of thing was ordered stopped some time ago, and this order has been disobeyed. This means that the many people on staff have had their units lowered by the few in this fashion.

It is expected of a staff member that he gets his particular job done. If because of his own inefficiency he cannot get this job done during working hours, then he should not be rewarded for such inefficiency by being paid overtime.

A difficult organisational problem occurs when one person covers two posts at two different times of the day but appears to be holding down one job and "gets overtime", when he leaves or is transferred, a job is left uncovered and it is not noticed.

If you hold two different jobs at two different times of the day, you are paid for each job with a different pay cheque and different units. So sort out your jobs if they occur at different times of the day. A person working an eight hour day draws units and no overtime on it ever, no matter what time he puts in. If he or she holds another 3 to 4 hour job evenings or mornings, it is paid as another job, has its own hat and duties and its own unit allocation and its own pay cheque. But if, for instance, a PE personnel decides to work mornings on his PE job, there will be no overtime paid. If a boy is mailboy all day he draws no overtime if he works late as mailboy. If he also has a cleaning job after hours, he is hired for it at its own pay.

So only if you have been hired to work at *another* staff job at a different time of the day than your regular working hours can you be paid for it.

I will not OK further overtime lists nor will I pay them. I will employ staff personnel on additional jobs requiring additional hours if application is made to me in writing.

Your dept head is wholly responsible to see that this is straightened out at once and blame him if you lose any money because he doesn't straighten this out.

MARY SUE HUBBARD Treasurer HCO Assn Secretary Johannesburg for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 APRIL 1961

Central Orgs  
City Offices  
Assn Sec  
Post on Staff B. Board

**ASSN SEC DUTIES**

Included in the various duties of the Association Secretary are two daily inspections, one in the morning and one in the afternoon of each department or activity of the organization.

Of each department head or staff member, the Assn Sec should ask three basic questions. These are:

- 1 . What are you doing?
2. Are you having any difficulties (with your lines or activities)?
3. What can I do to help?

I have found when acting as an Association Secretary that these twice daily tours of the Organization are vital in producing coordination. I have found that calling staff members off post and into my office except for technical discussions, produces few gains.

I have also found that, as in the case of being D of P, it is fatal to invent solutions for the counter creations and that ninety percent of the questions I am asked are already covered by policy and can be answered by quoting policy.

I have also found that almost all staff members are intensely willing, work hard and need no driving or duress and that I can help them best by taking their willingness for granted and actually helping them with their activities.

LRH:jl.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 4 MAY 1962

Central Orgs

**SOLUTIONS**

This Policy Letter is inspired by a dispatch from Julia Salmen, Org Secretary in Los Angeles.

Julia observed that "every time an extra-ordinary solution has been put in, instead of following policy exactly-it's just like with an auditor or PC. It didn't work and creates future hours of going back and cleaning it up-so it might just as well be done properly in the first place, no matter who or why the extra-ordinary solution is demanded."

So, next time somebody comes up with a terrible problem, and demands an extra-ordinary solution, why not try the extra-ordinary solution of *finding the solution in existing policy*.

Nine hundred and ninety-nine times out of a thousand, you will find it right there.

Know your policy.

LRH:cw.rd

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Issued by: Peter Hemery

HCO Sec WW

for

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO Secs HCO POLICY LETTER OF 20 MARCH 1963  
Assn/Org Secs

**SELF-DETERMINISM IN CENTRAL ORGANIZATIONS**

I want to concentrate on the consolidation of technical and to write some books.

I have discovered that the daily flow of PTP-type despatches calling for urgent decisions from me, resolve themselves a few days later without any action from me whatsoever! So, I have decided that I am going to handle these perhaps once a week as I used to do from now on.

Therefore, it becomes necessary for Organizations to take very much more responsibility for their day-to-day operations. Also, remember that trained staff at HCO WW is there to advise you on any matters you can't handle or on which you need guidance.

All the policy is there to handle Org operations and, particularly, I would like you to draw your Org's staff-members' attention to the policy I first issued on May 22, 1959, on Central Organizations Efficiency, and which has recently been re-issued in Re-issue Series (4) dated November 7, 1962.

We are growing up very much more rapidly than many realize. We have made it. It is now merely a matter of consolidation and then, very fast expansion. Your self-determinism on your posts and that of your staff members will help very greatly.

I am always glad to hear from you. I'm not off the lines. LRH:gl.rd  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MARCH 1963

Central Orgs Issue II  
FICO Sees  
Assr, Sees  
Org Secs

**POLICIES IN FORCE**

*OR GIASSN SECS, HCO SECS, FILL IN AND RETURN TO ME*

I wish to call to your attention that very few HCO Policy Letters have gone out of force and aside from occasional mention of outmoded processes or as specifically modified, remain the regulations for the conduct of Scientology no matter how old they may be.

Please report to me as follows:

Is HCO Policy Letter of December 13, 1961 "Extension Course Completion" being given attention?

Is the HCO Policy Letter of January 17, 1962 "Org Rudiments Reports to Me"  
overlooked in your organization? -

This has never gone out of force and these reports are closely watched by me.

LRH:dr.rd  
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by L. Ron Hubbard (Note: HCO P/L 13 Dec. 1961 is in Volume 4, page 136;  
ALL RIGHTS RESERVED HCO P/L 17 Jan. 1962 is in Volume 1, page 314.)



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JULY 1963

CenoCon

**CONTINENTAL DIRECTOR HAT WRITE-UP**

The following Continental Director Hat write-up was submitted recently by Jack Parkhouse, Continental Director, Africa:

1. I regard as a primary activity of the post to take care of things on the continent that have been in the past sent to Ron for handling so that Ron has as much undisturbed time in research as we can help him to get.
2. The policies I most refer to are those in an Assoc See's hat.
3. Do whatever is necessary to keep up technical in all Orgs.
4. Keep admin efficient and minimally staffed.
5. Think up promotional projects and liaise with HCO Continental on these.
6. Work with the Assoc Sees and also via HCOs to get Org form in and keep it in.
7. Handle legal in order to give local Assoc Sees more attention in their orgs.
8. Keep up morale.
9. Keep a check on finances to make sure no org goes under financially,
10. Improve relations between orgs.
11. Keep riding people on the missed withhold programme.
12. Spot camouflaged holes and get them remedied.
13. Provide immediate solutions wherever a crisis arises, but if there is time make the local Assoc See suggest solutions.
14. Make orgs keep expenditure to a minimum so as to allow finances to accumulate to enable a constant flow of people to the SHSBC.
15. *Refuse* to carry an org or its problems except in a crisis.
16. Get finances between orgs straight and keep them straight (this is one of the worst causes of games conditions between orgs).
17. Watch out for games conditions developing and cure them fast.
18. Set goals for orgs and for depts within orgs.
0. Keep an eye open for wasted efforts and channel them into more effective lines.
20. Refuse to allow all sorts of odd local activities to develop. To look at each suggestion carefully and see what problem they are trying to solve and then clamp down hard on the dept that is flubbing, I have found *every suggestion* for a new service to be based on the flubbing of an existing service.
21. Don't ever propose an idea to your orgs. Get all the pertinent facts together first and then issue an order. I've found any proposal results in the most god-awful Q and A.
22. At all times, liaise with HCO Cont, to ensure that HASI and HCO lines are kept clean.

Jack Parkhouse

The purpose of the post can be placed on the Org board as follows:

Purpose:

- To execute the policies and orders of L. Ron Hubbard, and to co-ordinate organizational activities in the Continental area.
- To get people to get the work done.
- To ensure a high technical level and good administrative form throughout the continent.
- To forward Scientology through expanding and setting up Scientology Organizations.
- To be the Senior Assoc Sec/Org Sec for the Continental Area.
- To Raise, at all times, with HCO Continental to ensure that HASI and HCO lines are kept clean.

Issued by: Robin Hancocks  
**Dep HCO Exec See WW**

**LRH:dr.rd** for

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Authorized by: L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 27 DECEMBER 1963**

Confidential to:  
Cent Dirs  
HCO Con Sees  
Assn/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 Sees should Hat Check this Policy Letter on Assn/Org Sees and Assn/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% 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 over-restimulated 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. Arid 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 favour. 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 non-trained students drift off or non-winning pes 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 pes every week and see how they look and act accordingly.

## D. MALCONTENTS

See that the place stays clear 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 Murrays 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 rumour 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 pes. 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 coat tails 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 centres 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 name plate 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. All solvency is measured by yearly averages, not sudden spurts. Consistent incomd 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

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[Note: This P/L was reissued on 21 April 1970, changing the *Confidential* distribution to *Remimeo* and adding *Founder* under the signature. ]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 SEPTEMBER 1965

Remimeo  
Div Secs

**WEEKLY SECRETARIAL PERSONNEL REPORT**

Each Divisional Secretary is fully responsible for the personnel in their division.

Therefore, the Secretary of each Division shall daily check upon the presence of his personnel. These checks are done:

- I. At the start of the daytime or evening working hours.
2. At the mid-point of the daytime or evening working hours.
3. At the end of the daytime or evening working hours.

The report form is marked in the appropriate day's square, according to the code given, against each person working in a division as listed in a column by the Divisional Secretary.,

This report replaces the LRH Daily Report system and is to be handed in with the Divisional Advisory Committee's reports at the required time for review by the Advisory Council.

After the Advisory Council has received these reports, they are routed to the Personnel Control Officer in Dept I to compare with payroll records with his own personnel spot checks.

Please note that the report is attested to by the Divisional Secretary of the day org for his personnel or by the Foundation Divisional Secretary for his personnel.

L. RON HUBBARD

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WEEKLY SECRETARIAL PERSONNEL REPORT

TO: ADVISORY COUNCIL WITH DIVISIONAL AD COMM REPORT  
THENTO: PERSONNEL CONTROL OFFICER TO COMPARE WITH PAYROLL RECORDS

CODE: X = On Post S = Start of Working Hours  
0 = Not on Post M = Mid Point of Working Hours  
L = Late E = End of Working Hours  
LE = Left Early

DIVISION	WEEK ENDING																	
STAFF MEMBER	THURS		FRIDAY		WEEKEND		MONDAY			TUESDAY			WEDNESDAY			THURSDAY		
	E	S	M	E	S	M	E	S	M	E	S	M	E	S	M	E	S	M

41-H

ATTESTED BY

DIVISIONAL SECRETARY

ATTESTED BY

FOUNDATION DIVISIONAL SECRETARY

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 1 FEBRUARY 1966

Gen Non-Remimeo  
Exec Sec Hats  
LRH Comm Hat

Issue 11  
  
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 by-pass 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 by-pass unless he or she means to handle a dangerous situation and start the formula. For the formula will run, regardless, if a by-pass 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 by-passed 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 by-pass, 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 non-compliance 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 See sees statistic for Tech Div down. Issues order to Tech See, "Get the gross divisional statistic up at once." Now nothing could be plainer or more standard. In two weeks the Org Exec See looks at the statistic, sees it is even further down and calls for a hearing on the Tech See for non-compliance 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 See 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 See just never get books shipped. So finally one gathers up the Dissem See, 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 See, 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 that 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 Sees 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.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 28 FEBRUARY 1966

Remimeo  
Exec See Hats  
See 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, semi-bankrupt 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) has 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 one unmock of the whole empire *solely* because it is by-passing 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 by-passing 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 sub-group 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 non-existent itself. Thus by-pass 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 by-pass the sub-groups 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 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-endeavour. 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, by-passing 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 by-pass its company heads and set up crown controlled governors and then by-pass 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 by-pass 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 h.p. 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 labour 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 co-operative 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 2 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 6 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):

5 staff members and their In-Charge as a unit;

5 units and the section executive in a section;

5 sections plus the department's director in a department;

3 departments and the secretary, a deputy and a communicator in a division;

4 divisions in a portion and the Org Exec Sec and a deputy and a personal sec;

3 divisions and the HCO Exec Sec plus her deputy and a personal sec in the HCO portion,

Or with a full Exec Division set up:

4 ES Comms in an Office for the Org Exec Sec and a personal sec;

3 ES Comms in an Office for the HCO Exec Sec and her personal sec.

But we build downwards by groups of six if we expand further, rarely exceeding 5 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 2, 3, 4, 5 people he *can handle his job* because they know him. The people under him can handle *their* sub-groups so long as they contact only 2, 3, 4, 5 people and themselves.

For instance, so long as . there are only 5 Continental Orgs, Exec See Communicators will feel comfortable, providing the Continental Orgs have each 2, 3, 4, 5 orgs under them and have in their turn ES Communicators.

So proper organization for expansion builds in blocks of 6 maximum-5 + an executive. That can be 5 groups plus an Executive as you go up or 5 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 5 plus an executive sized groups is hard work, even a strain at times, but it can be done. 6 or 7 + an executive is quite too much. And a Government vs Joe Doakes is a complete smash as Joe is only maybe 1/70,000,000th as big as the Government!

*So never* by-pass. Completely aside from the true mechanics of the Danger Formula where by-pass results in non-existence, it is hell on the Executive *and* every member of the organization to have continual violation of the maximum groups 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* by-passing 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 6 boxes at the most fit comfortably.

If a department has 8 sections under its director, then we have to group the sections by giving the Director 2 who each control 4 sections. This is a very comfortable director for he has a group of 2 + the director. He can loaf. But his assistants will sweat. So add I assistant and divide the department's sections into 3 groups, 3, 3 and 2 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 5 + executive group, always make one of the 5 a deputy and slightly senior to the other 4. 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 7 sections can take 3 himself and give a deputy 4, etc. Lots of ways to do it but just stay at or below I + 5 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 14 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 practise it and collapse. If an Exec See is approaching 15 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 practised 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 5 persons plus their executive tends to be too large a group.

The 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.

By-pass 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.

2 + 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 four subordinates.

The principal reason orgs stay small is no matter how fancy their org boards they do not actually practise what is on the board but by-pass 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, practise, proper grouping as provided by the org pattern, never by-pass and so expand and have a happy staff.

L. RON HUBBARD

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[Note: For further information on Danger Conditions see *Conditions*, Volume 0, pages 189-249. See also HCO P/L 9 April 1972, *Correct Danger Condition Handling*, page 409 in this Volume, and HCO P/L 3 May 1972, *Ethics and Executives*, Management Series, page 317.1

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**HCO POLICY LETTER OF 3 MARCH 1966**

Remirrec,  
Exec Sec Hats

Exec Div

**ATTACKS ON SCIENTOLOGY**  
**SEX AND ORGANIZATIONS**

It is interesting that a review of faltering orgs that got into trouble in their areas each one had a bad sex entanglement high on staff.

A Review of actions of orgs and attacks over the last 15 years makes it stand out sharply that an org which is mixed up sexually in the higher echelons will not be effective, will have low statistics and can't defend itself on the public front.

Such are not attacked for loose sexual relations. They are just too decayed to do a good job of defense or follow policy. So they become subject to attack.

The last UK attack was easily rebuffed and so are many attacks. But where an org is caved in by bad sexual messes, it doesn't seem to be able to defend itself on the general front.

We don't often get such situations as a sex-mess org but where we do, they get into severe trouble *on other counts*.

Sex, obsessive and promiscuous, is a blood brother of psychosis. Note the sex stress of Freud, the sex orgies in institutions between patients and attendants and psychiatrists. Note the book (early '50s, U.S.) by Psychiatrist FREDA FROHMM REICHMANN, where she tries to get her fellow psychiatrists to leave their patients alone. It is a text trying to make them ethical in their practices. It reveals a sordid picture.

This is given as an indicator. I know only 4 orgs in all the 16 years before this writing that collapsed or came near collapse at one period in the history of each. And each one was sex crazy. (LA 1950, Melbourne early 60s, Johannesburg 60s, Washington 62 on. Each of these got into severe trouble. LA 50 collapsed, Melbourne collapsed, Johannesburg nearly collapsed, DC is being saved only by strenuous effort.)

So we have an indicator that when an org in the upper strata starts tolerating sexual promiscuity you can expect serious trouble of other kinds just ahead within the next year or two.

This also applies to psychiatry as we will start knocking them out shortly.

I am not talking about an occasional "affaire" or a slip. I am talking about general dedicated sexual misconduct by staff as the ordinary occurrence.

As a speculation it might be the early Christians (who were no fools as they built strong organizations) discovered in the first century or two that a Church which went sexually off-beam didn't last and so banned it. They may have banned it so hard they made even casual Christians madly anti-sex, which is a lot too much. Certain it is they saw sex as an organizational menace and did not see that violent anti-sex was just as crazy, being the other side of the same coin.

Thus Exec Secretaries should be alert for an org going off the beam. Watch in low statistic orgs that don't recover easily for heavy sexual promiscuity and get the sex loops out of it quick, particularly out of its upper executive level. For I promise you that that org will absorb thousands of man-hours of work to rebuild if sexual misconduct is let go on.

The label of sexual promiscuity easily attaches to persons and is not always true. So be very thorough in the investigation and be sure the charges are factual. If so, shoot quick. Don't caution. Experience with such has taught me that no amount of persuasion or orders will (a) bring up their statistics or (b) stop the catastrophe they will walk into. Only prompt removal of the offenders will get the org going up again.

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HCO POLICY LETTER OF 20 OCTOBER 1966  
Issue II

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**ADMINISTRATIVE KNOW-HOW**

**Executive 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 labour 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.

fail. Such things can cause a governing body to box about for years and eventually

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 11, for instance, as France through the 1930's 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 programme or order has been dropped or forgotten.

I have always been able to trace bogs to skipped orders.

An example is the Qualifications Division programme 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 re-institute the original programme.

Ordinarily one doesn't need new programmes but needs the follow-through on programmes that have not been complied with.

When I see a slump occur, I first ask what programme wasn't executed or got dropped. I always find it and when re-instituted, things surge. *Then I* find who dropped it and reorganize personnel with non-droppers.

In this admin failure the dropped programme is seldom a little one. Recently at Saint Hill when statistics slumped I found the programme 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 programme 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 programme 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 by-passed 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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Issue I

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### ADMINISTRATIVE KNOW-HOW 11

#### **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 I above. This is called the Final Directive or Policy.

THE URGENT DIRECTIVE

To do I - 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.

### THEBOARD

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.

**L. RON HUBBARD**

Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 MARCH 1968

(HCO POLICY LETTER OF 31 OCT013ER 1966 Issue II  
Amended and reissued)

Remirneo  
Staff Status I  
Check Sheet

**ADMINISTRATIVE KNOW-HOW  
GENERAL FOR ALL STAFF**

**JOB ENDANGERMENT CHITS**

If you are given orders or directions or preventions or denied materials which makes 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 do-able.

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.



## VEXATIONS FILING

Anyone filing job endangerment chits on superiors or equal 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 favours.

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.

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**Founder**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East **Grinstead, Sussex**

**HCO POLICY LETTER OF 3 NOVEMBER 1966**

Remimeo

**ADMINISTRATIVE KNOW-HOW**

**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 organisation 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, programmes, one does not have an *organisation*. 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 realise 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 programmes 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.

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 programme and seeing that they are followed.

One can build this up higher by obtaining general agreement on the how, why and what of programmes. 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 programmes 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 programmes bring about prosperity and expansion.

No or weak orders bring about stagnation and collapse.

The ideal is to have programmes 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 programme, it will eventually fail if there is no person or governing body there to issue and enforce orders to carry on the programme.

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 programmes
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 programme, the prevention of war.

However these things come 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 programmes, 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 programmes, 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.

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HCO POLICY LETTER OF 10 NOVEMBER 1966

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**ADMIN KNOW-HOW**

**GOOD vs BAD MANAGEMENT**

**The difference** between good management and poor management can be the loss or gain of the entire organisation.

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 organisation. So we have a final extinction of the worker by the organisation 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 organisation 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 organisation 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 organisation. 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 organisation. Then suddenly the machinery all stops and everyone starves.

Whole countries go this way when the mess begins.

The basic difference between organisations that run and those that collapse is simply somebody caring what happens to the organisation itself.

A good manager takes care of the workers. He also takes care of the organisation. A worker-oriented fellow-union leader, agitator, do-gooder-cares only for the 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 organisation 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 lop-sided, given to "them and us", playing favourites 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 organisation, 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 line-up 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 labourer, 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 labourer, steeped privately in "us-poorworkers" 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 pay check 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 unfavourable 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 labourers. 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 flash-back at efforts to get them solvent.
8. There will be non-compliance 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 programmes 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**

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**ADMIN KNOW-HOW**

**EXECUTIVE FACILITIES**

**FACILITY DIFFERENTIAL**

When a senior executive has the ability to make money for the organisation 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 \$8000 per week. With that executive absent-\$5000 per week. This is the "Facility differential" of that *executive*. It is, in this example, 83000 per week. This means that the org could afford \$3000 per week extreme to provide that executive with facilities for his work to keep him from overload. For it will lose \$3000 a week if this executive is distracted or overloaded. Of course nobody expects the org to spend \$3000. 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 \$5000 a week and off post the org gets only \$2000 a week is obviously such a person. The facility differential is \$3000 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 or any single executive post about 50% 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 subtractions 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 [will be] 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
- (c) 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 is 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 ball-points.

But a real facility differential amounting to 25% 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, intercomm, 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 by-pass.
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 Pol Ltr 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, Pol Ltrs, HCO Bs 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 work day (and holds all the rest that come in after until the next day).
8. Puts the Signature Folder as per 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 in the centre 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 Pol Ltrs, 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 chit-chat or verbal reports or rumours.

- 18 . Handles by-hand rushes for the executive in and out.
- 19 . Blocks all body traffic until its business is established, then routes it properly. (Except where body traffic is the executive's business on post, in which case the Communicator smoothes 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.

#### COMMUNICATOR EXEC ACTIONS

The Communicator has his own executive actions. These come under the Admin Know-How HCO Pol Ltrs 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 A.C. 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.

Non-compliance lets entheta situations backfire right up to the executive. The degree of non-compliance 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 non-compliance 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 non-comply.

If the executive has a junior post and a Communicator, then for non-compliance 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. Non-compliance (or job endangerment) lets the barriers down on the whole incoming line to a nasty situation which will then, unhandled, flit 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 non-compliance 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 non-compliance (or job endangerment) early, so that 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 programmes 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**

**INTERVENTION**

The Urgent Directive System (see HCO Policy Letter of 31 October 1966, "Administrative Know-How II") is the one most commonly used, when they have to intervene, by senior executives such as the following:

Founder  
Guardian  
A Senior Ad Council  
Asst Guardian  
Exec See  
LRH Comm

The routine in this case is more or less as follows:

1. The senior on discovery of a bad situation or non-compliance 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. 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. The Guardian might require only an ED from an Asst Guardian. An Exec See 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: The Guardian discovers that a high unreasonable rental compared to income is being contemplated. By any means or ED she forbids it and demands other quarters be looked for quickly. This requires no follow through beyond the Guardian 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 labelled suppressive because they won't separate from Joe Blow. He writes an Urgent Directive to stop labelling 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 See 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.

Example: An impending law suit is heard of by the Guardian, the Senior Ad Council and the local Ad Council where it will occur. The Guardian and Senior Ad Council both issue Urgent Directives and the local Ad Council passes a directive on it. The Guardian's Urgent Directive wipes out the orders junior to it and it is followed. On the Guardian getting an ED from the Assistant Guardian of that org, the Guardian sends the ED before that org's Ad Council for passage or change. The Guardian's Urgent Directive is superseded by the Ad Council's directive based on it. But remember, the Guardian can Comm Ev the lot if the situation is not finally handled, regardless of the Ad Council directive having been passed, if things goofed up.

## 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".

### LABELLING 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 See W/US 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".

### DANGERFORMULA

The Danger Formula applies when such orders by-pass those responsible, meaning at least an Ethics Investigation must occur to find who was asleep if any.

However, the Founder or Guardian can issue an Urgent Directive or Direct Order to any org and order the Ad Council of any org, as they are in fact seniors 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 or Guardian have to do too much too often they step back upstairs and investigate the senior Ad Councils. This has been the usual practice.

The Founder usually uses his LRH Comm and the Guardian her Assistant Guardian or the LRH Comm in that area 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**

**Founder**

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*(Note: The paragraph under "Labelling Directives" which contained a typographical error in the original issue, has been corrected per HCO P/L 21 December 1966, Correction to HCO Policy Letter of 17 November 1966, "Admin Know-How, Intervention".]*

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 4 DECEMBER 1966**

Remimeo

**ADMIN KNOW-HOW**

**EXPANSION**

**THEORY OF POLICY**

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

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 organisation, 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 organise to expand. If it does it will survive. If it organises 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 20th 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 2 or 3 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 non-squirrel 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 organisation 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 anti-demand 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 apologise. The pauper can by certain actions, no matter how improbable, secure service. Etc.

In short, use force only to shut down false anti-demand 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 hold 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 expansions 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 organisation that honestly can so consider. We are not conquering land in the government sense anyway.

## OVER-EXPANSION

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

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

One can "over-expand" 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 "over-expand". 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 (organisation potential not a harmful mass) can be set up, a mind which will organise a body which will produce a product.



If any one of these elements (Thetan-Mind-Body-Product) are missing then an organisation will fall.

Man is so aberrated all mental actions seem to him to be reactive mind actions. But there has to be in organisations 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, recognise 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 organisation.

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

Any smaller part of the whole organisation 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.

Over-expansion 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 organisational insight) see it solely as overwork. They don't see that when you expand volume and traffic you must expand the organisation.

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

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

If you had huge affluences occurring steadily you would soon go into collapse if you did not expand also by *organisational 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 organisation's traffic.

In the presence of huge escalating affluences one must analyse 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 sub-organisation unit to handle it which is complete in itself.

If we are now getting "business men" in quantity we set up, under the control of the original organisation:

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 business men".

If we then were to find the new unit, struggling to form itself into 7 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 business men" 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 business men", whether they are creating demand, financing or servicing.

So over-expansion is only under-organisation in the main.

One can of course "over-expand" 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 organisations** 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 sub-organisation, 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 organisation (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 organisation, continuous expansion of demand. Where one lags behind the others one gets trouble.

It is almost impossible to run a non-expanding organisation 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 organisation has an unlimited horizon. But any organisation must expand to survive.

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

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

Organisations 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 organisations 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 is needful to trouble-free activities.

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

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 organisational 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 over-expansion by some functions. The best answer is not to cancel the expanded functions which over-reached 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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**L. RON HUBBARD**  
**Founder**



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 24 DECEMBER 1966

Gen Non  
Remir nec,  
Execs SH  
Org Exec  
Course

**ADMIN KNOW-HOW**

**HOW TO PROGRAMME AN ORG  
SAINT HILL PROGRAMMES**

In past years we have had many problems resulting in programmes as follows:

The sequence of major programmes at Saint Hill:

To provide a home for LRH and family in Commonwealth area so Commonwealth area could be organised 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 organisations 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 organise SH so it could be administered (made needful by '63-'64 collapse of multiple corporative set-up). (Solved by 7 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 programmes. (Solved by Treasurer but incomplete of any guarantee of chartered accountant compliance.)

To get field auditors to cooperate and stop conflicts with orgs (FSM programme).

To refine the Tech Div. (Finished about August 1966.)

To get in smooth operation on 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 3rd and 4th 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 Scn materials. (Flopped by reason of non-compliance but lately re-instituted.)

Dictionary Project to prevent misunderstood words. (In sporadic and jerky action to this day.)

To handle legal situations which built up by non-compliance by attorneys internal and external in org. (Under solution by forming Guardian Legal Branch.)

To improve and maintain affluences. (Just begun.)

To help Scientology dissemination and attack more broadly to prevent such quantities of legal defense. (OT Activities programme 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 Scn orgs. (OT Activities.)

To establish better audio-visio educational facilities. (Barely begun.)

These have been and are the major programme 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 Organisation. 1966 - The Year of the Clears. 1967 - will probably be the Year of the O.T.'s.

It will be noted that each of these programmes 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 programme and usually it has only been dropped and the problem reappeared because it had been dropped. The proper directive action is to re-implement and improve the solution which is to say in the case of SH, the carTying out of the successful programmes 40ted above.

Ad Councils are always advancing new programmes and often it is only an old programme dropped out that needs re-instituting, not a new solution. Certainly an old problem has cropped up again.

There have been other programmes of course. Many solutions to old problems and of major importance, are found in Policy Letters. Some programmes although necessary have never been successfully implemented. There was the motion picture programme but it is dogged by technical bugs and became part of the Audio-Visic, programme now being attempted. There has been the re-write of all books programme but I've been too overworked to attempt it.

Other future, self-evident programmes will come into being. They will only fail if earlier programmes, dropped out or not given reorganisation when needed, bring old problems into view by exposing them. All the problems underlying the programme solutions above still potentially exist, held in abeyance only by the programmes.

The best way to form programmes is to isolate actual problems at any level of operation and solve them either by removing elements that make them or by instituting a programme. Sensible planning tends toward both actions.

An unsuccessful programme 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 programme 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 programmes but failure to execute existing ones.

Another difficulty with orgs is that they often alter the existing programme so that it no longer resolves the problem the programme 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 non-existence 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 Scibittology data. The ads making the Scientology public aware of the org were toned down and omitted and the Cash-Bills ratio worsened in orgs. The orgs started toward non-existence. Significantly the trend was begun by a someone who did not like orgs but was in favour 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 programme 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 programme one must know what the programme 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 programmes 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 programme 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 programme was altered or dropped and
- (b) the orga 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 programme. That's why any new programme 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 programmes in on existing lines is to disturb (by distraction and staff overload) existing programmes and even if good the new will fail and damage as well existing programmes.

Provide, then, staff and money to pioneer a new programme 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* programmes 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 set-tip in orgs. That's a standard programme. Developed in London and D.C. 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 7 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 reorganised org) they weren't even aware of the problem and so had no programme for it.

It is often the case that one can develop a programme that removes the need of

some other programme. If one removes the factors that make the problem, one can dispense with the programme that solves it. But this is so rare it is non-human 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 programme" safely. That's why doctors sometimes fight us. We are thought to be working to remove the problem to which they are a programme. One would have to have more than a better *cure*. One would have to remove in the 4th Dynamic (Mankind) the *causes* of illness. These would not be what people think they are as the problem persists and so does the "doctor programme" 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 programmes. Eventually, if this solved it, the "doctor programme" 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 programme 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 programme if it did prove effective, (g) diminish the old programme.

So just dropping a proven programme (without going at it as above [a] to [f] ) can be a catastrophe as it can let in an old problem when one already has quite enough problems already.

Abandoned programmes 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 programmes and getting them back in.

If you were to take the above list at Saint Hill, the major SH programmes 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 the SH org would undoubtedly Collapse.

If we added six new programmes directly into the org without seeing the problem to be solved we could distract staff to a point where the old standard programmes 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 programmes 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 programmes may accidentally be solving problems we cannot yet clearly state.

This is not a list of all major programmes in Scientology. These are found in the Policy Letters of past years and particularly 1965.

This is a list of the major SH programmes for use by SH executives and as an illustration to others on how to programme and to show them that as Scientologists we use our knowledge of the mechanics of life, problems and solutions, to govern programmes.

If *all* the problems we faced were only ours only we could of course simply audit them out. But we exist in a 3rd and 4th 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 programmes 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 programmes.

Where one of our standard programmes fails through lack of recognition we then see a problem charging in on us demanding crash programming by higher executives.

When we let uninformed or worse people put in new arbitraries or solutions that solve no problem we disturb old programmes and soon have heavy trouble through unnecessary programming. (Watching a new inexperienced Ad Council propose "programmes" 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 programmes of which the new Ad Council seems blissfully unaware.)

When an org doesn't know its programmes 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 programmes 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 programme) and possibly remove some of the causes of the actual problem. Only when the problem is gone can one drop a programme.

A Scientology org is best fitted to do this as its staff is going up tone 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 programmes to follow. As the lower strata moves up, a new lower strata, by expansion, takes its place so there is no real end to programmes 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 programmes, well applied.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 DECEMBER 1966

Gen Non- Issue II  
Rernimeo Correction and Addition  
Execs SH  
Org Exec Course

**ADMIN KNOW-HOW**

**HOW TO PROGRAMME AN ORG  
CORRECTIONS AND ADDITION  
SEQUENCE OF PROGRAMMES CORRECTION**

The Sixth SH programme 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 orgs run on their income without 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 programme and remains insolvent.

**ADDITION**

To make a simpler statement of What is a Programme, the following is offered:

1. The or-, 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 PROGRAMME.
4. To find and establish a programme, 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. Programmes go in their appropriate departments and divisions, one to six, not seven.

**OVERHAULING A PROJECT**

When a programme 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, Guardian or Asst Guardian or **LRH Comm**) **over that division** puts the executives w/ deh should have seen to the programme in DANGER Condition and personally pushes to get the programme back in as a programme.
2. If this fails, the Exec Sec (or LRH, the Guardian or Asst Guardian or the LRH Comm) hauls the whole programme 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 non-compliance in doing (1) above. As a Danger Condition was already set up and the Exec Sec (or other senior) is handling it on a by-pass already, if one still can't get the programme 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 we can try to find WHO has, this is no reason to continue to stall the programme. After a Danger Condition on a programme 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, 1, 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 programme that is not functioning, handle it personally and use Ethics action on those by-passed.

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 programme 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) & (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 programme 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 programme. So one should routinely look over one's own hats and re-find these and complete cycle on them.

**L. RON HUBBARD**  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 DECEMBER 1966

Rernimeo

**ADMIN KNOW-HOW**

**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 non-compliances 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 "P.T.S." 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 & Country Planning or zoning suppressives tends to go PTS.

In a standard issue corporation the Labour Relations contact point, continually messed up by labour 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 enttheta 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 non-compliance. 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 programmes.

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 calibre.

### 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 offence 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 enturbation. 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 non-compliance, leads to a mess.

It isn't just imagination that SPs attack Scientology. The evidence has been around in plenty for 16 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 non-compliance and a far more effective and happier org. After all real suppressives only constitute about 21/2 percent of the total population. Why spend more than 21/2 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.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 12 FEBRUARY 1967

Org Exec Course

**ADMIN KNOW-HOW**

**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/-

Simon Bolivar was the Liberator of South America from the yoke of Spain.

Manuela Saertz 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 occur-red to him to do more than personally magnetize things into being right and victorious.

His downfall was that he made far too heavy 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 lorded 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 land mass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even foot bridges 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, 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 artisan in the country among them.

When one (General Rodil) would not surrender Calloa 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 "theatre". 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 14 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 theatre. It was all theatre. 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.

#### MANUELASAENZ

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 *sUI*, with an enormous "flaire", 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 her 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 Santa nd or 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 *duelling 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. Arid 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 sequestered 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 play acting) 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 theatre 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 musn'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 rumoured 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 Theodosius, the wife of Emperor Justinian II 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 bushel basket 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 gaol 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 five *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 houses 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 near by and the emerald mines just as souvenirs and me and Manuela we're going home." And he should have said that 5 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 7 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 any more.
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 favour 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

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Rernimeo  
AD Execs  
Org Exec Course  
(Div I Dept I  
Personnel)  
Div I Dept 1 for  
adherence  
Tech See for  
attention  
Qual Sec for  
attention

**HCO POLICY LETTER OF 22 MARCH 1967**

*ORGENTAND IMPORTANT*

(Reference HCO B of 22 Mar 67,  
"Alter-Is and Degraded Beings")

**PERSONNEL REQUIREMENT**

A Scientology org must be at CAUSE over the environment and public.  
Whenever it has gotten into trouble it has slipped to effect.

It is only the negligence or alter-is or non-compliance on the part of *certain* persons on staff or in the professional employ of org (such as attorneys, accountants) that gets the org in trouble.

Such beings are uniformly degraded beings. They are at best pes. They are not truly staff members or effective professionals.

The more degraded beings you employ or retain as professionals to "fill a post" or "need a lawyer" or for any other reason, the more the org will be at effect.

*These* are the people who get you and your org in trouble.

Their characteristic is alter-is of tech, alter-is of policy, and non-compliance with Tech, Policy and orders.

Where these characteristics are spotted in a person hired on staff the person is only qualified to be a pc and **MUST NOT BE RETAINED ON STAFF** or as a professional contact.

This is a different thing than a suppressive. A suppressive is seeking to destroy knowingly and gets no case gain.

"Degraded being" is a harsh term but a true one. It means a person who is at effect to such a degree that he or she avoids orders or instructions in any possible covert or overt way because orders of any kind are confused with painful indoctrinations in the past.

This person cannot be at cause without attaining OT Level 3. Therefore they prevent the org from being at cause as they cannot be at cause themselves and will not let the org or anything else be at cause including executives.

Persons who alter-is tech or refuse to comply with proper legal orders constitute a class of pes we can process gently and happily but **MUST NOT** employ,

Further, an org that goes mad on "process the whole staff" continually regardless of duties has a degraded being complex. ("Us poor equal thetans.")

In such an org the degraded beings outnumber the Big Being staff members. Such an org is not at cause over the environment but is a sort of mutual aid society or a self treating mental ward where the inmates use Scn to treat each other but are but dimly aware of the outer environment.

In a staff member we *expect* lots of auditing and case gain. But we do not expect him to be on staff yet only capable of being a pc (as he alter-ises and non-complies).

We are completely happy to service such. We refuse utterly to use them on staff.

A staff member must be capable of being, with the org, cause over his environment.

It is policy that an executive may not retain on his staff or in his division or in the org any repeatedly alter-ising or non-complying staff member but must see the person dismissed, gently but firmly and put in a pc status only.

Personnel Officers hiring persons who have little ability to be cause over their own life environment are in violation of this policy.

We *can* process and bring up to stature such beings. But they are pcs entirely and cannot do other than bring an org down to the effect level and so get it into often

severe trouble. They are the source (next above suppressives) of all org executives' overwork and woe.

The cash-bills ratio of an org is a very good index of the proportion of degraded beings on its staff or even in charge of things there.

An effective remedy for WW on such an org is to send someone to examine alter-is and non-compliance in that org and dismiss all staff so inclined. The org, even with 2 who are Big Beings left in it, will do better!

This policy letter is based on new tech data concerning thetans. When complied with it will increase the effectiveness of orgs many times over.

Our problem is to lift up people. We cannot do so if we are internally held down.

If our orgs are not maintained at cause then we fail the millions for the sake of being stupid about a few. Remember, we have not abandoned anyone by refusing him or her staff status.

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Non Remimeo            HCO POLICY LETTER OF 15 AUGUST 1967  
Ad Council                (Amends HCO Pol Ltr dated 5.5.67)  
HCO Exec Secs  
Org Exec Secs            **IMPORTANT EXECUTIVE ACTION**

Any organization whose statistics-

- (a) Level Out
- (b) Remain Low
- (c) Drop

the action to be taken by Exec Secs is to convene a Board of Investigation.

The Board of Investigation is to cover-

- (a) Flow of Bodies into the Organization
- (b) The flow of mail into the Organization
- (c) The flow of funds into the Organization
- (d) Any Ethics Outness on principal Execs, and
- (e) Any Tech Outness. The last 2 are the causes of org collapses.

The Board is to establish if there are any stuck flows or off policy handling of the above particles into the organization. Any possible blocks or violation of fast flow policy on these lines are to be isolated. These three flows are the ones that PTS and SP inclined people get onto right away and stop.

Furthermore, investigate the quality of particles leaving the organization, i.e. letters, bulk mailings, promotional mailings. Correlate the relation between items out and items in.

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L. RON HUBBARD  
Founder

[Note: The 15 August 1967 amendment (by LRH) was addition of (d) and (e) and sentence following. The 5 May 1967 issue was written by HCO Exec Sec, Saint Hill, Dalene Regenass, for L. Ron Hubbard.]



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO BULLETIN OF 22 MARCH 1967**

Remimeo  
Level 0

***IMPORTANT***  
**ADMIN KNOW-HOW**  
**ALTER-IS AND DEGRADED BEINGS**

Alteration of orders and tech is worse than non-compliance.

Alter-is is a covert avoidance of an order. Although it is apparently often brought about by non-comprehension, the non-comprehension 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 yot4, find alter-is (covert non-compliance) and non-compliance, 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 pe 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 Sect 3 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 non-complying.

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.

by L. Ron Hubbiird  
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**Saint Hill Manor, East Grinstead, Sussex**

Level IV  
and up  
Rernimeo  
San Execs

HCO BULLETIN OF 19 AUGUST 1967

THE SUPREME TEST

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 8'Orrectness 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 Ilgrey".

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. 8 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 Sets 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 fall 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.

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HCO POLICY LETTER OF 1 OCTOBER 1967

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**ADMIN KNOW-HOW  
USES OF ORGS**

There are two uses (violently opposed to each other) to which Sen 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.

LRH:jp.rd

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Founder

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 16 OCTOBER 1967

**Admin Know-How # 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 Scn technology. If you can get in Scn 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 that things have to be "gotten in" to make an org is 1st Ethics, 2nd Tech, 3rd 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 Sen 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% 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% 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.

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 ropee" 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% make progress in these 3 fields of Ethics, Tech and Admin.

The SP does NOT make any consistent progress at all and lapses every time.

As only 10% 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 90,70.

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.

L. RON HUBBARD  
Founder

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 19 OCTOBER 1967  
Issue I

Remimeo  
Hats Exec  
Secs;

*ORGENTAND IMPORTANT*

**#2 IN EXEC SEC HATS FOLDER  
HCO EXEC SEC DUTIES  
ORG EXEC SEC DUTIES**

Where an org is not expanding, the fault is always with the Exec Secs, actually and legally.

If the Exec Secs get in Ethics correctly they can get in Tech. If they can get in Tech they can get in Admin.

The performance of duty of an Exec Sec must be properly understood.

I It is not a desk job.

2. The Exec Sec (for HCO or Org side) must be better at every job on his side of the org than the staff member holding it.
3. Exec Secs get the people to get the work done and see that they get it done.
4. Exec Secs must NEVER NEVER NEVER hold ANY ADDITIONAL POST no matter the size of the org for if they do so they can't wholly be Exec Secs and the org is leaderless, degenerates to a group of people acting individually and is no longer an org. An org is an inter-dependent activity coordinated by its leaders. They can however pitch in on any job to set an example or show how it's done.

Some years ago, at a time when Saint Hill started its soaring climb out of the doldrums, I trained the two Saint Hill Exec Secs as follows:

- (A) Personally and individually INVESTIGATE any Affluence or Danger or lower Conditions in their sections of the org.
- (B) Both together personally investigate any Affluence or Danger or lower Condition of any divisional statistic, (Including the way legal or accounts may be handling pressures on the org or attacks.)
- (C) Taking actions on any outnesses found in A or B above.
- (D) Enforcing the promotional actions of their divisions (as per Pol Ltr, "Promotional Actions of an Org", of 20 Nov 1965).
- (E) Financial Planning-which consists of what to spend money on per division and what bills to pay according to date-line paying (omitting public utilities that may cut off service if not regularly paid but date-lining all else).
- (F) An org is handled only by stats, assigning and enforcing Conditions, and by personal inspection and examples and getting the work done. And by following the Condition the whole org is really in.
- (G) Keep Ethics, Tech and Admin In In.

This was all they did. And the Org soared.

They did *not* appoint boards of investigation to do their work for them as this would have been a lessening of their confront. They were after all right there.

They did *not* handle reams of despatches but learned Policy on Dev-T and applied it mercilessly.

They did *not* tolerate staff members bringing them entheta and problems and demoted or sacked those who did.

They did *not* sit at their desks and chat.

They were all over the org, picking up this stat and that as per the steps A, B and C above.

When I run an org directly (as its Org or HCO Exec See or both) I go to every department and section at least once a day and see what can be done to help them boost their stats. In doing so I pick up the senior Div Officers as I go so they are with me in their Divs and Depts and so aren't by-passed. But I talk to the staff members myself.

And the stats soar.

So the post of Exec See would be best done from a room with no desk in it (joke) and only a Comm station.

But in all seriousness, nations, armies go to bits because their leaders sit at desks and never bother to confront anything.

Leaders lead.

And there is nothing quite as horrible as having a leader who sees only four walls. His confront goes down, down, down.

Another part of my routine when I handle an org or do prolonged inside work is to get outside at least some of the day even if only for a walk. At SH I used to go for a drive in a fast car with a camera every afternoon despite *an 18 hour a day schedule* on Admin and Research. I made it a point to get outside and breathe!

So I always made my rounds of the org and I always also got outside and I also kept my In Basket empty and my Research done and fought the good fight.

I only order boards in distant places where I cannot easily investigate personally. Otherwise I do my own.

So when I see an organization's stats down I know its Exec Sees do not do A to G above and I know they sit at their desks and chat, that they don't know or shove home Policy on Dev-T, that they are "reasonable" on Ethics and tolerate staff members who worry them with problems and that they do not ever get around the org or outside and so aren't doing their jobs.

I want Exec Sees to do their jobs as Exec Sees. Then and only then stats will soar.

"The Founder WW  
The Guardian WW

Oct 2, 1967

Dear Ron,

I have been analysing the actions of the HCO Exec See and the Org Exec See and they come down to the basic simplicities you originally taught Monica and me. I write them down as the following and you should pass this on to others as you did, to us:

- I Personally and individually investigating any Affluence or Danger Condition of posts in their sections of the org.
2. Both together personally investigating any Affluence or Danger Condition of any Divisional statistic.
3. Taking actions on any outnesses found on I and 2 above.
4. Enforcing the promotional actions of their divisions.
5. Financial planning-which consists of what to spend money on and what bills to pay according to date-line payment.
6. Keeping Ethics, Tech and Admin Policy in.

Love,

Suzie"

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[Note: HCO P/L 28 July 1971, Admin Know-How No. 26, Phase I and Phase 11, page 400, amplifies 2 and 3 in the first section of the above Pol Ltr. J

L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1968

*Remimeo*

## **ETHICS AND ADMIN**

### **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 taki ' ng responsibility are not executives. They are labourers.

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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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 28 APRIL 196

Rernitneo  
Executive See  
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**STANDARD EXECUTIVE ACTIONS**

**Once** a day each Executive Secretary should walk through his divisions and inspect what is happening. He should see every Secretary, Director and walk into every office.

This is an inspection activity designed to keep divisions real by finding out what is going on. You should ask questions such as . . . "How are you doing?" "Is there anything I can help you with?" This is not designed to bypass, nor should it be used to do so.

Answers to the questions, anything found wrong is written down by the executive and orders written up to necessary personnel.

The rule IS: EVERY EXECUTIVE SECRETARY WILL WALK THROUGH HIS DIVISIONS AT LEAST ONCE A DAY, AND INSPECT ALL ACTIVITIES.

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HCO POLICY LETTER OF 30 MAY 1968  
(Issued From Flag Order 805 )

Rernimeo

**ADMIN KNOW-HOW # 20  
ADMINISTRATION**

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 non-compliance 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 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 some place 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 some place 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 (na tter, 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 any place.

L. RON HUBBARD  
Founder

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**HCO POLICY LETTER OFA OCTOBER 1968**  
(Reissued from Flag Order 1432)

Remimeo

**ETHICS PRESENCE**

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 programmes are clear, correct and beneficial-boy do you win.

But it is not the rightness of a programme 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 were 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 Etl-dcs 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 Etl-dcs 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 non-compliance you add ferocity with the aim of continuing your comm line.

Wrath is effective but used in moderation and only in moments of urgency.

L. RON HUBBARD

Founder

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MAY 1969

Remimeo

**RAISE YOUR GROSS INCOME!**

The following was written in reply to a query from LRH on the things that would drop out and that had to be constantly pushed at WW and SH.

*Saint Hill*

1. The overall thing in my opinion that was lacking was sufficient *care* for every single public person in the place. People could be lost on lines, their folder held up for days by some admin slip, and because no one was really seeing that they were doing well, or didn't notice they had slipped off the lines, they became forgotten. One particular case I recall had been told to go home and she would be called. A month went by and no one called and she rang me (I knew her in Australia). It turned out she had merely been forgotten-there hadn't even been a real reason to wait in the first place. I know the very first thing that I liked about Saint Hill when I arrived was the greeting from Herbie Parkhouse and the obvious real care, "Oh, you have just arrived. I'm Herbie Parkhouse, I see Mary has you and is looking after you, etc." It can be the most noticed when present and the most noticed when forgotten. This of course ties in with SERVICE. Immediate attention to the customer in any business goes a lot further than unnecessary waiting where a file cabinet is more important than the real live body awaiting service. Real care includes providing good Tech and good service.
2. Letter Reg section and Adv Reg section would often get unmocked. Always needing putting back together again. Advance Reg packs wouldn't go out and income would drop soon after.
3. FSM payments fall behind. Sometimes a fight to get them paid. But when paid the income would pick up. FSM prize programme would become neglected and not renewed and FSM activity would fall off. (Current report from Wayne indicated low FSM activity.)
4. No info packs at all. Then when we did get them often no mailings of them.
5. Lack of mailings of book fliers. Sometimes none for months, until remembered.
6. Poor availability of materials on courses. A constant problem (I recently pushed Pubs re the old order for the SHSBC books and will do so again).
7. Supervisors missing and sometimes not replaced for some time. (Moved to another post or removed but not replaced.)
8. Exact scheduling. The exact course hours being kept.
9. The Supervisor on time, not arriving late.
10. Star-rates on HGC and Qual staff would periodically drop out and I wouldn't mind betting that it has since the Internship was replaced by Class VIII-I suspect that they may have dropped HGC and Qual auditor training (no data just a suspicion).
11. CF and Addresso constantly out of date with many wrong addresses. Thousands of unfiled papers and materials at times. (Various projects since I left may have cleaned it up.)
12. Undermanned Public Divs. (Or poor personnel assigned to them.)

### *SH Foundation*

1. Foundation offers the same services as the Day Org. Each can and should sign up for the other but the stat is kept properly separated.
2. Foundation fully recognized for its importance. At night it has the space the Day has during the day. It IS the night and weekend Org.
3. Day and WW Execs stay off the backs of the Foundation and let them get on with the job.
4. Day staff can work in the Foundation at nights but attention on getting full time Foundation only staff always.
5. The Foundation must be allowed to sell to any who will take its services. Petty squabbles only harm, and do not raise statistics. Co-operation between Day and Foundation does raise stats.
6. Foundation must offer, without cutting Day Org's throat, its services to Day Org people. They can and do come by the dozen for service at weekends. But to ensure co-operation of Day Org, Fdn should not cut Day Org's throat in any way with services that are cheaper.
7. Primary attention in solution of any problem was EXPAND the Foundation.

### *International*

1. Constant attention to stop or prevent dispersal of CFs. To restore past dispersed CFs, to increase existing CFs. To get the current CF used and addresses corrected.
2. Hitting people on long comm lines with harsh ethics (crashes stats).
3. Very often down crashed stats traced to bypass, inadvertent or deliberate. Got so we would always look for and spot and remedy the bypass that occurred in any steep drop.
4. Failure to pay FSMs, to renew or even have FSM prize programmes.
5. With London to handle their EC with good ARC, trust them to do the job, back them up (they dropped badly when first put under ECEU and handled with poor reality). We would criticize when needed however but always with good ARC. Careful of what we put on their lines.
6. Lack of trained Tech staff (the mailings I have been putting out to ECs re Dn programme heavily push getting their staff trained, especially the present untrained admin staff).
7. Not printing and mailing mags, no Advance Reg packets.
8. Pushed book sales.
9. Undermanned or non-manning of Public Divs.
10. Constant push to get Orgs to open Foundations, not close their existing one.
11. Constant push to keep RJ in action and being played.

W/O Ken Delderfield LRH Public Aide CS-6 for L. RON HUBBARD Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 SEPTEMBER 1969

Rernimeo  
Senior OEC

**ADMIN KNOW-HOW #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 arid 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.

Programmes 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 programmes.

But only to have a programme is to have only a dream. In companies, in political parties, useful programmes are very numerous. They suffer only from a lack of execution.



All sorts of variations of programme failure occur. The programme 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 programme, 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 labour 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.

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 colour 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 programme. 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 can not 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 marvellous 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 programmes 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..programme when it is realized and completed. When planning fails to take this element into account, only then can the whole programme fail utterly for it, regardless of dreams, labor and expense, is finally seen to be of no value anyway. Thus all great programmes 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:

- I 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 I 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 programmes 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 programmes 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 programmes 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 programmes 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 I 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 I to 6 above.

There is a lot to organization. It requires trained administrators who can forward the programmes. 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.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 OCTOBER 1969

Remirneo

**FUNDAMENTALS OF ADMINISTRATION**

**No. 2**

(No. 1 is The Key Ingredients  
HCO Pol Ltr 14 September 1969, page 374)

(See also HCO Pol Ltr 28 February 1966  
on Why Orgs Stay Small, page 308)

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 tl-ds mean~ 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 any one 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 log jams 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 7 Div 21 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.

**L. RON HUBBARD**  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 27 OCTOBER 1969**

Remimeo

**Admin Know-How No. 23**

**DEV T**

The entire, complete and only major source of Dev T is ignorance or failure to grasp CONFUSION AND THE STABLE JDATUM 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 (OEQ 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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Founder

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## **SERVICE**

WHY does one wear his hat?

To give service.

Every hat has a Valuable Final Product. The common denominator of all of these is SERVICE.

Of one kind or another, service is being performed for the org or one's fellows.

You would be surprised how much Dev-T or confusion would drop out if people HELPED one another by giving the *Service* for which the hat was designed.

LRH OODs 5 April 1971

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 NOVEMBER 1969  
Issue II

Remimeo

**GROSS PROMOTIONAL ERRORS**

The Technology of Scientology is very powerful. An org can flourish and expand in the face of many administrative outnesses, so powerful is the Tech. When an org does not flourish and expand you know that the errors are of the grossest proportions.

When a downtrend in Gross Income occurs over a period of time longer than a few weeks you can be sure that what is not being done or what is being done wrong by the org is a violation of basic data pertinent to org expansion. It is not that some internal line has gone out or that some dispatches are stale dated; it is GROSS GROSS GROSS.

After closely inspecting several orgs with downtrends in their major statistics, including Gross Income, the following GROSS PROMOTIONAL ERRORS were found:

- I. Virtually no outflow was occurring.
2. The org's field was "roughed up" with no ARC Break progra in in action to clean it up.
3. Staff members had not been audited.
4. The org image was far below what could be called professional.

Correcting just (1) and (4) above reversed the trends in four orgs in a row. These are the GROSS PROMOTIONAL ERRORS of an org.

When an org that is able to deliver Standard Tech is outflowing, many particles being handed out and mailed out to the public and regular mailings and letters going out to CF, there will be a flow of people into the org. If the org's image is one of professionalism (staff members well dressed and competent in manner) many will sign up for and take the org's services.

A regularly audited staff will want to outflow and will matter of factly present a professional image to the public. And the outflow will increase and the sign-ups and starts will rise.

An ARC Broken field, which has accumulated from long periods of out Tech, will diminish the effectiveness of all your promo by as much as 90%.

Know these GROSS PROMOTIONAL ERRORS well. An org that has declining statistics has three or four of them flagrantly occurring. Stamp out 1, 2, 3 and 4 above and the org will have up statistics no matter what else is being done.

W/O Larry Krieger Mission Boom I/C for L. RON HUBBARD Founder LRH:rs.ei.rd Copyright @ 1969 by L. Ron Hubbard ALL RIGHTS RESERVED

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 19 DECEMBER 1969**

Remirneo  
Executive Secretary Hats  
Executive Hats

Cancellation of  
HCO PL 19 July 1963  
and London Sec Ed May 4, 1959

**EXECUTIVE DUTIES**

(The cancelled PL and See Ed above stated that an Executive "got people to get the work done." This principle has been found to result in some Executives believing they were not supposed to work. It is an old management definition. Much more experience on the subject in Scn orgs and the Sea Org show the following to be more fundamental and more workable.)

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 Woggles" or sewing on buttons he can at once be trusted to waff woggles 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 non-compliance, 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 destroy 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 favours 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.

L. RON HUBBARD  
Founder

[Cancelled by RCOPI28 July 1971, *A dmin Know-How No. 26*, page 400.1

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 3 MARCH 1970**

Remimeo

**HOW TO WRITE AN ED OR ORDER**

There are no hard and fast rules in writing orders or Eds but some comments can be made that serve as a guide for those drafting them.

In the first place an Ed or order must COMMUNICATE. It must be simple and easy to read. Many I have seen are fuzzy or confused.

The person writing it should get a pretty good idea of what the situation is and what he means and why and what he wants done. So orders must be INFORMATIVE.

What he wants done must be within the CAPABILITY of the terminal or terminals he is addressing.

A truly experienced administrator or executive often has to work without all data to hand so it is good to add an escape clause of some sorts when one is doubtful. Such as "If this situation does exist \_\_\_\_\_". You don't always assume that a wrongness reported exists in fact as many false reports can get on lines. Further, the situation might have been handled. In writing 3 orgs to do something it may be one has already done it. So orders should be NON-ACCUSATIVE.

I often get an Ed to be issued or a Flag Order that has a covering despatch which contains all the reasons, followed by the order itself which is baffling if the covering despatch is omitted. As the order isn't to me, why the covering despatch? An order must be able to exist by itself and be in so far as possible SELF-EXPLANATORY.

As most people are not operating maliciously in any way they basically appreciate help. So actually an order should try to be HELPFUL.

All such orders are received in an avalanche of other papers, usually on a jammed overworked line so as far as possible all other things considered it should be BRIEF.

On orders that carry a broad discovery one should also be INTERESTING.

But above all an order or Ed should be CLEAR.

If you want an order followed it has to be ADDRESSED TO SOMEBODY who will supervise or produce it.

Orders and Eds that are issued should BETTER THINGS.

It is not enough to say "Stop doing \_\_\_\_\_ and is often taken all too literally. One should say what it is one should DO.

When whatever it is is done one should also say to whom it should be REPORTED.

One of the minor worrisome things to a recipient is for someone writing an Ed or order to allege data without giving its WHO. It is in fact rather suppressive to say "Stop throwing pes into jails" without also saying "Joe Blow says he saw you throw a pc into jail. Could you give us more data on this?" However, one sometimes has to protect the source of info, as it can occur that someone giving you good factual data will get shot at the other end.

SOP in the US "government" when a Senator receives a letter from a govt employee telling of an outness, is to refer the letter to the employee's bureau, where, of course, they dismiss the employee promptly-which in that frame of intellect, handles the whole thing. But in this context, you must have a vital Admin principle-whenver I have acted on

single reports from staff members and public, I have been sorry I ever brought it up! They were isolated instances or not true: So you get enough observation either from several sources or on different lines before you

actually act for then your DATA IS ACTUAL. Then you won't be on somebody's toes uselessly. And you can say "I have several reports here that your I want to know what you are doing about it if it still exists. Please advise me. LRH COMM LOG THIS QUERY."

The main problem of management and any exec is getting data. Issuing orders and Eds based on no observation can get one into severe Dev-T and upset.

There are 2 basic rules in Eds and orders-

1. **AVOID GETTING CHOPPY ON LONG DISTANCE COMM LINES.**
2. **DON'T KEEP SENDING ORDERS INTO AN AREA OR TO SOMEONE THAT IS NOT COMPLYING. TAKE OTHER ACTION.**

Not all Eds and orders written are perfect by a long way and probably seldom will be. There is no perfect format.

Intuition, past experience and some tiny symptom repeated are all the data you sometimes have. And you have to issue orders on what you know.

And situations are sometimes vitally in need of handling and you have to handle.

So you have to issue orders and Eds to handle things.

But realize this is a temporary state of affairs for management.

Two things have to be missing that make written orders and Eds necessary.

- A. A clear understanding and write-up of exactly what the terminals at the other end should be doing as basic actions.
- B. A competent personnel at the other end well checked out on A.
- C. A workable organizational structure matched at both ends of the line.

When you don't have these things then lots of Eds and orders become necessary. When you do have these things then your traffic is basically data traffic and operational planning.

Mission orders in their target form, with their briefing and with competent missionaries satisfy all these requirements usually. But this is a special case of a carefully worked out drill. So Missions usually succeed if their major target lies within their capability and a sensible time limit.

When a mission is out too long it bogs because it is now a terminal at the other end that doesn't have any real hat, only a set of expiring M0s. Because of time and changes in situations their M0s cease to be real. When this happens they should be recalled, or debriefed on the ground and given a full hat as per A and B above.

Orders and Eds can be in target form and should be when it's a project with a potential time expiry.

An Ed decays in one year at which time it is either renewed by an Ed to continue it or it becomes a Policy Letter which usually should be neated up.

If you look at the capitalized words in the early text above you find the desirable adjectives or verbs that apply to writing orders and Eds. One can use them loosely as a guide.

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HCO POLICY LETTER OF 8 MAY 1970

Remimeo

**Admin Know-How No. 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 See 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 rumour 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 non-compliance 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 single 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.

,LRH:kjm.rd

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HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 MARCH 1970

Rernimeo,

Exec Hats

### WARNING SIGNS

(Reissued from Flag Order 980,  
and LRH ED 10 INT of I July 1968)

Any Executive should take note of the following points and consider them as definite warning signs of imminent danger.

I. An area or individual producing no reports is soon to take a very steep dive.

When you don't hear from an area you can be assured there is something else going on. So Admin is out. Tech must be out and Ethics is going fast if not gone.

2. An area which issues false reports can be considered to have had its ethics pass over cliff way way back. This should be pounced on fast fast fast.

Use these and it will take a lot of trouble off your lines.

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## 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 benefitted.

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.

- welfare state requiring no contribution will at length be paid in revolution.
- 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.

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## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MAY 1971

Issue 11

Rernimeo  
HAS  
Staff Hats  
Prod Org Checkshts

### SERVICE AND WORK LOAD

The way to decrease the traffic and work load of an org is to

I. 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 pgms..

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 half-way between posts and reduces service, production and increases volume.

Laziness and 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 programmes.
- 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 work load?

Get this P/L in, in, in!

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HCO POLICY LETTER OF 22 JULY 1971

Rernimec,  
All Bureaux  
Hats  
OEC

**Admin Know-How No. 25**

**CLOs OTLs AND FLAG**

(References: HCO Policy Letter of 14 September 1969  
Admin Know-How No. 22, "THE KEY INGREDIENTS" HCO Policy Utter of 8 May 1970, "Distraction and Noise" and the P/Ls 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 Franchises 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, FRANCHISES AND THEREBY THE VARIOUS PUBLICS.

**STEPS**

In THE KEY INGREDIENTS you find a cycle of Management as follows.

- I. Observation
2. Planning
3. Communicating
4. Supervision
- S. Production
  
6. Users.

Plans in this P/L include Programs and Projects and are the duty of FLAG.

CLOs and OTLs fit exactly at No. I *Observation* and No. 4, *Supervision*.

Orgs fit at No. 5 *Production* and the Publics at No. 6 Users.

No. 3 Communication occurs internally at Flag; between Flag and CLOs; internally at CLOs; between CLOs and Orgs and Franchises; and between Orgs and Franchises 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 Relation 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 owners of a Franchise 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 Bureaux of a CLO these observations are duplicated and CIC processed for local CLO use but is 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) No. 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 programmes and projects and sends them out via CLOs to Orgs and sometimes Franchises.

CLOs and their OTLs now come into their own. They SUPERVISE getting these programmes 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, programmes 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, programmes 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 programmes 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 programmes 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 Programmes and Projects.
- D. To FIND the WHY (reasons) that any *Flag* Programme or Project *is not* going in in an org or franchise or public and REMEDY THAT WHY so the Flag Programme or Project DOES go in.
- & 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 Franchises push in Flag programmes 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 franchises 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 3 week course on Flag would become a 6 months course in orgs. It defied belief.

After a long long study of all this, and first hand experience at Flag some whys began to show up. The HCO P/L 15 Mar 71 "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 re-piloted 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 programmes and projects are pouring out to CLOs to orgs by rapid communication as fast as packaged from Training and Services Bu Flag.

Assistant Training and Services Aides in CLO Training and Service Bureaux should see that they get into each org and franchise, 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 Tr and Serv 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 P/L 8 May 1970, 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 Tr and Serv 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 Bureaux 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 pes to come back tomorrow .....

TELEGRAM: TO C/O CLO. ADVISE YOU SEND A MISSION WITH A HAS AND AN AUDITOR AND FBO TO BONGVILLE FAST TO HOLD IT. SUGGEST TWO 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 SO. CHECK OF INVOICES REVEALS \$18,000 UNCOLLECTED FROM STUDENTS NOW ON COURSE NEEDS FBO AND FINANCE INSPECTOR TO SET UP TREAS AND COLLECT. ADVISE GDN OFFICE RE LANDLORD EVICTING ORG. NO A/G 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 GO 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 Interne pgm 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 Brk programme begins to go in and begins to straighten out ARC Brks in Central Files.

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 an A/G is sent to the GO for training at GO 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 Bd 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 Mgmt Project Bd, a Missionaire Unit, and an Action Bureaux to handle Bongvilles.

But every Bongville it has to handle will be because Flag programmes and projects weren't going in in BongvMe 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 Pgms and Projects in.

Org Level-Divisional and Departmental and individual WHYs that prevent Flag Programmes 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 programmes are not going in in an org and remedy that WHY and get the programmes and projects in.

That's a CLO.

L. RON HUBBARD  
Founder

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**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 P/L 19 December 69 Executive Duties  
which cancelled HCO P/L 19 July 63)

Note: HCO P/L 19 July 63 stated that an Executive should "get people to get the work done". HCO P/L 19 July 69 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 hating 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 P/L 19 Dec 69 and 19 July 63) were correct in their way.  
Therefore they are re-stated 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.

*PHASE I IN FULL*

(HCO P/L 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 flabby.)

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 Woggles" or sewing on buttons he can at once be trusted to waff woggles 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 PI, 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 erg 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 erg board arrangements in the same erg, the erg 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 non-compliance, 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 favours 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.

### *PHASEHINFULL*

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 P/L 19 July 1963) now applies and is so re-issued.

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:

I. 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:

I. 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 grey 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**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 19 AUGUST 1971**

Remirneo

**PROGRAMS, USE OF  
HOW TO SAVE USELESS WORK**

Staff time is very often wasted by the failure to use a program-pjt 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 Pe 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 short out, 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 Pgm. 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

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## **DEBUG**

The way to debug an order is to name the Valuable Final Product intended and see that it is achieved.

Any "bug" will be found to be a stop on obtaining the Valuable Final Product.

Thus, locate the intended VFP.

LRH

OODs 28 March 1971

## **BILL AND DRILL**

The secret of good organization is billing and drilling. An event should be known weeks ahead and billed and drilled.

LRH

OODs 12 August 1972

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 25 OCTOBER 1971

Remimeo  
Basic  
Staff Hat

Issue I

**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 by seniors comm.

Examples:

Hatting Officer Dept I 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 permission or authorizations or information or 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 See to HCO Exec See to Division 7 See 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 pe after session to the D of P, the C/S, the TEO, the Tech See, the Qual See, 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 statistic 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

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HUBBARD COMMUNICATIONS  
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HCO POLICY LETTER OF 26 JANI  
Issue I

Remirneo  
All Exec  
Hats

*Admin Know-How 29*

**Executive Series 5**

**NOT DONES, HALF DONES & 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 & 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.

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:

- I . Got 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 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 reveals 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

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**HCO POLICY LETTER OF 9 APRIL 1972**

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ETHICS  
(Cancels HCO P/L of 7 Feb 70  
"Danger Condition 2nd Formula")

**CORRECT DANGER CONDITION  
HANDLING**

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.

**DANGERFORMULA**

The original formula follows:

1. By-pass (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.

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 the activity because it is in trouble.

**FIRST DYNAMIC FORMULA**

The formula is converted for the 1st dynamic to

- Ist 1. By-pass habits or normal routines.
- Ist 2. Handle the situation and any Danger in it.
- Ist 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.

Ist 5. Reorganize your life so that the dangerous situation is not continually happening to you.

Ist 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 omissions and withholdings and any known unethical 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 by-passed 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 by-pass 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?  
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) Wore 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 programmed 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. Misernotional?
  - 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.)

Probable WHY

Operator

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.

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**HCO POLICY LETTER OF 14 APRIL 1972**

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**HATTING**

(Excerpt from LRH Command Section  
of Flag OODs 21.1.72)

"I don't know how to hat people." I hear this every few days. It's like hearing somebody say "I don't know where my mouth is so I can't eat."

"There you are, the org board." "There's your desk." "Here's where you get supplies." "Here's your hat pack." "The guy you relieved can answer your questions." "Read your hat pack." "I will be back in 2 hours to check you out."

And "What is your post?" "Who is your senior?" "What do you produce on this post?" "Take hold of these cans." "What are your misunderstands?" "What word is it?"

"What machines do you have here?" "This is the instruction manual for operating that machine." "Study it for an hour, identify all the parts." "I will be back in an hour to starrate you on it."

"I'm sorry you are confused. Sit right there and confront your area for two hours."

"Good, we'll run reach and withdraw on your bosun's locker-(or typewriter or desk or-or-or)."

"Read POW. I'll be back in 4 hours to see if you finished." "Good. Go to Admin Cramming and to attest if you make it."

"Buy a Vol 0 from the bookstore and read it."

"Joe, take this fellow over and show him a Comm System. .

On and on for WEEKS.

And who does it?

The guy's senior MUST see it gets done (usually done by an Est 0).

The Hatting Officer has a duty to see it is done or do it. And furnish the hat.

That is HATTING.

It's about as mysterious and difficult as eating an apple.

Except there are no apples for an org if it isn't continually done.

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HCO POLICY LETTER OF 1 SEPTEMBER 1973

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**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 are 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, money bags 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.

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 beenset 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 19th 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**

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*Admin Know-How Series 31*

**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 1 FEBRUARY 1966  
Issue IV

Remimeo

**STATISTICS, ACTIONS TO TAKE**

**STATISTIC CHANGES**

When statistics change radically for better or for worse look for the last major alteration or broad general action just before it and it is usually the reason.

Example: Letter out statistic falls and falls. In investigating look for the last major change in that area and if possible cancel it and the statistic will then rise. Let us say that just at the top of the down drop, the 3rd week in November, the Dept of Registration was given new dictation equipment. Take it away and restore the old arrangement and routing pattern that was in use with it and sit back and see what happens. The statistic will probably recover.

Example: The Field Staff Member Commission statistic has been very low and suddenly leaps to affluence. You want to reinforce it so you study what happened just before it. As it takes a bit of time on a statistic that has longer comm lines, you look a bit earlier. You find the Dir Clearing began to send FSMs big info packets they could give people. So you okay lots of such info packets to be given out and the affluence of the statistic continues. And you write LRH what made it do that so a Pol Ltr can be written.

I learned this while researching the life force of plants. Everytime I saw a research bed of plants worsen, I queried what routine had been varied and found invariably some big change had been made that wasn't usual.

It is change that changes things for better or for worse. That's the simplicity of the natural law.

If you want to hold a constant condition, don't change anything.

If you are trying to improve something make changes cautiously and keep a record of what is changed (like all orders must be by SEC EDs). Then you watch statistics and if they decline you hastily wipe out the last change. And if they improve you reinforce the change that began it.

For instance we know the 7 Division System pattern works for the better it's gotten in in an org the more its graphs go up.

The Org Board of summer 1964 also works for a small org because it started their statistics up. But it was not good enough to maintain height of statistic when a certain size was reached. So we got the 7 Division pattern of 1965.

It is of course obvious that if Joe as Org Sec did okay and if replaced with Bill who is only 15 the Org Division will falter.

But frankly it is not just a personnel question by far.

Personnel equates against case gain more than personality. In December 1965 at Saint Hill, the gross divisional statistics very closely matched the *case progress* of the Secretaries of each division. You can almost assign a post by:

1. Grade of Release, and
2. Leadership Survey, plus
3. Experience in org.

Those 3 factors take into no account personality or aptitude much contrary to all the tests the 19th Century psychologist or 18th Century phrenologist would have made and used.

So while personnel changes are always a possible reason for radical shifts in statistics, they are by no means the major ones.

Shifts of comm lines, functions, policies, equipment, duties, locations are quite often far more responsible for graph shifts.

Personnel comes into it this way: When you make a bad rearrangement and you have an incompetent personnel also you have disaster!

If you make a bad rearrangement and the personnel are good the statistic drop may be only a small one as they cope. So even small drops should be investigated, particularly around good personnel.

The morals are these: If you have a disaster (big Danger Condition) find the big change which preceded it or the missed order and get that fixed and also shift personnel.

If you see a person who has a good record coping like mad, inspect the area of that post to find what needs fixing up, what changes were made that overpressured that post and get it right.

### THE PAUSED STATISTIC

During expansion, one has areas where statistics become level.

Here statistics *pause* because lines jam. People get overworked and confused.

The traffic is just too heavy.

And where do you really repair in such a case? More clerks? No! Always look to the lines of the *highest post* in the overloaded area and get them eased.

In expansion the person who never notices is the man in charge. And his lines are the most crippling to the org if jammed.

Example: Org See and Org Division stacked up and coping frantically. Org Exec See wonders what to do. Their statistics are paused (in a level line). They are overworked. Hire more clerks? No. Sort out the Org See and be sure more help is furnished *on that post*. Then the Org See (with a personal Secretary to sort her mail, etc.) looks up and starts sorting out the Division.

The old trick I used to use was to tell an overworked director "Draw me up a list of all the hats you are wearing". And he or she would finally bring one in, round-eyed. "35 hats!" I recall one saying.

I would take the one nearest the director in duties and fill it with a staff member and the department would ease off.

Somebody like the Div 7 See or the LRH Communicator can do this to Exec Sees. If they are slaving, make them put on somebody to unjam their lines. They'll straighten the rest out.

So a *paused* statistic comes from the jammed lines of the topmost executives and is best remedied by easing them.

An org today is *not* run on personalities. It's run on statistics. All orders are based on statistics. The old personality system used by the business world and military is as yesterday as the rack and almost as cruel. Go modern. Use statistics only.

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Guardian Hat

Exec Secs Hat

HCO Area Sec Hat

Dir I & R Hat

All HCO Hats

LRH Comm Hat

HCO POLICY LETTER OF 6 MARCH 1966

**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 non-production you get non-production.

When you penalize production you get non-production.

The Welfare State can be defined as that state which rewards non-production 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 non-production you get non-production.

Although all this is very obvious to us, it seems to have been unknown, overlooked or ignored by 20th 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 non-production and down statistics. Always.

Also we do it all by statistics-not rumour 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 20th Century government was just these 3 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 hardworker-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 was on the post they would be up. And act on that basis.

Any duress levelled 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 non-production 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 Pol Ltr is the reason Scientology goes poorly when credit is extended by orgs and when auditors won't charge property. 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 is *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 work week 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 f,50 a week the proportion of his pay (penalty) might go as high as half. Therefore people tend to refuse higher pay (up statistics) as it has a penalty that is too great. On the other hand a totally indigent non-working 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 non-production. It by exact definition is the economics of living off interest from loans. Which is an extreme of rewarding non-production.

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.

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HCO POLICY LETTER OF 6 NOVEMBER 1966  
Issue I

Remitneo

**ADMIN KNOW-HOW**

**STATISTIC INTERPRETATIVE**

**STATISTIC ANALYSIS**

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 draw a line halfway between peaks and depressions, more or less the same distance from each and you can then read the statistic as rising or falling.

**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.

An example is 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 vs 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% to 60% 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.

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 programme. But if there is an FSM programme, 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

All statistics on one set of graphs giving a sinking *trend* line is a dangerous situation. One draws a trend line by choosing the mid-way point between highs and lows and drawing a line.

If all these lines 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 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 godawful 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 See 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 flyers for books, appropriate display money, go mad trying to get it up. And then at long last one discovers the real reason. The book store 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.

### 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 non-compliance 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 non-compliance 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 11 NOVEMBER 1966

Remimeo

**STAFF RESPONSIBILITY FOR THE ORGANIZATION AS A WHOLE**

The product of a Scientology organization is changed conditions. When staff chases statistics for statistics' sake, they lose sight of the product of the organization.

Any given statistic is a MEASURE of the product of that part of the org, whether it be section, department or division. When the measuring stick is distorted it opens statistics to counterfeiting.

Any attempt by staff members, junior or senior, to inflate a statistic, whether by false report or by irresponsible production of the statistic (i.e., writing one line non-communicating letters in order to get lots of letters out) is counterfeiting a statistic in order to look good. Such counterfeiting is a high crime. In giving a false measure it endangers the org, as the graph may look good, and execs, on a fast flow system of management, would not look in that area for outness, when, as a matter of fact, gross outness and irresponsibility will be in that area.

**ACKNOWLEDGEMENT REPORT**

Staff members, in addition to their post hat(s) do have a responsibility for the org as a whole and their own product and the production of their section, department and division contribute to the total production of the org. There are many opportunities to take responsibility for the org in addition to one's post hat(s), that are not doing someone else's hat. In order that taking such responsibility may be reflected in a staff member's records, the following is instituted:

A staff member who does some action which is above the call of duty of his or her post hat may write an Acknowledgement Report on himself detailing what it was he did and how it benefited the org. This is sent to Div I for filing in his or her Personnel File. In reviewing staff for promotion, such self Acknowledgements are taken into account in assessing the staff member's responsibility level, along with other data and statistics.

No one is to be embarrassed about acknowledging himself as there is no other way sometimes for the data to become known. For example: Staff member sees a number of coke bottles on the grounds left by someone else, unknown to him. He picks them up and returns them to the canteen. Unless he acknowledges himself for this, it is likely to go totally unnoticed by anyone. So his Acknowledgement Report takes care of getting it known, and thus seniors can know who takes this extra responsibility.

(Of course, this policy is in no way to be interpreted as giving anyone permission to do someone else's hat.)

Compiled by a Board of Investigation

Signed by: Ray Thacker

Anton James

John Lawrence

for

**L. RON HUBBARD**

Founder

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HCO POLICY LETTER OF 24 JULY 1967

Remirneo

**FIXED PUBLIC CONSUMPTION OF PRODUCT**

Any Scientology organisation (or any organisation) which is working in any way upon a fixed statistic of consumption will eventually fail. By "fixed consumption" is meant estimates of the public's consumption of product as a limit on production.

There are several ways to "fix a consumption statistic", These are:

1. Provide just so many auditors for the HGC to agree with expected pes.
2. Schedule just as many courses in the Academy as one thinks there will be students.
3. Provide just enough quarters to handle the expected quantity of business.

Unless one disregards the expectancy and unless one simply furnishes all the service one can, regardless of past statistics, the org will go downhill.

Several orgs work on the basis that there is just so much business and that one must only cater to that. Sydney, Auckland and some others have gone so far as to hold a one student course with hours arranged to fit that student. Joburg has in the past let the pc decide how and when he is to be audited and has had a registrar assigning the hours (with 35 auditors on the payroll and pcs getting 2 hours each a week, 35 auditors were delivering only 100 auditing hours a week!).

Any org that does not simply provide good uniformly scheduled service will fail.

Let us have an example of a car industry working on a fixed consumption statistic. The directors look up the last year and see that 1,000,000 cars were bought. They decide then, for this year, to make 1,000,000 cars. As they keep doing this year to year they eventually begin to make less and less cars and one day go out of business.

That is NOT the way to go about it.

What the directors should have done was ignore the last year's stat and call in the head of production and ask, "How many can you make this next year?" The guy says, "2,500,000". The Board says, "Good. Make them." Then the Board calls in their Distribution Division and says, "Tell the dealers they will get 2 and 1/2 times as many cars next year so be sure and get ready to sell them." And the Board calls in the letter reg and says, "Write every owner of one of our cars that he is going to be very pleased with his next model. And mail a magazine to all of them once every two months tracing the new model's development."

Now, in practice of course no car industry has any letter reg or Central Files of customers and their Dist Div is a sort of list of dealers so that Board couldn't do that. But a Sen org can!

Now let us examine the exact same procedure in a Scientology org if it were followed.

Wrong way: The Exec Council sees how many students and pes were trained and processed last year and arranges to train and process that many this year. The registrar working alone must keep up some quota so begins to make special deals in desperation.

The org goes downhill. Like Auckland, Sydney and Joburg did.

*Right way:* The Exec Council calls in the Tech See, Director of Training and Director of Processing and Director of Tech Services and says, "What is the maximum number of students and pes that we can handle?" These executives figure it out and say, "500 students and 210 pcs." The Exec Council then tells them to do it, and calls in the Dissem See and says, "Have your people contact and sign up 750 students and 350 pes in the coming year." They call in the Dist See and say, "Double the names in CF." They call in the HCO Sec and say, "Get in Ethics in this whole area and also locate and give us a list of all failed cases in the past three years." This last list they give to their Field Staff Members with orders to offer a free S & D and get the people in.

The Exec Council does NOT work on a fixed statistic of last year or any year. It DOES NOT CONSIDER IT IS STOPPED BY A FIXED CONSUMPTION. It does not try to limit its business to expected business.

Of course it is silly to think there is any limit on the people who are to be trained and processed. We have not even touched the 3,000,000,000 potential Scientologists on this one planet.

If you schedule a continuous course in the Academy and teach it, it will fill up. IF you don't break it into arbitrary periods. People who run a course every six weeks or every year always eventually fail. You have to run a continuously enrolling course.

At Saint Hill we held to enrolling every Monday for many years. Then a couple years ago I ordered enrolment on arrival (any day of the week) and *enrohnents increased*.

If the service is there it will be used. If it is there only by wait it will not be used.

Sometimes you have to teach a full course to an empty Academy for weeks or months when you start this, but given good, well and precisely scheduled classes and all tech *in*, the place will fill up and stay filled.

Sometimes HGC auditors sit around for weeks with no pes after a full HGC is organised but they will eventually have pes if the service is there.

There IS NO FIXED CONSUMPTION.

When you do not provide the service first. it will not be used. You cannot drum up business unless the service is certain. The best way to have certain service is to provide it before it is demanded. Then, as it exists, it will be used.

You can promote before your service is complete only so long as the service will be there when demanded.

In general org management it is very easy to fall for a fixed consumption idea and limit everyone to it. The only sure way to proceed is to operate with maximum possible service while bringing maximum pressure to bear on the Dist and Dissem Divisions to fill the place up.

There is no limit to the number of students and pcs. Why limit the sign-ups?

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HCO POLICY LETTER OF IS AUGUST 1967

*Remimeo*

**DISCIPLINE  
SPs AND ADMIN  
HOW STATISTICS CRASH**

One of the ways an SP works to stop an activity or to halt an affluence is to pick out key personnel and spread wild, false and alarming stories about them,

Another way, often used in conjunction with the above, is to pound a key executive with alarming entheta about staff, divisions or activities. This urges the key executive to take uncalled for action which upsets things and which may lead to the dismissal of valuable staff.

Also it is a symptom of an org under external pressure to come down on its own personnel rather than on the public or on real SPs.

SPs tend to vanish in memory since they speak in generalities. "Always" "everyone" salt their language so that when you say, "Who told you?" in tracing a rumor, it is hard to remember since "everyone" seems to have said it. Actually the SP who did say it used "everyone" in his comm so often as to become in memory "everyone".

**A GOOD MANAGER IGNORES RUMOR AND ONLY ACTS ON STATISTICS.**

Had I heeded over the years any rumormonger, we would have no orgs. I generally don't listen and if I do, only go so far as inspecting stats.

It is easy to discipline staff and hard to discipline the public. A LAZY executive only disciplines staff. It takes more confront to tackle the public.

When an executive listens to rumor and bad things about his fellow staff members without looking at the actual production statistics, that executive can harm the org badly.

I have never tried to make staff members "be good". I have only tried to make them produce and wear their hats.

Our whole statistic system exists to end excessive discipline of valuable staff members.

To me a staff member whose stats are up can do no wrong.

I am not interested in wog morality. I am only interested in getting the show on the road and keeping it there.

Also I detest having to discipline anyone for anything, particularly a Scientologist. And the only discipline I use is to hold the fort until people are clear enough to see the light. They always do. All misconduct comes from aberration.

However if anyone is getting industrious trying to enturbulate or stop Scientology or its activities I can make Captain Bligh look like a Sunday school teacher. There is probably no limit on what I would do to safeguard Man's only road to freedom against persons who, disdaining processing, seek to stop Scientology or hurt Scientologists.

I well know Man's fixation on trying to make "everybody good". Which means, really, inactive. The best men I have had in wars routinely have been continually arrested and generally frowned on by "shore patrols", "military police", etc. To the body politic a *quiet* person is the ideal. When the guns begin to go, these quiet ones are

all hiding and only the active ones are there to fight. I often wonder what would happen to a state if it *did* achieve its apparent goal of making one and all inactive little sheep.

So I don't care what men or women do if they just wear their hats and keep their stats up. Only when Scientology is being slowed or stopped do you find me rigging up the tools of discipline.

In actual fact I rather hold the person who is inactive because he is afraid of punishment in contempt. I respect only those who are strong enough to be decent without the "self protection" of evil.

I use discipline to hold the edges of a channel, not to stop the flow.

SPs LOVE to coax those with power to slay. As the basic ambition of any SP is "EVERYBODY DEAD SO I CAN BE SAFE" he or she will use all manner of lies and mechanisms to excite a thirst for discipline in those in power.

If I ever heed any "Kill everybody" advice it is to put the adviser up against a brick wall.

All evil stems from aberration. And it can be pretty evil. And awfully aberrated. The only road out from evil is processing. Therefore one must protect the road to freedom as the answer to evil and must protect as well all those who are working to keep the road in.

The world will never become good because of discipline or oppression of evil. All discipline pre-supposes that the person being disciplined wants to survive. The truly evil only want to succumb so discipline threat is no answer. The truly evil LOVE pain and suffering and deprivation. So it coerces nothing and improves nothing when you seek to solve all evil with discipline. Only the already decent can be disciplined. It only obliges the evil ones. So all you can do really is to get the evil ones parked off the lines.

The Executive in disciplining is concerned with those who would stop or hinder the flow and those who are just plain idle or stupid. So he severely leaves alone all up stats and only acts to move the suppressives off the lines and not let the idle and stupid slow the flow. An executive could never make the world reform by discipline alone. He can by processing. So his only use of discipline is to continue to make processing possible. It's as simple as that.

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### WHAT IS A STATISTIC?

What is a statistic? 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.

A down statistic means that the current number is less than it was.

An up statistic means the current number is more than it was.

We operate on statistics. These show whether or not a staff member or group is working or not working as the work produces the statistic. If he doesn't work effectively the statistic inevitably goes down. If he works effectively the statistic goes up.

*NEGATIVE STATISTICS.* Some things go up in statistic when they are bad (like car accidents). However we are not using negative statistics. We only use things that mean good where they go up or mean bad where they go down.

One then is valued in the group because of the rise and fall of the statistics for which he is responsible.

[Excerpted from HCO P/L 16 December 1965, Statistics of the *International Executive Division*. A full copy is on page 36.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 20 OCTOBER 1967**

Rernimeo

**ADMIN KNOW-HOW**

**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 post.

Every post or part of an org has a product. If it has no product it is useless and supernumerary.

An Exec See has the products of his or her portion of the org. The first product of an Exec See is of course his or her portion of the org's divisions. If the portion itself does not exist then of course the Exec See has no stat at all as an Exec See even if very busy-so he or she is not an Exec See 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 See 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 See 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 See 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 reasoning 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 "softees" 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 goodie-goodie 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 non-compliance.

*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 unfrontable!

Now we have to have highly skilled Tech to bail us out. And I assure you 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

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**ADMIN KNOW-HOW #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 Wash D.C. 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.

**IDtE FIXE**

Some people have a METHOD of handling a down stat which is a fixed idea or cliché they use to handle *all* down stat 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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All Execs  
Rernimeo  
Org Exec Course  
introductory

**HCO POLICY LETTER OF 25 OCTOBER 1968**

**IMPORTANT**

**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* Programmes the BUGS have not been worked out. It's like a newly designed piece of machinery. The clutch slips or the h.p. is sour.

*New* programmes 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 programme IT WAS BY PUTTING IN THE EXACT PROCESSES AND GRADES. By going Super *Standard* we got 100% case gain.

It is the same with Policy. If you get an org in with Super Standard PolicyPromotion, 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 Pol Ltr 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 POL LTRS 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.

**GENERAL EXEC ACTIONS**

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 See in any org! How "out" can it get? As soon as Exec Sees 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 Sees, Divisional Sees. 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 10 OCTOBER 1969

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### DOWNSTAT CAUSES

The most usual reasons for dwindling gross income statistics are:

1. Out Tech.
2. Lack of an enterprising ARC Br Reg and ARC Br Auditor to keep the field cleaned up.
3. An incomplete or unused CF.
4. Incomplete or unused Address files.
5. Lack of books or poor book distribution.
6. An incomplete Executive Council.
7. A staff not trained on the Org Exec Course.
8. A staff not basically trained in tech.
9. Lack of meter availability.
10. Non-standard Public Divs which do not do the basic prom actions resulting in new names to CF.

In 3, 4 and 5 above one finds personnel wanting to actually DO the essential work necessary at a purely hard work level. Also orgs tend to "retire" parts of their CF or "save money" (and go broke) by not doing full mailings to their address plates.

There are many other actions which can cause down stats, of course, but these have to be pretty bad to actually keep stats depressed.

The promotional actions of an org have to be in, the A/G has to keep the area defended and the basic functions as per the Org Board have to be in.

But wherever stats are down and stay down, the above ten reasons have to be looked at and handled.

You would be utterly amazed at the reasons that can be given as to why the above 10 are not *in*.

One that is not listed is the most dangerous one: REASONABLE EXPLANATIONS OF WHY STATS ARE DOWN. Given anyone in an org at all, the above 10 are the real reasons.

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**HCO POLICY LETTER OF 5 FEBRUARY 1970**

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**STATISTICS, MANAGEMENT BY**

The most direct observation in an org (or a country) is statistics.

These tell of production. They measure what is done.

It cannot be said too often that management is best done by statistics.

Each division in an org has a GROSS DIVISIONAL STATISTIC. This is calculated to reflect the production of that division by all its divisional members.

An EXECUTIVE COUNCIL has all these GDSs available to it every week. This is done by the OIC system (Organization Information Centre). The stats are collected by each division and compiled by Dept 3 Div I Inspection and Reports into graphs. No matter how small an org, it has to have an OIC.

The EC as a Council runs the org by observation of the GDSs.

Conditions are assigned each Division by the EC each week according to these GDS stats.

The name of the secretary of the division is noted on the graph. EC names are also on their own graphs.

These graphs, the OIC, should be POSTED WHERE STAFF CAN SEE THEM, not hidden in some room or in only an Exec Sec's office. They tell the rest of the org what the division is doing.

There is a lot to stat interpretation. It is covered in the Org Exec Course.

The Gross Income stat is not the most important in the org. It is modified by the expense of the org. An apparent high income can be wiped out by ignorant or unreal financial planning, which makes the org cost more than it makes.

If all other stars are up, the Gross Income will go up.

Individual staff members, secretaries and executive secretaries are commended, promoted, demoted or Comm Eved on the basis of their stats. A person with high stats has Ethics protection. A person with low stats not only has no Ethics protection but tends to be hounded.

Orgs are not well run by the old school tie, what professor one knew in the Ivy League University or who is shackled up with whom. Orgs run by other considerations than stats hurt the individual staff members. Orgs are well run when they are run by fairly and realistically designed stats for every staff member, division and the org.

Reasonableness is the great enemy in running an org. "Well, of course, the PES's stat is down because there's been a rail strike. . ." Nonsense.

The PES's stat is down because of low production in the Public Divisions and that's the whole and only reason.

Rumour can kill orgs and staff members. Whopping generalities like "People are ARC broken with Scientology" is just a Suppressive Person at work. Suppressives HATE anything that helps people. Listening to rumours instead of looking at stats or instead of just producing what one is supposed to produce in an org is playing straight into the hands of the bad hats.

Stats are a safe way to operate.

By raising individual stats we expand.

By expanding we gain strength and influence.

It may be a long road but it is a safe one.

Run only by statistics.

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HCO POLICY LETTER OF 9 FEBRUARY 1970

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STATISTICAL JUDGMENT  
(Ref. HCO PL 5 Feb 1970 "Statistics, Management by"  
and other PJ s on this subject which recent PU  
clarify but do not modify)

When one is managing by statistics, one does not manage by gross income only.

There can be a tendency for management and staffs to believe an org is all right because it has a rising gross income graph. This is not true. The Gross Divisional Statistics must be observed before the Gross Income can mean very much.

"We can't touch the South Lansing Org because its GI is on a rising trend." "The EC was changed when the GI was rising." "I was wrongly removed because the GI was rising." These are all meaningless statements unless we studied all the Gross Divisional Statistics.

Statistics must be studied and judged alongside the other related statistics.

A rising income graph can even be shown sometimes as an actual threat to an org if the Tech *delivery* stats are down and stay down. It means the org is selling and not delivering and may very well crash shortly,

A high Qual graph once got a Qual Sec removed. It was high because Qual ran a campaign against Tech, invalidating gains so the pcs; would have needed reviews. A high Qual Income graph compared to a low "successful hours delivered" graph in Tech can mean the org is sick. Tech isn't delivering good service so Qual is in Affluence.

Low books sold means the org will fall flat in a few months.

Low outflow means trouble soon.

An income graph needs the bills figure (Cash-Bills Ratio Graph) to see if the org is solvent and is handling its Financial Planning well. It might be costing far more than it makes.

An org can have an increasing gross income graph and a much more rapidly increasing bills graph. It is unhealthy and may crash.

A good Cash-Bills ratio with low bulk mailing means the org is staying solvent but not promoting-and it will go to pieces soon.

Somebody is idiotically saving money on promotion and probably wasting it like mad elsewhere. It has happened often,

The GI should be rising. That seen, the next action is to reinforce it by making all the other Gross Divisional Statistics rise also, making bills go down and reserves go up. Then one must be sure that the expenses are less than the income.

If an EC, a manager, a staff will see to these things and see that their Admin is up to date and their product quality is high, they're in clover.

If they also see that their PRO Area Control is excellent, they will surely take and eventually be supreme in their area.

One often has to look long and hard in a division to find why its stat is down but there is always an obvious, curable internal reason, which found and remedied, pushes the stat up.

The Divisional stat is made by the stats of the sections, units and individual staff members of the Division.

The GI is made from high divisional stats.

That is how it is done and that is what is meant by Statistical Management.

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**HCO POLICY LETTER OF 16 AUGUST 1970**

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**STATISTIC MISMANAGEMENT**

A no-cause attitude toward statistics expresses itself in various ways.

1. No stats at all in that they are not computed, collected or posted.
2. Stats computed and collected but not posted or issued.
3. Stats posted but disregarded in handling.
4. Stats posted and looked over but reasonably explained.

The head of an organization or division who is not going to make it operates this way:  
**HANDLING EVERYTHING AND TOO BUSY TO ORGANIZE AND ENFORCE STATS.**

Sooner or later but we hope at some time he will realize that he is only handling unworn hats that result in no stats.

The rule is of course: Cope by all means but spend some of that time organizing. If one does not devote some time to organizing then his cope will increase and he will drown for sure with increased cope.

If everyone in an org wore his hat there wouldn't be odd bits left to handle.

If an org staff half wears its hats then everyone in the org is wearing some piece of everyone else's hats and the result is bedlam. At the top there is total cope.

A measuring stick for a worn hat is a stat.

Half worn hats have half stats or none.

By making sure every post is filled and every post has a stat, one can then progress toward less and less cope, more and more result.

If the stats are an indication of the Ideal Scene then low stats show a departure from the Ideal Scene and one can find out *WHY* and get the stat up again.

Thus the Ideal Scene can be approached.

Down stats or none at all are a wide departure from the Ideal Scene. Where the stats are lowest or absent the departure is greatest.

For example, one org's individual stats were very low. They were posted. It was a very rag tag, bobtail, out tech scene a *long* way from the Ideal.

Another org had no stats even compiled or posted and was making about 1/10th of its normal income and collapsing. The head of it had worked himself to a dead end, had ceased to cope and was not even there!

**REASONABILITY**

Even with posted stats, one can defeat the purpose of them by being reasonable or alter-izy about them.

"Well, the study stat is down but I know why. Our top student graduated." "We have a slump in Treasury stat but I know why ..... "I know why

..... I know why

That off the cuff "I know why" without even looking carries with it a spectator flavour unless one (1) went and looked and (2) figured out how to get it up.

One area with 15 blown students using a "I know why, Joe graduated" explanation is being a bit kooky.

"Yes, we know all the stats are down but there's been a football game ..... is a big out-point statement in itself.

I traced some of these "I know whys" down once and found them covering up holes you could lose an elephant in. The "Joe graduated" explanation for lowered point stats disclosed a 50% non-attendance being neglected!

So this off the cuff shrug showed a hat not being worn, seniors sweating and the head of the place madly trying to **handle OTHER COMPLICATIONS ARISING FROM THE SAME POST.**

So if you don't have stats and they're not collected and posted and *used* prepare to do an awful lot of coping!

Also prepare to have injustice, overload of good workers, heavy ethics, unpleasantness and overloaded seniors.

To have anything running one has to have stats, they have to be computed, posted and USED.

Locating the real WHY of down stats takes a *considerable* study of the area where they are down.

The gross outnesses are usually

Inadequate personnel procurement Inadequate training for or on post Inadequate Org Bd Use of PR instead of sweat to get by.

One lesson you learn when you have been at this for a while:

**THE INCOME OF AN ORG IS TOTALLY UNDER ITS OWN CONTROL.**

All public flaps and catastrophes do is upset the staff. They have almost NO effect on public or inflow potential. One could even say that public flaps are assisted by down stats in the org. The staff, having produced poorly or poor quality of basic product then invites a flap. Down stats generate down stats.

In this universe and on this planet in particular there are a lot of nuts. They would fight baby rattles if they thought it threatened their baby poisoning business! The percentage of nuts is about 10%. Of that 10% 21/2% are the Chief Nuts.

They are so crazy one almost has to help them shoot himself.

When Dianetics was NOT USED for 18 years (1951-1969) to handle illness orgs eventually got into trouble = No Dn stat.

When Scientology was not fully used (1965-1970) there was a lot of public trouble.

The MOST trouble was in 1968 when *neither* Dn nor Scn was in use.

So a no product no stat condition is the same graph as the trouble graph.

But the org stats were affected only internally! By Internal causes!

So any org determines its own stats-all of them!

So the basic gross outness re stats is not to have real stats and not to compute, publish, use and PUSH THEM UP.

The "I know why" doesn't carry with it a "let's find a WHY that we can remedy and push the stat up".

While all this is modified of course by whether or not you have an org product you can do and offer, it is a comment that the quality of the product and creating a demand for it only determines the ceiling of the org as a whole.

Having a real product that one does well brings about an almost no-ceiling condition.

As I write this our ceiling is retarded only by the necessity of catching up with 18 years of disuse of Dianetics and 5 years of Scientology "quickie delivery". We are issuing new scenes and stats at this writing that give an index of quality of product delivered. That takes off the ceiling.

The only thing that could go wrong is not establishing, collecting, computing, posting and using the stats to establish a nearer and nearer approach to the Ideal Scene, not just for us but for the planet.

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L. RON HUBBARD  
Founder

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 OCTOBER 1970

Remimeo

**STAT INTERPRETATION**

The interpretation of statistics includes *trend*.

TREND means the tendency of statistics to average out up, level or down over several weeks or even months as long as the situation remains.

The closer one is to the scene of the stat, the more rapidly it can be adjusted and the smaller the amount of time per stat needed to interpret it.

One can interpret one's own personal statistic hour to hour.

A division head can interpret on a basis of day to day.

An Executive Secretary needs a few days' worth of stat.

An Executive Director would use a week's worth of stat.

A more remote governing body would use a TREND (which would be several weeks) of divisional stats to interpret.

In short the closer one is to a statistic the easier it is to interpret it and the easier it is to change it.

One knows he had no star on Monday-he didn't come to work. So Tuesday he tries to make up for it.

At the other end of the scale, a Continental Executive Council would have to use a trend of weeks to see what was going on.

TRENDS can be anything from Danger to Power, depending on the slant and its steepness,

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

The dotted line is drawn roughly through an average in all TREND cases.

This would be an Emergency TREND:

As you can see, it is not so steep.

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

-/A- AAV \_~ , \_~ \_ ~

This would be a normal TREND:

Any slight rise above level.

This would be an Affluence TREND:

This would be a Power TREND:

No different level pitch than Affluence but way high on the graph.

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

A

/N~

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

## REMOTE MANAGEMENT

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

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

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

## REASON

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

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

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

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

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

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

"Get CF Straight" takes  $11/2$  seconds to say but may take 6 weeks of time for a manned up specially appointed crew to accomplish.

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

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

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

WHY stats go up and down traces to backlogs being caught up, to new projects given overloaded staffs, to unreal planning, to Finance squabbles and failures to hire, hat, train and program.

So wildly varying stats in an org's divisions almost always mean Finance poorly handled, hiring, hatting, training is poor. Utilization of staff is not good.

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

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

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

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

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

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**Founder**

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 5 MAY 1971

Remimeo  
OEC Checksheet

Issue II

## READING STATISTICS

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. Near vertical up: Power.

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." "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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LONDON

HCO POLICY LETTER OF 8 APRIL 1957

**ADVISORY COMMITTEE**

The Advisory Committee Mandate of 1956 is amended as follows:

"The Advisory Committee shall be composed only of the following persons:

The Technical Director; The Director of Administration; The Director of Training; The Director of Processing; The Registrar; and HCO Secretary.

"When any significant change in its membership occurs (one third or more) (cumulative) there shall be an election by the new membership of a Chairman, but in no case shall a Chairman immediately succeed himself."

"The Advisory Committee shall report its minutes to the Association Secretary who in turn shall report to the Agent for Gt Britain and the Treasurer only."

"A copy of the Advisory Committee minutes may also be sent by the Association Secretary to the Advisory Council in Washington."

"The Minutes of the Staff Meeting shall be forwarded to the Advisory Committee as well as the Association Secretary and the Advisory Committee may express its opinion of and recommendations concerning the Staff Meeting minutes. The Advisory Committee action on Staff Minutes may not prevent them from being submitted to higher authority."

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HASI POLICY LETTER OF 9 APRIL 1957

**GRIEVANCES**

Any staff member shall be entitled to present any grievance he may have in writing or in person before the Advisory Committee when it is in session on Tuesday afternoons at 3 p.m.

Such grievance shall be courteously and justly heard and any action recommended by the Advisory Committee shall be forwarded to the Association Secretary for his action. The Advisory Committee may not take action without the further sanction of the Association Secretary.

L. RON HUBBARD

FOUNDING CHURCH POLICY LETTER

May 8, 1957

**ADVISORY COUNCIL**

**The** following persons are appointed to the Advisory Council.

Dir of Training, Fernando Estrada, Chairman

Dir of Processing, J.M. Brand

Registrar, Maxine Lawrence

HCO Secretary, Mildred Deen

Distribution Center, Robert Perrin

L. RON HUBBARD

LRH:md.rd Founding Church of Scientology

Executive Director



Total:

LRH:md.rd

L. RON HUBBARD

445

HUBBARD COMMUNICATIONS OFFICE  
1812 19th Street N.W., Washington, D.C.

FOUNDING CHURCH POLICY LETTER OF 8 AUGUST 1957

**. POWER OF VETO**

As regards the Advisory Council Minutes:

Power of Veto may be exercised by the Organization Secretary or the Executive Director.

The Organization Secretary may veto or refer any minute.

The Executive Director may veto or pass any minute.

Minute is only valid with a specific acceptance from the Executive Director, giving its number and date.

LRH:ind.rd

L. RON HUBBARD

[*Note: This FCDC P/L was reissued by London as HASI P/L 28 Nov '57, changing "Organization Secretary or the Executive Director" to "Association Secretary or the Agent for Great Britain".*)]

**ADVISORY COUNCIL**

Purpose: To advise the executives of the organization as to needed changes and policies. To act as a meeting ground for department heads. To assemble and report the statistics of finance and action to the Executive Director. To advance ideas for promotion and improvement.

L. RON HUBBARD

[Excerpted from HCO P/L 27 November 1959, *Key to the Organizational Chart of the Founding Church of Scientology of Washington DC*, page 138. It was later reissued as HCO P/L 12 October 1962. For an earlier version of this, see 9 January 1958, *HASIPurposes as per Organizational Board*, page 122.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 SEPTEMBER 1964

General Non-Remimeo

**PURPOSE OF ADCOMM**

Sometimes organizations tend to forget what the basic purpose of an Adcomm is.

The original purpose was given in HCO Policy Letter of Oct 12, 1962, and is now amended as follows:

"To advise the Assoc/Org See on Promotional Matters relating to the various Departments. "

This purpose should be read at the beginning of every Adcomm meeting held in all Orgs. It should be prefaced, "This meeting is held to advise ..... etc."

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HCO POLICY LETTER OF 12 AUGUST 1965

Remimeo

**COUNCIL AND ADCOMMS**

Advisory Committees heretofore convened are abolished.

New Advisory Committees are set up by Division.

There will be one "Adcomm" for each Division except Division 7.

It will be composed of the three directors of the Division or their representatives, and chaired by the Secretary of the Division or his or her representative.

The Divisional Adcomms should meet in the last hour of the working day Friday.

Each Adcomm meets separately.

The Divisional Adcomm has ready the statistics of the Division and takes these up in an effort to improve them.

The entire purpose of the Adcomm is to arrange to improve statistics for its departments, sections and units.

The period taken up is the week closed on Thursday. Thus the day's statistics for the meeting go to the next Adcomm. Like accounts, each statistic week closes on Thursday at 2.00 p.m.

The minutes of the Adcomm, together with all statistical reports, are forwarded to Inspection and Reports where they must arrive by noon Monday.

These statistics are promptly compiled by Inspection and Reports for night letter to Saint Hill to arrive Tuesday morning, and are copied for the Advisory Council.

**THE ADVISORY COUNCIL**

The Advisory Council meets on Tuesday afternoon in the last hour of the working day.

It is composed of the HCO Exec See and the Org Exec See and is understood to include LRH.

Receiving all Adcomm Statistics, the Advisory Council determines the states of condition of the org, each Division or separate departments and publishes the states assigned as from the Office of LRH.

The Advisory Council does all minor planning and adjustments necessary as an Executive Admin Letter, local.

Should large changes be envisioned, the change must be authorized by LRH also and is issued as a SEC ED from Saint Hill.

**SUMMARY**

This is the general plan of management:

Section Officers may hold meetings with their section to brief them.

Department Directors may hold meetings with their department's personnel to brief them.

The Division has an Adcomm to compile and take up their statistics and plan and issue orders to improve statistics.

The whole Org has an Advisory Council to take up the statistics of the divisions and issue orders to improve them.

Huge changes cannot be made by an Adcouncil unless also authorized by LRH.

None of these bodies has any more authority than the persons and posts they contain. The Advisory Council is not a Board of Directors but is an assistant body to the actual Board of Directors at Saint Hill.

Adcomms may issue Admin Letters for their division.

Adcouncils may issue Admin Letters for the Executive Division and assign conditions.

Large changes or transfers must be in the form of a SEC ED issued only from Saint Hill.

## FOUNDATION

All this also applies to a Foundation, except that in its early days such meetings are not vital and are included in the day Adcomms, etc.

As the Foundation grows it will need to hold its own Adcomms and Adcouncil. When this becomes a fact, the only difference is that the Adcomms are held in the last half hour of Friday night's work and the Adcouncil is held in the last half hour of the Tuesday night following. The procedure is otherwise the same.

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## STATISTICS FOR DIVISIONS

(Note: We will call the Advisory Council the Ad Council, never AdCoun, to avoid any errors in confusing it with AdComm)

Each whole division has a statistic on which it is judged as to condition.

While this gross divisional statistic does not cover all the statistics of the division, it is the primary divisional statistic.

An ADVISORY COUNCIL meeting can be very brief if it has these statistics tallied by AdComms and plotted and submitted by OIC. Then when a gross divisional statistic is up the Ad Council can find out why and reinforce what caused the rise. And when a gross divisional statistic is down, the Ad Council can go through all the remaining statistics of that division and take action accordingly. Thus the Ad Council need not cover all the statistics of an org at its meeting. Only the gross divisional statistics and take action only when these vary widely up or down.

The Advisory Committees of the Divisions record all statistics but headline in their report their gross divisional statistic for quick reference. They include all their statistics, headline their gross divisional statistic.

There are many other statistics, many even more important than gross divisional statistics. But these gross statistics tell one at once if the Division Secretary is alive and has his division functioning. Thus they provide indicators by which management can be done.

The AdComms of course handle all their statistics.

The Ad Council handles the gross divisional statistics looking for steep ups (to assign affluence) or steep downs (to assign emergency).

Gross Income only hereafter influences the Exec Division and is assigned from Saint Hill. All other divisions are assigned conditions by the Ad Council in accordance with the gross divisional statistics.

L. RON HUBBARD

[Note: Excerpted from HCO P/L 30 September 1965. A full copy of this Policy Letter may be found in Volume 0, page 200, and in Volume 1, page 328. Considerable evolution of the Statistics for Divisions has occurred since this policy was first written by LRH. As of November 1973, the following P/Ls have amended the statistic section-deleted in this excerpt-of this Policy Letter:

2714/67	Tech Division Statistic, 1-345,4-10	5/4/73	All Orgs-TwoAdditionHCO GDSes
22/9/69	HGCStatistic, 1-357,4,12		TechAdmin Ratio and Personnel Points Stars
29/3/70	Tech and Qual Stan Revised	10/5/73 &	revision of 22/9/73
17/6/70	OICChange-Cable Change, 1-359		Gross Book Sales GDS-How to Count
512/71	FEBC Executive Director Org GDSes	14/6/73	The Success Stories GDS
5/2171	Org Gross Divisional Statistics Revised	30/6/73	The Qual GDSes
12/3/73	Treasury Divisions GDSes-A 11 Orgs, 3-5	19/7/73	Personnel Points Stat-Weekly Report Form
2/8/71	Hating Points GDS Change	23/10/73	Pubs Orgs-Stat Change
18/9/71	A OLA Division 6 Defined	8/11/73 &	revision of 24/11/73
5/12171	Statistics-Dissem Division		The VFPs and GDSs of the Divisions
1012172	& revised reissue of 12/6/73		of an Org
	Higher Org-New Name to CIF Definitions	2 1/1117 3	SO Orgs Div 6 VFP and GDS
7/6/72	AO and AOSH Money for Training-GDS	24/11/? 3	The VFP and GDS of HCO
	for Quals	24/11173	New Qual GDS and VFP



**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 5 OCTOBER 1965

ernimeo  
All Staff

**Routing**  
**AD COMM REPORTS AND MINUTES**

Here is a complete routing for the weekly statistics and Ad Comm reports:

1. On Thursday afternoon OIC Clerk distributes in the baskets of each person three blank forms.
2. The person receives the statistics form and fills it out accurately.
3. He keeps one copy for his own reference.
4. He routes one copy to his Dept Head.
5. He routes one copy to the Div Secretary.
6. The Dept Head accumulates all statistics for his dept and takes them with him to the Ad Comm on Friday at 5.30 p.m.
7. The Secretary accumulates all her/his statistics routed to her by the various individuals, staples them together by Dept and files them for her reference.
8. At the Ad Comm the Secretary for the Ad Comm (not the Div Sec) takes notes on the discussion of the statistics, notes which statistics are up or down, notes all recommendations-decisions, and orders issued during the Ad Comm and includes in his minutes.
9. At the end of the Ad Comm the Sec is handed all the statistics from each Dept.
10. The Sec for the Ad Comm then takes these and his notes and types up the minutes.
11. He then signs the minutes as Ad Comm Sec and paperclips them to the Statistics and routes to the Div Secretary for her/his signature.
12. The Sec then routes them all to the OIC Clerk for graphing. They must arrive there by Monday noon so the OIC Clerk will have time to deal with all of them.
13. The OIC Clerk completes all graphs and turns all the Div's statistics and minutes (neatly stacked in consecutive order, i.e. Div 1 on top, Div 2 beneath it, etc) over to the LRH Communicator by noon Tuesday to route to the Exec Dir.
14. The Exec Dir (or in the other orgs, the Ad Council gets the report at this point) sees these and the LRH Communicator then routes them to the Executive Advisory Council.
15. The Executive Ad Council, when finished with these, routes them to HCO Files Officer.
16. The HCO Files Officer files them separately by Division and in consecutive weekly sequence.

The routing is followed by the Evening Foundation as well, except at the point of No. 13. The Evening OIC Officer places the completed graphs and statistics with minutes in the Day OIC Officer's basket for their forwarding with the Day Reports.

The outer orgs' OIC Officer forwards the designated OIC data by telex on Monday to St Hill for the OIC Officer's handling.

The new OIC data that will be required from Orgs is not compiled as yet but as soon as these have been validated it will be issued as a Policy Letter. Until this has been done the usual OIC data is reported, compartmented into Day and Foundation.

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Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 12 OCTOBER 1965**

Remimeo

ADVISORY COMMITTEES

It is up to AdComms to assign conditions of Emergency to Departments.

If the **ADVISORY COUNCIL** discovers an even slightly down statistic in the Gross Divisional Statistic and finds that that AdComm in its meeting the previous Friday did not locate the cause and assign an emergency to it, the Advisory Council may assign a Condition of Emergency to the entire division regardless of the slightness of the gross drop,

AdComms must establish and assign statistics for their departments and sections or units and individuals.

An AdComm may assign a personal state of emergency to any person in that division.

PAY ADJUSTMENTS

*Applies to all orgs on Unit Pay*

An individual, unit, section, department or division will, effective 15 November 1965, have a unit pay reduction of 20% of its units if it is assigned a state of emergency.

An individual, unit, section, department or division, effective 15 November 1965, will receive an increase of 20% of its units if assigned a state of affluence.

STATES ASSIGNMENT TABLE

*Exec Division - States assigned for the whole Exec Division by Saint Hill only in accordance with gross income.*

*Divisions - States assigned by the local Advisory Council on the basis of the Gross Divisional Statistic.*

*Departments - States assigned by the Advisory Committee of that Division, by the Advisory Council or the HCO Secretary.*

*Sections - States assigned by the AdComm of that Division or by the Advisory Council or by the HCO Secretary.*

*Units - Same as sections.*

*Individuals - Same as sections.*

POLICY

No org, portion or individual in an org may be without an assigned state. No states may be assigned anything or anyone save on the basis of a graphable statistic.

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Saint Hill Manor, East Grinstead Sussex

HCO POLICY LETTER OF 11 JANUARY 1966

SH only  
Exec Sec Hats  
(SH & WW)  
Secretary Hats

**ADCOUNCIL AND ADCOMMS ORDERS,  
ISSUE OF**

**ADVISORY COUNCIL ORDERS, ISSUE OF**

Advisory Council orders are issued by Secretarial to the Executive Director only.

Independent AdCouncil orders are forbidden.

**ADCOUNCIL SH**

The procedure for AdCouncil Saint Hill is as follows:

On every Tuesday afternoon the Advisory Council meets to take up Financial Planning and the AdComm reports and statistics.

The results of this meeting are expressed as Financial Planning Orders and Assignment of Conditions to the Divisions and any other orders or comments of the AdCouncil.

These are written up properly as a Sec Ed and are forwarded to the AdCouncil WW for approval. If approved they go to the Executive Director for OK to issue.

**ADCOUNCIL WW**

The Advisory Council World Wide meets every Wednesday afternoon.

Its procedure is as follows:

It takes up the AdCouncil SH minutes and passes or alters them and sends them on to the Executive Director for OK as a See Ed.

The AdCouncil then takes up the statistics of the International Division itself. It issues any orders as a See Ed and forwards it to the Executive Director for approval and issue.

It then takes up International Statistics org by org and draws up general Sec Eds WW or individual Sec Eds for orgs and sends them to the Executive Director for approval and issue.

No orders are issued by the AdCouncil SH or the AdCouncil WW except on the above lines.

The initials of the Executive Director are required for approval and issue but where the Executive Director is not available in person, the LRH Keeper of Seals and Signatures (usually the LRH Communicator unless one is appointed) merely signs with no power of alteration and no power of non-approval.

**ADCOMM ORDERS, ISSUE OF**

The orders of an Advisory Committee are similarly routed.



An Advisory Committee, as the advisory group of a division, meets every Friday about 5.30 pm and conducts its meeting on the statistics of the division for the week ending Thursday 2.00 pm (the day before).

The AdComm assigns conditions for its departments, sections and persons for the Division in accordance with statistics and confirms any personnel appointments or transfers or dismissals.

The AdComm Reports are forwarded to the Advisory Council SH which approves or alters them and passes them on to the AdCouncil WW which approves or alters them and passes them on to the Executive Director for approval and issue. If the Keeper of the Seals and Signatures only is available the orders are simply approved and issued as a See Ed for the division to which it applies with copies to the two AdCouncils.

A divisional See Ed is numbered consecutively, is on blue paper and is headed "SEC ED (number) Div (number of Division) followed by the name of the Division abbreviated", example "SEC ED 136 Div 2 Dissem".

The orders in any event should be issued by Friday morning of the week after they were written by the AdComm.

The whole purpose of this routing is to prevent contradictory orders and provide a single channel of issue.

All See Eds not written by the Executive Director personally are hereafter signed by the originating person or body followed by "For L. Ron Hubbard, Executive Director".

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### **FINANCIAL PLANNING**

*The Financial Planning Hat is worn by the Advisory Council.*

HCO P/L 26 Nov. 1965, "Financial Planning"

*Financial Planning is an activity that is shared in by the head of each Division. - LRH, January 1971*

### **COMMITTEE MEETINGS**

*It is policy of some duration that FP Committees meet in the evening when officers are not vitally needed to supervise lines and Iship] production.*

LRH, Flag OODs, 20 November 1970

See Volume 3, *Financial Management -Financial Planning*, pages 26-81, *P~ices, Establishment of* pages 82-90, and *Price Engram*, pages 91-136, for the policies of Financial Planning.

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 1 NOVEMBER 1966

Remimeo

Issue 11

**ADVISORY COUNCIL**

(Effective on **Receipt**)

**(Cancels all HCO Pol Ltrs specifying the conduct of the  
Ad Council and its formation except those which merely  
mention it as a governing body)**

**(Cancels all HCO Policy Ltrs reference to "Advisory Committees")**

**FORMATION**

**Definition:** The Advisory Council is that body of executives in immediate charge of an organisation subject to supervision by a further governing authority.

**Name and Authority:** The Advisory Council is either written in full or as "Ad Council" or as "A.C." plus the name or initials of the place governed and in no other way. The Advisory Council is "advisory" to the Board of Directors of the governing body corporate who may at any time over-ride its actions or cancel its directives or policies or recompose its membership.

**Purpose:** The purpose of the Advisory Council is to help LRH govern Scientology, Scientology Organisations and their staff, Scientologists and groups or public who look to Scientology for control or regulation, without denying the authority of the Advisory Council and so rendering it unable to carry out its purpose or oppressing the individual to the detriment of the many.

**Decisions:** All decisions of the Advisory Council are taken on the basis of statistics and regulation and law specified or exerted by it is itself regulated by the relative statistic of the organisation, group or individual to which they are directed, the formula being the better the statistic the less regulation and the worse the statistic the more regulation. But no decision may be taken to reduce the expansion of Scientology and the statistics of hostile forces or individuals are interpreted only as they reduce or increase Scientology statistics.

**Organisation:** The Advisory Council shall be so organised as to represent those persons or groups or organisations or subordinate or senior Advisory Councils influenced by the Advisory Council.

**Legal Orders:** Any order, directive, law, or policy proposed to an Advisory Council must exist in a final form before presentation even though it may be modified or cancelled or require passage by a higher council or other authority before becoming effective. The Ad Council may not entertain or discuss ideas, plans, programmes, rules, orders, directives, law or policy which are not brought before it already in issuable and final form except to appoint Boards of Investigation, Committees of Evidence, order Ethics Hearings or assign conditions.

**Frequency of Meeting:** An Advisory Council must meet at least once a week as near to the moment of formulation of the statistics of the previous week's activities as is practicable to provide it with statistics.

**COMPOSITION**

**Chairman:** The Chairman of the Advisory Council shall be one of the two senior executives of the organisation to which it is attached and the other shall be the Deputy Chairman, this being determined by election by the other members.

**A.C. Secretary:** The Dissemination Secretary (or Director or Officer) shall be the Secretary of the Ad Council.

**Master at Arms:** The HCO Area Secretary (or Director or Officer) shall be the Master at Arms of the Ad Council and shall report all non-compliances with orders and shall keep order at Council Meetings.

**Keeper of Records:** The Division 7 Secretary (or Director or Officer) shall be the keeper of the files and records of the Ad Council.

**Quorum:** Two-thirds of the members of an Ad Council must be present before any business may be conducted, but deputies of members may be counted in the quorum.

**MEMBERSHIP**

An Ad Council may have no less than seven actual members.

There is no limit to **the** number of members.

No org or group or individual represented on an Ad Council may be represented by more than one voting member.

The Ad Council may limit its membership but in any event must include:

The two most senior executives of the organisation in that area.

The senior executive as representative for each type of division (department or section in junior orgs).

A representative of the org immediately senior to it.

A representative of each org, group of orgs or body governed.

#### VOTES

Each member shall have one vote only except the Chairman who may vote only in the case of a tie vote.

#### VETO

The Chairman may veto absolutely any action, speech, bill, directive or measure without further recourse except that three-quarters of those present, the Chairman excepted, may over-ride any such veto.

#### MAJORITY

A majority of votes is required to pass any order, directive or measure.

A Policy Letter requires a three-quarters majority to pass that Ad Council but must go to other passing agencies as prescribed before it becomes effective and in force.

#### ATTENDANCE

Irregular attendance of Ad Council Meetings shall cost the offender his membership and, when applicable, org post, or in volunteers any staff status.

#### CENSURE

A majority vote may censure any member present or absent.

Failure to abide by policy regarding Ad Councils and their conduct or misconduct at proceedings, or failure to obey the Chairman or Master at Arms in all matters except firmly held opinion or how a vote is cast, can censure, fine or remove a member from one or all Ad Council Meetings or membership.

#### TREASON

Provocative utterances calculated to overthrow the existing government or discredit it or Scientology or Scientology principles or orgs shall be deemed treasonable by an Ad Council and sent at once to Ethics.

#### ORDER OF PRECEDENCE

Members take precedence in divisional order in seating or privileges.

#### ORDER OF SENIORITY

Ad Council seniority is as follows:

(Any senior extensions of Scientology) Ad Council WW Ad Council WW Org Ad Council  
Continental Org Ad Council Zonal Org Ad Council Sub-Zonal Org Ad Council Area Org.

The Ad Council of the WW Org is not on the via line between Ad Council WW and Continental Orgs but is senior to Continental Orgs.

#### COLOUR FLASH

General Ad Council orders shall be blue.

Ad Council orders applying to a division or division type shall be the colour flash of that division.

Ad Council directives to the public or non-org shall be in black ink on white paper.



## CONDUCT

Care must be taken to:

1. Inform all directly affected by an order or directive.
2. Not to jam comim lines with too broad a distribution.
3. Not to put in new solutions to problems already caused by an arbitrary.
4. To accept or discuss no matters not brought before it in issuable form.
5. To refer to especially appointed Boards of Investigation any situation requiring Urgent Directives at the time the Urgent Directive is issued or when one has been issued.

## MEMBER DIRECTIVE

Any member of the Ad Council may author and issue an Urgent Directive outside the meeting of the Ad Council by obtaining a majority of signatures of Council Members. But if so, the next Ad Council Meeting must appoint a Board of Investigation into the situation being remedied and must in any event cancel any Urgent Directive by proper and detailed orders based on facts accumulated within six weeks of its issue.

Members have no other precedence or authority outside the Ad Council by reason of being a member of it and may not be obeyed as "a member of the Ad Council" without incurring penalty for receiving an illegal order.

Members have authority in their own right as specific executives when they are such, which they may utilise but not exceed.

NO executive in an organisation may issue an Ad Council directive or Divisional directive without the majority approval of the Ad Council (including Urgent Directives as above). But this may not be used to prevent the head of a part of an org from giving direct orders to his own part of the org. But if these orders change or infringe any directive or policy the matter must be brought before the Ad Council at the next meeting or be considered an illegal order. Bringing such an off-directive or off-policy order before the Ad Council does not condone it.

## RULES OF ORDER

Those parts of Roberts Rules of Order which apply shall govern the proceedings of an Ad Council.

## COMMITTEES

The Ad Council may appoint Committees amongst its own members to handle special programmes or actions but not to inquire into matters as this is done by Boards of Investigation appointed by the Ad Council, the difference here being that a Committee is only appointed to obtain execution. A Board is appointed to get data and write its findings and orders or directives in issuable form. Where possible a Committee shall not be appointed where ordinary channels of execution exist and none may be appointed to encroach on the already assigned duties of org executives.

## COMPOSITION AD COUNCIL WW

The composition of the Ad Council WW (to which other members may be added by it) is as follows:

HCO Exec Sec WW, Chairman or Deputy Chairman	Org Exec Sec WW, Chairman or Deputy Chairman
HCO Exec Sec SH, Member	Org Exec Sec SH, Member
SH Foundation Representative	I-RH Communicator WW, Keeper of Seals and Sig
	Member
Divisional Organiser HCO, Master at Arms	Member
Divisional Organiser Dissem, AC Secretary	Member
Divisional Organiser, Treas,	Member
Divisional Organiser, Tech,	Member
Divisional Organiser, Qual,	Member
Divisional Organiser, Dist,	Member

Divisional Organiser, Exec, Keeper of Records  
Member

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Continental Representative SH,

Member Continental Representative, E.U.S.  
Member Continental Representative, Europe  
Member Continental Representative, W.U.S.  
Member Continental Representative, Anzo  
Member Continental Representative, S.A.  
Member Field Staff Member Representative, World  
Member Franchise Representative, World  
Member Student Representative, World  
Member Preclear Representative, World  
Member OT Base Representative, Member Other members as required.

Non-voting associates as desirable to represent non-Scientology groups.

#### COMPOSITION SH AD COUNCIL

HCO Exec See, Chairman or Deputy  
Org Exec See, Chairman or Deputy  
HCO Area See, Master at Arms

Member

Dissem See, AC Secretary

Member

Treas See

Member

Tech See

Member

Qual See

Member

Dist See

Member

Div 7 See

Member

LRH Comm SH Representing WW, Keeper of Seals and Sig

Member Student Representative SH Preclear Representative SH

European Representative, Eur FSM Representative, SH Other members as required.

Non-voting associates as desirable to represent non-Scientology groups.

#### COMPOSITION CONTINENTAL AD COUNCIL

HCO Exec See Continental, Chairman or Deputy

Org Exec See Continental, Chairman or Deputy

Any actual Continental Divisional Organisers

as may be vital

HCO (Exec) See, Org attached to Continental,

Master at Arms

Member

Org (Exec) See, Org attached to Continental,

Secretary

Member

Area Representative (An area under that Continental)

Member

As many  
as there  
are Area  
Orgs

Area Representative (An area under that Continental)

Member

Area Representative (An area under that Continental)

Member

Area Representative (An area under that Continental)

Member

Continental FSM Representative

Member

LRH Communicator Continental Representing WW  
Keeper of Seals and Sig  
Keeper of Records  
Member Continental Student Representative  
Member Continental PC Representative  
Member Continental Group Representative  
Member Continental Public Representative  
Member

#### COMPOSITION OF A FOUNDATION AD COUNCIL

HCO Senior Exec, Fnd Chairman or Deputy  
Org Senior Exec, Fnd Chairman or Deputy  
LRH Comm, Fnd Representing Day Org  
Keeper of Seals and Sig  
Member HCO (Div Dept Sect) Senior, Fnd  
Master at Arms  
Member Dissem (Div Dept Sect) Senior, Fnd  
AC Secretary  
Member  
Treas (Div Dept Sect) Senior, Fnd .  
Merriber Tech (Div Dept Sect) Senior, Fnd  
Member Qual (Div Dept Sect) Senior, Fnd  
Member Dist (Div Dept Sect) Senior, Fnd  
Keeper of AC Records  
Member  
Fnd FSM Senior  
Org's Foundation Representative  
Member

#### COMPOSITION OF AN AREA AD COUNCIL

HCO Senior Exec, Area, Chairman or Deputy  
Member  
Org Senior Exec, Area, Chairman or Deputy  
Member LRH Comm Area Representing Continental  
Keeper of Seals and Sig  
Member HCO (Div Dept Sect) Senior, Area  
Master at Arms  
Member Dissem (Div Dept Sect) Senior, Area  
AC Secretary  
Member Treas (Div Dept Sect) Senior, Area  
Member Tech (Div Dept Sect) Senior, Area  
Member Qual (Div Dept Sect) Senior, Area  
Member Dist (Div Dept Sect) Senior, Area  
Member  
Div 7 (Div Dept Sect) Senior, Area  
Member Area Fnd Representative  
Member FSM Representative, Area  
Member Student Representative, Area  
Member

PC Representative, Area  
Member  
Public Representative, Area  
Member

### **CONTINENTAL, AREA AND FND REPRESENTATIVES**

Insofar as possible a Continental or Area representative must be native to or familiar with the Area or Continent represented and if possible one who has actually worked in the Continental or Area Org represented.

Where possible the Continental and Area Orgs and Foundation represented should give or not give its approval to a representative who is normally nominated by the senior org.

In some distant future with orgs larger in size, Continental and Area representatives will actually be elected and sent by the Continental or Area Org or Foundation Ad Council which sends them. But where size and finance do not permit, these representatives are nominated by the senior org from its own staff as a full or part time duty and the salary is paid by the senior org. But as size and finance permit selection and salary will be paid by the represented body.

A senior Ad Council must examine the credentials and specifically accept a representative before he can be seated, even when it nominates for acceptance by a junior org. .

Student, PC, FSM and public type members ordinarily serve without pay on a volunteer basis but if so they receive the discounts of staff members. They need not be students, PCs, FSMs or members of the public.

### **REPRESENTATION**

Representatives of a senior or junior org must represent the interests of what they represent and to fail to do so shall be a just complaint by what they represent or the Ad Council to which they are attached and may be removed on orders or petitions from the represented body or by dismissal by the Ad Council to which they are attached. But no representative may be removed for protest of orders or measures he believes hostile or harmful to what he represents. While his protest may be over-ruled by the Ad Council to which he is attached, he may make it known by rider on the order, directive or policy that he dissented.

### **PACKING THE COUNCIL**

To pack an Ad Council with members so as to weaken the authority of the governing body or obtain favours of an unusual nature for represented bodies shall be unlawful and when this occurs it must be remedied by the Board of Directors of the governing corporation by dismissing from that Advisory Council all the nine org senior officials.

### **LRH COMM VETO**

As the representative of LRH and a senior Ad Council, the LRH Communicator may veto any measure passed by an Ad Council if the measure is specifically contrary to policy. The LRH Comm may not however interrupt proceedings as the Chairman may with a veto. If the LRH Comm vetoes a measure, directive, order, etc he must show the policy letter which the measure, etc infringes. The LRH Comm also has a vote as a member.

### **CAMPAIGNING**

Any campaigning by a representative of an Advisory Council for election must be restricted to a display of personality, statistics, experience and case state. Any candidate seeking election, selection or appointment by promises which will cause expense to the Ad Council shall be considered ineligible for election and may not be accepted as a member of the Ad Council if elected. The reason for this is found in any democracy where successive elections are won by further promises of personal material gain to voters which promises, fulfilled, are the reason democracies are normally insolvent.

Payment for appointment to an Ad Council at once becomes an Ethics charge and no person found guilty may be accepted thereafter on any Ad Council.

Nothing in this section prevents an Ad Council member or candidate from campaigning on the basis of raised statistics or generally improved efficiency.

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L. RON HUBBARD  
Founder

(Important. See also HCO P/L 21 Dec '66, page 466.1

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1966

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**AD COUNCIL APPOINTMENTS**

**APPOINTMENTS**

Appointments of memberships in an Advisory Council are made by the Advisory Council from the nucleus of the HCO Exec See and Org Exec Sac or chief officers of the org.

Members consist of the HCO Exec See, Org Exec See (or HCO See and Org See in Six Department Orgs or the HCO Director and Org Director of Six Section Orgs) and the senior executive of each division (dept, section in Six Dept and Six Sect Orgs).

The HCO Exec See (or HCO Secretary or Director) and the Org Exec See (Org Secretary or Director) being the two chief officers of an org, are appointed by the next senior Ad Council to that org or, in the case of the highest Ad Council, by the Board of Directors of the Corporation.

These two chief officers of an org in turn appoint the heads of their divisions (dept, sect in 6 Dept and 6 Sect Orgs) and so in effect appoint the remaining organisation staff members of the Ad Council.

Exceptions are LRH Communicator of an Org who is appointed by the LRH Comm WW in every case, and the Guardian who is appointed for life as provided in other policy letters.

Other exceptions are Area Representatives who are nominated by the next senior Ad Council and appointed by the org represented. More than one person may be nominated but only one may be elected.

Bodies that are not orgs represented on an Ad Council are invited by the Ad Council to forward names for nomination which then, judged by statistics and case state, are returned to the body as nominated for election.

**TERM OF OFFICE**

Membership in an Ad Council may be terminated by the mutual consent of the two senior members of the Council, for cause such as lowered statistics, lowered statistics and lack of case progress, or lowered or poor statistics and a bad Ethics record. Ordinarily members having adequate and rising statistics may not be removed from an Ad Council and if such a removal occurs and statistics can be demonstrated, the removed member may petition the next higher Ad Council for reinstatement and if the record is proven reinstatement must occur.

All members of an Ad Council (the two senior members by the next senior Ad Council and the remainder by the two senior members) should be reviewed annually for (a) adequate and rising statistics (b) adequate case progress up to OT and (a) attendance. Where these are proper the member should not be removed but where they are definitely wanting, the member must be removed. Removal does not influence any org contract held but does influence the post held.

Such review should occur yearly before 1 January of the ensuing year and the recomposed Ad Council should meet as a new body after the first of January.

Appointments and composition of Ad Councils are issued by a senior Ad Council or the Board of Directors for the two senior members and by the two senior members for their own Ad Council.

Composition of an Ad Council or its actuality may not be held up in order to **complete its numbers but must be composed** of the required seven before the first of January of each year. It may subsequently be added to during the year but the new appointments last only for the remainder of the year.

#### MEMBERSHIP VOTES

While an Ad Council member may hold more than one membership he or she has only one vote no matter how many memberships are held.

#### PUBLICATION

The widest possible publication should be given the composition of an Ad Council in the sphere it governs.

This enables orgs and bodies influenced by it to know they have a representative on it and to whom they should address themselves to obtain Ad Council attention.

#### ROUTING TO AD COUNCIL

The public and orgs and bodies represented should NOT address "the Ad Council" but their proper representative on it, enclosing any matter they hope will be called to the Ad Council's attention. When letters or despatches are sent "To the Ad Council", the Dir Comm of the org must route them back to the sender, enclosing a circular naming the Ad Council members and requesting it be returned to that member correctly for action with the proper representative encircled on the form. This must be done politely so as not to ARC Break the sender, beginning "It is in your interest to know that you have a representative on the Ad Council etc."

The representative of the senior org on a junior org's Ad Council is the LRH Communicator in every case and matters should be so routed.

There is therefore no terminal called "Ad Council". Things for its files go to the Dissem Executive who keeps its records.

Things to be brought before it are brought by the representative or member most concerned.

#### PROCEDURE

When anything is passed by the Ad Council, as it must be pre-written by its sponsor, it is initialled by the Chair with any changes, is passed to the LRH Comm for any veto by reason of policy and is then passed by him to the Dissem Executive for publication, the last step not necessarily occurring during the meeting as time (maximum allowance two days) may be required by the LRH Comm to verify policy on it or even cable for it.

If a Chairman or Council veto occurs of a measure, it is passed back to its sponsor.

If an LRH Comm veto occurs, it is reported at the next meeting of the Ad Council and returned to sponsor.

#### MINUTES

The minutes of an Ad Council are brief. They give the time and place of the meeting, the persons present by name, the measures offered (by identification only not by their text) with the sponsor and whethex passed or vetoed. An LRH Comm veto occurring after the meeting is noted at the next meeting.

These minutes are kept in a durable loose leaf book. One copy, initialed by the Chairman at the time he or she signs the minutes, is sent to the next senior Ad Council with any orders or directives attached and one copy to the WW representative

of that Continental Ad Council along with copies of the directives, orders, etc.

In filing, the keeper of records files orders or directives of the meeting, where passed, in a complementary file to the minute book. This is done regardless of such orders and directives being part of another file system since the Dissern Executive's files are considered Master Copies and may be looked at but not removed.

An additional copy of the minutes and one each of orders and directives, etc are posted on the staff org board.

OIC statistic graphs are not part of Ad Council files even though submitted as they must be each week to the Ad Council's HCO Representative for presentation. No graphs are mailed to the senior org or WW as they are already there as cabled.

Minutes should be brief and brisk. Their main use is to show who sponsored measures, and whether they were or were not passed and by what majority. Such minutes should furnish a sponsor and voting record of each member. Where measures are vetoed they must be very briefly noted as to substance as there is no further general record, all copies of vetoed measures going back to sponsors.

#### READING OF MINUTES

The reading of minutes of the last meeting is dispensed with, only LRH Comm vetoes being reported.

#### SPONSORED MEASURES

Members should keep copies of what they sponsor, whether passed or vetoed, for their own files and note on them what happened. Such a file may be useful in matters of criticism or removal or in recomposition of an Ad Council.

#### APPOINTED BODY

Even though the majority of an Ad Council is an appointed body, it is not authoritative in that wise executives appoint only by past statistics and case and membership is held by statistics and state of case.

Thus admonition of and removal of members, being subject to petition to a higher body, is restrained and the rule is followed that one can speak up to the height of his or her statistics.

Similarly, a junior Ad Council should be left alone if its collective statistics are good and should be interfered with only when its situation, by statistic, appears to be in a state of deterioration.

Thus members of such bodies have more freedom and free speech than might be at first glance supposed.

#### DEPUTIES

Any member can appoint a deputy to appear for him or her, from time to time, the deputy being chosen by the member.

However, the member represented by his deputy is yet held responsible for the statistics and success or failure of the membership. The member, not his appointed deputy, is admonished or removed if the deputy errs or presents poor statistics or is ignorant of what is wanted.

The appearance of the deputy counts as attendance by the member but is noted in the minutes as "Smith by Deputy" instead of "Smith".

## ROLL CALL

An Ad Council Meeting is called to order by the Master-at-Arms who reads the roll-call from a pre-prepared list, marking absent with an X, present with a circle and "by dep" when by deputy.

The sheet is then handed to the Chairman who calls the meeting to order by stating "A Quorum being present, the meeting is called to order". If no quorum is present the Master-at-Arms is sent to find enough to make one. The Chairman then asks for first business and recognises anyone who stands. The person recognised may not speak until recognised.

Recognition takes place by the Chairman stating the member's name and representation.

The member now presents his business which the Chairman directs to discussion and then to vote.

Voting is done by a count of hands and is established by majority.

A policy veto announced by an LRH Communicator is announced at the beginning of the meeting and if the LRH Communicator stands at the start of a meeting he or she must first be recognised by the Chair. The LRH Comm announces the veto, reads with date and page the policy it violates and sits down.

A Chairman veto at any time may veto a discussion, subject or measure but not a policy veto. When the Chair announces a veto, one of two things must happen; either everyone sits down accepting it or the representative whose measure or discussion is vetoed may ask for a vote on the veto. Only if he obtains a three-quarter majority may the veto be over-ruled. The Chair is bound to ask for a vote if the vetoed person vetoed by the Chair requests it.

Anyone speaking must stand and be recognised. The Chairman may dismiss from the meeting anyone who speaks without standing or comments while seated or who comments or speaks without recognition from the Chair. It will be found this shortens meetings when closely followed.

## VOTING

Voting is by a show of hands which are counted by the Master-at-Arms and reported to the Chair. The Chair asks "Those in favour?" and the hands are counted, then "Those opposed?" and the hands are counted.

## DISCUSSION

Any member who begins or continues comments from his chair or whose reports are unduly long or whose comments seem irrelevant may be admonished from the Chair which simply states, "I wish to recognise another member". Or in case of persistence on a measure to an irrelevant degree, "I veto that" or, "I am putting the matter to a vote".

## SPONSORED MEASURES

Measures offered by sponsors are read by the recognised sponsors, seconded or not and discussed and voted upon if seconded.

## AMENDING MEASURES

Amendments to measures are offered verbally by recognised members and discussed if seconded and voted upon if seconded. The sponsor changes the measure **before handing it to the Chair** if passed.

## REPORTS

Routine reports should be omitted. The custom of having each member report is too time-consuming.

Statistics are to hand and those changes of interest in the statistics may cause the Chair or another member to ask for a report. Only in which case is it given.

## COMPLIANCE

The Chairman, looking over past Ad Council orders, may ask for brief compliance reports from the members responsible for such compliance. Such reports are asked for from the Master File and the directive or measure itself is marked by the Chair as complied with or not.

Non-compliance when discovered, if sufficient time has been allowed, must be met by an order to the Master-at-Arms from the Chair to convene either a Board of Investigation or an Ethics Hearing on the non-compliance.

## CLOSING A MEETING

A meeting may be closed at any stage of its progress by a motion from the floor, a seconder and- a majority vote. The Chairman then says "The meeting is closed".

## SAMPLESCHEDULE

Roll Call  
Meeting opened by Chair  
Any LRH Comm vetoes  
Any Urgent Directives occurring between meetings  
Statistics Reviewed  
Reports required by reason of statistics  
Measures offered by Sponsors with discussions and amendments and voting  
Financial Reports and Planning  
Review of measures for compliances  
Closing of Meeting  
Collection of papers by Keeper of Records.

## **L. RON HUBBARD**

Founder

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[Important. See also HCO P/L 21 December 1966, Advisory Council, page 466.1

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 17 NOVEMBER 1966**

**EXEC SECS & AD COUNCIL**

The responsibility for the existence, solvency, longevity, good order and expansion of an area or Continental or Worldwide Activity is that of the Executive Secretaries.

Although an Ad Council directive is passed by the Ad Council, it is within the ability of the Exec Sees to form the Ad Council in the first place of executives who are competent. Therefore an Ad Council cannot be blamed without involving the Exec Sees directly.

Furthermore an Exec See may issue orders without regard to the Ad Council to resolve down statistics or enforce rising ones. The orders must be followed but may become a matter of discussion in an Ad Council for their improvement. Should a dispute arise on this point it is referred to a senior Ad Council which may however simply enforce the original Exec Sec order if it has merit.

When either or both Exec Sees fail to carry out his or their responsibilities, four things can happen:

- I . The Founder may intervene and take charge, or
2. An Assistant Guardian takes over temporarily or lengthily some or all Exec See functions to bridge the gap of good authority. This is done by the Guardian WW. But may be requested of the Guardian WW, or
3. A Senior Ad Council may take measures to remedy the defaulting Exec Sec or Junior Ad Council or
4. The local Ad Council to which the defaulting Exec See or Exec Sees belong petitions, on resolution, the next senior Ad Council. They can also petition the Founder or the Guardian as a group.

Whether or not an Exec See is incompetent or defaulting depends on the state of statistics entirely. In principle, if the statistics of divisions under the Exec Sec are good statistics there can be no real question of defaulting or incompetence by that Exec Sec but there may be against the other Exec Sec whose statistics are not good.

However, there are these exceptions:

- A. If an org is threatened by approaching insolvency or is sued because of lack of ability to pay bills, both Exec Sees must be given a Comm Ev ordered by the Guardian or the Senior Ad Council, *and* removed from post. This is reasonable because an Exec Sec who gets no co-operation from the other Exec See in Financial Planning or general solvency has it well within his or her power to file a job endangerment chit with the Ad Council senior to his or her own, against the other Exec Sec. If none has been filed, both are removed. If one has been filed both are Comm Eved but it is possible the one who tried to take steps and filed chits might not be removed by the Comm Ev.
- B. If an org loses its quarters by sale without completely ready adequate new quarters well within its budget to handle, both Exec Sees must be Comm Eved. This is also true if the Founder or Guardian or a senior Ad Council has to intervene to remedy the situation even if the quarters aren't lost.
- C. If an org loses its quarters by a failure to renew its leases both Exec Sees must be Comm Eved. This is true if the Founder or Guardian or a senior Ad

Council has to intervene to get quarters retained before they are lost.

- D. If the org becomes involved in a legal dispute or scandal that threatens its demise or its public reputation, both Exec Sees are Comm Ev'd.

Petition for removal of an Exec See should be made by an Ad Council for any of the offences above. However, no petition is needed for the Founder, Guardian or a senior Ad Council to act.

A local Ad Council should petition for a warning or removal of an Exec See who:

- E. Becomes involved in sexual misconduct.
- F. Misappropriates funds.
- G. Demands unusual bargains for personal gain for granting or continuing a post (nepotism).
- H. Appoints or promotes staff members who have bad statistics.
  - 1. Assigns a "facility differential" falsely to accommodate self or a friend without clearly deserving it.
- J. Accepts unusual favours from students or pcs.
- K. Is consistently late for work or absent from work or doesn't work.
- L. Condemns policy or refuses to apply it.
- M. Attempts to discredit or blame a senior governing body or persons above the level of that org to anyone else but that senior body or person.
- N. Has consistently bad statistics.
- O. Makes no cast: gains or effort to attain them up to the Grade of OT.

If one of the above is discovered by higher levels and the Ad Council has not acted they are included in the Comm Ev. And if a motion has been made with good evidence and cause and yet was not passed, if action is taken at a higher level any Ad Council member who voted against it or abstained is included in the Comm Ev.

On such a motion the right of objection of the Chairman is not valid.

The authority of an Exec See is, therefore, ample, but is only as good as his or her statistics over a long period, for the Exec See can of course remove any Ad Council member for any of the above charges or bad statistics, usually requiring both before removal.

L. RON HUBBARD  
Founder

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*(Important. See also HCO P/L 21 December 1966, Advisory Council, page 466.1)*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 DECEMBER 1966  
Issue I

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**ADVISORY COUNCIL**

(Cancels HCO Pol Ltr I Nov 66, Issue II, Advisory Council; cancels all HCO Pol Ltrs specifying the conduct of the Ad Council and its formation previous to 1 Nov 1966; cancels HCO Pol Ltr of 2 Nov 1966, Ad Council Appointments, and HCO Pol Ltr 17 Nov 1966, Exec Secs and Ad Council. Cancels ED 110 INT, Ad Council Formation. Modifies Authority of Divisional Organiser in HCO Pol Ltr of I Nov 1966, Issue I.)

Note: Ad Council operation specified in the above cancelled Policy Letters began on 9 Nov 1966 and a severe consecutive week decline of SH statistics ensued beginning 24 Nov 1966 and continuing. Thus as any action preceding a slump must be cancelled as possibly contributive, the Ad Council as outlined in the above policy letters is cancelled and reorganised as follows. The theory is that if an Executive Secretary does not issue direct orders, he cannot be responsible for statistics. Therefore he must be aloof from the Ad Council.

The Advisory Council of an organisation shall be composed of the heads of divisions and various representatives, duly elected, of field auditors, students, preclears and public bodies and representatives of subordinate organisations and a representative of the senior organisation or, in case of the highest Ad Council, a representative of the senior officer of Scientology and the Board.

**EXECUTIVE SECRETARIES**

Executive Secretaries may not be members of the Advisory Council.

**EXECUTIVE COUNCIL**

The two Executive Secretaries of an org shall constitute an Executive Council.

**APPOINTMENTS**

All representatives of an Ad Council must be elected to it by a majority vote of the Ad Council and the appointment confirmed by the two Executive Secretaries, on submission of the results of election by the Secretary of the Ad Council.

Exception: Heads of divisions are automatically appointed to the Ad Council.

**PURPOSE**

The Advisory Council purpose is: To advise the Executive Secretaries or Executive Council as to required directives and policies and to implement directives and policy for approval and to examine statistics and conditions and implement remedies or intensification for approval and to originate and recommend for approval promotion ideas.

**POWERS**

The Advisory Council has the power of passing directives, policy letters and any requisite materials submitted to it already drawn in issuable form, of modifying such bills, and of recommending by passage of the Ad Council such measures to the Executive Council.

## CHAIRMAN

The Ad Council shall nominate and elect its own Chairman.

## LRH COMM

The LRH Communicator is the member of the Advisory Council representing the next senior organisation to the Advisory Council.

The LRH Communicator is a non-voting member of the Executive Council, except at such times as there is a deadlock on the Executive Council when he, by obtaining the views of the senior Executive Council after advising them, may vote accordingly.

## REFERRALS

Urgent Directives (HCO Pol Ltr 31 Oct 66, Admin Know-How II) issued by either Executive Secretary or the Executive Council may be referred for final action to an Ad Council by the originating officer or body.

## BOARDS OF INVESTIGATION

The Advisory Council may appoint Boards of Investigation. But the final measures recommended in issuable form by such a Board may not become law until passed by Ad Council by majority vote and referred to the Executive Secretary.

## POWERS OF EXECUTIVE SECRETARY

An Executive Secretary may run and issue orders to his own divisions without referral to the Executive Council or the Ad Council.

## POWERS OF A SECRETARY

A divisional secretary may issue orders to his own division without recourse to or approval from the Executive Secretary above that division or the Executive Council or the Advisory Council.

## RESPONSIBILITY

An Executive Secretary is responsible for the state and activities of his or her own divisions. The Executive Council is responsible for the org as a whole and the divisional secretary is responsible for the state and activities of his or her division.

Unless relegated to the Guardian WW and thus to an Assistant Guardian in the org, Financial Planning is the full responsibility of the Executive Council. The Cash-Bills ratio of the org is wholly in the hands of the Executive Council but only if it is such as to endanger the org or its future and shows no growing assets or reserve may it be handed over to an Assistant Guardian whose power over Financial Planning will be considered absolute until relieved by the Guardian.

## REMOVAL

The Advisory Council may remove one of its own members for misconduct constituting a crime but must replace the removed member at once on the authority of the Executive Council.

The Executive Council may remove the head of a division and thus remove the person from the Ad Council without notice but with explanation.

A removed member of the Ad Council may request a Board of Investigation, or may petition the Executive Council of his own org or the Executive Council of the next senior org for reinstatement, giving substantiating statistics and evidence.

An Ad Council may by a  $\frac{3}{4}$  majority vote and for a proven crime or high crime, request the removal of an Executive Secretary. Such a measure must then be forwarded, with any evidence, to the Executive Council of the next senior org. If in the face of actual evidence beyond reasonable doubt the measure is rejected by the Ad Council of the next senior org, the Ad Council may appeal it to the org next senior to that or to the Guardian WW for action.

In this connection, an Executive Secretary whose divisions are bringing the org to a state of collapse, or who is unlawfully absent from post, or who is accepting or demanding unusual favours of students, pes or staff, is considered to be committing a crime.

If an Ad Council having evidence of such delinquency does not act it must become interested parties to any future Comm Ev called because of the crimes and should such a measure be advanced, found true but not passed, those voting against it shall become liable to the same sentence as any higher body may eventually pass against the offending Executive Secretary.

#### REMOVAL EN MASSE

If an Executive Council removes an Ad Council majority in orders close to one another or en masse, the entire matter must be brought to the attention of the next higher Executive Council which must send a person or persons to hold hearings on the matter and recommend action.

#### DISSIDENT VOICE

A dissident voice raised against measures or orders on the floor of the Advisory Council may not be removed or disciplined therefore.

However, the *consistent* effort by any Ad Council member to bring about the discrediting of an Executive Secretary, a higher official of Scientology, without a specific crime, with evidence, assigned shall be considered mutiny.

#### FALSE REPORT

An Ad Council member who urges action based on a report thereafter proven to be false, and if the false report was used to discredit or deliver power or profit to himself or his division or personal friends, the matter becomes an Ethics matter.

Ad Council privilege exists.

Ad Council privilege may not be used or abused to overthrow or attempt to overthrow the authority by which it is safeguarded.

#### PROCEDURE

The Ad Council shall be governed by Roberts Rules of Order as far as they shall apply.

Note: For six department orgs the above organisation applies, substituting Director for Secretary and HCO See and Org Sec for Executive Secretary who nevertheless are provided for as "Executive Council" above.

A six section org has no Ad Council. If it proves too time consuming a Foundation may omit an Ad Council until it has 100 staff members.

L. RON HUBBARD  
Founder

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[Note: See also HCO P/L 26 October 1968, *Executive Council*, page 472.1



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 DECEMBER 1966  
Issue 11

Remimeo

**EXECUTIVE COUNCIL**

The two Executive Secretaries (or the HCO See and Org See of a Six Department org) constitute an Executive Council.

This is the highest governing body of an organisation.

It is assisted by an Advisory Council which meets at a time of week prior to the Executive Council meeting.

**PURPOSE**

The Executive Council has the purpose of conducting a successful organisation.

The Highest Executive Council is appointed by the Board of Directors with the approval of the Guardian WW.

**POWERS**

Financial Planning (unless relegated to an Assistant Guardian by the Guardian because of a poor Cash-Bills ratio or lack of reserves or actual assets) is a primary duty of the Executive Council.

Any and all measures passed by the Ad Council must be passed by the Executive Council before they can be issued as having force (except policy letters).

**POLICY**

New policy developed in the Ad Council or the Executive Council must go through all additional lines prescribed by early policy letter before being issued as policy.

**CONDITIONS**

All Conditions are set and declared by the Executive Council.

Conditions may be suggested by the Advisory Council.

**LRH COMM VETO**

The LRH Communicator may veto any measure of the Ad Council or the Executive Council that is undoubtedly against policy and must show the date and line of the policy violated.

**DEADLOCK**

In case of deadlock in an Executive Council only then does the LRH Communicator have actual participation. The LRH Comm in such a case requests decision by a senior Executive Council, forwarding all data, and then for it and as it orders, casts his vote in the Executive Council.

## APPOINTMENTS

The Executive Council appoints all heads of divisions and ratifies newly elected membership in the Advisory Council.

## REMOVALS

The Executive Council may remove members of an Ad Council because they have ceased to be heads of divisions or for a specific charge or crime, against which the removed person may appeal.

## EXECUTIVE APPOINTMENTS

The HCO Exec See and Org Exec See are appointed by the senior Executive Council on a basis of statistics, state of case and experience.

## COLLECTIVE 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.

In establishing responsibility in an Executive Council for a poor Cash-Bills ratio, poor public repute or a declining org, a senior Executive Council should consult the statistics of the divisions under each Executive Secretary as well as the org as a whole in order to remedy the matter by new appointment.

## ACCEPTANCE FOR ISSUE

The Executive Council may not accept for issue any measure passed by the Ad Council which is not already in issuable form and must return for any changes and may not rewrite such measures.

## FORM OF ISSUE

All directives continue to be issued in the same form as previously except that they are signed (for an Ad Council directive or measure):

As passed by the  
Advisory Council and  
Authorised by the  
Executive Council  
Forthe  
Boards of Directors

(for an Executive Council directive or measure):

Executive Council  
For the  
Boards of Directors

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Founder

[Note: See also HCO P/L 26 October 1968, Executive Council, page 472.]

EXECUTIVE DIRECTIVE

SEA ORGANIZATION

FLAG ORDER 588  
ED 1006 INT

28 March 1968

ESSENCE OF FINANCIAL PLANNING

1. How much *HAVE* things cost, Over a period of a few months, take all your running costs and get a weekly average of what your expenditure is. Use past three months to adjust next three months.
2. How much *WILL* things cost. List possible future expenditure of those things required for expansion, such as air fares, added rentals, purchases, uniforms, more personnel, equipment.
3. How to *RETIRE* capital investment. This consists of having to know what the capital investment was, that was used to start the organization going, may be loan overdraft; from this estimated sum, an increasing percentage is paid back each week.
4. Know these points: *What services* produce your income. *How to promote* and how not to economize on it. *Who to bill - those* who you give service to and provide goods to. *How to guarantee* delivery and quality of your service. *What is* coming in, all current monies owed, returns of any type, e.g. new contracts, new personnel, new business, promotion, and any payments. *That you can lose* more profit than you can save in expenses.

.....L. RON HUBBARD  
 % Founder

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRIJ ED 32 INT

Date 26 October 1968

EXEC COUNCILS AND FINANCIAL PLANNING

When an Org gets strangled financially and the Exec Council lets the strings go on FP and drops out Finance Policy there is no causative Exec Council as Thetan of the Org. In such a situation the Execs have long since ceased to be members of the group and have betrayed my trust. The condition is TREASON.

This is not a threat, simply the truth.

.....9"  
 L. RON HUBBARD  
 Founder

[Note: More data on Financial Planning and the role of the Executive Council/Advisory Council appears in the *Financial Management-Financial Planning* section of Volume 3, pages 26-8 1.1

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 OCTOBER 1968

Remimeo

**EXECUTIVE COUNCIL**

(Amends HCO Pol Ltrs of 21 Dec 66, Issue I  
and Issue II "Executive Council")

The third member of the Executive Council, the PUBLIC EXECUTIVE SECRETARY, is to be included in all Executive Councils and all Policy Letters which state only "two members".

Nothing else is changed.

The Public Executive Secretary controls the Public Divisions.

The Public Divisions are the three former departments of Division Six, each one becoming a division in its own right.

Divisions 6, 7 and 8 now have the functions of former Departments 16, 17 and 18. Division 6 has the former functions of Dept 16 and Division 7 has the former functions of Department 17 and Division 8 has the former functions of Department 18.

The former sections of Dept 16 become the Departments of Div 6. The former sections of Dept 17 become the Departments of Div 7. The former sections of Dept 18 become the Departments, of Division 8.

The Executive Division now becomes Division 9 instead of 7.

This should be put up on all org boards and number changes made in all previous Policy Letters.

The reason for this is, Scn orgs have been found to have a weakness in public reach with only one division (formerly Div 6) doing the action. The health and income of an org depend upon heavy continuous watchfulness and actions in the public divisions.

It has been found that orgs fail to expand where they do not have a competent Public Executive Secretary and manned and functioning public divisions.

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L. RON HUBBARD  
Founder

NOT HCO POLICY LETTER  
CORRECT COLOUR FLASH  
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**EXECUTIVE DIRECTIVE FROM L. RON HUBBARD**

LRH ED 7 INT

Date 16 March 1969

**CLOSING OR COMBINING ORGS**

**CLOSING OR COMBINING ORGS WITH THEIR FOUNDATIONS IS UNLAWFUL AND IS AN ACT OF HIGH TREASON. PLANNING FOR THE OPENING OF NEW ORGS IS THE DUTY OF EACH OES. ALL SUCH PLANNING MUST INCLUDE THE PRIMARY TARGET OF HAVING AND TRAINING STAFF.**

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**L. RON HUBBARD**  
**Pounder**

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## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 APRIL 1970

Remimeo

### CONFERENCE HATS

Why do Committees fall? Why do Parliaments pass such strange bills? Why does one get unreal solutions out of conferences?

The facts are these as we have lately discovered.

When a person comes to a Conference:

- A. He dumps his own hat.
- B. He picks up a planning hat.
- C. He expresses opinions not data.
- D. The Group Think is based on collective opinion, not on actual data.
- E. Results are unreal.

Example: You call in a plumber, an electrician and a concrete man. You ask for their opinion. They decide on a building with a helicopter port roof! But they don't schedule when or how they plumb, elect or concrete! That's an example of what happens in conferences.

You have 7 experts in their lines. They could contribute data which means FACTS. But they can dump their hats and pool opinion! Thus an unreal solution can occur.

One of those hats must be a planning hat. The others all tend to grab that hat. Their own hats will surely then fly straight up to the Manager or Commanding Officer or In Charge who then has to redo it all.

The *correct*, vital actions of any conference member are:

1. Prepare your data *before* coming to the Conference.
2. At the Conference tenaciously wear, defend and don't depart from your own hat.
3. Refuse any temptation to wear a planning hat. Insist on the planning member doing the planning.
4. Express only data. Do not give an opinion even when asked for it. Differentiate between summation of data and opinion about data,
5. Refuse to go along with the opinion of others, demand they stick to hard facts.
6. Make sure that any final decision also contains your data and is based only on the data of others.

Lo and behold, the Conference so conducted will actually bring about sound plans and sound decisions.

If you really understand and really follow this rundown and in any conference demand it be followed by all other members, Conferences will be able to produce results and even when held for a senior to finally decide upon, will produce valuable results. It is not vital to have a senior's final decision at all if the Conference is well done as above.

This is in fact a valuable breakthrou and if used makes democratic proc sses  
real and also possible.

Try it.

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Founder

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## DIVISIONAL OFFICERS CONFERENCE AND AIDES CONFERENCE

These fail by misuse. They are bodies to approve or modify prepared CSW of members for passing by higher authority. They are NOT planning bodies which originate. It can approve, reject or modify. Its individual members prepare CSW for the committee before its meeting. Authority senior to the committee is then assisted.

Planning when required is done by the Planning Member.

The heads of divisions should be the only ones present at a DOC. Anyone originating must do so only by CSW for the DOC beforehand. It then approves, rejects or modifies as a body.

This then goes to Command for ordering and issue.

A DOC conducted otherwise is a waste of time and no real help.

All matters that influence other Divs should never be issued independently by a Divisional Head but should be submitted with full CSW prepared beforehand to the DOC which then approves, disapproves or modifies and forwards to Org Command.

The DOC can be asked by Command to advise and if so the DOC sends it to the Divisional Head responsible for that subject who does the CSW for the DOC which then discusses, approves, rejects or modifies and sends it back to the EC.

The whole upset with committees is they are used wrongly. They are not there to PLAN. They are there as individuals to be informed and have a say in modifying or approving or rejecting material drawn up before.

This is also true of the Aides Conference.

FOS and PLs sent direct to me, for instance, is a committee or conference by-pass. These deny info and a say to all the other Aides. Also I often have to submit them back to other individual Aides to see if it is all right-a function of the Aides Conference.

This is an interesting breakthrough on committee management.

LRH, COMMODORE

[Note: Taken from LRH Flag 001)s of 24 January 1970.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1970

Remimeo

**CONFERENCE PLANNING OFFICER**

(Reference: HCO Policy Letter of 9 April 1970 - Conference Hats)

In HCO Pol Ltr of 9 April, 1970, *Conference Hats*, there is a "Planning Member". In a small committee or conference the "Planning Member" is the Chairman.

Where there is a Planning Member in the general line-up of posts, planning is his hat. Any member who finds his own data incompatible with the data of another member or with planning must raise an objection from the viewpoint of his own hat only. If the Planning proceeds contrary to his data, he must file an *Objection* in writing saying why and giving his data and attach it to the Conference minutes.

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L. RON HUBBARD  
Founder

## SEA ORGANIZATION

### FLAG ORDER 2478

17 June 1970

### CONFERENCE ACTIONS (See FO on Conference Hat, FO 2408)

Robert's Rules of Order, so famous and so abused, went out of style for us with the issue of Conference Hat.

A democracy adheres to the principle that the majority rules and that the minority is either neglected or persecuted.

The lazy action is to pass things with majority vote.

The work comes in when a program or proposed ED or action has to be in such condition of rightness that all conflicts with it are handled.

A Divisional Officers' Conference or Advisory Council or Committee, for instance, represents certain different divisions. Supposing it proposes a resolution that all QM watches will be stood by Division 2 personnel. As the 2nd Mate in charge of Div 2 is one voice out of 9, this proposal could be passed 8 for, 1 against. So you see the idiocy of it.

Robert's Rules of Order were all right until the Communists found how to manipulate meetings. (See a "Short Course in the Secret War" by Christopher Felix concerning democratic manipulations in Hungary resulting in a Communist take-over.) In 1950 I saw a Communist chairman manipulate meetings so that no dissenting voice was ever recognized and any important issue was stalled and tabled. Robert's Rules finally had an alien tech catch up with it. So there must be holes in that procedure. We have no idea of anyone taking over our councils but we can see that they are often unreal. The bug is using Robert's Rules of Order-chairman, recognition of one speaker at a time, majority vote, etc.

The chances are that a conflict in a meeting will always be a minority as the conflicting voice is probably the only one who knows the area which the proposed measure, disturbs.

Therefore, one should revise his viewpoint of committee or meeting duties.

If one brings CSW and his own hat to a conference and gets what he needs and defends his area, then the whole idea is at once nullified by "majority vote" or any vote at all!

The Chairman considers anything passed which is not protested. He considers it vital to revise anything that is protested until it is fully acceptable.

These provisions apply:

- I. The whole conference must be briefed on any measure.
2. The measure in conflict must be (a) adjusted at once in the conference or (b) returned to its submitter for better CSW.

If an item or proposal is returned for CSW it is LOGGED BY THE SECRETARY as incomplete and MUST BE TAKEN UP AGAIN in a completed form at the earliest meeting. Otherwise the meeting loses control.

In the case of a prior Divisional Conference things coming up in it MUST BE HAMMERED INTO A GENERAL PROPOSAL by the Divisional Officer and

submitted to the higher meeting. This proposal is taken up by the higher conference, any conflicts shaken out of it and when no longer protested is considered passed.

Example: In Div Conference a student says he has no checksheet. The Div Officer must look at why by taking it up in the conference *as he does not control compilations*. He proposes that urgently required checksheets be completed. It develops from the Div Officer over Compilations that his personnel is on a special duty. The first Divisional Officer then adds to his proposal so it reads, "Urgently required checksheets must be provided and Compilations personnel are exempt from special duty until all checksheets are done." The personnel Div Officer says, "No, there's no one available to do the special duty." The Conference demands why? and the personnel officer says he's not permitted to transfer anyone. This runs back the arbitrary. So the measure becomes, "The urgently required checksheets are to be done at once by Compilations and the personnel officer is permitted to transfer personnel to remedy this overload of Compilations." There is no further conflict. It is considered passed, somebody else is transferred to the "special duty".

Compare this to "majority rule". "One of my students urgently requires a checksheet. I propose checksheets are provided at once." Compilations Senior: "My Compilations I/C is on special duty." Chairman: "Votes! 8 to 1. Passed. Next measure." And **SO THE ACTION OF THE CONFERENCE PLASTERS THE ORG WITH UNRESOLVED ARBITRARIES AND CRASHES IT**. For obviously that checksheet will never get done if Compilations I/C is off on Special Duty! So the Conference acts but nothing ever happens! Soon nobody pays any attention to it.

Command should require all Div Conference notes and all papers of any DOC or higher Conference are forwarded to him and should get in the purpose and function of these conferences by carefully noting what officers should have brought things up and didn't and what proposals were passed without protest from the one who should have. It will quickly become visible that one or two are not doing their jobs. Inspection of divisions will result in confirming the neglect showing up in conference by one or two. Action should be taken accordingly.

The organization is an interplay of actions. One area not acting can stall the whole org. The visible point to command is the meeting of the heads of the various divisions of major functions.

By getting officers who do make proposals and *do* defend their hats just by these two things the org will rapidly build up in effectiveness.

All the overload of command comes from unhandled divisional responsibilities. And it shows up at once in a DOC or Ad Council by (a) failures to make proposals and (b) failures to defend one's hat. The failures to present proposals on things necessary to running a Div is a symptom of neglect that will be borne out by inspection. Failures to defend one's hat result in strewing the org with arbitraries and will result in a crashed org.

C/Os who try to make up for conference deficiencies without also putting in greater efficiency in conferences will single-hand themselves half to death.

An org or a ship can be made to run well. Its survival depends utterly upon its running itself, not being hand fed and babied and excused.

Checkouts or no checkouts, data or no data, plan or no plan, it is fully expected in the SO that the man on the post can do and must do his job.

**L. RON HUBBARD**  
Commodore

**LRH:nt.rd**

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 17 NOVEMBER 1958

**PROJECT ENGINEERING**

Definition:

An HCO Project Engineer is one who furnishes the live impetus, dedication and guidance necessary to the accomplishment of a special Scientology research, administration or diplomatic project.

*Stable Datum:*

A Project Engineer is one who helps, never forces.

He moves fast and persuades others to do so. He can use the considerable authority of HCO and I-RH to get his job done but he will find his greatest authority is the value of the project and other people's understanding of it.

Where he has to use force of authority to get the job done he will find a project weakened by just that much resentment as is generated back against it.

A hot line is a fast ARC line. A Project Engineer does not support authority, he increases existing authority by building something for it to have authority over-a point which will always be favourably received by Association Secretaries.

*Rules:*

Only one special project may be assigned to a staff member in addition to his regular staff post or if he is graduated to full time by reason of the growing importance of his project still only one project may be assigned to him. There may be no departments of special projects, except perhaps one which appoints and receives the reports of HCO Project Engineers and such a unit would be entirely HCO and never HASI.

Even when a special project becomes a HASI department, the HCO Project Engineer may not be separated from HCO and may not be a departmental person who is running it now for the HASI. Reason: HASI changes department heads too often. Example: PE Foundation which has not in the past been followed through even though it has had "the full attention of the HASI".

*Funds:*

Initial funds for a special project are furnished by HCO, but only to the point of the expenses of make up or administration. Book publishing costs, advertisements, payroll, etc of a special project in view of the fact that it is totally for the benefit of the HASI and its income, shall be borne by the HASI.

**Description of a Project Engineer**

*Reason for Appointment:*

It has been our observation in the past that no specific person in the HASI has been responsible for the carrying out of a book sales project. A case in point is "All About Radiation". Interest aroused in the public was tremendous yet we find the Association Secretary while the book is still best selling recommending that it be "remaindered" because there are too many on hand.

A book survey demonstrated that it was one of the best sellers of the HASI yet no programme was undertaken to utilise public interest aroused. Estimated lost revenue: £100,000.

HCO Sales Project Engineer for this project or any project should concentrate on the following: regardless of who is doing the work, to shepherd and pressure such a



book **in for its first publication, to meet the deadline** date by being sure ample quantities of the book are on hand. To make sure that the ads are timed for maximal impact. To overcome all resistances such as those of staff members, publishers, finance, accountants, newspaper advertising people, shipping agents, etc, all or any of whom may break the timing of the project for one or another reason which appears valid in their own eyes but which is not valid from the project's viewpoint.

Any project is a gamble and is the risk of money and time against public interest, however failure, to follow through, time, and align finance can cripple the project before it ever starts or can break the back of a worthwhile project after it is begun.

Many things can happen to derail or wreck a project and the Project Engineer must not permit this to occur.

HCO layout may be laggardly because of their work and their pressures. The printers may be full of promises and empty of deliveries. Newspaper people may give trouble with the ads. Nobody in the HASI may undertake to make sure the book is in bookstores and in adequate supply. The book may be very popular and sell out all of its copies at once, and short-sightedness may fail to provide additional copies to meet the demand. The public interest aroused may pound in vain on the HASI for service without, anything being set up in the HASI such as group meetings, discussions or lectures to handle this public interest and if people are collected by the project it may be that nobody routes them into training and processing in Scientology and most and foremost, if the project is successfully started and all these obstacles are overcome and handled, the organization may forget about the project, about the time it should be giving it another kick.

I have started many projects and promotions in Dianetics and Scientology which at the beginning had a chance of success. Invariably they have been crippled internally when they have been altered. Usually by administrative knuckleheadedness or financial close-fistedness or just an outright aversion on the part of executives to have that many people streaming up the front steps demanding service with money in their hands.

At this writing staff has had nearly a year of low units which could have been remedied at any time by simply carrying out existing projects.

The mission of the HASI is to do its job, terminal by terminal and line by line. Just by doing this job in a routine fashion it will succeed. Special projects boost the income and dissemination. They attract public attention. They should not drag people off post inside the HASI and disrupt the routine actions which are winning, but similarly these people, busy every day with their own tasks, should not be permitted to stop or disrupt a special promotion project simply because it seems to be not quite part of their jobs.

A Project Engineer should be able to get his job done, not by dragging people off post or kicking lines aside, but setting up the lines and terminals necessary for the traffic induced by the particular nature of the project. It is his mission not to let the organization make a project fail by disinterest or wariness at the thought of that much more work.

The Project Engineer is a person with a mission which he is to accomplish without too much authority. If he cannot get his facilities from the HASI directly he must appeal to the Executive Director for special consideration or orders to do or pay.

It will be looked on very poorly if an HCO Project Engineer starts clogging the Executive Director's lines and playing the usual trick of advertising people of making L. Ron Hubbard front for the organization and do all the promotion. The HCO Project Engineer is a special assignment for the project and it is up to him or her to keep up courage and not to get discouraged simply because nobody seems to know the importance of his project except himself. This is the very reason he is on the job.

What is the use of starting a special project and outlaying hundreds of pounds or even thousands to make something go and then abandoning it before it even gets into full stride.

The Project Engineer is there to make sure that this abandonment does not occur once we are committed to the action.

The Project Engineer can be likened to a bridge-builder who is throwing bridges across small streams in the teeth of the enemy far in advance of the cumbersome main forces of his organization. It is sometimes a matter of frenzy to such an engineer that he does not get the men or materials he needs to do his job, and indeed when he asks the main forces for them he finds them entirely ignorant of the obvious fact that they in the very near future will need those bridges. The main forces act as though they intend to sit there for the rest of their lives totally ignorant of the enemy, streams to be crossed or things to be done.

If a Project Engineer has to be relieved of his project it will be because he has not appreciated or understood the quality and character of his post. He has not got anything to do it with and he does it anyway and not all the cumbersomeness of authority or lack of interest of the main job can discourage him.

The Project Engineer in essence has enough to confront. He is fighting to the front, poorly supported and criticised from the rear, but if he wins he has the singular situation of a win in spite of .....in spite of .....in spite of

I am counting on the Project Engineer to see the thing through even if they boil him in oil, cut off his pay cheque, amputate his national insurance and cut off his buttons; I can assure him I would always have a new set for him if he carries on.

The main danger of Project Engineering is that it will suck everybody off post and throw them totally into the project and leave no main force if the job is done well, therefore the Project Engineer should have as part of his patter to people on post in the organization "I don't want to pull you off your job, that's where you belong and that's what you are doing well, but .....and "I know you have many more important things to do and rightly so, however ..... He must at once sell the HASI on the importance of his project and the consequences of neglecting it totally and gain the interest of the HASI staff at large to keep the organization running and stay on post regardless of what he is doing. Therefore the Project Engineer uses the lines of the organization only where he does not burst them and demands special project personnel as fast as he needs them where the activity is gaining momentum to the pitch of a full time activity.

The Project Engineer may start out on part time and carry on on a part time but if his project is beginning to demand by its growing volume more attention than he can afford and if the project is starting to suffer because he is holding down a full time staff job also, then he has the right and authority implicit herein to demand he be transferred fully to the project and thereafter as he needs people and can demonstrate the cash value of it, to the sceptical regular staff that he receive first part time help from other staff members and then when this is out of hand and it's hurting other HASI work, that he obtain wholly separate, new and distinct project people full time.

In this way by gradient scale we can easily take this whole Society and we fully intend to do so, but we won't do so in my experience without the participation and dedication of project engineering conducted by totally interested people. For instance the HASI could have had 13 units through most of 1957 and all of 1958 if they had paid any attention whatsoever to the demands and popularity of certain special projects.

**L. RON HUBBARD**

**LRH:rs.mp.cden**

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 17 NOVEMBER 1958

**PROJECT ENGINEERS  
THREE TYPES**

There are three types of HCO Project Engineers.

First is technical and is assigned to research projects.

The second is administrative and is assigned to sales and service projects.

The third is diplomatic and is assigned to areas of special difficulty.

Model instructions for a research project are contained in the HCO Project Engineer 5th London ACC letter of November 17, 1958.

A model letter for an administration project is HCO Project Engineer "Have you Lived Before?".

At this writing there is no model for diplomatic since no vast trouble seems to exist.

It is usual to assign staff auditors to these projects on a part time basis, their activities taking place after their auditing day is finished. Only one project may be assigned at one time to one person.

*DEFINITION:* HCO Project Engineer **is** one who furnishes the live impetus, dedication and guidance necessary to the accomplishment of a special Scientology research, administration or diplomatic project.

They are assigned by L. Ron Hubbard or the HCO Secretary with the approval or understood approval of L. Ron Hubbard. In cases where an HCO Project Engineer is appointed on an emergency basis without the direct approval of L. Ron Hubbard information concerning it should be forwarded to LRH so that he can condone it, augment it or dismiss it. There is no harm in appointing too many Project Engineers except that HASI however will begin to get restive if hit from too many sides by too many projects, none of which they may find in their sphere of direct interest since they may have projects of their own, in which case it may be necessary for an HCO Secretary to appoint a diplomatic project engineer just to find out what is going on with some HASI project.

This is the extent and scope of Project Engineering of which you will see much more due to the failure of large organizations to carry through even where their bread and butter is concerned, much less the greater good of Scientology.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
37 Fitzroy Street, London W.1

HCO PROJECT ENGINEER:

**"HAVE YOU LIVED BEFORE"**

Effective date: 17 November 1958

Duration of project: Three years

Purpose:

To ensure the maximum sales, distribution and dissemination of "Have You Lived Before?".

*Procedure:*

Finished materials will be handed over from HCO Project Engineer No. 1 to HCO Project Engineer No. 2. At this point HCO Sales Project Engineer takes over and makes sure that HCO completes the layout for photolitho, cover and copyrights of the actual book for "shooting" at the printers. HCO Sales Project Engineer No. 2 makes sure that finance issues the cheques demanded by the printer in order to print and in case this is refused makes sure the cheques are presented to LRH for signature. Gets adverts okayed by LRH while book is being printed. Makes sure that the ads will appear simultaneously with the readiness of the book.

Puts ads in the "Daily Sketch", "Daily Express", "News of the World" and all psychic newspapers. Magazine ads are placed in "Prediction", etc. as early as possible. (Their deadline will be the hardest to meet to get them out by the time the book is out or as near to the book time as possible.)

Contacts firms that broadly distribute books so that they will put the book in the book-stalls.

Makes sure that any book buyers who buy books from the HASI are contacted via "Certainty" in a special issue devoted entirely to this book.

Makes sure that a printed leaflet, very fancy, is made up which can be thrown about to bookstores, book distributors, book buyers, can be left in the film show, on the HASI reception desk-are made and then continue to be available, repeat, then continue to be available.

Make sure that the book is delivered and mailed for all orders received and after the book is sold out or is selling out rapidly that a new order for copies is placed at once with the printers. (It is a matter of interest that nothing kills the sale of a book faster than being permitted to go out of print before all possible copies have been sold since this causes a delay and a waiting which kills off all enthusiasm.)

In case there is difficulty in obtaining finance from HASI for a reprint or for replacing ads which are already pulling, HCO Sales Project Engineer must have the cheques prepared and must himself send them to LRH for signature substantiating his need for them by giving the book sales figures and the stock on hand.

The procedure of advertising and selling and placing new book orders is repeated over and over until there is finally no demand whatsoever for the book, at which time this project is ended.

Currently with this above the Sales Project Engineer must make sure that meetings and lectures are made available to people coming to the HASI to find out more about past lives. He must be sure that personnel exists to give such talks and hold such meetings. He must be careful to ensure that every phone call received by the HASI concerning past lives is routed at once to a specific terminal the Project Engineer

has coached to handle such calls and that the calls do not go up in the air or go nowhere or fail to be answered well.

It could be imagined that the Project Engineer is the person who receives these phone calls or who gives the lectures or who even mails the books, but this is not the case. The Project Engineer only makes sure that these details are being handled and checks on it as many times a week as he feels it necessary to bolster his own confidence and nobody else's that the project is being handled and is continuing.

*Things to prevent:*

- Prevent a failure of layout adequate to the task.
- Prevent difficulties from occurring in placing book manufacturing contract.
- Prevent the book from being stalled for lack of funds.
- Prevent the book from going out of print.
- Prevent the ads from being unrepeatable, keep them placed as long as they are drawing and in the publications doing the most selling.
- Finally prevent this project from being eclipsed by inattention or "more pressing ones" or "inadequate funds".

*Attitude of Project:*

These stable data must be inserted into all conversations, lectures and reviews and particularly in newspaper reports interested.

1. That the HASI is a staid calm authoritarian Scientology Institute.
2. That Scientology is a broad subject that interests itself in anything and everything that concerns man's social progress.
3. That studies such as this are Dianetic crazes and belong to Dianetics which Scientology has now begun to study.
4. That past lives and the whole subject is however dangerous out of the hands of experts and only such experts as Scientologists should be permitted to study them and common Dianetic practitioners should not be permitted to handle them.
5. That hypnotism is not necessary and is indeed quite bad.
6. That this is the longest series of cases ever undertaken for study amongst some people and all past data on this subject was the product of a few cases of questionable repute.
7. That we don't believe this, we are only studying it and the evidence is available to anybody in the HASI files.

The above data must be instilled and drilled into every HASI staff member who is handling the public on past lives.

*Outside auditors:*

Project Engineer also handles all queries, arguments, upsets on the part of field auditors connected with this project.

The above is the extent of this project. It is an HCO project in making the HASI survive and get a high unit in spite of all opposition and further, any difficulties encountered or diplomacies needed in addition to those of the HCO Project Engineer No. I should be referred to the HCO Secretary or her assistant for special projects.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London, W. I

HCO POLICY LETTER OF 15 AUGUST 1960  
Re-issued from Sthil

Assn Sees  
HCO Sees

**DEPT OF GOVT AFFAIRS**

(Cancels any previous directions to set up a Special Zone Dept)  
(This Policy Letter is mandatory all Central Organizations)

There shall be established on a board level and outside the structure of the Central Org and HCO but under the board of HASI Ltd, a new department to be called "The Department of Government Affairs".

More and more, as governments disintegrate under the threat of atomic war and communism, central organizations have had to give high executive time to governmental affairs to the great loss of the organizations themselves. The enturbulence entered into Scientology activities by legal matters, tax matters, and matters of assisting governments to maintain stability, has sapped our time and fixed our attention to our own loss.

Now to remedy this situation, I wish to contain and cordon, in a military sense, this incursion and to prohibit utterly and completely such entrance (of these matters or our own project for governments) into Central Org or HCO comm lines. In other words, Central Orgs and HCOs are run by, for and as Scientology service and activity units and the special Department of Government Affairs shall handle other matters and specifically deny such non-Scientology matters entrance into organizational comm lines.

The Department of Government Affairs shall be headed and directed with a minimum of personnel and shall not be able to call upon the personnel of the Central Org or HCO for further assistance than the relay of communications.

The Director of Government Affairs shall be a fully qualified person of good judgement subject to control of the Board of Directors and shall be subject to the advices and directions of the Board and the HCO and Assn Secretary. Only Washington and South Africa are excluded from supervision of the Dept by the Assn Sec, Org Sec and HCO Sec. In all other offices the Director of Government Affairs shall be subordinate to the Assn Sec and HCO Sec.

Under this department comes the corporation's solicitors, attorneys, chartered accountants and any attorney or accountant hired directly by the corporation for outside legal or tax or filing purposes.

The allotment and issue of shares comes under this department, but the actual invoicing and banking shall be done as always by the Dept of Accounts or, for HCO, by the HCO Secretary.

All contracts, filings with the government, all tax reports and their preparation, corporation minutes, annual meetings, legal papers, suits against and by the corporation, whether HASI Ltd or HCO Ltd, all legal investigatory work and detectives, all contacts with government agents, bureaus and departments, all assistance to governments, messages to governments, handling answers from governments or courts shall be cared for by the Department, whether to advance or protect Scientology or its corporations by government or legal channels.

All legal documents and the Valuable Document files for HCO and HASI shall be kept by the Department in a proper safe in accordance with previous rules written for the keeping and handling of valuable documents.

All share sales reports and all legal, governmental and corporation reports to be made to the boards shall be made to it by this Department.

No shares may be advertised or issued save with the approval of this department.

No contracts, purchases or mortgages may be undertaken without the approval of this Department and then only by the action of this Department.



It is clearly understood that the Department shall not undertake financial management for the Central Org or HCO nor may it direct the Central Org or HCO on purely Scientology affairs or Scientology dissemination except where these may impinge directly upon the government, and even then this Department is enjoined from forcing government laws or rulings upon the Central Org or HCO by threat of danger or ominous advices, nor may the Department employ either solicitors nor accountants who specialize in ominous advices to the Orgs since the Orgs could be discouraged or impeded by such.

The object of the Department is to broaden the impact of Scientology upon governments and other organizations and is to conduct itself so as to make the name and repute of Scientology better and more *forceful*. Therefore defensive tactics are frowned upon in the department. We are not trying to make the Central Orgs and HCOs "be good". We are trying to make their reach more secure and effective. Only attacks resolve threats.

In the face of danger from Govts or courts there are only two errors one can make: (a) do nothing and (b) defend. The right things to do with any threat are to (1) Find out if we want to play the offered game or not, (2) If not, to derail the offered game with a feint or attack upon the most vulnerable point which can be disclosed in the enemy ranks, (3) Make enough threat or clamor to cause the enemy to quail, (4) Don't try to get any money out of it, (5) Make every attack by us also sell Scientology and (6) Win. If attacked on some vulnerable point by anyone or anything or any organization, always fiind or manufacture enough threat against them to cause them to sue for peace. Peace is bought with an exchange of advantage, so make the advantage and then settle. Don't ever defend. Always attack. Don't ever do nothing. Unexpected attacks in the rear of the enemy's front ranks work best.

Never put the organization on "wait" because of courts or other matters. It's up to the Department to make the actions of HCO Sees and Org Secs *right*, not enjoin right actions on the HCO and Org Secs.

To win we must have treasure and verve. If a Central Org and HCO function perfectly as service units then treasure and consequent security for the further advance are to hand. If the Department operates with verve and elan, even with rashness, it will afford a screen behind which organizations can work.

Example: BMA attacks Scientology in Australia via the government. Answer: throw heavy communication against the weakest point of the BMA-its individual doctors. Rock them with petitions to have medical laws modified which they are to sign. Couple the BMA attack with any group hated by the government. Attack personally by threats or suits any person signing anything for the BMA. Slam the matter into politics, advance a bill into parliament that strips the BMA of all legal rights by opening healing to all. Make the attack by the BMA look ridiculous. Attack medical practices. Investigate horrible practices loudly. (Always investigate loudly never quietly.) Make the distinct public and governmental impression and BMA impression that they've run into a barrage of arrows or electronic cannon and that continued attack by them will cause their own disintegration. As all this is being done on a thought or idea level the restimulation of their engrams results in the total impression that they are surrounded by their own dead and the battery may fire again at any minute. And if one makes in writing not one slanderous or libelous statement, there is no defense by them. This example is patterned on what just happened and what we did in Australia where we are winning strongly.

The personnel of the Department should be freed of past track legal and governmental everts by the HGC using evening auditing. This is a must or the Department will otherwise attract attacks. Further, the higher the department personnel is raised on "control" through running help, the less action will have to be undertaken by it and the more it will actually accomplish without violent action.

The goal of the Department is to bring the government and hostile philosophies or societies into a state of complete compliance with the goals of Scientology. This is done by high level ability to control and in its absence by low level ability to overwhelm. Introvert such agencies. Control such agencies. Scientology is the only game on Earth where everybody wins. There is no overt in bringing good order.

The offices of the Department, so far as is possible, should be so situated as to bring no government traffic into the main avenues, comm lines or halls of the Central

Organization or HCO or so as to divert it to the maximum extent from said avenues, comm lines and halls.

The following personnel appointments are made, conditional to acceptance, as Directors of Government Affairs:

United States:	Marilynn Routsong	Los Angeles:	Dick Steves
South Africa:	Jack Parkhouse	Australia:	Denny Gogerly
London:	George Hay	New Zealand:	Steve Stevens.

In the United States and South Africa the head of the Department of Government Affairs shall be also Trustee or Area Director of the Central Organization while the Org See and Assn See shall not be, but will be officers of the corporation.

This policy letter and these appointments are prompted by the following facts:

1. My own traffic on government legal affairs is far too heavy and I need help of magnitude on a continental level.
2. HCO Sees and Assn Sees are having difficulty holding down their Orgs and the field because of the time demanded by government affairs.
3. The activity will get heavier rather than lighter.
  - (a) The deterioration of government order is accelerating with consequent confusion in all related affairs;
  - (b) Increasing amounts of order must be maintained by us at a governmental level against the possibility of finding our areas without governments.
4. We are about to file HASI Ltd and HCO Ltd in all areas with the attendant heavy legal and governmental action necessary.
5. We are about to arrange for the release of and the issue of over half a million pounds of shares to the public, thus making heavy demands on legal and government lines.
6. We are about to finance and erect various media of communications, such as radio stations, on the various continents and this will require enormous amounts of liaison and action in such a department.
7. We are about to finance and find new quarters in the United States and such activities come under the new Department.
8. Due to new clearing techniques, our sphere of control is widening. This is purely a case phenomenon, but will be felt heavily by Orgs in the future. It is necessary to provide comm lines for this widening of influence.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 AUGUST 1960

All Orgs  
Sec EDs

### **DEPT OF GOVT RELATIONS**

The Dept of Govt Relations may not use Org personnel for typing and mailing, and may only use Org personnel for reception, switchboard and despatch purposes.

Where numbers of mailing pieces are envisioned or where numbers of outside letters are to be sent by the Dept of Govt Relations, these may be done either by outside agencies or by a full or part time secretary to the Dir of G R. The necessary high appearance of G R letters and mailing pieces does not admit the use of mimeo and G R may not use organizational mimeo machines.

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HCO POLICY LETTER OF 30 AUGUST 1960

Dept Govt Affairs  
Special Zone Dept  
Assn Sea  
HCO Sea

**SPECIAL ZONE DEPT**

The Special Zone Department is herewith combined with the Dept of Govt Affairs.

At such time as Special Zone produces direct income it will be returned to a separate department.

All persons who have been active in Central Org Special Zone Depts are thanked and it is suggested they be used part time in the Dept of Govt Affairs.

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HCO POLICY LETTER OF 31 OCTOBER 1960

HCOs  
Central Orgs

**US APPOINTMENT AND ORGANIZATIONAL TREND**

Marilynn Routsong, long time able officer of FCDC has been appointed HCO Executive Secretary America.

She has been Govt Relations Director. She retains that post as part of her HCO duties.

The trend is to consolidate Govt Relations and Special Zone with HCO as it seems feasible.

I have finally sorted out front line promotion into broad public testing and the new Basic Course "The Anatomy of the Human Mind". Data on these will be with you soon.

No other Govt Relations or Special Zone shifts are being made at this time. Special Zone, however, will gradually shift into broad public and business testing clinics, and Govt Relations, having cleaned up the most of the loose ends, will shift to HCO or into broad publishing and Govt activities.

Govt Relations and Special Zone are not abolished.

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**Saint Hill Manor, East Grinstead. Sussex**

HCO POLICY LETTER OF 13 MARCH 1961

CenOCon  
Hat Write-up

**DEPARTMENT OF OFFICIAL AFFAIRS**

The Department of Official Affairs exists as an extension of the office of the Continental Association Secretary.

Purpose: The bettering of the public representation, legal position and government acceptance of Scientology.

**ACTIONS**

- (a) Following and enforcing current organization policy with regard to press and handling such press queries and matters.
- (b) Following and enforcing policies with regard to the legal status of the organizations of Scientology in the Continental area.
- (c) Co-operating with societies having similar organizational goals.
- (d) Worsening the public belief and attitude toward societies and persons having purposes counter to Scientology goals.
- (o) Giving hearings and assistance to field members who have ideas to advance Scientology.
- (f) Bringing continuous pressure to bear on governments to create pro-Scientology legislation and to discourage anti-Scientology legislation of groups opposing Scientology.
- (g) Handling field and organization problems of security.
- (h) Keeping newspaper and other files relating to Scientology and anti-Scientology groups, persons and activities.

**DESCRIPTION**

Examining the purpose and action of this post, it should become apparent at once that we have here in actuality the equivalent of a Ministry of Propaganda and Security, using crude old-time political terms.

This is a very important post and must be held only by a person whose security is excellent and who has a flair for such matters.

An active department could secure, by one means or another:

- (a) The absence of unfavourable press and possibly someday favourable press;
- (b) A strong legal position for the organizations in the area;
- (c) Heavy influence through our own and similarly minded groups on the public and official mind;
- (d) The failure of influence of hostile groups and persons;

- (c) High ARC with and good effectiveness of field auditors on 3rd Dynamic programmes that do not hinder the Central Org or absorb much of its attention;
- (f) A pro-Scientology government of the area;
- (g) An absence of field rumours, oppositions and failures;
- (h) A field knowingness about the activities of friends and enemies.

#### OPERATION

Although this department may appear to have the 3rd Dynamic as its target, it does not in fact handle anything but INDIVIDUALS.

To accomplish its actions it needs only to make friends and allies of Individual People who can influence.

For example:

- (a) The action of making better press consists of making friends with a publisher who commands reporters and does not really consist of handling reporter&
- (b) The action of achieving a strong legal position consists of cultivating the friendship and respect of a very good attorney and persuading him to hold up the authority of the company and its board through leading him to respect them.
- (c) The action of influencing groups consists of making a favourable impression on the *head* of the ally groups.
- (d) The action of bringing about the failure of a hostile group is accomplished by finding and releasing the truth about the leader of that group.
- (e) The action of influencing energetic Scientologists is accomplished by making a friend out of the Individual and acknowledging what he says and encouraging what *he* wants to do, without really becoming involved in his programmes.
- (I) The action **Of** bringing about a pro-Scientology government consists of making a friend of the most highly placed government person one can reach, even placing Scientologists in domestic and clerical posts close to him and seeing to it that Scientology resolves his troubles and case.
- (g) The action of reducing hostile field rumours consists of running them down doggedly to the person who is spreading them and directly confronting that person and disposing of his personal opposition.
- (h) The action of accumulating files consists of accumulating files and knowingness about Individual Persons who are friends or enemies.

#### MAXIMS

If it's a group problem find the key person and influence him.

If it's nebulous about a group without any mention of a key person, discard it.

Only data about individuals is valid for use.

Only action upon individuals is productive.

Forget *they*. Find him or her.

Use Scientology to resolve individual problems.

Never abandon an attack until you have found and contacted the key person. Then apply Scientology.

Get volunteer Scientologists interested in this game and helping.

#### PERSONNEL NOTE

A person who cannot deal with individuals but is fixed on the 3rd is not well fitted for this post.

The person best fitted for the post of Director of Official Affairs is one who likes people and who is easily liked.

An orderly, pleasant gentleman or a personable charming lady who has a flair for order and intelligence about formulating and guiding ideas to individual minds would admirably fill this post.

Our dear friend Peggy Conway was ideal for this post.

One of the purposes of this post is to prevent the Assn Secretary from having to engage in social and personal activities solely for the purpose of furthering Scientology. If the Assn Sec's Sec. receives invitations for the Assn Sec to visit of an evening to "further Scientology" the Assn Sec's Sec infers that the right person to invite is really the Director of the Dept of Official Affairs, unless, of course, the Assn Sec really wants to go.

It could be that the fate of nations hangs on the actions, brilliance and skill of the Director of Official Affairs in handling individuals to gain help for Scientology.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MARCH 1961  
Issue 11

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**DEPARTMENT OF OFFICIAL AFFAIRS**  
(Cancels earlier Directives concerning  
Depts of Govt Relations and Special Programmes)

Anyone now holding post as Dept of Government. Relations or as Director of Special Programmes should be re-titled "Department of Official Affairs".

The field responded only faintly to Special Programmes.

The activities connected with governments have increased.

Where field activities warrant, a Central Organization may have a Department of Official Affairs to combine all former duties and activities performed by the Department of Govt Relations and Special Programmes.

Where such departments do not exist, all such activities will be handled by the Assn Sec or the HCO Continental Secretary. But where much time is being spent on government liaison, co-operation with societies and the filing of legal papers and matters, a Department of Official Affairs must be created as per HCO Policy Letter of March 13, 1961, Issue 111, as these matters are time consuming and deter the Assn Sec from performing his intra-Organizational duties.

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HCO POLICY LETTER OF 5 APRIL AD 15

Gen Non-Remimeo

HCO DIVISION (1)

ORG DIVISION (3)

**LEGAL AND PROMOTION**

Policy: Legal activities, outside lawyers' or attorneys' suits, may not be under the Organization Secretary ever but must be under HCO.

*Reasons:* Persons connected to Finance value money too highly, being in charge of it and sometimes involve the org in needless suits.

Corporate structure is part of the Office of LRH and new orgs and other orgs and requires legal primary connections. Therefore it is extra expense to have two legal departments.

Legal control is part of the functions of Justice which belongs to HCO.

Policy: Promotion expenditure must never be under the control of the Organization Division. It belongs solely to HCO.

*Reasons:* London in 1958, Johannesburg in 1964, to name two, went nearly broke when their economy curtailed magazine mailings and promotion.

The magazine costs and extent of mailing must never be controlled by anyone connected with Finance as they seek to save on it when they, quite properly, seek to reduce expenses on other things in the org.

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HCO POLICY LETTER OF IS FEBRUARY 1966

Remimeo Francise FSMs

**ATTACKS ON SCIENTOLOGY**

(Cancels all Sec Eds and Pol Ltrs to the contrary)

Having had some time to think this over and having studied the matter with great care, I have isolated the most successful response to meeting any and all attacks on Scientology, its organizations and Scientologists and as of this date this becomes policy.

**ADVOCATE TOTAL FREEDOM**

That is the policy-advocate total freedom.

There are technical reasons for this which an auditor will recognize. To discharge later incidents from a mind, one must get the first or basic incident of that kind. In this case the basic aberrated incident was the suppression of freedom of the being. Just before that there must have been freedom. Thus advocating total freedom hits the true basic incident.

This is also the basic purpose of Scientology and the basic purpose of people, so it all agrees well.

This is also easiest to do. It is easier than fighting Parliaments or building up cases against people who attack us.

The only liability of using this policy (total freedom) is that it releases energy (a Scientologist knows this as "blowing locks") which looks disturbing but is weakened.

No other approach we have used worked. We are alive not because we fought but because we went on doing Scientology in spite of anything.

So never advertise an attack. Just advocate more strongly "Total Freedom!" and show how Scientology can attain it for the individual.

Careful summary of our past actions in the face of attacks and an analysis of various changes in human history show that the best and only effective thing we did or anyone ever did was advocate freedom. The precise practice of Scientology obtains total freedom so never advertise anything else but total freedom and the Scientology services and steps that bring it about. Courses, processing are the gradient scale to total freedom.

That's the answer no nation or person can stand up to-if we keep saying it long and loud. **SCIENTOLOGY IS THE ROAD TO TOTAL FREEDOM.**

Used in argument one can invent -reasons to baffle the attacking agency or person-but all these reasons should add up to everyone has rights to total freedom.

I think this alone can move mountains.

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HCO POLICY LETTER OF IS FEBRUARY 1966

Gen Non-Remirneo Exec Sec Hats HCO Area Sec Hat Legal Hat Section 5 Hats

**ATTACKS ON SCIENTOLOGY**

(Continued)

(This Pol Ltr augments HCO Pol Ltr of  
IS Feb 66, Attacks on Scientology)

When you hold up an image of freedom, all those who oppress freedom tend to attack. Therefore attacks, on whatever grounds, are inevitable. Holding up a freedom image is however the only successful forward action even though it gets attacked.

It remains then to take the handling of attacks off emergency, predict them and handle them by proper tactics and administrative machinery.

The first group of actions have not been effective in handling attacks: (The G stands for Group, the following are 3 different Groups of actions):

- G. 1. 1. Hiring expensive outside professional firms;
- G.1.2. Writing Scientologists to write their representatives in government;
- G. 1.3. Advertising the attack to the Scientology "field";
- G. 1.4. Being carefully legal in our utterances.

This Second Group of Actions has been of some small use in deterring attacks:

- G.2.1. Direct letters from the org to a Congress or Parliament (ruined the US Siberia Bill);
- G.2.2. Circulating pamphlets about the attack (got rid of Wearne out of the Enquiry);
- G.2.3. Suits against sources of libel and slander.

The Third Group of Actions have been positive in stopping attacks:

- G.3.1. Investigating noisily the attackers;
- G.3.2. Not being guilty of anything;
- G.3.3. Having our corporate status in excellent condition;
- G.3.4. Having our tax returns and books accurate and punctual;
- G.3.5. Getting waivers from all people we sign up;
- G.3.6. Refunding money to dissatisfied people;
- G.3.7. Having our own professionals firmly on staff (but not halfway on staff);
- G.3.8. Going on advertising total freedom;

G.3.9. Surviving and remaining solvent by stepping up our own usual activities;

G.3.10. My catching the dropped balls goofed by others and hired professionals;

G.3.1 1. Being religious in nature and corporate status.

As you read over the above you should be able to see where our funds should be placed.

In the first group you can see large possible outlays to professional firms, attorneys, accountants. This is money utterly wasted. They flop and we have to do it all ourselves anyway. The fantastic cash cost of mailings to Scientologists was evident in DC where it ate up all their "freedom funds". And by advertising the attack to Scientologists we only frighten them away from the org and lose our income as well. So we must *never* do these three things.

The second group above are not very costly and constitute a proper line of defense and should be undertaken. But they must *not* be counted on to do more than impede an attack. They will never stop it cold. This second group is like an infantry defensive action. It is necessary to oppose the enemy but just opposing will not finally win the fight. That is done only by taking enemy territory.

The third group contains the real area for the outlay of funds and stress of planning. This group has an excellent history and has ended off a great many attacks beginning in 1950. Therefore one should take care not to leave any of these out whenever an attack is mounted on us.

#### INVESTIGATION

It is a curious phenomenon that the action of investigation alone is head and shoulders above all other actions.

This is most like Scientology processing, oddly enough, where the practitioner seeks the hidden points in a case. As soon as they are found the case tends to recover, regardless of anything else done.

Groups that attack us are to say the least not sane. According to our technology this means they have hidden areas and disreputable facts about them.

As soon as we begin to look for these, some of the insanity dissipates.

It is *greatly* in our favour that we are only attacked by mad groups as people in that condition (1) invariably choose the wrong target and (2) have no follow-through. Thus they are not hard to defeat providing one (A) looks for their hidden crimes and (B) is irreproachable in his conduct himself.

We discovered this more or less by accident. The basic discovery was that the interrogation of a policeman produces a confusion and an introversion; it is his job to interrogate-so you reverse the flow, mix up his "hat" so he doesn't know who is which, and you reach for his own doubts.

These people who attack have secrets. And hidden crimes. They are afraid. There is no doubt in their minds as to our validity or they wouldn't attack so hard at such cost. Society tolerates far worse than we are. So they really believe in us. This hampers their execution of orders-their henchmen really don't share the enthusiasm for the attack for after a bit of investigation it becomes obvious to these henchmen that the attack smells. This impedes follow-through.

And when *we* investigate, all this recoils on the attacker. He withdraws too hurriedly to be orderly.

An attacker is like a housewife who tells City Hall how terribly her neighbours

keep house. But when you open *her* door, the dishpans and dirty diapers fall out on the porch.

All you have to do in lots of cases is just say you are going to rattle their door knob and they collapse.

I can count several heavy attacks which folded up by our noisily beginning an investigation of the attacker.

Our past liability in this was that we depended on outside firms, enquiry agencies, etc. And these have too many clients and we have too little control of their direction. The answer is to organize and maintain our own proper corps for this action.

The other items in the third group are self explanatory and if any of these are missing then we will be less successful.

For years and years I have had this "hat" of attack handling. In January 1963 I took a calculated risk and devoted my time to research. I knew we had better get all our answers and complete our technology. But in doing so I could give only a small amount of time to the US and Australian attacks. DC followed orders and we got out of the US morass. Australia didn't and sank. But it became plain to me that we had to set up a part of our orgs to handle this "hat" as obviously I can't be there forever. So even #10 in the third group-my handling counter-propaganda-will have to have help.

To hold up to Man an image of spiritual freedom is adventurous. Man is suppressed. And those who oppress him have a peculiar frame of reference. This is:

1. If anyone became free or powerful, a suppressive believes he would promptly be slaughtered. He never realizes that it is the suppression that gets him knocked out, not the character of Man.

2. If any advance were made that would improve Man, then all old commercial interests with *their* answers, would become worthless. It never occurs to such to advance with the times.

3. They have dirty houses.

Thus, in meeting any attack we must:

(A) Recognize an attack in time to act;

(B) Get Group 3 above in full action with an emphasis on investigation;

(C) Get Group 2 in action as needful for defense.

Thus we have LOOK, INVESTIGATE, DEFEND as the short formula. And all the while hold up an image of total freedom and have ourselves clean hands.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

Rernimeo  
Exec Sec Hats  
HCO Area See Hat  
Org Bd Section Hat  
Secretary Hats

HCO POLICY LETTER OF 1 MARCH 1966

Office of LRH

**THE GUARDIAN**

The post of THE GUARDIAN is established herewith.

The Guardian is the most senior executive of Scientology just below the Executive Director. The post is senior to Executive Secretaries.

The character of the post is best understood legally as "Trustee" or even "Proprietor Sole" and exercises the powers and carries out duties similar to that of a high church officer entrusted with the funds or survival of his group. The Guardian may use the signature "Trustee" in business letters or dealing with outside interests such as law firms and may claim and establish the status of proprietor sole when corporate status of Scientology funds or interests is in question.

The Office of the Guardian is located in the Office of LRH.

The Guardian may have personal secretaries and clerks and these are in the Office of LRH and the Executive Division and are, for personnel purposes, under the LRH Communicator as Co-ordinator of the Office of LRH and the Division 7 Secretary.

The Guardian is posted in every Executive Division by post and name in Division 7.

In other than the International Executive Division, if the org is large enough there may be an Assistant Guardian but if so the Guardian is posted and also the Assistant Guardian for the Area Org.

The purpose of the Guardian is:

**TO HELP LRH ENFORCE AND ISSUE POLICY, TO SAFEGUARD SCIENTOLOGY ORGS, SCIENTOLOGISTS AND SCIENTOLOGY AND TO ENGAGE IN LONG TERM PROMOTION.**

The Guardian has five actions:

Policy  
Danger  
Affluence  
Long Range Promotion  
Information

**POLICY ACTION**

(Note: See HCO Pol Ltr I March 66 for the full plan of the Office of Guardian.)

The Guardian, without relieving the LRH Comm from his duty of refusing to pass anything contrary to policy, enforces and issues policy and passes on any new policy recommended on channels already established but usually re-issues and enforces existing policy.

This section has the LRH Mimeo Unit.

The basic files and Archives of policy and technology and artifacts belong to this section as the Archives Unit.

This action also has files of all recommended policies.

## DANGER

This action is the "LRH Heavy Hussars Hat". This function is to move in heavily where there is a threat of great importance to an org or Scientology after the usual

lines and posts have goofed. The term comes from the old cavalry purpose of Hussars who were held in reserve until a battle line was dangerously bowed, at which they were sent in to straighten it out.

This activity contains a file unit consisting of every See Ed issued by any org. This file system has a separate file in which every danger condition declared on any staff member is filed by org and date. It also has a file of every Ethics order issued by org and date.

This activity also contains a file of org boards of all orgs.

The activity can call on OIC WW for graphs of any period.

The section can conduct investigations into any slump.

All Danger Conditions regardless of when and how assigned are traced as to what changed before they occurred and a full record of all findings is kept and published.

The Guardian can demand a hearing for removal of any Scientology Executive when:

- (a) The Guardian has had to wear the Heavy Hussar Hat to rescue a decayed situation;
- (b) No AdCouncil or others seem to be effective in righting a danger condition.

Heavy Hussar actions include heavy emergency promotions on a zero time limit to salvage a situation, financial or otherwise.

#### AFFLUENCE

All commendations or Honours have to be passed by the Guardian before issue and are issued in the name of the Executive Director.

This however is a secondary function of this activity.

The primary function is to be informed of and to trace every affluence awarded to find out what happened before it occurred and to publish findings.

This activity has a file of all affluences ever declared and another file for the full findings. None of this relieves the AdCouncil or HCO from finding, declaring and discovering what happened. It just makes certain the action has been taken and that it is correct and gets published.

In this activity the Guardian can convene a "Board of Commendation" to look into affluences and find what caused them and publish the result and commend the responsible parties.

#### LONG RANGE PROMOTION

Without relieving any HCO Exec See or Dissem See or ES Comm Dissem, Dist See or ES Comm Dist of promotion responsibility, the Guardian works out or calls for and approves the long range promotion of Scientology.

This activity draws up motifs for magazines for a year in advance, draws up Congress names.

The activity tells the org what to promote, what to stress and co-ordinates promotion.

The section can get promotional ideas and the Guardian approving them see that they are carried out.

#### INFORMATION SECTION

Both planetary and organizational information is handled by this activity.

*Information is* defined as data leading to predictions of occurrences and useful in forecasting events and so assisting planning and in handling matters arising from events.

The Planetary Information Unit works with newspapers, economic newsletters, bulletins of information services, etc, and keeps a file of clippings under headings of

interest to Scientology. By such studies one can predict which way cats are going to jump and organize to meet situations which may threaten Scientology from possible enemies or to take advantage of situations which might benefit Scientology.

The Org Information Unit receives copies of all SO #I letters watching for upsets or trends in specific areas in order to correct those in control of the area and regularly reviews the number of Dead Files per area to see if some area of Scientology has more dead filed than others.

It is true that entheta in an area is proportional to org incompetence in that area and real trouble in areas has always been preceded by at least two years of heavy entheta in public letters from that area.

The Planetary Planning Unit works out ways to prevent future attacks and how to take advantage of situations that will develop.

The Org Planning Unit predicts trouble by such things as too much entheta from an area, too much sex going on in an org and, working closely with HCO plans how to reorganize the org in that area without destroying it. Such planning also handles a public programme for an entheta area to weaken anti-Scientology propaganda, at the same time stiffening up Ethics and quality of service in the area and investigating why Ethics and quality of service are down so they can be remedied.

### STATISTIC

The Guardian's statistic for each org (and that of the Int Exec Div in each org) is a dual statistic as follows:

**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 PM THURSDAY OF THE CURRENT WEEK OF THE REPORT.**

**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.**

These two figures are to be included in the beginning of OIC cables in the order above.

It will be seen that it is hard to get a bank to give one an exact figure, due to cheque to cheque clearance, for "2.00 pin Thursday" so in actual fact one takes last week's bank statements' credit balance of all accounts and adds to it this week's total receipts, neglecting outstanding cheques as the matter will average.

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 programme. The monthly bills statement (in actual practice) can serve as this statistic providing that during the succeeding month one does not deduct from it payments made from it as new debts are growing at the same time and the matter tends to average out.

Each org, having a board for the Int Exec Div must also have a local statistic for it.

At Worldwide the International Executive Division has a composite statistic made up of all org Int Exec Divs added and graphed.

The local Int Exec Div has the local org's dual statistic as above and that is the Guardian's local statistic or that of the Assistant Guardian where one is appointed.

The Guardian's statistic Worldwide is the composite.

Where there is a Continental Exec Division (required when orgs are very large) the Continental Assistant Guardian's statistic (and that of the Continental Exec Div) is the composite of the Guardian statistics for that continent.

Where the Guardian finds the local or Continental or Worldwide statistics are being falsified or are grossly in error, the Guardian must order the AdCouncil Worldwide to send a competent WW executive to conduct an investigation. The

**Guardian may empower through the AdCouncil WW that representative to bring about prosecution for irregularities.** If this procedure is ineffective, the Guardian being also a local executive may personally direct the matter to be satisfactorily concluded and to bring about correct statistics.

## POWERS

The powers of the Guardian may not be deputized or exercised by any committee or Council or deputy or assistant and may only be exercised by the Guardian.

The Guardian's powers are derived from the Executive Director who already has and exercises these powers.

The powers are:

The Guardian may transfer any organization's funds anywhere at will. The Guardian is a signatory on every bank account of every organization and there may be no org bank accounts on which the Guardian is not a signatory. The Guardian may set up trustee accounts for Scientology, Scientologists or org funds on which only the Guardian is a signatory.

Any transfers of large sums of money by any AdCouncil or Executive or staff member require the permission of the Guardian to be legal and the document of transfer or cheque is actually signed by the Guardian-no matter who requires it.

Any large and unusual expenditure may only be made in an org by a document of credit cheque signed by the Guardian.

Any plan or project that will cost any large sum over a long time period may be authorized only by the Guardian.

The Guardian may cancel without recourse any overly ambitious plan which might threaten the solvency of orgs or pledge them to banks or which finance non-Scientology projects or unreal projects.

In times of threatened insolvency of an org the Guardian may shut off any or all purchase orders in that org, reduce its expenditures and take over all cheque signing for that org or make any other needful financial arrangements or adjustment to resolve the financial straits of that org or even shut it down.

The Guardian authorizes all new orgs and **only** the Guardian may shut down or move an org.

Any purchase or sale of real property of an org is authorized only by the Guardian (buildings and land).

The design of new buildings or structures or conversion of old ones and allocation of their use is authorized only by the Guardian.

AdCouncils usually propose such measures as detailed above to AdCouncil WW which, if it approves them, proposes them to the Guardian. However, the Guardian can initiate such measures as above without a proposal by an AdCouncil.

The Guardian may cancel or suspend or award certificates and awards.

Any new corporate planning or new accountancy arrangements require the signature of the Guardian before they can be put into effect.

The Guardian may dismiss any Executive or staff member seeking to deny or exercise the Powers of the Guardian.

The Guardian may be removed as provided herein for knowingly transferring funds or property for the aid or support or furthering the interests of persons or groups hostile to Scientology or for not shutting off such transactions the moment they are found by the Guardian to be hostile.

The Guardian may issue Expulsion Orders and Ethics Orders independent of any other executive and directly order Ethics or dismiss and replace and order an Ethics Officer or HCO Area Sec in times of danger or external threats to the org or Scientology.

The Guardian may remedy obvious miscarriages of justice by cancelling orders.

The Guardian may suspend Franchises or Staff Membership or the use of

corporate names or the name Hubbard or the word Scientology or its materials for improper use or lack of use.

The Guardian may draw on any org for personal expenses or pay when engaged upon work for that org wholly or only partially for that org.

Travel expenses and living expenses of the Guardian are paid by the org most benefitting.

All HCOs are called upon to defend the person, duties and planning of the Guardian and give the Guardian total support to the exclusion of all others in times of danger.

#### **BASIC DUTIES**

The keynote of the post of Guardian is that it functions without being closely involved with the mechanics of administration or orgs. The Guardian is not a member of the AdCouncil WW and does not attend its meetings but can supervise it in a general way or intervene if it strays from its functions or is in trouble.

The post floats free in that it has no fixed lines it cannot ignore and none needs to carry out his regular duties by an okay from the Guardian.

But the Guardian has great power in that none but the Executive Director can cancel an order from the Guardian.

The Guardian can create a new Section, get it functioning and give it to its right place in a division.

The Guardian can also take a faltering section from the org, get it functioning and give it back, this resulting of course in a Danger Condition having to be assigned that Department or Division or Exec Sec. Via Assistants the Guardian can direct them to get a Section functioning in their org and give it to a division or take over a dangerous section and get it functioning and give it back, Danger Formula applying as usual.

If the Guardian accumulates new functions the Guardian must remember to give them over eventually to the right Department.

#### **COMM LINES**

The Guardian issues See Eds on white paper, blue ink, writes despatches on white paper. No LRH Comm ok is required for a Guardian See Ed. A Personnel See Ed need be okayed by the Dir Personnel only if the Guardian requests it.

The Guardian may issue HCO Exec Ltrs on white paper and is the only one besides the Exec Director who can. All Guardian HCO orders, Sec Eds, Exec Ltrs are signed the Guardian's name plus the Guardian for L. Ron Hubbard, Executive Director.

The Guardian's Telexes have priority over all but the Executive Director's.

#### **AUTHORITY**

The Guardian can order any ES Comm or Secretary via the proper Exec Sec or AdCouncil, and may order the LRH Communicator in any matter not contrary to his basic hat.

No Ethics chit can be filed on the Guardian except a Job Endangerment chit.

Any Hearing or Comm Ev of the Guardian can only be ordered by the Exec Director personally.

#### **ASSISTANT GUARDIAN**

An Assistant Guardian can exist in any org that is big enough. It may not be worn as an additional hat. It is appointed only by the Guardian.

The Assistant Guardian does not act as the Guardian in the Guardian's absence but only forwards direct orders from the Guardian and collects data for the Guardian. An Assistant Guardian has no power of his own not derived from the Guardian's authority directly and so may not act independently without exact instructions from the Guardian.

In an Area Executive Division the Assistant Guardian functions as liaison to the Guardian and the Guardian's four sections and in a very very large org may have those sections as "Liaison Sections" to wit (for an Area Org):

Policy Liaison Section Danger Liaison Section Commendation Liaison Section Long  
Range Promotion Liaison Section.

These collect data for or issue orders for or enforce the orders of the WW Guardian Sections.

Assistant Guardians are directly under the orders of the Guardian and no one else except the Executive Director, but are under the Div 7 See and the Office of LRH Co-ordinator for personnel purposes.

**ADCOUNCIL WW**

The AdCouncil WW or its deputies are nominated by the Personnel Officer on the basis of statistics and record and training only as a list of persons and their details.

The Guardian approves from this list the candidates and they are appointed by the Executive Director or in his absence, by the Guardian.

All other Executive Secretaries are appointed by the AdCouncil WW on the basis of statistics.

All Exec Sees are usually appointed from Secretaries who have had long and consistent high divisional statistics in divisions they headed and a lack of danger conditions.

**LRHCOMMS**

LRH Comms are nominated by the Personnel Officers of their org with a list of persons and the statistics records of each and approved by LRH Comm WW and appointed by the Executive Director. But in the absence of an Executive Director LRH Comms are finally appointed by the Guardian after all the above steps are taken.

**GUARDIAN APPOINTMENTS**

A Guardian is appointed by the Executive Director personally.

In the prolonged absence of the Executive Director the Guardian nominates a successor to himself or herself which nomination becomes an appointment when the past Guardian vacates the post. In short, the post, in the absence of the Executive Director, is willed.

If for any reason the past Guardian has failed to will the post and the Executive Director is absent and the post of Guardian falls vacant then all the Personnel Officers in the world meet and nominate by drawing up a list of the Exec Sees and Secretaries and Assistant Guardians and ES Comms of all orgs who have the highest statistics over the longest period of time and the highest levels of training on policy and tech and comparing these reduce the list to five and submit these to a meeting of all the Exec Sees in the world who then decide which of the five is the most suitable Guardian and the post is then filled. Selection is not done by vote by the Personnel Officers meeting or Exec Sees meeting but solely by statistics. And all the statistics of nominees must be published as the Guardian is finally selected.

If a new Guardian at the end of 3 years in office is seen to have had bad statistics with orgs collapsing, the conclave of Personnel Officers and Exec Sees as described may occur as described and appoint a new Guardian, publishing full reasons why.

**ASSISTANT GUARDIANS**

Assistant Guardians are appointed by the Guardian from a list submitted by the Personnel Officers of the org for which the Assistant Guardian is being appointed.

**FIRST APPOINTMENT**

The First Guardian is Mary Sue Hubbard.

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**L. RON HUBBARD**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1967

Remimeo

**OFFICE OF TREASURER WW**

The Office of Treasurer WW is transferred to the Office of the Guardian WW Div 7 Dept 2 1.

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[Note: The P/L establishing the Office of the Treasurer  
is in Volume 3, page 59.1

HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 18 NOVEMBER 1968

General Non-Remimeo  
Guardian Offices

**GUARDIAN'S ORDERS**

This begins a series of communication known as Guardian's Orders.

These are issued by the Guardian, and Deputy Guardian to Assistant Guardians.

To be valid they must be initialed by the Guardian, Deputy Guardian or their Communicators in the lower left-hand corner.

They are issued blue ink on white paper.

**Guardian's Financial Order**

The 2nd Deputy Guardian for Finance or the Guardian or Deputy Guardian may write and issue GUARDIAN FINANCE ORDERS.

These are blue ink on red or pink paper.

They are initialed at the lower left-hand corner by the Guardian, Deputy Guardian or the 2nd Deputy Guardian for Finance or their Communicators.

These orders normally apply to Asst Guardians.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East **Grinstead, Sussex**

**HCO POLICY LETTER OF 8 DECEMBER 1968**

Rernimeo  
All Staff  
Treas Hats  
Asst Guardian  
Finance Hats

**ASSISTANT GUARDIAN FOR FINANCE**

The post of Assistant Guardian for Finance is established herewith alongside and under every Assistant Guardian in the world but subject to the orders of the Assistant Guardian for administrative purposes.

The purpose of this post is:

TO HELP RON BRING SOLVENCY AND SANITY TO SCIENTOLOGY ORGS  
BY ENSURING MORE IS NEVER SPENT THAN MADE AND SUBSTANTIAL  
RESERVES ARE BUILT UP.

The above is brought about by the following duties:

1. Approves Financial Planning for the org before it is activated.
2. Assigns Treason to anyone incurring expenses on a by-pass.
3. Starts no long distance fire fights with orgs.
4. Safeguards the credit and reputation of L. Ron Hubbard and the Guardian.
5. Removes any wasteful minded person on a logistic post and ensures this person is not assigned a similar post where he/she can again waste money.
6. Ensures Finance Policy is at all times adhered to.
7. Approves Treasury post assignment proposals before the appointment can be finalized.
8. Ensures new personnel assigned to Treasury posts first check out star-rated on OEC Treasury Pack.
9. Ensures the org maintains date-line paying procedure at all times.
10. Routinely inspects Accounts records such as Invoices and Vouchers, Accounts Summaries, Bills Summaries, Bank Balance records to ensure Finance Policy and Standard Admin are applied.
11. Checks "In-series" copies of the Invoices against income collected daily.
12. Ensures the Department of Assets and Materiel properly packages and safeguards the org's finance records against loss and damage.
13. Authorizes bonus awards for staff members, but only when org income is above what is established as requisite to solvency of org.
14. Ensures the org's original Accounts records are forwarded to the Treasurer WW every quarter for an audit. Ref. Policy Letter 15th Jan, 1966 "Office of the Treasurer".

The above mentioned points give the general outline of what is needed and expected of an Assistant Guardian for Finance, but the duty lies with each Assistant Guardian for Finance to evolve his post and thereby bring solvency and stability of Scientology orgs throughout the world.

Where an org does not as yet have a Guardian Office, points 1, 11 and 12 are handled by the Executive Council, but the overall responsibility of the org's finance concerns lies with the Assistant Guardian for Finance of the Continental Guardian Office.

If an org is found to be up to no good regarding finance matters and does not have an Assistant Guardian for Finance, then the Assistant Guardian for Finance of the Continental Office flies to that org at the org's own expense to personally inspect their accounts records and take any remedial actions necessary.

COMMAND LINES

CS\_G

CS-3

Ea

RESERVE LIAISON OFFICER -SEA ORG

2 D/G F WW

ASST D/G F WW

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ASST G ORG

ASST G F ORG

The statistic is the same as the Guardian and Assistant Guardians-

GROSS BILLS AND GROSS CASH.

L. RON HUBBARD  
Founder

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HCO POLICY LETTER OF 5 JANUARY 1969

Remimeo Guardian Hat RAP

**STAFF STATUS TWO**  
(Modifies HCO Policy Letter 4 January 1966,  
"Personnel, Staff Status")

Staff Status Two, which precedes staff signing a contract, may be awarded by a duly appointed Asst Guardian and the ED awarding such may be okayed by the LRH Comm provided application for such **IS** accompanied by full CSW which demonstrates conclusively that the applicant is fully qualified as per policy for Staff Status Two.

Any violation of this policy which results in an improper award of Staff Status Two being made will be considered as a False Report and will result in the assignment of a Condition of Doubt.

LRH:ei.cden  
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Mary Sue Hubbard  
The Guardian WW  
for  
L. RON HUBBARD  
Founder

[HCO P/L 4 January 1966, *Personnel Staff Status*, is in Volume 1, page 13 1, and Volume 5, page 249. J

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JANUARY 1969

Remimeo

**CONTROLLER**

The post of CONTROLLER is founded in the Office of LRH.

The post is just senior to the GUARDIAN.

The duties of the post consist of coordination of all Scientology orgs and activities.

There is just one Controller in all Scientology, just as there is only one Guardian.

The Controller is appointed by the Founder or in his absence by the Guardians and Board of Directors in single meeting.

The term of the office is for life as is that of the Guardian.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 1 SEPTEMBER 1969

CenOCon  
Guardian's  
Office  
Asst Guardians

COUNTER-ESPIONAGE

No country or company has ever solved espionage and intelligence actions within it.

Industrial "espionage" is a very prevalent activity.

As our policy letters and materials are often found in wrong hands we must be subjected to internal espionage on occasion. We certainly are subjected to intelligence externally.

Intelligence actions internally in a company or organisation take five main courses:

- 1 . Theft of documents or materials.
2. Executive actions contrary to the company's best interests if not outright destructive.
3. Administrative enturbulation including messing up files, addresses, facilities or communications.
4. False reports or false advices to customers or staff to bring about apathy or defeatism.
5. Perversion or corruption of the product (in our case, technology).

**Motives**

Financial gain is the primary motive in almost all cases of infiltration.

A very experienced European Intelligence officer stated that he had never failed to buy any person he had ever approached in any government, and this in a lifetime career in the field of espionage.

Governments and many companies have amongst them people who are in or who can be forced into heavy financial trouble.

By offering surprisingly small sums of money, any one of the five actions listed above could be effected by an enemy.

The practice is so common as to be commonplace but the harm done is all out of proportion to the effort employed.

**A Solution**

Guarding against infiltration is a vital action for survival and nations and companies spend huge sums on counter-intelligence, the action of foiling the efforts of enemies.

In studying the extensive literature of this subject an inexpensive effective solution has occurred to me which I do not think has ever been used.

If finance is the motive, then of course one should reward successful Counter-Intelligence actions.

An enemy seeks those in debt or forces persons into debt so they can be bought. If the person being baited were assured of a safer reward, the person would usually incline toward his own country or company.

## **The Placard**

An org should therefore display in an area mostly frequented by staff, near the staff bulletin board or in the W.C., but not necessarily to the public, a placard worded somewhat as follows:

### **REWARD**

As Industrial espionage is an ordinary occurrence in most companies, the staff is requested to be alert for

- I. Any theft of documents or materials.
2. , Orders or directions which will result destructively.
3. Any disturbance of files, bills or addresses.
4. False reports or advices to staff or customers or preached defeatism.
- S. Willful corruption of tech.

Anyone detecting any of the above should report the matter at once to the nearest Guardian's Office with names and full particulars.

Should further investigation result in the disclosure and apprehension or arrest of persons attempting willful harm to this organisation

A REWARD OF \$250 (f, 100)

will be paid by the Guardian's Office.

Should a staff member be approached and asked to attempt any of the above actions he should promptly seem to agree, should accept any money offered (which he may keep) and should quickly and quietly report the matter to the nearest Guardian's Office so that the instigators can be traced and arrested, at which time the \$250 (.f, 100) reward will be paid.

Another reward of 9 100 (f 30) will be paid any staff member or person in the field who should hear of or be subjected to any provocative anti-organisation activity in the field and who then forwards the criminal background and connections of the provocative person in such form that it may be given to the police by the Guardian's Office.

Should any staff member have knowledge of any financial irregularity within the organisation and furnish proof of it to the Guardian's Office promptly along with evidence sufficient to prosecute he shall be given 25% of all monies recovered.

### **BLACKMAIL**

Any person or agency attempting to accomplish any of the above five points by reason of attempted BLACKMAIL of a staff member is liable to arrest. In this case the reward is also paid to the staff member on the arrest and, conviction of those attempting it and the Guardian's Office will defend the person even before law and excuse the misdemeanor or crime being used in the blackmail attempt.

### **Amnesty**

An amnesty of all such actions before 15 September 1969 is fully granted providing the matter is reported promptly to the Guardian's Office.

Staffs are requested to cooperate fully to help continue to make an org and area a safe environment from which freedom may expand.

Alertness is the penalty we pay for living in an aberrated society. Truth cannot live in an atmosphere of deceit.

The Guardian WW.

### **Org's Protection**

Our Dianetics and Scientology orgs are fortunate in that where tech is "in" very little infiltration can occur since persons cannot benefit from things they try to harm.

Our primary protection is "in" tech and well processed staffs. It follows that when tech is out, ethics will be found out also.

Persons who have no or little case gain are the only ones we have any trouble with.

No other organisation and no country has as good a chance as ours to be free of infiltration.

One other thing worthy of note in connection with Counter-Intelligence is that countries and companies which do not have a high cause, a high allegiance, have need of tremendous counter-intelligence forces.

If we keep our integrity high and give staffs good and valuable government, we will have maximum Counter-Intelligence effectiveness with minimum effort since our staffs would themselves militantly defend their executives and the org.

LRH:ldm.rs.ei.rd

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 MARCH 1971  
Issue 11

Remimeo

### **GUARDIAN OFFICE**

The Guardian Office and its staff are not under the command line of any Executive Director or any Product-Org Officer, nor are they under the command line of any Continental Liaison Office.

The command line of any Guardian Office is directly under that of the continental Guardian who is under the Guardian WW. The Guardian WW is under the Controller WW.

The Office of the Guardian is autonomous, meaning it operates independently of local control and under the direct control of its own seniors.

Mary Sue Hubbard

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The Controller  
for  
L. RON HUBBARD  
Founder

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE  
**HUBBARD COMMUNICATIONS OFFICE**  
1812 19th Street N.W., Washington, D.C.

HCO BULLETIN OF 29 AUGUST 1957

**GOVERNMENT PROJECT STABLE DATA**

To any government official or on any government project the HASI stable data for negotiation and discourse are as follows:

WE ARE THE EXPERTS ON HUMAN ABILITY AND ENDURANCE.

WE OFFER *ONLY* SERVICES.

WE DISCUSS ONLY RESULTS, THE NEED OF RESULTS, THE CONSEQUENCES OF NO RESULTS, THE SINCERITY OF THE ORGANIZATION AND ALL CONCERNED IN OBTAINING RESULTS, AND INTERESTING RESULTS.

REASON: You cannot communicate in 25 minutes something which took 25 years to develop. Scientology really takes some time to learn. To try to *teach* someone Scientology at a luncheon table or in an office is difficult, since prejudice and mental illiteracy are barriers. Scientology, however, using the above stable data, is easy.

We know already that in a discussion with uninformed persons, these attempt to learn all about Scientology in 25 minutes. To stop all further learning by them, try at once and instantly to fully educate them. To lead them to further learning read again the stable data given above.

The importance of these data will be realized when they will be published to all personnel on a project as a must.

LRH:md.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1  
(Issued at Washington D.C.)

HCO POLICY LETTER OF 20 DECEMBER 1957

*To All Staff  
Post-Bulletin  
Board*

**CLARIFICATION OF PUBLIC RELATIONS POST**

On the Organization Board, HCO is shown as a separate operating unit from the HASI (Founding Church in Washington), with a liaison line to the Assoc Sec (Org Sec in Washington).

HCO personnel, which includes Public Relations, report directly to HCO. Therefore, Public Relations reports its activities directly to HCO, maintaining a co-operative liaison with the Assoc Sec and Org Sec, as is shown on the Org Board.

Even though it is shown on the Org Board, it is called to your attention here that Public Relations is a part of, HCO, directly responsible to HCO, working, of course, in co-operation with the Assoc Sec and Org Sec.

LRH:md.rd  
rs:26.12.57

L. RON HUBBARD



**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 14 MAY 1960

HCO Secs Assoe Secs Pub. Rel. Hats

**CLIPPINGS BOOK**

In the interest of preserving newspaper clippings, magazine articles, or other press items on the subjects of L. Ron Hubbard and/or Dianetics & Scientology, the Public Relations Hat of HCO (or Central Org where there is no HCO) should collect any and all clippings from the organization on the above subjects, and assemble them into a suitable Clippings Book. (This includes any articles which come into the Org whether sent in from someone in the field or whether obtained by staff members, or Public Relations. It also includes articles written about Scientologists on the subjects of LRH and/or Dianetics/Scientology.)

Any staff member who sees any mention of LRH or Dianetics/Scientology in any newspaper or magazine should send such clipping to Public Relations to insure that it finds its way into the Clippings Book.

Whenever clippings are posted on the Comm Centre Board, after they have been up for the specified length of time, they are to be returned to Public Relations for mounting in the Clippings Book.

**RECEPTION DUTY**

Reception and other staff members are to insure that no person coming into the Comm Centre ever removes any clippings from the Bulletin Board (or other display in Comm Centre), except an HCO personnel (who gives the clippings to Public Relations).

**SUGGESTIONS FOR HANDLING A CLIPPINGS BOOK**

1. A loose-leaf notebook could be used so that in the event a photostatic copy was ever needed the page could be taken out of the book for photostating (or for making a typewritten copy). (If a scrapbook is used, the clippings cannot be easily removed without disrupting the book pages, unless you use a scrapbook with removable pages.)

2. Clippings should be trimmed neatly and mounted with suitable paste or glue onto the sheet of paper in your Clippings Book. (If using a three-ring loose-leaf notebook, mount the clipping directly onto that sheet of paper [three-hole paper].) (If using three-hole paper, use gummed reinforcements around the holes to prevent tearing.)

3. The clippings should be placed in the book in chronological order, by dates, with the earliest date at the front of the book.

4. On the outside of the book can be printed:

CLIPPINGS  
Book No. I  
Clippings on L. Ron Hubbard  
and  
Dianetics and Scientology

When one book is filled, start Book No. 2, etc.

5. When mounting a clipping at the top of the page always show as much data as possible.

(a) Source of material (name of newspaper, magazine, etc). (b) City and Country (e.g. Washington D.C., U.S.A.). (c) Date of article (date clipping appeared in the newspaper or magazine). (d) Page number(s) on which article appeared.

(It is helpful to add the name of the city and country so that in the future when referring to an article appearing in, say, "THE COURIER", there will be no question as to what city, what country-U.S.A.? England? etc.)

6. When mounting a clipping which is larger than your sheet of paper, mount what you can on the sheet, and fold the remainder neatly over the top of the sheet, so that it fits squarely into the book. (To help protect the newsprint, you can paste a blank sheet of paper onto the *back* of the part that overlaps so that when the newsprint is folded it has something substantial on the back of it for protection.)

A loose-leaf binder as suggested herein can, be put into your file drawers, whereas an extra large scrapbook might not fit into your files.

The main points are: Maintain a Clippings Book which will endure; mount the clippings in such a way that they will not tear; insure that complete data accompanies each clipping; mount clippings in such a way that they can, if necessary, be removed for copying purposes.

Such a book will help us maintain a running record of publicity on LRH & Dianetics/Scientology.

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Issued by: Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinsteadl Sussex

HCO POLICY LETTER OF I JANUARY AD 13

Central Orgs

### **OBJECTIVE THREE**

#### **CELEBRITIES**

PROCESS SELECTED CELEBRITIES.

Rapid dissemination can be attained, with the advent of 2-12, by the rehabilitation of celebrities who are just beyond or just approaching their prime.

This includes any person well known to the public and well liked but who has passed his or her prime, or any rising figure.

The Association or Organization Secretary is to personally do all contact work. A Class IV auditor only may be assigned to do the actual processing. The only process to be used is Routine 2-12 utilizing a special List One. The pay is to be "Any contribution you would care to make if we have helped." No other pay is demanded.

Only Association or Organization Secretaries of Central Orgs may select or handle this project.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East **Grinstead, Sussex**

**HCO POLICY LETTER OF 14 AUGUST AD13**

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 Programmes 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 medicalpsychiatric 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 medicalpsychiatrist 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 ownfailures.

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 practising psychiatry are peculiarly vulnerable. Their physiological technology belongs to the 19th 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 modem, 20th 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 13 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 pre-conceived 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 pre-conceived 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 half-way 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 mould 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 RIs in a GPM 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 is-ness of the entheta called news.

This sounds like criminal gossip mongering. 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 riot 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 I 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 I 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" I to 7 above.

Unfair though it may seem, that's still the is-ness 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 I 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.

- I. 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 I 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.



"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 programmes 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 McFadden's parachute jump into Niagara Falls at the age of 70 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 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**

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 11 OCTOBER 1965**

Gen Non-Remimeo

Reissue of HCO Policy Letter of  
25 May 1964

**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 1. Anyone who can run a good P.E. 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 enquiries 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 enquiries only on a Scientology 0 basis-maybe a little of Scientology I. He or she is polite but is not tempted into giving any other information about Scientology. Do not Q and A. All other enquiries (not directly concerned with Scientology data) may usually be answered factually but will almost certainly be mis duplicated, 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.

(Note: This does not alter the truth contained in HCO Pol Ltr of 14 August AD 13, Scientology Five-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.)

LRH:ml.kd

L. RON HUBBARD

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[Note: The original 25 May 1964 issue of this policy differed in that it was issued by Peter Hemery, Org Sup WW, and authorized by L. Ron Hubbard, and the last paragraph in brackets above appeared after the signature.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Rernimeo  
Franchise  
FSMs  
Exec Sets  
Dist Staff Hats

HCO POLICY LETTER OF 2 OCTOBER 1966

**PUBLIC PROMOTION**

We are expanding at a fast rate.

In order to keep our promotion orderly, and on lines, all future Public Demonstrations and Interviews on Scientology, for TV, Radio and Press, will be handled by officials appointed from Worldwide.

Any org member, Franchise Holder or FSM wishing to promote Scientology on these public lines must send in all details to their local Org Exec Sec who will send for an official approval from Issue Authority via ES Comm Dist WW for Org Exec Sec WW and LRH Personal Aide.

LRH:lb-r.rd

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L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 OCTOBER 1968

Rernimeo  
Guardian Hat  
PRO Hat

**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.

LRH:ei.rd

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L. RON HUBBARD

Founder



HUBBARD COMMUNICAT  
Saint Hill Manor, East Grin

HCO POLICY LETTER OF 31

Remimeo AUPROs via A/Gs, FOR HAT

**PRO-BROADSHEETS**

History:

The Broadsheet is so called because it is in the tradition of the 17th-18th Century Broadsheet which were news sheets or pamphlets which were given out or posted in public places to give news and views to the local population.

The Broadsheet was started in the UK as an action in the handling of attacks. This was at a time when we were being attacked in Parliament and in the Press and on TV when no air time or newsprint time or newsprint was devoted to give our viewpoint or the true facts from our viewpoint. Thus we decided that if we could not get our viewpoints printed we would print and distribute them ourselves, giving them away if necessary. This was done throughout the British attack, and Broadsheets were sought by far more individuals than we had previously envisaged. Eight Broadsheets were produced and distributed in quantities of 100,000 or more per issue between August 1 st and December 24th.

*What a Broadsheet does..*

A Broadsheet presents our viewpoint. It permits a Scientology organisation under attack to print its information on the background to the attack, to target the right target, and to promote good news or news items which are not necessarily picked up by national media and featured. We can give prominence to and stir the conscience of the public individual. For instance, the Home Office is attacked in Parliament on the grounds of religious and philosophical discrimination. A Labour MP censures the Home Secretary for barring out an American writer (LRH) and describes this as a blow against Civil Liberties in this country. The National Press do not pick up the news item but we do, and give it prominent feature together with the editorial.

Newspaper reporters obtain most of their background history from files of old cuttings from other newspapers as well as their own. Every newspaper has its own morgue, where the files are kept. A great deal of the bad press we have, at times in the past. been subjected to, has been attributable to a lazy reporter who obtains the bulk of his copy from the re-writing of old press cuttings obtained from his office. But this mechanism can be made to work for us. Provided the Broadsheet is got up to look like a newspaper, i.e. the right size and the right kind of print and the right kind of paper, we have found that it is cut and filed by other newspapers. For instance, the recent editorial "What is all the fuss about" which was written in our UK Broadsheet, was picked up and re-printed. verbatim by an evening newspaper. A recent article by a prominent Conservative MP in a national weekend magazine bore a remarkable resemblance to a Broadsheet article. Last week a News Agency phoned us to obtain our views on a case of psychiatric malpractice and to obtain figures from us on false statistics issued by a psychiatric hospital claiming a fraudulent cure rate. This call from the news agency was not solicited by us. It would appear that we are the major reform group in the country in this sphere.

The Deputy Guardian WorldWide has been interviewed in depth by the omnipotent London Times and photographed by a leading Society photographer for feature in their 'Woman of the Year' series. The transition has taken 5 months and questions which we first demanded answers to in August via our Broadsheets are now being asked in Parliament.

*Purpose..*

A Broadsheet therefore does the following:

1. Destimulates the environment during time of attack and permits us to give our viewpoint.
2. Provides background data for reporters and TV commentators which is not slanted against us.
3. Stimulates politicians to ask questions and to inspect, rather than accepting authoritarian statements and actions.
4. Presents us for what we are, a rich, expanding, vital, philosophical reform group. For instance, a national newspaper columnist quoted our Broadsheet verbatim in his column in a derogatory fashion. Wide phone calls and letters on the day of issue from people who had read the national newspaper and wanted to give us information concerning cases they were involved in, of psychiatric malpractice, resulted.
5. There is a genuine reach now from quite unlikely places for data on Scientology. Recently the 'General Practitioner', the British medical man's weekly newspaper, called for a 1500 word article complete with photographs by a medical doctor Scientologist. An article entitled 'Scientology-Its Relation to Medicine'.
6. Broadsheets help give us presence and organisation ethics presence.
7. By using cartoons and satirical articles we exert pressure on our actual opponents and enemies. The pressure exerted by us against these people is enormous, for they place far greater significance on the written word and the power of the press than ever we did.
8. We make sure that Broadsheets are posted to all news media and to groups who a particular Broadsheet may be directed towards. The rest are distributed by hand in busy places.

*What cuts down a Broadsheet's effectiveness.*

Broadsheets should not be reduced below a minimum size otherwise it no longer looks like a newspaper but like a flyer or leaflet. The UK Broadsheet consists of 4 pages approximately JOY2" x 14". If it is reduced in size much below this, its effectiveness is reduced. A Broadsheet attack should be on target and not dispersed-it should be factual. A Broadsheet should not be confused with a dissemination piece. It is not intended to sell Scientology, therefore big book ads which dominate the front page are frowned upon, but it does contain book ads. The Broadsheet which is printed superbly, written brilliantly, will not do one iota of good if it is not distributed and lies in a back room somewhere. Changing the format would unmock a Broadsheet. There may be better, more professional ways of handling the layout, but the current UK format is what has worked and we would not dare change a thing. The first South African Broadsheet changed the format and had to be recalled in a rush before it was widely distributed, as broad distribution of it would have been disastrous. The opening headline editorial read: 'South Africa beware, Dianctics', and looked as though it was an attack of Dianeties and Scientology in South Africa.

*Conclusion:*

It is about time we had our own newspaper, and now that the attack has cooled it would be a natural progression for us to move into the newspaper business on a gradient, and in the future we are going to be moving into the newspaper business. We will eventually register as a newspaper and distribute through the current news agency set-up.

David Gaiman  
PRO Chief WW

*Distribution of Broadsheets.*

Public Relations bureau contacts HCO Exce See and an ED gets put out, of which this is a sample:

ED2413 WW

13 December 68

**BROADSHEET 7**

Broadsheet No. 7 is to be distributed this week-end.

Each Secretary or equivalent is to pick up only 250 Broadsheets for each of his or her staff members from the boiler room 13 Dec 68.

If no Secretary on post each Director is to pick up 250 Broadsheets for each of his or her staff for distribution.

Staff are acknowledged highly and thanked for delivering their last quota of Broadsheets.

Approved by  
Edie Hoyseth D/HCO EIS Mark Jones OES  
Tom Morgan PES EC WW  
Jane Kember  
D/Guardian WW  
for  
Mary Sue Hubbard  
The Guardian WW  
for  
The Board of Directors  
of the Church of Scientology  
of California UK

In this way the broadsheets are distributed to the staff in as smooth a way as possible~

250 is used because this number happens to work out between the number of our staff and number of broadsheets available.

250 is a very small number to get rid of provided you go to a busy place. Our fastest distribution has actually been 500 given out in 20 minutes-before a big football match-and this is very do-able.

Always choose the place with the biggest density of people in your area-a busy shopping centre, a cinema queue or people coming out of a cinema, bingo, a railway station. The aim is to get rid of them as quickly as possible so don't be choosy and decide who to give them to-just give one to each person in sight.

Dress presentably and stay in ARC with the people around you. If you are met with entheta, just take the broadsheet back with as little fuss as possible and say 'It is not for you' and go on distributing.

From time to time the Public Division also sends a parcel to FSMs to deliver. Our FSMs live a long way from East Grinstead **SO** they are posted; in other districts a van visits the FSMs and leaves a pile with each to be distributed. The people who help are well validated-so that they are ready to help again.

This is a distribution action, not dissemination, so you do not stop to disseminate Scientology.

You will find you work through the conditions as you distribute-starting at non-existence and ending in affluence or power. It's a lot of fun-and your confront of people comes right up too.

Sheila Gaiman  
PRA WW

*Notes on getting value from Broadsheets.*

1. Keep a folder labelled with name/number of next Broadsheet, and put any data, letters, articles, photos, cuttings, etc, into it that *COULD* be used. There is no selection at this stage. Everything that could be included is filed for possible use.
2. The shape, size and format of Broadsheet as used in the UK is very successful. ANZO, S. Africa are also using basically the same. Use an earlier edition as the dummy for the next one.
  - (a) Change the number on thebroadsheet.
  - (b) Mark in where the *new* articles, etc are to go-clearly. (c) Estimate approx length by a quick word count.
  - (d) Indicate any advertisements that are to remain from earlier editions.
  - (c) Check the printer is given all copy and photos-as marked to go in on the dummy-at one and the same time.
  - (f) Ensure all copy is typewritten-this ensures duplication and speeds up printer's typesetting flow.
  - (g) Each piece of copy should be labelled, e.g. "Broadsheet 6, page Y'.
3. Get your printer in and go over the issue with him. Handle any questions he may have. Listen carefully to any advice he offers. Work *WITH* him. Ensure he duplicates. Tell him when you want the proofs and completed job. Check he is happy and can meet this delivery. Make sure he does. Allow about 5-6 days from start to finish. If you order in quantity, say 3 or 4 broadsheets in one order, printers can save you money on paper by bulk purchase. Then you give him the copy as you are ready for each issue. You don't have to give him all the copy for all the issues in one go.
4. Cheek the proofs very\_carefully. Read everything from top of front page to bottom of back. Everything-even if it is a repeat of something that appeared in an earlier issue. Something may have been left out-or changed.
5. Indicate the changes you want. If the printer is there, let him mark the changes in his own symbols and signs-it will help his firm to handle the changes quicker when they get the proofs back.
6. The best layout we have found in the UK is:
  - Page 1 Attack opponents, expose and hammer.
  - Page 2) Longer articles, features, exposures, etc. Page 3) Illustrate, cartoon, photos, etc.
  - Page 4 LRH Page-Articles, extracts from books and Ron's writing-not anyone else's-stick to source. Also ad for a book by LRH.
7. Send 12 copies of your actual finished broadsheet to PRO Chief WW, and in your reports state the reception it got when distributed. Also mail copies to newspapers, political leaders, churches, etc. etc. each time, and distribute remainder by hand. Ensure the areas attacked get the broadsheets so they can read about themselves. Do this, and "Freedom" will really succeed.

Note: Do not expound or comment on LRH's writing-whether books, articles, EDs, or press releases. They stand for themselves, and should not be incorporated into any article you produce. When you include them they are put in on Page 4, or as a statement on Page 1 -with no other comment.

Peter Ginever

This is then what Broadsheets are about.

PRP WW

Written by: Peter Ginever  
Public Relations Planning  
Sheila Gaiman  
Public Relations Actions  
David Gaiman  
Public Relations Chief, WorldWide

Approved by Jane Kernber  
Guardian WW

Approved for  
issue by Mary Sue Hubbard, CS-G  
for  
**L. RON HUBBARD**  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 3 FEBRUARY 1969**

**Remirneo  
Guardian's  
Hat**

**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, phoney authoritarianism and betrayal. Because it is like this we get a back flash 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 didn'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 scare heads the world or area about the abuses to human rights in the field.

The other **PRO** works to banner head the successes and the programmes 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.

Sen speakers must address groups and say the story which is to appear, not just talk about Sen.

Plan a programme, let it run awhile. The programme is based on the policy which is the Major Target-to make that Public image. When that programme damps out, get a *new* programme. It takes a while to beat a programme 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 Sen, 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 Sen, 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 Scri celebrities that can speak and meet the public in your area. And in doing all this don't tear up the Sen 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 Pol Ltr.

Sen 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, Sen 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

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

14CO POLICY LETTER OF 5 FEBRUARY 1969  
Issue 11

Rernimeo  
Guardian  
Asst Guardians  
PROs

**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. The 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, with 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 ETHNIC. 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 Anti-Social 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 Scn PRO is way out in front. The orgs do well. The tech is tops. Sen 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 P/L.

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 C of S for help to get guidance to right the wrong. That's a story with photos. C of S Committee visited sanitarium. Is refused entrance. That's a story. C of S Committee seeks and can't obtain death records of the sanitarium. That's a story. C of S Committee visits big name in government to force death list to be given out. That's a story. C of S Committee meets with a law society committee to recommend legislation. That's a story. Girl treated by a medical doctor paid for by C of S and Sen 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 C of S 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 Pol Ltr is a rapid coverage of modern PRO work. It is not what we have been doin& It is what PROs do over the world when they are on the job.

L RON HUBBARD  
Founder

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## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

Rernimeo  
Guardian WW  
D/Guardian PR  
Asst Guardians  
Asst Guardians PR  
Public Divisions

HCO POLICY LETTER OF 20 MAY 1970

### GUARDIAN PUBLIC RELATIONSHIPS

The Guardian's Office handles certain publics which are its sole responsibility. These publics are as follows:

Press relations Government relations Special Guardian group relations Opposition group relations Troublesome relations.

In press relations are included relations with the press, radio, television and magazines. Although the Public Divisions may place news releases, appear on radio or television or write stories for magazines, all such is done in co-ordination with and approved by the Public Relations Bureau of the Guardian's Office. Any reporter calling the organization is routed to the Guardian Public Relations Bureau.

All relationships with governmental agencies and government officials are handled by the Guardian's Office or are cleared through the Guardian's Office. The Legal Bureau receives and then handles or approves all correspondence to and from government officials acting in an official capacity; and whether such are local, county, district (state) or national, all are handled by the Legal Bureau.

The Public Relations Bureau handles visiting government officials, all lobbying actions and carries out all public relations programmes involved with the government.

There are specialized groups which are either established by the Guardian's Office or with which the Guardian's Office is co-acting toward mutual goals. These fall under the purview of the Public Relations Bureau.

Opposition group relations are in the sphere of Guardian's Office. These opposition groups are those which are acting against *Scientology* or against the goals of Scientology.

Troublesome relations is a catchall to include all those relations which the organization has not handled with its various publics and which then wind up on Guardian lines. Into this category fall business firms which sue the organization, threatening former Scientologists expelled by the Church, non-authorized squirrel groups, hostile members of the immediate community and so on.

Mary. Sue Hubbard Controller for L. RON HUBBARD Founder

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## HCO BULLETIN OF 9 NOVEMBER 1956

### ACTIVITIES OF LEGAL DEPT

1. Care and correction of all corporation status and minute books;
2. Filing of proper and timely tax returns or representations;
3. Handling of correspondence relating to suits, as may appear;
4. Proper wording and legality of legal papers of the organizations, such as waivers and notes;
5. Collection of overdue payments or notes from individuals as indicated by Accounting Dept;
6. General advices to Board of Directors;
7. Other legal matters as may appear.

All legal communications falling under the above should be forwarded to the Legal Dept.

[Unsigned] Taken from Digest of Staff Minutes, Founding Church and HCO Policy Letters, 9 May 1957.

THE FOUNDING CHURCH OF SCIENTOLOGY  
1812 19th Street N.W., Washington, D.C.

## FOUNDING CHURCH POLICY LETTER OF 8 JUNE 1957

Convert also to a HASI Policy Letter

### VALUABLE DOCUMENTS, HANDLING OF

All valuable documents are to be stored in a safe under the control of the Treasurer and the Organization Secretary. These include contracts, notes, official papers, awards, etc. The criteria of "valuable" is "Would their loss financially or publicly embarrass the organization?"

All such documents shall be photostated in duplicate or triplicate when received. In case of back-log, these shall be done now.

Boards, solicitors, accountants or officers of the corporation shall not *use* the originals. These persons shall use only photostats.

The originals shall not leave the safe save only to be photostated and then shall be at once returned with *one* photostat of it attached to each.

"The valuable document file" shall be another file than the safe, shall be kept by the Org Sec and shall consist only of photostats in folders which say what the document in the folder is so that removing the last copy shall not thus injure the file. A duplicate "valuable document file" shall be forwarded to the President. (In London Agent for G.B.)

It is the responsibility of the Org Sec to see that all such documents are collected and that their disposition thereafter shall be as above.

LRH:rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

Convert to HCO POLICY LETTER OF 4 JUNE 1959

Sec ED

**INSTRUCTIONS TO ATTORNEY OR SOLICITORS**

**HCO AREA SEC  
ENFORCE**

It is my prerogative to instruct attorneys, lawyers, barristers and solicitors and to hold correspondence and conferences with them and to advise them.

**PENALTY**

Any Scientology Organization personnel seeking advices from attorneys, etc. without obtaining permission from me or passing them through me, shall be subject to loss of 50% of units each week for 10 weeks.

**REASON**

No Attorney or solicitor has materially assisted us when not instructed by me and money has been lost and organizations damaged by approaching attorneys or solicitors without authorization on behalf of the organization.

**DEPUTY PERMISSION**

In my absence only a member of the International Council or his depLty may approach attorneys or solicitors and either myself or the International Chairman must be fully informed before any action of importance may be undertaken.

LRH:mp.rd

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by L. Ron Hubbard

ALL RIGHTS RESERVED page 25), changing the distribution instruction to *GenOCon*.]

L. RON HUBBARD

[Note: ThisP/L wasreissued on 20 Nov. 1962 (copy in Volume 1,

HUBBARD COMMUNICATIONS OFFICE  
23 Hancock Street, Joubert Park, Johannesburg

HCO POLICY LETTER OF 20 DECEMBER 1960

S.A. Only

**DUPLICATES OF CONTRACTS, RELEASES AND PROMISSORY NOTES**

Any staff member signing up a preclear, student, or PE attendee should get one original and one carbon copy of each contract, release, and promissory note necessary to be signed.

This can be easily done by the insertion of a piece of carbon paper between two contracts etc.

The original contract, release, and promissory note after completion is routed instantly to Valuable Documents for proper safekeeping.

The carbon copy of the contract and release along with the yellow invoice is routed to the Assoc Sec's Sec and from him to the Department Head concerned-the Director of Processing, the Dir of Training, or the PE Foundation Director. After being reviewed by the Department Head, these are then routed for filing in the Administrative Division of each Department.

The carbon copy of the promissory note is routed to the Director of Accounts.

This policy must be rigidly enforced as it saves much expense and administrative time.

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MARY SUE HUBBARD  
Assn Secretary-Africa  
for  
L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

Urgent to D.C., **HCO POLICY LETTER OF 29 OCTOBER 1962**

N.Y. & L.A.

information

Cen 0 Con

**RELIGION**

(Furnish a copy of this to all attorneys  
dealing with our interests for us.)

It is of interest to all organizations that all Scientology incorporations are religious in nature.

Not only the Founding Church of Scientology or the Churches of Scientology in the United States, but also all HASI Inc. offices (which includes all British and Commonwealth offices as HASI Ltd. is not fully in force anywhere except New Zealand) are religious corporations.

In the HASI Inc. incorporation papers the corporation is clearly designated as a "religious fellowship".

The use of the E-Meter in Scientology, but not Dianetics, is describable as follows:

"All religions seek truth.

"Freedom of the spirit is only to be found on the road to Truth.

"Sin is composed, according to Scientology, of Lies and hidden actions and is therefore Untruth.

"The Electrometer is used to disclose truth to the individual who is being processed and thus free him spiritually.

"Only in this way can Man's spiritual self be regained.

"A religious confessional fails only when not guided by a modern instrument such as the Electrometer.

"Religions in the 1960's use modern aids. The Electrometer is a valid religious instrument, used in Confessionals, and is in no way diagnostic and does not treat.

"Regardless of any earlier uses of psychogalvanometers in Dianetics or psychology or in early Scientology publications when research was in progress, the Electrometer in Scientology today has no other use than as directed above."

In view of the "interest" the Food and Drug Administration has in the E-Meter, the above data is vital and must be impressed upon investigating agents as it is only the truth of the matter. They thought that outside the U.S. Scientology was not religious, which is false. The impression must be strongly corrected in the FDA at once.

Dianetics used an older instrument to detect engrams. The book Electropsychometric Auditing is entirely a Dianetic manual.

For information of the London and Commonwealth offices, they will soon be transferred to Church status when the Founding Church of Washington DC is given full tax exemption, and HASI Ltd. and HCO Ltd. shares will be converted to equally valuable Church certificates.

Scientology 1970 is being planned on a religious organization basis throughout the world.

This will not upset in any way the usual activities of any organization. It is entirely a matter for accountants and solicitors.

I have evidently failed in designating HASI Ltd. as a non-profit organization and cannot transfer HASI Inc. assets to any but a non-profit corporation. Therefore other arrangements must be made, but these in no way shatter any organization or change its personnel or actions in the slightest.

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## THE LEGAL OFFICER - PURPOSE

The purpose of the Legal Officer is to help LRH handle every legal, government, suit, accounting and tax contact or action for the organization and by himself or employed representative, to protect the organization and its people from harm and to bring the greatest possible confusion and loss to its enemies.

This purpose can only be carried out if *every* piece of mail incoming and outgoing that has to do with legal matters, tax matters, Town and Country Planning matters, government matters, solicitor matters of any kind passes through his hands and is fitted by him into the tactics and strategy agreed upon or formulated by the Legal Section.

The Legal Officer may not take direct orders from anyone but myself, Policy Letters and SEC EDs, and obstructing him in the performance of his duty is a crime and must be followed by a Committee of Evidence.

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L. RON HUBBARD

*[Note: Excerpted from HCO P/L 3 February 1966, Legal, Tax, Accountant and Solicitor, Mail and Legal Officer. A full copy is in Volume 1, page 180, and Volume 3, page 202.1*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1967

Remimeo

## FINANCIAL LINES AND LEGAL LINES

I am dealing with at least two despatches a day on financial lines and one or two on legal lines daily.

Design and Planning begin and end with study of a situation and laying down the broad plan of handling.

This does not mean I handle every letter the org receives from a bank or a solicitor.

I have my own hats to wear and these are numerous. Adequate policy exists on routine handling of finance and legal matters. Such letters not only do not belong to me but they prevent my handling my proper hats.

When I have issued planning on a matter, I am through with it. That I issued planning or strategy does not mean I thereafter handle all of it from there on out.

Finance and legal do not belong on my lines and I seriously object to being kept from my work. Adequate authority also exists to handle such matters in addition to policy.

I suggest reading the Policy Letters on these matters and issued planning rather than forwarding routine finance and legal to me.

Dumping such on my lines could cost us two or three thousand a week. That is in lost future income. It does not seem economical.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 NOVEMBER 1967

Remirneo

**PUBLIC ATTACKS**  
**LEGAL POINT**

It is very interesting that those groups who attack Scientology are consistently erring. The Melbourne Enquiry also erred in the same way.

The PRACTICE of Scientology is today a very routine action. It consists of drills which:

1. Better one's ability to communicate
2. Gives one the intelligence to handle his problems
3. Makes one able to be a social being without committing anti-social acts
4. Brings one to abandon explanations of his failures and to get on with being successful
5. Handles all one's reactivity and
6. Clears one.

These drills are quite unthreatening. If psychology had them it would use them and be a great success.

On the other hand, the BOOKS and PAPERS of Scientology are a record of research and are writings. They represent a very broad survey of the whole field of human knowledge and the mind and contain ANYTHING THAT WAS FOUND.

The effort is to make these private papers and books seem to be the practice and so make the practice look bizarre which it is not.

Medicine is always noting odd phenomena it finds but never uses in practice. So do many subjects.

Attack on the Practice of Scientology by identifying it with all its research notes is a completely aberrated action.

The books and notes must be available to students. The bulletins which are today used as practice are quite different from the books and notes.

For example, a newspaper group bought research notes stolen from my home the spring of 1966. These notes look quite bizarre. But they were not for public issue and are not used in practice. The newspaper group now publishes these notes out of context and implies this is the PRACTICE of Scientology.

The Enquiry in Melbourne used only research notes and never let any practice into evidence and so could make a bizarre picture, particularly as they also condoned perjury in hostile witnesses and would not let friendly witnesses or myself testify.

So the trick used by attackers is to imply that the odd bits found are employed in practice and are the practice.

I am being condemned then for writing up notes and freedom of speech is being challenged.

A survey of current practice of Scientology would show a very sensible and even ordinary looking picture which attains gains for Man he has hoped for but has not hitherto achieved. (1) to (5) above comprise the total practice of Scientology and what its students are taught to do.

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**-jp.rdL. RON HUBBARD**  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JANUARY 1968

Rernimeo

**LEGAL SECTION**  
(Ref. ED 239 SH, 23 Dec 1966,  
Important Promotion SH)

To safeguard the Org, let alone Affluence, I hereby create a Legal Branch in the Office of the Guardian.

All other Legal sections in the Org are abolished.

The Legal Secretary of the organization is appointed by Board resolution. He has full authority to organize, under the Guardian, a full Legal Branch with necessary clerks, files and facilities, with authority to appoint or dismiss attorneys for any org under the authority of the Guardian.

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Mary Sue Hubbard  
The Guardian WW  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 FEBRUARY 1968

Gen Non-Rernimeo

**LEGAL STATISTIC**

The WW (and any other) Legal Statistic may ONLY consist of

SUCCESSFULLY  
COMPLETED CYCLES OF  
ACTION

A suit filed is not a completed cycle of action. A suit ended is a completed cycle of action only when we will never hear of it again. An opponent whipped or arrested is a completed cycle of action.

Out Ethics and slow admin drag out suits and legal actions. If the stat of legal is low, action must be taken by the Executive Council.

Explanations as to how difficult it is or how dangerous are just rationalizations of a statistic.

By successful in the above definition is meant only "not destructive of ourselves".

This stat is published as a WW Stat for the Office of Guardian.

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Founder



**HUBBARD COMMUNICATIONS OFFICE**

**Saint Hill** Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MAY 1968

Issue 11

Gen Non-Rernimeo

The following is data concerning the Race Relations Bill.

"Dear Ron,

The Race Relations Bill is designed to expand the existing law against discrimination, which is contained in the Race Relations Act 1965 and deals only with discrimination in a public place, incitement of racial hatred, and the letting of premises.

Discrimination is defined in the Bill as "Discrimination on the ground of colour, race or ethnic or national origins".

Americans as such will therefore be protected by the Bill.

Concerning an American doing business in England, it will be unlawful to discriminate against him in the provision of goods, facilities or services which would normally be available to a member of the public. Relevant examples given of such goods, facilities or services are:

1. Access to any public place.
2. Accommodation in a hotel etc.
3. Facilities by way of banking or insurance or for grants, loans, creditor finance.
4. Facilities for transport or travel.
5. The services of any business, profession or trade.

It will also be unlawful for any person concerned with the disposal of business premises to discriminate against anyone requiring such premises.

So far as Saint Hill is concerned in relation to the Bill the following provisions may be relevant:

1. In addition to 1 to 5 set out above, "facilities for education, instruction or training -"
2. It will be unlawful for an employer to discriminate (a) against a person seeking employment, (b) against an employee, (c) in the dismissal of any person.
3. It will be unlawful to discriminate against a person in an organization by not giving him rights to which he would normally be entitled within the organization or refusing him admittance to the organization on the same terms as others applying for membership.
4. It will be unlawful to discriminate in the disposal of housing accommodation (with certain exceptions where the person disposing resides on the premises).

The above provisions do not apply in the case of a Charity in existence before the Act is to be passed.

The Bill is not yet of course law and is subject to amendments.

Love,  
Stephen"

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1968

Rernimeo

(Originally a See ED)

**LEGAL AND DISSEMINATION**

*Never* stop dissemination to iron out legal! *Never Never Never*. The S25 0,000 LA foundation folded because it did just that under Admiral Scoles and J. B. Farber.

LRH:js.kd

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L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W, I

HCO POLICY LETTER OF 20 JUNE 1959

Convert

**HASILTD**

The Committee for Organization of HASI Ltd are as follows:

Ray Thacker, Chairman

Maura Chamberlain

Rosalie Sears

The first two officers of HASI Ltd will be:

L. Ron Hubbard, Governing Director

Mary Sue Hubbard, Secretary-Treasurer

Continental Officers will be appointed as follows:

Marilynn Routsong for the Eastern US, South America, Canada and West Indies

Julia Salmen for the Western US

Jack Parkhouse for Africa and Asia

Ray Thacker for England, Scotland, Wales, Ireland and Europe

John Swinburne for Australia and Pacific Islands

Betty Turnbull for New Zealand

The approximate date of commencement of HASI Ltd will be July 30, 1959.

There is no change in actual character of business or staff or financial arrangements.

L. RON HUBBARD

Executive Director

LRH:mp.rd

[Per HCO P/L 15 July 1959, Steve Stevens has been deleted and Betty Turnbull added for New Zealand.]

HUBBARD COMMUNICATIONS OFFICE  
1812 19th Street N.W., Washington, D.C.

HCO POLICY LETTER OF 27 JUNE 1959  
(Reissued from London)

CenOCon

**HASI LTD**

We are now in the final organization stages of Hubbard Association of Scientologists International Limited.

A brochure is being made up in London to be sent to Scientologists everywhere by means of enclosure in minor issue of magazines that go to everyone on the mailing list.

Every Scientologist must get one of these brochures.

People want to buy shares. All shares must be bought through London.

Anyone wishing to buy a share must be told to send £25 UK or \$75 to the Committee of Organization, HASI Ltd, 37 Fitzroy St, London W.1.

These shares are a matter of British law and can be sold only by a corporation's main office where they can be properly logged and meticulously accounted for and forwarded. British law makes errors in issue subject to heavy fines.

The money collected will be carefully used to provide Telex facilities, to pay off old debentures where they exist, to square accounts in general around the world. None of this money will be available for operating expenses.

Only about 4,000 shares will be issued. There are more full time members than that.

Some 150,000 shares will be held in reserve against debts. This is obviously intended to prevent the sudden sweeping away of the corp by hungry people.

The management of HASI Ltd is the same as it was for HASI. The public may have to be assured that it's mostly a name change.

The burden of all these non-paying in the future members is not much concern. They do not get any magazine except a minor and they are not promised that. We cannot pledge a magazine subscription forever with each share sold. It's not legal.

There may be heavy speculation in these shares as we actually own, worldwide, more value than these issued shares represent. They are already cut price calculated against real assets everywhere. Don't let somebody grab dozens. Somebody may try as its estimated share value will climb to £75 each in a couple years.

There can never be another issue of shares for HASI Ltd without compromising its non-profit status. At the international rate of HASI growth we will see a £25 share represent 3 times the assets in a couple of years.

There are rumors about that we are unmocking HASI in favor of Franchise holders. That's hopeful thinking. When we grant an HCO Franchise for HAS Co-audit, we grant the nearest HASI some pcs and students. If any HAS Co-audit gets tremendously successful, we can grant a higher status. But each time we upgrade HAS Co-audit people we will also upgrade HASI services and rights. HAS Co-audit people will get pcs, sure, but in the average, HASI will get more.

Telex will make a wonderful difference to all HASI offices. Teletype comm on urgent matters can clear in an hour on International Telex, both ways.



We have come of age. We are in a reality on E250,000 capitalization. We already have that many assets.

So here's the new page.

Members at £ 25 each and a right vote will be on our side.

When the brochure arrives, don't fumble it. Get it out to everyone.

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**L. RON HUBBARD**

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 8 JULY 1959

CenO

### **HASI LTD**

According to general advices, HASI Ltd is going forward according to schedule and will be a going concern by the 30th July, as before noted.

The opinion of Inland Revenue has been solicited and with some minor changes has been favourable to the Corporation's having the status of non-profit. This makes the payment of income taxes in any country by any central organisation unnecessary.

The qualification of the Corporation in various areas is necessary, but before this occurs shares are offered to the membership. Qualification of the Corporation with the various governments for HASI Ltd to do business will of course be necessary as soon as the papers are sent to the various areas. According to advices these papers will be en route to these areas on July 30th.

Earlier policy letters have directed the exact steps to be taken with regard to the selling of shares.

There are however several steps you will have to take in order to complete this transfer from HASI to HASI Ltd. These steps consist of a total inventory and evaluation of all equipment, assets and materials held by each central organisation. Also it is necessary for me to have an exact rundown of the total income from the beginning of each central organisation to date. I also need an exact rundown of the debts and liabilities of each central organisation. This is necessary in order to get permission from the Bank of England for the limited company to accept these liabilities. These items in particular should be assembled and rushed to me as fast as possible as these alone from the viewpoint of any other central organisation will slow down the transfer.

Each central organisation is responsible for seeing to it that shares in HASI Ltd are sold legally in their area.

Central organisations are requested to be alert and co-operative in the above items as I am doing all I can to press this through and have already been trying to get it done for two years and will be very happy to see it off my plate.

Almost all actions now required must be taken by central organisations in South Africa, Australia, New Zealand, France, Germany and the US.

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**L. RON HUBBARD**

**HUBBARD COMMUNICATIONS OFFICE**  
37 Fitzroy Street, London W. I

**HCO POLICY LETTER OF 28 JUNE 1959**

CenOCon

**USE AND HANDLING OF HASI LTD SHARE FUNDS**

**After** the sale of the new HASI Ltd shares, the use of the funds resulting will be determined by the proportion of shares sold in each area.

In other words, if South Africa were to have bought 33% of the shares of HASI Ltd, then South Africa would receive 33% of the monies allocated to payment of bills and new facilities. While no part of these funds will become salary sum, it means higher income to have a solvent organization and good facilities.

Some of the funds received from share sale will be needed to pay the costs of incorporation and other small items so not all of the funds received will be proportioned in areas, but the largest percentage will be returned to areas.

For present planning it will be best if each purchaser of a share sends his money to London for recording and share issue. The cost is J~25 U.K. or \$75. Shares not fully paid for cannot be issued by British law.

In those instances where money cannot be exported, it can be paid in locally but this is a serious matter. The following steps should be taken:

**AREA COMMITTEE DUTIES**

1. Appoint a special HASI person to do this as part of the Comm of Org of HASI Ltd.
2. Invoice the money in a machine or book devoted only to share sales for HASI Ltd. Do not cross with training, processing, memberships or book receipts. Clearly mark the invoice "HASI Ltd Share Sale".
3. Write the invoice with great accuracy, meticulously giving the full name and address of the person in block letters.
4. Deposit the money in a special bank account for HASI Ltd.
5. Do not touch the money without authority from the board of directors of HASI Ltd.
6. Send the yellow invoice slip at once to the Committee of Organization of HASI Ltd.
7. Give the blue slip to local org address section.

This is a matter of share money and it is regulated in all countries with special attention. A mistake on this line would be quite embarrassing to all, and would result in jail.

On the arrival in London of the money or yellow slip it is carefully handled as follows:

**LONDON COMMITTEE DUTIES**

1. A member of the Committee of organization of HASI Ltd London, invoices the sale of a share all over again, even if already invoiced elsewhere.
2. Record the share fully in the share book.
3. Mail the white slip by surface or regular mail to the buyer as his receipt with a form letter and a membership card. (Text follows.)
4. Bank the money in a special HASI Ltd account which is not to be drawn on without a board minute for every disbursement or transfer to an area before it is made.

5. File the yellow slips. Give the blue slip to Address section so a plate can be made at once with designation "Shareholder". This is kept in a special drawer, filed by Area.
6. Periodically send a list of all shareholders made by Address to Areas.

When the sale is more or less ended, the directors of **HASI Ltd** are to take the following actions:

1. Pay incorporation fees, stamps duty, legal fees of incorporation and all such expenses attendant upon incorporation.
2. Summate all funds extant by reason of share sales and verify the actual existence of the funds.
3. Count the number of shares sold in each Area.
4. Work out the percentage of the whole issue of shares sold in each Area.
5. Restore funds to areas in the light of this percentage, to be further released only on board authority in retiring debentures, mortgages and installing new equipment only.
6. Receive valid lists of needed monies from each area secretary for the above items. Authorize the payment of funds only to mortgagers, tradesmen, etc never to an individual to again pay the money out. Area allotment must pay for the legal and transfer fees of HASI Ltd in that area.
7. Issue the actual share certificates properly and mail to each shareholder only.

#### *WARNING NOTES*

Watch the number of shares being sold. If issue (it is only 4,000 for whole world) looks over subscribed from actual invoices to hand, inform me at once by fastest Comm wherever I am so that I can cable people to stop buying. (Only a cable from me could halt further sale in areas.)

#### *GENERAL NOTES*

The sale of this stock requires no government's permission except U.K. as it is a private membership sale limited to Scientologists. Further, there will never be a second issue or any other kind of stock issued in HASI Ltd since it is a charitable organization and does not pay income tax.

REGULAR f 5 - S 15 memberships ARE NOT STOPPED IN SALE, TRANSFERRED OVER, REFUNDED or forgotten about. KEEP ON SELLING AND SERVICING REGULAR MEMBERS. We will call these now "Annual Members" and try to increase their number. Also sell heavily Associate Memberships with the card and the pin. These become Regular members.

Note that shareholders are not promised a magazine. We cannot do this by law. They will get minor issues anyway. This means you will have to sell subscriptions now.

Don't fight the 20% discount on training and processing. You'll sell 30% more at least for shareholders, having a stake in HASI Ltd will tend to come to HASIs because of the discount advantage.

*HCO Area Sees* should make sure all this is understood by personnel involved and, in magazines, to the public.

Here is the chance for every HASI to get level with the boards, get new facilities and really promote. I have been working on this for a couple of years and for the last eight months very intensely. But please note I haven't stopped general promotion and activity just because the shares would bring in money. Indeed, I have worked twice as hard on general promotion. This money is really destined for fixed assets, not for bills and salaries. It's not for operating expenses. If an area sells i 10,000 worth of shares, I want to see f9,500 appear as new quarters or a vanished mortgage to free up rent payments and other such things.

So line up the advantages of these shares (they're very real) and sell them hard. And do your share sale and corporate transfer right.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JULY 1959

CenCCon

**NEW CORP - NEW BROOM**

As we enter HASI Ltd and the Franchise Period, I am adopting a new policy.

I get the discredit for every org or Scientologist failure. I have to catch the ball every time it is completely missed. This enormously slows our projects and overworks me.

In short, to some degree I get the axe every time somebody in Scientology or its organizations goofs. Therefore, I am forced to adopt this policy:

People who make me do their jobs aren't doing their jobs and I will confirm that they are not on post by not keeping them on post.

Any time a ball is flagrantly dropped, I will drop a person.

Most staff and Scientologists are very willing and I am happy with them. I am remiss when I permit them or me to be clobbered because somebody dropped a ball.

We are now getting too big and too numerous to be careless.

Taut ship = a salvaged planet.

We're playing for keeps.

LRH:brb.rd

**L. RON HUBBARD**

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HUBBARD COMMUNICATIONS OFFICE  
3 7 Fitzroy Street, London W. I

HCO POLICY LETTER OF 29 MARCH 1960  
(This supersedes HCO Policy Letter of 19 November 1959)

CenOCon

Reissued from Sthil

**HCO LTD**

The Committee for Organization for HCO Ltd are as follows:

Peter Hemery - Chairman Gladys Wichelow.

The first officers of HCO Ltd will be:

L. Ron Hubbard - President Mary Sue Hubbard - Secretary - Treasurer Peter Hemery.

The Continental officers of HCO Ltd will be:

Mildred Galusha for the United States and Canada Elizabeth Williams for Australia Betty Turnbull for New Zealand Alison Parkhouse for Africa and Asia Peter Hemery for England, Scotland, Wales, Ireland and Europe George Richard Halpern for the Western United States.

The approximate date of commencement of HCO Ltd will be July 15, 1960.

There is no actual change of staff, financial arrangements or business of the new corporation compared to the old.

LRH:js.gh.rd

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**L. RON HUBBARD**

President, HCO

*(Note: Two earlier issues, 21 June 1959 and 19 November 1959, differed only in the membership of the Committee and Offices and an earlier commencement date of 15 July 1959.)*



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 26 APRIL 1960**

Assn Sees

**HASI LTD PROCEDURE**

In the matter of the issuance of HASI Ltd shares to persons who have purchased shares or Life Membership shares (by law) the person's receipt of purchase acts as an interim share until the sale of such a share has been recorded. Before such shares are in actual fact issued, the recording of all sales of shares or Life Membership shares must be recorded by the office of origination, namely HASI Ltd, London. To do this send copy invoices of all shares or Life Membership shares sold to the Chairman of HASI Ltd, Committee of Formation, Ray Thacker, at 37 Fitzroy Street, London, W.I.

Also (by law) all shares monies must go into a separate account with the signatory of the Treasurer of HASI Ltd, who then releases monies to areas after their deposit and on board resolution by the International Board. This is legal procedure and carries heavy penalties both criminal and financial for violations, so all areas which do not have HASI Ltd shares bank accounts separate from routine accounts, please send bank resolutions and necessary forms to the Treasurer at once. Treasurer and President are signatories on this account, either signature sufficing.

Also send immediately to the Chairman of HASI Ltd, Committee of Formation, official receipts of share or Life Membership share purchases.

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Mary Sue Hubbard  
Treasurer  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Assoc Sees  
HCO Sees  
See EDs

**HCO POLICY LETTER OF 5 JULY 1960**

**HASI LTD**

It is **IMPORTANT** that advertisements and mentions of HASI Ltd formation, history and shares comply with the UK Companies Act of 1948.

Offering shares for sale, making statements about company property, etc without having the entire matter filed first with the Reg of Coys UK could be highly embarrassing.

Therefore, issue as a Sec ED:

"All copy mentioning the property, plans and shares of HASI Ltd must be submitted to that corporation's board and submitted by them to the Registrar of Companies in London for filing first.

"This applies to all magazine copy about HASI Ltd and any and all mimeos sent out.

"This step is easy to follow. Filings are easy to do. Failure to file via the board could upset things as per the UK Companies Act of 1948.

"The golden rule in all such releases is always state fully exactly what you mean to do. No matter what it is, state it. The only penalty attaches to failing to say or in doing something else. It isn't what you're going to do that's important so much as saying exactly what it is, getting it filed and okayed and then of course doing it.

"Do remember to get it passed on in a form that can be filed before you bark."

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L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 18 JULY 1960

Assn Secs &

HCO Sees only

**INFORMATION ON HASI LTD  
AND HCO LTD STATUS**

To keep future secretaries and directors of these two corporations abreast of developments, the following data is forwarded, but is not for any public issue.

HASI Ltd-after four years of flubbing by UK solicitors, a new firm of corporate experts was formed (joke) to advise them, called Hubbard & Parkhouse, which did the actual liaison work with the Registrar of Companies and which finally succeeded in getting the name changed twice until it became "Hubbard Association of Scientologists, International Limited" as we wished and which got the stamp duty paid and the articles registered and accepted. A certificate of corporation was procured from the Registrar of Companies. We have the Board of Trade licence and we now await the momentarily expected granting of non-profit status by Inland Revenue. A "statement in lieu of prospectus" has been filed but a new prospectus is being prepared for filing which can be mailed to the public. HASI Ltd is a public company, rather than a private company, and as such can advertise shares if the prospectus is okayed by the Registrar of Companies, UK.

All papers necessary for filing HASI Ltd in all countries are being collected.

HASI Ltd has not yet been declared "operational" by its own board and will not be until HCO Ltd is fully formed.

Hubbard Communications Office Limited's name has been granted and its memorandum and articles have been written and are being vetted. They must then be printed and filed with the Registrar of Companies and the fees and duty on shares paid. Z300,000 is the capitalization. (HASI Ltd is capitalized for f 250,000.)

HASI Ltd is exchanging about E99,000 of shares with HCO Ltd. HASI Ltd can sell these HCO Ltd shares and retain the money. The HASI Ltd shares to be held by HCO Ltd will be retained by HCO Ltd and not sold as they are needed to protect HASI Ltd against any minority effort to upset HASI Ltd offices in single areas and to protect the majority of members.

All of HCO Ltd's capital shares except for f 1,000 will be non-voting shares in denominations of Z25 and f 5 which operate as "a call on the assets of the corporation if wound up" and are not dividend bearing unless the directors say so.

HCO Ltd, holding the copyrights, marks, etc of Dianetics and Scientology, is issuing a world-wide franchise to HASI Ltd excepting only 3 churches in the US and existing centres. HASI Ltd may not sub-franchise but may OK all franchises given out.

HCO Ltd is being prepared to have as part of its purposes the operation of radio stations, film production, theatres, etc as well as many other purposes.

HCO Ltd is also to be a public company. Its shares, once the prospectus is okayed by the Registrar of Companies, may be publicly sold and advertised in any area. Additional permission to advertise may have to be obtained from the country in which it is done, something you had better look up in your area.

A share of HASI Ltd stock may be offered for all lifetime (f 25) memberships in HASI Inc. HASI Ltd will assume responsibility for all other types of membership but they don't get shares.

HASI Inc does not *become* HASI Ltd. HASI Ltd is another corporation. It will receive the assets of HASI Inc at a date to be announced later. This will be the "Transfer date". Until this date HASI Inc continues to run as itself.

Its books will be closed on that date and HASI Ltd books will be opened. Some Thursday at 2.00 p.m. will be selected as Transfer date. I would say it is 2 or 3 months in the future. Before "Transfer Date", HASI Ltd and HCO Ltd will both have to be completely qualified to do business in every area, every paper required will have to be filed with every government Registrar and certificates to operate will have to be in hand and stationery printed and thereafter used. After the transfer HASI Inc accounts can be brought up to the transfer date and closed. But in the very near future we will have to have at Saint Hill HASI Inc balance sheets for every year you've been in business before we can get out a prospectus, so hurry them along.

You'll get a copy of the articles, etc and filing necessities. But you better send me some blank forms if I have to sign for bank transfers or as Executive Director for qualifying the corporation.

You will also receive from here a copy of articles for display, a copy of the Companies Act of 1948 and a copy of "Jordan's Complete Company Law and Practice".

The Assoc Sec of any central org is being made a "Geographical Area Director" who can act in any special (continent) area but is not a member of the International board for quorum. This is a new wrinkle but they actually passed it, so cheers.

This will probably also be passed for HCO Ltd when formed.

I am cheered at our future but a little dismayed by the reports, forms and the grip needed on Company law. The new firm Hubbard and Parkhouse will have new partners soon and become "Hubbard, Parkhouse, Parkhouse, Williams, Routsong and Salmen" and even more! Pretty good "solicitors' firm" we'll have! For by Golly it requires the midnight oil and expert touch and a past life as a lawyer to be a company director today!

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

1 copy each to: HCO POLICY LETTER OF 18 AUGUST 1960  
Assn Sec  
HCO Sec  
Dir Govt Affairs

**DEPT OF GOVT AFFAIRS  
SHARES INSTRUCTIONS**

The Dept of Govt Affairs is there to make money in addition to other purposes.

The sale of HASI Ltd and HCO Ltd shares comes under this department.

The brochure for HASI Ltd shares is just going to press as of this date and adequate copies will be sent to you for distribution in the magazine.

Selling shares in any country may require government concurrence or the filing of a local prospectus. This is a matter for Govt Affairs.

If the sale of shares is well handled, ten times the annual income of HASI can be realized in share sales. We will continue to sell new issues even though we say there are quotas per continent. Make them a bit scarce.

With real clearing and the general upswing share sales will be important money. Hundreds of thousands of pounds in your area alone eventually. It's not the "memberships dept" level of activity. It's a stock exchange level action.

Study the articles and memoranda of the two companies. Get any Policy Letter already issued and study it.

Clear the shares for sale with any Govt office needful in your area. File a proper prospectus if needed.  
List the shares on your stock exchange.

Place them also with brokers as true international public company shares.

Push their sale to Scientologists.

Sell enough to buy us the most elaborate centre for anything in your whole area including the government.

Start a boom.

L. RON HUBBARD LRH:js.rd Copyright @ 1960

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 MARCH 1961

HCO Secs  
Assoc Secs

**HCO LTD**

(Amends HCO Policy Letter of March 29, 1960, same title)

The first officers of HCO Ltd will be:

L. Ron Hubbard - President  
Mary Sue Hubbard - Secretary - Treasurer  
Peter Hemery

The Continental officers of HCO Ltd will be:

Marilynn Routsong for US and Canada Elizabeth Williams for Australia, New Zealand and Oceania Vicky du Toit for South Africa Peter Hemery for England, Scotland, Wales, Ireland and Europe George Richard Halpern for Western United States.

There is no actual change of staff, financial arrangements or business of the now corporation compared to the old.

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L. RON HUBBARD  
President, HCO

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 SEPTEMBER 1962

CenOCon

**HUBBARD SCIENTOLOGY RESEARCH FOUNDATION**

This Foundation is to be formed with the purpose of receiving donations, gifts, dues, etc, and then disposing of such accumulated funds as grants, loans or gifts to further Scientology Research in accordance with its aims and purposes.

Any monies remitted to this proposed Foundation pending its formation should be made payable to the "L. Ron Hubbard Trustee Account".

H.G. Parkhouse  
Treasurer WW  
for  
L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JULY 1963

CenOCon

**SALES OF LIFETIME MEMBERSHIPS OR SHARES**

Due to projected changes in the corporate status of Scientology organizations, no further sales of HASI Ltd shares or Lifetime memberships are permitted anywhere in the world, effective immediately.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 JANUARY 1964

Central Orgs

**CORPORATION CO-ORDINATOR**

The post of Corporation Co-Ordinator is hereby created, the function of which is concerned solely, with the setting up and maintaining of new autonomous Scientology corporations on a world-wide basis. It is a function of HCO Worldwide and comes under the aegis of the newly created HCO (WW) Ltd, headed by Peter Hemery as Org Supervisor WW.

The functions and purposes of the post are:

1. Setting up new, autonomous corporations of Scientology all over the world, including USA.
2. Arranging the transfer of any old Scientology Corporations to the new corporations, and closing out the old, where appropriate and necessary.
3. Ensuring legality of status under varying laws of States and governments.
4. Smoothing taxation, legal and accounting problems.
5. Assisting in the setting up of further new corporations along the same lines.
6. Ensuring the smooth running of the corporations, when set up-that is, seeing that they comply with the legal requirements defined by Company Law.

This will be a difficult task. The co-operation of Continental Officers, Assoc/Org Secs, and others concerned with Corporation affairs, is earnestly requested.

Corporate re-organization has already begun, and must be completed for existing Organizations within the next six months. Close liaison is essential if the operation is to be smoothly carried out.

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**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 6 NOVEMBER AD14

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**Info only** to US      *UR GENT TO ASSOCIATION SECRETARIES*

**CORPORATE STATUS**

UK & Commonwealth. (Not pertinent to the US offices.)

*Membership Hurdles*

Unless HASI Inc is in full force the Central Organization may not sell memberships as they will be subject to tax and other complications. Therefore a full understanding and immediate compliance with this policy letter is urgently necessary.

It is of considerable, even vital interest to all Association Secretaries and HCO Secretaries of the UK and Commonwealth that no transfer of property, funds, business, leases or goodwill from HUBBARD ASSOCIATION OF SCIENTOLOGISTS INTERNATIONAL, Incorporated in Arizona, has *ever been made* to any other corporation. No property, goodwill or assets was ever transferred to HASI Ltd or to any smaller company anywhere in the world.

Scientology Organizations in England, Australia and South Africa as well as Saint Hill are owned and operated by HASI, Inc.

Some years ago I sought to organize HASI Ltd as a public corporation to receive these assets but for some reason no non-profit status was granted it by Inland Revenue of the United Kingdom. Also, for some reason, it seems that Australia somehow cannot make a filing of an international balance sheet to the Australian Government but is continually being called upon by that "government" to do so and fined for not doing so. I have not thoroughly traced down why this is so, but it is so and therefore HASI Ltd cannot receive assets or operate. If Melbourne has this trouble then HASI Ltd cannot go into action anywhere so it is dormant.

In 1963 an alternate plan of reorganization was made by John Damonte and Palmer & Co, chartered accountants, London, to have local areas including London register their own companies. Pursuant to this several local Scientology companies were chartered including three at Saint Hill. Some of these have sought to operate since Jan 1, 1964. *However, no* business of any kind, no assets or funds, have ever been turned over to them.

In December of 1963 I began to find the planned reorganization at Saint Hill confusing and by April found that it would be completely impossible to operate solvently in that manner.

Now I am informed by legal advisor that none of these corporations so formed may sell memberships without incurring a heavy taxation and other disadvantages. Carrying on this organization plan of small limited companies would therefore cost us a fortune.

Simultaneously I am informed that HASI, Inc, Washington, DC will probably get a full non-profit status from the US government soon and that it can sell unlimited numbers of memberships without compromising control or incurring taxation as would limited companies.

In my position of Trustee for Transfer of all HASI, Inc of Arizona and HASI, Inc, Washington, DC assets and activities in the United Kingdom and Commonwealth, I am bound by the laws of Arizona and the District of Columbia to turn the businesses and assets over only to companies of a *non-profit nature*.

Therefore I cannot, will not and do not release any assets, leases, goodwill or property to any corporation so formed as none of these have been able to obtain a non-profit status.

Although some of the limited companies formed have sought to carry on the business in their names, they received no assets with which to do so.

Therefore I hereby declare, in my legal right, that all such companies formed be held inactive with the exception of HASI Ltd and HCO Ltd, public corporations, which are dormant.

I further declare that all Scientology Central Organizations and City Offices in England and the Commonwealth remain active as HASI, Inc of Arizona or Washington, DC.

All orgs in the UK and Commonwealth are filed with their local Company registrar as HASI, Inc, Washington, DC or should be. They should have a local Resident Agent for that company in each place.

They should cancel and cease to use any and all stationery of any registered company except that of HASI, Inc of Washington, DC.

HCO abroad for some long time has been only part of HASI, Inc of Arizona or Washington, DC. The proper designation of HCO in full is HUBBARD COMMUNICATIONS OFFICE (WORLD WIDE DIVISION OF HASI, INC).

This does not apply in the United States or Canada where HCO means **HUBBARD COMMUNICATIONS OFFICE OF THE FOUNDING CHURCH OF SCIENTOLOGY** or **HUBBARD COMMUNICATIONS OFFICE OF THE CHURCH OF SCIENTOLOGY**.

*There has therefore been no change of status* or character of business in any Central Organization or City Office in the United Kingdom or the Commonwealth from HASI Inc of Washington, DC under which they have long been registered.

ALL BANK ACCOUNTS OF ALL ORGANIZATIONS including Saint Hill must be only in the name of THE HUBBARD ASSOCIATION OF SCIENTOLOGISTS, INC of Washington, DC or HCO World Wide Division of HASI, Inc of Washington, DC.

Any other company bearing the name or style of HASI with the exception of HASI Ltd and HCO Ltd, the non-active public companies, must be withdrawn from company registers and rendered non-extant by whatever quiet legal Procedure necessary to accomplish this. THEY HAVE NEVER HAD ASSETS OR DONE BUSINESS. They are therefore very easy to dispose of. Their balance sheets should show no activity.

They sometime in the future **will** be able to reclaim all their taxes paid anywhere. Their non-profit status in their area required only a statement that the Federal Government of the US had given HASI, Inc, DC a non-profit status. This will come through and will be retro-active in all areas in the world. It will also permit all fees paid HASIs to be tax-deductable and it will make contributions to local orgs tax free for donor and org.

The heads of all organizations, Association Secretaries of every Central Organization and City Office in the United Kingdom and the Commonwealth must present to me the complete legal facts of their company registrations, stationery and bank accounts by January 1, 1965.

I require the following:

1. Copies of the registration of HASI, Inc with the local company registrar of that zone or area.
2. Specimens of the HASI Inc stationery for HASI Inc & HCO used in all business transactions and Scientology activities.
3. Copies of mailed letters to all trading accounts informing them that the account is only to be carried in the name of HASI, Inc.
4. A list of bank accounts now active showing only HASI, Inc and HCO of HASI, Inc accounts of the usual kind.

I call to the attention of all Association Secretaries that they hold their appointment in the name only of HASI, Inc, from me as Trustee for Transfer.

## REORGANIZATION

Aside from the basic impossibility of turning assets over to companies that are profit companies, reorganization of the type recommended and for which planning was made has been unworkable at Saint Hill where a pilot project was undertaken.

Therefore, if it wouldn't work at Saint Hill it isn't likely to work at great distances.

Further, I believe unsettled ideas of corporate status as well as advancing and retracting HASI Ltd has hurt Scientology activity.

There is a further reason to retain HASI, Inc of Washington, DC. It is a RELIGIOUS FELLOWSHIP and a NON PROFIT ORGANIZATION and is legally of a religious character. No local company registrar can change any of that and even a tax office in your area cannot dispute it, even where they refused you non-profit status for it.

Its memberships are only those of a US corporation and unlike UK Association and Commonwealth limited companies, membership in HASI, Inc carries no share or vote and as such risks no weird taxations on members or membership funds. It can sell with complete impunity Life Memberships and International Memberships.

Without this our programming to pyramid Scientology would be greatly hindered.

The only legal stationery that may be used by a Central Organization or City Office is headed HUBBARD ASSOCIATION OF SCIENTOLOGISTS (a Non-Profit Organization Incorporated in Washington, DC) (Registered in \_-) and

must bear the officers: L. Ron Hubbard, President, Mary Sue Hubbard, Director & Secretary and Marilyn Routsong, Director & Treasurer. Also it should carry the Resident Agent's name in your area. Resident Agent . To this you add your address, telephone number, telex number and fill in the blank in Registered in - with your area name.

HCO stationery must include all the above but is headed **HUBBARD COMMUNICATIONS OFFICE (World Wide Division of Hubbard Association of Scientologists, a Non-Profit Organization Incorporated in Washington, DC. Registered in** with local address, telex, telephone, and the company officers and the name of the resident agent for **HASI, Inc.**

## QUESTIONS

You are going to have the following questions to answer.

Question: "What is the balance sheet of the Local Company formed in reorganization such as HASI (Pty) Ltd?"

Your answer: "Zero as it never had any assets or monies of its own it of course did no business and no document exists transferring any assets to it."

Question: "How have you traded in some other name?"

Answer: "We haven't. Expecting to transfer assets, we sought to use the new name but no assets or activity was ever transferred to it."

Question: "**Why couldn't HASI, Inc transfer the property to this new company?**"

Answer: "Because the new company could not obtain non-profit status and under US law HASI, Inc, a non-profit corporation, cannot transfer its property to a profit company. Thus when no company could be formed that anyone would grant non-profit status to, we therefore could not transfer and so no new company could have done any business using HASI, Inc assets."

Question: "What is HASI, DC? Why is it registered?"

Answer: "HASI, Inc of the District of Columbia is the national office of HASI, Inc of Arizona. Under US law this was a successive registration. Therefore the same company. You will find, however, that HASI, Arizona was also registered here earlier or should have been. HASI DC is equally valid. The owner of the assets in an exact sense is HASI, Inc of Arizona."

Question: "You sometimes drop the Incorporated from your name. How is this?"

Answer: "The Corporation Commission of Arizona specifically granted this to HASI and later it was granted by Washington, DC. As a non-profit religious fellowship it is not then required to actually use the 'Incorporated' in its name when it doesn't want to. The same favour is granted by the Registrar of Companies in London to various limited companies."

Question: "Are you a membership corporation?"

Answer: "No. We are an incorporated company and the only voting shares are held by the officers."

Question: "What is Doctor Hubbard's role in this?"

Answer: "In 1956 the board of directors of HASI of Arizona, twelve directors in number, saw that they could no longer bear the expense of the UK and Commonwealth branches due to their inability to get money out of the UK and Commonwealth to pay for administration and appointed Doctor Hubbard Trustee for Transfer, directing him to take sole charge of these offices and assets and attempt the formation of a UK and Commonwealth non-profit company and to then turn these offices and assets over to the new company, and until that time take charge of them. The original board resolution has been placed on file with all registrars where the company is registered abroad. The board of HASI, Inc of Washington, DC accepted this situation at a later date, regarding the overseas assets of HASI, Arizona."

Question: "Then Doctor Hubbard has never completed the transfer?"

Answer: "That is correct. Of the several companies formed in the UK and Commonwealth, none has yet been granted non-profit status by the local governments and so were ineligible to receive the US assets. Therefore the corporation HASI, Inc DC, still owns these companies in their entirety and controls them through their Trustee for Transfer, Doctor Hubbard. In fact all these companies owe the US office considerable sums which have never been paid."

Question: "Will the transfer ever be effected?"

Answer: "It will be completed the moment non-profit status is finally granted to a UK company by the UK Inland Revenue."

Question: "Is any effort being made to do this?"

Answer: "Yes, a new effort is now being made in England to have Inland Revenue there review the business to the end of granting a non-profit status to a new company."

Question: "What caused this confusion of the limited companies being registered and withdrawn?"

Answer: "Tax officials require a new corporation to be in existence before they will pass upon its non-profit status. Therefore the company has to be formed first and reviewed second. The tax review of the new structure that was formed looks unfavourable and the structure must again be cancelled. **Meanwhile HASI, Inc** overseas has never ceased to do business and reverts to its original position."

Question: "Why is non-profit status denied?"

Answer: "The companies have never had an unfavourable report as to the non-profit nature of their status or activities and the denial of non-profit status is never stated, but only said to be 'unlikely'. Doctor Hubbard is now having this studied with the hope of achieving it either for HASI, Inc overseas interests or for some new company."

Question: "Is HASI, Inc of Arizona or HASI, Inc of Washington, DC a public company?"

Answer: "No, these are private companies and also of a non-profit nature and so are not required to file balance sheets."

The above questions and answers cover, truthfully, the main points about which solicitors will want to be informed.

### REASON FOR THIS POLICY LETTER

**Due** to the general slowness of legal procedures in general, we have reached the point of Go! on our planned boom without finalizing our corporate structures.

We cannot go into this boom with indefinite corporate structures. This point, if weak, would shortly mess us up. We must have our structure strong organizationally and the strongest we have ever had is **HASI, Inc**. So we should not be moving off from it even if we legally could. We can't legally transfer any assets so will make the best of it.

HASI, Inc can sell memberships with impunity and it is a private company and does not have to issue balance sheets publicly. However, it is all right if it had to, as we've nothing to hide.

Our planning is best seen against the background of HASI, the incorporated company of Arizona and later Washington, DC. We have no time now to fool about.

My immediate plans are to get HASI Inc reviewed by Inland Revenue in view of the non-profit certificate about to be granted by the US and perhaps in a year or two (it takes them forever) we will have non-profit status in full effect with all governments. So we hold on to what we've legally got.

So get your corporate status as HASI Inc of Washington, DC completely in order and get the evidences of it in my hands fast.

As soon as you have fully understood the programme covered in the Policy Letters of Oct 19, '64, Oct 27, '64, Oct 30, '64, Oct 31, '64, Oct 31, '64 (Issue 11), and corrections of Nov. 5, '64, and Nov 9, '64, and have heard the taped lecture of Nov 3, '64, you will understand also the need of *swiftly* getting your corporate house in order with *no delay*.

Do *not* send any data reports, filings or any other item required in this Policy Letter *to anybody but myself*.

I will also be wanting your HASI, Inc balance sheets for 1963 and up to Jan 1 1965 as fast as they can be made up. That means *all* the financial activity of the Central Orgs and City Offices through 1963 and 1964, in a balance sheet type of report. So get it worked on now. Only HASI, Inc balance sheets are possible. These include *all* your 1963-1964 activities.

I might add that fast action on this on the part of orgs is also a test of their effectiveness. I have a few months until the programme will be truly in action and I will be able to make any changes necessary to be assured of that effectiveness before the roof starts to cave in from too much traffic generated in some shaky area.

I want this boom to go fight for everybody and I'm making awfully sure it will. We're not playing now. We're in it with everything we've got.

LRHjw.rd

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 NOVEM13ER 1964

Issue 11

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*URGENT*

CORPORATE STRUCTURES  
WESTERN HEMISPHERE

(Does not apply to the UK and Commonwealth Offices.)

Note: This neatening up of corporate relationships is urgently needed now before we start a boom.

All Organization Secretaries in the United States and Canada are advised to consolidate their corporate structures as follows:

WESTERN ZONE US

That the Church of Scientology of California take *inmediate* and effective steps to bring in all ways the corporation The Hubbard Association of Scientologists, Inc of Arizona up to date in Arizona and make sure it is properly constituted and active.

That HASI, Inc of Arizona buy the C of S of California, from FCDC, for the sum of S I and other valuable consideration, attested by proper bill of sale.

That the Church of Scientology of California then and thereafter act as the Mother Church of all Scientology Churches in Mexico and the United States West of the Mississippi, Hawaii, Alaska and Western Canada.

That the Church of Scientology of California issue a charter to each active state church in its zone, that church accepting it in writing, supplanting any existing charter.

The new charter from the Church of Scientology of California, the Mother Church, consists of the following:

- I. That all property and assets of the state church belong to the Mother Church, Church of Scientology of California.
2. That the Mother Church, Church of Scientology of California may appoint or remove at its sole discretion any board member of the state church.
3. That the state church reports on its activities as directed from time to time to such persons as the Mother Church, Church of Scientology of California may designate,
4. That the state church may sell memberships, Lifetime and International in the Mother Church, Church of Scientology of California and use the money for dissemination under the direction of the Mother Church, Church of Scientology of California.
5. That the state church contribute 10% of its gross receipts less membership monies, to research and transmit the money as designated by the Mother Church, Church of Scientology of California.
6. That the state church contribute 5% of its gross income to the Mother Church, Church of Scientology of California to cover administrative expenses.
7. That the state church be granted the right to become a Central Organization if approved by the Mother Church, Church of Scientology of California.

8. That the state church be granted the right to set up City churches within its state or area if the office is specifically approved by the Mother Church, Church of Scientology of California.

9. That any City church so set up pay its 10% of gross income less memberships to research.
10. That any City church so set up pay 5% of its gross income to the state church which retains 3% for its administrative expenses and forwards 2% to the Mother Church, Church of Scientology of California for its administrative expenses.
11. That the state church may buy books from Washington DC or Saint Hill for a 50% discount, and that book income is also exempt from the gross used to compute the 10% and 5%.
12. That any City church set up by the state church have a 33 1/3 percent discount.
13. That the state church be permitted to teach HAS, HQS and HCA courses if specifically permitted and to have a full Academy if fully qualified, but all at the discretion of the Mother Church, Church of Scientology of California.
14. That those City Churches set up by a state church shall have the right to teach HAS, HQS and HCA courses at the discretion of the Mother Church, Church of Scientology of California.
15. That the state church shall abide by all the policies of the Mother Church.
16. That the state church shall be exclusive for its state or area.
17. That the state church shall issue none but valid certificates and memberships.
18. That the mailing lists of the state church are always the property of the Mother Church.
19. That the state church shall maintain an HCO,
20. That the state church may use the name Scientology and exercise freely the various rights given to it.

#### LEGAL ACTIONS

The legal actions consist of the employment of proper legal assistance, the drawing up of the charters and writing, the appropriate board minutes for signature.

The Org Sec of Church of Scientology of California and the Continental Director should care for their various actions as above.

#### EASTERN ZONE US

The Founding Church of Scientology of Washington, DC should do everything necessary to rehabilitate in any needful respect the Hubbard Association of Scientologists International of Washington, DC, not turning the matter over to some disinterested Attorney but performing the necessary actions itself. The corporation charter of HASI, Inc DC should be improved and expanded.

The Continental Director must forward all recommendations and papers to the HASI, Inc, now at Saint Hill.

As the FCDC was founded by the HASI of Arizona in 1955 the board of HASI Inc DC will assume full ownership of FCDC.

FCDC, now the Mother Church, will resume or assume control of all state churches and the area East of the Mississippi, Eastern Canada, Bermuda, the Caribbean Islands and South America, issuing new charters to all existing state churches, as outlined for the Church of Scientology of California.

The Continental Director and Org Sees in the East are responsible for carrying out these actions.

## SUMMARY

In this way we will make it possible to neat up US corporate structure and make it possible for:

- 1 . Field Auditors to become Franchise Holders under Saint Hill.
2. City Churches (City Offices) to be formed by Franchise Holders.
3. City Churches to be organized under the chartered State Church.
4. The State Church to become a Central Organization.
5. For the Zonal Organization to handle State Churches.

Thus we will have a workable structure.

L. RON HUBBARD

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HCO POLICY LETTER OF 12 DECEMBER 1964

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## CORRECTION

### CORPORATE STRUCTURES WESTERN HEMISPHERE

(Does not apply to UK and Commonwealth Offices)

(Modifies HCO Pol Ltr of 6 November 1964,  
Corporate Structures, Western Hemisphere.)

Due to data brought to view by the release of HCO Policy Letter of November 6, 1964, the Eastern Zone, US, while it will be re-organized closely along the lines for the Western Zone US as laid down by HCO Policy Letter of November 6, 1964, will not be re-organized exactly as given in the Policy Letter,

Pending further data from the Continental Director US and US attorneys regarding a newly formed structure, and more data on the relationship of US Corporations, the exact pattern for the Eastern Zone US may not yet be determined and is held in abeyance until the data is finalized.

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HCO POLICY LETTER OF 27 APRIL 1965

Gen Non Rernimeo

**HASI LTD SHARES**

No more HASI Ltd shares are to be sold. HASI Arizona is in process of getting HASI Ltd shares which have been sold transferred to HASI Arizona.

In the meantime, no more HASI Ltd shares are to be sold anywhere in the world.

HASI Ltd shares were never supposed to have been sold in the US.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965  
Issue III

Gen Non-Rernirneo

**CORPORATE NAMES**

**GROUP NAMES**

The only corporation that may use the word "FOUNDING" in its name is the FOUNDING CHURCH OF SCIENTOLOGY OF WASHINGTON D.C.

Any other corporation in the USA or elsewhere including the word "Founding" in its name must change it by Board resolution, filing name change correctly before relevant authorities.

No group or congregation, etc, incorporated or not, may use the. word "Founding" in its title. Any such existing shall change their name in accordance with this policy.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 OCTOBER 1965

*Remimeo*  
*BPI*

**COLLEGE OF SCIENTOLOGY**

I am forming the College of Scientology with the Headquarters at Saint Hill. It is part of HASI Arizona Inc. Steps have been taken to register the name in the UK and HCO Sees should immediately have the name registered in their countries.

The name "Academy of Scientology" should also be registered. Saint Hill will be the "College of Scientology" and other orgs will have "Academies of Scientology".

The College of Scientology will be the final recommending body for the issue of degrees, etc but the existing machinery and routing will continue to be used.

The titles "College of Scientology" at Saint Hill and "Academy of Scientology" for other orgs will be used in advertisements and mailings to the public. To all intents and purposes, therefore, this is, at this stage, just a change of name, but we will use it to take care of memberships.

The entrance fee for membership in the College (not entrance to it for training) will be ~25.0.0 or \$75.00 renewable each year afterwards for E5.5.0 or S 15.00.

The benefits of membership will be a 30% discount on all books and tapes and 20% discount on meters purchased through the organization unless the price list is marked "net" or "no discount" (usually on items costing 6J- or less).

Present Lifetime Members will be transferred to College membership without payment of an entrance fee. Their discount will be limited to 10% unless they opt to pay the renewal fee each year.

International Members can continue in membership at their existing rate of L5.5.0 per annum but their discount will be limited to 20% unless they opt to pay the entrance fee of f 25.0.0.

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*[See HCOP/L 17 Mar, '71, Tape Prices and Discounts, HCOP/L20mar.'71,  
Book Discounts and Merchandising Policy, and 5 Apr. '71, Issue 11, of same  
title, in the 1971 Yen Book for modification of discount arrangements.]*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

*SH only*

*Guardian*

*Exec Sees*

*ES Comm HCO*

*and*

*Legal Officer*

HCO POLICY LETTER OF 15 MARCH 1966

**CORPORATE ADDRESS**

No corporate address hereafter is to be Saint Hill.

This includes Hubbard College of Scientology, C of S of Calif and any other corporation.

Crawley is a little crossroads and their tax office is used to greengrocer accounts and any sum above E15,000 is a fantastic sum to Crawley. Further, Crawley's tax commissioners are East Grinstead and East Grinstead saw a f 10 note once and is still talking about it.

No large corporation should ever use a rural one horse tax office as they can't understand real business sums in such offices.

Always use a London address and make sure you have one for all corporations.

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HUBBARD COMMUNICATIONS OFFICE  
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HCO POLICY LETTER OF 12 MARCH 1966

Gen Non-Remimeo  
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**BOARD MINUTES**

The way to write Board Minutes is as follows:

1. Use the Board Book paper only-a very fine quality white 8 x 10 or 8 1/2 x 10 inch paper, one side only.
2. Use only a typewriter that has its type clean and in alignment and use a heavy well inked black ribbon for very black type.
3. Head the minutes with the corporate name.
4. Type general proceedings double-spaced.
5. Indent far enough on the left margin to permit enclosure in a board book. If it isn't so indented the board book binding will obscure the minutes.
6. Indent a resolution entirely even with the paragraph indentation of the proceedings comments.
7. Single space a resolution.
8. Begin each resolution with a RESOLVED: wholly in capitals and then proceed with capitals and lower case.
9. Don't go too high or low on the page.

By making the resolution a single-spaced every line indented block, the resolutions stand out from the double-spaced proceedings.

Do about 5 copies. More copies can be obtained from the original.

Send the original and 2 copies to the Legal Officer to put in the board book when it is signed.

Send a copy to each Board member for his or her files, marked "For your Board files".

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
LONDON  
(Issued at Washington)

ORGANIZATION INFORMATION SHEET  
6 November 1957

**DUTIES OF THE EXECUTIVE DIRECTOR OF THE HASI (FC)**

For an indefinite period I am going to be nailed down by book production. Previously balked by the fact that a regular publisher contract at 10% would not permit us to service the book, we have now resolved this problem. Lacking an exact orientation of future course I have found myself unwilling to commit programs to print. With both of these difficulties cared for it is now possible to avalanche out a few books.

In heavy demand is the STUDENT MANUAL and the ABILITY BOOK for the next Congress. A popular book for the bookstores is also indicated. Therefore my schedule can be considered full at least until the Congress and just after the Congress I will have to take part in teaching the 19th ACC.

Therefore I am reducing my schedule as follows and publish it for the general information of executives and staff.

MONDAY AFTERNOON - 3:00 PM: Accting Sheets and Bnkg Reports on my desk.

WEDNESDAY AFTERNOON - 3:00 PM: Payrollok.

SATURDAY AFTERNOON - 3:00 PM: HISC PROFILE CHECKOUT.

Co-auditing periods will be Monday, Wednesday and Friday 7:30 to 10:00.

There will be no body time, no outside visitors. All internal org despatches will be routed by the HCO Clerk back to the proper hat in the organization (since I have no hats except writing or research not paralleled by hats in the organization). HCO Sec will act as London liaison for its sheets.

The following items will be cared for as necessary:

CHECK SIGNATURES, CERTIFICATE SIGNATURES, CONTRACT OKAYS, AUTOGRAPHS and ANY REALLY NECESSARY CONFERENCES WITH THE ORG SEC.

If I produce 6,000 words a day for the next several weeks I can perhaps meet the demanded writing scheduled.

Your cooperation and understanding in this endeavour will be appreciated.

Thank you,

LRH

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 OCTOBER 1959

CenOCon

**ACTING EXECUTIVE DIRECTOR**

During my absence from HCO WW in Australia, I appoint herewith Mary Sue Hubbard as Acting Executive Director for all Dianetic and Scientology organisations, to continue on post until I can resume my duties at HCO Sthil.

All material ordinarily directed to me, even deeds and minutes of boards, should continue to be directed to HCO Sthil as usual, since with this appointment, and with an additional power of attorney to sign legal documents, Mary Sue can take care of any and all needful matters arising.

We are making wonderful forward progress just now, and you must not let any administrative hitches slow us down.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 OCTOBER 1959

Sthil

**ORDERS DURING ABSENCE**

All orders and directives issued by the Deputy Executive Director during any prolonged absence of mine from Sthil, are conditional until confirmed.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO Secs

Assn Secs

Sthil Bulletin Bd every Central Org

HCO POLICY LETTER OF 17 SEPTEMBER 1960

**SOUTH AFRICAN TRIP**

I am leaving for Johannesburg, South Africa, Sunday 18th September, 1960 by first class jet routed through Rome, Khartoum, Nairobi and Salisbury.

For several weeks this year and various times in the future I will be in South Africa.

. This does not mean that Saint Hill will cease to be a centre of operation. The good people there are fully empowered and qualified to continue the world wide activities.

Further, Saint Hill is connected directly to the office in Johannesburg by TELEX. Both Durban and Johannesburg are plugged straight in to Saint Hill by teletype-writer. Thus all urgent matters will be taken up by telex from Saint Hill.

**ROUTING**

Despatches requiring immediate action or advices may be sent by HCO Secs to me in Johannesburg to Hubbard Communications Office, 23, Hancock Street, Joubert Park, Johannesburg, S.A. or by cable SIEN TOLOGY JOHANNESBURG Telex J299. I will return any such via Saint Hill to be returned to you.

All routine actions should be sent directly to Saint Hill. Add eight days to your normal mail time if I am to receive them via Saint Hill.

You need make no routing changes of any kind due to my presence in Johannesburg.

**QUARTERS**

Jack and Alison Parkhouse have bought for me a new home in Johannesburg that is a three level super-modern house overlooking Johannesburg from its highest point and one of the show-pieces among homes there. It has 22 rooms and a large swimming pool lined with crystal. My address however is that of my own office as above.

**MARYSUE**

Mary Sue and the children remain at Saint Hill. They may go to Johannesburg a bit later for a vacation. Mary Sue is taking care of Saint Hill and Orgs during my trip and is the Deputy Executive Director for HCO WW and HASI Ltd.

**PLANS FOR SOUTH AFRICA**

I am beginning a survey of the various problems of South Africa and am in close contact with the government there.

Basically I am trying to establish a centre for all Scientologists in case of political collapse or nuclear war in the Northern Hemisphere, aside from our interest in South Africa.

**A FAVOUR**

You can do me a big favour by making it easy for me to manage things from Johannesburg. Solve local problems. Keep catastrophes to a minimum. Don't foster the idea that things are at loose ends because I'm gone from Saint Hill.

I have had no real vacation for years. I want a chance to talk to lions and swim in that pool,

Remember, I'm still thoroughly on the lines.

**L. RON HUBBARD**

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 AUGUST 1962

HCO Secs  
Assoc Sees

**ACCOUNTS INFORMATION**

To obtain an accurate picture of how successful each organization has been since its inception, I would like your rough estimates as to total earnings for each HCO and each HASI for each year up to July 1961.

As you know, the technical ability of any org can be assessed by its unit, and these figures will be very helpful in assessing the whole picture.

Please let me have these figures as soon as you can.

What I want is total earnings since founding, by year.

LRH:jw.cden  
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by L. Ron Hubbard  
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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 MARCH 1963

BPI

**AMNESTY**

On my birthday and on 'achieving my own fourth goal in clearing, and in celebration of the first Eight first goal Clears by 3M, I hereby extend and direct all the organizations, officials and staffs of Scientology Organizations to grant all Dianeticists and Scientologists penalized before this date a complete amnesty regarding certifications and no communication lists to any and all persons, living or dead, thereby restoring those certificates and communications and cancelling infractions without regard to the deeds or misdeeds of those so penalized and without regard to who might have ordered the action during the past thirteen years. Any and all offenses of any kind before this date, discovered or undiscovered are fully and completely forgiven.

Directed at Saint Hill, on March the thirteenth 1963 in the 13th Year of Dianetics and Scientology.

LRH:dr.cden  
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L. RON HUBBARD

[Further Amnesties were issued on HCO P/L 1 Mar. '65, *General Amnesty*, page 573; HCO P/L 20 Aug. '65, *General Amnesty*, Vol. 1-431; HCO P/L 13 Mar.'66, *Amnesty*, Vol. 4-478; and on LRH ED 45 Int, I Nov. '68, *International Amnesty*, in celebration of the advent of Standard Tech. Amnesty Policy is covered on HCO P/L 6 Mar. '65, *Amnesty Policy*, Vol. 1-369; HCO P/L 7 Apr.'65, *Amnesty -Cancelled Certs-Justice Comments*, Vol. 1-387; and HCO P/L 1 Aug. '70, *JusticeAmnesty*, in the 1970 Year Book. I

## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

### HCO POLICY LETTER OF 22 FEBRUARY 1965

Limited Non Remimeo  
Saint Hill Executives

Issue III

Hat File (MSH)

### **EXECUTIVE DIRECTOR COMM LINES**

#### **SEC EDs**

The Executive Director Comm Lines now include *SecretarW 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 See 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/Assn 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. Non-Issue by HCO personnel or non-compliance 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 See 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 See EDs are not general in application to all orgs but only to the particular org to which they are addressed.

#### **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 Assn/Org Sees and HCO Sees or Departments Heads in Orgs is the HCO Executive Letter of Date.

This is on legal size blue paper, is mimeographed and is headed TO:, FROW, 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 Exec Ltr 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 a 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 Ltrs. 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 Exec Dir Exec Letter Reports.

The Executive Director tries not to pour out volumes of dispatches 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 Exec Ltr as in all other comms are to a hat, not a person.

Comments on entheta despatches are avoided on the HCO Exec Ltr 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 acknowledgement. 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 Co-ordinator 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 Exec Ltr 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 non-reporting 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 erg 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 rumours 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, by-pass the non-reporting 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 programmes already laid down and spotting and discouraging projects or actions not part of the basic programmes.

The org pattern in any org is the most basic series of programmes. Each department by the design of its actions is its own promotion and execution programme.

Thus, non-functioning departments are broken down programmes. 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 programmes 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 (pes, students, book sales) of every org; (c) the condition of tech in every org; (d) the condition of the staff training programme in every org; (e) the condition of the staff coaudit 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 pre-digested. 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/Assn Sees, HCO Sees and the Int Org Supervisor reaches much deeper into orgs. Further, the Int Org Supervisor has the responsibility of obtaining the 10% 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 pre-digested 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 co-ordinated by the Executive Director.

The Executive Director also obtains reports from the field, franchise, books and advertising, even governments and the general public, and also Saint Hill Departments and co-ordinates 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 mousey, 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 oldtimers.
9. Mags devoted entirely to local leaders.
10. Departures from by-line 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 franchise holders each month.

### OK 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.

Ok 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 main line 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 "Ok to mimeo" and the Executive Director's initials on it must be enforced.

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 co-ordination 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 non-committally.

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 favour 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, franchise and orgs are practising Scientology there.

There is *never* bad SO #1 from an area where the field, franchise 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/Assn Sees) 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 favours." 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 airletters if you can possibly help it.

Hand laid antique paper, heading embossed, for 1st and 2nd 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 careful how it's handled.

The safest course is don't reply directly to snarly 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/Assn See or getting an HCO See'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: "D's 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's or an HCO See 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 See Keokuk hat or the HCO Area See 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 work load 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 co-ordination 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, Exec Ltrs, 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 Exec Ltrs 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 Exec 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.

### CHEQUE SIGNING

Never sign isolated cheques offered one by one.

Never sign cheques unless you have:

- 1 - A tape adding up the full sum of all cheques 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 cheques to be signed for the next 30 days.

Always do "dateline paying" no matter what the account line is.

Never be eager to sign cheques. 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 14 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.

Assn/Org Sees and HCO Sees who yowl at you about your mon cy requests or orders should be promptly looked over and usually should be demoted and transferred. They're too parasitic or too propriorish 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.

### 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 I 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 Franchise lately. Recognize it's an area of lines one is neglecting. Look over the report system on Franchise 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 Franchise lines. Sort it out and re-generalize 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 pre-digested 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 franchise incomes.

The things to do are (a) analyze the lines for Dev-T and act on the analysis; (b) get neglected promotion policies and programmes back in action fast; (c) trace back what old programme has been dropped or replaced and get it back in force quickly and drop the later one substituted for it.

After any new programme 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 programme. 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 programmes 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 programmes 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 co-ordinate 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/Assn 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 programmes 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, by-passing 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 by-pass of his in-b~sket. *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 the run over the near dead bodies cluttering up the place. It took 4 months to get, it out in people's hands but during those 4 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 non-origin.

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 favour 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 Franchise 10% income. A lot of reasons were given as to why the Franchise 10% idea was poor and how much money would be made by memberships. I looked up Franchise 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 Franchise 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 function. 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 0 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 Assn/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 wo~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 re-organized second. They re-organize first and so can only save themselves by reducing staff. They should have promoted first and *then* re-organized 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 grey 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) tries 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, over-ran 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 do it. But the high incidence of business failure (1 in 19 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 economy 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 re-organize 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) practises necessary economies in that order. And in emergencies one promotes before one even thinks about re-organization. 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.

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 orga 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 re-organization 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 re-organized org is now capable of rendering the service sold.

Promoted business always has a delay. It takes 6 weeks to get the first response to a magazine or a barrage of letters. It may take 5 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 programmes, one would be right more often than wrong by far if one turned down all requests for authorities or changes in action.

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 programme 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 Exec Ltrs 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.

LRH:jw.rd

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L. RON HUBBARD

## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

Gen Non-Rernimeo

HCO POLICY LETTER OF I MARCH 1965

BPI

Franchise

## GENERAL AMNESTY

Celebrating the attainment of all data up to Level VII and the beginning of the intensive application of exact technology at all levels, and in appreciation to any and all who assisted during the early phase of our development before exact technology was stable, a General Amnesty is issued for all Scientologists for any and all offenses of whatever kind prior to this date, acknowledging fully that they have been committed and forgiving any consequence and punishment which might have been feared, contemplated or ordered because of them.

LRH:jw.rd

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By my hand and seal

on the I st of March, AD 15

by L. Ron Hubbard  
**ALL RIGHTS RESERVED**

**L. RON HUBBARD**

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

6 cores to  
eac org  
Master Files  
Org Exec Sec Hat  
HCO Exec Sec Hat  
Org Sec Hat  
Dir Dept 5  
LRH Communicator

**HCO POLICY LETTER OF 21 DECEMBER 1965**

**LRH FINANCIAL RELATIONSHIPS TO ORGS**

After a careful review of various tax situations in orgs I have come to the following conclusion:

- 1 That no understanding is given by tax officials when the relationships of LRH, an individual, to organizations has been handled on a very charitable basis by LRH an individual;
2. That when LRH an individual does not precisely bill and demand payment of debts by orgs to LRH an individual, the tax authorities twist the matter to our discredit;
3. That leniency in financial relationships between LRH, an individual, and any org rebounds to our discredit tax wise;
4. That when sums owing by an org to LRH, an individual, are not fully accounted for in the books and balance sheets of an org as due and owing to LRH, an individual, tax problems arise for the org and for LRH, an individual;
5. That tax problems stem from the leniency in this relationship.

For fifteen years I have personally paid for research, have loaned and advanced orgs money, have guaranteed their overdrafts, have given them the benefit of my personal credit rating which is high. I have not sought for reimbursement; I have not collected adequate pay or given orgs bills for what they owe me.

The 10% sent by orgs is fully consumed by administrative service (and much more than 10%) and is routinely invoiced to the managing organization and spent by it, or is sometimes held by LRH as a trustee. It is not given to LRH, an individual as records prove without exception.

All this for 15 years has been an effort on my part to help our organiza tions. But it is interpreted in other ways by tax officials, winds orgs up with what they owe LRH an individual showing as a "profit" and upsets LRH, an individual's personal tax picture.

Thus I have had to conclude that the majority of tax troubles stems from

- (a) Orgs not keeping a proper record of monies owed to LRH an individual.
- (b) I-RH an individual not regularly billing orgs for monies owed.
- (c) LRH, an individual not exacting proper salary, payment and reimbursement!

In 1966 we will begin to set this right. A recapitulation will have to be made and records corrected.

Although it is not easy to imagine that a benign attitude on the part of LRH an individual is incomprehensible to tax officials, it is easy to realize that tax persons are unused to dealing with unselfish acts and suspect anyone so engaging.

Therefore the following policies are laid down:

- A. Every org must carefully record and keep in record all sums owing to LRH, an individual;
- B. All sums owing to LRH, an individual, must be reflected on yearly balance sheets;
- C. Adequate salary and compensation must be allowed for LRH, an individual by all

orgs;

- D. The Office of LRH must also keep a record;
- E. The Office of LRH must bill the orgs routinely;
- F. Sums so owing must be paid;
- G. Every effort must be made to set the earlier records in order;
- H. The current indebtedness must be carefully accounted for;
- 1. The LRH Communicator is responsible for the LRH an individual financial sums

appearing in the balance sheets of the org and that routine bills are rendered.

Note: These policies stem from US Internal Revenue actions by which the Founding Church of Washington DC is under threat of large tax bills it does not owe and the tiny amount reimbursed to LRH, an individual, for actual outlays on behalf of that org are under challenge and actual sums owing to LRH, an individual, are not properly recorded or taken into account. All the trouble stems from the lack of A to I policies immediately above.

#### DEFINITIONS

LRH, AN INDIVIDUAL, means L. Ron Hubbard, a private person as, distinct from a trustee, a director or a staff member. LRH, an individual often advances goods or sums without reimbursement, has borne the whole cost of research of Scientology and used his own money to found organizations.

LRH, TRUSTEE. This is L. Ron Hubbard in the capacity of a trustee as distinct from a director or individual or staff member. LRH, Trustee, holds money for corporations or persons or holds property for them.

LRH, TRUSTEE FOR TRANSFER. For some years the Commonwealth (overseas, not US) interests belonging to the Hubbard Association of Scientologists, International, Incorporated, in Arizona, have been held by LRH, Trustee for Transfer. As the overseas interests were worthless to the US Corporation in the US (HASI, Arizona), due to currency exchange laws, and were costing it money, the board of **HASI**, Arizona, appointed LRH a Trustee for Transfer for all Commonwealth Corporation property or interests with orders to hand it over to a UK corporation. As Arizona law forbids giving the assets to any but a non-profit corporation, non-profit UK and Commonwealth Corporations had to be formed. The UK tax authorities make a company operate for a year before declaring it non-profit. So far no Commonwealth company has been granted tax exemption for companies LRH attempted to form. HASI Ltd was such an effort. Non Profit status was refused it. But progress is now being made in another direction so these assets can be delivered eventually to UK and Commonwealth companies.

LRH, A DIRECTOR, is a director on the board of directors of several companies. No salary may be paid for this post.

LRH, A STAFF MEMBER, works on staffs as a case consultant, training officer, lecturer, design and planning consultant, promotions adviser and a department head of the Office of LRH and as such should receive compensation. As a staff member his expenses are paid by orgs. The pre-Dianetic salary level of LRH an employee was several times that given by orgs subsequently.

10% ROYALTY. LRH an individual owns, since he paid for the original research as well as later research and never received a salary for doing it, all Copyrights, registered marks and trade marks and rights of Dianetics and Scientology. Orgs send 10% to Saint Hill and this is used by HASI to administer orgs, paying for communication costs, administration, bulletins, etc, etc. It is invoiced to the Saint Hill Org and has never been given to LRH, an individual, a matter of record. Some US 10% have been held by LRH, a trustee, and returned in legal in loans and other official matters to orgs in the US. Therefore the 10% royalty owed for use of name, materials and research by orgs has never in fact been paid. The Franchise 10% is similarly used up by Saint Hill in giving service. No org or field auditor or Franchise Holder has ever paid for its use of name, copyrights, material, writing and research.

SALARY. LRH, an individual has received a salary from time to time always, less than that given to comparable positions in other orgs. It is currently f 25 a week, advance.

I have tried to put as little financial strain as possible on Scientology orgs. This is not understood and we are penalized for it.

Therefore we must bring earlier arrangements up to date and keep current,

This does not mean I want money. I spend my money on behalf of Scientology one way or another anyway. It does mean that to stay away from tax trouble in the future we must understand and put my relationships to orgs on a sound current footing financially and keep scrupulous records of it.



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 4 JANUARY 1966

Gen Non-Remimeo  
LRH Communicator Hat  
HCO Area Sec Hat  
Exec Sec Hats

Issue VI

Org Secs' Hats

**LRH RELATIONSHIPS TO ORGS**

I have several posts and relationships to orgs which make up several identities.

Unless these are understood many errors can occur, not the least of which are tax errors, and not the least dangerous, power pushes and upsets.

For instance, there are two Offices of LRH at Saint Hill. And one more for every other org. This is a familiar situation. It has happened in LA, Phoenix, DC and London-1 always specially work with the org where I am situated as well as continue to handle all other orgs on an International basis and remain the chief executive of each org elsewhere.

An org where I am, making more than other orgs, always bears the expense of international activities. In this case, here at Saint Hill, the org also shares international income and so its cost is light.

Thus I have several hats and resultant Comm lines here at Saint Hill and at least one more in each org. These can be described as identities and posts as follows:

**LRH, AN INDIVIDUAL**

This is LRH a private person. This identity is the one who is entitled to any royalties and leases copyrights and trademarks and technology for use by Scientology organizations. This identity paid for and did the research, organized the organizations. This is the identity that loans orgs money or guarantees their bank accounts, etc, and on death is a private trust for my family.

**LRH, TRUSTEE**

This identity is a trustee who holds in trust properties and money for Scientology and since 1957 has held UK and Commonwealth corporations in trust for the original US company until these assets can be transferred to a UK *non-profit corporation*. As UK tax people will not okay such a non-profit status until after a year of operation we have formed other corporations in the UK and Commonwealth time and again only to have them refused non-profit status. The laws of Arizona prevent transfer of HASI assets abroad to any but a corporation with non-profit status. This leaves me as a Trustee of all assets outside the US until they can be transferred. But even after transfer I will still be a trustee for Scientology corporations. All money sent to LRH an individual is received by LRH a trustee or a corporation and is seldom paid to LRH an individual but turned over to companies without being given to LRH, an individual. This is a vital point, often missed even by accountants who then get us involved. If the money were 1. received by LRH, an individual and then 2. turned over to LRH a trustee and/or 3. received and used by a company, it would hang LRH an individual for huge tax sums for money he has never really received or used and indeed won't ever get. Example: Mr. X sends a \$20 franchise pay to "L. Ron Hubbard". This is always invoiced by an org as "Franchise payment". Therefore one concludes that "LRX' in that case is LRH, a trustee. If one erred and said it was the income of LRH, an individual, that identity, never seeing the money, would yet owe tax on it, which is unfair. All incoming Ms to "LRX' mean LRH, a trustee, and are used in company expenses or are put away to be in general defense. The point of confusion is that LRH, an individual, is actually owed those 10% royalties to support research, etc. But the companies receive and use the money and it doesn't even go through the hands of LRH an individual. LRH, an individual, has not cancelled monies owed to him. He has not received them. LRH, a trustee, seldom gives LRH an individual any Scientology money. Tax authorities are astounded at this (believing the worst of everyone) but those on our accounts lines know it is so. This is LRH, a trustee. "Trustee" is an identity and activity almost all movements, churches, and benevolent associations have and in each case the "Trustee" does just what LRH a trustee is doing-safeguarding property and assets of an association. It's a very usual role.



## LRH, BOARD MEMBER

This is an unpaid identity on several boards. It is entitled only to out-of-pocket expenses and almost never puts in for any. This is a member of a board of directors. These must be paid no salary in a non-profit corporation, only expenses. "Chairman" comes under this. Also "President".

## LRH, EXECUTIVE DIRECTOR

This is better understood as "General Manager" as it isn't as a member of the board that it is held but as a manager. This is a paid post in any corporation or association. There are numerous LRH Exec Dir titles and identities; for this title repeats in each area and org and in the International Division.

It means "highest executive of the organization", "third member of the Advisory Council", "head of the department called the Office of LRH". Therefore there is one of these titles for each org we have and for the International Exec Division as well. Perth for instance has an LRH Executive Director Perth, LA has LRH Executive Director LA, etc. Then there is LRH Executive Director WW.

The identity of the LRH Communicator in the org or activity gives clue to this. *Each* LRH Executive Director title has an LRH Communicator.

There are two LRH Communicators at Saint Hill, LRH Communicator WW, who attends to each org for LRH Executive Director WW via each org's LRH Communicator, and LRH Communicator SH who handles the traffic both of LRH Executive Director WW as sent to it from the LRH Communicator WW and for LRH Executive Director SH.

This is only possible as the orgs are all similarly engaged. HCO Area Sees filled this role for years and still do where there is no LRH Communicator. HCO Area Sees *still* have duties for the Executive Director regardless of the LRH Communicator as old policy letters show. "See Ed issue" is one of these.

Proper routing from an org is through the LRH Comm of that org to LRH Executive Director of that org and forwarded on to LRH Comm WW who sees that LRH Exec Dir *that org* receives it in absence. LRH Exec Dir WW may issue a blanket order concerning it but it is usually answered by LRH Exec Dir that org.

The Advisory Council of any org operates without its third member, LRH Exec Dir of that org, but in case of disputes or errors finds LRH Exec Dir that org taking it up.

## LRH, STAFF MEMBER

In addition to all these other identities and titles there is that of LRH, Staff Member. As such I give staff lectures in the org where I am, assist where I can, crack cases and train students as "Co-ordinator of Research" (meaning application of research), write magazines, take pictures, act as a routing expert, listen to problems, and do a lot of other things.

I am chiefly a staff member of the org where I am located but am also a staff member of each org.

## COMPLEXITY

Necessarily, no one person can hold all these posts and identities. But at the same time, over the years, I have found they are the minimum number I must give attention to.

To handle this complexity I have many persons assisting me. I expect them to act with initiative. I expect them to carry out the purposes I have regarding orgs and Scientology so as to keep things expanding and the lines clean and flowing and keep me from getting so involved on just one point I can't do the rest of my jobs.

For quite in addition to these posts, I have my research hat (our most important hat) and an organizing hat and a promotion hat and a public relations hat. My writing-books hat should absorb most of my time with research complete but not wholly published.



Thus I expect people to do their jobs so I can then do my job and don't like people to flub theirs and require special attention on it. Only this holds us back because I then can't do my jobs which eventually breaks down our expansion and dissemination.

## OTHER ARRANGEMENTS

Many other arrangements have been tried, fewer "identities", less traffic for me. But each time some catastrophe has occurred. This then required more work than wearing that hat in the first place. The early Dianetic corporative catastrophes occurred because I did not have or wear all my Exec Director hats and had no legal control of the orgs. Since I began to wear these and took responsibility things have been much better indeed, so I can't shed them. So these identities are a minimum by trial and error and by success.

## SUMMARY

Anyone on high executive and Accounts lines should understand these things thoroughly and LRH Communicators should point them out.

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Only when these relationships are misunderstood do we get in trouble.

Our growth depends on our staying out of trouble, getting our lines in and keeping corporate structure straight. *And* understanding these separate identities or titles and functions and using them.

It is doubtful if this situation will change. As orgs grow, my assistants grow also and become more competent and refer less to me and work on delegated authority. My work is lighter the bigger we get so eventually I will hold only titles with no actions or duties. This can be continued easily and so there is no need to reduce identities to simplify lines. And there wouldn't even be a need to reorganize if I wasn't there in the flesh at all. All I need to do is work out a succession of assistants to make the activities continue. There is no succession of myself to be worked out in any identity regardless of what happens to me simply because I did the original work and as it is done there is no reason to have a succession for it as it is itself.

My identities are therefore woven in to the pattern so they don't have to be altered to keep things going. LRH an individual becomes an estate. The rest is by appointment from "LRH Executive Director" with that title activated by the Int AdCouncil or board but still used as a title but not of a person. The "Office of LRH" is part of org structure. And before long even LRH "a board member" will be, needless to be filled in the flesh, by delegated signature of LRH.

This is not only today then, but tomorrow as well and the above identities are firm as identities whether I am here or not. Even today 99% of my functions are done by delegated authority. The 1% left is heavy enough for 20 men but *it is getting lighter* each year and so can be seen to be only a post in a few years and so it can continue. Trying to fill up the post is all that would cause "a war", so leave it activated as itself, none assigned to it, assistance to it by established formula. We won't vanish if I as a person vanish. And these identities never were me anyway so they can survive. It is a part of basic org structure. My post title is used ten thousand times a day on matters I never will hear of, so why should I hear of any in the long run as only the *delegation* of authority is in action anyway.

So whatever happens to me as a person leave these LRH identities on the org board unfilled and ail will be well. If you try to fill them catastrophe will result. Only how authority is delegated by "LRH Executive Director" in my absence needs to be worked out and that will be published.

. Somebody some day will say "this is illegal". By then be sure the orgs say what is legal or not.

**LRH:ml.rd**  
**Copyright @ 1966**  
by L. Ron Hubbard  
ALL RIGHTS RESERVED

**L. RON HUBBARD**

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill** Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 1 SEPTEMBER 1966R

Remimeo  
Board  
Members  
Executive  
Directors

*(Revised, 8 May 1973, to more accurately reflect  
the corporate realities existing since the time of  
original issue not hitherto made absolutely clear.)*

**FOUNDER**

In that new boards of directors are being elected for the various corporations and their branches, I am resigning the title of Executive Director and in accordance with a resolution of the general meeting of charter members am being given the title of "Founder" instead.

Hereinafter all See EDs (***now named "Executive Directives" or EDs***) will be signed for ***the Boards of Directors***.

The "Office of LRX" remains as before. The designation *ED* does not change.

All Org Boards should change the top line Executive Director to "Founder" in letters of similar size.

None of this changes various communication lines, but Policy Letters are hereafter to be accepted or nullified by Boards of Directors in their regular meetings.

***All Policy Letters since the date of issue of the original Policy Letter 1 Sept 1966 "Founder" have been written in fact for the Boards of Directors.***

***The signature of the Boards of Directors of the Churches of Scientology is legal on any Policy Letter issued by the Hubbard Communications Office, Saint Hill Manor East Grinstead, Sussex from 1 Sept 1966 and gives any Policy Letter so signed its full force as Policy.***

I have not for a long while received pay from any organization and my services are wholly volunteer.

There are considerable outstanding sums loaned by me to orgs or owed to me by orgs and these should be paid as feasible, carrying me as a creditor in Disbursement Files.

I have worked long to stabilize and expand orgs and to complete technology and policies and am resigning on a high statistic.

I am still available for consultation and for signature.

***It is called to attention that the signature available is that of L. Ron Hubbard as a writer, and not that of L. Ron Hubbard an individual. As the two signatures, may become somewhat confused, the distinction is emphasized by this re-issue.***

My Office of **LRH** as Founder remains mine as the public demonstrably stays away from orgs that do not bear the name "L. Ron Hubbard" and I do not wish to damage their "traffic" volume.

This is not a retirement but is a resignation from all director posts and the conducting of organizations by myself.

Organizations have now proven they can manage themselves and with mainly Clears **and OTs** in charge should come to no grief.

This affects all corporate structures in that I am not now a board member.

Bank accounts need no longer bear my signature but as they are so numerous and the task of changing them so great, I leave this to the new Boards to accomplish when they can.

I would appreciate the new boards holding early meetings to review or accept policy and bank mandates as soon as possible as I wish to remain available to answer any questions.

On specific request, as a writer, I will write books on Scientology, its organization, and will write HCOBs and Policy Letters as requested. This is my writer hat.

Revised by:  
The Boards of Directors  
of the  
Churches of Scientology  
with the concurrence of

**L. RON HUBBARD**

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by L. Ron Hubbard  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 DECEMBER 1966

Sthil only

#### **OFFICE OF LRH SUPPLIES**

All photo supplies arriving for me are to be unpacked carefully and placed in the ballroom for my inspection.

They are not to be touched further, viewed or handled or shown about or looked at until I have inspected them and designated further action.

Some are delicate instruments. Supplies are sometimes incorrect.

Photographs and transparencies are to be carefully handled and placed in the centre of my desk in my office.

There are no exceptions.

L. RON HUBBARD  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**LONDON**  
(Issued at Washington)

HCO BULLETIN OF 24 JANUARY 1958

To: All Staff  
B. Board

(The following is a memorandum issued on March 9, 1953. It is still appropriate and is re-issued here as an HCO Bulletin.)

**Subject: Outline of the Activities of the 11C0 Office of L. Ron Hubbard**

I maintain a communications office which is devoted to specific interests and which should be used for those interests and which should not be used for any other purpose by the organization. Its use for other purposes inhibits the work for which this office was designed and has a tendency to clog my writing communication line. Thus the indulgence of the operation in general is requested so as to keep this communications centre well within its own functions.

The functions of this centre are:

1. The receipt and answering of correspondence addressed to myself, some of which is personal, much of which is to the interest of the general operation.
2. The answering and delivering of telephone communications relating specifically to communications addressed to me or proceeding from me.
3. The typing of manuscripts and investigation material from my Dimaphon records or personal dictation.
4. Compilation of investigation and case information submitted to me by auditors.
5. Assistance to the Treasurer in receiving bills and expediting their payment.
6. The care of social and Governmental matters in which I happen to be concerned.
7. Maintaining ray Comm Lines in good order.

Casual communication with this office inhibits its efficiency and involves it in concerns which inhibit a swift expedition of my work.

The office is not concerned with the activities of the central staff beyond acting as a communications relay point from myself to these operations and from these operations to myself.

This memorandum is issued because various parts of the operation have involved my office in concerns beyond its scope, the first effect of which is to cause my correspondence to receive secondary attention. A secondary concern is involving the office petty cash and stationery materials with those of the remaining operation which should have their own, procured by proper vouchers through proper channels.

I have no feeling about this beyond the attitude I always exhibit: when my communications lines or any part of them are challenged, or when personnel who work very close to me have their time employed on duties which are beyond the immediate scope of my office.

L. RON HUBBARD

LRH:rs.rd



**HUBBARD COMMUNICATIONS OFFICE  
LONDON**

**HASI POLICY LETTER OF APRIL 1957**

**STAFF MEETING**

Staff meetings should convene on the first Tuesday evening of any month at HASI headquarters at 7:30 p.m.

The Chairman of the staff meeting has always been and shall continue to be the Association Secretary or his duly appointed deputy.

The business of the staff meeting shall be:

To gather agreement and permit staff origination upon matters relating to personnel and duties. To suggest promotional, maintenance and organizational changes to HASI executives.

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 may the Chairman vote.

Roberts' 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 the 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 Committee for information and the Association Secretary and the Agent for Great Britain for approval before they become law.

Staff meetings not on a regular meeting date may be called 1) by the Association Secretary, 2) a staff member on three days' notice by posting a notice on the Comm Center Bulletin Board, stating the time (but not 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 Association Secretary or his deputy is not in the chair. Resolutions of such meetings must proceed in the usual channels.

The HCO Secretary shall take down and type all minutes of staff meetings.

**L. RON HUBBARD**

[Note: This HASI P/L was reissued on 9 May 1957 as an FCDC P/L.

The reissue changed "HASI headquarters at 7:30 p.m." to "Founding Church Headquarters", changed the Chairman to "the Executive Director or his deputy, the Organization Secretary", and changed "HASI executives" to "FCDC executives".

It was again reissued on 4 January 1966 from Saint Hill. In this issue "HASI Headquarters" was changed to "Organization Headquarters", and the Chairman changed to "the Executive Director or his deputy, the *LRH* Communicator". "HASI executives" was changed to "the executives of the Organization", "Advisory Committee" was changed to "Advisory Council", and Staff Meeting minutes were directed to be sent to the Executive Director for approval. Minutes are taken down by the Secretarial to the Executive Director.

This latest issue, 4 January 1966, can be found in Volume 0, page 55.1

December 11, 1956

## **TAPE COLOR CODE**

SciCon - HCO Office Only

Color of reel determines the value or kind of tape and whether or not it can be wiped or where it goes.

White (clear reel): Not classified. May be anything. Listen before disposing. Lecture reels from Academy, reels from Distribution Center, reels from field, etc,

Blue - HCO or SciCon Dispatch or letter tape. Can be wiped when done. On completion, initial box. Return to LRH recorder bench near desk.

Gold - Don't wipe. Lecture or book MS tape which we save. Belongs in our files.

Red - Don't wipe. Music or Special Radio Broadcast tape. Belongs on lower shelf to left of LRH office window.

L. RON HUBBARD

FOUNDING CHURCH POLICY LETTER OF 9 MAY 1957

## **BULLETIN BOARDS & INFORMATION BOARDS**

The status of the Bulletin Board in Comm Center is Official. Anything posted thereon, as on the Organizational Board, is an official order, report or assignment, and needs no further ratification or dispatch.

Only the Executive Director, Organization Secretary or Treasurer may post on the Comm Center Bulletin Board and nothing may be posted upon it that is not theirs or by their specific initialed permission. EXCEPTION: A staff member may post a request for a Staff Meeting on the Comm Center Bulletin Board, giving 3 days' notice, stating the time (but not 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).

Information Boards have no official status and may contain anything from room ads to lost cats. Cartoons, comments and social notices are always placed on Information Boards.

There is only one BULLETIN BOARD. It is located in the Comm Center. It is kept by the Receptionist and things taken down from it are carefully preserved in a folder kept by the Receptionist. Ordinarily, an item should remain on it for one week and should then automatically be removed.

INFORMATION Boards may be placed in Central Files & Procurement office, Training office, HCO and Distribution Center. These INFORMATION Boards are actually the voices of the Director of Processing (CF), the Director of Training (Training Board), HCO Secretary (HCO Board), and Distribution Center In Charge (Dist Center Board).

An additional board called the Student Information Board may exist in the Lecture Room.

Things posted on the INFORMATION Boards have only information status unless signed as an order to a particular department by the head of that department.

LRH:md.rd  
May 9, 1957

L. RON HUBBARD, President  
Founding Church of Scientology  
of Washington, D.C.

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HASI POLICY LETTER OF 24 OCTOBER 1957

Any staff member who has anything "Confidential" for me may send it straight to Washington DC without going through the HCO London. Be sure it is confidential, however.

Best,

LRH:rs.rd

Ron.

HUBBARD COMMUNICATIONS OFFICE  
LONDON

HCO POLICY LETTER OF 26 SEPTEMBER 1958

1 ea. Hat  
Field offices

**ORG CHANGES - FIELD OFFICES**

When any organization activity is changed by reason of an instruction from LRH, if the change is such as to increase effectiveness, of the service of that department, or the efficiency of a particular hat-(e.g. improved training techniques, revised test requirements, particularly new hat run-downs and/or new posts; but not very minor changes from, say, a local department head, e.g. "Please cover your typewriter each night")-then that terminal receiving the data should assume it as his responsibility to make copies of the change and/or addition and send it to the field offices in the area. (May be sent via HCO.)

RS:rd  
26.9.58

HCO London  
OK'd for issue by LRH

HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON, D.C.

Distribution:  
HCO Sec  
HCO Clerk  
Reception  
Org Sec-info  
HCO London  
Staff Bulletin Board  
file copy

- Reissued -

HCO POLICY LETTER OF 24 MARCH 1959

**INCOMING CALLS FOR LRH**

At any Scientology organization where an HCO office is physically located:

When incoming telephone calls come in asking for L. Ron Hubbard, the Receptionist should, simply say, "I will connect you with his office," then ring HCO Clerk telling him to pick up whatever line it is. If he doesn't answer for any reason, buzz the HCO Secretary. The HCO Clerk will monitor LRH calls, sort them out, decide if they are LRH personal business or business which falls within LRH hats of the organization. If the call is LRH business it will be handled either by the HCO Clerk or HCO Secretary. HCO Clerk to take care of appointments, checking with HCO Secretary. HCO Secretary to handle personal calls. If calls are NOT LRH business, HCO Clerk will re-route them to the proper organization terminal.

Concerning individuals who walk in, asking for LRH, direct them to HCO Clerk who will determine whether an appointment is indicated and handle same.

[This P/L was originally issued-same text-on 28 May '58.1

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 21 MAY 1959

- CONFIDENTIAL -

To all HCO Communicators:

The symbol \* on all dispatches means to attach a mimeo'd slip saying:

"This is well within your province of decision. Resolve the problem with appropriate agreement from adjacent terminals.

To decide such matters is to reduce the purpose statement of your post.

Thank you for letting me see the dispatch. I am not trying to cut communication. I am just trying to get Central Orgs more responsible for their own decisions.

L. Ron Hubbard."

L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**

Pu),pose-- To be the office of LRH. To handle and expedite the communication lines of LRH. To prepare or handle the preparation of manuscripts and other to-be-published material of Scientology. To keep, use and care for LRH's office equipment. To assist the organizations of Scientology and their people. To set a good example of efficiency to organizations.

L. RON HUBBARD

*[Excerpted from HCO P/L 27 November 1959, Key to the Organizational Chart of the Founding Church of Scientology of Washington DC. A complete copy is on page 138.1*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 AUGUST 1959

Cen0con

**STABLE DATA FOR COMMUNICATORS**

Here are some extracts from "How to Live Though an Executive", chosen by Millie Galusha, See Ed in Washington, which are of interest to all staff of Scientology Organizations, and are particularly applicable to communication posts.

"A communications line can be cut or interrupted or invalidated in five ways:

The first way is simply to cut the line, to prevent any information from travelling on the line, to pass no dispatches.

The second way is to pervert the line, to alter the communications which are going on the line.

The third way is to select all constructive messages out of the line and leave all destructive messages on the line. This is cutting the line by censorship.

The fourth way is to introduce destructive material into the line, to load the line with entheta.

The fifth way is to glut the line, to permit any and all material to go over it, with no selectivity. Those who are on the receiving end will get so much material to deal with that they will become careless and irresponsible in their handling of the material.

"There are at least 3 ways to glut the line. One is to fail to evaluate dispatches as to importance and velocity in a system where traffic is heavy. The receiver then has to read everything to find out which item to handle first. Another way is to permit messages to be verbose, with much talk and little data. Another way is to save up a great amount of material and then send it all at once-to send nothing for 5 days and then send 100,000 words and then nothing for 5 days. The receiver has so much to do all at once that he will tend to devalue the communication in general. If a communicator carelessly lets two months' worth of material on a certain subject pile up on his desk and then releases it all at once, people will be so stunned by the great volume that they will pay no attention to it, and the material may be lost.

"A communicator, because he is a communicator, will want lines not to be cut in any of these ways. He will have to know how to prevent their being cut, and the first ability that he will need in order to prevent their being cut will be the ability to evaluate the material that goes over the line. Some items will be very important, some not so important. They must be evaluated. Some items, whether important or not will have to be done right away if they are to be done at all-they will have, in other words, a high velocity. They must be so evaluated by the communicator. The importance and velocity of every message must be written on it by the communicator, so that the receiver, if he has a pile of a hundred messages, will know which to handle first and which to follow up the most frequently. In order to be able to evaluate messages in this way, the communicator must know as much about the operation of the erg as the man who is sending the order.

"The communicator is not a messenger. He is a co-ordinator. He is not in the organization to do everyone's communicating. He is there to help everyone do his own communicating properly. He is an overseer.

"A communicator deals in facts. One of the most important things he does with facts is evaluate them.

"If a communicator finds that his messages do not get through, he will use every means at his disposal to find out why. When it comes to communication he is as sensitive to the flow of his lines as an electronic meter, and he is jealous of their continued life and liberty. The communicator has authority on one subject only: communication. When the system fails in any way he does not rest until it is restored.

"In the course of finding out why his communication line is not working, the communicator may uncover a vast plot against the organization. He is not interested in it. The moment he gets his line open again, his work is done. If the line is open-if all lines are open everywhere in the system-the plot will come to light. Someone on the command line will notice it and do something about it. All the communicator has to



do is keep the lines open. The communicator does not originate orders or messages on any subject but communication. It is not up to him to pass around his opinions on the state of the organization. That would be an investigator's job.

"If someone on the command line were doing a destructive or non-productive job, that fact would appear in the communications which were filed from that department. The communicator might, if he were not too busy, have an opinion on this individual, but he would not voice it. If, however, this individual failed to answer messages or to send routine reports through on time, the communicator would take every necessary action to correct this-even to a report to the president himself. But if the communicator reported to the president, he would only report that the line to the individual in question had broken down and that he had no way to repair it. He would say nothing about the work of the individual-he would not have to. A failure of communication of that magnitude would show that something was terribly wrong. It would be up to the command line to find out what it was.

"A principle which the communicator must know is that communications get briefer and better evaluated as they go up toward the top of the command line. They must, or they will not be read when they arrive. Conversely, communications need, usually, to be more detailed as they go down the command line. Instructions have to be full of data in inverse ratio to the receiver's height on the command line.

"A principle of communication which the communicator must know is that a communications line is a good line in proportion to the abundance of theta and the paucity of MEST which are on it. (see p.45 of "How to Live Though an Executive")

"Good communication is good morale. Bad communication is bad morale.

"Good communication makes it possible for all the people in an organization to do useful work every day, instead of the administration's working 48 hours a day and everyone else's hanging around trying to find out what the administration wants them to do. People do not like to loaf. They do not like being off the comm line. It makes them feel that they are not really part of the operation. Management should realize that its ideas are vitally important to everyone in the organization-not so they can jump to attention, salute, and begin to dig holes and fill them up; but so they can all be part of the operation, working together toward a known, common goal.

"It is of great interest to the communicator to save the organization money. He can use this as a yardstick of the efficiency of his comm system. If he can save money by his system and within his system and still keep the communications flowing, he has a good system.

"If telegrams are constantly travelling back and forth between two points, the communicator should look them over and find out what is happening. Is this much traffic necessary? Perhaps these people need to be indoctrinated in how to write a telegram.

"Some people will try to be too brief, and so will leave out data. Some will talk a lot but forget data. Some will leave data out on purpose.

"When communications begin to cost a lot of money, there must be something wrong with the organization. It is up to the communicator to see this and report it to the highest echelon.

"It is the communicator's responsibility to handle in the best possible way all communications. Therefore it is his responsibility to keep himself informed about existing methods, and to keep staff informed about these things. The communicator will know all the tricks for fast, volume comm at low cost."

Millie adds a final comment of her own:

"Lastly, a communicator should always make sure that dispatches coming over his lines always give complete information: WHO-WHAT-WHEN-WHERE."

Peter Hemery  
HCO Communicator WW

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NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE  
**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 23 SEPTEMBER 1959

HCO Secs only

### **CARRYING OUT INSTRUCTIONS**

**My DC HCO Office** was much enlightened when I told them after a flap that when people question orders coming through HCO people weren't compelled to think up new and wonderful answers. The job of HCO was to make the original order stick.

In other words if by any line I require somebody to do something in an Org and they come to you and ask for more data on it, you are supposed to say "What did he say?" and then they read it back at you and you are supposed to say "Well that's what he said, now please do it." And they say "We can't do it because yap yap" and you say "Read it again" and they do and eventually they find out what it is they are ordered to do and they only find out THEN that they can do it.

You are there to make Ron's orders stick. We've already proven that when they don't the whole thing starts to go around the bend because my orders are based on years of know-how and the other fellow's changes are based on no experience.

So your first action is to know what it is I'm telling people to do and then to make those orders stick, usually by quietly and patiently getting them to understand what they are. The HASI London Arthritic Project is a good case in point. It wasn't followed very well and now there is traffic on the lines about it and if I didn't now try to straighten it up believe me it could create thousands of words of traffic because the way it is rigged now it will detract from the income of the whole Org by bad programming (jamming lines), not make income for it, which is a reverse of my intentions.

Each department in a Central Org is rigged like a clock. People who are trying to succumb do it by failing to get the gen and then doing something that louses up the machinery.

Your function is to keep the place going the way it was intended to run and not the way somebody else thinks it ought to. Example: within the past three months HCOs have got Melbourne and Auckland to handle departments exactly the way they were set up to run. They have both experienced higher income lately. The business available was the same. Only the method of handling the line was changed (except that the new Assn Sec Melbourne was willing to run it right over the staff's collective dead body if need be) and it was changed directly back to my policies and suddenly the places boomed.

Get them Hats on people and get the lines running the way they are supposed to and you'll have high income weeks almost at once.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 1 APRIL 1965

Gen Non Remimeo  
HCO Comm  
Div Secs

**HCO COMMUNICATOR HAS PROGRAMME CHECKING HAT**

**HCO Communicator** is attached to the Office of L. Ron Hubbard, and this post is charged with the duty (additional to extant duties of HCO Communicator) of forwarding communications from L. Ron Hubbard and to L. Ron Hubbard. This duty includes the responsibility of seeing that these communications are duplicated and understood and that any confusions on them are queried until the communication is duplicated and understood. This duty becomes particularly important when a major programme is on the the lines from L. Ron Hubbard.

To effect the above, then, HCO Communicator is to have personal charge of an activity called Programme checking. When a programme comes into the lines, be it by cable, dispatch, or Policy Letter, the HCO Communicator is to call in the six Division Secretaries, and carefully checks them out on the points in the programme, and what action is to be taken, in such a way that the open line to Saint Hill and Ron is quite apparent. The drill on this is done in this fashion.

- I First of all, the HCO Communicator checks the Division head on duplication of the communication -that is questions calculated to assess if the Division See has read the comm and knows what it said.
2. Then the Communicator asks the Division See questions pertaining to what he is going to do in effecting the comm.

The HCO Communicator at the beginning of the check lets the Division See know that he can query by cable if necessary back to Saint Hill for clarifying anything he is uncertain of, if by the end of the check anything is not understood. The understanding that the line to Saint Hill is wide open is maintained at all times throughout the check, and that the line may be by cable if necessary. If the Div See snags on a point, in proposed action (on) some point on the communication, the HCO Comm then asks him to (1) reread the communication, and then if (2) he wants to query Ron about it. It is supposed that he would want to reread the communication at least once again before cabling. If after rereading it, and after query again by the HCO Communicator as to what the Div See understands it to mean, still leaves the Div See with a lack of understanding of how to put it into action, or any other misunderstanding, then the point may be queried to Ron. An example of such a drill is given below, taken from a cable sent by the Acting Exec Dir for Ron which, if this drill had been applied would have resulted in straight action instead of no action or misaction which has resulted in Dev-T at Saint Hill. A programme of mailing a mailing piece from Saint Hill promoting the various Central Organizations around the world was instituted at Saint Hill. For this Saint Hill needed fast the count of the active and inactive lists of the various continents less the memberships, (since memberships are on our plates, although untabbed, it would cut out most of the duplication of addresses). So a cable was sent to all the Continental Offices saying the following: "Cable immediately total number your total active and inactive list less international and lifetime memberships stop then airmail stickers or gummed tapes of these total lists less memberships".

The drill by the HCO Communicator on the above would be:

HCO Comm	"What lists' numbers are to be cabled?"
Div See	(say it's HCO Area Secretary in this case) "Total active and inactive memberships."
HCO Comm	"What memberships?"
Div See	"Oh, International and Lifetime."

HCO Comm "What does Saint Hill want sent to them?"  
 Div See "Stickers or gummed tapes of these lists."  
 HCO Comm "Of what lists?"  
 Div See "Oh, total active and inactive less memberships-oh less international and lifetime memberships."  
 HCO Comm "OK. Now is there anything about this that you don't understand, that you want queried with Ron?"  
 Div See "No, I don't think so."  
 HCO Comm "Well, you don't have to decide yet, then-What is the first action to be taken here?"  
 Div See "Let's see. Oh, cable the total number of the active and inactive lists less memberships."  
 HCO Comm "Good. And who does this?"  
 Div See "Oh, well, HCO sends the cable."  
 HCO Comm "And where does the data come from?"  
 Div See "From Div I -Addressograph. Oh, I am HCO Area Sec and I am to dispatch Addressograph on it."  
 HCO Comm "What exactly do you put on the despatch?"  
 Div See "Well, I would put the heading, then I would put

1. Fast, send me the count on the total active and inactive lists less International and Lifetime memberships.
2. Run off the total lists and send to Saint Hill."

HCO Comm "Please reread the cable, and let me know if you want to query Ron about it."  
 Div See (after rereading the cable)  
 "Wait a minute-I made a mistake. On 2. it would be, Run off on gummed stickers or tape the total active and inactive list less the memberships. Set the tabbing so that memberships don't go on the list. That is so both International and Lifetime memberships don't go. And airmail the stickers or tape to Saint Hill. There. Oh, wait, this came in by cable, so that means they're in a rush for it, so I would add, do this immediately and get them off fast. Gee, I wonder what they want them for."  
 HCO Comm "Does not knowing what they want them for interfere with your understanding of what you are to do?"  
 Div See "No, it doesn't. No, I don't need to query this at all. I guess they couldn't put all their reasons why on a cable-that would be silly. No, I've got it now."  
 HCO Comm "Good. End of check."

If the above had been done in all orgs, on the above cable, DC wouldn't have sent their entire list with memberships included, LA wouldn't have sent theirs surface, and there would have been some response from Cape Town.

The HCO Comm keeps at the check until either the communication is comprehended including the action to be taken being duplicated, or, in the case of a real non-comprehension or confusion as to what is to be done, Ron is queried on it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 APRIL AD 15  
Issue III

Remimeo  
All HATS

**ORGANIZATION**

**"TO LRH DAILY REPORTS"**

As soon as the new Org Board is posted and in effect, each staff member in the org must EACH DAY on completion of work (no matter the hour that occurs) submit his or her daily report to the Office of LRH basket in the Comm Centre.

The LRH Communicator inspects these for any data of interest, copies on the office duplication equipment and keeps the copy of the urgent or dangerous reports, and then puts the lot (with the "dangerous" and "urgent" reports on top) into the HCO Department of Inspection and Reports basket. If an important report comes in *after* this in the same evening a copy is made of it for the LRH Communicator and it is passed on to Insp & Rpts. (Modern duplicators copy anything.)

The report is a very simple affair. It is headed "**TO LRH DAILY REPORT**". It marks the time of ending work for the day, the date, the Division and any Department and any Section numbers, a very brief statement of the day's work done by the staff member (for staff auditors the name of any pc audited and instructors the number of students taught that day by actual count and any absences or blows), and the signature of the staff member.

. The paper is the flash colour of the division as is elsewhere noted.

No further address is needed as it is obviously directed only to the Office of LRH by being marked "TO LRH DAILY REPORT".

In an org which does not yet have the physical fact of an Office of LRH, no matter how small the org, it yet has such a basket in its Comm Centre and the HCO Communicator or even the HCO Sec acts as the LRH Communicator.

In the absence of the LRH Communicator, the HCO Sec or Comm Officer performs the function of transfer to Dept of Insp & Rpts and ONLY THEN acts, if he or she is also the person to alert seniors.

In the *parallel* comm flow system used on the new organizational plan, this is a direct routing. It does not go up through seniors and no senior may so order. It goes direct to the Comm Centre basket of LRH. It may *not then be touched* until properly transferred to the basket of HCO Insp & Reports by an authorized person.

**DANGER AND URGENT SIGNAL**

If any report contains an occurrence of upset that *must* be handled including materials desperately needed for the next day, the REPORT IS DIAGONALLY FOLDED so that it has four corners showing. This makes it stick out of a stack. Therefore *all* non urgent reports must NOT BE FOLDED but sent flat.

, When passed through the Office of LRH basket the Department of Inspection and Reports receiving a DANGER OR URGENT REPORT can then alert the proper seniors at the earliest possible moment.

Such a report should contain full details of the occurrence or requirement and why it is dangerous or urgent.

Further, the seniors of a division can contact the Department of Inspection and Reports for data on these Daily Reports if they wish after the end of the day.

**DUTY WATCH**

In a large org there must be a watch on duty in the org after hours and weekends to care for the Office of LRH, the Comm Department, Inspection and Reports and Security. This watch will have the phone numbers and addresses of key personnel so they can be called in case of urgency or dangerous matters.

## OIC

Some of the OIC data is acquired by Inspection and Reports solely from these daily reports.

Other sources of data give the balance of the OIC reports.

The reports are tabulated by the Dept of Inspection and Reports on receipt and unless dangerous or urgent are forwarded in vertically folded packets in an envelope before the following work day (or in the morning in a small org) to the Secretaries of Divisions.

The Secretary then, that day routes them in different envelopes to each Director of that Division. The Director EACH WEEK ON MONDAY separates them in a stapled sheaf for each staff member *for the week past* and sends them to Accts.

Thus a *cross folded Daily Report* showing 4 corners is Urgent in handling and is reported to the key personnel of that area of the org by Inspection and Reports as soon as received from the staff member.

A *flat, unfolded Daily Report* is routine and is simply forwarded to Inspection and Reports.

A *vertically folded packet of Daily Reports* in an envelope goes to the Secretary marked on the envelope.

A *vertically folded packet* in an envelope goes to the Director of Department that is marked on the envelope.

A *stapled packet WEEKLY* is sent by the Director to Accounts in an envelope marked "Accts".

Thus one sheet of paper of the colour of the Division, by folding, enveloping and packeting in various ways is easily routed in the comm centre through several relay points without being mistaken for what it is.

## THE ORG'S FLASH SIGNAL SYSTEM

This is the flash signal system of the org. Large or small, any org is then proofed against unreasonable delay in knowing about a dangerous or urgent situation.

Also, Inspection and Reports can keep the Office of LRH informed about work in progress.

## LEGIBLE REPORTS

The LRH Communicator can telex LRH concerning any matter of interest and be informed of things to answer LRH questions about the org or staff members and matters of great urgency can be known in minutes at Saint Hill after the day's work.

The staff member making out the report should be careful to write legibly as an unreadable report is classed as a no-report.

Care should be taken to give enough details of any occurrence to prevent shock and mystery because of misinterpreted or omitted data when reporting a dangerous or urgent situation. Lack of data can seriously upset a senior when he or she is told something dangerous or in urgent need of attention has occurred and secretaries or directors often retaliate because of this fact alone.

If it is dangerous, say enough about it and give any solution.

If it is routine, be very brief.

## VERBAL REPORTS

Verbal reports should not be considered a report. *In Scientology orgs, if it isn't written it isn't true.* NEVER ACCEPT A VERBAL ORDER.

Even when one has reported verbally, one must still at day's end, do a daily report.

If one fails to make out a report it is a "no-report" situation and may be investigated.

If one reports falsely it can become a subject for investigation and discipline.

One is protected if one reports truthfully and invariably.

A dangerous or urgent situation must be reported the moment it is known to a staff member to his immediate superior. The staff member must also at the end of the day put it in his or her daily report to LRH.

If one omits to do so, one can be accused of "no-report" even if one files a report.

But when one has already reported something to a senior, one must say in his daily report "Reported to -- at - (time)." Otherwise Inspection and Reports will be alerting somebody at midnight who already knows about it.

#### MATERIALS PROVIDED

The Dept of Comm should provide various coloured despatch paper and chained down pens in a place that won't block traffic, for the use of staff not commonly provided with materials.

But the lack of materials does not excuse not putting in a daily report.

#### . ILLITERACY

If a staff member cannot write, he or she should persuade another to do it, yet the staff member must still sign with an "X" after his printed name.

#### FINAL DISPOSITION

Daily Reports go finally (from Directors) to the Accounts Division each week as evidence for payroll.

It is very important that the Director's Office or the Director packet these daily reports for the consecutive days of the week just past by staff member, meaning the full week's reports of one staff member are in one stapled sheaf, made up by the Director or his office.

It is also very important that the Secretary's Office include the Secretary's own daily report (when it is returned from Insp & Rpts) in with the other staff members' when sending to Accounts.

Accounts receives these weekly packeted reports (one for each staff member) and files each in the proper Division-file in the staff member's own accounts personnel folder.

These reports are evidence of a staff member's work, that work was done, that it was reported to LRH and that the staff member should be paid.

If Accounts finds reports missing in one of their folders or in the packet as received, the whole Accounts file of that staff member is forwarded to the Department of Inspection and Reports.

This Department investigates the matter and if anything is amiss, appends a full report to the local Office of LRH. Meanwhile the staff member's pay is "in dispute" until the local Office of LRH makes a finding and sends the folder back to Accounts.

AT THE END OF EACH MONTH ACCOUNTS SENDS ALL THEIR OLD DAILY REPORTS TO LRH AT SAINT HILL BY SURFACE FOR USE IN MAKING ANY APPOINTMENTS IN THAT ORG. (Staff status and recommendations are also used for data for appointments.)

When pulling a folder and forwarding it Accounts must put a gold dummy folder in its place until it is returned to Accounts at which time the gold dummy is removed.

Therefore it is important that when a staff member goes on vacation or a leave of absence a chit be obtained from the local Office of LRH by the Secretary of the Division and that the datum of absence and the chit be sent from the Secretary's Office to Accounts.

Also, staff members absent for other reasons including sickness must be reported by their Divisional Secretary to the local Office of LRH which then forwards it to Accounts.

This means that Directors who have missing personnel must report it to the Secretary of their Division and that all leaves of absence and vacations must be approved by the Divisional Secretary of that Division and that the Secretary must obtain the final permission from the local Office of LRH which then sends it to Accounts.

If a Secretary does not receive a report of permission refused from the Office of LRH, the Secretary considers it granted or condoned.

The line in all such matters relating to absence is staff member (or the reporting executive in the staff member's absence) via any immediate senior or seniors via the Department Director via the Secretary via the Office of LRH to Accounts Personnel Files and no other routing may be used for reports of sickness, absence for other reasons, leaves of absence and vacations, None has a right to pass on these but the Office of LRH Personnel Authorities Section.

In all such matters the Office of LRH acts through Investigation and Reports so if an investigation of missing LRH Daily Reports is being carried out, the matter is known to the Office of LRH as well as Inspection and Reports.

The Field Staff Member is exempt from this system. He or she should, however, write a weekly report to LRH in the nearest org stressing particularly any co-operation or new policy needed, and giving full data on successes they have had and anything that went wrong.

The Office of LRH sends these to the Distribution Secretary in the local org. The Distribution Secretary returns them to the Office of LRH within one week of receiving them and the LRH Communicator forwards them surface mail to Saint Hill unless instructed to send them by air for the next month.

These reports are not acknowledged in any way except the commissions paid Field Staff Members and by materials written for them.

### STUDENT REPORTS

The regular weekly student report to LRH is sent directly to the local LRH basket in Comm, Centre, are passed to the Technical Secretary and within one week are given back to the Office of LRH and sent on to Saint Hill where they are reviewed in the Office of LRH.

The reports at Saint Hill are then *filed* via Address in CF.

THE STUDENT'S HOME ADDRESS AND ORG LOCATION *must* be on every Academy Student's report. The student should not ask questions as this is a report.

There is no direct acknowledgement. However, an *Auditor is* then sent the student and this serves as the acknowledgement.

This report is ALSO REQUIRED FROM STUDENTS ON THE SAINT HILL COURSE.

### PRECLEAR REPORTS

Every HGC preclear, after the last session on Friday or the last session of his auditing in the week, regardless of staff, professional, or public, must be required by his or her auditor to write a brief report of his or her auditing "To Ron". The preclear must be informed that this is a *report* and not to ask any questions on it but ask these of the auditor or technical executives.

- (a) This report consists of the name and home address of the pc
- (b) The number of hours received
- (c) Any comment on the auditing
- (d) Anything they didn't like

- (e) Anything they did like
- (f) Any suggestions to improve things

- (g) Anybody they would like to praise
- (h) Their future plans for processing
- (i) Any plans for training and
- (j) Grade being run.

This report is placed in the LRH Comm Centre basket by the pc who is escorted there by the auditor. It must not be picked up by the auditor or Tech Executives and put in.

The basket is routinely emptied by the LRH Communicator and the reports are handled exactly like field staff member and student reports except that they are passed to the Technical Secretary in the local org by the LRH Communicator and must be passed back within a week to the Office of LRH.

The reports are then shipped surface mail' to Saint Hill where they are received in the Saint Hill Office of LRH for Review.

They are then filed via Address in CF.

### CANCELLATION BY LOCAL SECRETARIES

If local Secretaries do not wish to view the reports, which are passed to them only as a courtesy, the LRH Communicator should send the reports directly on to Saint Hill but must stamp each packet not so passed "Not locally reviewed".

The Secretaries in local orgs have other channels of information and all the addresses are locally on file. They may also be heavily trafficked and nothing less will be thought of them if they do not wish local review. However such Secretaries must so state in writing to the LRH Communicator who then sends all such reports from then on to Saint Hill.

At Saint Hill all such reports are reviewed for process and policy refinement. New policies and processes may only be released by Saint Hill, never locally and any under review for refinement are still in force until cancelled.

### IMPORTANT DATA

What *happens* to the Daily Report is not of vast interest to the staff member.

But these data about an LRH Daily Report are of GREAT IMPORTANCE.

1. Every staff member must make one out at the *end* of his day's work.
2. The To LRH Daily Report MUST be folded so as to show four corners if it contains dangerous or urgent material and all the facts must be written down if so and whether it has *already* been reported to seniors or if not so reported.
3. The LRH Daily Report must be placed in the Department of Inspection and Reports basket in the Comm Centre.
4. Accounts must have one for each day of the *preceding* week in order to pay the staff member. (The one you file will get to Accounts if filed.)
5. Illegible reports are "no reports".
6. False reports are actionable by the org's Codes of Ethics.
7. The LRH Daily Report is *not* a substitute for reporting dangerous or urgent matters to one's own superior.
8. That taking somebody else's Daily Report off the Comm Lines will cost that person pay.
9. That the report is not returned to the staff member but is acknowledged by pay.
10. That the report must NOT be addressed to anyone else but LRH and must NOT first be placed in any other basket (even in a small org) than LRH's personal basket which is *always* the top left hand basket in a Comm Centre. If anyone tells you to do otherwise, go outside the org and airmail LRH at once giving LRH your return home address. It is very important that the To LRH Daily Report is done correctly, routed correctly to LRH and reported from outside the org to LRH if the routing is not being done in this way in your org.

11. That the Office of LRH is actually the direct source of a staff member's pay and is therefore entitled to know what the staff member did that day, so that it can be known and appreciated.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JULY AD 15

Rernimeo  
ALL HATS

Correction to **"TO LRH DAILY REPORTS"**  
**HCO Policy Letter of 14 April AD 15**

Number 3 under *Important Data* on page 595 of the HCO Policy Letter of 14 April AD 15, entitled "To *LRH Daily Reports*" should be changed to read:

3. Place the LRH Daily Report in the LRH Daily Report basket in the Comm Centre. The LRH Communicator will shift them to the Dept of Inspection and Reports basket. A special LRH Daily Report basket can be placed under the LRH basket in the Comm Centre so as to avoid entangling despatches with the LRH Daily Reports.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 4 SEPTEMBER 1965

Gen Non-Rernitneo

**LRH DAILY REPORTS  
CANCELLED**

The HCO Policy Letter of 14 April AD 15, Issue III, entitled "To LRH Daily Reports" is cancelled.

A Secretarial Weekly Divisional Personnel Report is being made up by the HCO Exec Sec Saint Hill and will be utilized.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 17 SEPTEMBER 1965

Gen Non Remimeo  
sthil

**EXECUTIVE LETTER UNIT**

**The LRH Communicator** is to set up as part of his own staff where volume warrants it, an Executive Letter Unit.

This unit consists of a knowledgeable person who can answer SO #1 type mail, casual org mail and the public letters received by the HCO Exec Sec and Org Exec Sec.

Such mail is deleted from the lines before reaching the above mentioned personnel, is answered by the person in charge of the unit without referral to the persons to whom it is addressed *or any other* person in the org except necessary queries to Dead Files to see what the status is and the like.

The person in charge of the unit is made familiar with general and current policies and conditions and thus answers the mail without further despatch.

This type of mail is then typed and forwarded to the executive to whom it was addressed for signature or any change or signature and footnote and is then mailed.

The practice of sending SO # Is. and the like around to various persons for their pencilled answers is forbidden. The answers are done by the person in charge of the unit.

In very small orgs this is done in its entirety by the LRH Communicator.

Note that there are several such general lines such as SO #I and that such mail is not addressed solely to me but to other persons in the Executive Division.

The Executive Letter Unit may also extend into a typing pool for Executives in the Executive Division only until. secretarial help exists in their offices but if this is done a typist must be furnished for that purpose and it may not be done by the LRH Communicator.

The full intent of this unit is to take the following types of letters off the lines of Executive Division personnel *before* they reach the executive, answer them independently of any advice or help as to text and get them signed by the executive and mailed.

1. SO #I (LRH public letters).
2. "Org SO #I" origins by org personnel not on official business.
3. Executive Public Letters being sent by the public to executives in the Executive Division.
4. Thank you notes.
5. Any chatty, social or personal type mail not essential to the conduct of the post.

The general policy regarding such mail is "Give them what they want and keep them happy." Another is "Never validate or seem to approve of technical 'discoveries' -just say okay fine in a non-committal way or you'll get odd ball application going somewhere with your seeming authority." Another is "No Dead File type mail (carping, critical) must ever go on to an Executive but is simply Dead Filed."

The purpose of the unit is "to unburden executive lines so that the executive can plan, direct and get free of his desk and so get about in the org".

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(Note: The full policies on handling of S0#1 letters will be found in the hats of the LRH Communicator and other Posts to which they apply. I

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 DECEMBER 1965

Gen Non-Remimeo  
LRH Communicator

**LRH COMMUNICATOR**

The purpose of the LRH Communicator is:

**TO FORWARD THE COMMUNICATIONS AND ORDERS OF LRH AND TO MAKE CERTAIN THAT HIS ORDERS, DESPATCHES, DIRECTIVES, POLICY LETTERS AND SECRETARIALS ARE ISSUED AND COMPLIED WITH AND THAT ACKNOWLEDGEMENT IS RETURNED TO LRH CONCERNING THEM IN DUE COURSE.**

The LRH Communicator keeps a Project Board. Every project or order or directive or See Ed issued is noted on this Board; by routine and regular inspection personally and by despatch the LRH Communicator sees to it that each and every order and project is eventually complied with or acknowledged.

The formula of communication applies on this post as its title would indicate and all other duties are secondary to this primary function: to complete the communication cycle originated by LRH.

It is not enough for an LRH Communicator to simply forward despatches to LRH or take LRH's despatches away or keep files thereof. Such actions are only a part of the function as above.

The LRH Communicator keeps the Office of LRH properties inventoried, safe and in good condition and safeguards the premises of the Office.

The personal possessions of LRH are regularly inventoried and any discrepancies, breakages or damages are accounted for, and lists thereof are filed with the Inventory Officer of the organisation. By definition property means furniture, fittings, personal effects and files and papers which are the personal property of LRH, an individual, or LRH an official of the organisation.

In small organisations, the HCO Area Secretary is also the LRH Communicator and has all of the above duties. As the organisation begins to expand, an LRH Communicator must be appointed to fulfil these functions.

There are other administrative duties and the duties of a staff member in addition to the above, but they are secondary to the primary consideration and purpose of the LRH Communicator.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1966  
Issue IV

Gen Non-Remimeo  
LRH Comm Hat

*OFFICE OF LRH*

**SEC EDS AND HCO EXEC LTRS**

The LRH Communicator is responsible for seeing that See Eds and Exec Ltrs requiring action by an org are executed and acknowledged.

The order is this:

1. Int Exec Div LRH Comm: Enter the See Ed or Exec Ltr on the WW Project Board, with area designation (Int, WW or an org-Int is every org, WW is Int Exec Div SH only, an org is by area name).
2. Area LRH Communicator: Enter each See Ed or Exec Ltr applying to the org on the Area Project Board.
3. Call the attention of the area persons who will execute it to the See Ed.
4. Put it on the Org Time Machine (Int Exec Div Time Machine is used by Int Exec Div LRH Comm).
5. Occasionally query in it to the person or persons responsible.
6. If there is a delay, info LRH Comm WW on it.
7. When executed, relay fact on to LRH via LRH Comm WW.
8. Locally file papers on it in the LRH Comm Completed Project F.

It is important if the See Ed or Exec Ltr name no specific person that the Area LRH Communicator consult the Exec Sees in charge of the probable division to get it specifically assigned to a person or persons who will be responsible for doing it. If *no person is* designated then the LRH Communicator must assign it to a person in the org off his or her own bat, right or wrong. Any person to which a project is assigned is noted on the Area Project Board.

See Eds and Exec Ltrs containing projects require doingness. They must be *done* by someone.

When they are not done, but only discussed, then the whole line balls up. The LRH Comm wants them *done* not discussed.

**POLICY LTRS**

Pol Ltrs are not put on the Project Board. They are routine in the org.

A Pol Ltr overlooked can become a Project such as "Project Get In Pol Ltr 22 Nov 65". These are called into play by See Eds when overlooked by an org.

The LRH Communicator can assign projects based on Pol Ltrs. This becomes a local project. To do this the LRH Comm consults with the Exec Sees first. If they agree it becomes a local project and goes on the project board. If thrown off or forbidden, get authority from LRH at Saint Hill who will order the Pol Ltr in by See Ed and it becomes a project.

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HCO POLICY LETTER OF 19 JANUARY 1966  
Issue II

Remimeo

Staff Hats

**LRH COMMUNICATOR ORDERS**

The only orders an LRH Communicator may issue to other than his own division staff are those exact orders found in SEC EDs or from the Executive Director. These are always on channels in accordance with the org board and with no by-pass. He always informs a senior before he questions that person's junior.

EXCEPTION

When a unit, Section, Department, Division or the Org is in Danger Con , dition and the LRH Communicator lacks specific orders for it he may issue his own orders from Policy. Then the orders are issued only to handle the condition and if the LRH Communicator does have to operate on a by-pass with his own orders to get compliance and handle the Condition, he or she must follow then the Danger Condition formula exactly as the assigning executive.

The primary function of the LRH Communicator is getting acknowledgements for SEC EDs issued or getting the Executive Director's orders and policy issued and reporting to LRH. He does not often issue orders and when he does they are covered by policy as above.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 JANUARY 1966

Remimeo  
LRH Comm Hat  
Exec See Hats  
Secretary Hats

*Dept 21*  
*Div I*  
*Ethics*  
*AdCouncils*

**LRH COMMUNICATOR AREA  
REPORTS TO WW**

Anyone proposing the assignment of a Danger Condition to a section, department, division or org which has a high and rising statistic must be reported by the LRH Communicator Area to the LRH Communicator WW by fastest available means.

Proposing or assigning an Emergency Condition to an Affluence statistic is also so reported.

The actual assignment of a Danger or Emergency Condition to a good and rising statistic is prohibited. The LRH Communicator Area as Keeper of the Seals and Signature may not authorize the issue of such a directive. and must cancel one if it is issued and must report the matter to the LRH Communicator WW promptly.

A "statistic" means the relative rise or fall of a quantity compared to an earlier moment in time. If a section moved ten tons last week and 12 tons this week, the statistic is rising. If a section moved ten tons last week and only eight tons this week the statistic is falling. Statistics must be graphed weekly by OIC and furnished the AdCouncil Area.

A suppressive society comes down hard on rising statistics. Income tax is only one example among many-the more one earns the harder he is taxed. In short, when your statistic goes up the government stamps down. This is a sure way to bring a society or

organization to ruin. A person with suppressive tendencies can always ~e detected by the fact that he or she stamps only on rising statistics and ignores down statistics.

If Tech completions rise and it is proposed by someone that the Tech Sec be reprimanded *for any reason*, that suggestion shows a dissatisfaction with a successful Tech Division.

Similarly, Ethics hearings proposed on persons whose section, department or division has a nice rising statistic must be reported by the LRH Communicator Area to the LRH Communicator WW.

Also a number of Ethics Chits being filed on a section, department or division *or its personnel* while it has rising statistics, should be clamped down on and investigated by HCO and if it is not, the LRH Communicator Area must report the fact to the LRH Communicator WW.

#### THE SECOND DANGER CONDITION

Exception = If a senior executive to that portion of the org which is being assigned a Danger Condition has by his or her own efforts alone raised their statistic *after* a Danger Condition was assigned on the previous low statistic and if the senior executive still gets no help in keeping the statistic up, then a new Danger Condition may be assigned. This exception occurs only when a Danger Condition has been assigned and relaxed within the past 90 days.

Example: HCO Exec Sec Area gets letter count up by working heavily with letter registrars and so assigns a Danger Condition to the Dissem Division. The Danger Condition formula is followed. After a few days or weeks the HCO Exec Sec Area still has to work with the letter registrars to keep the statistic up. Although the statistic is up, the continued labour of the HCO Exec Sec to keep it up makes a *second* Danger Condition assignable. This does not have to be reported to WW. But notice it is a *second* assignment to the same portion of the org within 90 days.

#### ADDITIONAL REPORTS

The LRH Communicator Area must also report to the LRH Communicator WW the following:

- I Obstructions to assigning, graphing and reporting statistics for sections, departments or divisions, giving the name of the person obstructing or not complying.
- 1 Failure of Secretaries to take Ethics actions on consistent down statistics in their divisions.
3. Failure of HCO to order investigations and hearings on portions of the org with prolonged down statistics.
4. Obstructions of reports to the International Executive Division.
5. Any order issued to inhibit reports to the International Executive Division.
6. The use of rumours or opinions to assign conditions rather than statistics.
7. And the most important, as above, proposals or assignments of a Danger Condition to staff members or portions of the org with rising statistics.

#### LRH COMM WW ACTION

On receipt of a report of an effort to assign a Danger Condition to a risifig statistic or a report of any of the above (7) actions, the LRH Communicator WW informs the Executive Director Worldwide who at once directs the matter to the AdCouncil Worldwide for investigation and any action.

In the absence of the Exec Dir WW the LRH Comm WW refers the matter directly to the AdCouncil WW for their next meeting.

The investigation by the AdCouncil WW may take any form and can be very brief



if the **LRH Communicator** Area includes evidence with his report such as a despatch in the person's handwriting or witnessed statements. These would be deemed sufficient to prove the case.

If the person who did any one of the (7) listed things above was a Secretary, the AdCouncil WW should order the AdCouncil Area to convene a Comm Ev at once on that Secretary or take other suitable action.

If the person who did any of the (7) above was an Executive Secretary the AdCouncil WW directs a higher org to convene a Comm Ev, or calls the person to Saint Hill for a Comm Ev or simply orders the person to the org's own Review Department for executive training meanwhile their duties being taken over by a deputy and the person not to act in the post until specifically reassigned to it by the AdCouncil WW.

The same actions may be taken by an AdCouncil Area on a Secretary.

A Secretary may order any of these actions on a subordinate executive doing any of the (7) listed above in his or her division but not retaining the person on payroll meanwhile. The more common action below Secretary would be an Ethics Hearing and demotion or transfer.

### **LRH COMMUNICATOR OMISSION**

**Any LRH Communicator** failing to report as above must be removed from post by the LRH Communicator WW on the omission being proven.

### **SUMMARY**

We have here the major fault of any organization or government-it promotes to power persons who then suppress anyone with a rising statistic.

If we pay close attention to this phenomenon our orgs will grow. If we grow careless, and start permitting Ethics actions to be aimed at persons in portions of an org which have rising statistics then we will shrink in size.

- A. Reward rising statistics.
- B. Stamp on failing statistics.
- C. Stamp on those who seek to prevent rising statistics.
- D. Bring to view those who do riot act in the presence of falling statistics.

That's all there is to guiding an expansion.

So we must:

- 1 . Have statistics
2. Follow only graphed statistics, not rumours or guesses
3. Prevent rising statistics from being squashed
4. Remove those who find down statistics satisfactory.

We don't have all that time to fool about.

So let's use this key to opening the door to a better world. And cure the only real thing wrong with any organization anywhere.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1966

Gen Non Remimeo  
LRH Comm Hat  
Exec Sers

Office of LRH

**LRH COMM LOG**

(Effective Date 15 April 1966)

All See Eds, HCO Pol Ltrs, HCO Exec Ltrs and despatches requiring either acknowledgement **Of** compliance or both will hereinafter be logged by the LRH Communicator in every org.

The logging is done on receipt of the See Ed, HCO Pol Ltr, HCO Exec Ltr or despatch and before mimeo or duplication or issue.

The log has two sections, local and WW. When Continental Exec Divisions exist there will be added a Continental section to the log. When Zone and Sub-Zonal Exec Divs exist they will have sections.

In all but the WW Log there are additional columns after each logged entry for ack and for check-up and for compliance.

A log entry is made in this order all on one line:

Date Received  
Identity of Item (See Ed, Pol Ltr, etc)  
Source of Item (LRH, Guardian, AdCouncil, etc)  
Date of Item  
Shortened Name of Item  
Aked  
Date of Ack  
Check-up  
Date of Check-up  
Compliance and/or Report  
Informed AdCouncil  
Informed LRH/or Guardian

The inaster LRH Comm log at WW is the same except that it requires several narrow lines following the item to enter into the columns receipts, with date, of acks and reports and/or compliance from the several orgs. A Continental log would also have this with the actual formation of Cont'l Exec Divs, the rule being that an Exec Div with junior orgs must have space to report their acks, reports and/or compliances. The despatch designation of the junior org is used in each case and space for the date of the actions must exist.

Any common day ledger may be used. The emphasis is on completeness and legibility not on neatness.

The thing to watch is to log the moment the item or report is received. Never back-log and catch up on Sundays. The entries are made when one does his mail or in-basket. Therefore the log must be right on the LRH Comm desk.

Approvals of See Eds or whatever are also logged.

Anything from LRH personally or the Guardian is written with a green ballpoint at least in the early identity column. All others are in blue ballpoint.

This log supersedes the LRH Comm Project Board.

The simplest way to divide a log is to tab its sections with an index marker.

Logs are dated on their covers, with their identity- 10 April to 15 August 1966, LRH Communicator's Log, (Name) Executive Division.

The log carries all Guardian See Eds and traffic as well as Executive Director.

Every See Ed issued is logged in this log and logged at the time it is received from LRH or the Guardian or is approved for the AdCouncil by the LRH Comm.

The log is open to the Exec Director, the Guardian and Executive Secretaries but may not be removed from the LRH Comm's desk by anyone.

Analysis of items may be done by the LRH Comm showing who is not answering up at monthly intervals and furnished the Office of the Guardian or Executive Secretaries.

The LRH Comm should have a "nudge form" mimeoed off as follows on a half sheet:

OFFICE OF LRH  
Exec Div and Place Name

NUDGE FORM

Date

To:  
From: The LRH Communicator (Place)

I have not received your ack, report, compliance for:

Identity Date

HCO Pol Ltr  
See Ed  
Exec Ltr  
Written order And am waiting for it.  
LRH Communicator (Place)

This he fills in, initials and sends and marks the fact that he has done so IN RED BALLPOINT IN THE LOG WITH A TINY DATE IN THE APPROPRIATE COLUMN,

He doesn't then send another for the next column action. He keeps on nudging on the same first missing one so that several nudges can be sent and it becomes visible in the log that so and so is not answering up.

When one can't "clean the log" of an item, one turns it over to the Dept of I & R via the AdCouncil and HCO Exec See with this mimeo form on a half sheet:

OFFICE OF LRH  
Exec Div and Place Name  
INVESTIGATION AND ACTION REQUEST

Date

Via: Advisory Council (*Place Name in Full*) <- (arrow)  
(an AdCouncil WW goes in 1st place in WW form)

HCO Area See

To: Director of Inspection and Reports  
And Ethics as needful.

From: The LRH Communicator (Place)

Dear Director,

I regretfully advise you that I have tried without success to obtain a (action) from

on HCO Pol Ltr  
See Ed  
Written Order

and must request you to look into the matter and report your findings and actions to the Office of LRH.

LRH Communicator (Place)



The forms are **Of** course properly initialled and filled in. A space can be left on such forms for comment.

When one sends **this HE PLACES A CIRCLE IN RED AROUND THE NUDGE DATES.**

When he has his report and action from the Dir of I & R the LRH Communicator puts a red X on the circle to show the action has been closed.

If however he is not satisfied with the Dir I & R action or if it is inconclusive to his way of thinking or if Dir I & R does not answer at all, the LRH Comm puts only the right to left bar of the cross on the circle and fills out the following long form with copies for each address and I for Org Pers File for the Place, and I for each Exec person's Org Pers File:

WW Form  
OFFICE OF LRH  
International Executive Division  
World Wide  
(big letters) NON COMPLIANCE REPORT  
Date

To: The Guardian WW  
The Advisory Council WW  
The Advisory Council (Org Concerned  
From: The LRH Communicator WW  
Report on (Place Name) Division

Other Org Form  
OFFICE OF LRH  
Exec Div and Place Name  
Date

To: The LRH Communicator WW  
Office of LRH WW  
The Advisory Council (Place Name)  
The HCO Area Secretary (Place Name)

Info The  
Report on Division Secretary  
Division

Text for both headings:

In accordance with my LRH Communicator log and in carrying out my responsibilities for acknowledgements and compliances of orders I regret to report that:

(circle and fill out)

HCO Pol Ltr of - (name)  
Sec Ed - (name)  
Exec Ltr (name)  
Written Order from (name) to  
date

and which concerns:  
(brief description)  
(space)

has not been Acked  
Reported  
Complied with

despite nudges since (date)  
and a request to the Dir of I & R of (date).

And may I mention at the request of LRH that it is often repeated in policy that burdens upon LRH and the Guardian and the overwork of senior executives and threats to the welfare of Scientology and orgs and their staffs begin with and have always been predicted by non-compliance.



**The activity I am reporting has (number)** of non-acks, (number)  
of non-reports, and (number) - of **non-compliances**  
**in the last sixty days according to my log.**

I am sending a copy of this to be placed in the Org Personnel File of each Executive responsible in that activity.

LRH Communicator (Place)

All these forms are on white paper. The first two (Nudge and Investigation) are half sheets and are in blue ink. The Non-Compliance report is on a whole sheet, looks legal like a court paper, may be printed or photo lithoed and is in black ink with "Non-Compliance Report" huge across the page.

The entire basis of this system is the observation over the years that failure to ack and answer up and report on orders and non-compliance with orders has been the worst spot in our administration. Examination of emergencies and even catastrophes clearly shows that they each one began with non-compliance with orders. An executive had foreseen and had tried but no compliance had resulted.

It is pertinent that with statistics as a guide things do get ordered in order to handle the downs but that a down area is least likely to ack or report or comply. Therefore it is obvious that down areas are fundamentally non-compliance areas.

A non-ack or a non-report is a non-compliance in our book as they're not complying.

The LRH Comm log does not change or relieve any other action or duty or change anything anywhere else in the org. It does not supersede the Time Machine or 01C.

Now there is one major point. An LRH Communicator exists to complete LRH's Comm cycles. An urgent matter's *ack* is vital as well as its final compliance. It is LRH (or the Guardian) or the AdCouncil whose comm it is. So it is NOT enough for the LRH Comm to know it. The Ack, on vital matters, and certainly the compliance must be reported to the originator *or the originator will begin to take further and sometimes confusing action* which arises from the lack of Ack and compliance reports.

Therefore on each of these there are two more forms.

First is the Ack form for urgent Sec Eds or orders. This is a half sheet form on white, airmail weight in outer orgs, blue ink:

For Int Exec Div use:

OFFICE OF LRH  
Exec Div and Place Name  
ACKNOWLEDGEMENT

Date

To: LRH, The Guardian, AdCouncil WW

From: LRH Comm WW

Regarding:	HCO Pol Ltr (date)	Subject
	HCO Exec Ltr (date)	Subject
	Sec Ed (date)	Subject
	Written Order (date)	Subject

The order you originated has been received and was acknowledged by:

but was not acked 30 days after issue by

LRH Communicator (Place Name)

The same form is used by Area LRH Comms to WW and is headed:

OFFICE OF LRH  
Exec Div and Place Name

ACKNOWLEDGEMENT

Date

circle one

To: LRH, The Guardian, AdCouncil WW

Via: LRH Communicator WW

The same form for local (inside the org use) is headed:

DESPATCH circle one To: Assistant Guardian, AdCouncil  
From: The LRH Communicator (Place)

The same form, changed only as headed:

COMPLIANCE REPORT is used.

Now you may think that's a lot of forms but actually they exist just to save the LRH Comm writer's cramp and make his log work easy.

Mimeo has authority to run these off and Dir Pubs authority to print or photo litho the Non-Compliance Report.

We might ask where progress reports fit in. They fit under "Reports". But don't call anything complied with that is only reported in progress. I care nothing for progress reports really. I only want to know if (1) was it received (2) was it *done* completely. Hang fifty despatches saying, "We sent out for estimates--".

Yo u will note no LRH Comm File is provided to go with the log. None is needed because of the system.

So get a log, keep packs of forms handy and keep it up to date and use forms to advise and all will be well.

When the volume gets too heavy, get a log clerk. But use the log. It will tell all we want to know about what's happening.

It's interesting that people seldom ack a Pol Ltr and it will come as a shock to some that they should.

THE GUARDIAN OR AN ADCOUNCIL OR THE LRH COMMUNICATOR OR A SECRETARY CAN REACTIVATE ANY POLICY LETTER OR SECTION THEREOF BY ISSUING A SEC ED REQUIRING COMPLIANCE AND THE SEC ED CAN BE LOGGED. You are not always dealing in a log with new orders.

Before retiring a log the LRH Comin should summarise it or get it summarised and should give the numerical count of non-acks, non-reports and non-compliances per org to the Guardian whose Danger Branch will then be able to see what areas will be in trouble.

No log ought to run longer than 6 months. So use thin but big books and retire them either at the end of 6 months or when they're full, whichever comes first.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor. East Grinstead, Sussex

Remimeo  
Applies to  
LRHComms Exec Div HCO Div  
Secretaries

HCO POLICY LETTER OF 1 MAY 1966

**STATISTICS OF OFFICE OF LRH**

(Alters earlier Statistics assigned)

The gross Statistic of the Office of LRH is the number of releases and clears made in the org, declared and *paid*.

For this purpose the following points table is used:

Grade 0 to IV Release - I		
Grade V Release	-	5
Grade Va	-	2
Clear	-	20

The Area Office of LRH gross statistic is the number made, as per table value, in the Area org.

A Continental Office of LRH has as its gross statistic, the composite of all the Area Office of LRH gross statistics.

The Office of LRH World Wide has as its gross statistic the composite of all Area Offices of LRH gross statistics in the world.

**Guardian Gross Statistic**

The Guardian gross statistic is dual, the cash on hand and the bills owed, as given in the Guardian Policy Letter-HCO Policy Letter of 1 st March, 1966: The Guardian. It is expressed in each Area Org graph and on Continental Graphs.

**The LRH Communicator Statistic**

The LRH Communicator statistic, Area, Continental and Worldwide is dual:

1. The number of Releases and Clears, value as per above table, declared and *paid*.
2. ToW gross income.

In an Area these two statistics are graphed for the Area LRH Comm.

In a Continental Exec Div the composite of areas is graphed.

At Worldwide the composite of all Area orgs is used for the LRH Comm WW.

**Design & Planning**

The Design and Planning Branch of the Office of LRH has as its statistic, Area, Continental and Worldwide in the usual manner, all plotted in one graph.

1. Tech Space Available in square feet of floor space.
2. Admin Space Available in square feet of floor space.

### 3. The Tech Div Gross Div Statistic.

## **The Estate Branch**

The Gross Divisional statistic of the Estate Branch of the Office of LRH is:

1. Total useful space in square feet, building, available and clean.
2. Total grounds space in square feet in good appearance and care.
3. Total of all org bills owed.

These statistics are graphed by OIC and included in the general packets of statistics.

But once a month on the 1st Friday after the 1st of the month, OIC is to copy a set of the Office of LRH statistics of all orgs and Cent Exec Divs and WW and the LRH Comm WW is to give them to LRH for his personal review.

(This policy letter and replanning of statistics results from the failure to push through to completion Blocks I and 2 Lot 4, Saint Hill, which matter became the subject of a Comm Ev at Saint Hill, Advance Bookings indicating more space to be needed but the new structure delayed. This resulted in a transfer of the Estate Section SH back to the Office of LRH WW as it had twice failed to act when placed in the Third Division.

The Estate Section including Construction, Maintenance and Cleaning, is thereby transferred in all orgs, to the Office of LRH.)

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HCO POLICY LETTER OF 8 MAY 1966

Remimeo  
LRH Comm  
Exec Secs

LRH COMMUNICATOR,  
No Other Hats  
(Modifies earlier Policy)

Every Org must have an LRH Communicator.

The LRH Communicator may not wear additional hats outside Dept 2 1. The LRH Comm may no longer be the HCO Sec or the Division 7 Secretary.

The reason for this is that orgs begin with Source and expand from Source, Dept 2 1. If the lines are jammed at Source no expansion can occur.

Construction and Maintenance also belong at Source, Dept 21 for the same reason. An Org cannot expand without premises being provided, salvaged and cared for. But the LRH Comm may not personally engage in building or cleaning but may supervise them.

If the LRH Comm keeps his or her log and carefully sees that Bulletins, Policy Letters and See Eds are gotten in and tends to his other duties the org will expand.

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(Note: This Policy Letter was modified by HCO P/L 27 January 1970, Tech : *Admin Ratio and LRH Comm Assignment, Volume 1*, page 108, where the LRH Comm post could be held by the HCO Exec Sec or the HCO Area Sec. HCO P/L 8 May 1966 was restored by HCO P/L 9 July 1970, *LRH Comm-Single Hatting*, which said, "Any restriction on the appointment of a full-time single hatted LRH Comm for any reason whatever is cancelled.")

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MAY 1966

Remimeo

**ESTATE SECTION REVERTS TO OFFICE OF LRH**

(Adds to HCO Policy Letter of 1 March 1966 Issue 11)

The chart of the International Executive Division is changed by:

- I Putting Visio and Audio Aids under the LRH Personal Aide.
2. Removing Design and Planning from the Office of the HCO Exec See and placing the Design and Planning Officer in the Office of LRH under the LRH Communicator.
3. Removing the Estate Section from Div III Dept 9 and placing it with all its personnel under the Design and Planning Officer in the Office of LRH. There may also be an Officer of the Estate Section.

The chart for the Office of LRH, Int Exec Div therefore reads as follows:

Office of LRH

LRH Communicator

LRH Comm See

Exec Div Mimeo Unit  
Keeper of the Seals and Signature  
Policy Files  
See Ed Files

LRH Personal Aide Visio and Audio Aide

LRH Personal See  
LRH Personal Files  
LRH Personal Possessions  
LRH Personal Val Doe  
LRH Personal Finance  
LRH Transcription

LRH Comm Files  
Project File

Design & Planning Officer  
Officer of the Estate Section  
Estate Section

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HCO POLICY LETTER OF 18 JULY 1966

Remimeo

**OFFICE OF LRH**

**LRH Personal Office Organisation**

(Modifies HCO Pol Ltr I Mar 66  
"Executive Division Organisation"  
as it applies to LRH **Personal Office**.)

**Personal Office of LRH Chart**

LRH, Executive Director

LRH Communicator Branch

LRH Comm Sec Section

Exec Div Mimeo Section

Keeper of the Seals and Signature Section

LRH Comm Files Section

Policy Files Unit

Sec Ed Files Unit

LRH Comm Log Section

LRH Personal Sec Branch

LRH Personal Files Section LRH Clipping Unit LRH Personal Val Doe Unit LRH Personal Address Unit

LRH Personal Finance Section LRH Financial Records Unit LRH Tickets Unit

LRH Possessions Section LRH Insurance Unit

LRH Transcription Section

LRH Typing Unit

LRH Personal Appointments Section LRH Reception Unit

LRH Personal Aide Branch

LRH Audio Visual Aids Section

LRH Equipment Unit

Processing Sub-Unit

Cameras Sub-Unit

Tapes Sub-Unit

Recorders Sub-Unit

Supplies Sub-Unit

LRH Business Section LRH Real Property Unit LRR Personal Attorney Unit LRH Contract Unit LRH Travelling Unit

LRH Ethics Authority Section  
LRH Petitions Unit  
LRH Judge Advocate Unit

LRH Appearances Section  
LRH Stage Unit  
LRH Costume Unit  
LRH Lighting Unit

LRH Public Relations Section  
LRH Releases Unit  
LRH Press Unit  
LRH TV Unit  
LRH Radio Unit  
LRH Host Unit

LRH Ideas and Compilations Branch  
LRH Ideas Section

LRH Compilations Section  
Manuscript Unit  
Books Unit  
Magazines Unit  
Ad and Flyer Unit  
Articles Unit

LRH Typography Section  
LRH Proofreader

LRH Art Section

LRH Publications Liaison Section  
Publications Statistic Unit  
Sales Unit  
Stock Accounting Unit  
Royalty Unit  
Copyright and *Registered Mark* Unit

Estate Branch

Grounds Section

Construction Section  
Plans Unit  
Vehicles Unit  
Contract Unit

Maintenance Section

Livestock Section

Estate Admin Section  
Estate Purchasing Unit  
Estate Reception Unit  
Estate Clerical Unit  
Estate Files Sub-Unit  
Legal Liaison Unit  
Estate Communications Unit

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L. RON HUBBARD

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*[Amended by HCO P/L 21 Nov. '66, ideas and Compilations Branch TVW, Vol. 2-124, and  
modified by HCO P/L 16 Dec. '66, LRH Personal Office Organization, page 613. Cancelled by HCO  
P/L 22 Feb. '67, LRH Personal Office Organization, page 614.]*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 DECEMBER 1966

Remimeo

**OFFICE OF LRH**

**LRH PERSONAL OFFICE ORGANIZATION**  
(Modifies HCO Pol Ltr 18 July 1966)

The following revision is made in the Personal Office of L. Ron Hubbard:

1. Delete LRH Ideas and Compilations Branch. (This entire Branch is shifted to the Office of the HCO Exec See under the Divisional Organizer Dissem.)
2. *Add* the following to the pattern of the Personal Office of LRH:

LRH Personal Courses Branch

(LRH Personal Courses Supervisor)

Clearing Course Supervisor

Asst Clearing Course Supervisors Clearing Course Administrators

OT Course Supervisor

Asst OT Course Supervisors OT Course Administrators

3. There are now 5 Branches in the Personal Office of LRH:

LRH Comm Branch  
LRH Personal Aide Branch  
LRH Personal See Branch  
LRH Personal Courses Branch  
Estate Branch

David Ziff	Div 7 See WW
George Galpin	Qual See
Dalene Regenass	HCO Area See
George Galpin	AC SH (Chairman)
Otto Roos	Executive Council SH
Joan McNocher	
Ken Delderfield	LRH Comm SH
Betty James	AC WW (Chairman)
Fred Hare	Executive Council WW
Leon Steinberg	
Philip Quirino	LRH Comm WW

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Mary Sue Hubbard  
The Guardian WW  
for  
L. RON HUBBARD  
Founder

[Cancelled by HCO P/L 22 February 1967, *LRH Personal Office Organization*, page 614.1



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1967

Remirneo

**OFFICE OF LRH**

**LRH Personal Office Organisation**

Cancels HCO Pol Ltr of 18 July 1966 and  
HCO Pol Ltr of 16 Dec 1966 "Office of LRH"  
(Modifies HCO Pol Ltr 1 Mar 1966  
"Executive Division Organisation"  
as it applies to LRH Personal Office)

Personal Office of LRH Chart

LRH, Founder

*LRH Communicator Branch*

LRH Comm See Section Exec Div Mimeo Section Keeper of the Seals and Signature Section

LRH Comm Files Section  
Policy Files Unit  
See Ed Files Unit

LRH Comm Log Section

*LRH Personal See Branch*

LRH Personal Files Section LRH Clipping Unit LRH Personal Val Doc Unit LRH Personal Address Unit

LRH Personal Finance Section LRH Financial Records Unit LRH Tickets Unit

LRH Transcription Section  
LRH Typing Unit

LRH Personal Appointments Section LRH Reception Unit

*LRH Personal Aide Branch*

LRH Audio Visual Aids Section Processing Unit Cameras Unit Tapes Unit Recorders Unit Supplies Unit

LRH Business Section LRH Personal Attorney Unit

LRH Contract Unit  
LRH Travelling Unit

LRH Ethics Authority Section  
LRH Petitions Unit  
LRH Judge Advocate Unit

LRH Appearances Section  
LRH Stage Unit  
LRH Costume Unit  
LRH Lighting Unit

LRH Public Relations Section  
LRH Releases Unit  
LRH Press Unit  
LRH TV Unit  
LRH Radio Unit  
LRH Host Unit

*LRH Personal Courses Branch*  
(LRH Personal Courses Supervisor)

Clearing Course Supervisor

Asst Clearing Course Supervisors Clearing Course Administrators

OT Course Supervisor

Asst OT Course Supervisors OT Course Administrators

*LRH Property, Building and Plans Branch*

Estate Bureau

LRH Personal Property Section  
LRH Library Unit  
LRH Equipment Unit  
LRH Real Property Unit  
LRH Insurance Unit

Plans Section  
LRH Ship Plans Unit  
LRH Building Plans Unit  
LRH Long Range Programmes Unit  
LRH Personal Projects Sub-Unit

L. RON HUBBARD  
Founder

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[Amended by HCOP/L2 July 1968, *Office of LRH WW Reorganization*, page 622.)

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1967

Remimeo Applies to 7 Division Orgs

**LRH PROPERTY, BUILDING AND PLANS BRANCH**

As of this date a new branch, LRH Property, Building and Plans Branch, is to be formed in the Office of LRH, Dept 21. It replaces the Estate Branch which now becomes a section.

The purpose of this Branch is:

**TO TAKE OVER CONTROL OF ALL MY PERSONAL PROPERTY,  
CARS, JEWELRY, ETC. AS WELL AS MY INTEREST IN ORG  
PROPERTY AND MY PLANS FOR BUILDINGS.**

ESTATE BUREAU

The Estate Bureau is headed by an Estate Manager. In WW the Estate Manager is essentially a liaison post. The Estate Manager World Wide would keep an eye on all orgs and liaise with their Estate Managers to see that the buildings and grounds are kept up well and good in appearance and that they have a building.

He would also relay any Building plans from the Plans Section to the Estate Manager of the org concerned and would check to see if such plans are being followed.

The Estate Manager of local org is responsible for seeing the org has proper quarters and that the property is kept up well in its appearance. He is also responsible for the locating of or building of new premises as the org expands or needs new quarters and for seeing that full CSW is presented via Estate Manager World Wide when such changes are needed. Further he is responsible for the accurate following of all plans or programmes of the Estate Bureau.

The Estate Bureau WW supervises and local Estate Bureaus execute all plans and programmes sent to them via the Estate Manager WW from me.

PLANS SECTION

Photostats (or copies) of all drawings, sketches, plans, etc., together with any letters or notes written or approved by me must be kept in LRH Property, Building and Plans Branch-Plans Section.

These are the sort of things that get lost and have to be re-done by me all the time. So copies of *ALL* plans, drawings and sketches together with any notes or correspondence go to the LRH Property, Building and Plans Branch-Plans Section, as well as to their destinations and addresses. All of this sort of thing does. Like a copy of an ED on construction or care and upkeep of grounds and buildings I've done.

These scraps of sketches I do for people to do plans from are my greatest source of upset. They get lost, ignored and in our castles this alone cost us at least E50,000 wasted pounds and gave us bad work. So it's vital that we set up (and put the hat on) (and write the hat up for) such a Branch.

So all plans I've drawn or have approved are to be sent to LRH Property, Building and Plans Branch-Plans Section so that a copy can be made and retained. Then we can see if the plans are followed or goofed.

I do not have to run everything but when I am asked for solutions and do them I hate to have to do it all 2 or 3 times and still have it goofed. This Branch has been formed to correct this.

L. RON HUBBARD  
Founder

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 SEPTEMBER 1967

Remirneo  
Guardian  
Asst Guardians  
LRH Comms

*URGENT*

**GUARDIAN AND LRH COMM DIVISION OF DUTIES**

It is a primary duty of the Guardian and Assistant Guardians to get Policy followed and in such a way as to expand the org and not stop flows.

The LRH Comm has as a major duty getting action and compliance on *EDs* and Orders and Programmes.

It will be found by Guardian and Asst Guardians that where trouble occurs

- (a) Policy is out or
- (b) Doesn't exist or
- (c) Is being used to stop expansion or flows.

It will be found by the LRH Comm that where orgs or parts thereof begin to collapse, EDs and Orders are not being complied with or are falsely reported on, or the situation is unknown to seniors so no orders exist.

*Both* Guardian (and Assistants) and LRH Comms have in the past failed where they have failed because they do not use ETHICS and CONDITIONS to handle outnesses, non-compliance or false reports and try to handle things on a personal basis or by personalities instead of stats instead of using the full power of Ethics and Conditions to back them up.

The Guardian and Asst Guardians should call for Policy Outnesses in all Danger Conditions and all Policy Inness on Affluences reported.

The LRH Comm should come down with hearings on non-compliances and false reports and demand on false reports the removal of the offender from that post.

There is no halfway way to handle these two posts of Guardian-Asst Guardian and LRH Communicator.

Where no Asst Guardian exists the LRH Comm handles that post and where no LRH Comm or Asst Guardian exists the HCO See handles both and her own.

L. RON HUBBARD  
Founder

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[*Note: Cancelled* by HCO P/L 11 February 1971, Policy Knowledge Function, page 625.]

**HUBBARD COMMUNICATIONS OFFICE**

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 MAY 1968

(Cancels any portion of any ED  
or policy to the contrary.)

Remimeo

**LRH COMMS**

**FUNCTIONS**

The LRH Comm has the first and primary duty of "making Ron's postulates stick". All his admin and actions have to do with this.

ANY use of the LRH Comm by Executive Councils to enforce their orders or Eds is a post alteration changing the LRH Comm to Dept III I & R.

ECs have the HCO Area Sec and the Dir Inspection and Reports to enforce their Eds and orders.

The LRH Comm's office has seals and signatures and can pass an Ed only as "not against policy". The LRH Comm has no function of enforcing that Ed.

EC Eds are not entered in the LRH Comm Log but in a similar log in Dept of I & R.

The LRH Communicator handles the communications to and from *LRH* and gets compliance with LRH Eds and orders and (in the absence of an Asst Guardian) enforces Pol Ltrs.

This Pol Ltr should be entitled "What will be altered next?" Golly the name "LRH Communicator" sure means what it says. It doesn't say "EC Communicator".

So get the lines straight and get policy on this IN IN IN.

Violation of this Pol Ltr is a CRIME and any violation is to be Comm Eved on the charge of originating an effort to cut my lines.

The LRH COMM MAY NEVER AGAIN BE AN EC MEMBER but may be a Member of a Board of Directors.

L. RON HUBBARD

Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
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**HCO POLICY LETTER OF 31 MAY 1968**

(Modifies HCO Policy Letter of  
17 March 1966 'LRH Comm. Log')

Gen Non  
Remimec,  
LRF1 Comm Hat  
Communicators  
Hat  
Exec Secs

**LRH COMM LOG**

Policing and gaining rapid compliance for LRH is a vital function of an LRH Communicator. A Comm Log is used to keep track of orders issued and not yet complied with and to bring to light those persons or areas non-complying, or those falsely reporting compliance.

As it is failure to acknowledge and answer up and report on orders and non-compliance with orders or false reports that brings about emergencies and even catastrophies it is vital that it be known what orders are not being complied with and by whom.

An effective LRH Comin Log will rapidly indicate those orders not complied with and who is not complying as well as provide other useful data.

The LRH Comm Log described here has been designed to highlight areas of non-compliance and no report and to indicate false report so that they may be spotted early and remedied.

The log consists basically of two foolscap folders. One, the inactive log contains only those items attested to as having been completed, the other, the active log contains in chronological or number order only those items yet to be completed or complied with.

It is this second folder that an LRH Communicator uses most.

The folders may be simple manila folders, or more suitably two hole ring binders with large rings. Normally the active file would be a ring binder and the inactive one or more manila folders.

A copy of each item (LRH ED, telex, handwritten order, etc) is placed in the active log and has next to it a log sheet (described below) on which is written the relevant logging information.

The log sheets are mimeoed off on blue paper. One log sheet is used for each item being logged.

The logging is done upon receipt of the item, a copy of the item being filed in date order with its filled out log sheet facing. In the case of an LRH ED or HCO P/L or HCO Exec Ltr being received which is yet to be mimeoed the log sheet is made out and filed in the front of the folder while the original of the ED or Policy Letter goes to be mimeoed. When the mimeoed copy is received it is mated with the relevant log sheet and both are filed in chronological order. Thus any log sheets not yet mated with their mimeoed copies show up in the front of the active log as an indication of a slowdown on the mimeo issue line.

As each item is attested complied with by the person or persons to whom it is addressed it is transferred out of the active log into the inactive log. Thus it can be seen at a glance which orders are yet to be completed. If at any time it is necessary to re-log an item it is merely transferred with its log sheet from the inactive log to the active log.

With this method of logging the original orders are always to hand when checking on compliance or logging an ack, report or compliance and it can be easily seen what is being checked or reported on.

The log sheet contains the usual log information and has columns for entering the dates of queries acks and compliances. The post to whom the order is addressed is entered in the left hand column. Any posts often ordered or addressed can be included on the stencil before the log sheets are run off to save writing in each time. When that particular post is addressed an X can be placed in the second narrow column to indicate that the order was to that person or post. Additional persons or posts ordered can be filled in on the unused lines.

Compliance is checked upon by direct question. Nudging as per P/L 17 March '66 "LRH Comm Log" does not work well as Execs have to look up the item queried. Direct question *works*. Nudging does not work *at all*.

It is done simply by asking a direct question in such a way that the answer will clearly show whether or not the item (LRH ED, telex, handwritten despatch, etc) has been complied with, or if it actually is in motion and being complied with, whichever is applicable. Ask the question in such a way that the person does not have to look up the original order to be able to answer the question.

It can be as simple as a single question or as complete as a whole questionnaire covering each point of an ED, that requires compliance.

The query is made of the person or persons from whom compliance is expected. Such queries are always time machined. It will be found that querying compliance in this way will spark an executive into action where he has been non-complying, for in order to answer your question he either has to have done what was ordered or will have to report his non-compliance. Where each point of an ED is covered by a questionnaire it will also pick up any point missed by the executive. Ask the question in such a way that the reply can be brief and to the point. You are not after pages of reports, you want *compliance to the order*. The questions can be such that a simple "Yes" or "No" or very brief statement covers. *No report means non-compliance*.

Non-compliance is handled by standard Ethics actions taken immediately non-compliance is evident. An LRH Comm will fail where he fails to use the full power of Ethics to get compliance when non-compliance is evident.

False reports are detected by comparing the answers to the same or similar query from different persons. Where they differ there is a probable false report WHICH MUST ALWAYS BE FOLLOWED UP and the truth found out and the correct Ethics action taken on the false report.

False reports can also be detected by checking or querying if the expected result has occurred or is occurring. Where it is not then suspect false report. Example: Order was to restore all old names from old invoices to CF. Reported to be done. If on checking that magazines are being mailed to all of CF you discover that the number mailed is still only the same as before the order to restore all old names or has not increased by the expected amount then it is evident that a false report exists and this must be tracked down, and Ethics action taken on the false report.

The log at WW or at a Continental Org differs only in that the names of the orgs from whom action is required are entered in the left-hand column.

LRH COMMUNICATOR LOG (*place*)

*Received for Issue*

*Received as a Mimeo*

Name of  
Item

Date

Date Approved for Issue

Identity

Source

For Action or Report .....	By	Dates of Ack Query	Date of Ack	Nudged for Report or Compliance or Comp	Date of Report or Source	Date Informed Source
HCO Exce See						
Org Exce Sec						
HCO Area Sec						
(etc)						

In practice it will be found best to use a quarto log sheet mimcoed as above with a 5/8th inch margin on the right-hand side to take the punched holes. The holes are punched closer to the top of the quarto sheet so the bottom of the quarto log sheet is level with any foolscap items filed in the same folder. This way the headings of the actual items are visible while looking through the log for a particular item.

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Ken Delderfield  
LRH Communicator WW  
for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 JULY 1968

Gen Non-Remirneo

**WW TECH-ADMIN RATIO CLARIFICATION**

The Office of LRH WW and Publications Organization WW are exempt from the Tech-Admin ratio.

WW is heavy Ethics and Guardian Office, heavy Public lines, low on Tech and Admin.

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Founder

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HCO POLICY LETTER OF 2 JULY 1968  
Issue If

Gen Non-Remimeo

**OFFICE OF LRH WW REORGANIZATION**

(Amends HCO PL 22 Feb 1967 Office of LRH and  
HCO PL 6 Sept 1967 WW Division Reorganization)

The post of LRH Personal Aide is abolished.

The LRH Ethics Authority WW is set up as a separate Hat.

The Div 7 Sec (now Div 9 Sec WW) is made Chairman of Ad Council W

The SO# I Clerk is put under the LRH Personal Secretary.

The Archives Project Assembly and Preservation of Materials is taken back into the Office of LRH WW to safeguard.

L. RON HUBBARD

Founder

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NOT HCO POLICY LETTER  
CORRECT COLOUR FLASH  
BLUE ON WHITE

**EXECUTIVE DIRECTIVE FROM L. RON HUBBARD**

LRH ED 221NT

Date 26 September 1968

The LRH Communicator is my personal representative to an area.

He shares the GI as a statistic with the EC and has the same pay and status as an  
EC member.

He is also the Div Sec of Div 7.

L. RON HUBBARD

Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 26 JANUARY 1969

(Reissued from Flag Order No. 1758,  
same date and title)

Remimeo

**COMPLIANCE REPORTS**

(Note: The Compliance Admin system can be wildly out. Compliance reports can fail to reach LRH or the person ordering such as a Scri executive or officer.)

This Policy Letter is to set things right.

Essentially there is a Command Comin Cycle. HE WHO GIVES THE ORDER GETS AN ANSWER!

They are never routed off the lines before they reach the originator of the order. To do so creates an atmosphere of non-compliance. The originator knowing only that he has never heard thinks the order has not been done, or is forced to listen to rumour, or has to use other lines to get the data.

And thus no real co-ordination of orders can occur.

And the originator is driven into apathy on getting compliance to even the most simple orders.

**WHAT A COMPLIANCE REPORT ISN'T**

Daily reports of aides, Captains, CO's OTL and juniors are *NOT* compliance reports but info only.

Such daily reports contain

1. The activities of their zone
2. Particularly any important event that is occurring
3. Any data that would be of interest to the senior.

Such reports are very explicit, never generalised and must not rely upon supposed knowledge of the recipient. Give full name rank serial number type data, never Major Jones called today type information. That relies on the recipient remembering who Major Jones is. It's Major Jones of the American Trade Association. Enough data to clearly identify WHO. And in the same way of course enough data to identify WHAT or WHAT ABOUT.

And never use confusing type abbreviations. C/S can mean Case Supervisor, or Church of Scientology or even cycles per second!

Daily reports are *NOT* compliance reports but info only summarised for fast assimilation by the recipient.

**WHAT A COMPLIANCE REPORT IS**

A compliance report is exactly that. It is a *REPORT OF COMPLIANCE*, a completed cycle reported to the originator DONE.

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 so that the Command Comm Cycle is completed.

To merely commence a cycle is not to comply. To merely make some progress is not to comply. To drive it through to completion is. And to then\_ report DONE to the originator is to put in a compliance report.

A compliance report has to be answered with the order and get logged *and* the answer goes to whoever issued the order. Standard TR's.

In practice a compliance report takes the following form:

1. It is in standard despatch form routed through the usual channels.
2. It is headed at the top of the page in the middle COMPLIANCE REPORT.
3. It has a brief concise description of *what* was done.
4. It has clipped to it *ALL* the original orders so that the originator and communicators on the line can see at a glance what was ordered, and comparing this with what was done, see that it is in fact a compliance, a completed cycle.
5. Any other relevant information is also clipped behind. Such as a carbon of a letter written if that was what was ordered.
6. **AND IT IS ADDRESSED AND GOES TO THE PERSON ORIGINATING THE ORDER**, via any communicator who logs it as a compliance.
7. It contains an attestation that what was done has been completed; such as "Order attached completed".

Now there is such a thing as LONG RANGE and SHORT RANGE targets. And while a long range target is riot reported done until in fact complete this does not prevent reports of *completions* of the short range targets which go to make up the long range target being made.

That is not to say that progress reports are made. They are *not*. We are interested only in COMPLETIONS. But a short range target DONE is a completion isn't it.

Compliance reports to LRH orders are not made to LRH Communicators but are routed via them for logging and forwarding to LRH. He who gives the order gets the answer.

Where an LRH Communicator is getting compliance to the one order from a number of different terminals, he would normally hold the compliance reports until all had reported done, or where some areas are not answering up would forward as one CSW with a covering summary the compliance reports of those areas that had complied and a carbon copy of the condition assignment or other ethics action taken in the areas that didn't comply. This is never used to unduly hold up reporting compliance, but of course full compliance is when it has been completed by all those ordered.

#### STALLED OR BOGGED TARGETS

It will invariably be found that when an important target is not made that it contains a "bug" in it unknown and undetected.

Where an order or target is not done, or no action is occurring or as soon as any bug has appeared the LRH Communicator, having taken all the usual actions of programme checking (see HCO P/L I April '65), nudging and direct questioning (see HCO P/L 31 May '68), sends a copy of the orders to the Qual Division with the information that he has and a request for Qual to wear its Org Correction hat and locate the "bug".

This will often be done before using ethics, or while using a lower gradient of ethics. This on the theory that a stop on the flow always means a bug is present (misunderstands, not knows, etc.) wl-dch Qual can straighten out, but which would remain undetected if *only* ethics was used at that point. This does *not* eliminate usual ethics actions but gives the LRH Comm another tool with which to get compliance.

Qual locates the "bug" or "bugs" AND THEN TURNS IT BACK TO THE DIVISION OR PERSON RESPONSIBLE FOR THE ACTION. Qual does not itself complete the action, but finds the "bugs" and gets the action back on the rails and turned back over to the person ordered.

And so even stalled or bogged targets get completed and in their turn reported to the originator as done with a compliance report.

Ken Delderfield  
LRH Comm Aide CS-7  
for  
L. RON HUBBARD  
Founder

LRH:KD:Idm.ei.rd  
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[Added to by HCO P/L 15 September 1972, *Additional Data on Compliance Reports*, which clarifies exactly evidence needed on Compliance Reports.]

**HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 28 OCTOBER 1969**

**Remimeo  
Gdns Offices**

LRH Comms

**LRH COMM HAT**

**In any Class I Org or above the post of the LRH Comm may not be held in conjunction with that of A/Gdn.**

**These posts must be held separately, full time and not from above.**

**Junior posts in the immediate area of the LRH Comm may be held from above (LRH Comm Log, for example).**

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**L. RON HUBBARD  
Founder**

[Note: This HCO P/L was cancelled by HCO P/L 27 January 1970, *Tech : Admin Ratio and LRH Comm Assignment, Volume 1, page 108*, and later restored to force by HCO P/L 9 July 1970, *LRH Comm-Single Hatting*, which said, "Any restriction on the appointment of a full-time single hatted LRH Comm for any reason whatever is cancelled."]

**HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 11 FEBRUARY 1971**

Remirneo

LRB Comm Hat (Cancels HCO PL of 26 Sept 1967 entitled  
"Urgent-Guardian and LRH Comm Division of Duties")

**POLICY KNOWLEDGE FUNCTION**

**It is now a primary duty of the LRH Comm to get Policy followed and in such a way as to expand the org and not stop flows.**

**The LRH Comm has, besides, a major duty getting action and compliance on LRH EDs, Programmes, Projects, and Orders.**

**It will be found by the LRH Comm that where trouble occurs:**

- (a) Policy is out or**
- (b) Doesn't exist or**
- (c) Is being used to stop expansion or flows.**

**Further it will be found by the LRH Comm that where orgs or parts thereof begin to collapse, LRH EDs, Programmes, Projects and Orders are not being complied with or are falsely reported on or the situation is unknown to seniors so no orders exist.**

**LRH Comms have in the past failed, where they have failed, because they do not use ETHICS and CONDITIONS to handle outnesses, non-compliance or false reports and try to handle things on a personal basis or by personalities instead of stats and instead of using the full power of Ethics and Conditions to back them up.**

**The LRH Comm should call for Policy Outnesses in all Danger Conditions or below and for all Policy Innesses on Affluences reported.**

**The LRH Comm should come down with hearings on non-compliance and false reports and demand on false reports the removal of the offender from that post.**

**There is no halfway way to handle the LRH Communicator post.**

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**L. RON HUBBARD  
Founder**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 FEBRUARY 1970

Remimeo  
LRH Comm Hat  
Ethics Hat  
HCO ES  
HCO Area Sec

**LRH COMM AND HCO ES  
RESPONSIBILITY FOR LINES**

When Executive Directives, HCO Bulletins or Policy Letters are not being distributed to or- in an org and to every staff member in that org regularly and on time,

IT IS THE PRIMARY DUTY OF THE LRH COMM TO REPORT BY AIRMAIL TO LRH COMM WW WITH THIS DATA:

What distribution unit is sending these important items late or not at all?

What action has been taken to get them sent to the org?

What executive is making it difficult or refusing to distribute these items to each staff member?

The HCO ES is responsible for performing this action where there is no LRH Comm.

The essence of the report is WHO.

The purpose of the report is to get in Ethics in that org.

On the basis that whoever impedes LRH Comm flow will also impede disseminating Dianetics and Scientology in other ways, the LRH Comm WW, on receipt of such a report, is to add what data he may have and send a copy to the HCO ES WW for action by EC WW, which should consist of the demotion or removal of the person impeding the flow. He should turn over another copy of the report to the Sea Org's nearest OTL to alert Sea Org Operations.

Denial of Advanced Courses may be part of the stipulations in any Ethics Order or action resulting from proof of a charge of wilfully or negligently impeding the flow of Executive Directives, Policy Letters or HCO Bulletins, org to org, or within an org to all staff.

It is a high crime to cut the basic comm lines of Scientology.

This Policy applies also to instances where impedance or negligence denies adequate supply of technical materials to HGC or Qual Auditors and to Dianetics or Scientology students.

FAILURE ON THE PART OF LRH COMMS OR HCO ES TO ACT ON THIS POLICY LETTER WILL RESULT IN REMOVAL FROM POST.

L. RON HUBBARD  
Founder

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NOT HCO POLICY LETTER  
ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE

HUBBARD COMMUNICATIONS OFFICE 1812 19th Street N.W., Washington 9, D.C.

HCO BULLETIN OF 30 APRIL 1957

### ISSUE AUTHORITY FOR MIMEO

All mimeo work is to be sent to LRH for "okay" before being run; all material going to the field should be printed, not mimeoed. , Only exception, when replacing current stock of mimeced forms used in organization.

LRH:mek.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON

All Staff  
Bulletin Board  
London

HCO POLICY LETTER OF IS MAY 1957

### POLICY ON SIGNATURES IN PUBLICATIONS

On data called to attention by Jack Parkhouse, the following is the policy laid down.

Articles by myself are signed as a by-line under title and another written signature at end.

Articles taken from tapes are signed "From a lecture by L. Ron Hubbard (bold face), edited by (editor's name light face).

Books written by staff are signed "By Staff from materials of L. Ron Hubbard" with the names of writers in light face under "By Staff from materials of L. Ron Hubbard".

Articles somewhat independent of materials directly from lectures and texts are signed by the writer at the article's end only in same face as type in which article is set.

Mastheads carry the name of the Editor of any publication.

These policies apply to Ability, Certainty, PABs, books and pamphlets.

When articles are written for outside publications the writer should always mention a specific text and its author, the price and from whence the text can be obtained.

LRH:md.rd  
5-18-57

L. RON HUBBARD

(Note: This policy was reissued without change on 8 May 1959.1

HUBBARD COMMUNICATIONS OFFICE  
WASHINGTON

copy to all staff  
copy to HCO London

HCO POLICY LETTER OF 23 MAY 1957

### RESPONSIBILITY FOR ISSUE

Any item which is to be mimeographed, printed, disseminated, etc, which needs my "okay" must first be initialled by the department head or anyone related or associated with it before the item comes to me for an "okay". When it comes to me, I want to see that the parties involved have already "okay'd" it themselves.

LRH:md.rd



WASHINGTON  
HCO POLICY LETTER OF 1 JUNE 1957

**WHO CAN ORDER PRINTING**

The following persons can originate copy for printing: Association Secretary or Organization Secretary, Treasurer, Registrar, PE Foundation Director, Central Files-In Charge, Dir of Training, Dir of Processing.

All material to be printed and its price must be okayed by myself before order is placed.

LRH:md.rd  
6-1-57

L. RON HUBBARD

[Note: A London issue of same date and title deleted Organization Secretary and substituted for the last paragraph, "All material to be printed and its price must go through to and be okayed by the Association Secretary who may pass or veto. For London, all printing costing more than f 75 must have text checked by me.")

HUBBARD COMMUNICATIONS OFFICE  
LONDON  
(Issued at Washington)

HCO POLICY LETTER OF 17 SEPTEMBER 1958  
(Replaces HCO Policy Letter of 1 June 1957)

1 ea staff member  
Field Offices

**WHO CAN ORDER PRINTING**

The following persons can originate copy for printing: Association Secretary or Organization Secretary, Treasurer, Registrar, Central Files-In Charge, Director of Training, Director of Processing, Director of Administration.

All material to be printed and its price must be okayed by the Director of Administration before order is placed.

LRH:gn.rd  
rs:25.9.58

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
LONDON  
HASI POLICY LETTER OF 31 OCTOBER 1958

1 ea staff member  
Field Offices for info  
Washington

**USE OF MIMEO RESTRICTED**

Only 75 copies of any given item may be run off on mimeo machines.

Any item to be run further than this number must be well done on Photo-litho or photo offset.

All general releases of data go out in Certainty and in no other printed way.

LRH: rs.rd

L. RON HUBBARD  
Executive Director  
HASI

HUBBARD COMMUNICATIONS OFFICE  
1812 19th Street N.W., Washington, D.C.

(to all HCO  
staff only)  
HCO London for  
dist. to sterling  
HCOs

HCO POLICY LETTER OF 23 DECEMBER 1958

### **QUALITY OF PRESENTATION**

HCO is hereby given the authority and responsibility to ensure high quality presentation of all tapes, books, mailings, film showings, tape shows, Congresses, etc.

This is the right to demand high quality, not to do it all. HCO must pass on all such showings or printings as to equipment and styling. You always lose money with poor presentation so why try to save money that way.

Motto for all presentations: Get the best. Have it professionally done in accordance with stiff specifications.

Let's put quality in Scientology presentation!

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 4 FEBRUARY 1959

### **COLOUR SCHEME FOR BULLETINS, POLICY LETTERS, ETC.**

HCO Policy Letters are to be white paper, green ink. Sec'I E.D. are to be blue paper, black ink. HCO Sec'l Letters are to be white paper, green ink. HCO Bulletins are to be HCO gold paper, green ink. HASI and FC Policy Letters are to be HCO gold paper, green ink. HCO's worldwide please comply.

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L. RON HUBBARD

[Note: The above colour scheme has since been modified. Further issues giving Colour *Flash and* describing Types of Letters can be found in Volumes 0 and I and are listed under Issue Authority in this Volume.]

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 29 MAY 1959

**TECHNOLOGY**

It has come to attention that from time to time various written articles and technical bulletins have been copied for various purposes in a somewhat alter-ised manner and no data source (name) included.

This is strictly forbidden as all HCO Bulletins as well as other materials are copyright LRH.

HCO should always "capture" any such random technical material and forbid its issuance.

In future to help prevent such occurrences and as non-enfranchised auditors will be receiving some HCO Bulletins-all HCO Bulletins should contain a copyright notice as per books.

Rhona Swinburne  
HCO Secretary WW  
for  
L. RON HUBBARD

LRH:rs.rd  
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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 4 JUNE 1959  
Issue 2

CONVERT  
TO SEC ED

**VALIDITY OF SEC EDs**

All Sec EDs except those which state or imply a penalty for non-compliance are guide posts, subject to judgment, based mainly on organization findings.

Where a penalty for non-compliance is implied or stated, judgment is invited and an HCO See may modify to fit local conditions.

L. RON HUBBARD

LRH:mp.rd

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 21 JUNE 1959

BPI

**SIGNATURES ON BULLETINS, POLICY LTRS AND SEC EDs**

Only when I have personally written a bulletin, a policy letter or a SEC ED should it be signed "L. Ron Hubbard" or "L. Ron Hubbard, Executive Director".

When I have knowledge of or have okayed a bulletin, policy letter or SEC ED but have not actually written it, it should be signed "Jane Doe (the name of the actual writer) for L. Ron Hubbard" or "Jane Doe, for L. Ron Hubbard, Executive Director".

When I have not seen or okayed a policy letter or a bulletin or a SEC ED but it is published by the authority of a held post such as HCO See, it should be signed "Jane Doe (actual name of person issuing) HCO See (or other title)".

The field or public must not be led to believe that I have written or issued things I have not. Further, other people have authority, too.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W. I

HCO POLICY LETTER OF 3 JULY 1959

**COPYRIGHT**

Two copies of all Bulletins, Policy Letters and See EDs issued must be sent to the Book Administrator. Where necessary these will be copyrighted.

R.B. Stock  
HCO Administrator

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HUBBARD COMMUNICATIONS OFFICE  
3 7 Fitzroy Street, London W. 1

HCO POLICY LETTER OF 4 JULY 1959

BPI MA

**ACTIONS FOR HCO SECRETARIES  
FACED WITH ILLEGAL USAGE**

**L. Ron** Hubbard and the Hubbard Communications Office, Ltd are the proprietors of all trademarks, copyrights and materials of Dianetics and Scientology.

Any organization using the word Scientology or its name or copyrights or materials without permission from LRH or HCO is liable to suit for copyright and trademark infringement, which suits can recover all funds collected by a person unlawfully using the trademarks or materials plus sizeable damages.

HASIs, Churches of Scientology, HCO Franchise Holders, persons holding certificates in good order and members may use these materials under certain conditions and issue those certificates permitted by HCO.

Unauthorized use of materials, trademarks, copyrights must be prosecuted at once by HCO Secretaries. No further permission is needed than this policy letter. Lawyers can be engaged, suits filed and persons prosecuted on these grounds by any HCO Secretary on her own initiative, requiring only the HCO WW be advised. This includes use of materials in books not authorized in writing from HCO WW.

Any organization illegally constituted and illegally using the copyrights, trademarks or materials of Dianetics and Scientology must be ruthlessly handled. Further, any auditor joining such organization is subject to certificate suspension or revocation and fines proportionate to damage done. The officers of such illegal organizations shall be separately sued on the charge of fraud and charged additionally with criminal fraud for obtaining money, dues, contributions or fees under false pretenses, and where such an organization shall have used the mails the matter shall be reported by the HCO Secretary to postal authorities with a request to arrest the offenders for mail fraud.

The only way we can continue ethical standards is to control practice. On ethical practice depends the success of dissemination, so stamp hard on all such offenses.

We are the government of Scientology and must measure up to our responsibilities.

L. RON HUBBARD

Note: The certificate of Sylvan Stein has been suspended for seeking to obtain money through the mails by pretending to have an ownership of materials and pretending to be a non-existent organization named "The International Guild of Professional Scientologists". Further criminal action will be taken.

[See the first section in Volume 1, and Copyright Section, pages 172-174, in Volume 2, for further data on Copyright.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 OCTOBER 1959

All HCO  
Personnel  
Convert Sec ED

**SEC ED AUTHORIZATION**

Only See EDs actually signed by the Executive Director or approved by him but still bearing his name may be issued as Secretarial Executive Director.

All Sec EDs signed otherwise are cancelled herewith.

HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 JUNE 1960

Cen0con

**SECURITY OF SEALS**

All seals and sealing apparatus of whatever kind (Corporation and Organization seals, HASI seals, Validation seals, etc) are solely in the province of the See ED. Only the See ED must use and keep the seals. Any documents which require sealing are sent to HCO to be sealed by the See ED.

The seals must be kept in HCO and are normally kept in the HCO safe.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1961

HCO Secs H00 Communicators

**URGENT MIMEO CHANGE**

I have found in two Central Orgs that my HCO Bulletins and HCO Policy Letters are not being duplicated as to colour.

Proper colour on these is as follows:

Duplicate the Saint Hill Colour scheme. If you get a red ink on White paper HCO Bulletin, put it in red mimeo ink on white paper. If you get one with green ink on white paper, put your copy in green ink on white paper.

These two flashes are my signature only letters and bulletins. They must not get lost into the general lines. My comm lines are being cut by no flash identification for staff.

Only these two flashes get duplicated for the whole Org. Salmon coloured paper with green ink HCO Bulletins from Sthil are handled as follows in a Central Org. You get 2 copies. Put one in HCO files, put the other on the staff Bulletin Board, or if the HCO Bulletin otherwise indicates, handle as directed.

Also, attention Area Sec, I want you to hat check my material coming in as HCO Bulletins and Policy Letters on Central Org personnel to whom Policy Letters and HCO Bulletins apply as though they were hats. Do these with all recent HCO Bulletins and Policy Letters and all future ones.

The primary function of HCO is to make my postulates stick. Please do so.

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L. RON HUBBARD

*[Note: Further issues giving Colour Flash and describing Types of Letters can be found in Volumes 0 and 1 and are listed under Issue Authority in this Volume. I*

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 JUNE 1961

CenOCon

**CONTINENTAL ISSUES**

Due to various mistakes made as regards policies, it is now required for all HASI Assoc See Technical Orders, HASI Assoc See Administrative Orders, HCO Continental Technical Letters and HCO Continental Administrative Letters to be personally passed by the HCO Continental See before they are issued. Nothing contained in these must be contrary to established policy or procedure.

Also, all copies of these must be sent to Saint Hill at once by air mail, addressed to Org Supervisor WW.

MSH:jl.rd  
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by L. Ron Hubbard  
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Mary Sue Hubbard  
Org Supervisor WW  
for  
L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JUNE 1961

CenOCon

**ORDERS**

All directives or orders issued as HASI Association Sec Technical Orders, HASI Association Sec Administrative Orders, HCO Continental Technical Letters, and HCO Continental Administrative Orders are valid only so long as they do not contradict HCO Policy Letters, HCO Bulletins and, as contained in these, operating and technical policies established for Central Organizations or City Offices.

Any HASI Association Sec directive or HCO Continental directive as noted above may be declared null and void by anyone who can demonstrate by HCO Policy Letter or HCO Bulletin displayed and in hand, that any former directive contradicts the latter.

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1961

Issue II

(Reissued 3 March 1967)

Gen Non-  
Remimeo  
Tech Hats  
Qual Hats  
Keeper of the  
Seals and  
Signature

**TRAINING QUALITY**

It becomes fantastically, screamingly apparent that we must not ever turn out or let go a bad auditor, poorly trained.

Accordingly put permanent signs where D of T and Dir of Exams can see them in their offices as follows:

EVERY TIME YOU TURN OUT A BAD AUDITOR YOU MAKE ENEMIES FOR SCIENTOLOGY.

INCOMPETENT AUDITORS ARE A MAJOR SOURCE OF OUR TROUBLES.

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L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 NOVEMBER 1962

CenOCon

**RE-ISSUE OF MATERIALS**

It is forbidden to re-issue Scientology technical data in bulletins and policy letters by a Central Org or office over some other signature than mine.

Culling bits out of a tape and issuing over the signature of the D of T or some such, as has been done in Australia, is not only an alter-is, it is also terribly confusing and opens the door to 1950 where countless "authorities" sprang up after lecture and "developed" a "new technology". I took responsibility of origin of my materials at that time to prevent further chaos and spinning pes. I have never relaxed that responsibility and we have done well.

If you excerpt tapes or notes, do so over my name, not somebody else's.

Materials for dissemination to the public can be of course rewritten and published so long as no confusion as to origin is generated.

Issues of materials of mine under other names without credit is the most destructive action that can be undertaken as it splinters the whole of Scientology.

LRH:gl.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JUNE 1964

Central Orgs  
Franchise  
The Auditor

**HAS AND HQS TRAINING MATERIALS**

All auditors and organizations training up to Grade II may have the materials, tapes and books for these grades as they come into existence.

The basic texts identical with those used for lower grades at Saint Hill before 1964 and the Saint Hill check sheets used in 1963 are being organized and printed. The texts are in the same format as "E-Meter Essentials" to keep costs to auditors and organizations down and yet provide an attractive appearance.

All tapes vital to these courses, with the essential basic information in lectures I have given or will give, will be available for HAS and HQS courses.

The tapes and materials will be available from Saint Hill's Scientology Library and Research.

This announcement does not announce the total availability of materials but only lays down the policy that all training activities up to Grade II have the right to obtain texts, tapes and check sheets from Saint Hill course earlier materials for their use in training at standard costs.

Grades III and IV tapes and materials will continue to be sent only to Academies.

LRH:dr.rd

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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 AUGUST 1964

General  
Remimeo  
Magazine  
Editors  
Dissem Secs

**POLICY ON TECHNICAL INFORMATION**

No technical information or reports may be printed or released except from Saint Hill or approved first by Saint Hill.

Reason: Failures of the Wichita and Elizabeth centres are traced to this action of random technology,

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 AUGUST 1964

General Remimeo  
Magazine Editors  
Dissem Secs

**TECHNICAL INFO FOR CONTINENTAL MAGS**

Policy is now that no technical may be written in Continental mags which is not written by myself or directly transcribed from my tapes and shown to me before printing.

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**  
**HCO POLICY LETTER OF 4 MARCH 1965**  
Issue II

General  
Non-Remimeo  
Sthil Execs

**HAT MATERIAL**  
**DIVISION I (HCO)**  
**TECHNICAL AND POLICY DISTRIBUTION**

**The HCO Secretary** (WW, Continental or Area) passes on and makes available for issue all

- 1 . Staff Releases.
2. Releases to HGC.
3. Releases to Academies.
4. Franchise releases.
5. Major magazine releases.
6. Minor magazine releases.
7. Org letters.
8. Brochures.
9. Ads.
10. Instructors' answers.
11. Public lectures.

Bulletins and policy letters and articles may be

- A. Culled from files.
- B. Obtained newly written from LRH.
- C. Copied from LRH tapes and rewritten.
- D. Summarized from A, B and C without injecting new materials, policies or technology.

All Bulletins, policy letters and articles from A, B, C and D must bear the LRH by-line.

No other material is permitted on lines 1 to 11 above than straight Scientology. No interpretations are permitted.

All materials released, used or sold must be straight Scientology as given in the writings or lectures of LRH.

Under the Copyright hat, all HCO Secretaries must make certain that all materials published are properly copyrighted in the name of LRH. No erg copyrights are permitted.

Books may not be advertised for sale or the advertisement paid for from the HCO Book fund except LRH books. To advertise and sell any other book requires HCO See WW clearance in writing for that one time.

No technical articles or letters by another person than LRH are permitted in Scientology publications. Only data written by others on application, use or results of Scientology may appear and any tech data if non-standard must be deleted from the article or letter.

Lectures by others on application, use and results only are permitted in public lectures of any kind. including Congresses.

Use of Scientology technical or policy data in testimony is forbidden. Only application and results may be testified to. Only low level works may be read as part of any testimony and no Scientology words may be used in such instances.

All staff members looking for data to release, use or print must look to their HCO Secretary. If the HCO Secretary is in doubt, he or she should consult the next higher HCO Secretary.

No effort should be made by HCO to censor opinion or comment on policy or technology, the whole effort is to be directed to the dissemination and use of correct Scientology technical and policy materials only. As there exists a correct technology and policy structure, alteration of it becomes a retarding factor in organizational solidarity and expansion. The prime cause of alter-is in tech and policy is ignorance of it or stupidity.

## **POLICIES GOVERNING RELEASE**

### **1. DISSEMINATE SCIENTOLOGY**

**That** is the governing policy of all the rest.

### **2. DATA SHOULD BE CHanneled TO THE RIGHT SOURCES.**

If promotion is to one-legged men, don't send them materials about eyesight.

The dissemination materials are designed for the more able members of society who seek self-betterment. Don't channel them toward psychiatric cases or strata they would not have an effect upon.

Example: A person in charge of an org or HGC is psychoanalytically oriented and seeks only "patients" as preclears and handles them as such. The org declines because this is a wrong target since promotion was aimed at quite different people.

Example: An office is successful handling workers and longshoremen but new direction of that office seeks to pull in only idle intellectuals who would never act in any case, and the office declines. In either case, the source of success was not spotted and when direction of reach altered everything declined. The old public that was being reached was offended and the new public was useless. The above two examples are actual.

### **3. THE WORKABLE AND PROVEN MATERIALS OF DIANETICS AND SCIENTOLOGY ONLY MAY BE RELEASED.**

This at once excludes all squirrel or off-line materials by others. Experience has shown that no significant or lasting developments have arisen off-line in 15 years following a whole track of very murderous technology other than Dianetics and Scientology.

This truth emerged in the first 3 years after 1949. Every effort was made to encourage other development. The LRH research hat was put on LRH solidly by others.

Every group and organization devoted to off-line materials that came into being-E-Therapy, Howes, others others others-all wound up discredited and rejected by everyone even their early promoters and adherents. Thus by the test of time and of continued use only, show that if an org adventures on off-line materials it will decline markedly or cease to exist. All groups that have departed or "dreamed it up themselves" have perished. Even psychology, psychoanalysis and psychiatry are dying, supported now mainly by governments, detested by the public. So this is not propaganda, this is a Survival fact; groups that use squirrel material fail.

### **4. ALL EFFORTS TO DISCREDIT THE PERSONS OF ANY LEADING OR REPUTABLE SCIENTOLOGISTS MUST BE SAFEGUARDED [AGAINST] IN ALL RELEASES, ESPECIALLY LRH.**

This means more than it seems to say.

The near-collapse of one org was traced back to a whispering campaign **by** its principals against LRH and MSH. All of "the data" was false. By newspaper standards it should have been listened to avidly. Instead, the public deserted the org and it nearly collapsed and the person who did it was eventually driven out of Scientology by fellow Scientologists although no discipline was ordered and the matter ignored.

The public buys only "our brand" despite newspaper publicity, government actions, whispering campaigns and rumour. This again is from actual experience. Orgs that apologize for its tech or people or LRH suffer a declining public.

It is a pure survival fact that failure to protect the names and repute of Scientology leading personalities and LRH collapses an org. The only proof is that those orgs that haven't aren't here any more and those orgs that strenuously have are thriving.

Protecting names and repute may also sometimes involve selection of correct materials. Example: Despite explicit orders to the contrary, mainly Level V materials were released at the Australian Enquiry. The org suffered heavily and not wholly from the government. The foolishness of it came home to most well-trained Scientologists.

Sending Level VI works to Level 0 people is easy to see and intercept. But an instructor teaching Level IV to Level II students is not always found until somebody blows. This comes under protecting names and reputes as well as properly targeted tech because the recipients can't understand it and so may think it's silly.

Releasing unfavourable photographs, badly recorded tapes or films all come under this policy.

## **5. THE PUBLIC MUST BE PROTECTED AGAINST ABUSERS OF TECHNOLOGY OR POLICY.**

Persons who try to use Scientology lines to get loans or funds for fraudulent purposes must always be exposed by HCO Secretaries by public postings when proven and Committees of Evidence when doubt exists.

A complaining pc does not come under this heading but more likely under the policy of correct technology or who to accept for processing, unless less auditing was given than paid for or no auditing at all was given, at which time it comes under this policy.

Anyone using a Scientology mailing list for purposes other than the greatest good for the greatest number of dynamics should be heavily censured and brought to book.

The Scientology public and any mailing lists are the exclusive property of HCO. It does not matter how the mailing list was gathered or if we ever saw it before. If someone used Scientology to collect names, that's a Scientology mailing list. It's ours and comes under this policy.

## **6. DELIVER SCIENTOLOGY WORKS, TRAINING, PROCESSING AND RESULTS.**

Although actual training and processing is under Division II, whether or not it was or will be delivered (past and future but not current) is up to HCO.

By making the right materials available for publishing and use in training and processing, HCO expects them to be employed.

If they are not employed, then the matter falls back on HCO to act.

The reason I had to continue research and writing myself as a lonely action was because nobody else developed anything despite my expectations and despite the money they spent. The reason I had to enforce use was because other technology crept in and failed, causing org emergencies. HCO then furthers my own hat, assumed for research in July 1950, and for control of things, to be sure tech wasn't altered or misapplied in 1952 and after. So long as those two things have been watched and kept in effect we have prospered. Where they haven't been watched carefully and where no control existed to get them in effect everything died as our history clearly shows.

Even when I strayed on research, we still did better than with the strayings of others. The public knows rightly that I correct any errors as soon as I discover them and that errors grew less as research went on.

Therefore HCO issues the best material it has for the right targets and notes carefully any lack of results because of misapplication and retains the authority and control necessary to correct bad delivery under its Justice hat as well as its certificate and awards hat.

The formula is "Issue the correct data properly, correct use when delivery is poor or non-existent."

Early HCOs had some trouble in executing this policy because (a) they were operating on a technology that was advancing and therefore always changing. Now and then HCOs are held up by (b) my not being able to write up and issue or issue the needed materials because of comm line jams. The best solution for (a) is to issue what has *been* working and the best solution for (b) is to excerpt tapes or what you have and issue. However (a) has now vanished because of completed technology and (b) is becoming no problem to the degree I can get it written up and issued.

## **7. INSTRUCTION AND ADMIN POLICY ARE ALMOST AS IMPORTANT AS TECH.**

Completely aside from developing Scientology tech itself it took 14 years to develop the technology of instruction (how to communicate the data and make auditors). It took 15 years to fully develop the technology of our administration.

Admin publicly is looked down on, like 19th century psychology, because it was not developed. Teaching and business admin alike have been quite low paid or in disrepute in the civilization. They were not Sciences. For instance business admin students in a University are renowned for falsifying exams more than students of other

subjects. That's because there was no subject there anyway.

Why we had to know how to teach is self evident.

In Scientology, to keep our orgs going and live through bad times we have had to develop a whole new subject-Admin. We had to have its laws, the economic factors that regulate business and all the rest.

We are pretty good. People with "formal training" in subjects used in our orgs are seldom as good as Scientologists who just studied with us as part of their job.

The main thing to know, like in studying our tech, in our teaching and admin there *are* two subjects there to be studied and used. Our teaching is Scientology type teaching. Our admin is Scientology admin. Both are regulated by Scientology policy. Orgs prosper when they know and use them and fumble and get poor when they don't.

Holding teaching and admin policy and releases in is best handled by insistence they exist and are ours and are not what the person thinks they are-borrowings from the schools or business world. The business world already borrows from us. The biggest management association in the world since 1958 or so has been duplicating (as well as it could) everything we do in business admin and planning. Of course, having no HCO, they squirrel and it's hard to see how they twist our stuff so far around. But it is our material. Even their "Congresses" have the same number of days and lectures and have programmes printed on our *exact* format.

When we have our teaching materials (not just "study") all written up you will see the universities use them. We already have some universities trying.

As we write our Admin up in books, business will use it all the more. But the point is, *we* lead in this field, others follow. We only develop and use Scientology Admin to help us as we go toward freedom. But we still use it and only it. Because it's more modern and it's what we need.

The thing to guard against in releasing teaching and Admin policy letters is the change factor. Teaching and Admin evolved with our formative years. Thus patterns and policies, like our tech, grew better. Growing better, some of it became obsolete.

When re-releasing an old policy letter, always blue pencil out everything gone old and contradicted by later policy letters. You can still salvage a lot that still applies-a surprising amount. But try to cut out the contradictions with our modern policy where they exist. After all, we were children when we first tackled teaching and Admin. As we grew, we became wiser. But even our Admin childhood has wisdom in it and in some places even more fire and interest.

Don't release contradictory hats where you can help it. Modernize them with a blue pencil *whether you* retype them or remimeo them or not.

That way none get a chance to invalidate a really great achievement-teaching that works despite aberration and Admin that works amongst Men.

## 8. ISSUE TECH AND POLICY AS BROADLY AS POSSIBLE WITHIN ECONOMIC LIMITS.

It costs money to issue anything. The way to sustain issue is get it paid for one way or another. Total subsidy of all tech and policy issue can stop its being issued for it is no longer economical to issue it.

Thus to disseminate over any long period, the data must somehow be paid for or dissemination ceases. Actually you can't give away Scientology really. Money, credit or favours will flow back. But often only after many years. And meanwhile people eat.

Unless you pay attention to the economics of dissemination you will cut the dissemination line even if only temporarily.

If you have data, don't try to throw it all away by frantic unpaid for dissemination. Use some of the data as a leader (to announce with) and sell the rest of it.

This applies to magazines, books, training and processing, all of them.

People don't respect data they read in magazines anyway. For some reason they respect books. The public believes books and hoards them and throws magazines away. Even paperbacks suffer. A book has to have a hard cover to gain respect.

Thus a magazine article on tech ideally should point up a book to buy. Tons of

bulletins are less well received than one book.

The point is, don't invest a lot of money on the quality and thickness of magazines or other temporary media. Put the data between hard covers and sell it as a book.

Don't give a lot of free courses or free admittances to Academies or courses or free intensives in HGCs and call it dissemination. It isn't. Beyond a small amount it cuts your ability to disseminate. The cost of the give-away does not come back in and you can't finance more outflow because you gave it all away.

This can even happen to an HCO in its publishing to the org, mimeos and new books. It gives away all its materials to the org and suddenly finds the org "Can't pay for more mimeo paper" or a new mimeo mael-dne. The way to handle is not to charge for bulletins and policy letters directly but to insist the org profit by the tech and admin by promoting harder for the org.

My policy on this has always been to promote more business than the org can handle and then let it solve the jams thus brought about. Orgs I founded have never failed to handle such problems providing one demanded they did. The only problem an org can't handle is "no dough"; the only weak point of orgs, traditionally, has been promotion. They are sometimes even afraid to promote for fear they'll get too big (something wrong with the top exec's comm lines is the usual cause). I have seen an old time psychiatrically oriented D of P *book pes* 6 months in advance rather than hire more than 6 auditors and a queasy D of T seek to shut everyone out of an Academy "because they would not be socially acceptable".

Such persons in the wrong positions will rail against promotion-because it makes pcs and students crowd in too hard. So you get plans "to train more only when we have instructors" or "few pes until the next Academy class graduates so we have auditors".

Instructors, auditors, that's Division 2's problem. HCO ignores it.

So part of paying for dissemination and ads, is promoting to drive in more business than the org can handle and making it make more money than it can waste. An org always manages to handle the business and it always wastes lots of money.

So in issuing materials, remember to promote them too. Then there's always enough money flowing back to pay for more printing, more bulletins and policy letters, more books and tapes.

If you don't become strenuous on this point of policy you **win** cease to disseminate. And I have always waived aside all objections to honest, appealing, clear-cut heavy promotion as treasonable suggestions. Let somebody "doing the mag" complain about the "hard sell" in it (insistence people buy) and I always find myself somebody else and do the mag and go on promoting.

Therefore people who (a) want us to give it all away and thus end our ability to pay for more and who (b) shudder at the possible inflow, I always carefully note down in my little black book for transfer. And an HCO Sec anywhere would do well to advise higher authority in all cases where efforts to reduce our ability to pay for our dissemination get in our way.

Whereas this possibly may seem unreasonable, it works. And every time I've not followed it ruthlessly, as a policy, we've come a cropper.

**9. OFFER ANYTHING YOU OFFER AT A HIGH APPEAL LEVEL AT HIGH VELOCITY AND HEAVY IMPACT.**

If you know it works and is the way, you will have no trouble with this policy.

If you don't, you will have trouble.

The answer to this policy is to have a good subjective and objective reality on Scientology. Then you couldn't keep yourself from following it.

**L. RON HUBBARD**

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**'ff**

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HCO EXECUTIVE LETTER OF 27 MARCH 1965

General Non Remimeo

TO: RAY THACKER  
ASSOC SEC LONDON

FROM: RON

SUBJECT: **CONFUSED PRESENTATION DENIES SERVICE**

**Ray** from Ron: Your promotion letter (See ED No. 1) was messed up by adding a PS to correct a correction rather than throw away a stencil and cut a correct new one. This may result in loss of business. A new stencil would have cost 3 shillings. The blunder may cost f 2-3000.

A Certainty Minor is being rushed out to your lists to correct this confused presentation. It will just make a straight statement.

I see there's a blame of high prices from HCO London for the drop after 1 January in business volume. I think this was not due to a rise in prices but due to local confused promotion. I think you will find that such a confusing picture was presented by the Registrar about membership and prices that people, feeling in need of auditing or wishing training, just felt locked out and went home.

Q4

This was again expressed in this London org promotion See ED mix-up-a confusion of the public as to what is offered. Such a confusion seems to deny service and people don't buy.

Please take over the okay of all pieces to be released by your local org and coach the lines in so that the door for service looks open to the public, not closed. Please help me open your doors to a good traffic volume. Clumsy presentation by the local org alone is keeping them closed.

Love, Ron

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

HCO POLICY LETTER OF 31 MARCH 1965

Gen Non-Rernimeo

**JUSTICE POLICY LETTERS**

**CORRECTIONS**

The act of calling an Emergency Condition does not open the person, unit, section, department, org or division to any transfer, demotion or dismissal or cause a reduction of pay. The subject of the Condition must put the Emergency Formula into prompt operation and it is expected in the case of an org or portion of an org such as a division, department or section that the executive staff member, after the stage of promotion is passed in the formula will request a Committee of Evidence be convened on the staff member under him whose non-compliance or actions caused the Emergency.

Pay reduction, demotions, transfers, fines or dismissal may only be done after a Committee of Evidence and on its recommendation. There is no other way to bring about transfer, demotion, dismissal from an org or fine or reduce the pay of a staff member.

When after calling an Emergency Condition there is no improvement during a reasonable time, a Committee of Evidence must be convened.

Emergency and all other Conditions are assigned only by the Office of L. Ron Hubbard, which is a part of each HCO.

The form of issue of any conditions including Emergency is a SECED.

A Condition is cancelled by a SECED.

SECEDs are only issued by the Office of L. Ron Hubbard under the "per pro" (by and for) of the HCO Secretary or LRH Communicator in any org.

Requests for an Emergency Condition should be made to the Director of Inspections, Dept 13, Distribution Div (4) who comments and forwards them to the Office of L. Ron Hubbard. The comment of the Director of Inspections can be a recommendation for or against with any data he or she has.

Emergency Conditions are given only on OIC statistics and not by rumour or opinion.

Emergency Conditions may be issued on anyone in any portion of an org including Divisions without permission from a senior org, but may only be issued as above for reasons of declining statistics.

However no Emergency Condition may be placed on a Secretary by the org itself. This may be done only by applying to the senior org to that org or to Saint Hill.

**CONVENING AUTHORITY**

Only HCO's Office of LRH may now convene a Committee of Evidence or a Civil Committee of Evidence (1 person satisfactory to both contestants used in disputes between Scientologists or portions of Scientology, the contestants abiding by the findings of the one person Committee).

The order to convene one is requested of the Director of Inspections (Div 4) who

forwards it (or originates it) to HCO's Office of L. Ron Hubbard with comments and any statistics. No statistics are actually demanded in such a request but any available evidence is forwarded. The Bill is prepared by Dept 13 for forwarding to HCO for authority to convene.

The Authority to convene is issued by the Office of LRH in HCO, per pro ("for and by") the HCO Secretary or LRH Communicator.

The authority for a Committee of Evidence is issued by SECED. It is issued to the Director of Inspections who then handles all arrangements and actions from there up to the point of authorizing the findings. The complete record and papers, prepared, are sent to HCO's Office of LRH for final action and publication. In cases where the machinery to convene a Committee is missing, it is requested from a senior org on the same routing as above.

Publication of a Committee of Evidence findings is done by SECED of the same number that convened it. Publication is done by the Office of LRH.

The Director of Inspections (Div 4, Dept 13) takes care of all further actions and the resulting files.

The Department of Inspections, Division 4, Department 13, has the actual *administration* and *execution* of all Justice.

HCO's Office of LRH issues all *authorities* for Justice and confirms all findings of Justice and publishes results.

All guards or forces to be used in Justice (but not members of Committees of Evidence) are under the control of the Department of Promotion Div I Dept 6 and are under the orders of the HCO Secretary who may relay to them through the Department of Promotion the requirements of the Director of Inspections. Such forces may be loaned to the Dept of Inspections but remain HCO personnel.

#### BALANCE OF POWER

Division of Justice (HCO) has the authority and forces. Division 2 (the org itself, consisting of organization, finance and materiel) has the money and materiel. Division 3 (Service and Technical) has the technical personnel and Div 4 has the Field and "population".

All four Divisions are called the Organization as Division 2 organizes, finances and supplies them.

Justice therefore is under Division 4 in Administration, depends on Division I for authority and power and depends on Division 2 for Finance and Supplies, and uses the Technology of Division 3.

Thus it remains balanced.

Recourse from discipline or findings is requested always from the Department of Inspections who applies to HCO's Office of LRH for decision and authority and then the Department of Inspections cares for the resulting actions.

The Office of LRH need not wait on any request from anyone to issue Conditions or authorities but must advise LRH at once on doing so.

LRH may issue Conditions or authorities without request through his office or via the Director of Inspections. All such Conditions or authorities are based only on statistics but may include actions to obtain further statistics such as requesting or ordering data to be furnished to decide whether or not a Committee should be convened.

No Condition, simply by being directed, carries a penalty with it. However the declaration of a Condition for any org, division, department, section or person commands that the Formula for that Condition be followed by the org, division, department, section or person named.

The SECED declaring the Condition may not be posted on a public board or a board commonly viewed by the public, but must be posted on a staff board available to staff members. Copies of the SECED declaring a Condition are given to every person in the org, division, department, or section named in it or to the person.

The form of the Condition SECED is as follows below and with the usual SECED designation and seal.

### CONDITION

The Condition of (Name of Condition in capitals) is declared upon

(Subject in capitals)

by reasons of:

I. (give specific reasons one after next) 2. 3. etc.

(SECED Ending)

The form of a SECED (Secretarial Executive Director) for a Committee of Evidence is as follows below and with the usual SECED headings and designations:

### COMMITTEE OF EVIDENCE

At the request of \_\_\_\_\_ (title and org) (or By the Order of LRH) the Director of Inspections, Div 4, Department 13, is to convene and attend to the speedy conduct and conclusion of a Committee of Evidence.

(Names in Capitals) are to be named as Interested Parties.

The Committee is convened to look into and bring findings on a matter of a possible (give type, Misdemeanor, Crime, or High Crime) of (give exact charge or charges very briefly from the Justice Code) for which the maximum penalty is (give maximum penalty).

The Director of Inspections is to name the Chairman and Committee and compose and serve a Bill of Particulars on the Interested Parties. He is further instructed to provide the Committee and Interested Parties with copies of the Justice Codes. Further he is to charge the Committee to find facts and absolve the Interested Parties or prove them guilty beyond reasonable doubt, recommend any action and return all findings to HCO's Office of LRH for acceptance of findings and their publication.

L. Ron Hubbard per pro  
LRH Communicator (or HCO Sec)

LRH:ml.rd

L. RON HUBBARD

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*[Important Note:* When originally published in Volume 1, first edition, pages 563-564, this Pol Ltr was typeset from a mimeo which deleted a large section of the text. Later editions of Volume I will be corrected. This printing includes the full text as originally written by LRH. I

HUBBARD COMMUNICATIONS OFFIC  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 APRIL 19

Rernimeo  
Sthil  
All Orgs  
All Scn Staffs  
Dissem Hats  
HCO Hats

*URGENT*

Office of LRH

Design & Planning  
All Promotion Functions in an Org  
All Mailing Activities in an Org

**BOOKLETS, HANDOUTS,  
MAILING PIECES**

(Effective at once Saint Hill  
Effective June 1, 1965, other Orgs)

No mailing may be made without a complete sample of the entire mailing being okayed by myself at Saint Hill.

No booklet or brochure may be given or handed out without being okayed for *that* specific purpose by myself.

No Letter Registrar may mail bits or pieces in letters without their being specifically okayed for that purpose by myself.

No insert may be placed in Certificate mailings such as a pamphlet or brochure without my specific okay for *that* purpose.

Previously Letter Registrars and Dir Prom Reg have chosen out bits and pamphlets to mail people at their own discretion. This is cancelled. Any such presentation must first be okayed for *that* purpose.

That a booklet exists or has been printed is *not* an okay for its general use.

Any printed booklet or book must be okayed before being used for a specific purpose.

This means that booklets and handouts may not be indiscriminately released. One may not place them in with certificates or mailings unless they are okayed to be used for that purpose.

Booklets, etc may not be handed around at Congresses or in PEs unless they have been okayed.

**SUBMISSION FOR OKAY**

The entire packet that is to be mailed or handed out or put in with a certificate must be packaged up the way it will be assembled and passed to me via the Office of LRH Saint Hill.

Mark it-Office of LRH Saint Hill-Issue Authority Section.

Do not send a pamphlet and ask if it is okay to release it. State what it is to be released with or how it is to be released.

All permissions granted are for *a* specific use of the material. That an item has been given a specific permission for a specified use does not grant permission to use it as anything else. If it is to be used for anything else, a new permission must be asked.

All permissions granted will be issued as SECEDs and expire, like all SECEDs, in one year.

MAGAZINES

Every issue of a magazine must be passed upon in Dummy Form. Two dummies must be submitted. One is kept, the other returned.

A copy of the finished magazine must be sent to the Office of LRH, Issue Authority Section.

BOOKS

Books which may be advertised and sold must first be passed upon by the Issue Authority Section.

This includes all books, those by myself and others.

REPRINTING BOOKS

Any book to be reprinted must have an authority from the Issue Authority Section.

On requesting a reprint authority, sales data on the book during the past year must be included.

Several new books are to be issued and they may replace some old ones.

Some old books are to be rewritten.

"Unauthorized issue" means that the material does not have an authority for that purpose and is a misdemeanour.

Co-ordination of issue makes it possible to assess values of various materials and bring greater effectiveness of presentation.

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L. RON HUBBARD  
*[Modified by HCO P/L 2 March 1973, Issue Authority Lines & Procedures, page 666. 1*

HUBBARD COMMUNICATION  
Saint Hill Manor, East Grinstead

HCO POLICY LETTER OF 26 A

Rernimeo  
Post

**S E C E D I S S U E**

No Secretarial Executive Director may be issued unless specifically directed by myself.

Any SEC ED issued in the past which was not by my direct order is cancelled herewith.

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L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 APRIL 1965

Gen Non-Rernimeo

**MIMEO DISTRIBUTION CHANGES**  
**SEC ED DISTRIBUTION**

**SECRETARIAL EXECUTIVE DIRECTOR**  
(MODIFIES DISTRIBUTION ONLY)

As a bulletin board is often not seen and a SEC ED is vital and usually urgent, being a temporary order made to handle a current situation, broad SEC ED distribution is vital.

Therefore All SEC EDs will be distributed to all staff in all orgs.

SEC EDs are no longer to be posted on public or staff bulletin boards as they sometimes reflect a down condition or a Comm Ev sentence.

Awards are usually carried by HCO Exec Ltr.

No SEC ED may be distributed to only one org. Every SEC ED is distributed to all orgs and all staff in all orgs.

Every SEC ED must be clearly marked in caps at the beginning with the org or orgs to which it applies, followed by ONLY where it is not total.

Therefore there is now only *one* distribution of a SEC ED and that is to each staff member in every org including Saint Hill.

SEC EDs are not Rernimeo. They are done in two ways:

1. On thin airmail type *blue* paper at Saint Hill with enough copies run off to supply one to each org member and one to the org's master files.
2. By cable to Continental Orgs which relay to their Continent by Telex. On receipt the HCO steno cuts a stencil and signs the stencil and runs it off on blue paper of normal weight and issues fast to every staff member.

The Saint Hill issued copies (1), bear the signature on the stencil of HCO Exec Sec WW or HCO Area Sec WW.

The locally mimeoed SEC EDs bear the signature of the local LRH Communicator or the HCO Steno only.

The form of a SEC ED is unchanged except that the stencil signed signature must be legible.

No SEC ED is locally issued.

I personally write all SEC EDs and the signature merely means they are signed for me.

In distribution (2) above, a copy of the received cable, wire or telex must *be* stapled to the local released copy in the Master File, proving it was received, and that filed copy of the cable, wire or telex must be signed as received by the Director of Communications and must also be Time-Date stamped by HCO.

Reason: Comm Member system despatches often refer to SEC ED, and if they are only distributed in one org, a Dev-T situation is set up where "What are you talking about?" is asked, at once tripling the number of despatches regarding SEC EDs.

LTD AND GEN NON-REMIMEO  
SAINT HILL DISTRIBUTION

All Scientologists at Saint Hill get everything that is marked Rernimeo, General Non-Rernimeo and Limited Non-Remimeo and all HCOBs.

The only exception is Class VI material or Power Process (VII) material. This is not distributed to anyone but the persons designated such as "R6 Co-audit" (Staff Prov CI VI) or "Sthil R6 Students" (D Unit course students) or "Power Process Staff" meaning Review Technical Personnel in the Qualifications Division only.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 MAY 1965

Gen Non-Remimeo

**CANCELLATION  
MIMEO DISTRIBUTION CHANGES  
(SEC ED DISTRIBUTION)**

HCO Pol Ltr 29 April 65 is cancelled.  
SEC ED Distribution remains the same as before.  
Putting it into the Mimeo line at Saint Hill slowed it.  
It is desirable that a SEC ED is broadly distributed to a staff and that SEC EDs of broad interest be distributed Internationally.  
However our old system was best.  
HCO steno releases the SEC ED as fast as possible with a seal and her initials on it.  
Cabled SEC EDs are instantly made up and issued on receipt FAST.  
Distribute as best you can, just be sure it's effective.  
On Airmail SEC EDs we'll try to send you enough for your staff.  
If we don't, distribute it as broadly as you can.  
Keep SEC EDs off public notice boards.  
Sthil staff should have SEC EDs.  
*Secretarial Executive Directives* are explicit temporary urgent orders.  
Above all, SEC EDs are fast fast FAST.  
Mimeo couldn't help but slow them at Saint Hill as SEC EDs are faster than other items on the line and the traffic is heavy.  
We'll solve this.  
Meanwhile carry on as always, with as broad a distribution to staff only as you can get.

**LTD AND GEN NON-REMIMEO  
SAINT HILL DISTRIBUTION**

All Scientologists at Saint Hill get everything that is marked Remimeo, General Non-Remimeo and Limited Non-Remimeo and all HCOBs. The only exception is Class VI material or Power Process (VII) material. This is not distributed to anyone but the persons designated such as "R6 Co-audit" (Staff Prov CI VI) or "Sthil R6 Students" (D Unit course students) or "Power Process Staff" meaning Review Technical Personnel in the Qualifications Division only.

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L. RON HUBBARD

[Amended by HCO P/L 10 August 1966, *SECEDs, Executive Director & Guardian*, page 66 1.1

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MAY 1965

Remimeo

**CANCELLATION OF ASSORTED DIRECTIVES**

All Administrative Letters, Continental Letters, Continental Directives, administrative orders, directions, advices and any other issue of any officer or executive of Scientology, written or verbal are cancelled as of this date.

Only Secretarial Executive Directors issued after 1 Mar 1965 are in force.

Only HCOBs and Policy Letters are in force. HCOBs and HCO Policy Letters are not cancelled.

Secretarial Executive Directors issued after 1 March 1965 are not cancelled.

This Policy Letter expressly takes out of force any order or arrangement, written or verbal of any Scientology Executive other than myself.

Therefore any arrangements or orders or directives of executives prior to this date should be reviewed by the issuing executive now on post and submitted to the Office of LRH, Saint Hill for Review before again being issued.

This does not in any way influence the current routine orders given to staffs after this date.

The reason for this Policy Letter is to clear away any outstanding plans or orders on "policies" unknown to myself if any exist, so that new hats and the New Org Board can be put in smoothly without contradiction between old executive orders and new policy.

The standard, long standing policies issued in HCO Policy Letters signed only by myself remain in force where applicable.

Technology, issued in HCOBs signed by myself, remains unchanged.

**NEW DIRECTIVES**

No new Admin Letters of a planning or continued nature may be hereafter issued without clearance from the Office of LRH.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 10 JULY 1965

Rernimeo  
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 *co-ordinated* functions of terminals, or complete unawareness of other org hats and functions.

A D of T trying to wear an Ethics hat, a Qual See 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 disarranged, 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 offence to issue orders altering lines without clearance from the Office of LRH.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 SEPTEMBER 1965  
Issue 11

St Hill only

**ISSUE AUTHORITY REQUIRED FOR MIMEO**

"OK needed from Issue Authority" means an OK is needed for all things run through the mimeo machine, whether okayed previously to be mimeoed or not.

The objects are twofold:

1. To save on mimeo paper and
2. To keep my mimeo policy and technical lines from being jammed. If too much is put on these lines, the line is cut just because it's too much for people to read at the other end.

HCO Pol Ltrs, HCO Bulletins and HCO Exec Ltrs are especially my lines. These are never "by the authority of" mimeo signatures. No Franchise info issued by the Franchise Officer here is ever put on HCO Pol colour flash or title.

There are HCO Admin channels, other flash systems, etc, for things that bear "by the authority of".

The re-issue of a Policy Letter requires Issue Authority Okay.

Providing extra copies of anything requires Issue Authority Okay.

In addition, nobody else puts anything on HCO Pol Ltr, HCO Bulletin or HCO Exec Ltr except myself over my own signature without any "by the authority of". These are my own personal lines. When they appear in orgs, they can be picked out easily from other mail and mimeos. I try to keep the quantity down to keep from jamming people's lines. Therefore anyone else putting traffic on these lines is unappreciated. They have other colour flash anyway.

In filing, designation of where they were sent does not place them in a different file. HCO Bulletins, HCO Pol Ltrs and HCO Exec Ltrs all go chronologically. Saint Hill is not separate.

And no matter what colour flash or designation a mimeo has and whether old or new or whether a stencil exists or not, before it goes into the Roneo it needs Issue Authority Okay.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 OCTOBER 1965

**Gen Non-Rernimeo**

Executive Division  
**HCO Division**

**ETHICS AUTHORITY SECTION**  
**OFFICE OF LRH**

The actual authority on which Ethics operates, no matter who signs the order, is LRH. No matter what action is undertaken, any and all errors rebound heavily on the Office of LRH. Therefore there must exist a route of correction of Ethics actions where needful.

In addition, there are several Ethics functions purely belonging to the Office of LRH. These are:

1. The actual declaration of Suppressive Persons or groups, no matter who signs the order. Cancellation of certificates may not be done by any other than LRH as that is the issuing authority for all certificates. .
2. Comm Ev findings cannot be put into effect where they require cancellations without an LRH okay of findings. In general Comm Ev findings are usually okayed in practice by the Office of LRH.
3. Petitions which concern Ethics are handled by the Office of LRH, usually by routing to Ethics for data and the Office of LRH acting on that data or any other known data or policy.
4. The form and presentation of Ethics Orders are the concern of the Office of LRH and when the form, wording or presentation is incorrect the Office of LRH acts to remedy.
5. New Ethics policies or procedures are the concern of the Office of LRH when required.
6. Amnesties and their points of interpretation are handled by the Office of LRH.
7. Investigations concerning Ethics itself.
8. Although entirely under the HCO Area Secretary and in Div 1, Dept 3, Ethics Officers are looked on by me as my Ethics Officers and none may be appointed without my okay with a review of their record by myself.

Therefore, for these eight reasons only, the Office of LRH has a responsibility for Ethics. There is therefore an ETHICS AUTHORITY SECTION in the Office of LRH that cares for the above 8 actions only, not for general ethics actions.

No other post in Dept 21 may assume the authority of the Ethics Authority Officer unless it is specifically designated as a hat.

Routing on the above eight matters is self evident.

Anyone holding the hat of Ethics Authority Officer, Office of LRH must be checked out on all Ethics Policy Letters.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 JANUARY 1966

Gen Non-Ren-dmeo  
Div Sees

Issue III

**DISTRIBUTION OF MIMEO ISSUES**

When Div Sees or staff submit proposed Policy or Divisional Admin Letters, etc for OK to issue, the distribution required should be clearly stated. The following are the most usual designations:

Remimeo	(All Sthil staff. An electronic stencil is made for each org to issue as many copies as needed)
Gen Non-Remimeo	(All Sthil staff. 8 duplicated copies only are sent to each org)
Limited Non-Remimeo	(Sthil Execs, Sees and applicable staff. 4 copies to each org)
Staff Hats	(whichever ones are applicable)
Div Sees	(where applicable)
Sthil Staff only	
Students SHSBC	
All Students	
Sthil Grads	
Franchise	
FSMs	
FSMsSH	
HGC PCs	
Orgs Info only	
Post Public Bulletin Board	
BPI	(Broad Public Issue)
All Foundation Personnel	
Sthil Foundation Students	

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[Other Pol Ltrs giving the letter designations and distribution of mimeo issues will be found in the *Policy Letters and Executive Directives* section of Volume 0, the *Policy Letters, HCO Bs and EDs* section of Volume 1, and in the *Issue Authority* section of this Volume.]

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 3 FEBRUARY 1966

Remimeo  
LRH Comm Hat  
Exec Sec Hat

Issue IV

**SEC ED CHANGE IN ISSUE  
AND USE**

Any SEC ED written personally by the Executive Director will hereafter be:

WHITE PAPER  
BLUE INK

Those SEC EDs issued for and on *behalf* of the Executive Director by Executive Secretaries or the AdCouncil

BLUEPAPER  
-BLUEINK

but will be signed:

ADVISORY COUNCIL (Location) for the Executive Director  
(Location)

or: HCO Exec See or Org Exec See for the Executive Director  
(Location)

All SEC EDs for AdComms or Secretaries are:

DIVISION COLOUR PAPER  
BLUE INK

and are signed by the named AdComm or Secretary "for the Executive Director (Location)"

The LRH Communicator of the Area may sign and ok for issue any SEC ED for the area providing only it is not contrary to policy or orders from a higher org or the Int Exec Div (WW) or the Exec Dir.

No SEC ED or Executive Orders of any kind may be issued without an okay by the LRH Communicator and ALL general Orders of the AdCouncil or an Executive Secretary must be in SEC ED form and *all* general orders of AdComms or Secretaries must be passed by the AdCouncil of that Org and issued as SEC FDs with LRH Comm OK.

WW SEC EDs take precedence over local SEC EDs where there is any conflict or question of importance and SEC EDs written by the Exec Dir (white ones) take precedence over all others.

SEC EDs retain their traditional forms and seals.

A COPY OF EVERY SEC ED ISSUED MUST BE SENT TO WW.

This Policy Letter cancels Executive Orders of Divisions or orgs issued in any other form than SEC EDs.

Direct orders to specific posts in own portion of an org need not be in SEC ED form but any extensive project must be.

Directors may issue general orders and projects only as SEC EDs by the Secretary in the fashion described above for Secretaries and only with the approval of their Secretaries.

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HCO POLICY LETTER OF 3 FEBRUARY 1966

**Remimeo**  
**AdCouncil Hats**  
**Exec Sec Hats**  
**AdComm Hats**  
**Secretary Hats**  
**LRH Comm Hat**  
**HCO Area Sec**  
**HCO Steno Hat**

Issue V  
All Divisions

**SEC EDS**

**DEFINITION AND PURPOSE**

**CROSS DIVISIONAL ORDERS**

In a SEC ED neither an Advisory Committee nor a Secretary may order another division than their own.

An Executive Secretary may issue a SEC ED that crosses divisions but only those divisions directly under that Executive Secretary (HCO Exec Sec SEC EDS may only order the two HCO divisions, Org Exec Sec SEC EDS may only order the four [org] divisions).

The Advisory Council SEC EDS may order HCO and Org Divisions at the same time.

Advisory Councils, in approving the text of SEC EDS before passing them on to the LRH Communicator for an okay to issue should be very careful to see that no AdComm issues SEC EDS to other divisions than their own.

The LRH Communicator in authorizing the issue of a SEC ED, should be careful that this policy letter is not violated.

No SEC ED of any kind may be issued unless it has been authorized by the LRH Communicator and any violation of issue authority should be reported to the LRH Communicator WW who is to refer it to the AdCouncil WW for action.

SEC EDS improperly issued have no validity and need not be obeyed and may not be used for hearings or Comm Evs.

The meaning of the word SEC ED is "Secretarial to the Executive Director". The word "Secretarial" applies to the signature meaning it is signed as official by a person other than LRH personally. It is the written initials in the lower left hand corner that are "secretarial".

The system came into use to accommodate cable orders originally. By being sealed and initialled by an official person like a notary public in the org, the validity of the order was attested as a valid order of LRH.

Approval by an Advisory Council or an Exec Sec and authorization by the LRH Communicator for issue are now both required before the secretarial official in HCO (usually the HCO Steno) may seal, initial and issue the order. It is this person who requires that the AdCouncil or an Exec Sec *and* the LRH Communicator's initials appear on the original copy before she may type, seal and initial and then publish a SEC ED.

The HCO Steno may *not* issue any SEC ED today which does not have the initials of the AdCouncil or an Exec Sec *and* the initials of the LRH Communicator on it or unless it is in the handwriting of LRH or has come off the telex or through the mails from WW and is a valid communication from proper persons there. The LRH Communicator WW must be the transmitting authority from WW and must initial any despatch or telex before transmission that is to become a SEC ED at the other end. The HCO Steno must look for this before issuing. Her guide is that if the LRH Communicator's initials are not on it she may not issue it, excepting only it being in the handwriting of LRH or personally transmitted by him.

SEC EDS are fast orders and have top priority in transmission and execution. They take precedence over all other orders both in transmission speed and execution.

The priority of SEC EDs is as follows:

LRH Personally written or personally sent SEC ED AdCouncil WW SEC ED Exec See WW SEC ED AdCouncil Area SEC ED Exec See Area SEC ED AdComm Area SEC ED Secretary Area.

The penalty for not complying with a SEC ED is a misdemeanor and must result in an Executive Ethics Hearing or an Ethics Hearing.

If Executive Secretaries in an area fail to respond to WW SEC EDs, they are usually scheduled for early removal by WW.

SEC EDs have the virtue of making orders known and setting them on file where they can be referred to by other than the recipient.

The *only* answers to a SEC ED if one isn't going to do it are:

1. An immediate petition to LRH on SEC EDs issued by LRH personally or
2. A job endangerment chit immediately filed in Ethics.

If this step is lacking and it is found that a SEC ED has not been complied with, then an Executive Ethics Hearing or an Ethics Hearing **MUST** follow when the non-compliance is discovered.

Every single major danger condition at Saint Hill in 1965 was found to have had as its source the non-compliance with a SEC ED. If this policy seems unduly harsh then add up that fact. Some of these danger conditions involved day and night work by top brass. And every one of them would have been prevented had Ethics had this attitude toward non-compliance with a SEC ED. The cost of these non-compliances ran above f 10,000 and they threatened the very existence of Scientology. And each one would have been prevented had SEC EDs been complied with. From this, one should regard non-compliance with a SEC ED without instantly petitioning or filing a chit for job endangerment as something one does just before taking the arsenic.

The *only* thing that holds down the size of Scientology today is simply non-compliance. The only thing that makes trouble is non-compliance.

The SEC ED system is designed to make orders public and get them complied with fast.

Conversely, if the order wasn't in a SEC ED or Policy Letter, it does not have Ethics force-that is to say one can't be seriously tried for it.

All current projects and programmes should be in SEC EDs so people know what they are. Those written in despatches only are written in sand.

SEC EDs can be confidential and of limited issue.

SEC EDs expire one year from their date of issue if not sooner by reason of their text.

If a SEC ED is to be preserved beyond a year it must be converted into a Policy Letter by sending it to LRH.

The Director of Inspection and Reports is responsible for routinely checking the SEC ED file for non-compliances and when found must forward the matter to Ethics for prompt action.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 13 FEBRUARY 1966**

Remirneo  
All Exec Hats

Issue II  
SEC EDS

**SEC ED OK (CONTINUED)**  
**POL LTR CHANGES AND ORIGINS**

"SEC ED" = Secretariially signed order of the Executive, Director, expiring one year from date of issue.

"POL LTR" = A letter laying down Policy continuing until cancelled by a new  
Pol Ltr.

The Executive Secretaries may not change or edit a Secretary's or AdComm's SEC ED but may only pass or send it back with comments.

A Secretary likewise may not change another lower executive's SEC ED in the Secretary's Division but must only pass it on or send it back with comments.

An Executive Secretary or a Secretary may have a job endangerment chit filed for refusing to pass a SEC ED an executive believes vital to uphold his or her statistic, with a full explanation of why.

The LRH Communicator may refuse to pass a SEC ED only if it is against policy and if so, then the full reference of *what* policy letter or SEC ED it violates must be furnished with the refusal. This means of course that an LRH Communicator must be well up on Policy. Nebulous "It's against policy" is a violation of the LRH Comm's instructions from me.

If no policy concerning such a SEC ED is known to exist yet the SEC ED seems to the LRH Communicator to put the org at risk, the SEC ED must be cabled to the LRH Comm WW for further advices.

If by refusing to issue a SEC ED, an executive's statistic becomes bad and if this is traced beyond reasonable doubt in any resulting hearing on that Executive, the LRH Communicator must be given a hearing.

On the other hand if a SEC ED is passed by an LRH Communicator that is clearly against published policy letters and results in dropped statistics then if any hearing occurs on the Executives whose statistics dropped the LRH Communicator must be made interested party.

**THEORY**

The theory operating here is that SEC EDs are supposed to improve statistics and that one cannot hold an executive responsible for his or her statistic if that executive's orders are prevented from being issued.

An executive worth anything at all will issue specific orders to remedy a dropped statistic or reinforce a climbing one and as that executive is awarded or penalized only on the basis of the statistics he or she is responsible for, interference with his or her orders can be serious.

Seniors usually *advise* a more junior executive who is doing normally. One who is not gets into a Danger Condition easily and so specific orders must be originated that by-pass his authority. Advising a junior who is in affluence is pretty silly unless one simply says he better find out why and keep doing it.

One can always quote actual policy letters or bulletins at any level with no fear of making a danger condition unless one is quoting inapplicable material.

**POL LTR ORIGINATION**

If an executive is going to be hung for a statistic then he is entitled to give the orders up to a point where the org is endangered. At that moment of course he or she goes into Danger Condition.

An executive can always even originate a policy letter or one that cancels an impending Pol Ltr or SEC ED if he or she thinks it will help his statistic.

An originated cancellation of a Pol Ltr or a new Pol Ltr must go to the Qual See for opinion and then the HCO Area See and then the Advisory Council and any changes needed must be noted and it must be sent back to the originator at any stage for rewrite before it can go to the LRH Communicator and so on to LRH.

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HCO POLICY LETTER OF 7 MAY

Remimeo  
LR.H Comm  
Exec Sets  
All Staff

**LRH COMMUNICATOR,**  
**ISSUE AUTHORITY OF**

The **LRH** Communicator in any org may veto and deny the issue of any Exec See or See instruction, order or See Ed that is contrary to policy or technology.

In case of such veto the date and paragraph number of the HCO B, Policy Letter or prior See Ed must be stated in the veto.

As per the Fast Flow System of Management, the LRH Comm may require that a See Ed, order or instruction is certified as "OK and not against policy" before approving it. The LRH Comm need not approve the See Ed, order or instruction out of his own research of policy but may approve one "approved on the OK".

If, in such event, the See Ed, order or instruction is later found to be contrary to Policy or Technology the LRH Comm may charge the person or persons who stated on it in writing that it was not against policy with FALSE ATTESTATION and must report the matter to LRH Comm WW who must report it to the Guardian or in her absence her Assistant Guardian WW who may order further action.

The comm lines of an LRH Comm between his Continental org or WW must not be impeded and any censorship of the LRH Communicator lines must result in an immediate Comm Ev.

Any LRH Comm in any org has the Executive Director on his direct comm line where the communication is possible as the Executive Director is the highest officer of his org and the post of Executive Director exists in every Executive Division.

The LRH Comm may cancel verbal tech instructions or advices and verbal breaches of policy.

An LRH Comm may reject magazines or mailing pieces which do not conform to policy.

An LRH Comm may halt the use of unauthorized material or technology.

An LRH Comm may re-enter in his or her log for compliance any Policy Letter, HCO B or Sec Ed at his or her own discretion. (It is wise to re-enter Qual, Tech, Promotional and Ethics Bulletins and Pol Ltrs as the priority items.)

An LRH Comm on discovering a departure from Technology or policy that has been attested to as OK and who has not yet approved it may require the author of the See Ed, order or instruction, regardless of rank, to be checked out on that and similar technology or policy by the staff training officer.

It is fact that an org will go as far as Scientology works and no further. Ethics gets tech in. Adherence to org form and policy makes the org expand to the degree Scientology works. Therefore primary stress by the LRH Comm is on tech quality, Ethics adherence, org form and policy.

Dept 21 puts the org there. The rest of the Exec Division sees that it stays there and expands. The LRH Comm must see that they do.

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Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 10 AUGUST 1966  
Amends HCO Policy Letter 7 May 1965  
Cancellation Mimeo Distribution  
Changes (SECED Distribution).

Gen Non-  
Rernimeo

**SECEDS, EXECUTIVE DIRECTOR & GUARDIAN**

All Executive Director and Guardian SECEDs are to be typed and run off by Mimeo World Wide. They are to be distributed by HCO Steno Saint Hill immediately upon receipt from Mimeo WW.

Executive Director & Guardian SECEDs are a fast, fast, fast line and take priority over any other issue. It is, therefore, expected that any SECED will be typed, run off and completely distributed within one hour of receipt. Any failure to issue an Executive Director or Guardian SECED, or any stop anywhere on this line will be considered a crime, if not a high crime.

It is the responsibility of the LRH Communicator World Wide to see that this line is kept moving at a fast rate of speed and to report any failures to issue or stops on this line to Ethics who must immediately take Ethics actions to remove the person responsible for the stopped line from his post.

SECEDs which have not originated from the Executive Director or the Guardian go to HCO Steno for typing, running off and distribution.

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HCO POLICY LETTER OF 20 OCTOBER 1966

Rernimeo

**SIGNATURES OF POL LTRS**

(Modifies any existing Policy  
re signature only of Pol Ltrs)

Any Policy Letter I have not personally written must bear the signatures of:

1. The actual composer
2. Each passing agency or identity required to make it legal.

This may mean as many as five or six names may be signed to policy letters I did not personally write.

The reason for this is that a recent policy letter that violated six major policies re Ethics was slipped through and not questioned due to bearing my name, whereas I had never seen it and it did not pass through the required approval lines.

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Founder

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HCO POLICY LETTER OF IS FEBRUARY 1969

BPI  
All Executives

**RON'S JOURNAL '68**

**RELEVANT HCO Bs & POL LTRS**

**FOR PUBLIC REFERENCE**

This check-list of HCO Bs and Pol Ltrs is referred to directly or indirectly in Ron's Journal '68 and the list should be available to Org Executives. Any of these may be distributed to the public.

**3 RD PARTY LAW**

HCO B Dec 26, 1968                      The Third Party Law

**GUNG-HO GROUPS**

- |     |                      |   |
|-----|----------------------|---|
| 2.  | HCO Pol Nov 24, 1968 | The Group Officer                             |
| 3.  | HCOPolDec 2,1968     | Gung-Ho Groups                                |
| 4.  | HCO Pol Dec 3, 1968  | Gung-Ho Groups                                |
| 5.  | HCO Pol Dec 14,1968  | How to Register Gung-Ho Groups                |
| 6.  | HCO Pol Dec 14,1968  | Gung-Ho Group Courses                         |
| 7.  | HCO Pol Dec 18, 1968 | Warning Gung-Ho Groups                        |
| 8.  | HCO Pol Dec 26,1968  | Gung-Ho Group Tech                            |
| 9.  | HCO Pol Dec 30, 1968 | The Public Programmes Officer                 |
| 10. | HCO Pol Jan 29, 1969 | Public Division Org Board Revised (Corrected) |
| 11. | HCO Pol Jan 31, 1969 | Humanitarian Objective and Gung-Ho Groups     |

**TARGETS**

- |     |                      |                      |
|-----|----------------------|----------------------|
| 12. | HCO Pol Jan 14, 1969 | OT Orgs              |
| 13. | HCO Pol Jan 16, 1969 | Targets, Types of    |
| 14. | HCO Pol Jan 18, 1969 | Planning and Targets |
| Is~ | HCO Pol Jan 23, 1969 | OT Orgs Correction   |
| 16. | HCO Pol Jan 24, 1969 | Purpose & Targets    |
| 17. | HCO Pol Jan 24, 1969 | Target Types         |
| 18. | HCO B Jan 25, 1969   | Targets & Computers  |

**REFORM CODE**

- |     |                      |                           |
|-----|----------------------|---------------------------|
| 19. | HCO Pol Aug 26,1968  | Security Checks Abolished |
| 20. | HCO Pol Oct 21, 1968 | Cancellation of Fair Game |
| 21. | HCO Pol Nov 15, 1968 | Disconnection Cancelled   |

**NEW AUDITOR'S CODE**

- |     |                           |                      |
|-----|---------------------------|----------------------|
| 22. | HCO Pol Oct 14, 1968      | Auditor's Code AD 18 |
| 23, | <b>HCO</b> Pol Nov 2,1968 | Auditor's Code       |

**NEW CODE OF A SCIENTOLOGIST**

24. HCO Pol Feb 5, 1969

Press Policy-Code of a Scientologist

662

## ATTESTATION

- |     |  |   |
|-----|--|---|
| 25. | HCO Pol Mar 29,1965<br>Issue 11                | The Fast Flow System                              |
| 26. | HCO Pol Feb 6, 1968                            | Organization-The Flaw                             |
| 27. | HCOPolFeb 7,1968                               | Ethics-Fast Flow and Ethics                       |
| 28. | HCO Pol Feb 24, 1968                           | Fast Flow for SHSBC Students' Preclears           |
| 29. | HCO Pol Mar 14, 1968<br>(Re-issue May 8, 1968) | Policies Governing the<br>Qualifications Division |
| 30. | LRH ED 82 Int                                  | Attestation Reinstated                            |
| 31. | HCO Pol Jan 28, 1969                           | Addition to Pol Mar 14, 1968                      |

## ETHICS PROTECTION

- |     |                      |   |
|-----|----------------------|---|
| 32. | HCO Pol Feb 13, 1969 | Ethics Protection Conditions,<br>Blue Star, Green Star,*Gold Star |
|-----|----------------------|---|

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Founder

## HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

## HCO POLICY LETTER OF 3 DECEMBER 1969

### Issue II

FXec Councils

LRB Comms

Franchise Holders

Gung-Ho Groups

Dissem Secs

## ISSUE AUTHORITY FOR TRANSLATIONS OF DIANETICS AND SCIENTOLOGY MATERIALS

No bulletin, tape or book may be published in any form in a foreign language without obtaining Issue Authority.

Issue Authority for such is held by LRH Comm, Pubs Org, to whom all translations must be sent for approval before printing or mimeoing.

This also applies to quotations and excerpts from Dianetics and Scientology materials which are made up into handouts and info packs.

Each and every application for Issue Authority for a translation must be accompanied by an attestation by a Class VI, VII, or VIII Auditor that the materials contain exact duplication of technology, without addition or alteration.

No matter how expert the translator is who did the translation, the attestation by a trained Scientology auditor must accompany it, or it will not be granted Issue Authority.

This policy is retroactive, and any bulletins, tapes or books which have been translated but not granted Issue Authority must be resubmitted for Issue Authority. When issued they must also be copyrighted and bear the line "COPYRIGHT@ by L. RON HUBBARD". The purpose of this Policy Letter is to ensure that all foreign language students of Dianetics and Scientology have the benefits of standard tech.

L. RON HUBBARD

Founder

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HCO POLICY LETTER OF 24 SEPTEMBER 1970

Remirneo  
All Hats

**ISSUES - TYPES OF**

To clarify the value and distribution of various types of mimeo issues, the following summary is made.

**HCO PL** - Hubbard Communications Office Policy Letter. 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 1, 11, 111, 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.

**HCOBs** - Hubbard Communications Office Bulletins. 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.

**TAPES** - These are an issue line of both policy and tech as designated and are recopied at Pubs Org and issued for courses, congresses and other purposes.

**LRH EDs** - L. Ron Hubbard Executive Directives, earlier called Sec Eds. These are issues by LRH to various areas. They are not valid longer than one year when they automatically are retired. They carry current line, projects, programs, immediate orders and directions. They are numbered for area and sequence for the area and are sent to staffs or specific posts in orgs. They are blue ink on white paper with a special heading.

The above are the four main lines of issue of valid data. They have first priority on mimeo and in distribution.

**EDs** - Executive Directives. Issued by any Executive Council and named for the area it applies to. Thus ED WW, meaning issued to Worldwide. They are valid for only one year. They contain various immediate orders, programs, etc. They are blue ink on blue paper.

**GUARDIAN'S ORDERS** - **These are** issued by the Guardian's Office to its staffs. They contain policy, programs, orders, directions. They do not retire. They are usually issued by the Controller or Guardian but can be issued by Deputy Guardians and Assistant Guardians if they so state but no Assistant or Deputy Guardian may issue any order on their own-it must be from the Controller or Guardian or in their name and by their authority. They apply to Guardian staffs and are filed by Guardian Offices.

**DIVISIONAL ORDERS** - Each Division has its own order line to its staffs or to its opposite numbered divisions. The order is followed by the place and org name. The paper is colour flashed for the Division.

**SEA ORG ORDERS**

**FO** - Flag Order. This 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 SO units to have master files and quantity of FOs from which HATS can be made up for SO personnel and courses.

**CBO** - Central Bureau Order. Applies to SO Bureaux. It is distributed to Bureaux



personnel and SO Org Executives only. Usually noted under heading to what Bureau it refers. Issued by the head of a Central Bureau at Flag. Black on white. Has no force on non-Bureaux personnel. Similar to a Guardian's Order in content and effect. These regulate the organization and activity of SO Bureaux and their offices. Bureaux need master files for Bureaux hats.

BO - Base Order. 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. These are filed in consecutive date sequence with FOs.

SO ED - Sea Org Executive Directive. Broadly distributed to SO and Scn Orgs and binding on both. Usually issued by a Flag Aide. Contains immediate orders or programs. Blue on white paper.

FDD - Flag Divisional Directive. Applies to specific divisions in Scn and SO Orgs alike. Is the SO equivalent of a Divisional Order. Is senior to a WW Divisional Order.

FCO - Flag Conditions Order. Is the equivalent of a Scn Org HCO Div Order such as an Ethics Order. Distributed only to those concerned and Masters at Arms (Ethics Files).

FMO - Flag Mission Order. 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.

MO - Mission Order. Issued by a Continental Liaison Office under authority of its C/O. Confidential, no further distribution than those concerned and copy to Flag.

FSO - Flag Ship Order. Never goes off Flag. Full distribution to Flag Ship's personnel. May be issued by Captain or Deputy Captain.

SSO - Station Ship Order. Issued for that Station Ship only by the Captain or Deputy Captain. Goes to all personnel of that ship and a copy to Flag.

CO - Continental Order issued by Continental Captain or the Commanding Officer of a Continental Liaison Office. Distribution is all SO personnel in the area.

AIDES ORDER - Issued only to Aides and to no one else.

COD - Orders of the Day. Issued by any Commanding Officer to his own unit daily and 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 Sen Orgs.)

Of all types of SO Orders only the FO is carefully preserved and master filed as it is HAT material vital to the efficiency, comfort and safety of the crews.

HCO PLs and HCOB master files are also required in SO units, making only three vital files and can be locally reproduced with stencils preserved.

All SO issues are black ink on white except the SO ED and FDD which are blue on white. HCO PL and HCOB colour flash is preserved in SO master files.

Note that all SO issues except FOs and CBOs decay within the year and have no continuous validity.

#### WRONG PUBLIC

The reason why there are so many types of orders is to separate publics. Tapes are often used to wrong publics than those intended and should be watched on this basis.

It is not difficult to separate out the various orders. It is mainly of interest to distribution and mirneo and files personnel that very correct identification of different types of orders occurs and for staffs to understand the relative command value of what they are receiving.

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**L. RON HUBBARD**  
Founder

**HUBBARD COMMUNICATIONS OFFICE**

**Saint Hill** Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 2 MARCH 1973

Rernimeo

Issue I

All Orgs

All Franchises

LRH Comm Hats

Modifies HCO PL 22.4.65

URGENT - Office of LRH -  
Design and Planning.

**ISSUE AUTHORITY LINES  
& PROCEDURES**

International Issue Authority is hereby established in the Office of LRH, Flag.

Local Issue Authority is delegated to Continental and Area LRH Comms, by extension.

**INTERNATIONAL I/A**

All new books, booklets, magazines, manuals and requests to use Scientology and Dianetic materials for commercial use, such as books by others, use of symbols in medallions, plaques and jewelry, must have prior approval from Office of LRH, Flag Issue Authority Section.

"New" books, booklets, magazines, etc are defined as those types of issues being released for the first time.

Clearance to commence work on new publications must be obtained beforehand, on application to the PR & C Bureau at Flag. Name of text, intended public and editorial purpose must be stated in the request.

"New" issues do not include already authorized issues, such as Continental and Area Mags, The Auditor, PABs, etc. No new permission is required from Flag to issue the above, however, samples of the finished product must be forwarded to Flag I/A Section so that a quality check can be maintained.

**REQUEST FOR INT I/A**

All items submitted must be in full CSW form. This includes a Survey, showing that the proposed item is in fact needed and wanted. Routing is via local Area and Continental LRH Comms, to PR & C Aide Flag and thence to I/A Flag.

Written materials must be packaged up and presented as they are to be assembled in printing, with all titles, cover notes, indexes, etc, plus a dummy of what is to be published. -

In the case of proposed magazines, send a dummy (as defined in HCO PLs 26 Nov 68, "The Original Auditor Journal Policy", and 29 Nov 68, "Standard Actions, Office of The Auditor Journal") which clearly shows the proposed format of the magazine.

Include with the package a cover sheet stating exactly what the item is to be used for and all conditions of its use, such as to whom it will be sold or given, any cost if it is to be sold. In other words, a full CSW.

Submit 2 copies of each item. One will be kept, the other returned. Any corrections or clarifications can then be indicated on the returned copy without loss of valuable time.

All permissions granted are for a *specific use* of the material to a designated public or publics, and for a specific time period, as stated. A new permission must be obtained to alter its original authorized use, publics or extend the given time period, if such an extension is desired.

A copy of the final product, when complete, must be sent to Office of LRH, Flag I/A Section. This will be matched with the dummy or original submission, which will be retained in Flag I/A files.

Adherence to this procedure, as outlined, will ensure swift, accurate handling by the Office of LRH Flag, I/A Section.

**TRANSLATIONS I/A**

I/A for translations of all Dianetics and Scientology materials remains the responsibility of LRH Comm Pubs Orgs, as established by HCO PL 3.12.69 Issue II.

## LOCAL I/A

Local I/A is held by the Continental and Org LRH Comm who has the authority to approve all proposed promo pieces, hand-outs, mailings, magazines (Policy authorized versions only), local EDs, EOs, OODs, Bs of 1, Courts, Hearings, Comm Evs, etc. Any request to issue or publish (whether or not previously issued) or requests for copies of HCOBs, HCO PLs, internal routing and report forms of various types must be okayed by local I/A.

It is the responsibility of local I/A to ensure that any written executive instruction, order or directive, any promotional piece, or form for internal or external use, conforms with existing Policy and technology. Any issue that does *not* conform with existing policy and technology is vetoed. In case of such veto, the date and paragraph number of the HCOB, Policy Letter or LRH ED must be stated in the veto.

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Julia Watson  
CS-7  
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for  
L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

### HCO POLICY LETTER OF 2 MARCH 1973R

Remimeo  
All Orgs  
All Franchises  
LRH Comm Hats  
BPI

Issue 11  
REVISED 20 JUNE 1973

### ISSUE AUTHORITY - OTHER PRODUCTS

Ref: HCO PL 31.12.64, "Use of  
Dianetics, Scientology, Applied Philosophy"

To further safeguard the technologies of Dianetics and Scientology against possible alter-is or misuse, the following Policies are laid down.

1. All use of Dianetics and Scientology materials, the words themselves, and their symbols, in the advertisement and sales of other products, except where specifically authorized in writing by the Office of LRH, Flag Issue Authority Section, is hereby *cancelled*.
2. No item of a commercial nature, which uses Scientology and Dianetic Copyright materials and trademarks, may be marketed on Org and Franchise lines on a by-pass of the official Publications Organizations at ASHO in US and AOSHDK in EU, even when International Issue Authority has been obtained beforehand.  
*WHETHER SUCH ITEMS ARE THEN CARRIED BY PUBS, OR LEFT TO THE ORIGINATOR TO MANUFACTURE, PROMOTE AND SELL DIRECT TO ORGSAND FRANCHISES IS ENTIREL YAT THE DISCRETION OF THE C.O. PUBS ORGS USAND DK.*
3. Scientology Org and Franchise lines may not be employed for the promotion and sales of "other products". Clause 5 of the original Code of a Scientologist, as given in the book CREATION OF HUMAN ABILITY, is hereby stated as firm Policy:  
TO PREVENT THE USE OF SCIENTOLOGY IN ADVERTISEMENTS OF OTHER PRODUCTS.

It is the duty of every executive and every staff member, though principally that of the LRH Communicator, to ensure the foregoing Policies are strictly adhered to and to report at once, and in full detail, to Flag Office of LRH Issue Authority Section, any known instances of their departure.

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Julia Watson  
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for the  
BOARDS OF DIRECTORS  
of the  
CHURCHES OF SCIENTOLOGY



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 18 SEPTEMBER 1959**

STHIL

**SPACE CHANGES REQUIRE OK**

No changes of position, desks, rooms or quarters may be done without my ok first.

LRH:brb.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 19 DECEMBER 1960**

Central Orgs

**SPACIAL REORGANIZATION**

The introduction of testing as a public service has made it necessary to totally reorganize office spacial locations in the Johannesburg buildings.

The actual test room has been placed nearest the street, with Reception and Registration deeper into the building. Body Registrars, D of P and Processing Admin, Accounts and Security have all been placed on one corridor so that all body traffic is centralized.

It has been found that the typing pool, CF, Address and the Letter Registrar (see HCO Policy Letter, 18th December 1960) and probably test evaluation by mail all comprise a single unit which need not occupy any forward space but might even go into a distant building to save space. Their lines have no close relation to other activities if so packaged.

The Association See's office has been placed well away from the public traffic lines.

The D of T can be close to classrooms but remote from Reception. Training Admin, Ext Course should be with D of T and remote from Reception.

So long as the test room is nearest the street and so long as Reception, Body Registrar interview offices, D of P and its Admin and Accounts are all grouped, body traffic can be handled easily.

Johannesburg is doing better on Internal Comm with its Comm Centre in the mail room and its despatches distributed to all Central Org persons by a Communicator four to six times per day. Reception is too crowded for a Comm Centre now. The entire Comm Centre system baskets of the Org can be anywhere handy to the Communicator rather than Org personnel.

HCO, its files, book shipping, etc needed no change. An HCO Area See needs to be near activities similar to the Association (Org) See but need not be very prominently placed in the Org.

I invite you to restudy your placements in view of the above and to shift things as needed.

If you run out of space, put Letter Reg, CF and Address right out of the immediate quarters. They can be miles away. If you run out of space again shift HCO, its shipping, filing and my office elsewhere.

Also, you have *expensive* space in every auditing room in the Central Org. In a press, it would be wiser, as I have done in Johannesburg, to wipe out all auditing in the Central Org buildings and rent cheap auditing rooms outside, giving HGC Admin a cubicle for case assessments in a lounge outside the D of P's small office.

Beware always giving great space to executives such as the Association See, PE Director, or D of T. The Body Registrars, Testing, Reception and service rooms (for PE, Co-audit, Anatomy Training) have priority any time.

The whole Academy can be peeled off. All Auditing rooms can be gotten elsewhere. The D of P and his Admin cannot be and must be near the Registrars, as Accounts must be.

LRH:aec.js.rd

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 APRIL 1962

Sthil

**FURNITURE & QUARTERS**

All Quarters assignment for housing, training, Administration or whatever purpose at Saint Hill may be assigned or changed only with my permission.

Furniture may be rearranged or positioned only with my permission.

A despatch to me will suffice if returned with an authorization initialled by me.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 25 JULY 1966

Remimeo  
HCO Area See  
RAP Hats  
Receptionist  
(Adds to HCO Policy Letter of 22 October 1962  
"THEORY OF SCIENTOLOGY ORGANIZATIONS")

**ALLOCATION OF QUARTERS  
ARRANGEMENT OF DESKS AND EQUIPMENT**

In allocating quarters and arranging the desks and equipment of the personnel who are to use them, it is essential to analyze the particle flows to be handled by these personnel: what particles does each post handle; where do these particles come from; what does this post do with them; and where do the particles go from there.

Example: All types of particles from the public enter the org through Reception. Thus the space allocated to Reception should be easily accessible to the street; the channel to it should be clearly marked; and there should be nothing along this channel which would stop or distract the flow of particles to Reception. Within the Reception area itself, the Receptionist's desk should be so placed that it is clearly visible from the entry and there should be no barriers or distractions between it and the entry; thus incoming particles will naturally flow to it as the first barrier in their path.

What Reception does with these particles is discover their proper destination in the org and route them to it; as well as give persons entering the org recognition. Thus, Reception's space must have in it a Public Bulletin Board and notices of services, book display and the like; and space and chairs, etc, for bodies to wait in if their destination terminal is not immediately available.

Reception's highest priority particles are incoming public bodies; and these go mostly to Registrar and/or Accounts from Reception. Thus, Registrar and Accounts should be easily accessible-preferably adjacent-to Reception, and clear channels should exist between Reception and them.

Incorrect allocations of space and/or placement of desks and equipment therein slow, confuse and even lose traffic. Example: An org had its Public Bulletin Board, some chairs and a magazine stand in the hallway leading to its Reception area, out of view of the Receptionist. An inestimable amount of body traffic was lost by this arrangement-inestimable simply because these items stopped the flow and Receptionist never saw many of the bodies that came in the door.

It would be wise for any org to review its allocation of space and arrangement of desks and equipment in terms of particle flows as above, as a routine action once every six months or so.

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[HCO P/L 22 Oct. '62, Theory of Scientology *Organizations*,  
is in Volume 0, page 3 1.1

Remimeo  
Promo  
Planning  
Dept 9 Hats  
Div 2 Hats

HUBBARD COMMUNICATIONS OFFICE  
Saint I-fill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 27 JULY 1966**

**MOVING**

The location of an organization is an orientation point for the public and should not be moved unless necessary.

If it is necessary, then care must be taken to maintain it as an orientation point nonetheless.

This is done by (1) maintaining predictability of location and (2) maintaining high volume outflow.

The new location is announced the moment the new quarters are found and approximate date of occupancy is known and the move is promoted as a sign of expansion. The essence of these promotional pieces is that we're right here giving full service and expanding; in (time period) we'll be right here (new location) giving full service with (more, better, more convenient-whatever can be truthfully said) space and facilities.

When the exact date of occupancy is known, an Open Evening is planned and promoted for the first weekend in the new quarters and each weekend thereafter for at least one month; these are continued after the move until body flow for routine activities exceeds what it was in the old quarters.

It is also important to plan the move itself for the least Possible disruption of services.

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Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 5 NOVEMBER 1968**

Remimeo (Reissued from Flag Order 1549, same date)

**PLANNING SPACE**

Space place is best planned by the Org Board. You put Div 9 way out of the traffic lines, up or back. You put HCO Divs I & 2 near their own entrance, compact and up tight to it.

You put 3 close up to Div 2 with a Cashier over on Public lines.

You spread 4 over the bulk of your space, Tech Services close to public lines, Dept of T and HGC using up the *bulk* of your space. Students should have their own entrance.

The Public Divisions provide a circular in and out with their own entrance.

Service space (Training, Processing and Qua]) always have the bulk of an org's space.

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HCO POLICY LETTER OF 23 SEPTEMBER 1970

Remimeo  
Estate Bu  
LRH Comm Hat  
OES Hat  
ED Hat  
C/O Hat

**QUARTERS,  
POLICY REGARDING  
HISTORICAL**

In 20 years an enormous amount of experience has been gained regarding the quarters and housing of orgs.

From this experience there are only a few clear-cut lessons. These follow:

A. **VIABILITY** of the org (its economic survival including its security from political enemy motivated attack) is the first and foremost consideration. In terms of quarters an org can afford just so much expense. Therefore Viability is the first consideration -not how posh or what repute or what image. Thus we have the policy that

**THE FIRST CONSIDERATION IN PROCURING QUARTERS IS THE *VIABILITY* OF THE ORG.**

Example: Stockholm took very posh, fancy quarters. Up to that time it had been viable. The overload of expense rapidly upset the salary sum, the staff began to moonlight (work on other jobs) and the org all but collapsed until cheaper quarters were found.

Example: Phoenix 1955. A beautiful big building at small expense was found. It was very prominent. Enemy local attack was stepped up in the area including door to door black propaganda by psychiatrists and a campaign by Commie newspaper reporters. The full reserves of the org went into furnishing these quarters. The area had to be abandoned losing all reserves. Elizabeth NJ 1950. The shabby quarters there made lots of money. Beautiful country quarters were under survey for purchase. The psychiatric block much stronger then, began action in Trenton NJ to involve a law against medical schools. If the better quarters had been purchased they would have been lost. The org foolishly moved to New York City across the river where the NY org owned a building.

**CONCLUSION:** Viability of economics must not exceed the income of the org. The **SAFE** figure for rent and mortgage payments must not exceed 15% to 17% of the gross income of the org.

Political security must be attained by counter-attack and if not attained or is risky no heavy property investment or renovation should be programmed.

If a country itself is liable to fall, property investment and renovation should be held to a minimum as viability is under the general political threat to the country itself.

B. Quarters must be close to ample and *cheap* student and pc housing, restaurants and transport.

Example: Abellund in Denmark 1969 was a lovely place. The org there failed because it was 42 kilometers in the country without transport or taxis or buses, had no student housing nearby and had no restaurants. It was lovely but hated by students and pcs. Its isolation and general atmosphere promoted idleness and the org was down to half rations and no pay when forcefully moved by Flag into Copenhagen where in very bad quarters and bad housing it became viable. Student housing and feeding is very expensive and facilities scarce even so and still hurts the org income greatly.

Example: Elizabeth New Jersey 1950. The org was located amid square blocks full of rooming houses and at the city center of three railways and bus lines. The students' own rooms were used for auditing which permitted org expansion. Nothing was posh. Everything noisy. The org was very viable and had streams of people.

Example: SH 1960-1968. The presence of lots of rooms for students in the town and cheap living despite the lousiness of the quarters gave SH in England its greatest



periods of affluence. Political attack barred out foreign students and the town people came at length to petition the government to remove the ban. (The closure of the 1955 Phoenix org also caused 35 small town businesses to close in the org vicinity.)

**CONCLUSION:** The presence of ample cheap housing and restaurants and general and local transport is a main factor in the viability of an org.

C. Image is a secondary consideration.

Example: Hotel Reycair Alicante Spain was relatively cheap. It was quite posh. Students complained as it cost a bit more than they were willing to pay. Image in this case worked against the org.

Example: Johannesburg's 3 old buildings foolishly sold and the money squandered has yet to attain the income it made in its "old horrible quarters" despite its newer image.

Example: The beauty of Saint Hill in England is secondary to its viability and student housing.

**CONCLUSION:** One does all he can by staff work to improve the image. If image is the reason why one must move from an area where the org was viable or had student housing, forget it. Polish up what you have already. Image is gratifying. If A and B exist, one can think about image. Image of the outer building does not much affect A and B. Cleanliness and order of what you have is the image to concentrate upon. Staff pay and food and cheap student housing do more for an org than a posh building.

D. DON'T SELL IN ORDER TO RENT IF YOU'RE VIABLE.

Example: London about 1965 agreed to sell its buildings. Three years later by agreement it had to vacate. It squandered its money so made and has rented quarters and has not done well since.

Example: Johannesburg sold its buildings in the late 60s for a profit, blew the profit on old bills instead of making the money and has been on a struggle ever since.

Example: Reversely Wash DC has paid for its buildings in rent several times over and has nothing and is in sporadic trouble, probably exceeding its 17% of gross for quarters.

**CONCLUSION:** Purchase is superior to renting unless political viability is very bad. And when an org owns quarters and is viable it is not clever to sell and rent.

E. Expensive office equipment is not a first priority.

Example: Camden NJ 1954 bought beautiful desks and chairs and cabinets. When it moved they were seized on a landlord pretext. All its reserves were tied up in furniture which can't be resold anyway.

**CONCLUSION:** *Enough* desks and chairs and furnishings is far superior to top grade office furniture. Reserves tied up in furniture are never recoverable. Furniture quality does not influence production. Furniture lack does reduce production.

F. Renovations are destructive if extensive.

Example: London 1958-59 rented 7 Fitzroy. Contrary to orders which were to hire a man and do one room at a time, it went all out with contractors and even re-wired the place and went broke on renovation bills. It took 3 rough years to get the org out of debt. Then when the building was given back to the owners (Church of England) they charged huge building damages which had to be paid although they had a new sleek building in return for an old wreck it had been.

Example: Phoenix 1955 cost all the org reserves to renovate a building then lost.

Example: A ship was fully renovated before use and wound up costing more than a huge usable ship.

CONCLUSION: Don't renovate at vast expense. Use and make it better as you can with your own people.

G. Other businesses or rentals to support an org wind up very costly.

Example: Hickstead Garage was bought to support Saint Hill. Was a horrible drag and distraction and supported nothing not even itself. SHSBC supported SH.

**CONCLUSION:** Schemes to use other than Scientology actions or partial rentals, etc can be a bad nuisance. *Scientology* supports Scientology orgs and we learn this over and over.

H. Depending on political viability it is better to buy than rent.

If political viability is shaky it is better to rent than buy.

Example: Spain's Hotel Reyera was a great success as a rental, getting org quarters so students would rent rooms. However the Spanish government was worked on by the South African ambassador who was worked on by the World Federation of Mental Health Stooze Stander, a Commie in SA. The org was subjected to surveillance and upset and moved. It could not have moved easily had it owned.

**CONCLUSION:** In politically troubled areas use a downstat hotel and promise student room rentals. One can move in hours. Or one can stay. This would apply to the Middle East or to any country, like Spain, subjected to political menace. (Spain is intolerant of religions and its officials are bought easily and is coming in to Russian pressures and probably won't live as a government beyond Franco's death.)

1. Where possible, don't split up units of the same org unless you have to.

Example: Notting Hill Gate 1955 was rented. Half the org stayed a busride away at 163 Holland Park, London. Denied some of the services of an org each part had a rough time.

Example: The HGC Los Angeles from 1956 for some time was separate. This was not too bad and it paralleled an earlier 1955 separate building HGC in Washington. But the secret here was the personal competence of the HGC D of P and when that person was promoted to LA, the HGC did much less well. The separate HGC in LA got into out tech.

**CONCLUSION:** The functioning public line units (Acad, HGQ) should not be in separate buildings from the org. However working units such as Mimeo or even Div 2, except the Body Reg, have sometimes been separate from an org and no trouble was experienced. Housing and food for a staff can of course be separate and should be.

## SUMMARY

The above are the major policies relating to obtaining and situating quarters.

A and B are much more important than the remainder.

An org which adventures more than 15% of its current gross income for rent or purchase payments can get into far more serious trouble than an org with a poor building image. Hopeful thinking contrary to these policies, especially A and B, can smash an org.

The switch of address alone can cost an org a great deal unless loudly remedied.

One maxim is, if you have a going concern with enough income and pay, don't monkey with it until you can realize a total purchase price with A and B in mind.

L. RON HUBBARD  
Founder

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO BULLETIN OF 18 JANUARY 1960**

Sthil Only

**ZONES OF AUTHORITY  
AND REGULATIONS OF SAINT HILL**

Three zones of authority are established herewith: Household, Grounds and Office.

*Household* includes the care of the house, care of the children, preparation and serving of all meals, care of quarters, ordering of food, all Project ten functions, laundry, and all persons performing these functions. This is the zone of the *housekeeper*.

All personnel procurement for these posts and the award of any bonuses for these persons is done by the housekeeper. This is my own domestic staff but cares for other persons living in by extension. The following posts are included in this department: Chef, Nanny, serving and kitchen personnel, cleaning personnel, laundress, maids, valet, etc. Mrs. Collard is appointed to the post of Housekeeper.

*Grounds* includes all care of outside grounds, glasshouses, roads, paths, gardens, lakes and ponds, lawns, seeds, trees, plants and shrubs, fences, gates, sporting areas and sports equipment, vehicles, implements, tools, supplies, construction, repair and maintenance, electrical, building supplies, etc. This is the zone of the *Grounds Manager*. It includes only construction, repair, maintenance, furnaces, fuel and electrical where the interior of the house is concerned. The following personnel come under the *Grounds Manager*: Maintenance man, chauffeur, artisans, gardener, labourers and contractors. The *Grounds Manager* is Mr. Hall.

*The Office* includes all executive, clerical and communication functions and contains such personnel as the HCO Technical Secretary, the HCO Franchise Secretary, the HCO Communicator, the HCO Steno, Accounts, the Book Section, Certainty, LRH personnel, Secretarial and public relations. And any other office personnel. This post area includes all equipment and supplies and the repair or ordering thereof.

The transaction of all HCO business is handled by the Office. The HCO Administrator is in charge of the office. In his absence the post is filled by the HCO Secretary WW. Mr. Peter Hemery is HCO Secretary WW.

The Bonus System by projects is abandoned by reason of lack of personnel. In its place is instituted a very occasional bonus whenever a particularly good week is had by HCO.

A sum amounting to I Os, f 1, or f 2 will be issued individually at the discretion of the Housekeeper, Grounds Manager and HCO Secretary to their staffs. I will authorize the bonus. It will then be up to the supervisors of the three areas to say which of their people get how much of the sum allocated. Those who have worked well for their manager will receive more than others. I will allocate the amount given to the supervisors for themselves. They will allocate what should be given to those in their zones.

As I attribute any past staff difficulty to (a) inadequate delegation of supervision and authority (b) staff difficulties with each other and (c) office staff warfare with the cook and domestic personnel, to iron out these points:

Supervision (a) is cared for now as above. Item (b) staff personality clashes I could and may care for with Scientology Group Processing or other means. Item (c) is cared for below:

**MEALS**

Breakfast - 8.30 am - None served after 8.50. Orders for breakfast to be in the night before.

Lunch - 12.30 pm - no menu except as authorized.



High Tea - 5.30 pm - No other menu than authorized.

The cook is my personal cook and also is permitted to cook for staff. Domestic staff is my personal staff.

Staff may not enter larder or kitchen at any hours.

Any additional drinks or food will be laid out in recreation room.

All previous difficulties with cooks and domestic staff stem from misapprehensions concerning the above. Please comply.

### **REGULATIONS OF SAINT HILL**

There are several regulations regarding Saint Hill. The most important of these follow:

1. Any physical or mental abuse of the children or any tampering with them will result in dismissal or worse; this includes any instruction of the children to withhold something from their parents;
2. Any commission on Saint Hill Purchases or wages requested of tradesmen or accepted by employees at Saint Hill is forbidden;
3. No radios or phonographs are permitted on the second floor; only the lift may be used up to and down from the second floor-the use of the stairway is forbidden; please close firmly *both* doors of the lift when leaving it only for a moment;
4. No food preparation is permitted on the second floor or in the recreation room, the hall booth is where coffee and supplies should be placed; steaming tea kettles will injure the painting in the cinema;
5. No staff except the Housekeeper, chef and kitchen maid are permitted in the larder or the main kitchen and no office staff may discuss food or menus with my chef;
6. No furniture or household goods may be disturbed or moved, placed or changed in position without the housekeeper's permission;
7. No fires may be lighted in fireplaces;
8. All office waste basket paper is to be burned as soon as emptied from baskets in incinerators provided for that purpose;
9. It is our policy that as all emergencies stem from overlooked or neglected duties, when a staff member seriously drops a ball we drop a staff member;
10. Falsifying accounts reports or records or ordering from tradesmen is regarded as a criminal offence and will be so handled.

### **SECURITY PRECAUTIONS**

Windows and doors of Saint Hill Manor must not be left unlocked or open.

The staff office and the Admin Office of HCO and my office area must be locked fully and thoroughly nightly.

As we have no Master at Arms, each person should lock up at night the windows and doors he opened earlier in the day.

#### *Other Doors:*

Please keep closed the following doors at all times. Do not lock back.

The back door (flies).

The larder door (flies).

Both Hall doors leading into the Main Entrance Hall. Never leave or lock these open. (Noise and cooking odours.)

The passage door, evenings, leading into the area where the domestic message centre is. (Noise-the children will be trying to sleep evenings just up the stairs from this.)

The terrace door from the Main Entrance Hall. (Draughts upstairs.) Both Boiler Room doors (fire or smoke). The front door of the Manor (salesmen).

## ASSIGNMENT OF ROOMS

All room assignments and furniture changes are done by the housekeeper.

## VEHICLES

No vehicle may be used without the permission of the Grounds Manager. Repairs made necessary by carelessness in handling, cleaning, servicing or oiling vehicles or implements may be required paid for by the offending person, or the person in charge of vehicles or the Grounds Manager out of pocket.

## FISHING AND SWIMMING

The staff may use fishing and any swimming facilities but at posted times only.

## KEEPING VEHICLES

The Grounds Manager assigns where vehicles may be parked but may refuse parking privileges to any person or vehicles at his own discretion without further recourse.

## SPORTS FACILITIES

Tennis and other sports facilities may be used by staff but only at posted times and only at discretion of the Grounds Manager. Any equipment so used must be taken down, cleaned and stored by the staff persons using it.

The above bulletin is issued after due thought and experience of the past many months and should be considered inflexible, final and to be fully enforced by the supervisors of three zones of action and by myself. Personnel consistently by-passing the authority of supervisors or breaking regulations will be dismissed.

L. RON HUBBARD

LRH:js.rd

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH GREEN ON GOLD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 9 SEPTEMBER 1959

STHIL

## KITCHEN TRAFFIC

No members of HCO staff are allowed into the kitchen during the day.

Mavis is in charge of supplying all office workers with tea or coffee during the morning and afternoon.

Added traffic in the kitchens prevents the domestic staff from performing their duties.

HCO Secretary WW

NW:iet.rd

NOT HCO POLICY LETTER ORIGINAL COLOUR FLASH  
NOT GREEN ON WHITE  
HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 19 FEBRUARY 1960

Sthil

## VEHICLES

The care and maintenance of vehicles is the responsibility of the Transport Supervisor (post at present held by Mr. Hemery).

The following regulations should be observed by all who use vehicles at Saint Hill. Visitors and others who own private vehicles are also requested to observe the parking regulations.

Water, oil and tyre pressure should be checked at each petrol fill.

Transport Supervisor keeps a record of servicings and repairs for each vehicle noting date and mileage. He ensures that servicings are done at the correct intervals.

Vehicles may only be used with permission of the Transport Supervisor.

Vehicles may not be out of the parking area overnight. They must not be parked so as to obstruct the passage of roads, paths, or the garage. When parking, ensure that all other vehicles in the vicinity are free to move out. The Transport Supervisor assigns when vehicles may be parked but may refuse parking privileges to any person or vehicles at his own discretion without further recourse.

Petrol may not be used for private purposes.

Anyone driving a vehicle should report any breakages, accidents, knocks, over-heating, suspected defects, however slight to the Transport Supervisor so that they can be put right at once. Do not drive a vehicle that is out of adjustment or in imperfect running order.

Purchase orders must be obtained for all expenses incurred.

Vehicles should be kept clean-particularly windscreens, lamps, number plates. They should be cleaned at least once a week.

Transport Supervisor must ensure that vehicles are properly licensed and insured. Insurance policies, log books, and insurance certificates are kept in the Valuable Document Safe.

When driving vehicles, please take full responsibility for them, treat them carefully and drive with care. See that your driving license is up to date. Fines and expenses for repairs due to negligence or carelessness may be charged to the individual responsible.

Peter Hemery HCO Secretary WW for L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 14 APRIL 1960

sthil

**FLOWERS**

(Add to staff regulations)

Permission of Mr. Hall is required to pick flowers. Each time flowers are to be picked Mr. Hall must give his permission and designate the location.

Experimental flower beds have been planted and picking would upset experiments.

Also, flowers are being picked too close to the house, upsetting the landscaping. More distant and less vital beds exist and have been planted for picking.

No roses may be picked by anyone except myself and Mr. Hall due to possible bush damage.

We are winning in restoring beauty to Saint Hill. Please help.

L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 21 APRIL 1960

Sthil

**DOMESTIC ARRANGEMENTS CHANGES**

**Due** to domestic arrangements overloading myself and other staff and the great difficulty in securing domestic staff and for economy reasons, I regret that certain changes will have to be made, effective Monday, April 25, 1960.

As lunches were gratuitous and not part of wages and as it becomes impossible to serve them, I am sorry to announce that no further lunches will be served, and it will be necessary for staff to bring their own lunches or return home for them as they used to do. This is effective Monday, April 25, 1960. Lunch will be served to the family, the nanny, kitchen staff and housekeeper only.

Hot tea and coffee will however be provided for tea breaks and at lunch.

After Monday, April 25, only the following quarters will be furnished to staff: Chef and nanny in the Manor House, housekeeper and HCO Secretary at the gate Lodge.

The wage of the Technical Secretary and the Tape Technician will be increased f 3 each per week to help pay for their outside living. The wage of the HCO Secretary will be similarly increased, f 1 as a salary increase and f 2 as an outside food allowance.

The wages of Jennifer Sturgess, Mavis Leach and Jean Farrer are increased 5s. per week each as a pay increase.

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 AUGUST 1960

Sthil

**PERSONS LIVING IN**

Those persons who live in at Saint Hill should observe the following:

The stairs from the second floor to the ground floor may not be used. All persons living on the second floor must use the lift.

Loud radios and TV are not permitted on the second floor.

Meals:

Breakfast	8 . 30 am
Lunch	12 . 30 pm
Dinner	5 . 30 pm

Persons who do not live in may not cat in.

Persons who live in are responsible for their own serving and washing up.

Laundry is done by the laundress for sheets, pillow slips and towels only.

There is no pressing service but cleaners and dyers call weekly.

The lake may be swum in or fished in.

The children are to be treated courteously at all times. If they bother, locate their nanny, don't order the children.

LRH:js.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 11 OCTOBER 1960

Sthil

**TEA BREAKS**

Tea breaks shall be arranged and held at the following times:

10.00 am - 10 . 15 am	Domestic and Outside Staff
10 . 30 am - 10 . 45 am	Office Staff
3 . 00 pm - 3 . 15 pm	Domestic and Outside Staff
3 . 30 pm - 3 . 45 pm	Office Staff.

In this fashion there will be no jam occurring for usage of the electric kettle.

The time limit of 15 minutes should be adhered to strictly as all persons are expected to leave their work posts and to return to their work posts at the appropriate time, thusly making location of them in case of query or telephone call much easier.

No staff are allowed to make tea or coffee at other times.

The office Junior makes tea, picks up all cups and saucers from the various offices afterwards, and tidies the small pantry for the office staff. Other staff who use these facilities are requested to do likewise for themselves.

MARY SUE HUBBARD  
Deputy Executive Director

MSH:js.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 OCTOBER 1960

Sthil

**STAFF REGULATIONS**  
(Cancels previous directives)

The following rules should be observed by staff who live in the house.

The stairs from the second floor to the ground floor may not be used. All persons living on the second floor must use the lift.

Loud radios and TV are not permitted on the second floor.

Meals:	Breakfast	-	8.30 a.m.
	Lunch	-	12.30 p.m.
	Dinner	-	5.30 p.m.

Persons who do not live in may not eat in. Meals may not be served to outside guests. Entertaining of outside guests should be kept to a minimum. Guests may not be invited to sleep on the premises, or be taken up to the second floor.

To discourage mice, etc, no food of any kind should be eaten, cooked or stored on second floor.

Persons who live in are responsible for their own cooking, serving and washing up.

Laundry is done by the laundress for sheets, pillow slips and towels only.

There is no pressing service. Cleaners and dyers call weekly.

The lake may be swum in or fished in.

The children are to be treated courteously at all times. If they bother, locate their Nanny, don't order the children.

Private preclears may not be audited or inter-viewed on the premises.

The estate transport (Oeep and van) may not be used for private purposes.

Issued by: Peter Hemery  
HCO Secretary WW  
for

MSH:js.rd MARY SUE HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 JANUARY 1961

Sthil only

**AUTHORITY**

Mr. Waddingham is herewith appointed Butler.

Grounds and Construction hereafter come under his supervision, with powers of hiring and dismissal of all grounds and household personnel.



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JANUARY 1961

Sthil

**AUTHORITY CLARIFIED**

(Clarifies HCO Policy Letter of January 11, 1961)

Mr. Peter Hemery remains in general charge of all activities at Saint Hill.

To consolidate the domestic picture and activities of the house, grounds and construction, Mr. Waddingham is appointed Domestic Supervisor.

As subordinate department heads, Mr. Weller remains in charge of Construction and Repair, and Mr. Milchert remains in charge of grounds, roads and glasshouses.

In case of difficulties, any matter should be referred to Mr. Hemery.

The procurement and dismissal of personnel in the Domestic Department is to be done by Mr. Waddingham under the advices of Mr. Hemery.

The purchase order system must be adhered to at all times and purchase orders for grounds, construction and the house must be signed, as a request by the division requiring the material, must be approved by Mr. Waddingham and must be authorized by Mr. Hemery before the purchase is ordered.

LRH.js.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 JANUARY 1961

Sthil

**NEW ROAD**

The new road is to be built by casual labour at Ss per hour.

To be put in as staked.

Accurate Account kept of labour and materials (as Jones pays half).

Step One: Move fence and gates to new position (as staked). Move by section. Put neatly in new place each time a section is removed. Get welder if areas are rusted out.

Step Two: Dig trenches, quite deep, through all boggy areas, leading off water. Fill with course brick rubble.

Step Three: Lay in Concrete drainage pipe in areas that might dam up in rains. Only one such area observed-by Jones'water trough.

Step Four: Bulldoze and fill.

Step Five: Roll Road. *Heavy* roller.

Step Six: Clear stream.bed and edge of lake and replant in grass.

LRH.js.aap

L. RON HUBBARD



HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 MARCH 1961

Sthil

**TRAINING PROJECT  
CONSTRUCTION AND PREPARATION**

A crash project must be started and carried forward to prepare the basement and to ready staff for the Training Project.

Within 21/2 weeks from date, the following must have been accomplished:

**CONSTRUCTION**

Plumber must lift pipes to ceiling in Laundry room, reconnect dark room. Bridglands may not be utilized.

Safe must be moved around corner by safe movers.

Shelves in old laundry room, etc must be torn out and old carpentry shop.

Replastering old laundry and carpentry shop must be completed, making all smooth.

Old carpentry shop, adjacent rooms, basement bath and old laundry must be painted.

A glowing coal electric fire and proper lighting must be installed.

**FURNITURE, RUGS, DRAPES**

A proper carpet for the old laundry room and smaller carpets for the old tape room, carpentry shop, must be ordered.

Wide side arm students' chairs, blonde, to the number of six and plain arm matching chairs to the number of eight must be purchased.

Drapes for the old Laundry room, carpentry shop and the adjoining room must be purchased and installed.

Carpet, drapes, paint and furniture must match.

Two instructor desks or tables and one receptionist desk, all with chairs, must be provided for the old tape room.

**SUPPLIES**

Five E-Meters of the *latest model* must be procured for use in the project and checked for any flaws.

Clip boards, folders, and other supplies must be made ready for use.

Bulletins and tapes must be assembled from the list to be provided by MSH.

**PERSONNEL**

London HGC test files must be consulted to find two men and one girl who have left the HASI but who had excellent results on profiles while there. Old timers are best.

They must be hired and gotten on the job within ten days from date so they can be briefed and trained prior to arrival of students.

No existing HASI staff may be employed.

Their wage will be reasonable cash wage plus travel expenses. They will not live in or eat in.

The two men will be staff auditor-instructors, the girl will be an HCO type personnel doing "hat checks" on students, finding them rooms and generally handling the post of HCO Training Admin.

#### MAILINGS

The Mailing piece must be recovered from Grants, completed.

The membership addresses from Central Orgs must be put on envelopes.

The whole mailing must be gotten out in the next few days.

#### REGISTRATION

All students applying must be registered, must sign releases and be invoiced.

The releases must be prepared with attention to the data in the mailing and so as not to infer we are in a training business, which we are not.

#### EQUIPMENT MOVING

The entire contents of the old tape room must be moved to safe storage elsewhere than the tape room.

The old tape room is to become the Instructors' Office.

This has to be done within a week.

#### ASSIGNMENTS

The following Saint Hill staff are assigned the named portions of this project as follows:

Mary Sue Hubbard: In general charge of project and is to prepare curriculum.

Peter Hemery: Assisting whole project. Moving things and Mailing.

Irene Thrupp: Furnishings, decoration, rugs, colour scheme, chairs.

Robin Harper: Personnel Procurement.

Len Waddingham: Safe movers, cleaning and setting up rooms.

Ollie Weller: Carpentry shop moving. Carpentry. In charge of Construction items. Painting.

Mr. Jenner: Plastering and smoothing walls and stone work.

Peter Hemery: Releases.

Mrs. Shorney: Registration.

Robin Harper: Answering mail from applicants and helping them make arrangements and find quarters until new Training Admin is grooved in.

Peter Cowell: Supplies.

#### **L. RON HUBBARD**

**LRH:jl.rd**

683

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MARCH 1961

sthil

**ANIMALS FORBIDDEN IN HOUSE**

Add to Saint Hill regulations:

No animal is permitted inside the house. Any animal is to be fed only outside the house.

In event of an animal being kept on the grounds, suitable protection arrangements from cold and rain should be arranged or built outside the house.

LRH:jl.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MAY 1961

Sthil

**STAFF RECREATION ROOM**

When not used for training during the hours of 9 : 30 to 5 : 30 , the basement room where TV is now installed may be used by staff for recreation purposes.

The room should be kept picked up and straight to be used for training in the above hours.

LRH:jl.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 MAY 1961

Sthil

**DINING ROOM FOR STAFF**

All meals should be eaten by staff in the new room in the basement. The pantry should not be used for eating purposes by anyone now that suitable space has been provided.

LRH:jl.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MAY 1961

Sthil

**SECURITY OF HOUSE**

In that the North Lodge was entered and robbed by burglars last week, it is doubly necessary to pay attention to the security of Saint Hill.

Staff must not leave windows unlocked and ready for entrance, and must not leave doors unlocked.

Certain assignments were made in the office regarding the closing of windows and locking them. These are to be closely followed.

The executive office has almost always been neglected in this respect and its windows are usually open after hours.

Mrs. Hubbard's bedroom windows, through which burglars have entered the house in the past, must not be left open after office hours.

As I am seldom successfully robbed, it will probably be your raincoat, purse or possessions that get taken. Look to them please.

LRH:jl.rd  
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L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 27 JUNE 1961

Sthil

**RE-ASSIGNMENTS**

The two grounds men, Mr. Tester and Mr. Bristow, are re-assigned as follows:

Mr. Tester will hereafter assist Mr. Jenner and be under his charge.

Mr. Bristow will assist Mr. Weller and be under his charge.

If very occasionally (but not often) assistance is needed in gardening to load something, Bristow may be borrowed but not for longer than an hour nor more than once every three days.

Reasons for change: The bulk of our work is done on construction and maintenance yet the bulk of our payroll has been going to grounds; additionally, the most telling work is always construction and maintenance; there are not now any grounds jobs of magnitude that are being or will be done; also Mr. Milchert hasn't enough work to even keep busy at Saint Hill.

LRH:jl.rd

L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 JUNE 1961

Sthil

**ACKNOWLEDGEMENT**

I wish to thank grounds and construction staff for carrying out my orders of June 27, so promptly and efficiently, and wish to thank Mr. Milchert particularly for promising to look after the grounds by himself until construction shall have caught up.

L. RON HUBBARD

LRH:jl.pm.rd

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JULY 1961

Sthil  
Staff and Students

**CAR PARKING AND DRIVING**

Great care should be exercised by all who use cars and motor-cycles in the drive, particularly in the vicinity of the house and garage.

In the whole area from just above the garage to the other end of the house, speed of vehicles should not exceed 10 m.p.h.

The covered part of the garage is reserved for the minibus, the Austin van, and Mr. Hemery's car at present. No other vehicles are permitted there. Scooters and motor-cycles may be parked in the bricked-off space in this section; priority being given to resident staff members.

Outside staff members, students and visitors may park in the open space in front of the house, or in the driveway, so long as no obstruction is caused. Do not park in the driveway immediately opposite the garage. Please park economically to make the best use of the space.

Issued by: Peter Hemery  
HCO Secretary WW  
for  
L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 21 SEPTEMBER 1961**

Sthil

**LAUNDRY**

Mildew and other difficulties with laundry will be a source of continued difficulty this damp winter unless the following rules are adhered to:

1. The Laundry room must be kept aired.
2. Clothing must be placed on the slatted table just inside the door.
3. Damp towels must be kept separate from other clothing and put in a different place on the table.
4. Laundry may only be done in the Laundry room, not in bath rooms.
5. Actual washing of clothes, *including the children's*, may be done only on Monday and Thursday. The laundress may only use the washing machines Monday and Thursday. Tuesday, Wednesday and Friday are reserved for *ironing and* sorting. Clothes washed should be dried the same day or left overnight on the lines.

When both washing and ironing are attempted on the same day, the clothing does not get a chance to dry.

6. Damp finished clothing may not be brought in the house. It must be left in the laundry room until dry or it should be re-dried. No wet clothes or towels may be placed in cupboards or "drying rooms" in the house.
7. When clothing is dirty put it in the laundry room at once. Do not leave in the house.
8. Let washed clothing hang in the drying room until it is dry.
9. Let ironed clothing stay in the laundry room on the rack until it is dry.
10. Only fill a washing machine *half* full of dirty clothing. Do not pack it to the top. Unless clothes are loose in the machine they will not wash.
11. Do not use heavy bleaches.
12. Do not boil or overheat any clothing.
13. Do not overheat *nylon* as it melts.
14. Do not hang wet clothes in the laundry room.
15. No person has the right to order the laundress to do *anything except* the butler.

A good laundry room, a drying room and outside lines have been provided. The laundress is to wash the clothes received so that they are clean, well preserved, dried and well ironed. They are to come dry into the house.

This should now be easy to accomplish and will be appreciated.

L. RON HUBBARD

LRH:jml.rd



**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 5 OCTOBER 1961**

Sthil

**REPAIRS AND CLEANING OF MY OFFICE**

My downstairs office can be unused for several weeks if need be.

I have a temporary office on the first floor, first door to right at top of main stairs.

Anything necessary to be done to my office should be done now. Any cleaning touch up, repairs or installation.

The haircord carpet back of my desk wore because my chair spindle was below wheel level and dragging. This section of carpet should be replaced. Contrary to earlier instructions, no board is needed. Only a new carpet section.

The shelf lights should be completed, one more added just under the lower one, and the lights boarded in.

Any speaker installation should be done.

My telex table and chair should be moved up to my temporary office and placed against wall nearest bathroom door.

The big flag should be taken into schoolroom.

Folders should be completed and placed in a file cabinet in the typing office.

All pictures should be put on top of a cabinet in my temporary office.

A radiator grill for behind my desk should be made when the speaker grill is made.

All leak streaks on the ceiling, if any, should be spotted out with paint.

PVC should be checked over on windows and neated if necessary.

It may be desirable to smooth out finish of blonde desk and blonde shelf behind it.

Tile faces should be carefully wiped so as not to hurt emulsion paint of fireplace. Tile faces on, lower part of room could be washed.

All dust and debris should be vacuumed out under all grills and radiators.

Floodlamps should be wiped down.

Red plastic covers matching settees should be made for projectors and tape recorder and Dimafon (4 in all).

My desk Indian rug should be cleaned.

Curtains and valences should be freshened up.

When any construction and wiring and all cleaning is done, my various knick-knacks should be brought from safe, cleaned up and put in place and the room made ready for occupancy.

It has been two years less only two months since this room was fully overhauled.

LRH:jl.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 FEBRUARY 1962

Schil

**FISH AND GAME**

(This order is not retroactive)

The shooting of any game and the catching of any fish in Saint Hill grounds or water is forbidden to staff and public.

The lake should be posted "Fishing Forbidden. Offenders will be prosecuted for trespass." Three signs to be posted at the lake.

The grounds should be posted "No hunting. E5 reward for information leading to conviction." Four signs should be posted, facing out from and on the N, E, S and W boundary centres.

A f 5 reward will be paid for information and evidence leading to the proven fact that any person has trespassed at the lake, has caught any fish, or has shot any game on Saint Hill land and the positive identification of that person.

I am fond of wild life and birds. With all the shooting in surrounding lands, game, if there is no shooting over Saint Hill land, will tend to move into this area. Further, I wish the lake to restock.

All permissions formerly granted to any person or persons whatever are herewith revoked.

LRH:sf.rd

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 AUGUST 1962

Sthil

**NEW WORK ARRANGEMENTS**

**OUTSIDE STAFF**

As from next week, week ending Friday 10th August, changes are made in working hours of outside staff (garden, construction etc.) so as to eliminate Saturday morning working, and introduce a five-day week.

Working hours, from Monday to Friday, will be as under:

8 a.m. to 5.15 p.m. each day, with half an hour allowed for lunch break.

LRH:dr.eden

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, **Sussex**

**HCO POLICY LETTER OF 8 NOVEMBER 1962**

Sthil

**OUTSIDE STAFF DUTIES, ASSIGNMENT OF**

The following duties and areas of responsibility are assigned forthwith:

**HEAD GARDENER**

Grounds, Trees, beds, flowers, lawns, cleanliness of exterior buildings and road, path and courtyard areas.  
Construction and maintenance of paths, walks, roads, drains, fences and garden houses, tool sheds, and garden vehicle storage sheds.

Has charge of gardeners and his grounds men.

Has purchase, maintenance and repair of garden machinery, tools, trailers, tractors, mowers and barrows.

Has purchase of flowers, shrubs, trees, seeds, fertilizers and building materials for roads, paths, fences and land drains.

**MAINTENANCE MAN**

Has charge of all building construction in general except paths, drains, tool sheds, and fences.

Does all carpentry for new buildings and existing structures except tool and garden vehicle sheds.

Does or supervises all painting interior and exterior.

Does or supervises all glazing, electrical installations and layouts for same.

Takes charge of all plans for existing or planned structures of whatever kind or area.

Has complete care of all furnaces and boilers coal or oil and procurement of fuel for same.

Has charge of all locks, keys and orders new keys.

Has charge of any assistant carpenters, electricians, or painters or glazers or any contractors' men while on the estate, and straightens out any building or repair problems for these, no matter whose department the work comes under.

Has purchase of lumber, timber, electrical supplies, plumbing supplies, paint, glass and materials for roofing.

Has specific charge of the water-tightness of all roofs and water systems internal and all plumbing internal or external. The water-tightness of the roofs of all buildings is his responsibility.

Has charge of all furniture repair or removal, and for the latter may borrow gardener's men with the approval of the gardener.

Has charge of all vehicles whether work is done by another or not and the execution of all policy regarding vehicles. By vehicle here is meant road licensed vehicles, except tractors.

**ESTATE BRICKLAYER**

Has charge of all stonework, masonry construction, foundations, brick and plaster work.

Repairs, supervises or does new construction on all stonework, masonry and brick and plaster work.

Has charge of all chimneys and their drawing.

Has purchase of all rubble, cement, ballast, pipes, bricks, stone and materials used in building construction, but not paths, land drains or roads.

Assists when possible in path and road pavement.

Does or supervises all interior drains and foul sewage drains interior or exterior.

Has charge of all brick or stone walls, and all non-timber floors, their reduction or construction. -

Has complete charge of any bricklaying assistants or helpers.

LRH:dr.rd

L. RON HUBBARD

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 15 NOVEMBER 1962**

Sthil  
Students

**CAR PARKING**

All parking is under the control of the Head Gardener, Mr. Milchert.

All student cars are to be parked on the new concrete strip only. The cars are to be parked only on that part of the strip where there is a wall. Cars should be pointed straight in at the wall. Student cars should use only the West gate to the Manor grounds, both in and out (the one nearest the parking strip).

Staff cars may be parked in the new parking strip or against the wall under the cedar tree in front of the house.

No staff or student cars may be parked along the roadway curb anywhere on the Saint Hill roads except to receive and discharge passengers.

Mr. Milchert has the authority to levy a 10s fine on any improperly parked car. Any fine is to be paid into accounts on the basis of a note from Mr. Milchert under the windshield wiper. There are no charges for parking properly.

The parking lot has the advantage of not being under trees and therefore leaving a car relatively free of birds, leaves and needles.

The wide apron below the parking lot should be left empty as it is a roadway up to the greenhouse area.

LRH:gl.rd

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L. RON HUBBARD

**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 5 DECEMBER 1962**

Sthil  
Domestic and  
Grounds Staff

**TRIPS TO TOWN**

There will be only one trip made to town for supplies daily.

This will be in the late morning. The exact time will be posted by Mr. Weller,

A basket will be placed just inside Mr. Weller's workshop door for orders.

Anything required from town should be ordered by placing a slip in the basket before the posted hour.

Transport comes under the supervision of The Maintenance Man's Department.

This does not change other transport arrangements.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 APRIL 1963

Sthil Staff  
Outside Staff

**CONSTRUCTION INFORMATION**

There are several construction and grounds projects envisaged for this year.

Those listed are not in order of Priority. These include:

Completion of L-shaped new building.

Battering up the slope back of the L-shaped building.

Preparing the front yard of the L-shaped building and landscaping it.

Completing walks in Pleasure Garden area.

Pointing up the whole of the Manor House and painting with Impervium during dry weather.

Completing new dome over Winter Garden.

Redecorating Winter Garden.

Redoing all windows on the front of the Manor House.

Placing storm windows (glass) on front windows of Manor House.

Rebuilding Tennis hut near court.

Repairing wire and pavement of tennis court.

Completing paths and roads from new Garden shed.

Repairing front fence along main road.

Planting privet hedge along line before Manor where temporary sheep fence now is.

Planting some oak trees in the park and protecting them.

Fixing new closed garage in open area of present garage and using current Jaguar garage for cleaning materials, benches, tea things and cloakroom for outside staff.

Re-asphalting and scaling all Manor Roofs.

Cleaning up moles and rabbits out of the grounds.

Damming up the lake again so it will be deeper and hold more water.

The above belong to various departments. The data is issued only to give a general idea of this year's work projects. Paving the main roads, building the park road, will probably not be attempted until next year. There is an appeal pending for the big office building but even if won it could not be started for some time.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 MAY 1963

Sthil

**CHANGES IN BASEMENT STUDENT FACILITIES**

The following facilities are to be constructed in the basement to accommodate increased enrolment expected on the Briefing Course.

Most of the work can be done by the existing staff over the next few months.

See the Course Secretary for specific construction details.

Work should be done in the order given, wherever possible.

1. Construct student mail facilities in the space by the stairs, facing the outside door.
2. Build bench-tables against the walls of the Large Basement Room with electrical outlets to accommodate Twenty Tape Recorders.
3. Move the safe from its present position to against the wall in corridor at foot of stairs from front office.
4. Against the wall opposite the present bulletin board, construct a new bulletin board of twice the size. Use a cork surface.
5. Construct a Tape filing cabinet in the shelf area of the Large Basement Room to hold 100 tapes with label holders.
6. Remove and store the doors from the cupboards in the Theory Study Room and construct 80 open locker spaces for student study material with label holders.
7. Fasten a blackboard on the wall opposite the windows in the Large Study Room.
8. Paint the Large Basement Room and the Study Room.
9. Drape 2 and 1/2 walls of the Basement TV Studio with medium dark inexpensive material.
10. Increase the sound-proofing quality of the large door to the Large Basement Room.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 24 JUNE 1963**

Saint Hill Only

**REVIEW OF DEPARTMENTS**

The following Review is made concerning departments and personnel. The review is made without dividing up divisions or functions by ratings or importances.

I am very satisfied with the Mimeo section and the girls in it, who are to be complimented.

I am well satisfied with accounts and its present personnel and progress of work.

I am well satisfied with Franchise but look for an increase in its receipts.

I am very satisfied with the estate bricklayer and his helper.

I am not satisfied with the handling and use of my cars and have dismissed the driver because of this and to meet pay demands.

I am fairly satisfied with cleaning, but call attention to small scars and breakages I have noticed appearing. Otherwise they do quite well.

I look for improvement with the nursery and the state of the children's clothes, but the condition is improving. The children's morale is good and the nanny is doing much better.

I am generally very happy with maintenance, but consider that too much work was pushed on the man in charge by his men.

The cook is now doing somewhat better but could improve the children's food.

The book department is doing very well indeed and is now very solvent.

The grounds look well but the grounds crew has been the weakest point as the head gardener has done nearly all the work himself. I have accordingly dismissed two men.

Reception is good in general but should pay more attention to the condition of the front office and its equipment, some of which is dirty.

Registration has improved and has been given a new clerk and higher enrolment is looked for.

My own secretarial help has sagged due to the illness of my personal secretary.

Course personnel, while not in fact a subject for such a report, is doing an excellent job and is to be congratulated. Improvement over a year ago is astonishing.

**SUMMARY**

Saint Hill is running fairly well.

The work policy of retaining those who do their jobs and dismissing those who need constant supervision has worked well.

Income is still less than outgo, but staff will only be shortened where the work is not being done. We are counting on marked increases in registration to balance this situation.

My own time has been so taken up with research during the past six months that I have not given adequate supervision to some departments. However, I have just reviewed the organization as a whole, as above, and in my own way keep an eye on things. The staff as a whole is doing well.

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JUNE 1963

Sthil

**PART TIME DRIVING POST**

At present, until another driver is employed, the Driving Post is temporary and very part time, involving only the Staff bus and the Austin van. My own vehicles are not included under this function.

The part time driver will collect the milk in the morning, and take the bus and Austin for petrol filling and routine maintenance. He will order spares and necessary repairs for these two vehicles, using the purchase order system and in consultation with Mr. Weller. He will also see that they are kept reasonably clean.

He will drive the bus into East Grinstead for the Staff at lunch time, and collect them again at the end of the lunch hour.

He will drive the mail and Staff to East Grinstead at 5.30 p.m.

He will also make one run into the town each morning to collect items urgently needed which cannot be obtained by ordinary deliveries.

He will also collect the milk on Saturday mornings.

An allowance will be made for any extra hours worked on this post.

At present, only Mr. Victor North, Mr. Weller and Mr. Hemery are permitted to drive these two vehicles.

The part time driver is part of Mr. Weller's department and comes under his supervision.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 SEPTEMBER 1963

Sthil

**STAFF CHANGES**

MAINTENANCE

Mr. Victor North has been appointed in charge of maintenance and small repairs of all buildings. Lamp changes, pipe leaks, gutters, heat and hot water, door catches and all related activities should be routed to him. He remains also as driver.

ACCOUNTS

The following persons are now the Accounts Division.

Income: John Lawrence, HGA

Disbursement: Miss S.B. Harris.

FRANCHISE

Joe Breeden, HGA, has now taken over as HCO Franchise Secretary WW and handles as well the OIC report line and the Technical Report line. He was formerly HCO Board of Review and "Ability" Editor, Washington, DC.

DOMESTIC

Mr. Charles Shepherdson has assumed the duties of Butler-valet. He was formerly Purser/Chief Steward of the Ellerman Lines.

Miss Lena Martinez has assumed the duties of cook. She is from Valencia, Spain, and has been 5 years in England.

RECEPTION

Mrs. Jenny Allcock is now full time Receptionist, in charge of mail and communication duties, including switchboard and telex. Mrs. Penny Connold is assisting part-time in the mornings.

Mr. M. Blake is continued as assistant to Mr. Jenner, the estate bricklayer. Mr. T.E. Franks continues as assistant to Mr. Weller, the estate carpenter.

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**HUBBARD COMMUNICATIONS OFFICE**  
Saint Hill Manor, East Grinstead, Sussex

**HCO POLICY LETTER OF 7 OCTOBER 1963**

sthil

**DOORS**

The heating and fire security of the house depends on the following door arrangements:

**GROUND FLOOR**

The leather door in the passage outside the kitchen must never be hooked open.

The door at the top of the basement steps outside the typists' room always must be closed.

The door to the entrance hall just beside the elevator should be closed.

The back door should not be propped open.

**FIRST FLOOR**

The interconnecting hall door should always be shut.

**TOPFLOOR**

The interconnecting hall door should always be closed securely but not locked. This is a fire door.

**BASEMENT**

The door leading outside up the steps should be kept closed.

Due to the construction of the Manor House, a series of heavy convection currents set up when the above doors are left open. Fire regulations require that they be kept closed. Leaving them open also sets up sufficient draught to make the Manor difficult to heat and heavily increases the fuel cost.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 FEBRUARY 1964

Sthil Staff

and Students

**SAINT HILL CHILDREN**

While I am appreciative of the courtesy shown the children at Saint Hill for the most part, I wish to repeat and add to policy concerning them.

1. They should be treated with courtesy and respect.
2. They are not to be scolded or punished.
3. They are not to be manhandled or wrestled about. Please do not ROUGHHOUSE with any of them especially Arthur. Do not *pick them up or spin them about* even though they *seem* to like it as it actually upsets them.
4. Try to find out what they are trying to communicate and acknowledge them.
5. Do not tease them.

Arthur particularly, being very much younger than the others, is having a hard time of it. If everyone shows him courtesy and makes his environment seem safe and pleasant he will soon come out of it. And if no one wrestles him about he will soon find his own stability.

About the only processing you can give children under ten that is lastingly effective is a pleasant safe environment. I will appreciate any co-operation in this and already appreciate courtesyjo them where shown.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 FEBRUARY 1964

Sthil Staff and  
Post Back Door  
Board

HCO (STHIL) LTD

**TRANSPORT**

All Vehicles are in the charge of the chauffeur.

Permission of the chauffeur is required each and every time some other driver desires permission to drive a Saint Hill vehicle.

Because of Insurance clauses which limit drivers, the following vehicles may not be driven by anyone but Dr. Hubbard and R.J. Bonwick: Pontiac, Jaguar XK 150, and Jaguar Mark VIII.

The Commer bus may not be driven by anyone under 21 years of age due to insurance.

Although not limited by Insurance, the red Mini Estate may only be driven by Mrs. Hubbard and the chauffeur.

The Austin van may be driven by anyone with the required permission.

Persons taking any of the Insurance limited vehicles and driving them cannot be classed otherwise than taking and driving a car without the owner's permission, a serious legal offence.

That some drivers are insured for comprehensive insurance "in any vehicle" does not waive any of the above as such insurance is usually valid only for "third party" and does not cover the actual vehicle being driven.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Sthil Only

HCO POLICY LETTER OF 2 APRIL 1964

**USE OF RECREATION FACILITIES, 1964**

Saint Hill students and staff may:

- I. Use tennis courts;
2. Use croquet green by tennis court;
3. Fish in the lake;
4. Walk in grounds.

Specifically withdrawn from use by staff and students this season is the swimming pool, which is being reserved for the children.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1964

Sthil Staff only

**DOMESTIC STAFF**

*CANCELS EARLIER ORGANIZATIONAL POLICIES*

To minimize conflict with purely administrative actions, the following staff is designated as domestic staff:

Housekeeper  
Butler  
Assistant Housekeeper  
Cook  
Nanny  
Chauffeur (but also retains  
staff driving duties -  
see below)  
Office cleaner  
Laundress

The domestic staff comes under the direct supervision of my personal secretary, Mrs. Thrupp.

All food purchases and domestic purchases are also routed along these lines.

The chauffeur is also under the direct supervision of Mrs. Thrupp, but he must arrange his staff driving duties to the best advantage, but with the proviso that his first priority is my personal driving and vehicles, and the family. He remains responsible for all road vehicles on the estate, as before. Mrs. Thrupp will ensure that these duties are co-ordinated as smoothly as possible.

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**HUBBARD COMMUNICATIONS OFFICE**  
**Saint Hill Manor, East Grinstead, Sussex**

**HCO POLICY LETTER OF 15 NOVEMBER 1964**

Sthil staff

Issue 11

Students

(give to each  
new student)

Gardener's HAT

Chauffeur's HAT

Comm Officer's HAT

Theory Supervisor's HAT

Accts'HAT

Org Sec's HAT

**TRAFFIC REGULATIONS**  
**SAINT HILL**

Effective November 23, 1964  
Cancels earlier policy letters on traffic

The traffic regulations of Saint Hill are as follows:

1. The Head Gardener is in charge of all traffic, parking and routing.
2. Violations of traffic regulations are subject to fine.
3. The Head Gardener gets to keep all fines for himself.
4. Students may park cars and vehicles in the student parking lot to the North West of the Manor. They may not park along roadways or before the Manor.
5. Student car traffic is through the West gate of the Manor. The East (iron) gateway is closed to all student vehicle traffic. (Not to foot traffic.)
6. Students and staff members who use taxis must direct their taxi drivers to arrive and leave by the West gate.
7. Students must not abandon vehicles in the parking lot or along roadways in the grounds. If through with a vehicle, a student should sell it or dispose of it outside the grounds.
8. There is no Manor garage service available to staff or students and the chauffeur must not be called upon to do, or be paid for, odd repair jobs or services including battery charging.
9. Staff cars may be parked before the Manor so long as there is space available, and when there is not, staff cars must go into the student parking lot.
10. None may park cars before or on the ramp of the Manor garage.
11. No vans or cars may be run into the area at the back door of the Manor (near publications office and carpentry shop) as that concrete area is a thin shell over an enormous well and a van or car could easily break through it and plunge to its own height into water.
12. No vehicles may be run on Saint Hill paths.
13. No cars must park along any verge.
14. Speed limit along roadway before garage and Manor is 10 m.p.h.

FINES

The Scale of Fines that may be collected by the Head Gardener is as follows from students or staff:

Illegal Parking

los.

Using Front Gate

los.

Speeding

f 2. 0. 0.

Failing to properly direct taxi driver  
to comply with routing and speed limit

1 Os. fine by each passenger  
paid by passengers.

Damaging verge	f 1. 0. 0.
Abandoning Vehicle on departure from Course	Confiscation & Z 10.0.0 (cost of hauling it away).
Repeated offences	Barring staff or student vehicle from grounds with I Os. fine each time it enters.
Causing a vehicle accident of any kind in the grounds	f 5. 0. 0.
Refusal to pay fine	Barring vehicle or person's taxi from grounds with I Os. fine each time it enters.

### CAUTION

There is a great deal of pedestrian traffic along Saint Hill's roadways. There are children and pets. There are bicycles.

All this means that careless, swooping driving or irresponsible parking by anyone (including tradesmen) can result in accident or tragedy.

Therefore the above regulations are in full force.

Staff member fines are paid directly to the Head Gardener or are deducted from wages and paid the Head Gardener.

If the Head Gardener fines anyone he must tell the Communications Officer and the fact must be logged. Failure to log can cause a confiscation of the fee from the Head Gardener by the Org Sec's orders.

Tradesmen's vans may pause before the back entrance to the Manor and outside workmen may park along the roadway but not before the garage proper.

If tradesmen's van drivers, taxis or outside workmen violate any of these regulations, the matter must be reported to the Communications Officer by the Head Gardener and the offence logged, regardless of any other action taken such as fining passengers.

The Communications Officer must phone the company to which the offending vehicle belongs or the contractor for whom the workmen work and advise them that a driver or workman has broken our traffic regulations and that a repeated offence will cause the usual fine we levy to be deducted from their bill payment for each new offence. This sum deducted is given to the Head Gardener.

The Head Gardener should provide himself with tickets for offences and place these, properly marked, in the offending vehicle or mail them to the offending company.

In any case where the Head Gardener is not paid the fine he has levied, he must report the matter to the Org Sec and the Org Sec is to collect the money for the Head Gardener.

In all cases of dispute a Committee of Evidence is to be convened by the Org Sec. But if the person is found to have disputed the regulations falsely, the fine is increased by £5.

We want no one's stay marred by accidents.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 MAY AD 15

Sthil Grounds Staff

**GROUNDS**

The responsibility for the Grounds is directly held by Mr. MiAert as Head of the Grounds Unit.  
Individual responsibilities however are also allocated as below:

<i>Makolsk!</i>	<i>Foster</i>	<i>Milchert</i>
Kitchen Garden	Hedges	Mowing
Compost	Woodland	Flower Beds
Lake		
Orchards	Path clearing	Green House
	Sheds	Swimming Pool
	General tidiness	Parks
		Tennis Court
		Buildings

Any time spent on work other than that allocated above must be reported weekly to the Company Officer(s) making the weekly Inspection by the person so ordering the other work done.

LRH:wmc.eh.rd

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Sthil Staff

HCO POLICY LETTER OF 18 JUNE 1965

& Students

**GROUNDS REGULATIONS**

**STAFF AND STUDENTS**

The following places are out of bounds to staff and students (excepting Construction and Maintenance personnel):

- The Pleasure Garden
- The Pool
- The Terrace before the manor
- The Rose Garden before the manor
- The East Park
- The New Orchard

Note that the following places are not out of bounds:

- The Lower Park
- The Lake
- The Tennis Court
- The Lot 4 Wood
- Lot 4

**LFITER**

Throwing cans, papers, refuse about and not removing it to the garbage cans is a matter of Ethics.

**PARKING**

Parking violations and fines are now under the Construction and Maintenance

Officer and are turned in to Ethics. ~,j

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 SEPTEMBER 1965

Sthil Only

*Household Section*

**FLOWERS, CARE OF**

Cut flowers must be put into water at once on receipt regardless of packaging. If not yet presented the card is conspicuously attached to them.

The water into which flowers are placed must be of room temperature, not ice cold or hot as both these wilt them at once. Flowers are always watered with room temperature water, never ice cold water.

A supply of *large* vases must always be to hand. Those holding less than a gallon of water are useless. Without adequate water the flowers promptly wilt.

Daily, empty the water out of any vase containing flowers, rinse it and fill it with room temperature water. Pick out the wilted flowers and throw them out. Cut a small section of the ends off the remainder (the end rots and won't draw water to the bloom) and rearrange them.

Throw out wilted vases of flowers and wash the vase before putting it away.

Keep all the vases in the Winter Garden behind the bar or in a chest.

Be *very* careful of large vases getting near taps as they strike them and break. Therefore never hold a valuable vase under a tap. Wash it and fill it from a small plastic pitcher that won't break if it hits a tap.

**PLANTS**

Growing plants are handled as follows:

A wide bucket with a small amount of water at *room temperature* (not cold) in it is taken to the plant. The water is only a few inches deep. The pot is lifted into the bucket and let stand there a short time with the bottom of the pot in the water.

The plant is then put back in its saucer and any drops wiped up.

This is done daily.

Never water a plant from the top as it washes the nitrogen off the roots. Always let the water come up from the bottom hole in the pot.

Snip dead leaves off plants cleanly.

Turn plants over to the gardener to put in the greenhouse when their blooms are gone.

**PERSONNEL**

This task should be assigned to one person only by the Household Officer.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 SEPTEMBER 1965  
Issue III

St Hill  
only  
Students  
**staff**

**NEW CAR PARK**

In view of new Building and Road Construction, as from 16 September, 1965, the parking lot adjoining Lot 4 will be closed. All staff and students using this car park must park their cars in the field to the left of the drive near the entrance.

There is a gateway and a chalk road has been laid at the entrance. Parking must be done to the instructions of the Estate Manager or his deputy.

**C~** ENTRANCE TO NEW CAR PARK

**F~**

LODGE  
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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 NOVEMBER 1965  
Issue II

SH only

*Dept 21*  
*Office of LRH*  
*All Maintenance Personnel*  
**PAINT, ODOURLESS**

There are brands of odourless paint on the market. The thinner used is a synthetic, not turpentine.

Only this paint and no other may be used in the manor. Only the odourless thinner may be used.

On two earlier occasions I have been told it couldn't be procured and each time have found it on the market. It is simply slightly harder to get.

Ordinary paint may only be used on exteriors.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 JANUARY 1966  
Issue III

Sthil only  
SHSBC Students  
HGC pcs

**HORSES, ANIMALS**

The horses and animals are the personal pets and friends of the children.

No-one may feed them or give them tidbits. This is because of the number of people at Saint Hill and the quantity of food they are likely to be given. This will only make them ill.

No-one may ride, handle or pet the horses.

The children are trying hard to communicate with them and strangers will only confuse them.

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HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 16 NOVEMBER 1966

Sthil only

**SAINT HILL CLEANING**

The cleaning function of Saint Hill and Saint Hill Cleaning Personnel belong in the Cleaning Sub-Section in the Maintenance Section of the Estate Branch. The cleaning of all *org* quarters comes under this sub-section. There should be a Cleaning-in-Charge at the head of this sub-section.

The cleaning of the *personal Household* of the Founder and family *remains* in the Service Section under the Coordinator of the Office of LRH.

George Galpin, Qual See  
Gareth McCoy, HCO Area See SH  
Otto Roos, Ad Council SH  
Ken Delderfield, LRH Comm SH  
Pam Percy, Ad Council WW  
Philip Quirino, LRH Comm WW  
David Ziff, Div 7 See WW  
Sheena Fairchild, Guardian Comm WW  
Mary Sue Hubbard  
The Guardian WW  
L. RON HUBBARD  
Founder

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