

ELEMENTARY EVALUATORS COURSE

DATA SERIES

Black/White Version (suitable for print) (BW, Black/White)

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THE ANATOMY OF THOUGHT

There are many types of thought. Unless one knows these types he can make serious errors on administrative lines.

In the unpublished work "Excalibur" (most of which has been released in HCOBs, PLs and books) there was an important fundamental truth. This was

Sanity is the ability to recognize differences, similarities and identities.

This is also intelligence.

Two or more facts or things that are totally unlike are **different**. They are not the same fact or same object.

Two or more facts or things that have something in common with one another are **similar**.

Two or more facts or things that have all their characteristics in common with one another are **identical**.

SEMANTICS

In a subject developed by Korzybski a great deal of stress is given to the niceties of words. In brief a word is NOT the thing. And an object exactly like another object is different because it occupies a different space and thus "can't be the same object."

As Alfred Korzybski studied under psychiatry and amongst the insane (his mentor was William Alanson White at Saint Elizabeth's insane asylum in Wash., D.C.) one can regard him mainly as the father of confusion.

This work, "general semantics," a corruption of semantics, (meaning really "significance" or the "meaning of words") has just enough truth in it to invite interest and just enough curves to injure one's ability to think or communicate. Korzybski did not know the formula of human communication and university professors teaching semantics mainly ended up assuring students (and proving it) that no one can communicate with anyone because nobody really knows what anybody else means.

As this "modern" (it was known to the Greeks, was a specialty of Sophists and *was also used by Socrates*) penetration into culture affects all education in the West today, it is no wonder that current communication is badly strained. Schools no longer teach basic logic. Due to earlier miseducation in language and no real education in logic much broken-down "think" can occur in high places.

A system of thinking derived from a study of psychotics is not a good yardstick to employ in solving problems. Yet the "thinking" of heads of states is based on illogical and irrational rules. Populations, fortunately less "well-educated," are assaulted by the irrational (kooky) "thinking" of governments. This "thinking" is faulty mainly because it is based on the faulty logic shoved off on school children. "You must study geometry because that is the way you think" is an idiocy that has been current for the past two or three decades in schools.

I have nothing against Korzybski. But the general impact of "General Semantics" has been to give us stupefied schoolboys who, growing up without any training in logic except general semantics are giving us problems. Increasingly we are dealing with people who have never been taught to think and whose native ability to do so has been hampered by a false "education."

ADMINISTRATIVE TROUBLE

At once this gives an administrator trouble. Outside and inside his sphere of influence he is dealing with people who not only can't think but have been taught carefully to reach irrational conclusions.

One can make a great deal of headway and experience a lot of relief by realizing the way things are and not getting exasperated and outraged by the absurdities that he sees being used as "solutions." He is dealing with people who in school were not only not taught to think but were often taught the impossibility of thinking or communicating.

This has a very vast influence on an administrator. Things that are perfectly obvious to him get so muddled when passed for decision to others that an administrator tends to go into apathy or despair.

For instance it is completely logical to him that some activity must either cut its expenses or make more money before it goes broke. So he passes this on as an order demanding that the activity balance up its income-outgo ratio. He gets back a "solution" that they "get a huge sum each week from their reserves" so they will be "solvent." The administrator feels rattled and even betrayed. What reserves? Do they have reserves? So he demands to know, has this activity been salting away reserves he knew nothing about? And he receives a solemn reply – no they don't have any reserves but they consider the administrator should just send them money!

The idiocy involved here is that the "logic" of the persons in that activity is not up to realizing that you cannot take more out of something than is in it.

And the activity mentioned is not alone. Today the "assets" of a company are said by "competent economists" to be its property – good will – cash added to its debts! In short, if you have ten pennies and owe £1000 then your assets are £1000-0-10!

Yes, you say, but that's crazy! And you're right.

For an example of modern "think" the Ford Foundation is believed to have financially supported the arming of revolutionary groups so they will be dependent upon the capitalistic system and won't overthrow it even though the revolutionary group could not exist without Ford Foundation support!

A war is fought and continued for years to defend the property rights of landlords against peasants although the landlords are mostly dead.

Electronic computers are exported under government license and paid for by the exporter and shipped to an enemy who could not bomb the exporter without them in order to prevent the enemy from bombing the exporter.

Yes, one says. That's treason. Not necessarily. It is the inability to think! It is the result of suppressing the native ability by false systems of "logic."

PROPER DEFINITIONS

People who annoy one with such weird "solutions" do not know certain *differences*.

Thoughts are infinitely divisible into *classes* of thought.

In other words, in thought there are certain wide *differences* which are very different indeed.

A **Fact** is something that can be proven to exist by visible evidence.

An **Opinion** is something which may or may not be based on any *facts*.

Yet a sloppy mind sees no *difference* between a **Fact** and somebody's opinion.

In courts a psychiatrist (who is an **authority**) says "Joe Doakes is crazy." Joe Doakes is promptly put away for ten years, tortured or killed. Yet this statement is just an **Opinion** uttered by somebody whose sanity is more than suspect and what's more is taken from a field "psychiatry" which has no basis in fact since it cannot cure or even detect insanity.

A vast number of people see no difference at all in **Facts** and **Opinions** and gaily accept both or either as having equal validity.

An administrator continually gets opinions on his lines which are masquerading as facts.

If opinion instead of facts is used in solving problems then one comes up with insane solutions.

Here is an example: By *opinion* it is assumed there are 3000 pounds of potatoes available in a crop. An order is therefore written and payment (\$300 at 100 a pound) is made for

the crop. One sack of potatoes is delivered containing 100 pounds. That sack was the *fact*. Loss is 2900 pounds of potatoes.

An administrator runs into this continually. He sends somebody to find an electric potato peeler "just like the one we had." He gets back a paring knife because it is the *same*.

The administrator orders a *similar* type of shirt and gets overcoats.

The administrator feels he is dealing with malice, sharp practice, laziness, etc., etc. He can lose all faith in honesty and truthfulness.

The **actual reason** he is getting such breakdowns is

Sanity is the ability to recognize differences, similarities and identities.

The people with whom he is dealing *can't think to* such a degree that they give him insane situations. Such people are not crazy. Their thinking is suppressed and distorted by modern "education." "You can't really communicate to anybody because the same word means different things to everyone who uses it." In other words, all identities are different.

A **basic law** is usually confused by students with an **incidental fact**. This is conceiving a similarity when one, the law, is so far senior to the fact that one could throw the fact away and be no poorer.

When a student or an employee cannot **use** a subject he studies or cannot seem to understand a situation his disability is that basics are conceived by him to be merely similar to incidental remarks.

The law, "Objects fall when dropped," is just the same to him as the casual example "a cat jumped off a chair and landed on the floor." Out of this he fixedly keeps in mind two "things he read" – objects fall when dropped, a cat jumped off a chair and landed on the floor. He may see these as having identical value whereas they are similar in subject but widely different in **value**.

You give this person a brief write-up of company policy. "Customers must be satisfied with our service," begins the write-up. Of course that's a *law* because it has been found to be catastrophic to violate it. On down the page is written, "A card is sent to advise the customer about the order." The employee says he understands all this and goes off apparently happy to carry out his duties. A few weeks later Smith and Co. write and say they will do no more business with you. You hastily try to find out **why**. If you're lucky enough to track it down, you find the shipping clerk sent them a card saying, "Your order was received and we don't intend to fill it."

You have the clerk in. You lay down the facts. He looks at you glumly and says he's sorry. He goes back and pulls another blooper. You threaten to fire him. He's now cost the company \$54,000. He is contrite.

All he understands is that life is confusing and that for some mysterious reason you are mad at him, probably because you are naturally grouchy.

What he *doesn't* know is what the administrator seldom taps. It isn't that he doesn't know "company policy." It's that he doesn't know the difference between a law and a comment!

A law of course is something with which one thinks. It is a thing to which one aligns other junior facts and actions. A law lets one **predict** that if **all objects fall** when not supported, then of course cats, books and plates can be predicted in behavior if one lets go of them. As the employee hasn't a clue that there is any difference amongst laws, facts, opinions, orders or suggestions he of course cannot think as he doesn't have anything to which he can align other data or with which to predict consequences.

He doesn't even know that company policy is, "Too many goofs equals fired." So when he does get sacked he thinks "somebody got mad at him."

If you think this applies only to the "stupid employee," know that a whole government service can go this way. Two such services only promoted officers to high rank if they sank their own ships or got their men killed! Social acceptability was the only datum used for promotion and it followed that men too socially involved (or too drunk) of course lost battles.

An organization, therefore, can itself be daffy if it has a concept that laws and facts and opinions are all the same thing and so has no operating policies or laws.

Whole bodies of knowledge can go this route. The laws are submerged into incidental facts. The incidental facts are held onto and the laws never pointed up as having the special value of aligning other data or actions.

An administrator can call a conference on a new building, accidentally collect people who can't differentiate amongst laws, facts, opinions or suggestions – treating them of equal value – and find himself not with a new building but a staggering financial loss.

As the world drifts along with its generations less and less taught and more and more suppressed in thinking, it will of course experience more and more catastrophes in economics, politics and culture and so go boom. As all this influences anyone in any organization it is an important point.

PERSONNEL

In despair an administrator enters the field of choosing personnel by experience with them. He embraces a very cruel modern system that fires at once anybody who flubs.

Actually he is trying to defend himself against some hidden menace he has never defined but which haunts him day by day.

The majority of people with whom he deals-and especially governments-cannot conceive of

1. Differences,
2. Similarities,
3. Identities.

As a result they usually can't tell a **Fact** from an **Opinion** (because all differences are probably identities and all identities are different and all similarities are imaginary).

A=A=A

We have a broad dissertation on this in *Dianetics: The Modern Science of Mental Health* as it affects insane behavior. Everything is everything else. Mr. X looks at a horse knows it's a house knows it's a school teacher. So when he sees a horse he is respectful.

When anyone in an org is sanely trying to get things done he sometimes feels like he is spinning from the replies and responses he gets to orders or requests. That's because observation was faulty or think was faulty at the other end of the comm line. As he tries to get things done he begins to realize (usually falsely) that he is regarded as odd for getting impatient.

THE WAYS OUT

There are several ways out of this mess.

- a. One is to issue orders that demand close observation and execution. Issuance of clear orders provides no faintest opportunity of error, assumption or default.
- b. Another is to demand that an order is fully understood before it is executed.
- c. A third is to be sure one totally understands any order one receives before one goes off to do it or order it done.
- d. One is to deal *only* in **orders** and leave nothing to interpretation.
- e. Another is to pretest personnel on one's lines for ability to observe and conceive differences, similarities and identities.
- f. The effective way is to get the personnel processed.
- g. A useful way is to educate people with drills until they can think.
- h. Another way is to defend one's areas by excluding insofar as possible adjacent areas where crippled think is rampant.
- i. A harsh way is to plow under zones whose irrationality is destructive (such as psychiatry).

THOUGHT CONFUSIONS

Wherever you have thought confusions (where **Fact** = **Opinion**, where Suggestion = Orders, where an observation is taken as a direction, etc., etc., etc.) an administrator is at serious risk.

Misunderstoods pile up on these short circuits. Out of misunderstands come hostilities. Out of these come overwork or destruction.

The need for all discipline can be traced back to the inability to think. Even when appearing clever, criminals are idiots; they have not ever thought the thought through. One can conclude that anyone on management lines, high or low, is drastically affected by irrational think.

Individuals to whom differences are identities and identities are differences can muddle up an operation to a point where disaster is inevitable.

These are the third dynamic facts with which an organization lives daily.

The fault can be very subtle so as to nearly escape close search or it can be so very broad so that it is obvious and ridiculous. But on all admin lines, the point that fails has not achieved the basic law

Sanity is the ability to recognize differences, similarities and identities.

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Data Series 2

LOGIC

The subject of logic has been under discussion for at least three thousand years without any clean breakthrough of real use to those who work with data.

LOGIC means the subject of reasoning. Some in ages past have sought to label it a science. But that can be discarded as pretense and pompousness.

If there were such a "science" men would be able to think. And they can't.

The term itself is utterly forbidding. If you were to read a text on logic you would go quite mad trying to figure it out, much less learn how to think.

Yet logic or the ability to reason is vital to an organizer or administrator. If he cannot think clearly he will not be able to reach the conclusions vital to make correct decisions.

Many agencies, governments, societies, groups, capitalize upon this lack of logic and have for a very long time. For the bulk of the last 2,000 years the main western educator – the Church – worked on the theory that Man should be kept ignorant. A population that is unable to think or reason can be manipulated easily by falsehoods and wretched causes.

Thus logic has not been a supported subject, rather the opposite.

Even western schools today seek to convince students they should study geometry as "that is the way they think." And of course it isn't.

The administrator, the manager, the artisan and the clerk each have a considerable use for logic. If they cannot reason they make costly and time-consuming errors and can send the entire organization into chaos and oblivion.

Their stuff in trade are data and situations. Unless they can observe and think their way through, they can reach wrong conclusions and take incorrect actions.

Modern Man thinks mathematics can serve him for logic and most of his situations go utterly adrift because of this touching and misplaced confidence. The complexity of human problems and the vast number of factors involved make mathematics utterly inadequate.

Computers are at best only servomechanisms (crutches) to the mind. Yet the chromium-plated civilization today has a childish faith in them. It depends on who asks the questions and who reads the computer's answers whether they are of any use or not. And even then their answers are often madhouse silly.

Computers can't *think* because the rules of live logic aren't fully known to Man and computer builders. One false datum fed into a computer gives one a completely wrong answer.

If people on management and work lines do not know logic the organization can go adrift and require a fabulous amount of genius to hold it together and keep it running.

Whole civilizations vanish because of lack of logic in its rulers, leaders and people.

So this is a very important subject.

UNLOCKING LOGIC

I have found a way now to unlock this subject. This is a breakthrough which is no small win. If by it a formidable and almost impossible subject can be reduced to simplicity then correct answers to situations can be far more frequent and an organization or a civilization far more effective.

The breakthrough is a simple one.

By establishing the ways in which things become illogical one can then establish what is logic.

In other words, if one has a grasp of what makes things illogical or irrational (or crazy, if you please) it is then possible to conceive of what makes things logical.

ILLOGIC

There are 5 primary ways for a relay of information or a situation to become illogical.

1. Omit a fact.
2. Change sequence of events.
3. Drop out time.
4. Add a falsehood.
5. Alter importance.

These are the basic things which cause one to have an incorrect idea of a situation.

Example: "He went to see a communist and left at 3:00 A.M." The omitted facts are that he went with 30 other people and that it was a party. By omitting the fact one alters the importance. This omission makes it look like "he" is closely connected to communism! When he isn't.

Example: "The ship left the dock and was loaded." Plainly made crazy by altering sequence of events.

Example: "The whole country is torn by riots" which would discourage visiting it in 1970 if one didn't know the report date of 1919.

Example: "He kept skunks for pets" which as an added falsehood makes a man look odd if not crazy.

Example: "It was an order" when in fact it was only a suggestion, which of course shifts the importance.

There are hundreds of ways these 5 mishandlings of data can then give one a completely false picture.

When basing actions or orders on data which contains one of the above, one then makes a mistake.

Reason depends on data.

When data is faulty (as above) the answer will be wrong and looked upon as unreasonable.

There are a vast number of combinations of these 5 data. More than one (or all 5) may be present in the same report.

Observation and its communication may contain one of these 5.

If so, then any effort to handle the situation will be ineffective in correcting or handling it.

USE

If any body of data is given the above 5 tests, it is often exposed as an invitation to acting illogically.

To achieve a logical answer one must have logical data.

Any body of data which contains one or more of the above faults can lead one into illogical conclusions.

The basis of an unreasonable or unworkable order is a conclusion which is made illogical by possessing one or more of the above faults.

LOGIC

Therefore logic must have several conditions:

1. All relevant facts must be known.
2. Events must be in actual sequence.
3. Time must be properly noted.
4. The data must be factual, which is to say true or valid.
5. Relative importances amongst the data must be recognized by comparing the facts with what one is seeking to accomplish or solve.

NOT KNOW

One can always know something about anything.

It is a wise man who, confronted with conflicting data, realizes that he knows at least one thing-that he doesn't know.

Grasping that, he can then take action to find out.

If he evaluates the data he does find out against the five things above, he can clarify the situation. Then he can reach a logical conclusion.

DRILLS

It is necessary to work out your own examples of the 5 violations of logic.

By doing so, you will have gained skill in sorting out the data of a situation.

When you can sort out data and become skilled in it, you will become very difficult to fool and you will have taken the first vital step in grasping a correct estimate of any situation.

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Data Series 2-1

Further Illogics

Data Series 2, "Logic", lists the 5 primary points of illogic. There are 3 more points of illogic that evaluators should know well and use.

These are:

Assumed "Identities" are not identical

Assumed "Similarities" are not similar or same class of thing

Assumed "Differences" are not different

Knowledge and study of Data Series 1R "Anatomy of Thought" and Data Series 2 "Logic" will give one an understanding of what these outpoints, above, mean and how to recognize and use them in evaluation.

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Data Series 3

BREAKTHROUGHS

There are two breakthroughs, actually, that have been made here in the age-old philosophic subject of logic.

The first is **finding a datum of comparable magnitude to the subject.**

A single datum or subject has to have a datum or subject with which to compare it before it can be fully understood.

By studying and isolating the principles that make a situation illogical one can then see what is necessary to be logical. This gives us a subject that could be called "Illogicality Testing" or "Irrationality Location" but which would be better described as **data analysis**. For it subjects data and therefore **situations** to tests which establish any falsity or truth.

The other breakthrough consists of the discovery that no rules of logic can be valid unless one also includes the *data* being used. The nearest the ancients came to this was testing the premise or basis of an argument.

Trying to study logic without also having the answers to *data is* like describing everything about an engine without mentioning what fuel it runs on; or making a sentence like "He argued about" or "She disliked" without completing it.

Logic concerns obtaining answers. And answers depend on *data*. Unless you can test and establish the truth and value of the data being used, one cannot attain right answers no matter what Aristotle may have said or what IBM may have built.

The road to logic begins with ways and means of determining the value of the data to be employed in it.

Without that step no one can arrive at logic.

Two things that are equal to each other and to which a third is equal are all equal to one another. If A equals B and B equals C, then C equals A. Great. This is often disputed as a theorem of logic and has been ever since Aristotle said so. There is even a modern cult of non-Aristotelian logic.

The facts are that the ancient theorem is totally dependent on the **data** used in it. Only if the **data** is correct does the theorem work.

Lacking emphasis on the *data* being used, this theorem can be proven true or false at will. The philosophers point out the fallacy without ever giving emphasis to data evaluation.

DATA ANALYSIS

Unless you can prove or disprove the data you use in any logic system, the system itself will be faulty.

This is true of the IBM computer. It is true of CIA intelligence conclusions. It is true of Plato, Kant, Hume and your own personal computer as well.

Data Analysis is necessary to **any** logic system and always will be.

Ships run on oil, electric motors on electricity and logic runs on data.

If the data being stuffed into a computer is incorrect, no matter how well a computer is planned or built or proofed up against faults you can get a Bay of Pigs.

In mathematics no formula will give an answer better than the data being used in it.

Valid answers may only be attained in using valid data.

Thus, if the subject of data analysis is neglected or imperfect or unknown or unsuspected as a step, then wild answers to situations and howling catastrophes can occur.

If data analysis becomes itself a codified subject, regardless of what formula is going to be used, then right answers can only then be attained.

THE MIND AS A COMPUTER

The mind is a remarkable computer.

It is demonstrable that a mind which has the wrong answers removed from it becomes brighter, IQ soars.

Therefore for our purposes we will consider the mind capable of being logical.

As processing improves the mind's ability to reach right answers, then we can assume for our purposes that if a person can straighten out his data he can be logical and will be logical and can attain right answers to situations.

The fallacy of the mind is that it can operate on wrong data.

Thus if we specialize in the subject of **Data Analysis** we can assume that a person can attain right answers.

As an administrator (and anyone else) has to reach conclusions in order to act and has to act correctly to ensure his own or his group's continued survival, it is vital that he be able to observe and conclude with minimal error.

Thus we will not be stressing **how** to think but how to analyze that with which one thinks-which is **data**.

This gives us the importance and use of data analysis.

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Data Series 4

DATA AND SITUATION ANALYZING

The two general steps one has to take to "find out what is really going on" are

1. Analyze the data,
2. Using the data thus analyzed, to analyze the situation.

The way to analyze data is to compare it to the 5 primary points and see if any of those appear in the data.

The way to analyze the situation is to put in its smaller areas each of the data analyzed as above.

Doing this gives you the locations of greatest error or disorganization and also gives you areas of greatest effectiveness.

Example: There is trouble in the Refreshment Unit. There are 3 people in the unit. Doing a data analysis on the whole area gives us a number of outpoints. Then we assign these to A, B and C who work in the unit and find B had the most outpoints. This indicates that the trouble in the Refreshment Unit is with B. B can be handled in various ways such as his hat, his attendance, etc. Note we analyzed the data of the main area and assigned it to the bits in the area, then we had an analyzed situation and we could handle.

Example: We analyze all the data we have about the Bingo Car Plant. We assign the data thus analyzed as out (outpoints) to each function of the Bingo Car Plant. We thus pinpoint what function is the worst off. We then handle that function in various ways, principally by organizing it and grooving in its executives and personnel.

There are several variations.

We obtain an analysis of the situation by analyzing all the data we have and assigning the outpoint data to the areas or parts. The area having the most outpoints is the target for correction.

In confronting a broad situation to be handled we have of course the problem of finding out what's wrong before we can correct it. This is done by data analysis followed by situation analysis.

We do this by grading all the data for outpoints (5 primary illogics). We now have a long list of outpoints. This is data analysis.

We sort the outpoints we now have into the principal areas of the scene. The majority will appear in *one* area. This is situation analysis.

We now know what area to handle.

Example: Seventy data exist on the general scene. We find 21 of these data are irrational (outpoints). We slot the 21 outpoints into the areas they came from or apply to. Sixteen came from area G. We handle area G.

EXPERIENCE

The remarkable part of such an exercise is that the data analysis of the data of a period of 1 day compares to 3 months operating *experience*.

Thus data and situation analysis is an instant result where experience takes a lot of time.

The quality of the data analysis depends on one knowing the ideal organization and purpose on which the activity is based. This means one has to know what its activities are supposed to be from a rational or logical viewpoint.

A clock is supposed to keep running and indicate time and be of practical and pleasant design. A clock factory is supposed to make clocks. It is supposed to produce enough clocks cheaply enough that are good enough to be in demand and to sell for enough to keep the place solvent. It consumes raw materials, repairs and replaces its tools and equipment. It hires workmen and executives. It has service firms and distributors. That is the sort of thing one means by *ideal* or theoretical structure of the clock company and its organization.

Those are the *rational* points.

From the body of actual current today data on the clock company one spots the outpoints for a **Data Analysis**.

One assigns the outpoints to the whole as a **Situation Analysis**.

One uses his admin know-how and expertise to repair the most aberrated subsection.

One gets a functioning clock factory that runs closer to the ideal.

Military, political and PR situations, etc., are handled all in the same way.

We call these two actions:

Data Analysis

Situation Analysis.

DEFINITIONS

Situation – The broad general scene on which a body of current data exists.

Data – Facts, graphs, statements, decisions, actions, descriptions, which are supposedly true.

Outpoint – Any one datum that is offered as true that is in fact found to be illogical when compared to the 5 primary points of illogic.

Pluspoint – A datum of truth when found to be true compared to the 5 points.

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Data Series 5

INFORMATION COLLECTION

It is a point of mystery how some obtain their information. One can only guess at how they do it and looking at results wonder if it is actually done at all.

Obtaining information is necessary for any analysis of data.

If one obtains and analyzes *some* information he can get a hint of what information he should obtain in what area. By obtaining *more* data on that area he can have enough to actively handle.

Thus how one obtains information becomes a very important subject.

Nations have whole mobs of reporters sent out by newspapers, radio, TV and magazines to collect information. Politicians go jaunting around collecting information. Whole spy networks are maintained at huge expense to obtain information.

The Japanese in the first third of the 20th century had two maxims: "Anyone can spy." "Everyone must spy." The Germans picked this up. They had their whole populations at it. The Russian KGB numbers hundreds of thousands. CIA spends billions. MI-6 _____ well you get the idea.

It is not amiss however to point out that those 2 nations that devoted the most effort to espionage (Japan and Germany) were **both defeated horribly**.

Thus the **quantity** of data poured in is not any guarantee of understanding.

Newspapers today are usually devoted to propaganda, not news. Politicians are striving to figure out another nation's evil intentions, not to comprehend it.

The basic treatise on data collection and handling used to found the US intelligence data system ("strategic intelligence") would make one laugh – or cry.

All these elaborate (and expensive) systems of collecting information are not only useless, they are deluding. They get people in plenty of trouble.

A copy of *Time* magazine (US) analyzed for outpoints runs so many outpoints per page when analyzed that one wonders how any publication so irrational could continue solvent. And what do you know! It is going broke!

Those countries that spend the most on espionage are in the most trouble. They weren't in trouble and then began to spend money. They began to spy and then got into trouble!

News media and intelligence actions are not themselves bad. But irrational news media and illogical intelligence activity are psychotic.

So information collection can become a vice. It can be overdone.

If one had every org in a network fill out a thousand reports a week he would not obtain much information but he sure would knock them out of comm.

There is a moderate flow of information through any network so long as it is within the capability of the comm lines and the personnel.

Thus we get a rule about collecting data in administrative structures.

Normal admin flows contain enough data to do a data and situation analysis.

And

The less data you have the more precise your analysis must be.

And

Indicators must be watched for in order to undertake a situation analysis.

And

A situation analysis only indicates the area that has to be closely inspected and handled.

Thus, what is an "indicator"?

An *indicator* is a visible manifestation which tells one a situation analysis should be done.

An indicator is the little flag sticking out that shows there is a possible situation underneath that needs attention.

Some indicators about orgs or its sections would be – dirty or not reporting or going insolvent or complaint letters or any nonoptimum datum that departs from the ideal.

This is enough to engage in a data and situation analysis of the scene where the indicator appeared.

The correct sequence, then, is

1. Have a normal information flow available.
2. Observe.
3. When a bad indicator is seen become very alert.
4. Do a data analysis.
5. Do a situation analysis.
6. Obtain more data by direct inspection of the area indicated by the situation analysis.
7. Handle.

An incorrect sequence, bound to get one in deep trouble is

- A. See an indicator,
- B. **Act** to handle.

This even applies to emergencies **if one is fast enough to do the whole correct cycle in a split second.**

Oddly enough anyone working in a familiar area **can** do it all in a split second.

People that can do it like lightning are known to have "fast reaction time." People who can't do it fast are often injured or dead.

Example of an emergency cycle: Engineer on duty, normal but experienced perception. Is observing his area. Hears a hiss that shouldn't be. Scans the area and sees nothing out of order but a small white cloud. Combines sight and hearing. Moves forward to get a better look. Sees valve has broken. Shuts off steam line.

Example of an incorrect action. Hears hiss. Pours water on the boiler fires.

ADMIN CYCLE

When you slow this down to an Admin Cycle it becomes very easy. It follows the same steps.

It is not so dramatic. It could string out over months unless one realized that the steps 1 to 7 should be taken when the first signs show up. It need not. However it sometimes does.

Sometimes it has to be done over and over, full cycle, to get a full scene purring.

Sometimes the "handle" requires steps which the area is too broken down to get into effect and so becomes "Handle as possible and remember to do the whole cycle again soon."

Sometimes "handle" is a program of months or years duration; its only liability is that it will be forgotten or thrown out before done by some "new broom."

DATA COLLECTION

But it all begins with having a normal flow of information available and **observing**. Seeing a bad indicator one becomes alert and fully or quickly finishes off the cycle.

BAD INDICATOR

What is a "bad indicator" really?

It is merely an outpoint taken from the 5 primary outpoints.

It is not "bad news" or "entheta" or a rumor. The "bad news" could easily be a falsehood and is an outpoint because it is false bad news!

"Good" news when it is a falsehood is an outpoint!

RELIABLE SOURCE

Intelligence services are always talking "reliable sources." Or about "confirmed observation."

These are not very reliable ways of telling what is true. The master double spy Philby as a head MI-6 adviser was a Russian spy. Yet for 30 years he determined "reliable sources" for the US and England!

If three people tell you the same thing it is not necessarily a fact as they might all have heard the same lie. Three liars don't make one fact – they make three outpoints.

So it would seem to be very difficult to establish facts if leading papers and intelligence services can't do it!

Yes it is tough to know the truth.

But the moment you begin to work with them, it is rather easy to locate outpoints.

You are looking for outpoints. When they are analyzed and the situation is analyzed by them you then find yourself looking at the truth if you follow the cycle 1 to 7.

It's really rather magical.

If you know thoroughly what the 5 primary outpoints are they leap into view from any body of data.

Oscar says he leads a happy married life. His wife is usually seen crying. It's an outpoint – a falsehood.

The Omaha office is reported by Los Angeles to be doing great. It fails to report. The LA datum does not include that it is 6 months old. Three outpoints, one for time, one for falsehood, one for omitted datum.

Once you are fully familiar with the 5 primary outpoints they are very obvious.

"We are having pie for supper" and "We have no flour" at least shows out of sequence!

It is odd but all the "facts" you protest in life and ridicule or growl about are all one or another of the outpoints.

When you spot them for what they are then you can actually estimate things. And the pluspoints come into view.

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2 and 4 under "FAULTS" section.)

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Data Series 6R

DATA SYSTEMS

Two bad systems are in current use on data.

The first is "reliable source." In this system a report is considered true or factual only if the source is well thought of. This is a sort of authority system. Most professionals working with data collection use this. Who said it? If he is considered reliable or an authority the data is considered true or factual. Sources are graded from A to D. A is highest, D lowest. The frailty of this system is at once apparent. Philby, as a high British intelligence official, was a Russian spy for 30 years. Any data he gave the UK or US was "true" because he was a "reliable source." He had every Western agent who was being sent into communist areas "fingered" and shot. The West became convinced you could not enter or overthrow communist held areas and stopped trying! Philby was the top authority! He fooled CIA and MI-6 for years!

Psychiatrists are "authorities" on the mind. Yet insanity and criminality soar. They are *the* "reliable sources" on the mind.

Need I say more?

The other system in use is multiple report. If a report is heard from several areas or people it is "true." The Russian KGB has a Department D that forges documents and plants them in several parts of the world. They are then "true."

Propaganda spokesmen located all over the world say the same thing to the press on every major occasion. This becomes "public opinion" in government circles and so is "true" because it is published and comes from so many areas.

Five informants could all have heard the same lie.

Thus we see these two systems of evaluation are both birdbrain.

TWO PROBLEMS

The two problems that information collection agencies have are

1. Data evaluation and
2. How to locate the areas they should closely investigate.

For (1), data evaluation, they use primarily reliable source and multiple report.

Every item received that is not "Reliable" or "Multiple" is waste-basketed.

They throw out all outpoints and do not report them!

Their agents are thoroughly trained to do this.

As for (2), areas to investigate, they cannot pinpoint where they should investigate or even what to investigate because they do not use their outpoints.

Using outpoints and data and situation analysis they would know exactly where to look at, at what.

ERRORS

The above data errors are practiced by the largest data collection agencies on the planet-the "professionals." These advise their governments! And are the only advisers of their governments. Thus you can see how dangerous they are to their own countries.

Naturally they have agents who have what is called "flair." These, despite all systems, apply logic. They are so few that Eisenhower's intelligence adviser, General Strong, said in his book that they are too scarce so one is better off with a vast organization.

These agencies are jammed with false reports and false estimations.

An event contemporary with this writing where the US invaded Cambodia shows several data and situation errors. Yet the Viet Cong HQ were using computers. Yet their HQ was wiped out. The US President used CIA data which does not include, by law, data on the US. So the info on which the US President was acting was 50% missing! He was only told about the enemy evidently. When he ordered the invasion the US blew up!

A rather big outpoint (omitted facts) don't you think?

FAULTS

The reason I am using intelligence examples is because these are the biggest human data collection "professionals" in the world.

The collection and use of data to estimate situations to guide *national* actions and the data collection by a housewife going shopping are based on the same principles.

Mrs. Glutz, told by a "reliable source," Nellie Jones, that things are cheaper at Finkle-berries and told by enough TV admen she should buy **Kleano** tends to do just that. Yet Blasonsteins is really cheaper and by shaving up laundry soap and boiling it she can have ten dollars worth of **Kleano** for about fifty cents.

Errors in *national* data collection give us war and high taxes and for Mrs. Glutz gives her a busted budget and stew all week.

So at top and bottom, any operation requires a grasp of data evaluation and situation estimation.

Those who do it will win and those who don't, go up in a cloud of atomic particles or divorce papers!

Logic and illogic are the stuff of survive and succumb.

There are those who wish to survive.

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Data Series 7

FAMILIARITY

If one has no familiarity with how a scene (area) ought to be, one cannot easily spot outpoints (illogical data) in it.

This is what also could be called an **ideal** scene or situation. If one doesn't know the *ideal* scene or situation then one is not likely to observe non-ideal points in it.

Let us send a farmer to sea. In a mild blow, with yards and booms creaking and water hitting the hull, he is sure the ship is about to sink. He has no familiarity with how it should sound or look so he misses any real outpoints and may consider all pluspoints as outpoints.

Yet on a calm and pretty day he sees a freighter come within 500 feet of the side and go full astern and thinks everything is great.

An experienced officer may attempt madly to avoid collision and all the farmer would think was that the officer was being impolite! The farmer, lacking any familiarity with the sea and having no *ideal* as to what smooth running would be, would rarely see real outpoints unless he drowned. Yet an experienced sailor, familiar with the scene in all its changing faces sees an outpoint in all small illogicals.

On the other hand, the sailor on the farm would completely miss rust in the wheat and an open gate and see no outpoints in a farm that the farmer knew was about to go bust.

The rule is

A person must have an ideal scene with which to compare the existing scene.

If a staff hasn't got an idea of how a real org should run, then it misses obvious outpoints.

One sees examples of this when an experienced org man visiting the org tries to point out to a green staff (which has no ideal or familiarity) what is out. The green staff grudgingly fixes up what he says to do but lets go of it the moment he departs. Lacking familiarity and an ideal of a perfect org, the green staff just doesn't see anything wrong or anything right either!

The consequences of this are themselves illogical. One sees an untrained executive shooting all the producers and letting the bad hats alone. His erroneous ideal would be a quiet org, let us say. So he shoots anyone who is noisy or demanding. He ignores statistics. He ig-

noses the things he should watch merely because he has a faulty ideal and no familiarity of a proper scene.

OBSERVATION ERRORS

When the scene is not familiar one has to look hard to become aware of things. You've noticed tourists doing this. Yet the old resident "sees" far more than they do while walking straight ahead down the road.

It is easy to confuse the novel with the "important fact." "It was a warm day for winter" is a useful fact only when it turns out that actually everything froze up on that day or it indicated some other outpoint.

Most errors in observation are made because one has no ideal for the scene or no familiarity with it.

However there are other error sources.

"Being reasonable" is the chief offender. People dub-in a missing piece of a sequence, for instance, instead of seeing that it **is** missing. A false datum is imagined to exist because a sequence is wrong or has a missing step.

It is horrifying to behold how easily people buy dub-in. This is because an illogical sequence is uncomfortable. To relieve the discomfort they distort their own observation by not-ising the outpoint and concluding something else.

I recall once seeing a Tammany Hall group (a New York political bunch whose symbol is a tiger) stop before the tiger's cage in a zoo. The cage was empty and they were much disappointed. I was there and said to them, "The tiger is out to lunch." They told those on the outer edge of the group, "The tiger is out to lunch." They all cheered up, accepted the empty cage and went very happily on their way. Not one said "Lunch?" Or "Who are you?" Or laughed at the joke. Even though it was sunset! I pitied the government of New York!

ACCURATE OBSERVATION

There are certain conditions necessary for accurate observation.

First is a means of **perception** whether by remote communication by various comm lines or by direct looking, feeling, experiencing.

Second is an **ideal** of how the scene or area should be.

Third is **familiarity** with how such scenes are when things are going well or poorly.

Fourth is understanding **pluspoints** or rightnesses when present.

Fifth is knowing **outpoints** (all 5 types) when they appear.

Sixth is rapid ability to **analyze data**.

Seventh is the ability to **analyze** the **situation**.

Eighth is the willingness to **inspect** more closely the area of outness.

Then one has to have the knowledge and imagination necessary to **handle**.

One could call the above the **cycle of observation**. If one calls **handle** number 9 it would be the Cycle of Control.

If one is trained to conceive all variations of outpoints (illogics) and studies up to conceive an ideal and gains familiarity with the scene or type of area, his ability to observe and handle things would be considered almost supernatural.

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Data Series 8

SANITY

An observer has to be sane to sanely observe.

This has been so far out in the society that the word "sane" itself has come to mean "conservative" or "cautious." Or something you can agree with. The 19th century psychologist decided he could not define "normal" and there weren't any normal people. The 14th century psychiatrist is the 20th century "authority" on sanity. Yet an examination of such shows them to be unable to demonstrate it personally or bring it about, much less define it.

Dictionaries say it is "health, soundness of body or mind; level-headedness, reasonableness."

Yet sanity is vital to accurate observation.

FIXED IDEAS

The "idée fixe" is the bug in sanity.

Whenever an observer himself has fixed ideas he tends to look at them not at the information.

Prejudiced people are suffering mainly from an "idée fixe."

The strange part of it is that the "idée fixe" they think they have isn't the one they do have.

An example of this is the social "scientist" with a favorite theory. I have seen tons of these birds pushing a theory as though it was the last theory in the world and valuable as a ten-pound diamond. Such throw away any fact that does not agree with theory. That's how 19th century psychology went off the rails. All fixed ideas and no facts.

The physical sciences in Hegel's time did the same thing. There was no 8th planet in the solar system, even when found in a telescope, because "seven is a perfect number so there can only be seven planets."

History is full of idiocies-and idiots-with fixed ideas. They cannot observe beyond the idea.

A fixed idea is something accepted without personal inspection or agreement. It is the perfect "authority knows best." It is the "reliable source." A typical one was the intelligence report accepted by the whole US Navy right up to 7 Dec. 1941, the date of destruction of the US fleet by Jap planes. The pre-Pearl Harbor report, from unimpeachably reliable sources was "the Japanese cannot fly-they have no sense of balance." The report overlooked that the Japs were the world's greatest acrobats! It became a fixed idea that caused the neglect of all other reports.

A fixed idea is uninspected. It blocks the existence of any contrary observation.

Most reactionaries (people resisting all progress or action) are suffering from fixed ideas which they received from "authorities," which no actual experience alters.

That British red-coated infantry never took cover was another one. It took a score or two of wars and fantastic loss of life to finally break it down. If any single fixed idea destroyed the British Empire, this one is a candidate.

NORMAL SCENE

The reason a fixed idea can get so rooted and so overlooked is that it appears normal or reasonable.

And somebody or a lot of somebodies want to believe it.

Thus a fixed idea can become an ideal. It is probably a wrong ideal. Incapable Jap pilots would be a wish for a navy. It would be wonderful! Red-coated infantry were supposed to be brave and unflinching.

In both cases the ideal is irrational.

A rational ideal has this law:

The purpose of the activity must be part of the ideal one has for that activity.

A navy that has an ideal that the enemy can't fly is stupidly avoiding its own purpose which is to fight.

British infantry had the purpose of winning wars, not just looking brave.

Thus one can analyze for a sane ideal by simply asking, "What's the purpose of the activity?" If the ideal is one that forwards the purpose, it will pass for sane.

There are many factors which add up to an ideal scene. If the majority of these forward the purpose of the activity, it can be said to be a sane ideal.

If an ideal which does not forward the activity in any way is the ideal being stressed then a fixed idea is present and had better be inspected.

This could be said to be a very harsh utilitarian view of things. But it is not. The artistic plays its role in any ideal. Morale has its part in any ideal.

An ideal studio for an artist could be very beautiful or very ugly so long as it served him to produce his art. If it was very beautiful yet hindered his artistic activities it would be a very crazy ideal scene.

A handsome factory that produced would be a high ideal. But its nearness to raw materials, transport and worker housing are the more important factors in an ideal of a factory. And its location in a country where the government made an atmosphere in which production could occur could be an overriding part of an "ideal scene."

You have to look at what the area is for before you can say whether it is ideal or not.

And if its area is too limited to produce or too expensive for it to be solvent, then it isn't a sane scene.

URGES TO IMPROVE

Sometimes the urge to improve an activity is such that it injures or destroys the activity.

If one is familiar with the type of activity he must also realize that there is a law involved.

The fact that something is actually operating and solvent can outweigh the untested advantages of changing it.

In other words, an ideal scene might be vastly different but the actual scene IS operating.

So the factor of **obsessive change** enters. Change can destroy with ferocity.

Whole areas of London, jammed with small but customer-filled shops, have been swept away to make room for chromium high-rent modern stores which stand empty of buyers.

Birmingham, where you could get anything made, had all its tiny craft shops swept away and replaced with high-rent huge new buildings all on some progress-crazy psychotic break.

Possibly the new stores and the huge new shops fitted somebody's "ideal" but they did not match an actual operating environment.

It is this difference between an ideal scene and a practical scene which brings down many old businesses and civilizations.

Therefore, to have an ideal, familiarity with what works is desirable.

It is quite possible without any familiarity, to imagine a successful ideal. **But it must not have any fixed ideas in it.**

It is the fixed idea that knocks a practical operating living environment in the head.

Do-gooders are always at this. They see in a row of old shacks, not economic independence and a lazy life but P-O-V-E-R-T-Y. So they get a new housing project built, shoot taxes into the sky, put total control on a lot of people and cave in a society.

The do-gooder is pushing the 19th century fixed idea of the Comte de Saint-Simon-to gear the whole economy down to the poorest man in it. In other words to reward only the downstat. Everyone becomes a slave of course but it sure sounds good.

Newspapermen are probably the world's worst observers. They observe through the fixed ideas of the publisher or the prevailing control group. Their stories are given them before they leave the office. Yet their observations advise the public and the government!

The outpoints to be found in any contemporary newspaper brand most stories as false before one proceeds more than a paragraph.

Yet this is what the world public is expected to run on.

Naturally it distorts the scene toward raving insanity. This conflicts with the native logic of people so the public thinks the world a lot madder than it really is.

In two cities all newspapers were suspended from publication for quite a period. In both, crime dropped to zero! And resumed again when newspapers were again published.

The ideal scene of the citizen in his workaday world is vastly different than the scene depicted in a newspaper.

The difference between the two can make one feel quite weird.

Thus there should not be too wide a difference between the ideal and the represented scene. And not too wide a difference between the ideal and the actual scene.

R (reality) consists of the is-ness of things. One can improve upon this is-ness to bring about an ideal and lead the R up to it. This is normal improvement and is accepted as sane.

One can also degrade the R by dropping the representation (description) of the scene well below the actual. In the black propaganda work traditionally carried on by many governments this latter trick of corrupting the R is the means used to foment internal revolt and war.

Both actions of upgrade and downgrade are outpoints when reported as facts. "We made £1000 in reserves this week" is as crazily outpoint as "the government went broke this week" when either one is not the truth.

When the report says, "we should plan a higher income," it is leading to a higher idea! and is not an outpoint mainly because it is not representing any fact but a hopeful and ambitious management.

5 POINTS

When none of the outpoints are present, yet you do have reports and the scene is functioning and fulfilling its purpose one would have what he could call a sane scene.

If all 5 points were absent yet the scene was not functioning well enough to live, it would be such a departure from the ideal that that itself would be outpoint in that importance was altered. What is out here is the whole situation! The situation analysis would be instantly visible.

But in practice this last happens only in theory, not in practice. A collapsing situation is forecast by outpoints in its data.

Organisms and organizations tend to survive.

A decline of survival is attended also by outpoints.

SANITY IS SURVIVAL

Anything not only survives better when sane but it is true that the insane doesn't survive.

Thus survival potential can be measured to a considerable degree by the absence of outpoints.

This does not mean that sane men can't be shot or sane organizations can't be destroyed. It means only that there is far less chance of them being shot and destroyed.

So long as men and organizations are connected to insane men and organizations, wild things can and do happen unexpectedly.

But usually such things can be predicted by outpoints in others.

When sane men and organizations exist in a broad scene that is convulsed with irrationality, it takes very keen observation and a good grip on logic and fast action to stay alive. This is known as "environmental challenge." It can be overdone! Too much challenge can overwhelm.

The difference between such happening to a sane man or organization and to the insane would be that the failure did not itself become a fixed idea.

INSANITY

The 5 primary illogics or outpoints as we call them are of course the anatomy of insanity.

In their many variations the insanity of any scene can be sounded and the nucleus of it located.

By locating and then closely inspecting, such a point of insanity can then be handled.

When you know what insanity really is you can then confront it and handle it. One is not driven into a huge generality of "everything is insane."

By detecting and eliminating small insane areas, taking care not to destroy the sane things around it, one can gradually lift any situation up to sanity and survival.

By seeing what is insane in a scene and seeing why it is insane, one has by comparison also found what is sane.

By locating and understanding outpoints one finds the pluspoints; for any given situation.

And that is often quite a relief.

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Data Series 9

ERRORS

Many who begin to use "illogics," who have not drilled on them so they can rattle them off, choose errors instead of outpoints.

An error may show something else. It is nothing in itself.

An error obscures or alters a datum.

Example: Asking someone to spot the outpoints in a Russian passenger vacation cruise liner in a foreign port, the answers were, "The hammer and sickle are upside down." "The courtesy flag is not flying right side up." These aren't outpoints. The hammer and sickle weren't backwards so *saying* it was an outpoint. The actual outpoint was *passenger vacation cruise* liner. There is no Russian idle class. It was too big to be giving cruises to winning tractor drivers. Russian and vacation cruise liner just don't go together. Either the reports of Russian refusal to let Russians travel is false or it wasn't a vacation cruise liner but it was. Hence it's an outpoint. An omitted datum. Two contrary data means one is false. Investigation disclosed it was Russian all right and a vacation cruise liner all right. **But it was chartered to an Italian company that sold cruises to Italians!**

But this leads to a new outpoint. How come the workers paradise is building huge ships for capitalist pleasures?

If anyone like a Martian was tracing down what's out on this planet, this one outpoint would lead to others.

A situation analysis would indicate an investigation of Russia where outpoints abound and the Martian would know a lot of what's wrong on the planet,

In doing so he would find a lot of capitalistic outpoints which would lead him to investigate the so-called West and he would have the basic "cold war" of communism versus capitalism.

This would lead him into new data the two have in common (economics) and a data analysis of economics would discover the screwiest bunch on the planet, the international banker playing off both sides.

He would have analyzed the planet.

Given that he knew or could translate languages, it might take him a week, starting with a Russian luxury cruise liner, to run down the planetary bad spot.

Now if he *reversed* his investigation and used **pluspoints** he would arrive with a situation analysis of what group would be strong enough to handle the down spot and by investigation possibly pinpoint what could tip over the bad spot.

If he just used "errors" he would get no place.

The ideal he would have to be working from would be a planet at peace where individuals could go about their affairs and be happy without threats of immediate arrest or destruction. It would be a very simple ideal or it would be based only on how planetary populations and cultures survive and that is already laid down in an earlier rule in this series.

Ask somebody to look at a table used for meals at the end of a meal and indicate any outpoints. Usually he'll point out a dirty plate or crumbs or an ashtray not emptied. They are not outpoints. When people finish eating one expects dirty plates, crumbs and full ashtrays. If none of these things were present there might be several outpoints to note. The *end* of a meal with table and plates all clean would be a reversed sequence. *That* would be an outpoint. Evidentially the *dinner* has been omitted and that would be quite an outpoint! Obviously no meal has been served so there's a falsehood. So here are three outpoints.

It is best to get what outpoints are down pat. One does this first by thinking up examples and then by observing some body of data and then by looking at various scenes.

It will be found that outpoints are really few unless the activity is very irrational.

Simple errors on the other hand can be found in legions in any scene.

Child's games often include, "What's wrong with this picture?" Usually they are just errors like a road sign upside down. But if you had a *brown* rabbit in *winter* holding down a *man* with its front paws and a caption, "Japanese parasols attack _____," you'd have some real outpoints.

A lot of people would try to figure it out and supply *new* outpoints (being reasonable). A learned professor could point out the symbolism. Some would laugh it off. Some would be annoyed by it. And the reason anybody would do anything about it is that it is sort of painful to confront the irrational so instead of seeing its is-ness of illogics an effort is made to make it logical or to throw it away.

The reason misunderstood words or typographical errors were not regarded as a barrier to study was that people converted them or not-ised them. In actual fact a word one does not understand made a missing datum. Reasonableness or nonconfront enter in and one drops the book.

Errors do not count in pluspoints either.

That a factory has a few errors is no real indicator. A factory has pluspoints to the degree it attains its ideal and fulfills its purpose. That some of its machinery needs repair might not even be an outpoint. If the general machinery of the place is good for enough years to easily work off its replacement value there is a pluspoint.

People applying fixed or wrong ideals to scene are only pointing up errors in their own ideals, not those of the scene!

A reformer who had a strict Dutch mother looks at a primitive Indian settlement and sees children playing in mud and adults going around unclothed. He forces them to live cleanly and cuts off **the sun by putting them** in clothes-they lose their immunities required to live and die off. He missed the pluspoint that these Indians had survived hundreds of years in this area that would kill a white man in a year!

Thus errors are usually a comparison to one's personal ideals. Outpoints compare to the ideal for that particular scene.

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Data Series 10

THE MISSING SCENE

The biggest "omitted data" would be the whole scene.

A person who does not know how the scene should be can thereafter miss most of the outpoints in it.

An example is the continual rewrite of the International Code (signaling by flags between ships) by some "convention" composed of clerks who have never gone to sea. Not knowing the scene, the International Code of Signals now contains "How are your kidneys?" but nothing about lifeboats.

College education became rather discredited in Europe until students were required to work in areas of actual practice as part of their studies. Educated far from reality students had "no scene." Thus no data they had was related by them to an actual activity. There was even an era when the "practical man" or "practical engineer" was held in contempt. That was when the present culture started to go down.

On the other hand one of the most long-lived activities around is the wine industry of Portugal. It has almost no theory trained. It is total scene. Every job in it is by apprenticeship for years. It is very constant and very successful.

A good blend would be theory and practical in balance. That gives one data *and* activity. But it could be improved by stressing also the ideal scene.

BODIES OF DATA

Data classifies in similar connections or similar locations.

A body of data is associated by the subject to which it is applicable or by the geographical area to which it belongs.

A body of data can also be grouped as to time, like an historical period.

Illogic occurs when one or more data is misplaced into the wrong body of data for it.

An example would be "Los Angeles smog was growing worse so we fined New York." That is pretty obviously a misplace.

"Cars were no longer in use. Bacterial warfare had taken its toll."

"I am sorry madam but you cannot travel first class on a third class passport."

Humanoid response to such displacements is to be *reasonable*. A new false datum is dreamed up and put into the body of data to explain why that datum is included. (Reasonableness is often inserted as explanation of other outpoints also.)

In the smog one, it could be dreamed up that New York's exports or imports were causing LA smog.

In the car one, it could be imagined that bacteriological warfare had wiped out all the people.

In the train one, it could be inserted that in that country, passports were used instead of tickets.

The brain strains to correctly classify data into its own zones and is very rejective or imaginative when it is not.

Intelligence tests accidentally use this one very often.

It remains that an outpoint can occur when a datum belonging to one zone of data, location or time, is inserted into another zone where it doesn't.

Algebra is sometimes hard to learn for some because **numbers** are invaded by **letters**. $2x = 10$. X is of course 5. But part of a new student's mind says letters are letters and make words.

Primitive rejective responses to foreigners is a mental reaction to a body of people, in this case, being invaded by a person not of that tribe.

If the scene is wholly unknown, one doesn't know what data belongs to it. Thus a sense of confusion results. Recruits can be sent for ruddy rods for rifles and apprentice painters can be ordered to get cans of sky blue lampblack.

A sense of humor is in part an ability to spot outpoints that should be rejected from a body of data. In fact a sense of humor is based on both rejection and absurd outpoints of all types.

Reasonable people accept displacements with an amazing tranquility by imagining connecting links or assuming they do not know the ideal scene. A reasonable person would accept a pig in a parlor by imagining that there was a good reason for it. And leave the pig in the parlor and revise their *own* ideal scene!

Yet pigs belong to a body of data including barns, pens, farms, animals. And parlors belong to a body of data including teacups, knickknacks, conversation and humans.

Possibly Professor Wundt who "discovered" in 1879 that humans were animals had seen too many pigs in parlors! And based the whole of "psychology" on a confusion of bodies of data!

Murder in a hospital, as done by psychiatry, would be a confusion of bodies of *actions*. Actions belong to their own bodies of data.

One *drives* a car, *rides* a horse. One doesn't ride a car but one can drive a horse. But the *action*, the motions involved with, driving a horse are very different than those used in driving a car. This is a language breakdown called a "homonym." One word means two different things. Japanese is an easy language except for its use of the same word for several different things. Two Japanese talking commonly have to draw Chinese characters (Japanese is written with Chinese characters) to each other to unravel what they mean. They are in a perpetual struggle to pry apart bodies of data.

"1234 Red 789 P 987 Green 432 Apple" as a statement would probably tie up CIA codebreakers for weeks as they would *know* it was a code. The same statement would tie up a football coach as he would *know* it was a team play. A mathematician would *know* it fitted into some other activity than his. Hardly anyone would classify it as a totally meaningless series of symbols.

So there is a reverse compulsion-to try to fit any datum found into *some* body of data.

The mind operates toward logic, particularly in classes of things.

The sensible handling of data of course includes spotting a datum, terminal, item, action, grouped in with a body of data wrong for it. And in spotting that a datum does not have to belong anywhere at all.

Included in mental abilities is putting similar data into one type of action, items, or data. Car parts, traffic rules, communications, are each a *body* of data in which one can fit similar data.

When a person has some idea of the scene involved, he should be able to separate the data in it into similar groups.

An org board is an example of this. Sections are broad classes of action or items into which one can fit the related data. Departments are a broader body of related data, actions, items. Divisions are even broader but still cover related classes of data. The whole org is a very broad class of data, determined in part by the type of product being made.

If a person has trouble relating data to its proper body of data (if he were unaware or "reasonable") he would have an awful lot of trouble finding his way around an org or routing despatches or getting things or wearing his own hat.

Orders are a broad class of data. Orders from proper sources is a narrower body of data. If a person cannot tell the difference he will follow anyone's orders. And that will snarl him up most thoroughly.

I once knew a carpenter so obliging and so unable to classify orders that he built knickknacks, cabinets, shelves, for any staff member who asked and wasted all the time and materials and orders from his boss that were to have built a house! The house materials and money and the carpenter's time and pay were all expended without anything of value to show

for it! Not only was he unable to relate orders to their own classes but also couldn't relate materials and plans to a house!

In most miscarriages of projects it will be found that someone on the line cannot relate data or actions to their own classes. Along with this goes other illogics.

So the ability to spot illogics in a known scene can directly relate to efficiency and even to success and survival.

A switch intended for a house put into an airplane electrical system cuts out at 30,000 feet due to the wrong metal to withstand cold and there goes the airplane. A part from one class of parts is included wrongly in another class of parts.

So there is an **incorrectly included datum** which is a companion to the **omitted datum** as an outpoint.

This most commonly occurs when, in the mind, the scene itself is missing and the first thing needed to classify data (scene) is not there.

An example is camera storage by someone who has no idea of types of cameras. Instead of classifying all the needful bits of a certain view camera in one box, one inevitably gets the lens hoods of all cameras jumbled into one box marked "lens hoods." To assemble or use the view camera one spends hours trying to find its parts in boxes neatly labeled "camera backs," "lenses," "tripods," etc.

Here, when the scene of what a set up view camera looks like and operates like, is missing, one gets a closer identification of data than exists. Lens hoods are lens hoods. Tripods are tripods. Thus a wrong system of classification occurs out of scene ignorance.

A traveler unable to distinguish one uniform from another "solves" it by classifying all uniforms as "porters." Hands his bag to an arrogant police captain and that's how he spent his vacation, in jail.

Lack of the scene brings about too tight an identification of one thing with another. This can also exclude a vital bit making a disassociation.

A newly called-up army lieutenant passes right on by an enemy spy dressed as one of his own soldiers. An experienced sergeant right behind him claps the spy in jail accurately because "he wasn't wearing 'is' at the way we do in the Fusileers!"

Times change data classification. In 1920 anyone with a camera near a seaport was a spy. In 1960 anyone not carrying a camera couldn't be a tourist so was watched!

So the scene for one cultural period is not the scene for another.

Thus a class of data for a given time belongs broadly or narrowly to itself. Including a datum in it or from another time or excluding a datum from it, or forcing a datum to have a class can in any combination produce an illogical situation.

Some knowledge of the scene itself is vital to an accurate and logical assembly or re-view of data.

The scene therefore, knowledge of, is the basic "omitted data."

The remedy of course is to get more data on what the scene itself really should consist of. When the *scene* is missing one has to study what the *scene* is supposed to consist of, just not more random data about it.

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Data Series 11

THE SITUATION

Probably the hardest meaning to get across is the definition of "**Situation.**"

One can say variously, "Isolate the actual situation" or "Work out what the situation is" and get the most remarkable results.

To some, a despatch is a situation. A small error to others is a situation.

Yet, if one wishes to know and use data and logic one must know exactly what is meant *in this* logic series by **situation.**

English has several meanings for the one word. In the dictionary it's a "place," a state or condition of affairs," "a momentous combination of circumstances," "a clash of passions or personalities," or "a job." One gets the feeling that people are fumbling around for a meaning they know must be there.

For our purposes we had better give an *exact* definition of what is meant by **situation.** If we are going to do a situation analysis by doing an analysis of data, then WHAT is a *situation*?

We can therefore specifically define for *our* purposes in logic the word **situation.**

A situation is a major departure from the ideal scene.

This means a wide and significant or dangerous or potentially damaging **circumstance** or **state of affairs** which means that the **ideal scene** has been departed from and doesn't fully exist in that area.

THE IDEAL SCENE

One has to work out or know what the ideal scene would be for an organization or department or social strata or an activity to know that a wide big flaw existed in it.

To be somewhat overly illustrative about it, let us take a town that has no one living in it.

One would have to figure out what was the ideal scene of a town. Any town. It would be a place where people lived, worked, ate, slept, survived. It could be pretty or historical or well designed or quaint. Each of these would possibly add purpose or color to the town.

But this town in question has **no** people living in it.

That is a departure from the ideal scene of towns.

Therefore **the situation** would be **no people live in this "town."**

Data analysis would lead us to this by noting outpoints.

- 6 P.M. - No smoke from house chimneys. (omitted item)
- 9 P.M. - No lights. (omitted item)
- Dawn - No dogs. (omitted terminals)
- 1910 election poster. (wrong time)

That would be enough. We would then realize that a **situation** existed because data analysis is also done against the ideal scene.

We would know enough about it to look more closely.

No people! That's *the situation*.

HANDLING

Thus if one were responsible for the area one would now know what to handle.

How he handled it depends upon (a) the need, (b) *availability of resources*, and (c) *capability*.

Obviously if it's supposed to have people in it and if one needs a town there one would have to get a bright idea or a dozen and eventually get people to live there. How fast it could be done depends on the availability of resources-those there or what one has (even as little resource as a voice, paper, pen, comm lines).

One's own capability to get ideas or work or the capabilities of people are a major factor in *handling*.

But so far as *the situation* is concerned, it exists whether it is handled or not.

HOW TO FIND A SITUATION

When you are called upon to find out if there **is** a situation (as an inspector or official or soldier or cat or king, whatever) you can follow these steps and arrive with what the situation is every time.

1. Observe.
2. Notice an oddity of any kind or none.
3. Establish what the ideal scene would be for what is observed.
4. Count the outpoints now visible.

5. Following up the outpoints observe more closely.
6. Establish even more simply what the ideal scene would be.
7. *The situation will be the most major departure from the Ideal Scene.*

HANDLING

Just as you proceed to the **most major situation** – go big, when it comes to *handling* it usually occurs that reverse is true – go small!

It is seldom you can handle it all at one bang. (Of course that happens too.)

But just because the **situation** is big is no real reason the solution must be.

Solutions work on gradient scales. Little by more by more.

When you really see a **situation** it is often so big and so appalling one can feel incapable.

The *need* to handle comes first.

The resources available come next.

The capability comes third.

Estimate these and by getting a very bright workable (often very simple) idea, one can make a start.

An activity can get so wide of the ideal scene the people in it are just in a confusion. They do all sorts of odd irrelevant things, often hurt the activity further.

Follow the steps given 1-7 above and you will have grasped the **situation**. You will then be able to do (a), (b), (c).

That begins to make things come right.

In that way most situations can be both defined and handled.

INTERFERENCE

Lots of people, often with lots of authority, get mired into situations. They do not know they are in anything that could be defined, isolated or stated. They bat madly at unimportant dust motes or each other and just mire in more deeply.

Whole civilizations uniformly go the route just that way.

So do orgs, important activities and individuals.

One can handle exactly as above, if one practices up so he can really do the drill on life.

The only danger is that the situation can be so far from any ideal that others with fixed ideas and madness can defy the most accurate and sensible solutions.

But that's part of the situation, isn't it?

Data analysis is done to make a more direct observation of exactly the right area possible. One can then establish the exact **situation**.

It's a piece of freedom to be able to do this.

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Data Series 12

HOW TO FIND AND ESTABLISH AN IDEAL SCENE

In order to detect, handle or remedy situations one has to be able to understand and work out several things.

These are defining the ideal scene itself, detect without error or guess any departure on it, find out **why** a departure occurred and work out a means of reverting back to the ideal scene.

In order to resolve a situation fully one has to get the real reason **why** a departure from the ideal scene occurred.

"What was changed?" or "What changed?" is the same question.

That "change" is the root of departures comes from a series of plant experiments I conducted. (The type of experimentation was undertaken to study cellular life behavior and reaction to see if it was a different *type* of life-it isn't. The experiments themselves were later repeated in various universities and were the subject of much press for them over the world.)

In setting up conditions of growth I observed that plants on various occasions greatly declined suddenly. In each case I was able to trace the last major **change** that had occurred and correct it. Changes made in temperature, water volume, humidity, ventilation, greatly affected the plants in terms of wilt, decreased growth rate, increase in parasites, etc.

When **the** change was isolated and the condition reverted to that occurring during the previous healthy period, a recovery would occur.

At first glance this may seem obvious. Yet in actual practice it was not easy to do.

Gardeners' records would omit vital data or alter importance or drop out time, etc. A gardener might seek to cover up for himself or a fellow worker. He tended to make himself right and would enter falsehoods or reassurance that was a falsehood into the analysis.

A new gardener would seem to affect the plants greatly and one could build a personality influence theory on this-until one found that, being untrained in the **procedure used, he would enter even** more outpoints than usual.

At such a juncture one would of course train the gardener. **But** that didn't locate **what** had been changed. And one had to locate that to get the plants to recover. The conditions in use were extreme forcing conditions anyway and lapse of duty was very apparent. Six-

teen-foot hothouse American corn from seeds usually furnishing 5-foot stocks, 43 tomatoes to the truss where 5 is more usual were the demands being met. So any change showed up at once.

The fact of change itself was a vital point as well. One discovery was that life does best in a near optimum constancy-meaning that change just as change is usually harmful to plant life.

The fact of isolating change in the environment as the sole harmful cause was one discovery.

That one had to isolate **the** change in order to obtain full recovery was another discovery.

Change itself was not bad but in this experimental series conditions were set as optimum and the beneficial changes had already been made with remarkable results. Thus one was observing change from the optimum.

This would be the same thing as "departures from the ideal scene."

The action was always

1. Observe the decline.
2. Locate the exact change which had been made.
3. Revert **the** change.
4. A return to the near ideal scene would occur if one were maintaining the ideal scene meanwhile.

THE IDEAL SCENE

There are two scenes:

- A. The ideal scene
- B. The existing scene,

These of course can be wide apart.

How does one know the ideal scene?

At first thought it would be *very* difficult for a person not an expert to know the ideal scene.

For years certain "authoritarian" people in the field of mental healing fought with lies and great guile to obscure the fact that the ideal scene in mental healing can be known to anyone. Such imprisoned and tortured and murdered human beings with the excuse that they themselves were the only experts. "It takes 12 years to make a psychiatrist." "Expert skill is required to kill a patient."

The existing scene these "experts" made was a slaughterhouse for asylums and the insanity and crime statistics soaring.

They fought like maniacs to obscure the ideal scene and hired and coerced an army of agents, "reporters," "officials," and such to smash anyone who sought to present the ideal scene or ways to attain it. Indeed it was a world gone mad with even the police and governments hoodwinked by these "experts."

Yet any citizen knew the ideal scene had he not been so propaganda frightened by the existing scene.

By constantly pounding in the "naturalness" of an existing scene consisting of madness, crime, torture, seizure and murder, these mad "experts" **put the ideal scene so far from reach that it appeared incredible**. It was so bad a situation that anyone proposing the ideal scene was actively resisted!

Yet the ideal scene is so easy to state that any citizen could have stated it at any time. And often believed it was occurring!

The ideal scene of an asylum would be people recovering in a calm atmosphere, restored to any previous ability, emerging competent and confident.

The ideal scene in the society would be, probably, a safe environment wherein one could happily make his way through life.

Of course, the technology of the mind was the missing data. But the experts in charge of that sector of life paid out hard cash to hoods to prevent any such technology developing-a matter fully documented.

The gap between the ideal scene and the existing scene can be very wide and in any endeavor elements exist that tend to prevent a total closure between the two.

However, approached on a gradient with skill and determination, it can be done.

DEPARTURE

The mental awareness that something is wrong with a scene is the point at which one can begin reverting to the ideal scene.

Without this awareness on the part of a **group** then an individual can be much impeded in handling a situation.

The mental processes of the person seeking to improve things toward an ideal scene or change them back to an ideal scene must include those who are also parts of the scene.

Seeing something wrong without seeking to correct it degenerates into mere faultfinding and natter. This is about as far as many people go. That something, real or imagined, is wrong with the scene is a not uncommon state of mind. Not knowing what's intended or being done, or the limitations of resource or the magnitude and complexity of opposition, the arm-chair critic can be dreadfully unreal. He therefore tends to be suppressed, particularly by reactionaries (who try to keep it all as it is regardless).

Unfortunately, the continual battle of life then is between the critic and the reactionary. As this often blows up in pointless destruction, it can be seen there could be something wrong with both of them.

Particularly the inactive carping critic is at fault on three counts.

- A. He isn't doing anything about it.
- B. He is not conceiving or broadcasting a real ideal scene.
- C. He is not providing any gradient approach to actually attain an ideal scene.

The reactionary of course simply resists any change regardless of who is suffering providing the reactionary can retain what position and possession he may have.

A revolutionary of course usually

- 1. Is doing something about it even if violent.
- 2. Is conceiving and broadcasting his version of the ideal scene, and
- 3. Is planning and acting upon some means of bringing about his own ideal scene.

History and "progress" seem to be the revolutionary making his version of progress over the dead bodies of reactionaries.

And although it may be history and "progress" the cycle is usually intensely destructive and ends up without attaining an ideal scene and also destroying any scene existing.

The ancient world is filled with ruins over which one can wander in contemplative and philosophic reverie. These attempts to make and maintain an ideal scene certainly left enough bruised masonry around.

So it is really not enough to natter and it's rather too much to thrust violent change down on the heads of one and all including the objectors.

Violent revolution comes about when the actual ideal scene has not been properly stated and when it excludes significant parts of the group.

It's no good having a revolution if the end product will be a **further** departure from the ideal scene.

The pastoral nonsense of Jean Jacques Rousseau was about as wide from an ideal scene as you could get, and it and other efforts, also wide, brought on the French Revolution.

The Russian 1917 revolution had already been preceded by the democratic Kerensky revolt. But it failed because Russia being Russia was about a century and a half late.

Also the French Revolution was late.

And in both cases those who should have led didn't. Lesser ranks overthrew command.

These and countless other human upheavals mark the fluttering pages of history and history will be written in similar vein again and again to eternity unless some sense and logic gets into the scene.

Revolt is only an expression of too long unmended departures from the ideal scene of society.

Usually the stitches taken to mend the growing social order are too weak and too hastily improvised to prevent the cultural fabric from being torn to rags.

Street battles and angry infantry are the direct opposite of the ideal political scene.

What was needed in such a case was an awareness of departure from the ideal scene, the discovery of **Why** a departure occurred and a gradient, real and determined program to return the scene closer to the ideal.

The elements of improved mechanical arts and progress in the humanities may be utilized to effect the recovery. In any event (which is missed by the reactionary and his "good old days") cultures do change and those changes are a part of any new ideal scene. So one does not achieve a reversion to the ideal by turning back the clock. One must be bright enough to include improvements in a *new* ideal scene.

IDEAL SCENE AND PURPOSE

Let us look this over, this concept of the ideal scene, and see that it is not a very complex thing.

One doesn't have to be much of an expert to see what an ideal scene would be.

The complex parts of the whole may not make up the whole, but they are not really vital to conceiving an ideal scene for any activity, as small as a family or as big as a planet.

The entire concept of an ideal scene for any activity is really a clean statement of its **purpose**.

All one has to ask is "What's the purpose of this?" and one will be able to work out what the ideal scene of "this" is.

To give a pedestrian example let us take a shoe shop. Its purpose is obviously to sell or provide people with shoes. The ideal scene is almost as simple as "This activity sells or provides people with shoes."

Now no matter how complex may be the business or economics of shoe sales, the fact remains that that is almost the ideal scene.

Only one factor is now missing: **Time**.

The complete ideal scene of the shoe shop is then, "This activity is intended to provide people with shoes for (time)." It can be always or for its owner's lifetime or for the duration of the owner's stay in the town or the duration of the state fair.

Now we can see departures from the ideal scene of this shoe store.

One has to work out fairly correctly what the purpose of an activity is and how long it is to endure before one can make a statement of the ideal scene.

From this one can work out the complexities which compose the activity in order to establish it in the first place including the speed of the gradient (how much shoe store how fast) and also how to spot *the fact of* departure from the ideal scene.

This process would also work on any portion *of* the shoe store if the main ideal is not also violated. The children's department, the cashier, the stock clerk also have their sub-ideal scenes. And departures from *their* ideal scenes can be noted.

It doesn't matter what the activity is, large or small, romantic or humdrum, its ideal scene and its sub-ideal scenes are arrived at in the same way.

METHODS OF AWARENESS

Statistics are the only sound measure of any production or any job or any activity.

The moment that one goes into any dependence on opinion, he goes into quicksand and will *see too late* the fatal flaw in restoring anything.

If the fact that anything can be given *production* statistics seems too far out, it is visible that even a guard, who would at first glance seem to be producing nothing but giving only security, is actually producing minutes, hours, weeks, years, of continued production **Time**.

Probably the most thoughtful exercise is not conceiving the ideal scene but working out what the production statistic of it is. For here, the activity or subactivity must be very correctly staticized to exactly measure the ideal scene of any activity or the statistic will itself bring about a departure!

Just as the purpose from which the ideal scene is taken must be correct, so must the statistic be all the more thoughtfully correct.

As an example, if the ideal scene of the shoe store is given the total statistic of its income then three things can happen:

1. It may cease to provide people with shoes that persuade them to come back for more.
2. It may sell shoes without enough profit to cover overhead and cease to exist.
3. It may conduct itself with more interest in the cashier than the customer and lose its trade.

Probably its statistic is "percentage of citizens in the area profitably shod by this store."

Working out how long it takes to wear out an average pair of shoes, any ex-customer would be retired from the percentage after that time span had elapsed from buying his last pair.

Given a fairly accurate and realistically updated census figure, that statistic would probably tell the tale of the ideal scene, which has its element of continuance.

The sole fixation on making money can depart from the scene. Abandonment of making any money would certainly cause a departure of the shoe store.

A commando battalion would have just as serious an examination for its ideal scene and statistic as a shoe store! And it would give a very, very effective activity if fully worked out. You'd really have to work out, probably better than the generals who think they have, the real purpose of a commando battalion (which is probably "to disperse enemy preparations by unexpected actions and overinvolve enemy manpower in expensive guarding"). The statistic could be something like "our individual soldiers freed from opponents" and/or "casualties not occurring by reason of interrupted enemy preparations."

In effect the commando battalion would be "producing." The results would be an effective increase in men under arms for their own side.

WHY

Knowing, then, the ideal scene and its statistic, one, by keeping the statistic, can notice without "reasonableness" or somebody's report or some fifth column propaganda, an immediate departure from the ideal scene.

Remember, violent change only becomes seemingly vital when the departure from the ideal scene is noticed too late .

Opinion, reports, subject to outpoints as they almost always are, seldom tell one more than somebody else's prejudices or his efforts to cover or failures to observe.

Now that a departure is seen (because the statistic drops) one can quickly go about noticing when and so get at **Why**.

When he has the **Why** of the departure he can proceed to handle it.

The statistic, guarded against false reports, and verified, is a clean statement not as subject to outpoints as other types of statements.

Whole activities have been smashed by not having a statistic of success but taking an opinion of trouble, and reversely, by having a statistic indicating disaster but a broadcast opinion of "great success." Probably the latter is the more frequent.

It is not possible to locate **Why** the departure soon enough to remedy unless one takes the most reliable datum available-which is the datum most easily kept clean of outpoints-which is a statistic.

You don't really even know there is a Why unless there has been a departure. And the departure may be very hard to spot without a statistic.

I have seen a group producing like mad, doing totally great, but which had no statistic, become the subject of wild outpoints and even contempt within itself.

If an activity lacks an ideal scene and a correct statistic for it, it has no stable datum with which to rebuff opinion and outpoints. To that extent the group goes a bit mad.

Group sanity depends. then. upon an ideal scene. correct sub-ideal scenes and statistics to match.

One of the calmest safest groups around had a bad reputation with fellow groups because it did not have or make known its ideal scene and did not have or release its statistics.

And it had a hard time of it for quite a while, meantime working exhaustedly but dedicatedly.

Planet, nation, social groups, businesses, all their parts and the individual have their ideal scene and their statistic, their departures and successes and failures. And none fall outside these data.

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Data Series 13

IRRATIONALITY

Any and all irrationality is connected to departures from an ideal scene.

Therefore outpoints indicate departures.

It must follow then that rationality is connected to an ideal scene.

These three assumptions should be studied, observed and fully grasped.

They are very adventurous assumptions at first glance for if they are true then one has not only the definition of sanity in an organization or individual but also of neurosis and psychosis. One also sees that organizations or social groups or companies or any third dynamic (the urge to survival as a group) activity can be neurotic or psychotic.

It therefore would follow that the technology of the ideal scene, existing scene, departures, outpoints and statistics would contain or indicate the means of establishing sane groups or individuals or measuring their relative sanity or re-establishing relative sanity in them.

THE PLAGUE OF MAN

Man has been harassed by irrationality in individual and group conduct since there has been Man.

The existing scene of Man's activities is so immersed in departures and outpoints that at first survey there would seem to be no possible handling of the situation.

Most people have accepted the existing conditions as "inevitable" and toss them off with a "that's life."

This is of course an overwhelmed attitude.

And it is true that the departure from any ideal is so distant as to obscure any feeling of reality about possibly achieving an ideal scene even in a limited area.

Philosophies exist to "prove" that chaos is needful to furnish challenge. That is like saying "Be glad you're crazy" (as 19th century psychologists *did* say). Or "Suffering refines one," as the playwrights of the early 20th century so fondly used in their plots.

One whole religious order preached the necessity to accept Man as he is.

Thus Man is plagued with defeatism, has lacked technology, and civilization after civilization has succumbed, either in a flash of flame and war or in the slow erosion of grinding distress.

Most men, it has been said, live lives of quiet desperation.

One doesn't have to live through several wars to learn that Man and his leaders are something less than sane.

Every sword-waving conqueror has exploited Man's seeming inability to avoid brotherly slaughter and no conqueror or army seems to have noticed that wars only rarely shift boundaries no matter how many are killed. Europe for centuries has excelled in the development of marble orchards and failed remarkably to establish any lasting political scene at all.

In other lands government leaders, who should have at least a partial duty of preserving their citizenry have sat raptly listening to the advice of madmen for some centuries now. US leaders lately have taken to acting on the mental health guidance of many civilian committees, each one of which contains at least one member of an organization directly connected to Russia! The country most interested in fomenting US civil commotion! A former head of CIA once cracked for a joke, "What if there were a Russian KGB agent inside CIA?" The shudder of horror that went through US politicians was interesting to see. Yet every new employee of CIA was "vetted" before employment by members of two organizations connected to Russia! The "American" Psychological Association and the "American" Psychiatric Association are directed by the World Federation of Mental Health founded by Brock Chisholm, the companion of Alger Hiss and Whittaker Chambers, the famous US communist traitors. And the US government pays the WFMH to hold congresses which are attended by Russian KGB delegates. And all intelligence given the President on Vietnam, where the US was "fighting communism" was passed through the hands of a man whose parents are both Russian born communists. And the US Defense Department intelligence on the same war was led and "coordinated" by another communist-connected employee.

With that many outpoints showing up in their social welfare and intelligence scene, the US government seems something less than bright in wondering, "What riots?" "Why drugs?" "Why defeats?"

The statistics of the US welfare and social scene under the domination of the World Federation of Mental Health are soaring insanity, crime and riot graphs. It is so bad that Russia will never have to fight an atomic war. The US economic, political and social scene will deteriorate and is deteriorating so rapidly that the US will have lost any will to fight or any economic or social power to resist Russia.

(In case you wonder as to the factualness of data given above, it is all documented.)

I have given this existing scene so that you can see the outpoints. The deteriorated state of public safety in the US is well known. The fantastic sums it spends are well known.

I have given visible outpoints.

One glance at psychiatric and psychological statistics (which are all negative) would tell any sane person that they must be doing something else as they were given all the money,

political power and authority ever needed to handle the scene. But it got worse! So, checking the scene for outpoints, one finds them directly connected to the No. 1 US enemy. Their data is marvellous for outpoints. Paid to serve the US, their literature discusses mainly abolishing boundaries and the Constitution.

The US official, so drowned in the chatter and confusion of double-talk and false intelligence and situation reports, apparently cannot see any solution. And heaps money on his traitors and finances their avid destruction of the country.

Yet, outpoints are so many and so visible that even the citizen sees them while the official remains apparently numb and inactive.

Very well, Man can and does get drowned in his own irrationality. And his civilizations rise and fall.

Man's primary plague is irrationality. He is not in the grip of a "death wish," nor is he having a love affair with destruction. He has just lacked any road out or the technology to put him on it.

RESOLVING THE SCENE

All the US would have to do is count up the outpoints, look at the statistics, drop their passionate affair with Russian psychiatry, conceive an ideal scene of a productive America, re-channel welfare monies into decent public works to give people jobs and improve productivity per capita, knock off foreign funds and wars, give the money to increasing the value of American resources and even now the US would become all right. National production would catch up with destructive inflation, money would return to value and an ideal national scene would be approached. Even the military-industrial clique would be happy making bulldozers instead of tanks and youth would have a future in sight instead of a foreign-made grave. The odd part of it is, even the Senate and House would vote for such a program as their own statistic today is how much federal money can they bring home to their own states.

The only ones that would resist are the people who are the ones causing the above outpoints and who knowingly or unknowingly serve other masters than the US. And that's a simple security problem after all.

I have put the example on a large canvas just to show that the steps of handling departures are the same for all situations large or great.

When done this way, by the steps mentioned in the Data Series, big situations can be analyzed as well as little ones.

Available resources and all that play a part in getting the solution into effect. But the cost in time and action of the original effort to introduce the cycle of revertment to an ideal scene is not anywhere near as costly as *letting the departure continue*.

The **easier** thing to do in all cases is to work out the ideal scene, survey the existing scene for outpoints, work out statistics that *should* exist, find out WHY the departure, program a gradient solution back to the ideal, settle the practical aspects of it and go about it.

LOSING ONE'S WAY

One's direction is lost to the degree one fails to work out the ideal scene.

It is so easy to toss off an "ideal scene" that is not *the* ideal scene that one can begin with a false premise.

As he tries to work with an incorrect "ideal scene" for an activity he may fail and grow discouraged without recognizing that he is already working with an omitted datum-the *real* ideal scene for that activity.

This is a major reason one can lose one's way in handling a situation.

Also in trying to find a **why** of departure one may refuse to admit that something he himself did was the reason for the departure-or why the ideal scene never took place. It requires quite a bit of character to recognize one's own errors; it is much easier to find them in a neighbor. Thus one may choose the wrong **why**, for this and other reasons.

Failures to examine the scene, reasonableness which causes blindness to the obvious, errors of penetration and defensive reasons not to admit it all impede a proper analysis.

The existing scene may be missing in one's view because one doesn't really look at it or because one has no correct ideal scene for it.

Many would rather blame or justify than be honest. Others would rather criticize than work.

But this all adds up to outpoints in the examination itself.

If one keeps at it one will however arrive at the right answers with regard to any scene.

BUILDING THE IDEAL SCENE

To suppose one can instantly hit upon an ideal scene for any activity without further test is to be very fond of one's own prejudices.

There is however a test of whether you have the ideal scene or not.

Can you staticize it?

Strangely, but inevitably, since we live in the physical universe where there is both time and association of beings with beings and the physical universe and the physical universe with itself, there is a production-consumption factor in all living.

There seems to be a ratio between producing and consuming, and establishing it would probably resolve that strange subject, economics, as well as social welfare and other things.

It seems to be fatal to consume without producing. Many social observations teach us this.

Evidently one cannot, at the physical universe level, produce without consuming. And it seems that it is destructive to produce only and consume too little. One can produce far more than one consumes. apparently, but cannot consume far more than one produces.

This seems to be true of groups.

Some dreamers puffing on a hash pipe of unreality believe one can really be happy producing nothing and consuming everything. The idyllic ideal of a paradise where no one produces has been tried.

In interviewing secretaries in New York I found the larger percentage had the personal ideal scene of "marrying a millionaire." Aside from there not being that many millionaires, the dream of idle luxury forever was so far from any possible ideal scene that it was busy ruining their lives and giving their current male escorts a life of critical hell. One, having married a boy who was fast on the road to becoming a millionaire, was so dissatisfied with him not being one right now that she ruined his life and hers.

In short, it sounds nice, but having met a few who *did* marry millionaires, I can attest that they were either not producing and failing as beings or were working themselves half to death.

These no-production dreams, like the harp in heaven, lead at best to suicidal boredom. Yet Madison Avenue's ads would have one believe that one and all should own all manner of cloth, wood and metal just to be alive.

A whole civilization can break down, flop, on propaganda of no-production, total consumption. The sweat that flies off a "workers' paradise" would rival the Mississippi!

There is some sort of balanced ratio and it favors apparently, for pride and life and happiness, higher production of *something* than consumption. When it gets too unbalanced in *values*, something seems to happen.

The unhappiness and tumult in current society is oddly current with the Keynesian economic theory of creating want. It's a silly theory and has lately become to be abandoned. But it was in vogue forty years or more, as I recall. It produced the "welfare era" of the psychiatrist and the total slavery of the taxpayer!

So, whatever the economics of it, an ideal scene apparently *has* to have a statistic or the whole thing caves in, either from lack of continuity in time, from disinterest, or from plain lack of supply.

Death is possibly, could be in part, a cessation of interested production.

Hard pressed, a living being dreams of some free time. Give him too much and he begins to crave action and will go into production and if blocked from doing so will tend to cave in. Loss of a job depresses people way out of proportion and subsequent declines often trace back to it.

Destructive activities carry their own self-death. The state of veterans after wars is not always traced to wounds or privation. Destructive acts put a brand on a man.

Some of this is answered by the absence of production.

IDEAL SCENE AND STAT

Whatever the facts and economic rules may be about production and the ideal scene, it would seem to be the case, sufficient at least for our purposes, that this rule holds good:

The correctly stated ideal scene will have a production statistic.

The way one defines "production" in this is not necessarily so many things made on an assembly line. That's an easy one.

It isn't just pairs of shoes. Production can be defined as the regulation or safeguarding of it, the planning or the designing of it, a lot, lot, lot of things.

A stat is a positive numerical thing that can be accurately counted and graphed on a two-dimensional thing.

To test the correctness of an ideal scene, one should be able to assign it a correct statistic.

If one can't figure out a statistic for it, then it probably is an incorrectly stated ideal scene and will suffer from departures.

Wrong stats assigned the ideal scene will wreck it. A wrongly conceived ideal scene will derail the activity quickly.

To understand something it is necessary to have a datum of comparable magnitude. To understand logic one needs to be able to establish what is illogic. One then has two things for comparison.

The ideal scene can be compared to an existing scene. This is one way to establish the ideal scene. But both need a factor to keep them in reality.

To test the ideal scene for correctness one needs to be able to formulate its statistic.

The exercise of testing the statement of the ideal scene, to keep it real and not airy-fairy and unattainable, is to work out a realistic stat for it.

One can go back and forth between the statistic and the stated ideal scene, adjusting one, then the other until one gets an attainable statistic that really does measure the validity of the stated ideal scene.

A statistic is a tight reality, a stable point. which is to measure any departure from the ideal scene.

In setting a statistic one has to outguess all efforts to falsify it (predict possible out-points in collecting it) and has to see if following the statistic would mislead anyone from the ideal scene.

So let's walk back to the shoe store.

Test statement of ideal scene: to make money.

Test statistic: pairs of shoes sold.

Now if you tried to marry up those two you'd get a prompt catastrophe. The potential departure would be immediate.

We sell shoes at no profit to raise the stat, we make no money. We try only to make money, we sell cheap shoes at high cost and our customers don't come back and we don't make money.

So those two are both no good.

Departure would occur, indeed it already exists right in the badly worked out ideal scene and the stat.

Test ideal scene: Cobblers are entitled to the shoes they make.

Test statistic: how many shoes cobbler makes.

So that's loopy!

Test ideal scene: all citizens furnished with shoes.

Test statistic: number of shoes given away.

Well, that's bonkers for a shoe *store* in any economic set-up. The citizens for sure would have no shoes once the shoe store was empty, for if everything is *given* away, who'd raise cows for hides or drive nails in soles unless he had a gun held on him so what workers' paradise is this? Slave state for sure. So that's no ideal scene for a shoe store no matter how "ideal" it looks to a do-gooder. Too airy-fairy. Since no shoes would exist to be given away.

Test ideal scene: shoes for any worker who has coupons.

Test statistic: number of coupons collected.

Well, maybe. In some society. But can the shoe store get shoes for the coupons? Maybe if there's enough economic police.

But then this would have to be a monopoly shoe store and the quality would not be a factor,

So this must be an army quartermaster depot or a state monopoly. If no incentive were needed it would work. Sure would be hard on the corns but it would barely work. Rather insecure though.

But this is a shoe *store* where people buy.

Test ideal scene: to provide workers with good shoes that can be replaced from suppliers.

Test statistic: ??? Number of shoes from suppliers given to workers ... Happy workers ...??? Amount of control that can be exerted on suppliers ...??? Ah. Number of shoes supplied well-shod workers.

Okay, that's a QM depot. Now what's a shoe *store*?

And we probably get what was given in an earlier example:

Ideal scene: to provide people with shoes and continue in business for owner's lifetime.

Statistic: percentage of citizens in area profitably shod by this store.

But even this would need to be played back and forth. And if this shoe store was in a socialist country both might require amendment. And if it was in a beach resort thronged with tourists who were also mostly foreigners the ideal scene and statistic would suffer an immediate departure and the store would fail, crash if the ideal scene were not correctly stated and the statistic real. The class of tourist would have a bearing on it.

Maybe the state has currency control demands on shopkeepers and requires them to get in foreign currency or no new stock!

Thus you could get:

Ideal scene: engendering acquisitiveness for novelty footwear made in this country.

Statistic: pairs of gift shoes bought by foreigners.

That sure would shift the whole atmosphere of the store!

Thus one plays the ideal scene against the statistic.

Maybe one can't find any ideal scene for the activity and no statistic of any significance to anyone. Could be that the activity is totally worthless even to oneself as a hobby. Although this opens the door to cynicism or a lazy way of not doing anything about anything, it just could be. Even a "reporter" who writes nothing could have an ideal scene and statistic. But it would have to be really real even then. Like,

Ideal scene: unsuspected as a spy while accepted as a "reporter."

Statistic: cash collected for reports undetectedly delivered to my government.

If that seems unreal as a scene the staff of *TIME* magazine recently held a mass meeting protesting the use of *TIME* credentials for government spying. "Nobody will talk to us anymore," the staff of that dying WFMH mouthpiece wept.

So anything could have an ideal scene, even a police state.

Idealism has nothing to do with it.

VIABLE

The word "viable" means capable of living, able to live in a particular climate or atmosphere.

Life over a period of time requires **viability**, or the ability to survive.

Any organism or any group or any part of a group must have a potential of survival. It must be viable-life-able.

This is true of any ideal scene. The statistic measures directly the relative survival potential of the organism or its part.

This tells you the plain fact that life contains the essential purpose of living, no matter how many misguided philosophers or generals may decree otherwise.

The planetary population is now not fully viable since weapons exist capable of making it a billiard ball at the whim of some madman.

The potential survival of the whole is of course an influence and limitation on its parts.

Men who live "only for self" don't live.

An organism or group can live a dangerous life in that it risks its survival. But is more of a threat than its enemies if it does not know or adjust its ideal scene.

A military company, told on posters the ideal scene is all brag in the bar with girls on each arm, who find in fact that their actual scene is military police outside every bar with

clubs and a real short life under the orders of sadistically disinterested and inexperienced government, is presented with an instantly visible departure.

The government believed such posters were needful to get recruits and did not realize that a truthfully stated scene and an effort to promote survival to commanders would also have recruited and conscription needn't be resorted to as the end product of lies.

Men will become part of the most onerous and dangerous groups imaginable providing the purpose is there and stated and they have a chance of survival.

The ideal scene of a nation worshipping death is that of a nation that will not survive anyway. At least not as that nation.

A group or an organism must be viable. The state is relative to the time the group needs to live to accomplish its purpose.

Each part of a group, in any ideal scene, should contribute viability to the whole group.

Production of something is mandatory on any part of a group if the group is to be fully viable.

Painting, writing, music, all have positive roles in a society. So productivity, as is viability, can be seen as a very broad inclusive term.

The sub purposes of any group make up the sub-ideal scene of its various parts.

In other words each part of a broad group has its own ideal scene and its own statistic.

These combined bring about the broad group's ideal scene.

The statistics each lead to viability of the part and then the whole group.

In reverse, with so many parts of a planet desirous of extinguishing so many other parts, the viability of the planet becomes questionable.

In an organization each part has its own ideal scene and its own statistic on up to the main ideal scene and the main statistic.

In practice one works back from the ideal scene of the group into its smallest part, so that all lesser ideal scenes and lesser statistics mount up to and bring about the main ideal scene and statistic.

Examining the lesser ideal scenes and statistics, one can find outpoints first in how the whole thing is organized and then the main ideal scene and the statistics and how the lesser ones bring it about.

Dominant is the viability of the whole. Where any part does not support total viability it is an outpoint. Contributive is the viability of each part and cohesive is the scheme in which the lesser ideal scenes and the lesser statistics bring about the **big** ideal scene and the **big** statistic. If this does not occur the non-supportive lesser ideal scene or statistic is an outpoint.

Groups that falter have to have all this restudied. As departures *did* occur, the organization itself, as part of any action, must be reexamined against experience and new greater and lesser ideal scenes and statistics must be worked out for it and put into use.

Agreement of the group is a necessary ingredient as many reformers have learned, often too late, and as many groups have seen, also generally too late.

The trick is to correct the ideal scene and statistic and all lesser ones of the group while it is still alive.

After that one can have better dependence upon them and keep the statistics up and the purpose going forward.

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Data Series 14

WORKING AND MANAGING

By actual experience in working and managing in many activities I can state flatly that the most dangerous worker-manager thing to do is to work or manage from something else than statistics.

Interpersonal relations with many strata of many societies in many lands with many activities demonstrates plainly that Man's largest and most unjust fault consists wholly of acting on opinion.

Opinions can be as varied as the weather in Washington, all on the same subject. When one says "opinion" one is dealing with that morass of false reports and prejudices which make up the chaos of current social orders.

Some seek an answer in status. "If one has **status** one is safe" is about as frail as a house of cards. Ask some recently deposed dictator or yesterday's idol what his status was worth. Yet many work exclusively for status. In Spain it is enough to have an executive *degree*. One doesn't have to do any executiving. Work at it? Caramba no!

In capitalisms it is enough to be an heir and in communisms it is only necessary to be the son of a commissar. Work? Nyet.

Revolts are protests against idle status. Where are the kings of yesteryear?

Riding along on the last generation's statistics is as fatal as a diet of thin air.

Undeserved status is a false statistic. Nothing is more bitterly resented, unless it is a statistic earned without status by those who live by status alone!

William Stieber, the most skilled intelligence chief of the 19th century, who won the Franco-Prussian war for Bismarck, was hated by German officers because he was not a proper officer but a civilian!

When German officers took over German intelligence they lost two wars in a row and the caste is very unlamentedly dead.

So long as "character" can be reviled, so long as "opinion" is used, so long as governments run on rumors and false reports, the social scene will continue to be a mess.

You will not believe it but governments think newspaper stories are "public opinion." One US President was astounded to be given a wildly enthusiastic public reception at an airport. The press had been hammering him for a year and the poor fellow thought it was "public opinion." Texts on public relations remark this strange governmental fixation on believing the press.

That means all a nation's enemies have to do is bribe or hire some underpaid reporters or semibankrupt publishers, and voila! it can steer the government any way it wishes!

Do a survey on any personality or subject and the conflicts in opinion are revealed as fantastic.

Seven witnesses to one street accident will even give seven conflicting accounts.

Thus this whole field of "opinion" and "reports" is a quicksand endangering both personal repute and management skill.

It is so bad that wars and revolutions stem directly from the use of opinion and the neglect of statistics.

In a chaos it is necessary to set up one point or terminal which is stable before one can really decide anything much less get anything done.

A statistic is such a stable point. One can proceed from it and use it to the degree that it is a correct statistic.

One can detect then, when things start to go wrong well before they crash.

Using opinion or random rumors or reports one can go very wrong indeed. In fact, using these without knowing the statistics one can smash a life or crash a group.

The US Navy operates on the social attainments and civilized behavior of their people.

A naval officer is promoted on the basis of his amiability and the social skill of his wife!

A clerk is promoted because he marries the boss's daughter.

A governor is elected because he could play a guitar!

This is a whirlwind of chaos because of the falseness of the statistics used.

So the stat used is itself an outpost in each case.

PREDICTION

Outpoints are more than useful in prediction.

The whole reason one does a data analysis and a situation analysis is to predict.

The biggest outpost would be a missing ideal scene, the next biggest would be a correct statistic for it.

If these are missing then prediction can become a matter of telling fortunes with bamboo sticks.

One predicts in order to continue the viability of an organism, an individual, a group, an organization, a state or nation or planet, or to estimate the future of anything.

The more outpoints the less future.

A disaster could be said to be a totality of outpoints in final and sudden culmination.

This gives one a return to chaos.

The closer one approaches a disaster the more outpoints will turn up. Thus the more outpoints that turn up the closer one is approaching a disaster.

When the outpoints are overwhelming a condition of **death is approached**.

By being able to predict, the organism or individual **or group can correct the** outpoints before disaster occurs.

Each sphere of activity has its own prediction.

A group of different activities with a common goal can be predicted by the outpoints turning up in parts of the general activity.

In theory if all parts of a main group or organization had an ideal scene for each, a statistic and an intense interest in maintaining the ideal scene and statistic of each part, the survival would be infinite.

Any group or organism or individual is somewhat interdependent upon its neighbors, on other groups and individuals. It cannot however put them right unless it itself has reached some acceptable level of approach to its ideal scenes.

The conflict amongst organisms, individuals and groups does not necessarily add up to "the survival of the fittest," whatever that meant. It does however mean that in such conflict the best chance of survival goes to the individual, organism or group that best approaches and maintains its ideal scene, lesser ideal scenes, statistic and lesser statistics.

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Data Series 15

WRONG TARGET

There is an additional specific outpost.

It is **Wrong Target**.

This means in effect **an incorrect selection of an objective to attempt or attack**.

Example: Josie Ann has been sitting in the house reading. Her brother Oscar has been playing ball in the yard. A window breaks. Josie Ann's mother rushes into the room, sees Josie Ann and the ball on the floor, spans Josie Ann.

This outpost contains the element, amongst other things of injustice.

There is another version of this:

Example: A firm has its premises flooded. The manager promptly insists on buying fire insurance.

Example: The people of Yangville are starving due to food scarcity in the land. The premier borrows 65 million pounds to build a new capital and palace.

Example: The government is under attack and riot and civil disorder spreads. The government officials campaign to put down all "rightists" for trying to establish law and order.

Example: A man is beaten and robbed on the main street of a town. The police demand to know why he was there and put him in jail for a long period of investigation.

Example: The multibillion dollar drug cartels push out 65 tons of habit-forming hard drugs. A government campaigns against cigarettes.

Example: A boy wants to be an accountant. His family forces him to join the army as a career.

It is noted that the very insane often attack anyone who seeks to help them.

This outpost is very fundamental as an illogic and is very useful.

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Ethics Hats

Data Series 16

INVESTIGATORY PROCEDURE

Correction of things which are not wrong and neglecting things which are not right puts the tombstone on any org or civilization.

In auditing when one reviews or "corrects" a case that is running well, one has trouble. It *is made* trouble.

Similarly on the third dynamic, correcting situations which do not exist and neglecting situations which do exist can destroy a group.

All this boils down to **correct investigation**. It is not a slight skill. It is **the** basic skill behind any intelligent action.

SUPPRESSIVE JUSTICE

When justice goes astray (as it usually does) the things that have occurred are

1. Use of justice for some other purpose than public safety (such as maintaining a privileged group or indulging a fixed idea) or
2. Investigatory procedure.

All suppressive use of the forces of justice can be traced back to one or the other of these.

Aberrations and hate very often find outlet by calling them "justice" or "law and order." This is why it can be said that Man cannot be trusted with justice.

This or just plain stupidity brings about a neglect of intelligent investigatory procedures. Yet all third dynamic sanity depends upon correct and unaberrated investigatory procedures. Only in that way can one establish causes of things. And only by establishing causes can one cease to be the effect of unwanted situations.

It is one thing to be able to observe. It is quite another to utilize observations so that one can get to the basis of things.

SEQUENCES

Investigations become necessary in the face of outpoints or pluspoints.

Investigations can occur out of idle curiosity or particular interest. They can also occur to locate the cause of pluspoints.

Whatever the motive for investigation the action itself is conducted by sequences.

If one is incapable mentally of tracing a series of events or actions, one cannot investigate.

Altered sequence is a primary block to investigation.

At first glance, omitted data would seem to be the block. On the contrary, it is the end product of an investigation and is what pulls an investigation along-one is looking for omitted data.

An altered sequence of actions defeats any investigation. Examples: We will hang him and then conduct a trial. We will assume who did it and then find evidence to prove it. A crime should be provoked to find who commits them.

Any time an investigation gets back to front, it will not succeed.

Thus if an investigator himself has any trouble with seeing or visualizing sequences of actions he will inevitably come up with the wrong answer.

Reversely, when one sees that someone has come up with a wrong or incomplete answer one can assume that the investigator has trouble with sequences of events or, of course, did not really investigate.

One can't really credit that Sherlock Holmes would say "I have here the fingerprint of Mr. Murgatroyd on the murder weapon. Have the police arrest him. Now, Watson, hand me a magnifying glass and ask Sgt. Doherty to let us look over his fingerprint files."

If one cannot visualize a series of actions, like a ball bouncing down a flight of stairs or if one cannot relate in proper order several different actions with one object into a proper sequence, he will not be able to investigate.

If one can, that's fine.

But any drilling with attention-shifting drills will improve one's ability to visualize sequences. Why? Stuck attention or attention that cannot confront alike will have trouble in visualizing sequences.

INVESTIGATIONS

In HCO Policy Letter 11 May 1965 Ethics Officer Hat, HCO Policy Letter 1 Sept 1965 Issue VII, HCO Policy Letter 1 Feb 1966 Issue II and pages 3, 4, 5 and 6 of the *Manual of Justice*, the subject of investigation as applied to justice is given.

It will be noted that these are *sequences* of actions.

Neglect of these items or a failure to know and follow them led here and there to suppressive uses of justice or to permitting orgs to be suppressed by special interest groups in the society.

Indeed, had these been in and followed we would have had a great deal less trouble than we did.

But investigation is not monopolized by law and order.

All betterment of life depends on finding out pluspoints and why and reenforcing them, locating outpoints and why and eradicating them.

This is the successful survival pattern of living. A primitive who is going to survive does just that and a scientist who is worth anything does just that.

The fisherman sees seagulls clustering over a point on the sea. That's the beginning of a short sequence, point No. 1. He predicts a school of fish, point No. 2. He sails over as sequence point No. 3. He looks down as sequence point No. 4. He sees fish as point No. 5. He gets out a net as point No. 6. He circles the school with the net, No. 7. He draws in the net, No. 8. He brings the fish on board, No. 9. He goes to port, No. 10.

He sells the fish, No. 11. That's following a pluspoint-cluster of seagulls.

A sequence from an outpoint might be: Housewife serves dinner. Nobody eats the cake, No. 1, she tastes it, No. 2, she recognizes soap in it, No. 3. She goes to kitchen, No. 4. She looks into cupboard, No. 5. She finds the soap box upset, No. 6. She sees the flour below it, No. 7. She sees cookie jar empty, No. 8. She grabs young son, No. 9. She shows him the set-up, No. 10. She gets a confession, No. 11. And No. 12 is too painful to describe.

Unsuccessful investigators think good fish catches are sent by God and that when cake tastes like soap it is fate. They live in unsuccessful worlds of deep mystery.

They also hang the wrong people.

DISCOVERY

All discoveries are the end product of a sequence of investigatory actions that begin with either a pluspoint or an outpoint.

Thus all knowledge proceeds from pluspoints or outpoints observed.

And all knowledge depends on an ability to investigate.

And all investigation is done in correct sequence.

And all successes depend upon the ability to do these things.

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Data Series 17

NARROWING THE TARGET

When you look at a broad field or area it is quite overwhelming to have to find a small sector that might be out.

The lazy and popular way is to generalize "They're all confused." "The organization is rickety." "They're doing great."

That's all very well but it doesn't get you much of anywhere.

The way to observe so as to find out what to observe is by discarding areas.

This in fact was the system I used to make the discoveries which became Dianetics and Scientology.

It was obvious to me that it would take a few million years to examine all of life to find out what made it what it was.

The first step was the tough one. I looked for a common denominator that was true for all life forms. I found they were attempting to survive.

With this datum I outlined all areas of wisdom or knowledge and discarded those which had not much assisted Man to survive.

This threw away all but scientific methodology, so I used that for investigatory procedure.

Then, working with that, found mental image pictures. And working with them, found the human spirit as different from them.

By following up the workable one arrived at the processing actions which, if applied, work, resulting in the increase of ability and freedom.

By following up the causes of destruction one arrived at the points which had to be eradicated.

This is of course short-handing the whole cycle enormously. But that is the general outline.

Survival has been isolated as a common denominator to successful actions and succumb has been found as the common denominator of unsuccessful actions. So one does not have to reestablish these.

From there, to discover anything bad or good, all one has to do is discard sterile areas to get a target necessary for investigation.

One looks broadly at the whole scene. Then discards sections of it that would seem unrewarding. He will then find himself left with the area that contains the key to it.

This is almost easier done than described.

Example: One has the statistics of a nine division org. Eight are normal. One isn't. So he investigates the area of that one. In investigating the one he discards all normal bits. He is left with the abnormal one that is the key.

This is true of something bad or something good.

A wise boy who wanted to get on in life would discard all the men who weren't getting on and study the one who was. He would come up with something he could use as a key.

A farmer who wanted to handle a crop menace would disregard all the plants doing all right and study the one that wasn't. Then, looking carefully he would disregard all the should be's in that plant and wind up with the shouldn't be. He'd have the key.

Sometimes in the final look one finds the key not right there but way over somewhere else.

The boy, studying the successful man, finds he owed his success to having worked in a certain bank seven states away from there.

The farmer may well find his hired man let the pigs out into the crop.

But both got the reason why by the same process of discarding wider zones.

Pluspoints or outpoints alike take one along a sequence of discoveries.

Once in a purple moon they mix or cross.

Example: Gross income is up. One discards all normal stats. Aside from gross income being up only one other stat is down-new names. Investigation shows that the public executives were off post all week on a tour and that was what raked in the money. Conclusion-send out tours as well as man the public divisions.

Example: Upset is coming from the camp kitchen. Obvious outpoints. Investigation discloses a 15-year-old cook holding the job solo for 39 field hands! Boy is he pluspoint. Get him some help!

DRAWN ATTENTION

Having attention dragged into an area is about the way most people "investigate." This puts them at effect throughout.

When a man is not predicting he is often subjected to outpoints that leap up at him. Conversely when outpoints leap up at one unexpectedly he knows he better do more than gape at them. He is already behindhand in investigating. Other signs earlier existed which were disregarded.

ERRORS

The usual error in viewing situations is not to view them widely enough to begin with.

One gets a despatch which says Central Files don't exist.

By now keeping one's attention narrowly on that, one can miss the whole scene.

To just order Central Files put back in may fail miserably. One has been given a single observation. It is merely an outpoint: Central Files omitted.

There is no **why**.

You follow up "no CF" and you may find the Registrar is in the Public Division and Letter Registrars never go near a file and the category of everyone in CF is just "been tested." You really investigate and you find there's no HCO Exec Sec or Dissem Sec and there hasn't been one for a year.

The cycle of "outpoint, correct, outpoint, correct, outpoint, correct" will drown one rapidly and improve nothing! But it sure makes a lot of useless work and worry.

WISDOM

Wisdom is not a fixed idea.

It is knowing how to use your wits.

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Data Series 18

SUMMARY OF OUTPOINTS

OMITTED DATA

An omitted anything is an outpoint.

This can be an omitted person, terminal, object, energy, space, time, form, sequence, or even an omitted scene. Anything that *can* be omitted that *should* be there is an outpoint.

This is easily the most overlooked outpoint as it isn't there to directly attract attention.

On several occasions I have found situation analyses done which arrived at no **why** that would have made handling possible but which gave a false Why that would have upset things if used. In each case the outpoint that held the real clue was this one of an omitted something. In a dozen cases it was omitted personnel each time. One area to which orders were being issued had no one in it at all. Others were undermanned, meaning people were missing. In yet another case there were no study materials at all. In two other cases the whole of a subject was missing in the area. Yet no one in any of these cases had spotted the fact that it was an omitted something that had caused a whole activity to decay. People were working frantically to remedy the general situation. None of them noticed the omissions that were the true cause of the decay.

In crime it is as bad to omit as it is to commit. Yet no one seems to notice the omissions as actual crimes.

Man, trained up in the last century to be a stimulus-response animal, responds to the therenesses and doesn't respond as uniformly to not-therenesses.

This opens the door to a habit of deletion or shortening which can become quite compulsive.

In any analysis which fails to discover a **why** one can safely conclude the Why is an omission and look for things that *should* be there and aren't.

ALTERED SEQUENCE

Any things, events, objects, sizes, in a wrong sequence is an outpoint.

The number series 3, 7, 1, 2, 4, 6, 5 is an altered sequence, or an incorrect sequence.

Doing step two of a sequence of actions before doing step one can be counted on to tangle any sequence of actions.

The basic outness is no sequence at all. This leads into **Fixed Ideas**. It also shows up in what is called disassociation, an insanity. Things connected to or similar to each other are not seen as consecutive. Such people also jump about subjectwise without relation to an obvious sequence. Disassociation is the extreme case where things that are related are not seen to be and things that have no relation are conceived to have.

Sequence means linear (in a line) travel either through space or time or both.

A sequence that should be one and isn't is an outpoint.

A "sequence" that isn't but is thought to be one is an outpoint.

A cart-before-the-horse out of sequence is an outpoint.

One's hardest task sometimes is indicating an inevitable sequence into the future that is invisible to another. This is a consequence. "If you saw off the limb you are sitting on you will of course fall." Police try to bring this home often to people who have no concept of sequence; so the threat of punishment works well on well-behaved citizens and not at all on criminals since they often are criminals because they can't think in sequence – they are simply fixated. "If you kill a man you will be hanged," is an indicated sequence. A murderer fixated on revenge cannot think in sequence. One has to think in sequences to have correct sequences.

Therefore it is far more common than one would at first imagine to see altered sequences since persons who do not think in sequence do not see altered sequences in their own actions or areas.

Visualizing sequences and drills in shifting attention can clean this up and restore it as a faculty.

Motion pictures and TV were spotted by a recent writer as fixating attention and not permitting it to travel. Where one had TV raised children, it would follow, one possibly would have people with a tendency to altered sequences or no sequences at all.

DROPPED TIME

Time that should be noted and isn't would be an outpoint of "dropped time."

It is a special case of an omitted datum.

Dropped time has a peculiarly ferocious effect that adds up to utter lunacy.

A news bulletin from 1814 and one from 1922 read consecutively without time assigned produces otherwise undetectable madness.

A summary report of a situation containing events strung over half a year without saying so can provoke a reaction not in keeping with the current scene.

In madmen the present is the dropped time, leaving them in the haunted past. Just telling a group of madmen to "come up to present time" will produce a few miraculous "cures." And getting the date of an ache or pain will often cause it to vanish.

Time aberrations are so strong that dropped time well qualifies as an outpoint.

FALSEHOOD

When you hear two facts that are contrary, one is a falsehood or both are.

Propaganda and other activities specialize in falsehoods and provoke great disturbance.

Willful or unintentional a falsehood is an outpoint. It may be a mistake or a calculated or defensive falsehood and it is still an outpoint.

A false anything qualifies for this outpoint. A false being, terminal, act, intention, anything that seeks to be what it isn't is a falsehood and an outpoint.

Fiction that does not pretend to be anything else is of course not a falsehood.

So the falsehood means "other than it appears" or "other than represented."

One does not have to concern oneself to define philosophic truth or reality to see that something stated or modeled to be one thing is in actual fact something else and therefore an outpoint.

ALTERED IMPORTANCE

An importance shifted from its actual relative importance, up or down, is an outpoint.

Something can be assigned an importance greater than it has.

Something can be assigned an importance less than it has.

A number of things of different importances can be assigned a monotone of importance.

These are all outpoints, three versions of the same thing.

All importances are relative to their actuality.

WRONG TARGET

Mistaken objective wherein one believes he is or should be reaching toward A and finds he is or should be reaching toward B is an outpoint.

This is commonly mistaken identity. It is also mistaken purposes or goals.

If we tear down X we will be okay often results in disclosure that it should have been Y.

"Removing the slums" to make way for modern shops kills the tourist industry. Killing the king to be free from taxation leaves the tax collector alive for the next regime.

Injustice is usually a wrong target outpoint.

Arrest the drug consumer, award the drug company would be an example.

Military tactics and strategy are almost always an effort to coax the selection of a wrong target by the enemy.

And most dislikes and spontaneous hates in human relations are based on mistaken associations of Bill for Pete.

A large sum of aberration is based on wrong targets, wrong sources, wrong causes.

Incorrectly tell a patient he has ulcers when he hasn't and he's hung with an outpoint which impedes recovery.

The industry spent on wrong objectives would light the world for a millennium.

SUMMARY

These are the fundamental outpoints required in data analysis and situation analysis.

They have one infinity of variation. They should be very well known to anyone seeking third dynamic sanity.

They are the basic illogics.

And while there may be others, these will serve.

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Data Series 19

THE REAL WHY

"**Why**" as used in logic is subject to non-comprehension.

Why = that basic outness found which will lead to a recovery of stats.

Wrong Why = the incorrectly identified outness which when applied does not lead to recovery.

A Mere Explanation = a "Why" given as **the** Why that does not open the door to any recovery.

Example: A mere explanation: "The stats went down because of rainy weather that week." So? So do we now turn off rain? Another mere explanation: "The staff became overwhelmed that week." An order saying "Don't overwhelm staff" would be the possible "solution" of some manager. **But the stats wouldn't recover.**

The *real Why* when found and corrected leads straight back to improved stats.

A wrong Why, corrected, will further depress stats.

A mere explanation does nothing at all and decay continues.

Here is a situation as it is followed up:

The stats of an area were down. Investigation disclosed there had been sickness 2 weeks before. The report came in: "The stats were down because people were sick." This was a mere explanation. Very reasonable. But it solved nothing. What do we do now? Maybe we accept this as the correct Why. And give an order, "All people in the area must get a medical exam and unhealthy workers will not be accepted and unhealthy ones will be fired." As it's a correction to a wrong Why, the stats *really* crash. So that's not it. Looking further we find the real WHY. In the area there is no trained-in org bd and a boss there gives orders to the wrong people which, when executed, then hurt their individual stats. We org board the place and groove in the boss and we get a stat recovery and even an improvement.

The correct **Why** led to a stat recovery.

Here is another one. Stats are down in a school. An investigation comes up with a mere explanation: "The students were all busy with sports." So management says "No sports!" Stats go down again. A new investigation comes up with a wrong Why: "The students are being taught wrongly." Management sacks the dean. Stats really crash now. A further more competent investigation occurs. It turns out that there were 140 students and only the dean

and one instructor! And the dean had other duties! We put the dean back on post and hire two more instructors making three. Stats soar. Because we got the right **Why**.

Management and organizational catastrophes and successes are **all** explained by these three types of **Why**. An arbitrary is probably just a wrong **Why** held in by law. And if so held in, it will crash the place.

One really has to understand logic to get to the correct **Why** and must really be on his toes not to use and correct a wrong **Why**.

In world banking, where inflation occurs, finance regulations or laws are probably just one long parade of wrong **Whys**. The value of the money and its usefulness to the citizen deteriorate to such an extent that a whole ideology can be built up (as in Sparta by Lycurgus who invented iron money nobody could lift in order to rid Sparta of money evils) that knocks money out entirely and puts nothing but nonsense in its place

Organizational troubles are greatly worsened by using mere explanations (which lead to no remedies) or wrong **Whys** (which further depress stats). Organizational recoveries come from finding the real **Why** and correcting it.

The test of the real **Why** is "When it is corrected, do stats recover?" If they do that was it. And any other remedial order given but based on a wrong **Why** would have to be cancelled quickly.

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HCO POLICY LETTER OF 26 NOVEMBER 1970

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Data Series 20

MORE OUTPOINTS

While there could be many many oddities classifiable as outpoints, those selected and named as such are major in importance whereas others are minor.

WRONG SOURCE

"Wrong Source" is the other side of the coin of wrong target.

Information taken from wrong source, orders taken from the wrong source, gifts or materiel taken from wrong source all add up to eventual confusion and possible trouble.

Unwittingly receiving from a wrong source can be very embarrassing or confusing, so much so that it is a favorite intelligence trick. Dept D in East Germany, the Dept of Disinformation, has very intricate methods of planting false information and disguising its source.

Technology can come from wrong source. For instance Leipzig University's school of psychology and psychiatry opened the door to death camps in Hitler's Germany. Using drugs these men apparently gave Hitler to the world as their puppet. They tortured, maimed and slaughtered over 12,000,000 Germans in death camps. At the end of World War II these extremists formed the "World Federation of Mental Health," which enlisted the American Psychiatric Association and the American Medical Association and established "National Associations for Mental Health" over the world, cowed news media, smashed any new technology and became the sole advisors to the US government on "mental health, education and welfare" and the appointers of all health ministers through the civilized world and through their graduate Pavlov dominated Russian communist "mental health." This source is so wrong that it is destroying Man, having already destroyed scores of millions. (All statements given here are documented.)

Not only taking data from wrong source but officialdom from it can therefore be sufficiently aberrated as to result in planetary insanity.

In a lesser level, taking a report from a known bad hat and acting upon it is the usual reason for errors made in management.

CONTRARY FACTS

When two statements are made on one subject which are contrary to each other, we have "contrary facts."

Previously we classified this illogic as a falsehood, since one of them must be false.

But in doing data analysis one cannot offhand distinguish which is the false fact. Thus it becomes a special outpoint.

"They made a high of \$12,000 that week" and "They couldn't pay staff" occurring in the same time period gives us one or both as false. We may not know which is true but we do know they are contrary and can so label it.

In interrogation this point is so important that anyone giving two contrary facts becomes a prime suspect for further investigation. "I am a Swiss citizen" as a statement from someone who has had a German passport found in his baggage would be an example.

When two "facts" are contrary or contradictory we may not know which is true but we do know they can't both be true.

Issued by the same org, even from two different people in that org, two contradictory "facts" qualifies as an outpoint.

These two will be found useful in analysis.

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HCO B 15 March 71, "Additional List", which was never issued.)

Remimeo
Admin Students

Data Series 21

DATA SERIES AUDITING

(Reference: HCO B 24 July 70, "Data Series" and HCO B 28 August 70, Confidential for Auditors only)

Whenever a student cannot grasp or retain the data of the **Data Series** Policy Letters, he must be audited on the Data Series Rundown (also called the Hubbard Consultant Rundown).

The reason for this is that he himself has **Outpoints** and it is necessary to *audit* him on this subject.

When the student has outpoints, it has been found that he has a terrible time grasping or retaining the Data Series material.

This does not mean the student is in any way crazy. It just means he is illogical and has outpoints in his thinking.

This will reflect as well in his other studies. So handling this is a vital action.

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Data Series 22

THE WHY IS GOD

When beings operate mainly on illogics, they are unable to conceive of valid reasons for things or to see that effects are directly caused by things they themselves can control.

The inability to observe and find an actual useable **Why** is the downfall of beings and activities. This is factually the **Why** of people not finding **Whys** and using them.

The prevalence of historical Man's use of "fate," "kismet" (fatalism), superstition, fortune telling, astrology and mysticism confirms this.

Having forgotten to keep seed grain for the spring, the farmer starves the following year and when asked **Why** he is starving says it is the Gods, that he has sinned or that he failed to make sacrifice. In short, unable to think, he says "The Why is God."

This condition does not just affect primitives or backward people.

All through the most modern organizations you can find "The **Why** is God" in other forms.

By believing that it is the fault of other divisions or departments, a staff member does not look into his own scene. "The reason I cannot load the lumber is because the Personnel Section will not find and hire people." It does not seem to occur to this fellow that he is using a WHY which he can't control so it is not a **Why** for his area. It does not move the existing to the ideal scene. Thus it is not a **Why** for him. Yet he will use it and go on nattering about, it. And the lumber never gets loaded. The real **Why** for him more likely would be, "I have no right to hire day laborers. I must obtain this right before my area breaks down totally," or "My department posts are too specialized. I need to operate on all-hands actions on peak loads."

A Course Supervisor who says, "I haven't got any students because Ethics keeps them for weeks and Cramming for months" is using a "The **Why** is God." As he cannot control Ethics or Cramming from his post his **Why** is illogical. The real **Why** is probably "I am not mustering all my students daily and keeping them on course. If they are ordered to Ethics or Cramming they must be right here studying except for the actual minutes spent in Ethics and Cramming."

But this does not just apply on small activities. It applies to whole nations. "The reason we Germans cannot advance is because England is against us." This wrong **Why** has killed many tens of millions in two world wars.

Intelligence organizations are often almost dedicated to "the Why is over there." It seldom is.

Most staffs of orgs, when pay is poor, are completely addicted to over-thereness. In one org, the Finance Banking Officer was continuously hammered to "give more money" by the people who were responsible for making the money and yet who were not raising a finger to do so. An actual survey of four org staffs showed that only 2% were aware that their pay depended upon the org gross income!

Thus survival is very closely tied to logic. If one finds he is sinking into apathy over his inability to get his job done, it *is certain* that he is operating on self-conceived wrong **Whys** in areas that he cannot ever hope to control.

And in living any life, most major points of decline can be traced to the person's operating on Whys that do not allow him to improve his own scene.

The Greek cut open the guts of birds to find the **Why**. He called this "divination" or "augury." Don't look now. but that civilization has long been dead!

Just as anyone will be whose illogic leads him to over-thereness to find his **Why**.

Strength and power in the individual consists of being logical enough to find **Whys** *he* can use to advance his existing scene toward the ideal scene.

The Why is **not** God. It lies with **you** and your ability to be logical.

God helps those who help themselves.

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Data Series 23

PROPER FORMAT AND CORRECT ACTION

When doing an evaluation, one can become far too fixated on outpoints and miss the real reason one is doing an evaluation in the first place.

To handle this, it is proper form to write up an evaluation so as to keep in view the reason one is doing one.

This is accomplished by using this form

| | |
|---------------------|-------|
| Situation: | _____ |
| Data: | _____ |
| Stats: | _____ |
| Why: | _____ |
| Ideal scene: | _____ |
| Handling: | _____ |

CONSISTENCY

The whole of it should concern itself with the same general scene, the same subject matter. This is known as **consistency**. One does not have a situation about books, data about bicycles, stats of another person, a **Why** about another area, a different subject for ideal scene and handling for another activity.

The situation, whether good or bad, must be about a certain subject, person or area, the data must be about the same, the stats are of that same thing, the **Why** relates to that same thing, the ideal scene is about the scene of that same thing and the handling handles that thing and *especially is* regulated by that **Why**.

A proper evaluation is all of a piece.

SITUATION

First, to do an evaluation, some situation must have come to notice. There is a report or observation that is out of the ordinary.

This "coming to notice" occurs on any line. Usually it is fairly major, affecting a large portion of the area, but it can be minor.

So **observation** in general must be continuous for situations to be noted.

To just note a situation and act on it is out of sequence as it omits evaluation. You can be elated or shocked uselessly by noting a situation and then not doing any evaluation,

It is the hallmark of a rank amateur or idiot to *act* on reports without any evaluation.

So, the first step is noting, from general alertness, a situation exists.

A situation is defined as a not expected state of affairs. It is either very good or it is very bad.

If it is very good it must be evaluated and a Why found so one can even upgrade an ideal scene.

If it is very bad, it must be evaluated and a Why found so that it can be handled to more closely approach the ideal scene.

DATA

Data is the information one has received that alerts one to the situation.

Intelligence systems use various (mainly faulty) methods of "evaluating" data so as to "confirm it." They do this uniformly from reports. No matter how many reports one may see there is always a question as to their truth. Intelligence chiefs have started most wars (US vs. Germany 1917) or failed to start them in time (US vs. Japan 1936) by depending on "authoritative sources," "skilled observers," "valid documents" and other confetti they class as "reports" or "documents."

As noted above, the "raw document" or "raw materials" as they are called have led, when accepted, to the most terrifying catastrophes. British Admiral Hall, without permission of the British government, leaked the famous "Zimmerman telegram" to US President Wilson and stampeded the US into World War 1. The alleged German "instructions" to their US Ambassador "intercepted" by Hall were passed on with confidence tricks and President Wilson, elected to keep the US out of the war, being no great evaluator, dived overboard on one flimsy questionable report and carried America into the disaster of two world wars and a communist supremacy.

The US was lulled by false Japanese assurances and false data on the smallness of Japanese armaments and considered the country no danger. The true situation would have led to a US declaration of war in 1936! Before Japan could sink the whole Pacific fleet in one raid and cause 41/2 years of war and open all of China to communist supremacy.

These are just a couple of the thousands of disasters in international affairs brought about by a pathetic reliance on reports or documents.

If you knew the game well, with a half a dozen agents and a document factory, you could have half the countries of the planet in turmoil. Because they rely on reports and "authoritative sources" and "expert opinion" instead of data as viewed in this Data Series.

If one does not court disaster and failures one does NOT rely on reports, but an absence of reports or a volume of reports carefully surveyed for outpoints and counted.

To do this one must be **very** skilled at spotting outpoints. Most people confuse simple errors with actual outpoints.

You can get so good at this you can recognize outpoints and pluspoints at a fast glance over reports.

Essentially, "data" regarded from the angle of outpoints is a lack of consistency. "Our Div 2 is doing very well" doesn't go with gross income \$2.

This gives you a guideline, the "string to pull" (see investigation checksheet on following down things you just don't understand, the first emergence of the Data Series).

So the **data** you give is not a lot of reports. It is a brief summary of the "strings pulled" on the outpoint or pluspoint route to finally get the **Why**.

Example: (from a situation where an org was going broke) "The sign-ups reported for service and new names to Central Files were both high yet gross income was down. An investigation of the service area showed no backlogs and no new customers with the staff idle. Tech Services was fully staffed. Examining complement showed no one in the Department of Income. People were signed up but there was no one to receive the money." The **why** of course was a wrong complement particularly **no cashier** and an Executive Director neglecting his duties.

Example: (on a situation of a stat soaring) "The Promo Dept had very down stats with no promo going out. Bulk mail was low. Div 6 was idle, yet the GI was soaring. Nothing in the org could be found to account for it. Investigation of what promo incoming public had, showed that the promo was coming from a lower level org promoting itself as a route to upper level services." The **Why** of course was an effective promo campaign being run **outside** the org. And one could bolster that up and get the org active too.

Data, then, is the Sherlock Holming of the trail that gave the **Why**. It at once reflects the command the evaluator has of the **Data Series**. And his own cleverness.

Sometimes they come in a sudden blue flash a yard long, a piece of insight into what **must** be going on if these outpoints add up this way. Rapid investigation of further data on this trail proves or disproves the flash of insight. One does **not** run on insight alone (or crystal balls).

To one not trained and practiced in evaluation the finding of a **Real Why** may look as mysterious as an airplane to an aborigine.

It is a fact that people who do not understand evaluation can get the idea that management acts on personalities or whims or that management has spies everywhere to know that the Distribution Secretary never came to work.

To the expert it is easy. To the ignorant it looks very supernatural.

It is the **trail** followed that counts.

This is what is required under "**data**."

STATS

Situations and **data** trails are supported by statistics.

Where statistics are not in numeral form this may be harder. Where they are outright lies, this is an outpoint itself.

A person or nation without any statistic may be a puzzle at first but statistical approximations can exist and be valid.

Statistics of CIA would be very hard to dig up. They don't even let the US Congress in on it. But the deteriorating overseas influence of the US would show that CIA was not batting any high average and that its data fed to policy-makers (its avowed purpose) might well be false or misleading causing policy errors that cause a deteriorating scene.

So statistics can be estimated by the scene itself even when absent in numerical form.

England has lost its whole empire in a quarter of a century, without a single defeat in war. This gives an adequate statistic for the government's good sense or lack of it. It is at this writing losing even parts of the homeland and is itself joining what might be called the Fourth Reich and so will soon cease to exist as a political sovereignty. This statistic can even be drawn as a dive-bombing down curve.

A deckhand's statistic may not exist on a chart but the areas he tends to exist for view.

One either has a numerical statistic or a direct observation. One can use both.

I once answered the question, "Why are paid completions high and gross income low?" by finding that the "paid" completions stats were false.

So one statistic can be compared to another.

Three or more stats can be compared to each other and often lead directly to a **Why**.

The main point is **don't act without statistical data**.

After a fine data analysis, one may well find the stats are quite normal and there is **no** situation.

One may have a great PR PR PR data analysis and collide with statistics you'd need a submarine to read.

And one may have data that says the whole staff of Keokuk should be shot without waiting for dawn and then discover that, by stats, they're doing great.

And one can also do a data analysis that shows somebody should be commended and prove it by stats and then discover belatedly the stats are false and the guy should have been shot.

However, if one looks at all available stats after doing a data analysis one may find they look good at a glance but are sour as green apples. One could see a high lot of stats, GI, etc., and *then* see a cost stat that shows someone is making \$2 million at a cost of \$4 million and that the place is going straight into the garbage can.

Do not give a Why or recommend handling without inspecting the actual stats. And **do not** be thrown off a situation you are sure exists without looking at **all** the stats. (Example: High hour interns' stats throw one off interfering until one sees NO interns graduating and NO programs completed by them.)

THE WHY

This is the jewel in the crown, the main dish at dinner, the gold mine in the towering mountains of mystery.

A real **Why** must lead to a bettering of the existing scene or (in the case of a wonderful new scene) maintaining it as a new ideal scene.

Therefore the **Why** must be something you can do something about. (See THE WHY IS GOD policy letter.)

Thus the **Why** is limited by what you can control. It is **never** that other division or top management or the bumps on the moon.

Even if all this were true, the **Why** must be something which ***you can do something about yourself from your level of authority or initiative*** that will lead to **the improvement of a poor existing scene toward the Ideal Scene.**

The **Why** is a special thing then. It is a key that opens the door to effective improvement.

It is not a prejudice or a good idea. It is where all the analysis led.

And a **Real Why** when used and handled and acted upon is like a magic carpet. The scene at once becomes potentially better or gets maintained.

"Acting on a wrong Why" is the stuff of which coffins are made.

No matter how brilliant the program that follows, there it is, the same old mud.

Wrong Whys work people half to death handling a program which will lay ostrich eggs and rotten ones at that.

It will cost money and time that can't be afforded easily.

It will distract from the real tiger in the woods and let him roar and eat up the goats while everyone is off chasing the ghosts which "really were the cause of it all."

Wrong Whys are the tombstones of all great civilizations and unless someone gears up the think will be the mausoleum of this one.

Do not think you won't get them. It takes 28,000 casualties in battle, they say, to make a major general. Well it may take a few wrong Whys to make an evaluator.

The evaluator who has done the evaluation is of course responsible for it being correctly done and leading to the right conclusion and verified by stats to give the correct real **Why**.

And the real ones are often too incredible to have been arrived at in any other way. Or they are so obvious no one noticed.

In one instance Whys were found by experts for six months on a certain course without improving the flagrantly bad situation but actually messing it up more until a huge real Why jumped out (the students had never been trained on earlier levels) and the situation began to improve.

Using one Why for all situations can also occur and fads of Whys are common. True, a Why often applies elsewhere. That's what gives us technology including policy. But in any area of operation where a situation is very abnormal the Why is likely to be very peculiar and too off the ordinary to be grasped at once.

There can be an infinity of wrongnesses around just one rightness. Thus there can be an infinity of wrong Whys possible with just one real Why that will open the door.

For the real Why *does* open the door. With it on a good situation one can maintain it and with a bad situation one can improve it.

Thus the **Real Why** is the vital arrival point to which evaluation leads.

THE IDEAL SCENE

If a bad situation is a *departure* from the ideal scene and if a good situation is attaining it or exceeding it, then the crux of any evaluation is **the Ideal Scene** for the area one is evaluating.

Viewpoint has a lot to do with the ideal scene.

To Russia a collapsed America is the ideal scene. To America a collapsed Russia is an ideal scene.

To some have-not nations both Russia and the US competing at vast expense for the favor of a coy petty ruler is the ideal scene to that ruler.

To most other parts of the world both these major countries interested only in their own affairs would be an ideal scene.

So, with viewpoint the ideal scene can be "bad" or "good."

The ideal scene is not necessarily big and broad. An intelligence evaluator that gave the ideal scene as "a defeated enemy" on every evaluation would be very inexpert.

By **consistency** the ideal scene must be one for that portion of an activity for which one is trying to find the Why.

Example: (Situation: renewed activity on a front held by one platoon. Evaluation: No other points along the lines are active and a tank road leads toward the front where the activity is. **Why**: area being prepared for a tank breakout.) **Ideal Scene**: an uninhabitable area in front of the platoon. (Which could be done with napalm as there is a wood there and a heavy crossfire maintained and a renewed supply of bazookas for the platoon if the napalm didn't work.)

Example: (Situation: a lot of silence from Plant 22. Evaluation: no trucks arriving with materials, no raw materials being sent by outside suppliers, suppliers irate. **Why**: The accounting office forgot to pay the raw materials bill and the suppliers held up all further supplies.) **The Ideal Scene**: high credit rating and good accounts PR established with all creditors. (And handling would include a recommendation for an evaluation of the accounting office as to why it forgot and why there is no high credit PR with a new ideal scene for that accounting office, which might be a wholly different thing: **Ideal Scene**: an accounting office that enforces income greater than outgo.)

By giving the **Ideal Scene** for every situation, the evaluator is not led into a fatal contempt for the competence of all work actually being done.

The ideal scene clarifies for one and all whither we are going.

But even more important, the evaluation that includes an ideal scene postulates a win from the viewpoint of those for whom it is being done or for one's activities.

Sometimes when one gets to the ideal scene and writes it down he finds his Why won't really lead to it, in which case he must get another Why or familiarize himself with the scene in general to find out what he is trying to send where.

In the case of an abnormally good situation one finds he has exceeded what was formerly thought to be the ideal scene and must state a new one entirely with the **Why** concerned with how to maintain it.

Anyone reading a full evaluation in proper form can better estimate whether the **Why** and handling are workable if the **Ideal Scene** is there. And sometimes it will be found that the evaluator is trying to do something else entirely than what everyone else thinks is a correct attainment.

Thus it is a very healthy thing to include the ideal scene. It serves as a discipline and incentive for the evaluator and those executing the program.

HANDLING

Handling must be **consistent** with the situation, the evaluation, the Why and the ideal scene.

Handling must be **within the capabilities** of those who will do the actions.

Handling must be **within the resources available**.

Handling quite often but not always requires a **bright idea**. It is peculiarly true that the less the resources available the brighter the idea required to attain effective handling.

Handling must be **supervised** by one person who acts as a coordinator of the program and a checker-offer and debug expert.

And last but most important handling must be **effective and final**.

The *steps* of handling are in program form. They are numbered 1-2-3, etc. Or A-B-C, etc.

They can be in the sequence they will be done but this is mostly important when one person or one team is going to do the whole thing step by step.

These steps are called **targets**.

Each part of the program (each **target**) is assigned to someone to do or to get done.

Care must be taken not to overload persons already loaded and where this occurs one appoints a special personnel or mission for that specific target.

The supervision must see that each target gets fully done and no targets not-done and no targets half-done.

It is up to supervision to keep track of all completions on a **master** sheet.

Supervision debugs those targets that bog or lag by finding in them a **Why**, which may mean a rapid evaluation of that target to rephrase it or get it clarified without altering its intended accomplishment.

Supervision can reassign a target.

PROJECTS

It is expected that any complex or extensive target will have a **project** written for it by the person to whom it is assigned if not by the originator.

By completing this project the target is **done**.

Often these projects have to be passed upon by a senior before being begun.

COMPLIANCE

When the **master** sheet shows all targets **done** (not not-done and not half-done and not falsely reported) full situation handling can be expected.

REVIEW

When the supervisor reports all targets done, it is in the hands of fate whether the situation will now be progressed toward or attain the ideal scene.

The accuracy of the data, the skill of the evaluator, the correctness of the **why**, the competence of the supervisor and the skill of those executing the targets and the willingness

of those receiving the effects of all this activity (their human emotion and reaction) determine whether this evaluation approaches or attains the ideal scene.

All such evaluations should be **reviewed** as soon as the actions have had time to take effect.

An idiot optimism can suppose all is well and that it is needless to review.

But if this **why** was wrong *then the situation will deteriorate* and a worsening situation will be apparent.

Thus a sharp watch has to be set. No thirst for "always being right" or arrogance about never being wrong must prevent an honest review.

Was the ideal scene approached or attained?

Or was it a wrong Why and now is all Hades breaking loose?

Now we *don't* have just renewed insistence that the **Why** was right and that the program must go in in spite of all.

We have a wrong Why.

MAGIC

It will be found that where you have a real why people will cooperate all over the scene.

The only **exception** is where there are traitors around. But this is an easy explanation, too often bought to excuse wrong Whys.

The Germans, when they found in World War II, how ineffective the Italian intelligence service was, couldn't believe it, tried to improve it, became convinced they were traitors, probably shot them in scores and took the service over themselves. And lost Italy even more rapidly. Whatever the right Why was, the Germans had the wrong one. And so does any executive who has to shoot everybody-he just can't find the right Whys.

It is **no** disgrace to find a wrong Why. It is only a disgrace not to keep trying on and on until one does find it. Then the clouds open, the sun shines, the birds pour out their souls in purest melody and the ideal scene is approached or reached.

So **review** is damnably important.

Situations have to be handled very fast.

And reviews have to be as quick as possible after effect can occur.

WHOLE VIEW

So here you have the whole view.

The keynotes are **observe, evaluate, program, supervise and review.**

The heart of Observe is accuracy.

The heart of Evaluate is a cool, cold knowledge of the Data Series.

The heart of Program is knowing the scene.

The heart of Supervise is getting it **fully** done.

The heart of Review is **humility**.

SUMMARY

If you cannot roll all this off rapidly then misunderstood words in this series are in the way. Or one is battling with some outpoint in his own life.

The Data Series is for **use**.

It works because it has unlocked logic.

In management one is very fortunate since he can program and handle.

In intelligence one is less fortunate as his handling can only be suggested and many an intelligence officer has watched a useless Battle of the Bulge after he told them all about it and "they" had other ideas. But the Data Series works in intelligence as well.

Data analysis was not developed in a professorial out of a lost-to-the-world tower. It was evolved by attempting to explain logic, then was developed on one of the hottest cross-fire but successful evaluation posts on the planet against a background of blood, sweat and tears war intelligence experience.

So it is itself **real**.

The key to it is handling **Data**.

So here it is.

I do sincerely hope it serves you in helping to attain your ideal scene.

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Data Series 24R

**HANDLING
POLICY, PLANS, PROGRAMS
PROJECTS AND ORDERS DEFINED**

The words "policy," "plans," "programs," "projects" and "orders" are often used interchangeably one for the other, incorrectly.

To handle any confusions on the words and substance of "policy," "plans," "programs," "projects" and "orders" the following **descriptive definitions** (see Scn Logic No. 5) are laid down for our use.

Policy: By this is meant long-range truths or facts which are not subject to change expressed as operational rules or guides.

Plans: Short-range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it or to obstruct or impede an opposition to expansion. A plan is usually based on observation of potentials (or resources) and expresses a bright idea of how to use them. It always proceeds from a **Real Why** if it is to be successful.

Program: A series of steps in sequence to carry out a plan. One usually sees a program following the discovery of a Why. But in actual fact a plan had to exist in the person's mind, whether written or not, before a program could be written. A program, thus, carries out the plan conceived to handle a found **Why**. A plan and its program require authorization (or okay) from the central or coordinating authority of the general activities of a group before they can be invested in, activated or executed.

Projects: The sequence of steps written to carry out **one** step of a program. Project orders often have to be written to execute a program step. These should be written but usually do not require any approval and often are not generally issued but go to the person or persons who will accomplish that step of a program. Under the category of **project** would come orders, work projects, etc. These are a series of **guiding steps** which if followed will result in a full and successful accomplishment of the program target.

Orders: The verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy.

In short:

Policy = the rules of the game, the facts of life, the discovered truths and the invariable procedures.

Plans = the general bright idea one has to remedy the WHY found and get things up to the ideal scene or improve even that. (Approval.)

Program = the sequence of major actions needed to do the plan. (Approval.)

Project = the sequence of steps necessary to carry out one step in a program. (No approval.)

Orders = some program steps are so simple that they are themselves an order or an order can simply be a roughly written project.

Thus, by these definitions a data analysis would look like this:

Policy: (What brings the evaluation into existence in the first place.)

Situation: (Departure from or improvement of the ideal scene expressed in *policy*.)

Data: (Observations leading to **investigation**.)

Statistics: (The independent continuing survey of production or lack of it.)

Why: (The real reason found by the investigation.)

Ideal Scene: (The state of affairs envisioned by policy or the improvement of even that.)

HANDLING:

A Plan whether written in full or not based on the **why** to use the resources available to move the existing scene toward the ideal scene.

A Program: A sequence of broad steps to get the plan executed.

Projects: Any sequence of steps ordered or written to get a program step completed.

Orders: The program step itself or the verbal or written project to get the program step fully *done*.

Thus a handling could look like this:

HANDLING:

Plan: To use Bob Bartlett to replace the incompetent exec found in the **why**.

1. Find a replacement for Bartlett. **Personnel**. _____
2. Program Bob Bartlett to get his incomplete cycles caught up. **Dir of Personnel Enhancement**. _____
3. Train Bob Bartlett. **Dir of Training**. _____
4. Write Garrison Mission Orders for Bartlett. **Action Mission Writer**. _____

5. Write recall orders for G. Zonk (the incompetent found in the **why**). **Personnel**.
6. Send Bartlett to relieve Zonk. **Action**.
7. On Zonk's return assign to bilge cleaner. **Personnel**.

This of course is a very simple plan and simple program.

The orders are seen as "**Personnel**," "Dir of Personnel Enhancement," "**Action Mission Writer**," etc., at the paragraph ends. The program step itself is an **order** to the person or unit named at program step end. But **it also authorizes that person or unit to do the step or issue orders to do the step or even write a project and get it done**.

That final end word on the program step is an **authority** as well as being an order to the person or unit named.

ROUND-UP

A copy of a full program marked **Master** is placed in a folder. The folder is marked on the edge with the program name and number. The program itself is stapled along its left edge to the inside left cover of the folder.

A "*Flag Rep*" is responsible for "LRH programs." A Deputy Executive Director or Deputy Commanding Officer is responsible for an ED's or C/O's programs.

The responsibility lies in seeing that *each* step is **fully** effectively **done**.

All related papers, copies of projects' orders, etc., are collected in that folder and as each done is reported and investigated as **done** it is marked off on the **Master** program sheet.

When *all* those projects or orders bred by the program steps are **done** then the **program** is considered **done**.

One does not "report progress" but only **done**s and when something is **not** done yet it is chased up by the '*Flag Rep*' or Deputy ED or C/O and "debugged."

DEBUGGING

The word "bugged" is slang for snarled up or halted.

Debug is to get the snarls or stops out of it.

This itself requires an evaluation. The evaluation may be done at a glance or it may take a full formal evaluation by form.

The ideal scene here is the program step **done** or even improved.

So the **Why** here would be the **real** reason it was not being done or couldn't be done and that may require *hours* to locate and sometimes days to remedy.

When "debugging" one usually finds the persons assigned the target already have a **"Why"** and it is usually a false Why for if it was the right one the program step would get done.

Thus debugging usually begins with finding "their Whys"-which is to say reasons, excuses, apologies, etc. Getting these into view is a main part of the program step evaluation.

A project, often written, comes out of this **debug evaluation**.

In extreme cases it will be found that the whole program is based on a wrong **Why** and rapidly needs redoing by the original authority. Example: The **Why** found was that the **Jinx office was not making money**. In doing one step of the program: "3. Survey past invoices to find where money is coming from and why they don't get it now. **mission**," the mission sent finds Jinx Office was making money by the ton but it was being wasted by their having bought a huge building whose rent is three times normal rental "in the hopes new subtenants would pay the rent but nobody wants the place." Rapid debug is needed because the target can't really be done. They **are** making money and they do get it now.

In such a case doing the program unearthed a new **Real Why** and scrubbed that program.

A super-frantic hysterical communication would be sent to the authority of the program, "New **Why** found by Pgm 891 target 3 observation. Jinx Office paying \$80,000 a quarter for skyscraper. Obvious real Why ED has delusions of grandeur, is a bad business head. Suggest Pgm 891 redone on new Why and suggest plan of mission here for instant offload of this skyscraper and office into proper quarters and replacement of ED." At which the *'Flag Rep'* or Deputy ED or Deputy C/O will approach the authority for the pgm to get immediate cancellation of 891 and all program targets and a new Program 891R based on the **Real Real Why**.

Debug, however, is not always so dramatic. "We don't have anyone to put on it" is the usual excuse as they sit lazily chatting amongst their piled up dev-t.

So one evaluates the area against the program target and finds a **Why** that, executed as a *project will* get that target done.

The **Perfect Debug Evaluation** (a) gets the target done (b) improves the area (c) leaves no dregs of human emotion and reaction behind it.

Just plain screaming often works. But if one has to, there is a real **Why** there someplace that should be found, a project handed out and done.

HANDLING SUMMARY

You can find out all the **situations** and **Whys** in the world but if there isn't a **plan** and **program** and if these are not **done** fully, then nothing beneficial will happen. Indeed the not-dones, half-dones and backlogs will mount up (per HCO P/L 26 Jan 72, Admin Know-How 29, Executive Series 5) and set the whole thing a step backwards.

Bad programs and clumsy projects develop useless traffic (dev-t) and tie people up all over the place, pull them off normal needful actions and send the existing scene even further from the ideal scene. They make people very busy but nothing beneficial is gained and as the useless actions distract from normal duties, the whole place is at risk.

Staffs subjected to programs that are not based on sound observation evaluation, a **real why** and the points in Data Series 23, become apathetic as they see no result.

So programs that are bad and programs that are right but don't get fully done are alike deadly. **There is no substitute for correctly done data analysis.**

There is no excuse for not getting correct programs done.

In this way and only in this way can one raise the existing scene toward an ideal scene.

Data analysis is a powerful tool. **you can use it.**

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Issue II

Remimeo

Data Series 25

LEARNING TO USE DATA ANALYSIS

After one has studied data analysis he is expected to be able to use its principles easily and swiftly,

The barriers to being able to use data analysis are, in the order of frequency:

1. Misunderstood words. One has not gotten the definitions of the words used. This does not mean "new words." It is usually old common words. It is not just long words, it is more usually little ones. To handle this one takes each policy letter (or chapter) in turn and looks it over carefully to see what words he cannot rapidly define. To help in this one uses an E-Meter and "Method 4" Word Clearing which is the method of using a meter to see if-"Are there any words in this policy misunderstood?" Any upset or antagonism or boredom felt comes only from a misunderstood word or misunderstood words.
2. The person has himself an outpoint in his routine thinking. This is found and handled by what is called an "HC (Hubbard Consultant) List." This list assessed on a meter detects and handles this.
3. Lack of knowledge of an existing or an ideal scene. This is handled by observing the existing scene directly or indirectly by reports and for the ideal, study of the basic policy of the scene which gives one its ideal, its expected products and form of organization.
4. Not having studied the Data Series. Handled by studying it properly.
5. Not having studied data analysis from the viewpoint of needing to apply it.
6. Thinking one already knows all about analyzing and data. Handled by looking over some past failures and realizing they could have been prevented by a proper collection of data and analyzing it.
7. Tossing off "reasons" personally on one's own personal area which are usually just excuses or justifications and not Whys. "I was too tired," "I should have been tougher," "They were just bums anyway," which loads up one's own life with wrong Whys. Handled by being more alert to and more honest about the causes and motives of one's life and the scene, and doing a better analysis.
8. Confusing errors with outpoints. Handled by practice.

9. Confusing outpoints with Whys. Handled by learning to observe and better study of data analysis.
10. Too narrow a situation. Handled by getting more data and observing the scene more broadly.
11. Missing "omitted data" or particles or people as a frequent outpoint. Handled by knowing the ideal scene better. What *should* be there and isn't.

THE BEGINNER

When one begins to apply data analysis he is often still trying to grasp the data about data analysis rather than the outpoints in the data. Just become more familiar with the Data Series.

Further one may not realize the ease with which one can acquire the knowledge of an ideal scene. An outpoint is simply an illogical departure from the ideal scene. By comparing the existing scene with the ideal scene one easily sees the outpoints.

To know the ideal scene one has only to work out the correct products for it. If these aren't getting out, then there is a departure. One can then find the outpoints of the various types and then locate a **Why** and in that way open the door to handling. And by handling one is simply trying to get the scene to get out its products.

Unless one proceeds in this fashion (from product back to establishment), one can't analyze much of anything. One merely comes up with errors.

The definition and nature of products is covered in several P/Ls and especially in HCO P/L 13 Mar 72 Establishment Officer Series No. 5.

An existing scene is as good as it gets out its products, not as good as it is painted or carpeted or given public relations boosts.

So for **any** scene, manufacturing or fighting a war or being a hostess at a party, there are **products**.

People who lead pointless lives are very unhappy people. Even the idler or dilettante is happy only when he has a product!

There is always a product for any scene.

The analyst when he begins may get the wrong product. He may get a doingness instead of something one can have. And he may look upon a half completion or half-done thing as a completed product.

All this makes his data analysis faulty. As he can't figure out an ideal scene, he then has nothing to compare the existing scene to. It is simply a matter of the cost and time involved in not or half getting a product compared to the ideal scene of a really valuable product with exchange value and what it takes to get it. These two things can be worlds apart. The trail that leads to a **Why** that will close the gap is plainly marked with one kind or another of outpoints. Where the most and biggest are, there is the **Why**. Found, the real **Why** and actual handling will move the existing toward ideal.

Hideously enough, what I say about products is true. Even a government could have a product. Like "a prosperous happy country." An intelligence agency often muffs its product such as, "a properly briefed head of state." But to do it the head of state would have to have a product concerning other nations like, "friendly, cooperative allies which are a help and no threat," or some other product. Otherwise the agency would wind up going straight out of the intelligence business and being required to conduct its business by assassination of foreign notables or other actions to do handlings based on wrong **Whys**.

As there would be no product, there could not really be an ideal scene. If there is no ideal scene then there is no way to compare the existing scene. Thus, outpoints would expose situations but no **WHY** would really be possible as there's no ideal scene to approach. One has often heard some agency or activity say, "Where the hell are we going anyway?" Translated this would be, "We haven't had any ideal scene set up for us." And translated further, "The policy-makers have no product in view." So they aren't going any place really and lack of an objective would cause them to go down and lack of a product would cause them to be miserable.

That's the way life has been running.

Parents and others often ask children, "What will you do when you grow up?" Or "What are you going to *be*?" This is not baffling for a 5-year-old, perhaps, but it is a confuser for a child of 12. There are **Be**, **Do** and **Have** as three major conditions of existence. One must **BE** in order to **Do** and **Do** in order to **Have**. A product is the *Have*. It is not the **Do**. Most people give "Do" as "product." A product is a completed thing that has exchange value within or outside the activity.

If one asked a 12-year-old, "What product are you going to make when you grow up?" he'd likely give you the exchange reward as the answer, like "money." He has omitted a step. He has to have a product to exchange for money.

To "make money" directly he'd have to be the Secretary of the Treasury, superintendent of the mint or a counterfeiter!

Only if you cleared up product and exchange with him could he begin to answer the question about what's what with growing up.

Let's say this is done and he says he is set on making photographs of buildings. The **do** now falls into line-he'd have to photograph things well. The **be** is obvious architectural photographer. The exchange of architectural photographs for salary or fee is feasible if he is good.

So now we find he is a poor boy and no chance of schooling or even a box camera. That's the existing scene.

The ideal scene is a successful architectural photographer making pictures of buildings.

You see the gap between the existing scene and the ideal scene.

Now you can follow back the outpoints and get a **Why**.

It isn't just that he's poor. That's no **Why** as it opens no doors to get from existing scene to ideal scene.

We investigate and find his "father" is very religious but an alcoholic and that the boy is illegitimate and his "father" hates his guts.

So we find a **Why** that his "father," much less helping him, is not about to let him amount to anything whatever ever.

This opens a door.

Handling often requires a bright idea. And we find the local parson has often shown interest in the boy so an obvious handling is to get the parson to persuade the "father" to let the boy apprentice in the local photo store and tell the boy what he has to do to make good there.

Situations cannot be handled well unless a real **Why** is found.

And a real **Why** cannot be found unless *the* product is named and an ideal scene then stated. This compared to the existing scene gives us, really the first outpoint.

In going the other direction, to find a **Why** of sudden improvement, one has to locate poor existing scenes that suddenly leap up toward ideal scenes. This is done by locating a high product period (by stats or other signs of production) and comparing **it** as an ideal scene to the existing scenes before it (and just after if there was a slump) and looking into that for a **Why**. But one is looking for *Pluspoints*. And these lead to a real **Why** for the prosperity or improvement.

A "Who" will often be found. Like "James Johnny was shop foreman then." Well, he's dead. So it's not a **Why** as it leads nowhere. What did James Johnny **do** that was different? "He got out products" leads nowhere. We keep looking and we find he had a scheduling board and really kept it up-to-date and used it as a single difference. Aha "The **Why** is a kept up scheduling board!" The handling is to put a clerk on doing just that and hatting the current foreman to use it or catch it. Result, up go the stats and morale. People can look at it and see what they're producing today and where they're at!

So not all **Whys** are found by outpoints. The good situations are traced by pluspoints.

If the high peak is current, one has to find a **Why**, in the same way, to maintain it.

STANDARD ACTION

A beginner can juggle around and go badly adrift if he doesn't follow the pattern:

1. Work out exactly what the (person, unit, activity) should be producing.
2. Work out the ideal scene.
3. Investigate the existing scene.
4. Follow outpoints back from ideal to existing,
5. Locate the real **Why** that will move the existing toward ideal.

6. Look over existing resources.
7. Get a bright idea of how to handle.
8. Handle or recommend handling so that it stays handled.

This is a very sure-fire approach.

If one just notes errors in a scene, with no product or ideal with which to compare the existing scene, he will not be doing data analysis and situations will deteriorate badly because he is finding wrong Whys.

THINKING

One has to be able to think with outpoints. A crude way of saying this is "learn to think like an idiot." One could also add "without abandoning any ability to think like a genius."

If one can't tolerate outpoints at all or confront them one can't *see* them.

A madman can't tolerate pluspoints and he doesn't see them either.

But there can be a lot of pluspoints around and no production. Thus one can be told how great it all is while the place edges over to the point of collapse.

An evaluator who listens to people on the scene and takes *their* **Whys** runs a grave risk. If these *were* the Whys then things would be better.

A far safer way is to talk only insofar as finding what the product is concerned and investigating.

One should observe the existing scene through data or through observers or through direct observation.

An evaluator often has to guess what the **Why** might be. It is doing that which brings up the phrase "Learn to think like an idiot." The **Why** will be found at the end of a trail of outpoints. Each one is an aberration when compared to the ideal scene. The biggest idiocy which then explains all the rest and which opens the door to improvement toward the ideal scene is the **Why**.

One also has to learn to think like a genius with pluspoints.

Get the big peak period of production (now or in the past). Compare it to the existing scene just before.

Now find the pluspoints that were entered in. Trace these and you arrive at the **Why** as the biggest pluspoint that opened the door to improvement.

But once more one considers resources available and has to get a bright idea.

So it is the same series of steps as above but with pluspoints.

VETERAN

A veteran evaluator can toss off evaluations in an hour or two, mainly based on how long it takes him to dig up data.

A big tough situation may require days and days.

Sometimes luck plays a role in it. The data that was the key to it was being sat on by someone not skilled in the subject and who had no idea of relative importances. Sometimes the datum pops up like toast from an electric toaster. Sometimes one has it all wrapped up and then suddenly a new outpoint or pluspoint appears that changes the whole view of the evaluator.

Example: A firm's blacklist has just been published in a newspaper or as a scandal. Evaluator: "They do *what?*" in a voice of incredulity. "They ship their security files to Memphis in open crates? Because they are saving on postage?" Wrath could dangerously shoot a wrong somebody. The idiocy is not believable. But a new datum leads to personnel who hired a reporter in disguise because it no longer requires or looks up references.

Example: Situation where stats soared. "They used schoolchildren to pass out literature?" That's just a point but a strange one. Turns out they also hired a cashier and had **Never had one on post before!** Why? Nobody to take money.

Man gets dedicated to his own pet theories very easily. A true scientist doesn't fixate on one idea. He keeps looking until he finds it, not until his pet theory is proven. That's the test of an evaluator.

STATISTICS

One always runs by statistics where these are valid.

Statistics must reflect actual desired **Product**. If they do not they are not valid. If they do they give an idea of ideal scene.

From a statistic reflecting the desired products one can work out the departure from the ideal scene.

A backlog of product production must reflect in a stat. As a backlog is *negative* production.

From such tools an evaluator can work.

The use of data analysis is relatively easy compared to learning a musical instrument.

You have the hang of how it is done.

So why not just be a veteran right now and **do it**.

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HCO POLICY LETTER OF 12 JUNE 1972

Remimeo

Data Series 26

Establishment Officer Series 18

LENGTH OF TIME TO EVALUATE

It will be found that long times required to do an evaluation can be traced each time to **An individual why for each evaluator.**

These, however, can be summarized into the following classes of Whys:

This list is assessed by a Scientology auditor on a meter. The handling directions given in each case are designations for auditing actions as done by a Scientology auditor and are given in the symbols he would use.

1. Misunderstood words.

(Handled with Word Clearing [Method I and Method 4 of the Word Clearing Series].)

2. Inability to study and an inability to learn the materials.

(Handled by a Study Correction List HCOB 4 Feb 72.)

3. Outpoints in own thinking.

(Handled by what is called an HC [Hubbard Consultant] List HCOB 28 August 70.)

4. Personal out-ethics.

(Use P/L 3 May 72 by an auditor. Has two listing and nulling type lists.)

5. Doing something else.

(2-way communication on P/L 3 May 72 or reorganization.)

6. Impatient or bored with reading.

(Achieve Super-Literacy. LRH Executive Directive 178 International.)

7. **Doesn't know how to read statistics so doesn't know where to begin.** _____
(Learn to read stats from Management by Stat P/Ls.)
8. **Doesn't know the scene.** _____
(Achieve familiarity by direct observation.)
9. **Reads on and on as doesn't know how to handle and is stalling.** _____
(Get drilled on actual handling and become Super- Literate.)
10. **Afraid to take responsibility for the consequences if wrong.** _____
(HCOB 10 May 72 Robotism. Apply it.)
11. **Falsely reporting.** _____
(Pull all withholds and harmful acts on the subject.)
12. **Assumes the Why before starting.** _____
(Level IV service facsimile triple auditing.)
13. **Feels stupid about it.** _____
(Get IQ raised by general processing.)
14. **Has other intentions.** _____
(Audit on L9S or Expanded Dianetics.)
15. **Has other reasons not covered in above.** _____
(Listing and nulling to blowdown F/N item on the list.)
16. **Has withholds about it.** _____
(Get them off.)
17. **Has had wrong reasons found.** _____
(C/S Series 78.)
18. **Not interested in success.** _____
(P/L 3 May 72 and follow as in 14 above.)
19. **Some other reason.** _____

(Find it by 2-way comm.)

20. No trouble in the first place.

(Indicate it to person.)

When this list is assessed one can easily spot why the person is having trouble with the Data Series or applying it. When these reasons are handled, one can then get the series restudied and word cleared and restudied and it will be found that evaluations are much easier to do and much more rapidly done.

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HCO POLICY LETTER OF 25 MAY 1973

Remimeo

Data Series 27

SUPPLEMENTARY EVALUATIONS

(Starrate all evaluators)

If one knows how to evaluate an existing scene correctly (which means by the purest and most exacting application of the Data Series) and still does not achieve an improvement toward the ideal scene, several things may be the reason.

First amongst these is of course poor evaluation. Second would be a considerable disagreement in the evaluated scene with the WHY, especially if it is interpreted as condemnatory. Third would be a failure to obtain actual compliance with the targets in the evaluation. Fourth would be interference points or areas which, although affecting the scene being evaluated, are not looked at in relationship to it.

In any scene being evaluated, there are two areas which are not likely to get much attention from the evaluator as they may not be remarked on in any of the reports or data being used in his evaluation. These two types of area are (1) **local environment** and (2) **relay points and lines between policy and order source and the scene itself**.

These two areas may be looked at as (1) the plane upon which the scene exists and (2) the upper stages of authority under which the scene reacts.

THE LOCAL ENVIRONMENT

The surrounding area to the scene being evaluated in the matter or a person would be the general third dynamic or other dynamic in which he or she lives his day-to-day life and which influences the person and therefore influences his hat or post. The search for the WHY which exactly causes Joe or Joanna to fail to hold post or wear a hat and which when handled will greatly better Joe or Joanna may well be their reactions to environments at their level and which may be or may not be there with them. Family or distant friends, not visible to an evaluator, or the work environment or on-the-job friends of Joe or Joanna may greatly influence Joe or Joanna.

This might prove too inviting for the evaluator to blame environment for the state of the existing scene and a caution would have to be introduced: that any WHY must lead to a bettered scene and must not just explain it.

EVAL BY RELAY PTS.

Thus, in such a problem it should be understood that one has **two** existing scenes, one, the person and two, his environment; that they interrelate does not make them just one scene. Thus two evaluations about Joe or Joanna are possible, each with its program. To go about it otherwise is likely to prove as unsuccessful as the original evaluation of the person. Life and orders are reaching Joe or Joanna through relay points which are not ordinarily taken into consideration. Thus those areas should be separately evaluated. Usually, in the case of a person, something would have to be done to those areas, on the same plane as the person, by the person himself. So the program might include what the person himself could do about them.

The local environment of a material object, such as a machine or an office or a vehicle, may also be evaluated as well as the machine or the office or vehicle itself.

In short, there are relay points of difficulties that produce situations, on the same plane as the person or thing being evaluated. And these make **additional** evaluations possible and often profitable to the evaluator in terms of bettered ideal scenes. Yet at first glance, or using only the usual reports, it may seem that there is only one situation such as the person himself.

Completely in the interests of justice, it is unfair to put down a target in some greater area situation like "Remove Joe." It may well be that stats did go down when Joe was appointed to a post. Well, that may be perfectly true. But by only then evaluating Joe and not the greater zone of Joe's *personal* scenes, one may very well come up with a very wrong and abrupt and unjust target. **Who** in other words, when found, may not solve the scene at all even when one only targets it as "specially train" or "audit" without removal. There may be another scene that is having an effect on Joe which, if not evaluated properly with a proper program of its own, will make nonsense out of any program about Joe himself related only to his post or position. Another scene may be relaying fatality to Joe which if unhandled will unsuit him to any other post of any other kind.

Thus Joe and Joanna would have, each of them, **two** or more full evaluations possible. What the person is failing at or not doing on the job may have a plain enough **Why** that can be corrected by programming and moved to an ideal scene or at least toward it. What is hitting the person at an environmental or familial or social level might be an entirely different situation, requiring its own evaluation, with a proper **Why** and program for Joe or Joanna to carry out themselves or even with some help from others.

In a broader case, we have, let us say, an organization or division that is in a situation. One, of course, can evaluate it as itself, finding a proper **Why** and a nice bright idea and a program'. And one can also do a second evaluation of the local environment. This might be the society or an adjacent division or even another organization. And this will require the location of a situation and finding its **Why** and working out a program to handle that can be done by the org or the division itself or with help from outside.

The local environment outside the scene being evaluated is then a proper subject for another evaluation.

It is a serious error to only evaluate the local environment as all too often the person or org or division will insist that that is the **only** situation and also that it is totally beyond any

remedy by their own actions. Thus, if the evaluator is going to evaluate the local environment of a subject that is in a situation, he does it **after** he has evaluated the subject on its own ground totally.

EVALUATION OF ECHELONS

On any command or communication channel there are always a certain number of points extending from source through relay points down to the final receipt or action point. These may be very numerous. Some may be beyond the authority of any evaluator. But each is capable of having **its own situation** that will cause an evaluation of the receipt or action point to fail.

These can be called "echelons" or step-like formations. The receipt or action point that is to comply finally with the program may be the subject of hidden sources of effect in the relay points of any program or order.

Thus, as in the case of a dangerous decline of some activity somewhere, an evaluator has several evaluations possible and probably necessary.

It would be, by experience, a severe error to try to evaluate all these different scenes (such as many echelons each in a different area) in one evaluation and find a **Why** for the lot as one is attempting to find a single **Why** for several different scenes in different places which violates the strict purity of evaluation procedure.

One may find the exact and correct **Why** for the point of action and do a splendid program only to find that somehow it didn't come off or didn't last. Yet it was the right **Why** for that scene. Hidden from view is the influence on that scene from one or more upper echelons which have, themselves, an individual situation and need their own **Why** and their own program. Only then can the influence on the action point be beneficial in its entirety.

There is a system by which this is done.

1. One recognizes that there is a situation in an area which has not responded well to previous evaluation or has not maintained any benefit received very long.
2. One realizes that there are several, echelons above the point being evaluated.
3. One draws these points without omission. This makes a sort of graph or command chart. It includes every command or comm relay point above the level of the point being evaluated.
4. The points, if any, **below** the point under consideration as in I above are then added to the chart below it.
5. One now undertakes a brief study of **each** of these points above and below to see if any have a situation of its own that could influence the success or failure of the original point evaluated as in I above.
6. One does a full separate evaluation of each of these echelon points where any situation seems to exist. Each of the evaluations done must have its own local situation, **Why** and program. Care is taken not to evaluate "n o- situations."

Care is also taken to keep this **Series** of evaluations consistent with the main idea of remedying I above.

7. The evaluations are released as a series and executed as feasible.

In doing such a series, brand new data may leap out as to the interrelationship of all these relay points and this may bring about a recommendation for a change of organization requiring new policy. But this would be another evaluation entirely as it is in effect an evaluation of basic organizational policy and may even require that tech be issued or withdrawn.

Take a case where the area which has not bettered or sustained a betterment has in actual fact two echelons below it and six above. The area, let us say, is a continental management office of an international hotel chain. Below it are its state offices and below that the hotels on that continent. Above it is the international comm relay center, the international headquarters executive at international headquarters for that continent, above that the international management organization, above that the chief executive of the international management organization, above that the advisors to the board and above that the board itself.

By drawing these out as a series of echelons one sees that there is potentially a series of eight evaluations in addition to the main evaluation of that continental office which is where the situation originally was. By scanning over all these eight other influencing areas, one may find one or more of them which have situations of real influence on the original evaluation subject.

One then evaluates separately and handles separately **while still going on handling the original subject**.

One can then also do the local environment evaluation of the original subject if there seems to be a situation there.

No evaluation is done where there is no situation. But one should assert in a covering note to the series that there are no known situations in the remaining points.

Doing a series of evaluations and local environment evaluations can be extremely fruitful only so long as one realizes that they comprise separate situations which only by their influence are preventing an ideal scene from being achieved in the original area where betterment cannot be attained or maintained.

Supplementary evaluations, when necessary and when done, can rescue a long series of apparently fruitless evaluations of a subject and move the evaluator himself toward a more ideal and happier scene of success.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 SEPTEMBER 1973

Issue I-R
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Remimeo

Data Series 28R

(Data Series 28 is cancelled because it could be misinterpreted and I did not authorize its release.
The data contained in it would have been written by me as a P/L had I considered them vital to evaluation.)

CHECKING EVALS

In checking over the evaluations of others, there is no substitute for following the hard and fast rule of insisting upon

- a. Purity of evaluation
- b. Consistency
- c. Workability
- d. Authenticity of the data.

There are no small rules. To quote one of these, "The situation is the direct opposite of the ideal scene." This is not necessarily true and is not a precise definition. A situation is the most major departure from the ideal scene. That's purity by definition.

A Why is not necessarily opposite to an ideal scene. But it is of the same order of thing.

- Example: Stat of Income Divided by Staff sunk to 15 cent.
- Ideal Scene: Staff producing under competent management.
- Sit: Execs not coming to work.
- Why: The ED has forbidden any exec to be paid.

If you look this over it is consistent. But it is not reversals or opposites.

The stat found the area, the ideal scene was easy. Search of data found the sit as the biggest departure. Further search found the Why. Further search and knowledge of the existing scene would get a bright idea (which would not be sacking the ED who is probably the only one coming to work, but more likely getting the ED and execs into a hello-okay session and resolve their hates and ordering execs be paid at once).

THE COMMON BUG

(Orders of Day Item 24 Feb 75)

"I found that getting the sit was a common bug. Evidently people don't do a real stat analysis and get an ideal scene, look for its furthest departure and get the sit and then look for data and find the Why.

"There are many ways to go about it but the above is easy, simple and foolproof.

"It would look like this on a worksheet:

"GDS analysis to find the area and a conditional guess.

"Ideal scene for that area.

"Biggest depart from it for the **Situation**.

- Stats
- Data
- Outpoint counts
- Why
- Ethics
- Why
- **Who**
- Ideal scene
- Handling
- Bright idea.

"If you're very good your GDS analysis will get confirmed by data.

"The real Why opens the door to handling.

"And you can handle.

"This doesn't change eval form. It's just a working model.

"All good evals are very consistent-all on same railroad track. Not pies, sea lions, space ships. But pies, apples, flour, sugar, stoves.

"I think evaluators get dispersed and Q and A with data, lacking any guideline. And so take a near forever.

"Last one I did, the GDS analysis gave the whole scene and then it got confirmed, all on the same outline as above. That org is still booming!

"It took 6½ hours, *including* doing the majority of the targets!

"It doesn't take days or weeks, much less months!

"It takes hours."

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Data Series 28R-1

CHECKING EVALUATIONS

ADDITION

(In January 1976 LRH began work on sorting out the fact that evaluators were not evaluating situations. What follows is taken from LRH notes.)

MULTIPLE SITUATIONS

"Somebody has evaluators on a 'whole org' kick where the evaluation must handle the whole org. Evidence of this is 'the Why' lately was defined as something that handled all outpoints. The initial step of the stat analysis to find the area and then find its situation and its Why is not being done. Hence individual org situations do not get spotted or evaluated and evaluations take forever."

(One of the org evaluations submitted to LRH was returned with the following note.)
"This evaluation has almost no outpoints in it. Almost every paragraph is a situation requiring evaluation.

"A situation is something that affects stats or survival of the org.

"An outpoint is something that contributes to a situation and should not be in the situation area.

"A Why is the real basic reason for the situation which, being found, opens the door to handling.

"Evaluators who are trying to embrace the whole org of world in one evaluation are missing all the real situations or landing only in Division Seven."

(The following is a despatch written by LRH in May 1976 regarding an earlier evaluation done on an org which LRH was evaluating at the time.)

"That evaluation, that was to pull in the CO, had one of these 'philosophical Whys,' 'The CO and HCO have prevented execs from being made by omitting actions that would accomplish this (i.e. choosing suitable ones, hatting, training and apprenticing them) which has led to blows and 19th century solution of transfers and removals and eventually no execs at all.' That's all fine but you can ask of it, 'How come they're doing that? so it couldn't be a bottom level Why. Anytime you can ask a 'How come? you haven't got a Why, you have a situation.

"Just an off-the-cuff Why better than that would be 'Day and Foundation staff are the same, allowing no time to hat and train' or another, 'There is no HCO staff' or another 'Only a handful make the GI and the rest of the org is considered superfluous'-yet none of these are the Why either as you can also again ask 'How come? And the org is delivering.

"So this is what I am working on now. The new type of evaluation would use telex lines and FRs to ask a lot of questions **after** one had found the real situation. It would go: Find the situation area from stats, find the situation from data files, get some sort of a Why (that will now become the situation) and burn the telex lines or send a mission from the FOLO to find out how come that situation. You would then get the real Why and could do a program. This would make evaluations pretty real!"

Compiled from LRH notes
of January 1976 and May 1976

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HUBBARD COMMUNICATIONS OFFICE
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Data Series 28R-2

MULTIPLE SIT EVAL FORMAT

For multiple situation evaluations, the following is the correct format to use in the final evaluation write-up:

SITUATION ONE

POLICY:

SITUATION:

STATS:

DATA:

OUTPOINT COUNT:

PLUSPOINT COUNT: (As applicable)

WHY:

ETHICS WHY: (As applicable)

WHO: (As applicable)

IDEAL SCENE:

HANDLING: (For a multiple sit eval, the plan is written here, e.g.- "*HANDLING:* Find and train executives...." etc.)

SITUATION TWO

POLICY:

(And so on, as per above)

The above format is repeated for as many situations as were evaluated.

Then:

PROGRAM

1. (First target)
2. (Second target)

And so on.

The program targets to specifically handle the Whys of each situation should be divided up as follows:

SITUATION ONE TARGETS

4. (Or whatever number, in sequence, after any beginning general targets) Make up a list ...
5. Go through the org ...
6. Go and see ... (etc.)

SITUATION TWO TARGETS

19. (Or whatever number, in sequence, following the Sit One targets) See that....
20. Call on ...
21. Get the ... (etc.)

One does this for as many situations as were evaluated.

When writing and issuing a set of program orders or mission orders separate to the eval itself, the usual program or mission order format is used, except the operating targets get divided up as shown above.

Compiled from
AO 536-10 and FMO 1672

as the proper format
per direction from LRH
as given in ED 270 FB

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HUBBARD COMMUNICATIONS OFFICE
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Data Series 29

OUTPOINTS, MORE

I recently surveyed a number of possible new outpoints. Almost all of them were simply the basic outpoints in a different guise and needed no special category.

However, two new outpoints did emerge that are in addition to the basic number.

The new outpoints are

ADDED TIME

In this outpoint we have the reverse of dropped time. In added time we have, as the most common example, something taking longer than it possibly could. To this degree it is a version of conflicting data = something takes three weeks to do but it is reported as taking six months. But added time must be called to attention as an outpoint in its own right for there is a tendency to be reasonable about it and not see that it IS an outpoint in itself.

In its most severe sense, added time becomes a very serious outpoint when, for example, two or more events occur at the same moment involving, let us say, the same person who could not have experienced both. Time had to be **added** to the physical universe for the data to be true. Like this: "I left for Saigon at midnight on April 21st, 1962, by ship from San Francisco." "I took over my duties at San Francisco on April 30th, 1962." Here we have to add time to the physical universe for both events to occur as a ship would take two or three weeks to get from San Francisco to "Saigon."

Another instance, a true occurrence and better example of added time happened when I once sent a checklist of actions it would take a month to complete to a junior executive and received compliance in full in the next return mail. The checklist was in her hands only one day! She would have had to add 29 days to the physical universe for the compliance report to be true. This is also dropped time on her part.

ADDED INAPPLICABLE DATA

Just plain added data does not necessarily constitute an outpoint. It may be someone being thorough. But when the data is in no way applicable to the scene or situation and is added it is a definite outpoint.

Example: Long, long reams of data on an eval write-up, none of which is giving any clue to the outpoints on the scene. By actual survey it was found that the person doing it did not know any Why (not having used outpoints to find it) and was just stalling.

Often added data is put there to cover up neglect of duty or mask a real situation. It certainly means the person is obscuring something.

Usually added data also contains other types of outpoints like wrong target or added time.

In using this outpoint be very sure you also understand the word *inapplicable* and see that it is only an outpoint if the data itself does not apply to the subject at hand.

There is more about another already named outpoint:

WRONG SOURCE

This is the opposite direction from *wrong target*.

An example would be a president of the United States in 1973 using the opinions and congratulations of Soviet leaders to make his point with American voters.

A more common version of this, not unknown in intelligence report grading for probability, would be a farmer in Iowa reporting a Mexican battleship on Mud Creek. The farmer would be a wrong source for accurate naval reports.

A private taking an order from a sergeant that countermands an order he had from a lieutenant would be an example of wrong source.

What is sometimes called a "Hey You" "organization" is one that takes orders from anyone = a repeating outpoint of wrong source.

There are many examples of this outpoint. It must be included as a very important outpoint on its own. It produces a chaos of illogical ideas and actions when present.

PLUSPOINTS

Correct Time or the expected time period is a pluspoint.

Adequate Data is a pluspoint.

Applicable Data is a pluspoint.

Correct Source is a pluspoint.

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Issue II

Remimeo

Data Series 30

SITUATION FINDING

There is an ironbound rule in handling things:

**Where you find outpoints you will
there also find a situation.**

If several outpoints come to view in any scene (or even one), if you look further you will find a situation.

There is not any real art to finding situations if you can see outpoints.

The sequence is simple. (1) You see some outpoints in a scene, (2) you investigate and "pull a few strings" (meaning follow down a chain of outpoints) and (3) you will find a situation, and (4) then you can evaluate.

Statistics are leaders in pointing the way. They should be X, they are not X. That is conflicting data. Behind that you will find a situation.

If anyone has any trouble finding situations then one of three things is true (a) he cannot recognize outpoints when he sees them, (b) he does not have any concept of the ideal scene or want it, or (c) he does not know how to pull strings, which is to say ask for or look for data.

On the positive side, to find situations one has to (A) be able to recognize outpoints, (B) has to have some idea of an ideal scene and want it, and (C) has to be able to "pull strings."

Evaluation is very much simpler when you realize that the art lies in finding situations. To then find a Why is of course only a matter of counting outpoints and recognizing what (that can be handled) is retarding the achievement of a more ideal scene.

REASONABLENESS

One often wonders why people are so "reasonable" about intolerable and illogical situations.

The answer is very simple: they cannot recognize outpoints when they see them and so try to make everything seem logical.

The ability to actually see an outpoint for what it is, in itself is an ability to attain some peace of mind. For one can realize it is what it is, an outpoint. It is not a matter for human emotion and reaction. It is a pointer toward a situation.

The moment you can see this you will be able to handle life a lot better.

The human reaction is to **react!** to an outpoint. And then get "reasonable" and adopt some explanation for it, usually untrue.

You can safely say that "being reasonable" is a symptom of being unable to recognize outpoints for what they are and use them to discover actual situations.

NATIVE THINK

It may come as a surprise or no surprise at all that the ability to evaluate as given in this Data Series is not necessarily native to a being.

In a native state a being detests illogic and rejects it. He seldom uses it for any other purposes than humor or showing up a rival in debate as a fool or using it in justice or a court of law to prove the other side wrong or guilty.

A being is dedicated to being logical and he does, usually, a wonderful job of it.

But when he encounters illogic he often feels angry or frustrated or helpless.

He has not, so far as I know, ever used illogic as a systematic tool for thinking.

Certain obsolete efforts to describe Man's thinking processes stressed "associative thought" and various other mechanisms to prove Man a fully logical "animal." The moment they tried to deal with illogic they assigned it to aberration and sought drugs, tortures or executions that would "cure it." None of them ever thought of *using* illogic as a tool of rational thinking! Thus they did not advance anyone's intelligence and conceived intelligence as unchangeable and fixed.

The only Greek school of philosophy that dealt with illogic was the Sophist school. But even they had no real idea of the illogic. They were employed by politicians to make their political acts seem *reasonable!*

Even humorists have no real idea of illogic. Reading their ideas of the theory of humor shows them to be off the mark. They don't really know what is "funny."

Laughter is rejection, actually.

And humor you will find usually deals with one or another outpoint put in such a way that the reader or audience can reject it.

The groan of most humorists is that too often their hearers go reasonable on them. **Pat.** "Who was that hobo I saw you with last night?" **Mike:** "That wasn't no oboe, that was my fife." **Listener** (puzzled): "But maybe it was a very slender hobo."

The tendency of a being is to try to keep it reasonable, logical, rational. And that is of course a very praiseworthy impulse or all life's endeavors might unhinge.

The fear of being illogical is a secret fear of being crazy or insane. (Not an idle fear when psychiatry was roaming around loose.) Or at the least being thought a fool or dullard or at the very very least, unworldly and uneducated.

To evaluate and be a fine evaluator is to be able to prevent a slump toward a painful collapse. And to be able to steer the way from the non-ideal present to the ideal future.

A person who feels queasy about his sanity really doesn't dare look at outpoints or confront and use illogic. Yet it is the way to full sanity itself.

The ability to evaluate puts one at cause over both the mad and ideal. It places a being at a height it is unlikely he has ever before enjoyed in the realm of commanding the situations of life.

Evaluation is a new way to think.

It is very worthwhile to acquire such an ability as it is doubtful if it ever before has been achieved.

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Data Series 31

FINAL TARGETS

The first, foremost and most usual reason evaluations fail is because the programs to handle are not done.

The evaluator, with all the study for an ideal scene, the exhaustive search for data and the collection and count of outpoints and pluspoints, with the discovery thereafter of the right Why and the brightest of ideas to handle may yet be totally defeated by the simple fact that no one ever chases up the target execution and gets the program really and honestly **done**.

He can even have someone who is responsible for getting his program executed only to find they are themselves issuing additional or even contrary orders. Or even issuing whole new programs which have no relation to evaluation at all.

Circumstances have been found where a person with the duty of getting targets done was so deficient in the ability to confront that he accepted any excuse at all and was even pushed over into other subjects. The remedy for this of course is HCOB 21 Nov 73, "The Cure of Q & A, Man's Deadliest Disease."

It can be so bad that persons entrusted with target execution *did not even speak to or approach any person who had a target to do* while not reporting at all or reporting marvelous progress with the program!

So, sad to have to relate, it is not enough to be a fantastic and able evaluator. If the program is never truly done, the evaluation is merely a mental exercise.

The ability to supervise and obtain cooperation and execution is mandatory for the skill of any evaluator.

HCO P/L I Sept 73, "Admin Know-How No. 30" and HCO P/L 15 Oct 73, Admin Know-How Series 31, "Administrative Skill," give the evaluator some of the additional data he needs to obtain execution of his programs.

One can say right here that the thought, "Oh well, I'm just a sort of technician here and it's really not up to me to **run** things. I just evaluate and it's up to 'them' to see that they carry it out," is very likely to occur.

But if one's repute as an evaluator is to be established, it will come about because

The Existing Scene moved up markedly toward or became the Ideal Scene.

If that does not occur, then seniors or workers don't blame the supervisors or communicators. They blame the evaluator. "Oh him! He evaluated the building situation and look, the whole situation went to hell."

No justice at all. The data and Why and all the rest were quite right. The on-paper evaluation was perfect. It would have "handled the hell" out of it. But lamentably the program just was never done. Altered or falsely reported or untouched, the targets just weren't done.

So the test of an evaluation is:

Did it move the Existing Scene toward or attain the Ideal Scene?

And that *cannot occur* without the program being fully and totally and correctly *done*.

See also HCO P/L 26 Jan 72, "Not-dones, Half-dones and Backlogs" for more data on this.

Thus it is **vital** that four final targets exist on *every* evaluation,

These are

_____ Fourth from last number of the evaluation program.) Verify from personal *inspection of* the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

Evaluator.

_____ (Third from last number of the evaluation program.) Look at current statistics and the results of the above inspection and the **situation** of this evaluation as written above **and see if the situation is no longer a threat.**

Evaluator.

_____ (Second from last number of the evaluation program.) Look again at the **Ideal Scene** as written above. Then look at the above two targets and further investigate and **see if the Ideal Scene has now been approached more closely or attained.**

Evaluator.

_____ (Last numbered target of the evaluation program.) (A) If the above three targets do not show a favorable approach toward or attainment of the **Ideal Scene**, gather new data, investigate further and **re-evaluate** or (B) If the **Ideal Scene** has been more closely approached or attained the following commendations or awards are assigned:

Evaluator.

This signifies the conclusion of the evaluation.

(Note: The last four targets may be made available on a mimeograph sheet for the use of an evaluator in ending off his evaluation.)

By using this program ending, it is abundantly clear to all those concerned with the evaluation including the evaluator that

The program and its successful execution are an integral part of an evaluation.

Unless the program is fully, truthfully and successfully done, an evaluation alone cannot remedy any situation and the ideal scene will not be attained.

The reason for and the final objective of any evaluation is the approach toward or attainment of the **Ideal Scene**.

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Data Series 31 Addition

FINAL TARGET ATTACHMENT

To save the evaluator writing the final targets longhand this sheet is provided. It can be filled in with the proper numbers and data, inapplicable lines crossed out and this sheet stapled to the end of any eval.

_____ Fourth from last number of the evaluation program.) Verify from personal *inspection of* the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

Evaluator.

_____ (Third from last number of the evaluation program.) Look at current statistics and the results of the above inspection and the **situation** of this evaluation as written above **and see if the situation is no longer a threat.**

Evaluator.

_____ (Second from last number of the evaluation program.) Look again at the **Ideal Scene** as written above. Then look at the above two targets and further investigate and **see if the Ideal Scene has now been approached more closely or attained.**

Evaluator.

_____ (Last numbered target of the evaluation program.) (A) If the above three targets do not show a favorable approach toward or attainment of the **Ideal Scene**, gather new data, investigate further and **re-evaluate** or (B) If the **Ideal Scene** has been more closely approached or attained the following commendations or awards are assigned:

Evaluator.

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[*Note:* The 17 May '74 reissue corrected a typographical error in the original mimeo.]

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Data Series 32

TARGET TROUBLES
TARGETS JUNIOR TO POLICY

A target given on an evaluation may not set aside management policy or technical releases.

Where such a target is written or misused to supplant policy a great deal of trouble can follow.

Example: Org policy in authorized issues states that accounts for the week must be finalized at 2:00 P.M. Thursday. Someone writes an evaluation and puts a target in it to end the week on Sunday. People doing the target actions change to Sunday. This is out of phase with all other actions and chaos results.

People tend to take orders from anyone and anything in a poorly organized area.

When they use evaluation or project targets instead of policy the whole structure may begin to cave in.

No eval TGT is senior to official issues and where these conflict the target has the junior position.

The only way a target can change policy is to propose that such and such a policy be officially reviewed on proper channels or that a new policy be written and passed upon properly by those in actual authority.

Someone attempting to do a target who finds that it conflicts with policy or official technical releases and yet goes on and does the target is of course actionable.

TARGETS OUT OF CONTEXT

Context: "The interrelated conditions in which something exists or occurs."

Out of Context: Something written or done without relation to the principal meaning of a work.

Targets must be written within the meaning of the whole evaluation.

Example: The evaluation is about pie. There is a target that says to polish shoes just because the evaluator happened to think of it and squeezed it into the program. A program written to increase pies winds up with the ideal scene of polished shoes. No pies get increased so the evaluation fails.

Targets must be **done** within the *context* of the evaluation.

Example: An evaluation is done to increase central office collections. It calls for another evaluation to be done on a statistic. The person doing that target reduces the number of items collected upon and crashes central office collections.

The person **did not read or understand the whole evaluation** before he did the target and so did it in a way that accidentally defeats the ideal scene.

Example: An evaluation is done to fill up a big hotel of 450 guest capacity. One of its targets calls for project orders sending a team to the hotel. The person who writes the project orders does not look at the evaluation or the hotel plans and specifies 30 guests must be gotten! The evaluation is defeated.

FALSELY EVALUATING

A person who evaluates a situation without chasing up all the data or even looking at the data in his files can bring about a false evaluation.

Example: A person has come back into an organization at a high level. The place crashes. The evaluator does not examine personnel changes at the time of the crash and comes up with "too many football games" as his Why and the evaluation fails.

FALSE DONES

False reports that a target has been done when it has not been touched or has been half done at best is actionable in that he is defeating not only the evaluation but the organization.

Example: The evaluator has an ideal scene of repaired machines that will increase production. The mechanic reports all machines repaired now when he has not even touched them. The evaluator sees production remains low, looks around for a new Why. But his Why is falsely reported dones on his accurate eval!

PERSONAL CONTACT

Targets seldom get done without personal contact.

Evaluations should carry the name or post of the person who is overall responsible for the completion of the program.

Sitting at a desk while one is trying to get people to do targets has yet to accomplish very much. One can have messengers or communicators or Flag Representatives getting the targets done but these in turn must depend upon personal contact.

A person assigned responsibility for getting a whole program done is not likely to accomplish much without personal contact being made.

This can be done on a via. Mr. A in location A remote from Mr. C in location C can get a target done reliably only if he has a Mr. B in that area whose sole duty it is to personally

contact Mr. C and have Mr. C get on with it despite all reasons why not. That is how targets get done. That is also how they can be reviewed.

Target troubles are many unless the program is under direct contact supervision. Even then targets get "bugged" (stalled). But the evaluator can find out why if personal contact is made and the target can be pushed through.

SUCCESS

Therefore the success of an evaluation in attaining an ideal scene depends in no small measure on

1. Both evaluator and target executor realizing policy and technical materials are senior to targets in programs and that targets do not set senior policy aside. One of the best ways to prevent this is to know and refer to policy and technical issues in targets.
2. Targets must be written in context with the evaluation and done in context with the ideal scene. The best way to achieve this in writing an eval's targets is to make them consistent with the Why and ideal scene. The best way to be sure that targets will be DONE in context is to require that anyone doing a target must first read the whole evaluation (and be word cleared on it) before he does his target so that he does his target in a way to improve the existing scene in the eval not some other scene.
3. To prevent false evaluation one may require that the evaluator attests that all **pertinent data and statistics have been examined and to discipline** such failures whenever an evaluation fails.
4. To prevent false done's one must review the evidence of done's and statistics after the program is complete and discipline all falsely reporting persons and re-assign the targets or in any way possible get them actually done.
5. The way to get a whole program done, target by target, is through personal contact. Supervise it by personal contact with those assigned the targets. Or use a communicator or messenger. Where the people doing the targets are remote from the evaluator one must have someone there to do the personal contact. And be sure THAT person isn't just sitting at a desk but is actually doing personal contact on targets. Thus all evaluations, on the issue itself or by organizational pattern, should have someone who can personally contact people getting the targets done fully and completely.

If these points about evaluations and their programs are understood, one can and only then can move things toward the ideal scene.

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(Only revision is addition of items Y and Z)
(Revisions in this type style)

Remimeo

Data Series 33RB

EVALUATION, CRITICISM OF

There are six duties of a person who is responsible for passing evaluations:

1. To see that the evaluation is correct and that it can accomplish or approach the ideal scene,
2. That those doing evaluations, by the process of the criticism itself, become trained and better evaluators,
3. That persons doing evaluations become correctly and well-trained by the process of training, cramming and, as needed, ethics,
4. To see that evaluations do occur on existing situations,
5. To see that unevaluated situations do not exist and,
6. To make sure that the Data Series is used to its full potential.

When an evaluation is rejected, care must be taken that the criticism is correct and not capricious.

If one gives out-tech criticisms of evaluations, no evaluator will really ever learn evaluation. He will just become confused and desperate. The quality of evaluations will deteriorate and the Data Series potential will be defeated.

Therefore the only criteria that may be used in calling attention to outnesses in an eval, a requested rewrite or correction are

- A) Purity of form (all parts of an eval included).
- B) Verification of stats.
- C) Date coincidence correct and proven on graphs, using all graphs that have to do with the situation.
- D) GDS analysis supporting the eval (stat management P/Ls apply).
- E) Exactly offered data not borne out by an inspection of files.

- F) No situation.
- G) Insufficiently broad situation.
- H) Inconsistent – Policy – Situation – Stats – Data – Why – Ideal Scene – Handling – Tgts, not on same subject. The inconsistency must be precisely pointed out.
- I) Outpoints in the eval itself-such as in bright idea or handling, etc. The outpoint must be precisely noted and named. This does not include outpoints in the data section which are the outpoints on which the eval is based.
- J) Not all pertinent or available data applicable or needed was examined by the evaluator. The excluded data must be exactly stated as to what it is and where found. Not looking at all applicable or important data makes it a partial eval.
- K) Wrong Why.
- L) Weak handling.
- M) Handling does not include targets to handle directly or indirectly the more serious outnesses found in the data mentioned.
- N) Absence of ethics handling on serious ethics matters found in the data mentioned or of the ethics Why.
- O) No method of implementing the evaluation or maintaining the scene and getting its targets done. Such as a broken line between evaluator and scene or omitted terminals or ethics Who(s) depended upon to do the targets.
- P) Sequence of handling incorrect or omitted. A production target must come first. Errors of solid organize for many early consecutive targets without production in them, no organizing at all are flunks.
- Q) Vague generalities in postings which do not name the new person or the person to replace the person being moved up.
- R) Musical chairs.
- S) No resources or ways to get them or non-utilization of known resources or excessive use of resources for no real gain.
- T) Off-policy orders or orders that set policy.
- U) No target or targets to get in the policies mentioned under "Policy."
- V) Unreadable or illegible presentation of the eval for criticism or review.
- W) Failure to return eval promptly with corrections.
- X) Bright idea isn't bright enough.
- Y) *No eval.*
- Z) *No data trail, incorrect data trail.*

If the reviewer, corrector or critic of evaluations does the above **and nothing else** he will be rewarded with better and better evaluations, less and less time spent correcting, more and more gain by use of the Data Series and a happier and more productive scene entirely.

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HCO POLICY LETTER OF 18 JULY 1974

Remimeo

Data Series 34

SITUATION CORRECTION

I have just reviewed a number of attempted evaluations and was struck by the similarity of errors in them. None of these evaluations would have reached any ideal scene or even improved the existing scene.

The real reason for this is that the majority of them had a highly generalized situation such as "Bidawee Biscuit Company failing" or "Stats down from last year." They then proceeded on a data trail and got a "Why."

In these cases the Why they found was actually the situation!

Each of them had failed to use the data trail to find the situation. They were using the data trail to find a Why!

The evals then had no Why.

The handling was just a bunch of orders that were in fact unevaluated orders since no real Why had been found,

Like in playing a game these evaluators had started 50 feet back of the starting line and when they got to the starting line (the situation) they assumed it was the finish.

If you look at an "evaluation" that has a generalized "situation" like "continental products getting fewer" you will find in a lot of cases (not always accurately) that what was put down as the "Why" was in fact the situation. This left the "eval" without a Why. Thus the ideal scene would be wrong and the handling ineffective.

Example: (not in form) "Situation: Gus Restaurant failing." "Data: Customers refusing food, etc., etc." "Why: The food isn't good." "Ideal scene: A successful Gus Restaurant." "Handling: Force Gus to serve better food, etc., etc." That isn't an eval. That is an observation that if Gus Restaurant is to survive it better get evaluated. It is being eval'd because it *isn't* surviving. Now look at this: The data trail led to "the food isn't good." *That's* a situation. Why isn't it good enough? Well it turns out the cook got 15% commission from the store for buying bad food at high prices. And Gus didn't know this. So bang, we handle. Gus Restaurant achieves ideal scene of "Gus Restaurant serving magnificent chow."

In this example if you used the situation for a Why the Who would probably be Gus!

The data trail of outpoints from a highly general "situation" (that is only an observation like failing stats) will lead one to the situation and *then* a closer look (also by outpoints) will lead one to the real Why and permit fast handling.

DATA TRAIL

People can get too fixated on the history of something. They can call this a "data trail." Well, all right, if it's a trail of outpoints.

But significances of history have little to do with evaluation.

Let us say you see the machine division is failing.

Now if you simply take masses of data about it and just start turning over 10 or 12 sheets at a time looking for outpoints only and keep a tally of what they are and to whom they belong, you will wind up with your situation area and probably your situation without reading any significances at all.

Now that you have your area and situation in it You can start really reading all about it and get that existing scene's data and its outpoints. And your Why leaps at you.

SUBSTITUTION

You can't substitute stats for a situation or a situation for a Why.

But substitution of one part of an eval for another is a common fault.

Substituting a general hope for the ideal scene you really would and could achieve makes a sort of failed feeling in an eval. "Gus Restaurant being best in town" is nice but "Lots of customers very well fed so Gus Restaurant survives" is what you are trying to achieve. That can occur and will be reached if you find the real Why.

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Data Series 35

EVAL CORRECTION

An evaluation submitted for an okay is only reviewed to the first major outness (see HCO P/L 3 July 74, Data Series 33) and is then returned for correction.

Only when no major correction is necessary does one then verify all data or go to an extensive review of the whole eval.

This makes the line very fast. It also saves a great deal of work by one and all. If the stats are incorrectly given, that's it. Reject. If the Why is really the situation, that's it.

On the reject one gives the letter of Data Series 33 that is not correct and any reference to the Data Series that would seem helpful.

An evaluation corrector will see how well this rejection system works when you find that the eval, let us say, has no situation on it, but only some stats. Why verify anything as a whole new body of data may have to be found.

In correcting evals, if a situation is given, I usually call for the main stats of the unit being evaluated to see if these show any reason to handle it at all. I recently found an activity had had its chief removed when his stats were in Power. The activity then crashed. And that was the situation. It was made by an evaluator and an eval corrector not looking at the stats!

If no error exists in situation or stats I read the eval down to bright idea and look especially at the Why, ideal scene and handling to see if one would make the others.

If that's okay, I look at the targets of handling and the resources.

If those are okay, I look at data and outpoints. If these are all okay, I then verify the data. But if at any of these steps I find an error, I then reject at once for immediate correction. Often, by using only basic things to reject, the whole eval has to be redone as the basics are so far wrong.

If you try to correct the whole thing before rejecting or if you correct tiny little things instead of the big ones, the whole line slows. Eval correction should be a fast, helpful line, strictly on-policy, no opinion.

That way the job of correction becomes easier and easier.

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Data Series 36

ENVISIONING THE IDEAL SCENE

If one cannot envision the ideal scene, one is not likely to be able to *see* a situation or get one.

A situation is the most major departure from the Ideal Scene.

Thus:

One must be able to envision an Ideal Scene to find a situation.

A lot of "ideal scenes" you see are just glib. An afterthought.

Some people know the proper scene so well they at once recognize that a departure from it has occurred, which is fine. But such people do not realize, when they are teaching evaluation or correcting evals, that others may not know the proper scene well enough to get an idea of what *the* ideal scene should be. Thus, a wrong target occurs. The teacher or corrector keeps putting attention on the incorrectness of the situation given in the eval instead of noticing that the ideal scene is adrift.

An ideal scene is **future**.

When one is stuck on the time track it may seem pretty difficult to envision a *future*.

In politics this is called "reactionary" or "conservative." These mean any resistance to change even when it is an improvement. The bad old days seem to be the good old days to such people. Yet the old days will not come again. One has to make the new days good.

"Liberals," "socialists" and such make great propaganda out of this. They inveigh against (criticize) conservatives and say the future must be reckoned with. And they hold up some often incredible future scene and say the way to it is by "revolution" or destroying everything that was.

Both viewpoints could be severely criticized. The conservative tries to stick on the time track with no reality on the fact that today will be yesterday in 24 hours. The super-liberal skips tomorrow entirely and goes up the track 5 or 10 years to a perfect state which can never exist or is falsely represented as possible.

In between these two viewpoints we have the *attainable*.

And we come to an ideal scene that is possible and will occur if the Why is right and handling is correct and done.

Envisioning an attainable future requires some connection with reality.

There is no harm at all in dreaming wonderful dreams for the future. It's almost the bread of life.

But how about giving oneself a crashing failure by disconnecting from any reality?

Some laborers do this to themselves. Taking no steps to attain it, they daydream themselves as kings or some other grand identity. Well, all right. But that isn't an "ideal scene." That's a delusion engaged upon for self-gratification in a dream world.

One can not only dream a *possible* ideal scene but he *can* attain it.

So an ideal scene is **something that can be attained**.

It should be quite real.

Some people setting unreal quotas are really setting some impossible ideal scene. "Complete this work in I hour!" to someone working hard on a job that will take 4 days is delusory. It is setting, without saying so, the ideal scene of having a worker who is really a magician! Well, maybe if he were audited and hatted he would be. But that's sure some ideal scene! The here and now is a guy sweating it out and trying. And that's an ideal scene that is missed!

And so are many ideal scenes missed. The offices neat and orderly might not even be imagined by someone who has seen them in a mess for two years. He may think that's the way they're supposed to be! And be quite incapable of envisioning the offices in any other condition!

Thus, if one cannot see the offices should be clean, he does not see that they are dirty and messy as a *situation*. Thus when he is told the public won't come into the place, and even if he finds the place is full of old dirty junk, he can't evaluate it as a clean orderly place would not be envisioned by him. So he doesn't get "dirty place" as a valuable datum, doesn't get "a clean orderly place that is inviting to the public" as an ideal scene, doesn't get "office so dirty the public won't go near it" as a situation and so cannot find a Why to lack of public! And so as he didn't find Why it was so dirty and disorderly, it wouldn't handle. So there would be a failed eval.

Yet the teacher or evaluation corrector would not realize the person could not envision an ideal scene and so keep telling the person to find the situation whereas the ideal scene was what was out.

You can get some very beautiful ideal scenes **and** attain them-if you can evaluate!

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Data Series 37

WHYS OPEN THE DOOR

You can really understand a real Why if you realize this:

A real Why opens the door to handling.

If you write down a Why, ask this question of it: "Does this open the door to handling?"

If it does not, then it is a wrong Why.

Backtracking to find how it is wrong, one examines the ideal scene and the situation one already has.

The outpoints should be checked. The completeness of data should be checked. One may find he is in a wrong area of the scene.

Correct that, correct the ideal scene, correct the situation and look for more data.

With the outpoints of more data one can achieve the real Why that will open the door to handling.

Quite often an "evaluator" "knows" the Why before he begins. This is fatal. Why evaluate?

Some of the most workable Whys I've ever found surprised me! So usually I also ask, did I know this? Am I surprised? The chances are, if I "knew" it already (and the situation still exists) it is a wrong Why. And needs proper evaluation.

When you have a right Why, handling becomes simple. The more one has to beat his brains for a bright idea to handle, the more likely it is that he has a wrong Why.

So if you're not a bit surprised and if the handling doesn't leap out at you **the Why has not opened the door** and is probably wrong.

I have seen evaluators take weeks to do an evaluation. In such cases they went on and on reading as they did not know how to find a real Why. Actually they did not know what one was.

By going through the total current files of an activity looking for outpoints just by randomly glancing at data sheets from all sources, you can find the **area**. Outpoints lead you straight to it.

An ideal scene for that smaller **area** is fairly easy to envision.

The type of outpoint will generally give you how the departure is. One can then get the situation.

By looking over (in detail now) the data of that smaller area and counting the outpoints, one can find the Why.

The Why will be how come the situation is such a departure from the ideal scene and **will open the door to handling.**

If it doesn't, then review the whole thing, do the steps again. Don't just sit and sag!

Let's say we find outpoints of added inapplicable data in all reports. And they lead to Reception. The ideal scene of Reception is easy: attractive pleasant atmosphere, welcoming in the public.

We find more detailed reports that the place is full of junk and filthy and we get our situation, "public repelled by filthy messy Reception."

Now why?

So back to the real data and we find the janitor never cleans it. Or anything else. The easy out is just sack the janitor (and leave the post empty). But that won't handle so we have no Why.

So we dig and dig and suddenly we find that the staff refer to the janitor in lowly and disrespectful terms: "Janitor has no status." Well, the outpoints all say so. And it opens the door to a handling.

So we handle by transferring the janitor org board position from treasury where it went as he "looks after assets" to the Office of the President with the president's secretary as his direct senior.

We write up a program for clean offices.

Magic!

The offices get clean!

The public again comes in.

The ideal scene is attained.

(You may think this example is pretty unreal. But actually it once happened and worked!)

So a right Why opens the door to handling.

If it doesn't, look harder.

There is always a reason for things.

And if your ideal scene and situation are correct, you can find the real Why that opens the door.

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Remimeo

Data Series 38

PLUSPOINT LIST

The following is a list of **pluspoints** which are used in evaluation.

Needless to say, pluspoints are very important in evaluation as they show where **logic** exists and where things are going right or likely to.

Related facts known. (All relevant facts known.)

Events in correct sequence. (Events in actual sequence.)

Time noted. (Time is properly noted.)

Data proven factual. (Data must be factual, which is to say, true and valid.)

Correct relative importance. (The important and unimportant are correctly sorted out.)

Expected time period. (Events occurring or done in the time one would reasonably expect them to be.)

Adequate data. (No sectors of omitted data that would influence the situation.)

Applicable data. (The data presented or available applies to the matter in hand and not something else.)

Correct source. (Not wrong source.)

Correct target. (Not going in some direction that would be wrong for the situation.)

Data in same classification. (Data from two or more different classes of material not introduced as the same class.)

Identities are identical. (Not similar or different.)

Similarities are similar. (Not identical or different.)

Differences are different. (Not made to be identical or similar.)

The use of the word "pluspoint" in an evaluation without saying what type of pluspoint it is, is a deficiency in recognizing the different pluspoints as above. It would be like saying each outpoint is simply an outpoint without saying what outpoint it was. In doing evaluations to find why things got better so they can be repeated, it is vital to use the actual pluspoints by name as above. They can then be counted and handled as in the case of outpoints.

Pluspoints are, after all, what make things go right.

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Data Series 39

WHO-WHERE FINDING

You may now and then see an eval that winds up with a *Who*. Very rarely you also find one that winds up in a *Where*. Sometimes you find an "evaluator" who only finds Whos or Wheres.

If this puzzles you when you see such "evals" or if you land in that situation yourself while evaluating, remember this:

An "eval" that only has a who or a where as its why is *incomplete*.

What has happened is this: The "evaluator" does an outpoint count only for Who or Where. He does not then really investigate or dig up the real data on that Who or Where but lets it go at that. He says-**Why:** Dept I not functioning. **Who:** Director of Personnel. **Ideal Scene:** A functioning Dept 1. **Handling:** Shoot the Dir Personnel.

Such evals do **not** raise statistics. They do *not* work. Because they are not complete!

In *any* eval you have to do an outpoint count to find where or who to investigate. This prior outpoint count does not appear, always, on the eval form. It's just where to look.

Having gotten the Who or Where you **now** do a full read out, lift the rocks, pry into the cracks and find the Why.

It can even get worse. Having seen something wrong, one puts down a situation. He does a preliminary outpoint count for a Where or Who and *then* discovers a more basic or even worse situation. In other words his situation can change!

Example: No personnel being hired leads one to Dept 1, Personnel. So one writes the situation: "No one being hired." Then one can easily dash off, "Why: Dept I inactive. Ideal scene: An active Dept I hiring personnel." And write up a handling: "Hire people."

Great, easy as pie. *But* somehow six months later there are *still* no personnel! The reason is simple: The "evaluator" never went beyond the Who-Where. He put down a Who-Where as his Why.

Real evaluation would go this way: First observed situation, "no personnel being hired." The Who-Where comes up as Dept 1. *Now* and only now do we have something to evaluate. So our *situation* has changed. It becomes, "Dept I inactive." And we investigate and lo and behold there is no one in that whole division! Again we could go off too early. It is tempting to say, "Why: No one in it!" And say, "Handling: Put somebody in it!"

But actually "no one in it" is just data! Certainly the execs who should be screaming for personnel know there is no one in Dept 1. After all, they get cobwebs on their faces every

time they pass the door! So it is just an outpoint, not a Why as it does not securely lead to solution. So we look further. We find seven previous orders to put on a Director of Personnel! The writers of these orders are not the Whos but who they were given to are elected. That's seven noncompliances by the executive in charge of organizing! And this turns out to be Joe Schmoe. Now we have a Who. So what's with this Joe Schmoe? So we go to anything connected with Schmoe and we locate Board of Directors minutes of meetings and herein he has been stating for 2 years repeatedly that "The organization only makes so much money anyway so if we hire anybody to deliver service we might go broke." As the organization has been going broke for those two years and the last Dir Personnel was fired two years ago we now also have our **date coincidence**. But this is still just an outpoint-contrary facts, as one has to deliver to stay solvent. So we look up Joe Schmoe even further and we find he is also the chief stockholder in a rival company! So here is our Why: "Organization being suppressed by the chief stockholder in the company's rival." "Who: Joe Schmoe. Ideal scene: Organization hiring personnel needed to deliver." Now for the handling. Well, Joe Schmoe could mess things up further if we just fired him. So we better know what we're doing. We have found our organization controls the tin Joe Schmoe's company needs for its cans. So we shut off the tin supply and when Schmoe's stock falls we buy it up, merge the companies and fire Joe. Or so a businessman would do. **That** handles it!

Shallow evals that stop with a Who-Where on the first inspection don't succeed. Outpoints are usually aberrated and the people there around them usually handle things unless they have depth of mystery.

You have to have a Who-Where to *begin* your investigation. Once you find your Who or your area, now the outpoints begin to count.

Very few situations in actual fact are caused by active Whos. Usually it is inactive Whos, confronted with situations they have not grasped and don't see any way through.

A classic case was a situation that did not resolve for over a year until *very* close **investigation discovered a statistic was wrongly worked out and which targeted** an area in the wrong direction. One could have shot "Whos" by the dozen without ever solving it!

So when you see a Who-Where as a Why, you know one thing: The eval is incomplete.

You can cure someone doing this chronically by making him first list the outpoints that show Who-Where to look. And then make him go on with the evaluation outpoints that lead to a Why, giving two counts of outpoints. The light will dawn.

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Remimeo
Evaluators
DSEC Students
Execs
Flag Bureaux
FOLOs

Data Series 40

THE IDEAL ORG

(First appeared as LRH ED 102 INT,
20 May 70, referring to evaluation.)

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion, not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The org board would be up-to-date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div IV HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2-way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new admin and tech posts.

The staff would be well-paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full grades to ability attained for each, not 8 minutes from 0 to IV, but more like 30 processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that this was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR Area Control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing, grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there-the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an outpoint that can be put right. The end product is not just an ideal org but a new civilization already on its way.

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Data Series 41R

EVALUATION: THE SITUATION

(Later developments on situations are contained in Data Series 28R, 28R-1, 34 and 39.
However the data following, compiled from an LRH taped conference in 1972,
is of sufficient importance to include as part of the Data Series.)

There are bad situations, good situations and no situations. A situation is something that applies to survival and if you evaluate the word "situation" against survival, you've got it. A good situation is a high level of survival; a bad situation is a threatened survival and a no situation is something that won't affect survival.

We've gone ahead of the whole show of intelligence with the Data Series.

Note: We are using intelligence as an example solely and only because it is the most inclusive system Man has developed for collection and evaluation of data.

We have greatly refined this system. Espionage and other intelligence activities and skills have no part in our application. We are using intelligence as an example of data usage systems, that is all.

You are out in an area of greater simplification and far more use. This doesn't necessarily make anyone an intelligence officer, but a general or a head of something or a general manager or an executive who does not know how to evaluate a situation will make nothing but mistakes. The mistakes of history are made by people who can not evaluate, by which we mean determine the situation-which even more simplified would be find out the situation. From this given body of data, from that indicator we can find a good situation, or a bad situation or a no situation. And this is what one is trying to determine. The more skilled one becomes in doing it, the less work it is. It is a matter of skill.

To give you an idea: If you tried to play every note of a concerto separately by having to look up each note in the chord and then strike it on the piano, you wouldn't have much of a tune, right? But the longer you did that, the more likely you were to begin to approximate some sort of something that sounds like music. But it would take a lot of practice.

Now you can get so all-fired-good at evaluation that you can take an isolated indicator and know immediately where it fits into because you know it fits into the plan of things and because you know it is or isn't part of an ideal scene. It's better than the existing scene or it is too far from an ideal scene. You can pick up an indicator in this way-and it sometimes probably looks magical to you how I will suddenly pick up an isolated instance and look down the line and we find a roaring hot situation at the other end of it.

Now that is done out of an economy of data. It is done because one has not the time to investigate or read all of the data which might exist on this particular subject being investigated. So one learns to do something that looks absolutely intuitive and when you're terrifically hot at this it is called "flair."

Prediction from data is an essential part of evaluation. "This datum is an outpoint-it shouldn't be, peculiar." Now it will predict more data.

You have to be so hot that you will notice something is an outpoint-it's a wild outpoint of some kind or another-accept its magnitude, size of datum, how important is this datum. The evaluation of importance is one of the more difficult things people have to do. They have a tendency to consider things a monotone importance. You have to train yourself out of that.

What do we get here then as a qualification for an evaluator? You have to know all the outpoints in sight. You have to know what outpoints are. But that's rather thinking backwards because you should know that something shouldn't be. And as soon as you get a "shouldn't be" you can do a prediction. And that leads you into an investigation-by viewing other data. In other words you find this terrific outpoint or these outpoints and you find out where they exist, it leads you into, very directly, the point that you should be investigating.

DEFINITION OF EVALUATION

This is as close as the dictionary comes to the definition of evaluation: "to examine and judge concerning the worth, quality, significance, amount, degree or condition of." (The Third Webster's International Dictionary.) Now to edit that down, it's "to examine and judge the significance and condition of."

An evaluation: "the act or result of evaluating, judgement, appraisal, rating, interpretation." And an evaluator is "one that evaluates. An intelligence officer is supposed to be a professional evaluator." (The Third Webster's International Dictionary.)

This word is a technical word which isn't given in these dictionaries. It is an action which is basically an intelligence action.

The actual meaning which is supposed to be embraced in the word is "to examine the evidence in order to determine the situation" and that is the intelligence meaning and then it could have, further: "so as to formulate policy or planning related thereto. In other words 'What is the enemy going to do?' So the general can say 'Therefore we should. . . .'"

WHAT IS EVALUATION

Here is an example of what evaluation is, the type of thing expected of an evaluator.

I was looking at an org's graphs, all of a sudden I see a drift down of reserves and a level of bills. The bills are level, level, level-drift down of reserves, until all of a sudden it's about to cross and this was an org where we just changed the CO, so I say "Hey whoa! Wait a minute, wait a minute! This organization is spending more than its income obviously by the looks of this graph. So let's look into this just a bit further." I looked further and got more data

and I found out that the org was running insolvent. The Data Bureau already had a report on this; I picked it up on another line. I just picked it up off graphs.

Further investigation found out that the new CO had taken over from the old CO and had inherited an extremely backlogged org-included backlogged bills. And the new CO had been sent in there on a set of Garrison Mission Orders-and they just contained standard CO-ing actions when they should have been MOs designed to handle the insolvency scene-forcing the org to promote and make income; then making an announcement that no POs will be signed except promotion, wages and utilities; then get in the date-line paying and forcing Accounts to dig it up out of all their mouseholes and all those bills that have been in there for a year or two and the stuff they didn't file and get a date-line paying system in. Then you start surveying like mad to find out what the organization can sell and then you start delivering, beef up your delivery lines and so on.

It wasn't any surprise to me to learn that that graph was a false report, of course. But this is no explanation. It doesn't mean the situation doesn't exist but the graph is a false report. That is an outpoint all in itself. It's actually backed up by other data but you could have taken it this way: You could have seen the graph declining-that is reserves going down, bills staying the same and you find out it's a false report. At that moment, by Data Series, you charge in and investigate the heck out of it. Here's an indicator, then another indicator that's a false report.

Where did I count outpoints? I was counting them all the time. One is enough-a declining reserves graph and a holding debts graph-well that was enough. So the counting was "one," and as I looked a little further I got "two" and then as I looked a little further I got a "three" and a "four" and a "five" and a "six." We did a handling and more outpoints showed up. Right as you are handling the thing more and more outpoints show up so there is a point where you neglect any more outpoints, you can go on as a lifetime profession finding outpoints in one of these areas. It's enough. '

We have actually done something with the Data Series which has never before been done. Other data evaluation systems have to do with the reliability of the observer, which determines if the reported fact is a "proper datum." But all of their work is done on computers and those computers are built against logic systems developed by the Greeks. But it is data, data validity of, which monitors logic.

A black propaganda operation is almost totally concerned with feeding wrong data into the population and therefore the population cannot come to correct conclusions and their actions will be peculiar. There are experts in black propaganda and they're fully trained in it and they do it all the time.

Back of wrong data you will normally find an impure intent. So that somebody is giving you false reports is an evaluation in itself.

An evaluation first requires data. The absence of data you should have would give you an evaluation. We knew something was wrong with an area because all of a sudden somebody found out they weren't sending in their reports. The absence of data is an adequate evaluation that there is something wrong. And in one such case it actually took weeks to find out what was wrong.

If you find the outpoint, you're into evaluating a situation. You're just looking at data-you find an outpoint, you investigate that. You find more outpoints, you go along and say, "It's the thing that we're looking at now, what the heck. . . " because you're obviously traveling away from the ideal scene or you've found something that went much closer to the ideal scene or something that didn't change it. You then look it over and say, "It's this point," and at that moment you can figure out why this is occurring. "Now why is this occurring?" And that requires quite a bit of data. "Why is this occurring?" Therefore when you can say "Why," now you can handle.

What you want is the outpoint and an outpoint is a departure from the ideal scene. That tells you that there is an area to investigate and you can investigate it simply by going and finding more data and more outpoints and then as your data accumulates you can get why it's a departure. The accuracy of your Why then gives you the point which you will have to handle which is all very neat and there comes in your recommendation.

This is the trick on evaluation: You have to learn what is an outpoint, what is this outrageous thing and then that cones you down. Now you could find all kinds of little points.

REVIEW

Having handled the thing or having done something about it, don't be too surprised to now and then find a lot more data suddenly emerge. In fact it is almost usual now that you've started to handle something for more data to emerge. But you have to look it over. You have to say, "Well, have I handled it? Does this data confirm our Why or doesn't it confirm our Why?" And that's all you do with that data-it's confirmatory.

Sometimes you get data after the fact, after you've taken action. That is a review of your evaluation. When the data comes in after the fact, there's another step involved here.

You review the situation and all of a sudden you find out you were looking at a heck of a wrong Why. One of the first things that will tell you you operated on a wrong Why is that the stats went down-because it departed further from the ideal scene.

You get injustices and that sort of thing coming out of wrong evaluations, so this is one of the reasons why you watch an evaluation in your line of country-you watch an evaluation after the fact. Was it true? So there's a confirmatory step which isn't mentioned in the Data Series-"Was that the right Why?" The Data Series does mention it's whether or not the stat goes up. But it's worse than that: "Did you have the right Why?" or "Did you shoot down the wrong man?"

FAMILIARITY

We have a considerable amount of technology which is administrative technology, which gives us an ideal scene, and with which we must be familiar in order to evaluate and handle. We would have to be as practiced in this as in the building of armament factories or running navies or building toy balloons or trying to get housing furnished to the great un-

housed if that's what we were doing-you have to have some familiarity with the type of scene which you're handling.

If you're good at this you don't go on wasting your time and energy. You find the right Why, you set it up, you make sure that it does get set up-but there's nothing more you have to do with it and then that's that. Sometimes that takes quite a while but note that if you're immediately pressing down this Why all the rest of the way and you go on past the point where you corrected it-the thing is corrected-now you're handling a no-situation.

If you didn't have evaluation you would find yourself handling no-situations and neglecting tough situations and not taking advantage of good situations.

CLOUDING UP A SITUATION

Occasionally you'll find a scene wherein a person's or area's PR is greater to him than his production-PR, personal PR, means more than production. And that is a characteristic of a suppressive. He'll fog the situation up with big PR about how good it is so it can't be handled.

THE WHY

You have to know when you don't have a Why. It is very, very important to know you don't have a Why.

The end product of your evaluation could be said to be "What do we do about this?" In other words, your recommendation could be said to be the end product. Actually that's a short circuit. As far as your investigation and your data analysis is concerned your first target, the Why, if skipped will defeat the end product of your evaluation. If that Why is found then you can handle.

A Why is just this: It is the reason there has been a departure or closer approach to or an exceeding of the ideal scene.

What will defeat you continuously is trying to find Whys in no-situations. You won't find a Why. If you can't find a Why readily then you can possibly suspect that you have a no-situation.

A Why, by essence, is something you can do something about. You have to have a recommended action on top of the Why.

The Why is something which departed from, the reason it departed from or the reason why it bettered the ideal scene or got closer to it. It is a Why you can use and which will bring you a better scene.

Therefore the definition of a Why is: It must be something which will permit you to bring about a better scene-not necessarily bring about the ideal scene.

You might actually have a better scene than the ideal scene. We've described the ideal scene as so and so and all of a sudden a Why suddenly emerges which actually makes the ideal scene look pale. Taking the ideal scene of a moderately affluent org-we might all of a sudden move into a situation where the ideal scene was quite something else and we found

out "How come all of a sudden Keokuk has made 8 million dollars in the last 13 days?" How come? We don't have an ideal scene anymore.

IMPORTANCE OF HAVING A WHY

We have a system of data handling which is superior to that of other data collection and evaluation organizations of today. I can say that because I know their systems. Systems? And they don't hold good. Imagine somebody saying "Well, we shouldn't pay any attention to Agent 622's reports from Kobongo because they're false." Oh? That'd mean one had a turned agent or an agent that wasn't working. In other words, it isn't meaningless, it's not something you discard into the wastebasket. Now a good data collection and evaluation officer doesn't always discard this. He says, "Well, it's false data so therefore it's probably been taken over by the enemy" and he does make some sort of hit at it.

But there are other outpoints that they would never have noticed. "A datum is OK. . . " this is the general think-not just of the generals but this is general intelligence think. "Of the data we receive, a great deal of it is not useful because it doesn't come from reliable observers." Well that's a hell of an outpoint in itself. If an enemy battleship was seen on the coast it wouldn't matter who saw it-intelligence organizations would not pick it up unless it had been observed by a trained officer. "The town could not have been shelled because no reliable observer put a report in-there was no artilleryman to tell us whether or not. . . ."

So our system doesn't begin with "The Slobovians are building 85,000 Panzer tanks, and that's by a reliable observer because Agent 462 has given us factual reports in the past and it's confirmed by aerial observation and satellite pictures. . . ." So what! The intelligence would be " Why are the Slobovians building this many Panzer tanks? Now, is this a lot more Panzer tanks than Slobovians normally build?" because maybe Slobovians go in for a lot of building Panzer tanks so they can call them T-something-or-other and say they were invented in Slobograv. Why? And we right away have a new brand of intelligence-Why? Why are they building these Panzer tanks? One is the fact that they're building these Panzer tanks, is that an outpoint? Well, is it a lot more Panzer tanks than they have built before? Is it a lot less? Did they build a million a year and are only building 200,000 a year now?

Now the officer evaluating this hasn't any Why, he hasn't anything so he makes the supposition that the Slobovians are now easing off. "Yeah, well general, the Slobovians are now easing off." "Yes, Mr. President, the Slobovians are now easing off and everything is going to be fine." The fool! What's the Why? Where's the Why? He assumed something-he didn't investigate further. He didn't look all over the place and find a whole lot of political or such ramifications and add it all up and so forth. Now, had he known about it he would have looked from that data to more outpoints and he would have found something or other-building the tanks for Bongoland so that they could knock out their neighboring country. Why? Why? Because they have a contract with Bongoland to furnish them with tanks. He could've found something like that.

You get these unwarranted conclusions because they don't have the mechanism of asking "Why?" and they don't investigate it until they have an adequate Why that explains it. When you've got a Why you can handle.

THE CHANGE

One more tip on this whole scene. If you can't find the Why, you revert. I learned this about life out of plant research. I found out that you went back to the point of major change in a greenhouse or a garden and corrected it the second you saw the plants dying. You required, then, a logging of everything that was done. If you had a log of everything that was done you could get the date and the change. You knew the date they started to wilt so what change was around the vicinity of that date. And you inevitably and invariably found a huge change had taken place. Not a small one, and the tip is that if all else fails, why just go back to your major change and you can do that by stats, go to major change, and so on.

You won't always be right but you're operating on a general Why-there was a change. Every once in a while you'll be scattering around trying to find this.

This works in almost all situations to some degree, what change was there. It has a liability. It tends to wipe out improvements. If you go back to the point of high stuff all the time, all the time, all the time, you're pegging yourself into a pattern where, as a matter of fact, there might have been better patterns. There might have been a better Why in there than just a change of pattern.

NEW WHY

Once in a while you'll have found a Why and handled that, but find it keeps slipping out again. For example, an org having to be told to keep in its FP No. 1. FP No. I resulted from an evaluation of financial difficulties. That was a Why at one time and has since become a standard action-but where you keep having to say to an area "Get your FP No. I in"-now **why** do you have to keep getting in FP No. P The Why is not that FP No. I is out-we have gotten that in as a practiced action. Why does it keep sliding out in this area? There could be several things actually.

If you have to keep saying "Get in C/S Series 25 so that you do have a D of P so that people do come in and are invoiced and so forth," you are obviously running into a Why of why something keeps sliding out.

WHAT IS A RECOMMENDATION

What is a recommendation? Actually-usually-it would be recommended if somebody else were going to execute it. You have a recommended program and then from a recommended program you have an executed program, so at that moment you shifted your hat. You're no longer an evaluator, you're an executor or an executive.

If your evaluations, that wind up in Whys that wind up in recommendations, are going to autonomously function-that is to say, singly and by itself function-without regard to any other entity or activity, the next thing you know you're going to have fourteen or fifteen programs which are in direct collision which will produce sufficient confusion to reduce the stats. Then you, yourself, will wonder if you've found the right Why because it didn't work. Whereas the reason could be entirely different. The reason is your recommendation was in

collision with other Whys and recommendations and so operated to block other actions which were vital to the continuous operation of an activity. You can kill your own recommendation.

If you were in a position where you were going to independently of other evaluators execute all your actions, you might wind up with a mess-you've got your neck out as an evaluator.

The essence of a recommendation is "agreed-upon" and after there is a recommendation, there is an "agreed-upon" before there is execution.

An agreed-upon action means that you'd have to agree with other bodies of data which people had-not their personality-other bodies of data. If you have data which is contrary to an action which is being proposed, you could be put in a position of canceling or trying to cancel or recommending a cancellation of a senior's order. Therefore one has to have "agreed-upon" before execution.

When you are collecting data you have a torrent of data coming in. You are collecting data, collecting data, collecting data, collecting data. If that data is not evaluated, it is useless. It is just a useless expense. The only way that data is of any value at all is if evaluations are done on it.

Any independent order given without the benefit of the other evaluations would be a risk. It isn't agreed upon person to person, it's agreed upon data to data. The only agreement would be on whether there is a situation or a no-situation, a good situation or a bad situation or a no-situation. There'd have to be agreement on that point and there would have to be an agreement on the Why. Only then could you get a coordinated recommendation.

EVALUATE

You've got to do evaluations. If you don't do evaluations you'll be insufficiently informed to be a competent agreeer or disagreeer. You'll be insufficiently informed to be sufficiently efficient to get the show on the road.

Take advantage of the tremendous volumes of data which come in and, by doing evaluation, provide a sufficient running record of any and all existing situations in your line of country so that there is a general view of what is going on so that the data can be looked at, looked up and one is sufficiently informed so that he can make efficient judgments-and that will decrease the amount of work done on this and that, that doesn't really handle anything.

And it amounts to fewer orders which can then be enforced. It amounts to prosperity because one of the Whys we find on occasion is that there are too many orders drifting around which haven't been executed. One winds up operating on somewhat of a jammed communication line just jammed by volume. The guy that's reading all this stuff is out there and he's got noise and he's got this and they've got bill collectors and he's got something else and so on. He never has time to read it. He doesn't know what the situation is and so forth.

One could also, without proper evaluation, easily issue an order into an area with a hidden Why-which could destroy it.

And the speed of action determines the degree of loss-and that is a rule. The speed of action also determines the degree of gain. And speed has a price. An organization which is not doing well, its Why not accurately found for eight months is a loss for eight months each succeeding week. If an organization should be making fifteen thousand dollars and is only making two thousand dollars you're losing thirteen thousand a week every week that you don't handle it. It's speed of gain or loss.

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Data Series 42R

DATE COINCIDENCE

STATS AS THE FIRST INDICATOR

The first indicator is usually stats. You can take a stat book of an org and look over its GDSes and know their interrelationship and find the outpoint, and then from that outpoint you will know what part of the org's folder to read. If you are doing evaluations by reading the whole folder, you're being silly. You're not interested in that. You're interested in this outpoint, because that's your first outpoint. Your first outpoint usually occurs in stats.

One outpoint, from stats, was tremendous quantities of bulk mail being mailed at vast cost after the stats had been brought up by regging, and then the stats collapse. That was the first oddity that was noticed from some Dissem stats. So it was a stat oddity. They were busy regging and they made a lot of money, and then they spent it on bulk mail and went broke. Because there was a stat oddity here. It meant the GI did not match the bulk mail. So it's an outpoint. It's inconsistent. Contradictory. Something's false. So right there, you're looking at a great big cracking outpoint. One or the other of those facts is a lie, or something's wrong. And we find out the real outpoint underlying it is wrong target. It's just number of pieces being sent out. They were mailing out fliers several times a week – sending scraps and calling it bulk mail.

Now just the fact that an org's stats are down is an outpoint.

Having found a downstat you look to see if the org ever did make money? If it was ever affluent. Just taking it from the standpoint of GI, was this org ever affluent? If the org was ever affluent, it must have been doing something right so you've got something that approximates its ideal scene.

You haven't approached data files yet. That's why stats are separate from the data files.

LOCATING A COMPARATIVE

So here's two conditions: (1) the stats are down, and (2) you can't evaluate one thing, as you learn in the Data Series, unless you have a comparative thing. You have to compare it with something. So you can find a period when their stats were up.

You find out that in July of 1969 Kokomo was really booming. It had nice climbing stats and they went up and up and up and up and up. And that rise started on the 6th of June. What did they do? In May and June of 69? Those are the two folders you want. Anything you

can find out about that org of May/June 69. That gives you something dimly resembling an ideal scene. It isn't *the* ideal scene, but it is certainly an upstat scene. That gives you a comparative.

If you were hot you would use your telex lines to fill in the missing holes. For instance, if you don't understand something, or if it looked like they moved in 1970 and you can't find out locally, and you don't seem to know whether or not they didlocation seems to be something important here – you could send a telex to somebody who might know and say, "Where were you located in June of 69? Where was this org located? Can you find out from anybody?" It might be important you see. This is just a collection of a little bit more data. You know that the org was doing something, at that time, that it isn't doing now.

I did just this when I wrote the PL "Selling and Delivering Auditing." I looked back when HGCs were really making the money and wrote that PL. This PL is in use in one org and they're really going to town. They're using the same system. A guy comes in to sign up, they say, "No you can't sign up for one intensive, thank you, you'll have to buy seven," or something. So he does, he pays the money on the barrelhead. That PL comes out of a comparative – a comparative of HGCs not selling much auditing and having a hard time doing so, and what they were doing in an earlier period.

So, when doing an evaluation (1) look at your stats, (2) find your outpoint in the stats, (3) find some comparative – find some period of affluence for the org, if you can, to give you some ideal scene for that org. That requires something of a pluspoint evaluation. Now you can do your outpoint evaluation. Because you've already got the outpoint, you don't have to read 8,752 folders.

ETHICS SITUATION

A while back, I asked the Data Bureau for the folders of a particular downstat org. The first folder came up, that wasn't even a complete month's folder. I looked through the folder, read scraps of what I was reading, picked out the reports I wanted. Scanned them. Pulled the outpoints out of them. Counted up the outpoints as to where they were going. And the thing just fell apart. The CO was unaware of the fact that Personnel was letting him down. That was their admin Why. And obviously the CO had to take that person in there off. And obviously there was something wrong with this CO. Now every eval done on that org since is grooving on straight down that same Why. We've tried to make orders, and we've tried to do this and we've tried to do that. But now an ethics situation has developed out of the thing. We got the admin Why all right. But an ethics situation developed as we tried to get this in. And notice that **the ethics situation develops when you try to get in the Admin or Tech why.**

In another area the ethics situation developed to such a degree that it then emerged – after an observation mission, after a handling was done and orders were issued – that they did not execute a single one of them. They were told to revert. They did not. Therefore an ethics Why was looked for.

Now I've just found out why people can't put in ethics. They don't know investigatory tech, and possibly in some cases their own ethics are out. If you put their own ethics in, they

will get in ethics further. The reason they assign broad conditions and the reason there are so many Comm Evs is they don't know how to investigate.

WHO WHEN

Someone was given an evaluation to do and had been on that for five days. I kept asking all this time – where's this evaluation? People must think I'm rushing them. Evaluators are slow because the evaluation is not being done in this sequence: (1) stats, (2) who was on where.

I gave an order to an evaluator to find out exactly when did a CO of an org come to Flag, and when did this person go back, because that would give you a stat comparison. That was how I found this person was the man-of-all-work and the scooting genius of that org. Now you're talking about ethics. It's the police action called date coincidence. It's how you locate geniuses and murderers. Body found in swamp. Her cousin arrived in town on Tuesday. Body found on Wednesday. Guy departed on Thursday. That's all the police need. That's called date coincidence. That's old time investigatory tech. It's still with us.

So, when were they gone out of the org, and when did they arrive back in the org, and what happened during that period of time? Important!

In the case of this particular CO, I found out that two other execs could leave the org and return and nothing happened – but when the CO left, the roof fell in, the front steps collapsed under everybody, and the staff went on vacation. I traced this down and I found out that this CO would run around the org wearing hats in rotation. She dived into Tech and wore the Tech Sec hat for a while, and then she dived into another area, and she wore that hat for a while, and the stats would go up. In other words, she supported that area by punching one area at a time. That was the way she was operating. So if she was all over the org like that, her obvious post was D/CO. We put her on that post, and the org has done well ever since.

Now that's a sort of ethics action in reverse. That's looking for who really pushes it. You don't just keep on looking for tigers. Tigers are probably more numerous than geniuses. But you could find that certain people have a vast effect on stats. This is how you evaluate a personnel scene. In another org, a guy took over and the place has been crashed ever since and it was right square on the stats. There is your most obvious ethics investigation by stats.

When you don't know, you've got to send an investigatory mission and it's got to be run well. Otherwise they just wind up shooting all the people that the staff complain about.

If you don't operate on a comparison every time – comparison admin Why, comparison on the stats, ethics comparisons – if you're trying to operate on a single datum, that single datum won't buy you any pie. Because it has nothing to compare with.

SUMMARY

What the Data Bureau gives us is experience. And that is huge files full of experience, but you've got to recognize what you're reading. You don't read everything! If you do you're

omitting an analysis of the GDSes and an analysis of who went on where. At a good time and a bad time.

What are you looking for? You're looking for the stat – look at your GDSes (this is for your admin Whys), tells you the big outpost, tells you what information you're looking for in the files – and you're only interested in that information. You start counting up that type of information and see where it lands, and the Why will practically jump out at you out of the folder. It is so easy! It just leaps right out. But you have to know what you're looking at.

In writing up one eval, an evaluator verbally gave me more valuable data than she had put into the eval. She was quoting reports. All you want to do is quote the steps of your investigation.

The Why has got to be specific. If a Why is insufficiently specific, it just can't be operated.

There's an admin Why, which is the normal one that you're trying to handle. There'll be an admin or tech Why and below that there'll be an ethics Why and above that there'll be a bright idea.

You have a criterion when you've got your evaluation all done, your handling has got to be bright – it's got to be a bright idea, that will actually drive those stats up – and something which can be operated. And if you do an evaluation that cannot be operated at this stage of the game, you're just wasting your time. Look at your resources. What can you do with what you've got? While you improve what you've got. It will all have to be done by a gradient. So the worse off things are the brighter you have to be.

When you do evaluations, you've got to be able to operate the resulting actions. If you write something that can't be operated nothing will happen. That at once tells you whether you have a good evaluation or a bad evaluation.

Do your evaluations in such a way that they are dead on – bang! bang! bang! – and then, that being the case, they have got to be something that can be operated. And the next thing you know your stats will go up.

Compiled from LRH taped conference to Staff Aides

"Current and Future
Operations Actions"
7205TC 18SO

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Data Series 43R

EVALUATION AND PROGRAMS

CAUSING STATS

I've learned this over the years: The entirety of our stats are internally caused. **We can cause stats at will.** External actions don't affect them.

A newspaper can write reams of entheta and it doesn't affect our stats at all. We get good publicity-it doesn't affect our stats. It's totally internal.

The public demand is apparently exactly as great as we put the wherewithal in their hands with which to demand-apparently exactly proportional. You get as great a response as you require.

Therefore, the more efficient your org is, the greater response you will get. It's that elementary.

The test of an evaluator or executive is: "Can you get your org to do a constructive thing at once without any flashback or any nonsense, and will it occur in such a way as to increase stats promptly? If so, you're a good administrator. If you can't do that, we have all kinds of paint to scrape."

It's just that: The guy can produce an effect or he can't.

And if you run a managing body that way, all of a sudden the staff will get happy and cheerful producing effects; everything will be fine-because they'll become at cause.

That is the essence of hatting. The person can then come up to cause and he'll get sane, productive and cheerful.

Actually, it takes a very able guy to do an administrative line. A ditchdigger has to have a solid line of his arm and a shovel, and that's as far as he can produce an effect. That's why he's a ditchdigger.

Now for a guy to produce an effect at 7,000 miles without any solid beam-he has to be right on the ball. He has to know his business.

SPEED OF EVALUATION

There was once a situation in an org which was very interesting. Apparently the ED was stopping the reports of the LRH Comm and Flag Rep, so no one was about to find out what was going on in that org. But if the manager had been on the ball, all he would have had to do was to look at that data file and find those reports missing and know that there was something wrong-and it would have been detected a long time before.

What you're up against is that most of your evaluation is on omission, and the toughest outpost for anybody who is not familiar with the scene to recognize is an omission.

The speed of recognizing outposts determines the speed with which one can evaluate.

You wonder why it takes people so long to evaluate. It is simply that they are too slow in recognizing an outpost.

The inability to recognize an outpost is reasonableness.

It's that thing, reasonableness. We've been talking about it for years. That's just the inability to recognize an outpost.

There was a fellow out in the field saying "I think we have done all right in the past"-meaning "without the Data Series"- "in our thinking and planning." He didn't think he had to take a Data Series course or something. Whereas I was literally getting rivers of outposts from him and his area. He didn't recognize them as such.

Well, what he didn't appreciate is that this is a brand new way of thinking. Man prides himself on being logical so that he has never based any system on illogic-except humor. You have to learn to think backwards-you learn to think backwards, and boy can you think forwards. It's like a dichotomy, positive-negative. If everybody omits the negative all the time, they never get to the positive.

A lot of people are on a stuck flow of being sensible and sane-and that winds up in stupidity. So they get reasonable. Their confront of evil isn't up to it-basically, their confront of outposts.

The ability to recognize outposts will exactly monitor the speed of evaluation and the ability to handle the scene.

An evaluator cannot say, when he hasn't received any reports for 21/2 months, that he doesn't know what to do because he hasn't received any reports . . . he'd better be able to recognize an omitted report when he sees one and that there is a situation and he had better take action to remedy that situation NOW.

INACTIVITY

Now, nobody ever does nothing. They never do nothing. You have to look around to find out what he **is** doing.

If it's an exec who can't get juniors to produce, he could probably be putting a stop on production lines. A Why is findable to such a situation. That's probably an ethics scene. But you still will find a Why. You always find a Why for the situation. In other words, he's in a personal situation of some kind or another. He might be able to function, himself, as a junior or he might not-but for a guy to sit there with completely idle staff members and not notice it, with their areas wrapped around a telegraph pole-quite reprehensible.

In investigating one inactive Esto, I found out she was operating under an order that she was not to Bait and Badger until she was trained on it-and there were probably many other things she "was not permitted to do." She accepted an illegal order not to do certain Esto actions. Found out one, probably if we had investigated further, why we would find more. In the first place, if anybody has read the Esto Series, he'd find out that you are an Esto (it says it right in the beginning) and that's it. It doesn't matter if the guy has studied it or not studied it, he's an Esto and he's supposed to do the job. So it was a violent policy violation as well as keeping someone from doing her job.

EXPANSION PROGRAM

An expansion program is for getting an org built. It's based on an evaluation for that org. There is a way you could go about this. Suppose you wrote Kokomo and said,

"What should be done about Kokomo?" You get a bunch of answers from the whole staff-compulsory answer, not a couple of guys. Evaluate from that what their level and tone and that sort of thing is. And you could then form up, based squarely on policy and forming the org, an expansion program.

The expansion program is actually a very basic org rudiment function, but which would be adapted to that org, and within the reality of that org. Highly specialized-and it's terminable. The person executing it, when he gets through with the thing-that's the end of that one. Now let's get another entirely new program.

You could actually do it on a blanket basis where each org was treated as an individual org. Then you'd know what policies to get in in this org. You just ask them, "What should be done about Kokomo?" "What should be done about Keokuk?" they'll tell you. Then you could go down to your Data Files and do an evaluation for the expansion program.

You can thus use knowledge of the org's troubles and the staff interviews as the basis for an evaluation.

There has to be an immediate organization for production, according to the Prod-Org system. However, long-range, long-term organization actions have got to be done by somebody because the Prod-Org system tears an org to ribbons. There's got to be somebody putting an org there who's not directly involved in that immediate scene. He's got to put it there adroitly enough so that what he puts there expands its production so as to pay for the additional organization.

It's quite neat, that type of program. As they get executed along the line, they wind up with an increased production. Every three or four targets that are done, why all of a sudden you've got more production. There could be some good long-range targets like "Get 30 auditors" -probably could take a year or more to exhaust such a target.

But note-such an expansion program wouldn't go on your *production* program execution lines at all. Your long-term organizational actions go on another line than your immediate production actions.

PRODUCTION PROGRAM

Such a program is something concerned with handling an immediate situation which had to do with immediate production. Right now. Such as:

Why: Division 6 doing all the sign-ups for Division 2.

Handling:

1. Get a Registrar on post in Division 2, right now.
2. Then get an Advanced Scheduling Registrar on post immediately.
3. Then get three letter writing Registrars on post at once.
4. Get them functioning, production, immediately.

It's a "right now" scene.

A short-term production program ought to expire within 30 days-it becomes staledated within 30 days. Some of them become staledated within 10 or 15 days. So you need a very hot, very fast line of very quick compliance.

It already takes quite a while for the reports to get to the files through the mail so that you know what the situation is. You're already 10 days behind the gun-10 days, 2 weeks late. And then it's going to take maybe another week to get it assembled-to know that there is a situation and evaluate it and get it through and ready. So you're operating on about a 3-week average comm lag. You have to make up for it at the other end of the line-get this thing done now-now-now.

And you've got to have someone there to get it done.

The eval probably will not save the bacon of an org for the next two years. It will be lucky if it keeps the stats bolstered for six weeks-then something else will go out. By that time, why Div 6 will have become completely confused because it is not now being permitted to do all the registration of the org, so therefore it would have gone out of existence, and the Registrar would have left, so now we would have to evaluate and handle Division 6.

It goes tick-tock. From one situation to another.

There are different types of evaluation. There'd be a divisional evaluation. There could even be a departmental evaluation. There could be an org evaluation. An executive stratum evaluation. And so on.

You could have several evaluations going at the same time, but they would have to be different divisions or areas, otherwise you'd cross up like mad. Normally speaking and in theory, that would be possible. But in fact a competent evaluation would find the imbalance between divisions.

The operative word is current evaluation. You could push a current evaluation. How wide is present time? Well, that's a matter of judgment, but a year-old evaluation would be pretty much not current.

FIRST TARGET

Your first program target must always be a production target-but you can't, in actual fact, write a pure production target. It would be impossible to write a pure production target because somebody would have to do it, and the moment that you have somebody there to do it you have organization. So there is a certain amount of organization that comes into it.

If I were evaluating an org right now, say its Dept 7, 1 would have to include in it as its second target, beefing up Dept 7. First target would be for Dept 7 to do anything it could to handle its collections. And the second target would be to beef up that department forthwith, bang bang! Otherwise the production would not continue. It would break.

So, as mentioned earlier, there has to be immediate organization for production.

TERMINABLE TARGETS

Now how do you like a target like this: "Maintain friendly relations with the environment." How do you like that target? It is utterly completely not a doingness target. It isn't a target at all!

Now if it said: "Call on so and so, and so and so and make them aware of your presence . . ." and so forth, it could have a **done** on it.

Targets should be term inable-doable, finishable, completable.

REPEATING TARGETS

There is such a thing as a repeating target. You can accomplish it many times-it's like when you do org rudiments. Every time they do one of those targets a compliance is added to the compliance stat.

This is especially true of some targets in expansion programs.

FOUR-PRONGED ACTION

In operating orgs, you've got a four-pronged action. A division of duties.

- Somebody gunning these orgs up to expand. You have to get in certain structural functional actions for an org to expand. You have to have somebody working on founding and expanding the org against production, for real. You could do an evaluation for an expansion program, and have this person beat it in. This is your long-term organization.

- Somebody driving in the production programs that remedy the current situation and production actions. Those programs are based on evaluations of the current status of an org from the viewpoint of production. Not from a viewpoint of its organization. You do have to do a certain amount of organization to get any production, but it's short-term organization.

- You've got the general org being run on its day-to-day basis by what was once known as the Assoc Sec and is now the ED.

- You've got the Guardian Office handling the public and indispensibility of Scientology. Handling the public, handling legal and handling other things. They're outward facing.

There you have your four-pin structure of your org drive. Those lines go very sleek.

Compiled from
LRH taped conference
"Programs Bureau and
FB Lines and Functions"
7309TC27 SO

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HCO POLICY LETTER OF 18 MARCH 1977-1R
Addition of 20 March 1977
Revised 14 June 1977

Remimeo

Data Series 43-1R

EVALUATION SUCCESS

To show that evals on individual orgs and getting programs done *does* raise stats the following brief review is published:

Around mid-July I got on the eval approval lines for about a week and had orgs of one continent evaluated by some Flag evaluators.

We got several evals through, severely according to the Data Series rules.

Here are the results of 7 of them.

1. Program was reported fully done. Stats went up.
2. 18 July eval. Pgm was almost fully done. Finance got bugged. Org crashed 22 August 74.
3. 22 July eval. By 15 Aug stats had gone **up**.
4. 21 July 74 eval but not started on until 26 Sept 74 as Study Manuals were delayed on which eval depended. Org stats after eval began to be done went **up** and by the end of Oct hit highest ever almost across the boards.
5. 20 July 74 eval. Started on 10 Aug 74. Half-done. By 24 Oct stats went **up**.
6. 23 July 74 issue. Bugged. Not completed. Stats went up first couple weeks. Org crashed 24 Oct 74. (Eval was also cross-ordered by removal of CO.)
7. 23 July 74. Three-quarters done. Stats went **up**.

Thus 5 out of 7 of the above evals were successful.

The two that failed were obviously insufficiently broad as other matters got in the way of them. The evaluator could not have had the real situation. Means not enough preliminary work to find the area that should have been evaluated.

VERBAL TECH

Verbal tech on a DSEC should be severely handled if found.

Note that the evals as above were very *purely* supervised referring only to departures from the Data Series P/Ls.

Pure eval per Data Series 33R was the push on getting the evals done. I was simply demanding full Data Series P/L application.

The reason for verbal tech is Mis-U words!

FAILING EVALS

-It is pretty easy to tell if an eval is getting done or if it is failing. The two poor evals in the 7 just weren't watched fast enough by the evaluators. You cancel a failing eval fast and do a better one.

Failing to cancel or redo a failing eval on an org would be the real reason for that org continuing to go down.

SUMMARY

If you got 5/7ths of all our orgs purely evaluated, no nonsense with verbal tech, you would have booming Int stats!

Just like pcs-unprogrammed pcs fail-and pcs audited with hearsay tech fail! Orgs without evaluated, pushed programs for that org tend to fail. And evaluations done on hearsay tech are a waste of paper.

How about it?

A boom or crash?

It's up to **you**.

Compiled from
ED 552 Flag, by LRH
4 November 1974
EVALUATION SUCCESS

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(Taken from LRH OODs item
of 15 October 1973)
(Revisions in this type style)

Data Series 44R

SUPER EVALUATION

I have examined four evaluations recently and have found in each case that the evaluator had not gone to the trouble of looking in obvious places for data.

In each of these cases, personnel whose personnel folders had not been looked into and whose ethics files had not been examined were concerned. In the last one, a person was being proposed for promotion to a high executive position in an org while the stats for the past week demonstrated that his area was seriously downstat, *the matter even being mentioned on the current battle plans.*

It is not how much you read, it is where you look. In the Data Files, if one is examining the statistics of a division, one does not read all manner of reports from other divisions and other personnel. One has to be selective and right target to get his data.

Statistics (as fully outlined in statistical management PLs) are the dominant factors in an evaluation, and most evaluations begin on the basis of statistics which are either sufficiently high to merit examination so as to be reinforced, or are too low to be viable. These read in conjunction with other statistics usually give you an org situation.

When one discovers a series of outpoints, there is generally a situation underlying them.

From the statistical trail, or the gross outpoint trail, one can locate a situation, The situation is then evaluated by looking for and finding the exact data which applies to that situation. From this one can find his Why, and once this is found he can get a bright idea.

A program can then ensue which terminatedly handles that situation.

Evaluations cannot be done in any other way. The moment that you apply humanoid think to the subject of evaluation, you lose.

In the last evaluation I looked over, the evaluator obviously had not gone to personnel files, data files or any other files but had simply read some PR despatches written by the guy himself and had taken single-source data and decided to promote the person to the control of an area. Statistics demonstrated at once that the person's stats were down, that practice evaluations done on that very org existed, and that the ethics and personnel files of that person would never have suggested any promotion and on the contrary would have suggested demo-

tion. This would have made a very dangerous situation in the area, would have victimized a great many good people, and would have played hell with Flag statistics.

*Persons "evaluating" without having looked at the vital data concerned with their evaluation, are subject to a Court of Ethics on the charge of **false evaluation**.*

While this might be looked on some as a deterrent to evaluating at a// when evaluations are vital, remember that it is better to handle one person, the evaluator, than to tie up and maul a thousand people with a program based on a false Why

Evaluations not only can be done but are quite magical in handling things when the evaluator knows what he is doing and when he looks for the information he needs to evaluate in the places where that information exists.

It is out of correct and brilliant evaluation that high stats are made.

We have superlative tools, we must use them right.

Compiled from
LRH OODs item
15 October 1973
"Super Evaluation"

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Assisted by
AVU Aide,
Evals Officer and
AVU Verif Off, Flag

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HUBBARD COMMUNICATIONS OFFICE
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Remimeo

Data Series 45

EXAMINING RESOURCES

One of the reasons evaluations fail is because the evaluator does not take stock of resources.

It is vital that you examine resources when evaluating before you plunge into any handling, and resources belongs just above handling on the evaluation form.

Resources sometimes turn out not what they seemed, so when I say "examine resources" I mean look into them searchingly. Were you ever sure that you had \$50.00 in the bank and \$20.00 in a teapot only to find on closer examination that you were overdrawn at the bank and the teapot contained an IOU whose signature you couldn't read?

Sometimes you think you have resources you don't have even when there is total agreement on every hand that you have resources. Take for instance clerk X. It is "common knowledge" that he has been around "Department 5" for years and is a "good clerk." So you make him head of the department without going down and inspecting his area. What will happen to your evaluation and "Department 511 if that undone inspection would have revealed unfiled backlogs 10 feet high, lost supplies and equipment and an office mainly used for plotting mutinies. This may be an extreme case but some shadow of it lies behind most failed evaluations. The evaluator just didn't examine his resources and thought he had what he didn't have.

There is one type of program you can always predict will fail, it begins "Hire a _____ or "Recruit a _____ " When sending a mission out on such orders you know you won't hear from them for 6 months because the program has said, in effect, "acquire nonexistent resources."

If you do an evaluation on almost any subject and omit an examination of resources and the resources section, your evaluation may lay an ostrich egg. "Appoint Joe Blow, who is a trained Personnel Officer," may trip over the fact that he left the company 5 months ago and has not been heard from since. The eval will bug at this point. That is because the evaluator didn't examine resources.

You sometimes have to gear down your bright idea and handling from "Buy Wall Street" to "Set up a peanut vender stand on Bleaker Street." But the point is your evaluation will succeed where otherwise it will fail.

Almost all evaluations actually have the overall goal of preserving or acquiring resources. So don't omit an examination of the resources you do have to work with and their accurate and exact character from your evals.

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Data Series 1R

THE ANATOMY OF THOUGHT

There are many types of thought. Unless one knows these types he can make serious errors on administrative lines.

In the unpublished work "Excalibur" (most of which has been released in HCOBs, PLs and books) there was an important fundamental truth. This was

Sanity is the ability to recognize differences, similarities and identities.

This is also intelligence.

Two or more facts or things that are totally unlike are **different**. They are not the same fact or same object.

Two or more facts or things that have something in common with one another are **similar**.

Two or more facts or things that have all their characteristics in common with one another are **identical**.

SEMANTICS

In a subject developed by Korzybski a great deal of stress is given to the niceties of words. In brief a word is NOT the thing. And an object exactly like another object is different because it occupies a different space and thus "can't be the same object."

As Alfred Korzybski studied under psychiatry and amongst the insane (his mentor was William Alanson White at Saint Elizabeth's insane asylum in Wash., D.C.) one can regard him mainly as the father of confusion.

This work, "general semantics," a corruption of semantics, (meaning really "significance" or the "meaning of words") has just enough truth in it to invite interest and just enough curves to injure one's ability to think or communicate. Korzybski did not know the formula of human communication and university professors teaching semantics mainly ended up assuring students (and proving it) that no one can communicate with anyone because nobody really knows what anybody else means.

As this "modern" (it was known to the Greeks, was a specialty of Sophists and *was also used by Socrates*) penetration into culture affects all education in the West today, it is no wonder that current communication is badly strained. Schools no longer teach basic logic. Due to earlier miseducation in language and no real education in logic much broken-down "think" can occur in high places.

A system of thinking derived from a study of psychotics is not a good yardstick to employ in solving problems. Yet the "thinking" of heads of states is based on illogical and irrational rules. Populations, fortunately less "well-educated," are assaulted by the irrational (kooky) "thinking" of governments. This "thinking" is faulty mainly because it is based on the faulty logic shoved off on school children. "You must study geometry because that is the way you think" is an idiocy that has been current for the past two or three decades in schools.

I have nothing against Korzybski. But the general impact of "General Semantics" has been to give us stupified schoolboys who, growing up without any training in logic except general semantics are giving us problems. Increasingly we are dealing with people who have never been taught to think and whose native ability to do so has been hampered by a false "education."

ADMINISTRATIVE TROUBLE

At once this gives an administrator trouble. Outside and inside his sphere of influence he is dealing with people who not only can't think but have been taught carefully to reach irrational conclusions.

One can make a great deal of headway and experience a lot of relief by realizing the way things are and not getting exasperated and outraged by the absurdities that he sees being used as "solutions." He is dealing with people who in school were not only not taught to think but were often taught the impossibility of thinking or communicating.

This has a very vast influence on an administrator. Things that are perfectly obvious to him get so muddled when passed for decision to others that an administrator tends to go into apathy or despair.

For instance it is completely logical to him that some activity must either cut its expenses or make more money before it goes broke. So he passes this on as an order demanding that the activity balance up its income-outgo ratio. He gets back a "solution" that they "get a huge sum each week from their reserves" so they will be "solvent." The administrator feels rattled and even betrayed. What reserves? Do they have reserves? So he demands to know, has this activity been salting away reserves he knew nothing about? And he receives a solemn reply – no they don't have any reserves but they consider the administrator should just send them money!

The idiocy involved here is that the "logic" of the persons in that activity is not up to realizing that you cannot take more out of something than is in it.

And the activity mentioned is not alone. Today the "assets" of a company are said by "competent economists" to be its property – good will – cash added to its debts! In short, if you have ten pennies and owe £1000 then your assets are £1000-0-10!

Yes, you say, but that's crazy! And you're right.

For an example of modern "think" the Ford Foundation is believed to have financially supported the arming of revolutionary groups so they will be dependent upon the capitalistic system and won't overthrow it even though the revolutionary group could not exist without Ford Foundation support!

A war is fought and continued for years to defend the property rights of landlords against peasants although the landlords are mostly dead.

Electronic computers are exported under government license and paid for by the exporter and shipped to an enemy who could not bomb the exporter without them in order to prevent the enemy from bombing the exporter.

Yes, one says. That's treason. Not necessarily. It is the inability to think! It is the result of suppressing the native ability by false systems of "logic."

PROPER DEFINITIONS

People who annoy one with such weird "solutions" do not know certain *differences*.

Thoughts are infinitely divisible into *classes* of thought.

In other words, in thought there are certain wide *differences* which are very different indeed.

A **Fact** is something that can be proven to exist by visible evidence.

An **Opinion** is something which may or may not be based on any *facts*.

Yet a sloppy mind sees no *difference* between a **Fact** and somebody's opinion.

In courts a psychiatrist (who is an **authority**) says "Joe Doakes is crazy." Joe Doakes is promptly put away for ten years, tortured or killed. Yet this statement is just an **Opinion** uttered by somebody whose sanity is more than suspect and what's more is taken from a field "psychiatry" which has no basis in fact since it cannot cure or even detect insanity.

A vast number of people see no difference at all in **Facts** and **Opinions** and gaily accept both or either as having equal validity.

An administrator continually gets opinions on his lines which are masquerading as facts.

If opinion instead of facts is used in solving problems then one comes up with insane solutions.

Here is an example: By *opinion* it is assumed there are 3000 pounds of potatoes available in a crop. An order is therefore written and payment (\$300 at 100 a pound) is made for

the crop. One sack of potatoes is delivered containing 100 pounds. That sack was the *fact*. Loss is 2900 pounds of potatoes.

An administrator runs into this continually. He sends somebody to find an electric potato peeler "just like the one we had." He gets back a paring knife because it is the *same*.

The administrator orders a *similar* type of shirt and gets overcoats.

The administrator feels he is dealing with malice, sharp practice, laziness, etc., etc. He can lose all faith in honesty and truthfulness.

The **actual reason** he is getting such breakdowns is

Sanity is the ability to recognize differences, similarities and identities.

The people with whom he is dealing *can't think to* such a degree that they give him insane situations. Such people are not crazy. Their thinking is suppressed and distorted by modern "education." "You can't really communicate to anybody because the same word means different things to everyone who uses it." In other words, all identities are different.

A **basic law** is usually confused by students with an **incidental fact**. This is conceiving a similarity when one, the law, is so far senior to the fact that one could throw the fact away and be no poorer.

When a student or an employee cannot **use** a subject he studies or cannot seem to understand a situation his disability is that basics are conceived by him to be merely similar to incidental remarks.

The law, "Objects fall when dropped," is just the same to him as the casual example "a cat jumped off a chair and landed on the floor." Out of this he fixedly keeps in mind two "things he read" – objects fall when dropped, a cat jumped off a chair and landed on the floor. He may see these as having identical value whereas they are similar in subject but widely different in **value**.

You give this person a brief write-up of company policy. "Customers must be satisfied with our service," begins the write-up. Of course that's a *law* because it has been found to be catastrophic to violate it. On down the page is written, "A card is sent to advise the customer about the order." The employee says he understands all this and goes off apparently happy to carry out his duties. A few weeks later Smith and Co. write and say they will do no more business with you. You hastily try to find out **why**. If you're lucky enough to track it down, you find the shipping clerk sent them a card saying, "Your order was received and we don't intend to fill it."

You have the clerk in. You lay down the facts. He looks at you glumly and says he's sorry. He goes back and pulls another blooper. You threaten to fire him. He's now cost the company \$54,000. He is contrite.

All he understands is that life is confusing and that for some mysterious reason you are mad at him, probably because you are naturally grouchy.

What he *doesn't* know is what the administrator seldom taps. It isn't that he doesn't know "company policy." It's that he doesn't know the difference between a law and a comment!

A law of course is something with which one thinks. It is a thing to which one aligns other junior facts and actions. A law lets one **predict** that if **all objects fall** when not supported, then of course cats, books and plates can be predicted in behavior if one lets go of them. As the employee hasn't a clue that there is any difference amongst laws, facts, opinions, orders or suggestions he of course cannot think as he doesn't have anything to which he can align other data or with which to predict consequences.

He doesn't even know that company policy is, "Too many goofs equals fired." So when he does get sacked he thinks "somebody got mad at him."

If you think this applies only to the "stupid employee," know that a whole government service can go this way. Two such services only promoted officers to high rank if they sank their own ships or got their men killed! Social acceptability was the only datum used for promotion and it followed that men too socially involved (or too drunk) of course lost battles.

An organization, therefore, can itself be daffy if it has a concept that laws and facts and opinions are all the same thing and so has no operating policies or laws.

Whole bodies of knowledge can go this route. The laws are submerged into incidental facts. The incidental facts are held onto and the laws never pointed up as having the special value of aligning other data or actions.

An administrator can call a conference on a new building, accidentally collect people who can't differentiate amongst laws, facts, opinions or suggestions – treating them of equal value – and find himself not with a new building but a staggering financial loss.

As the world drifts along with its generations less and less taught and more and more suppressed in thinking, it will of course experience more and more catastrophes in economics, politics and culture and so go boom. As all this influences anyone in any organization it is an important point.

PERSONNEL

In despair an administrator enters the field of choosing personnel by experience with them. He embraces a very cruel modern system that fires at once anybody who flubs.

Actually he is trying to defend himself against some hidden menace he has never defined but which haunts him day by day.

The majority of people with whom he deals-and especially governments-cannot conceive of

1. Differences,
2. Similarities,
3. Identities.

As a result they usually can't tell a **Fact** from an **Opinion** (because all differences are probably identities and all identities are different and all similarities are imaginary).

A=A=A

We have a broad dissertation on this in *Dianetics: The Modern Science of Mental Health* as it affects insane behavior. Everything is everything else. Mr. X looks at a horse knows it's a house knows it's a school teacher. So when he sees a horse he is respectful.

When anyone in an org is sanely trying to get things done he sometimes feels like he is spinning from the replies and responses he gets to orders or requests. That's because observation was faulty or think was faulty at the other end of the comm line. As he tries to get things done he begins to realize (usually falsely) that he is regarded as odd for getting impatient.

THE WAYS OUT

There are several ways out of this mess.

- a. One is to issue orders that demand close observation and execution. Issuance of clear orders provides no faintest opportunity of error, assumption or default.
- b. Another is to demand that an order is fully understood before it is executed.
- c. A third is to be sure one totally understands any order one receives before one goes off to do it or order it done.
- d. One is to deal *only* in **orders** and leave nothing to interpretation.
- e. Another is to pretest personnel on one's lines for ability to observe and conceive differences, similarities and identities.
- f. The effective way is to get the personnel processed.
- g. A useful way is to educate people with drills until they can think.
- h. Another way is to defend one's areas by excluding insofar as possible adjacent areas where crippled think is rampant.
- i. A harsh way is to plow under zones whose irrationality is destructive (such as psychiatry).

THOUGHT CONFUSIONS

Wherever you have thought confusions (where **Fact** = **Opinion**, where Suggestion = Orders, where an observation is taken as a direction, etc., etc., etc.) an administrator is at serious risk.

Misunderstoods pile up on these short circuits. Out of misunderstands come hostilities. Out of these come overwork or destruction.

The need for all discipline can be traced back to the inability to think. Even when appearing clever, criminals are idiots; they have not ever thought the thought through. One can conclude that anyone on management lines, high or low, is drastically affected by irrational think.

Individuals to whom differences are identities and identities are differences can muddle up an operation to a point where disaster is inevitable.

These are the third dynamic facts with which an organization lives daily.

The fault can be very subtle so as to nearly escape close search or it can be so very broad so that it is obvious and ridiculous. But on all admin lines, the point that fails has not achieved the basic law

Sanity is the ability to recognize differences, similarities and identities.

L. RON HUBBARD

Founder

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DATA SERIES EVAL DRILL 1: THE ANATOMY OF THOUGHT

Data Series Evaluators Course
Drill Sheet for Data Series 1R
HCO PL 26 April 1970
(Revised 15 March 1975)
THE ANATOMY OF THOUGHT

Drill 1: Spotting Differences:

- A. Write down the word in the following groups of words which is different from the others in the group and state why it is different.
 - a. Bagpipe, oboe, clarinet, viola, trumpet, flute, bassoon.
 - b. Cross, icon, baton, rood, totem, pax, idol.
 - c. Revenge, retaliate, avenge, requite, relapse.
 - d. Lion, shark, tiger, hyena, panther, jackal.
 - e. Distress, sorrow, mourning, blame, anguish.
 - f. Disciple, pupil, student, cadet, lecturer, novice.
 - g. Wary, cautious, prudent, judicious, careful, precocious,
 - h. Chatter, low, pratem, gibber, blather, babble.
 - i. Run, move, jump, dive, sleep, swim, leap.
 - j. Jazz, pop, fugue, cantata, aria, anthem.
- B. Write down ten examples of your own (as above) to illustrate differences.
- C. Look around the room and note an object. Write its name down.
- D. Look around the room and note an object different to the one above. Write its name down.
- E. Repeat the above 4 more times.
- F. Look around the room and notice a person.
- G. Look around the room and notice another person.
- H. Write down the differences between the two persons.
- I. Repeat F, G, H, 4 more times.

Drill 2: Spotting Similarities:

- A. Write down the word in the following groups which is similar to the **FIRST** word given and state why it is similar:
- a. **Defendant:** plaintiff, demurrer, warrant, contempt, accused, fiat.
 - b. **Espionage:** sabotage, subversion, camouflage, seduction, spying.
 - c. **Allocate:** audit, expend, allot, disburse,, defray, remunerate.
 - d. **Propaganda:** media, promotion, announcement, inculcation, publicity, dissemination.
 - e. **Mimic:** create, pretend, parody, act, assume.
 - f. **Process:** method, classification, discovery, jurisdiction, agreement.
 - g. **Adjudicate:** enactment, judiciary, juror, caveat, decide, ratify.
 - h. **Audit:** reimbursement, payment, credit, examination, calculate, balance,
 - i. **Promote:** recruitment, publicize, campaign, indoctrinate, survey, relations,
 - j. **Target:** objective, policy, quota, statistic, plan, project.
- B. Write down ten examples of your own to illustrate similarities as above.
- C.
- a. Look around the room and note an object. Write down its name.
 - b. Look around the room and note an object similar to the one above. Write down its name.
 - c. Repeat the above 4 more times.
 - d. Look around the room and notice a person.
 - e. Look around the room and notice another person.
 - f. Write down a similarity between the two persons.
 - g. Repeat d, e, f, 4 more times.

Drill 3: Spotting Identities:

Collect 5 pairs of identical objects in the room and show them to another student. Have him write down on your drill worksheets that you did this and have him sign his name that you did so.

Drill 4: Inspecting The Difference Between Fact And Opinions

- A. Write down on your worksheets all sentences or phrases that are **Opinion**:
- a. On the night of June 30, 1973, Joe Bloke was seen by me standing on the corner of 8th Avenue and Independence Street.

He was wearing jeans and a blue shirt. He looked suspicious. I decided to tail him.

I followed him to B-Bar where he spoke to a very stupid man. Suddenly Joe must have realized he had been followed because he jumped up in the middle of his conversation and hurried out of the bar.

I caught up with him on 9th Avenue. He passed a package containing drugs to a girl wearing a green mini-skirt and a white blouse. She is undoubtedly a pusher.

A car drove up after this incident with the girl occurred. Joe kept his cool, but got into the car containing two men. The men in the car must have been Mafia guys.

We can cross Joe Bloke off our investigation list as we'll never see him again.

- b. The U.S. just returned to price freezes. The need for this action is debatable.

Mr. Nixon in his program of price freezes Included a blanket 60-day freeze on retail prices, but not on wages, rents, or dividends. Raw agriculture products escaped controls, but food and other farm items were frozen after that stage.

The present state of the public mind could do with a morale boost and some improvement should come about if only because some action has been taken by the President.

Because prices have been frozen, there will be few, if any demands for wage increases. Further, there will be a less feverish pace of inflation in the economy.

Though the freeze is designed for a limited duration only, it will produce all around improvements and at worst it could produce only limited damage.

- c. Today we went to see the editor of the Winnie Evening Star. He is an absolute frost, but we smashed him flat and cut up his intestines for gators. It will be a long time before he ever again publishes entheta on us.

He stated his paper had the perfect right to print whatever it desired (freedom of the press and all that). We pointed out in return that there were laws which protected ourselves and anyone else from libel. This shook him as he seemed surprised to find that we knew so much about the law in respect to libel.

He is a schmuck. He kept lighting cigarette after cigarette during the interview. He is hiding something possibly an affair between himself and the drooly female who wrote the article. She is only trying to make a name for herself in the field of investigatory writing as is obvious from her article.

He did not promise to print a correction, but we are sure he will.

- d. The preclear under discussion has completed his Expanded Dianetics and his Expanded Grades 0-IV. However, I saw him today, and I perceived some rather strange flows from him. I asked the DofP to call him in for an interview of general nature to ask him how he was doing and feeling.

After his interview he reported to the Examiner and had a Free Needle, but the Examiner felt sure it was really an ARC Breaky Needle because the preclear did not laugh or report any cognitions.

So some change has occurred. I spoke to his wife who said she had not noticed anything wrong with him, but that he could be up to something because he now comes home later than usual.

I checked his folders and there is something weird with him. He runs chains alright and has cleaned up several psychosomatics, but he seems to run superficially with no outstanding emotion. He must be stuck in thought as his cognitions are too generalized. He ARC Breaks easily as evidenced in the number of ARC Breaks run in his sessions. (His auditor is a Class VIII so it couldn't have been the auditor's fault.)

Anyway he'll be in ethics trouble. I can see it coming from the very looks of him.

- e. We need have no worries in respect to Brown's suit against us. Our lawyer is well acquainted with the work of his lawyer, and it is well known that he is of the pedantic variety. We looked up his record of court cases and he won 26 and lost 27.

The case will certainly be dismissed. Our motion to dismiss is scheduled for hearing approximately two months hence and all our arguments are strongly backed by law.

The opposition will put in the usual counter arguments which cannot be worthy enough to jeopardize our motion.

We shall then file for costs, and the matter will be ended; however, it is strongly recommended that the Church fully protect itself in the future as we certainly can foresee many more cases like this being filed.

- B. Write an example of your own to illustrate the difference between fact and opinion, underscoring all facts with one line and all opinion with two lines.

Drill 5: Laws And Incidental Facts:

- A. From the following, write on your worksheets which is the Basic Law.

1.

- a. Financial planning should be done thoroughly.
- b. Income is more important than disbursement.
- c. Income must be greater than outgo.
- d. High income makes FP easier.
- e. FP must not exceed the income.

2.
 - a. Entheta upsets people.
 - b. PTSes can be handled.
 - c. Joe Schmoe committed a harmful act which was traced to sordid hidden desires.
 - d. A suppressive pretends to pass on "bad news" which in actual fact is invented.
 - e. Insanity is the overt or covert but always complex and continuous determination to harm or destroy.
3.
 - a. This executive has an over-filled in-basket so could not possibly be policing his Dev-T.
 - b. Persistence is a good way to get something done.
 - c. The supreme test of a thetan is his ability to make things go right.
 - d. A stable terminal pushes the actions that belong to his area on the org board and handles or suppresses the confusions of the area or aligns them with correct flows.
 - e. Handling a situation is an example of making things go right.
4.
 - a. Morale depends on accomplished and exchanged production.
 - b. Maurice is an exec who gets lots of production.
 - c. Money can be manipulated in a thousand different ways.
 - d. Putting your name and address in a wallet is a good idea.
 - e. American dollars are coloured green.
5.
 - a. By letting a person retain his post he is made more secure.
 - b. People hate to lose their posts and jobs.
 - c. Modern society tends to confuse and unstabilize persons with its hectic pace.
 - d. The power of a thetan stems from his ability to hold a position in space.
 - e. An insecure person needs hatting.
6.
 - a. Unable to do his post has an individual why for each person.
 - b. The unhatted, unproducing staff member, who is not really a criminal or psychotic, can be made to go criminal.
 - c. Get in ethics in the org.
 - d. The biggest omission is not clearing product at all.
 - e. Product Clearing should be done from the top down.

7.

- a. Grant beingness to a student at all times.
- b. Run good 8-C on students with lots of ARC.
- c. The degree of complexity is proportional to the degree of non-confront.
- d. A student should be on time for class and all assignments.
- e. All TRs must contain the correct data of auditing.

8.

- a. An Ethics Officer must be well versed in Investigatory Tech.
 - b. Alteration of tech is worse than non-compliance.
 - c. Dissemination is a prime target of the SP.
 - d. You should study the Ethics Code.
 - e. A certain percentage of people are known to have anti-social tendencies.
- B. Make up five examples of your own to illustrate a difference between a basic law and an incidental fact.

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HCO POLICY LETTER OF 11 MAY 1970

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Data Series 2

LOGIC

The subject of logic has been under discussion for at least three thousand years without any clean breakthrough of real use to those who work with data.

LOGIC means the subject of reasoning. Some in ages past have sought to label it a science. But that can be discarded as pretense and pompousness.

If there were such a "science" men would be able to think. And they can't.

The term itself is utterly forbidding. If you were to read a text on logic you would go quite mad trying to figure it out, much less learn how to think.

Yet logic or the ability to reason is vital to an organizer or administrator. If he cannot think clearly he will not be able to reach the conclusions vital to make correct decisions.

Many agencies, governments, societies, groups, capitalize upon this lack of logic and have for a very long time. For the bulk of the last 2,000 years the main western educator – the Church – worked on the theory that Man should be kept ignorant. A population that is unable to think or reason can be manipulated easily by falsehoods and wretched causes.

Thus logic has not been a supported subject, rather the opposite.

Even western schools today seek to convince students they should study geometry as "that is the way they think." And of course it isn't.

The administrator, the manager, the artisan and the clerk each have a considerable use for logic. If they cannot reason they make costly and time-consuming errors and can send the entire organization into chaos and oblivion.

Their stuff in trade are data and situations. Unless they can observe and think their way through, they can reach wrong conclusions and take incorrect actions.

Modern Man thinks mathematics can serve him for logic and most of his situations go utterly adrift because of this touching and misplaced confidence. The complexity of human problems and the vast number of factors involved make mathematics utterly inadequate.

Computers are at best only servomechanisms (crutches) to the mind. Yet the chromium-plated civilization today has a childish faith in them. It depends on who asks the questions and who reads the computer's answers whether they are of any use or not. And even then their answers are often madhouse silly.

Computers can't *think* because the rules of live logic aren't fully known to Man and computer builders. One false datum fed into a computer gives one a completely wrong answer.

If people on management and work lines do not know logic the organization can go adrift and require a fabulous amount of genius to hold it together and keep it running.

Whole civilizations vanish because of lack of logic in its rulers, leaders and people.

So this is a very important subject.

UNLOCKING LOGIC

I have found a way now to unlock this subject. This is a breakthrough which is no small win. If by it a formidable and almost impossible subject can be reduced to simplicity then correct answers to situations can be far more frequent and an organization or a civilization far more effective.

The breakthrough is a simple one.

By establishing the ways in which things become illogical one can then establish what is logic.

In other words, if one has a grasp of what makes things illogical or irrational (or crazy, if you please) it is then possible to conceive of what makes things logical.

ILLOGIC

There are 5 primary ways for a relay of information or a situation to become illogical.

1. Omit a fact.
2. Change sequence of events.
3. Drop out time.
4. Add a falsehood.
5. Alter importance.

These are the basic things which cause one to have an incorrect idea of a situation.

Example: "He went to see a communist and left at 3:00 A.M." The omitted facts are that he went with 30 other people and that it was a party. By omitting the fact one alters the importance. This omission makes it look like "he" is closely connected to communism! When he isn't.

Example: "The ship left the dock and was loaded." Plainly made crazy by altering sequence of events.

Example: "The whole country is torn by riots" which would discourage visiting it in 1970 if one didn't know the report date of 1919.

Example: "He kept skunks for pets" which as an added falsehood makes a man look odd if not crazy.

Example: "It was an order" when in fact it was only a suggestion, which of course shifts the importance.

There are hundreds of ways these 5 mishandlings of data can then give one a completely false picture.

When basing actions or orders on data which contains one of the above, one then makes a mistake.

Reason depends on data.

When data is faulty (as above) the answer will be wrong and looked upon as unreasonable.

There are a vast number of combinations of these 5 data. More than one (or all 5) may be present in the same report.

Observation and its communication may contain one of these 5.

If so, then any effort to handle the situation will be ineffective in correcting or handling it.

USE

If any body of data is given the above 5 tests, it is often exposed as an invitation to acting illogically.

To achieve a logical answer one must have logical data.

Any body of data which contains one or more of the above faults can lead one into illogical conclusions.

The basis of an unreasonable or unworkable order is a conclusion which is made illogical by possessing one or more of the above faults.

LOGIC

Therefore logic must have several conditions:

1. All relevant facts must be known.
2. Events must be in actual sequence.
3. Time must be properly noted.
4. The data must be factual, which is to say true or valid.
5. Relative importances amongst the data must be recognized by comparing the facts with what one is seeking to accomplish or solve.

NOT KNOW

One can always know something about anything.

It is a wise man who, confronted with conflicting data, realizes that he knows at least one thing-that he doesn't know.

Grasping that, he can then take action to find out.

If he evaluates the data he does find out against the five things above, he can clarify the situation. Then he can reach a logical conclusion.

DRILLS

It is necessary to work out your own examples of the 5 violations of logic.

By doing so, you will have gained skill in sorting out the data of a situation.

When you can sort out data and become skilled in it, you will become very difficult to fool and you will have taken the first vital step in grasping a correct estimate of any situation.

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DATA SERIES EVAL DRILL 2:

LOGIC

Data Series Evaluators Course
Drill Sheet for Data Series 2
HCO PL 11 May 1970
LOGIC

Drill 1: Spotting Illogics:

- A. State on your worksheets which of the following statements omit a fact, and rewrite them so they are complete:
- a. If one, one would become a trained engineer.
 - b. Tomorrow at 10:30 PM – be there!
 - c. If one knows the Data Series cold, one can completely evaluate.
 - d. The Dept 5 was put into a condition of Emergency.
- B. State on your worksheet which of the following statements alter sequence. Re-write them so they are in correct sequence:
- a. He completed College and moved on to High School.
 - b. He ran a mile in record time and was awarded a medal for his performance.
 - c. The boy ate the candy, got a dollar from his mother and went out and bought some.
 - d. The evaluator found the Why and did an investigation into the scene next.
- C. State which of the following statements drop out time. Re-write them so that time is included:
- a. A quart of milk costs 5 cents in the US.
 - b. The town council is considering banning automobiles from the Main Street as they are scaring the horses.
 - c. There is going to be a huge public event.
 - d. It was quite possible to tour Europe on one dollar a day back in 1930.
- D. Write down on your worksheets which of the following statements alter importance, and re-write them so that the importance is correct:
- a. The Product Officer pushed Staff Auditing up to 500 hours – a record high – while getting the public into the occasional session with student auditors and internes.
 - b. The DoFT complied with all his Tech Sec orders, and will next be working on his LRH Orders.

- c. The ship was built with beautiful crew quarters – fit for a king. The passenger quarters are small and pleasant.
 - d. The Cramming Officer crammed the auditor who had just red-tagged a PC and then crammed the auditor who had made an admin goof.
- E. Write down which of the following statements contain a falsehood, and rewrite them so that they do not contain a falsehood:
 - a. The org is doing extremely well – all stats were down.
 - b. I looked the phone number up and called it, I then spoke to the person I wanted to speak to.
 - c. PTS A situations cannot be handled.
 - d. It should not be expected for ALL policy to work.
- F. Make up 5 examples of your own of:
 - a. Omit a fact.
 - b. Drop out Time.
 - c. Alter sequence of Events.
 - d. Add a falsehood.
 - e. Alter importance.

Drill 2: Spotting The Correct Illogic:

- A. Write down which illogic each of the following statements primarily contain – and state why it is that illogic:
 - a. Gold is a safe investment as it never inflates or deflates in value.
 - b. Quickly do an evaluation on the area and implement it. Then look at the stats.
 - c. England lost the war.
 - d. The real power behind the presidency is Elizabeth Taylor.
 - e. The Congress will have to be cancelled. The noise might disturb me as I'll be studying upstairs.
 - f. All staff were checked recently, and a great many were found to be PTS. Please ensure they get their Grades rapidly so they can then have their PTS Handlings.
 - g. There is no Comm Centre in the Org.
 - h. When you arrive, get a good night's sleep and then find a hotel to stay at in the morning.
 - i. Our case against Mrs. Jones for breaking one of our windows is scheduled to come before the Small Claims court.
 - j. Meet Janie on the corner of Main Street and Rose Avenue, next to the mailbox there. She'll only have ten minutes, so please be there on time.

- k. Forget the US Org and Franchise scene for now. We have some interesting work to do in investigating the opening of a new Franchise in China.
- l. "Joe – got an assignment for you, as one of our top policemen on our San Francisco police force. This is a hot one, so take care. There is a green 1969 Dodge Sedan bearing License plate RAM 438, which has recently been appearing daily outside the same building. It parks there for 15 minutes at the same time of 4:30 PM each day. You are to take photos of the driver and then follow it."
- m. Putting a tooth in a glass of cola for an extended period of time and seeing the tooth rot proves that cola is the sole source of tooth decay.
- n. Ninety percent of our American citizens voted for the Democratic Party.
- o. Your talk is scheduled right after the Mayor's on the 9th of July '71 at 9:30 PM. Please be prepared to make this an exciting event. You will be talking about Crime and Drug abuse.
- p. Important Announcement – The Org is moving!! We will be in our new location as of Jan 17th 1978.
- q. Grab some new students, have them attest to completion of Student Hat, then route them onto course to study it.
- r. The steam engine has been invented – non-horse power at last!
- s. I have put the org onto cleaning stations for 5 hours a day, now, as the org was so untidy. This means we'll be able to have happier public to service for the remaining 3 hours.
- t. Paying the pcs \$5.00 an hour to come in and get audited is per policy.
- u. We are going to close the org for a week over Christmas so all staff can have a nice holiday.

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HCO POLICY LETTER OF 11 MAY 1970-1
Addition of 23 September 1977

Data Series 2-1

Further Illogics

Data Series 2, "Logic", lists the 5 primary points of illogic. There are 3 more points of illogic that evaluators should know well and use.

These are:

Assumed "Identities" are not identical

Assumed "Similarities" are not similar or same class of thing

Assumed "Differences" are not different

Knowledge and study of Data Series 1R "Anatomy of Thought" and Data Series 2 "Logic" will give one an understanding of what these outpoints, above, mean and how to recognize and use them in evaluation.

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Founder

Assisted by
Lt. (jg) Suzette Hubbard
AVU Verif Officer

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DATA SERIES EVAL DRILL 2-1: FURTHER ILLOGICS

Data Series Evaluators Course
Drill Sheet for Data Series 2-1
HCO PL 11 May 1970-1
Add of 22 September 1977
FURTHER ILLOGICS

Drill 1: Spotting these Illogics:

- A. Out of the following examples, write down which ones contain which of the following illogics:
- Assumed "Identities" are not identical.
 - Assumed "Similarities" are not similar or in same class of thing.
 - Assumed "Differences" are not different.
- a. Joe didn't get that paper you asked for on your Red PO – so here's a stapler which will do just as well.
 - b. Please order the following fruits: 6 apples, 15 oranges, 3 peaches, 14 peanuts, 12 bananas.
 - c. Please don't route bills from the Downtown paper company to me, they don't belong in the Bills Files. Love, Dir Disb.
 - d. The 1939 Model-T Ford car is an excellent equivalent to the 1977 Ford Cordova, so – if you can't get a hold of a Cordova, use the Model-T for testing to get the performance statistics for your 1977 Cordova promotion.
 - e. We don't need to use the usual policy here – we have a different scene here. Love, ED Bongoville.
 - f. While you're drilling the C/S Series 25 line, be sure to Drill the Pub Reg lines at the same time so we can straighten out this HGC mess for once and for all.
 - g. Betty is a fast student. Ann is very slow. I've twinned them together as obviously they are a perfect match in every way.
 - h. Because this pc is such a celebrity, he should get free auditing as he is not a usual kind of public.
 - i. I filed the service record of Joe Schmoe in his ethics file as it is a similar particle.

- j. Oh dear! My son Jonny just cut himself really badly and our Doctor is out of town. Please could you rush him to the Vet for me.
- B. Look around the org and/or in a newspaper or a bunch of papers and spot 3 each of these 3 illogics.

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HCO POLICY LETTER OF 12 MAY 1970

Remimeo

Data Series 3

BREAKTHROUGHS

There are two breakthroughs, actually, that have been made here in the age-old philosophic subject of logic.

The first is **finding a datum of comparable magnitude to the subject.**

A single datum or subject has to have a datum or subject with which to compare it before it can be fully understood.

By studying and isolating the principles that make a situation illogical one can then see what is necessary to be logical. This gives us a subject that could be called "Illogicality Testing" or "Irrationality Location" but which would be better described as **data analysis**. For it subjects data and therefore **situations** to tests which establish any falsity or truth.

The other breakthrough consists of the discovery that no rules of logic can be valid unless one also includes the *data* being used. The nearest the ancients came to this was testing the premise or basis of an argument.

Trying to study logic without also having the answers to *data is* like describing everything about an engine without mentioning what fuel it runs on; or making a sentence like "He argued about" or "She disliked" without completing it.

Logic concerns obtaining answers. And answers depend on *data*. Unless you can test and establish the truth and value of the data being used, one cannot attain right answers no matter what Aristotle may have said or what IBM may have built.

The road to logic begins with ways and means of determining the value of the data to be employed in it.

Without that step no one can arrive at logic.

Two things that are equal to each other and to which a third is equal are all equal to one another. If A equals B and B equals C, then C equals A. Great. This is often disputed as a theorem of logic and has been ever since Aristotle said so. There is even a modern cult of non-Aristotelian logic.

The facts are that the ancient theorem is totally dependent on the **data** used in it. Only if the **data** is correct does the theorem work.

Lacking emphasis on the *data* being used, this theorem can be proven true or false at will. The philosophers point out the fallacy without ever giving emphasis to data evaluation.

DATA ANALYSIS

Unless you can prove or disprove the data you use in any logic system, the system itself will be faulty.

This is true of the IBM computer. It is true of CIA intelligence conclusions. It is true of Plato, Kant, Hume and your own personal computer as well.

Data Analysis is necessary to **any** logic system and always will be.

Ships run on oil, electric motors on electricity and logic runs on data.

If the data being stuffed into a computer is incorrect, no matter how well a computer is planned or built or proofed up against faults you can get a Bay of Pigs.

In mathematics no formula will give an answer better than the data being used in it.

Valid answers may only be attained in using valid data.

Thus, if the subject of data analysis is neglected or imperfect or unknown or unsuspected as a step, then wild answers to situations and howling catastrophes can occur.

If data analysis becomes itself a codified subject, regardless of what formula is going to be used, then right answers can only then be attained.

THE MIND AS A COMPUTER

The mind is a remarkable computer.

It is demonstrable that a mind which has the wrong answers removed from it becomes brighter, IQ soars.

Therefore for our purposes we will consider the mind capable of being logical.

As processing improves the mind's ability to reach right answers, then we can assume for our purposes that if a person can straighten out his data he can be logical and will be logical and can attain right answers to situations.

The fallacy of the mind is that it can operate on wrong data.

Thus if we specialize in the subject of **Data Analysis** we can assume that a person can attain right answers.

As an administrator (and anyone else) has to reach conclusions in order to act and has to act correctly to ensure his own or his group's continued survival, it is vital that he be able to observe and conclude with minimal error.

Thus we will not be stressing **how** to think but how to analyze that with which one thinks-which is **data**.

This gives us the importance and use of data analysis.

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DATA SERIES EVAL DRILL 3: BREAKTHROUGHS

Data Series Evaluators Course
Drill Sheet for Data Series 3
HCO PL 12 May 1970
BREAKTHROUGHS

Drill 1: Finding data of Comparable Magnitude:

- A. For each of the following write down what would be the datum of comparable magnitude:
 - a. a downstat
 - b. an existing scene
 - c. an outpoint
 - d. a good auditing session
 - e. an unhatted staff member
 - f. a bad situation
 - g. soft sell promo
 - h. a cross ordered area
- B. Walk around your org and locate five pairs of data of comparable magnitude. Write them up and turn them in to your Supervisor.
- C. Find some datum you don't know much about. Now find a datum of comparable magnitude. Write up what you discovered by doing this.

Drill 2: Analyzing Data:

- A. Analyze the data given in each of the examples below and then state whether the conclusion is valid or not and why you so decided (note the outpoints that made the illogical conclusions illogical):
 - a. George in the past month has been frequently ill and off post with various somatics according to medical reports and the Ethics Officer.

George's mother called today, spoke to the AG and threatened to call the police and press if we did not "let George go."

George has low stats on his post as Success Officer; for the past six weeks the trend is a steep downward dive.

Yesterday George reported to the Examiner that he felt he had had little results from his auditing of one week ago.

Conclusion: George is PTS.

- b. Joe was found to be a druggie.

Joe claims he has had case gain, but the new C/S says his OCA graph could be much higher than it is.

Joe has been removed as Success Officer and appointed as an HCO Expeditor. A Comm Ev has just been called on him.

Joe is really troublesome. He was extremely rude to the ED the other day when the ED got in the way while Joe was putting out a fire in the ED's waste-basket.

Conclusion: Joe is suppressive.

- c. The Cash/bills ratio crossed wrong way to six months ago.

The dateline payment stands as of Jan 1, 1969, and has not moved for three years.

The bills are increasing and have been since six months ago.

The GI is on a power trend for the past ten weeks.

Conclusion: This org is solvent.

- d. Someone on staff is sending the org's ethics orders to our enemy, Splutz, as Splutz has shown these orders to our investigator yesterday.

The ED has stated that all staff in the org are upstats and refuses to have an E-Meter check done, as telexed to us by the AG.

An examination of stats reveals not all stats are up and in fact several major GDSes are down.

The ED has refused all auditing for the past year.

Conclusion: At the very least the ED has withholds.

- e. All weeds are plants.

The flower is a plant.

The flower is a weed.

In some countries flowers are very expensive.

In some countries weeds are very scarce.

Conclusion: The flower is an expensive and scarce weed in some countries.

- f. Pete was present at the scene of the crime,
His fingerprints were on the murder weapon, a gun.
The gun was also registered in Pete's name.
Pete had a motive for murdering the dead man.

Conclusion: Pete is the murderer.

- g. There is no Dissem Sec for the division. The ED has been holding the post from above for the past four weeks.
The letters out stat is zero, forty, twenty and six for the same four week period.
There are two people in the Dissem Div – a Registrar and a Letter Registrar.
The GI is on a four week Power Trend. Div VI is running a highly successful Tours Org which is making 80% of the income.

Conclusion: The Dissem Div does not need correction.

- h. The Org is situated on the main highway ten miles outside of town.
The org has an antiquated address machine which can only address envelopes at 100 envelopes an hour. The org has a mailing list of 2,500 people.
The Org's Bulk Mail stat has been 100, 500, 1000, 500, 350, 500 and 50 for the past 6 weeks.
A large proportion of the Org's income is from Advanced Payments with as yet the majority of these services undelivered.

Conclusion: Buy the org a new Addresso immediately.

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HCO POLICY LETTER OF 15 MAY 1970

Remimeo

Data Series 4

DATA AND SITUATION ANALYZING

The two general steps one has to take to "find out what is really going on" are

1. Analyze the data,
2. Using the data thus analyzed, to analyze the situation.

The way to analyze data is to compare it to the 5 primary points and see if any of those appear in the data.

The way to analyze the situation is to put in its smaller areas each of the data analyzed as above.

Doing this gives you the locations of greatest error or disorganization and also gives you areas of greatest effectiveness.

Example: There is trouble in the Refreshment Unit. There are 3 people in the unit. Doing a data analysis on the whole area gives us a number of outpoints. Then we assign these to A, B and C who work in the unit and find B had the most outpoints. This indicates that the trouble in the Refreshment Unit is with B. B can be handled in various ways such as his hat, his attendance, etc. Note we analyzed the data of the main area and assigned it to the bits in the area, then we had an analyzed situation and we could handle.

Example: We analyze all the data we have about the Bingo Car Plant. We assign the data thus analyzed as out (outpoints) to each function of the Bingo Car Plant. We thus pinpoint what function is the worst off. We then handle that function in various ways, principally by organizing it and grooving in its executives and personnel.

There are several variations.

We obtain an analysis of the situation by analyzing all the data we have and assigning the outpoint data to the areas or parts. The area having the most outpoints is the target for correction.

In confronting a broad situation to be handled we have of course the problem of finding out what's wrong before we can correct it. This is done by data analysis followed by situation analysis.

We do this by grading all the data for outpoints (5 primary illogics). We now have a long list of outpoints. This is data analysis.

We sort the outpoints we now have into the principal areas of the scene. The majority will appear in *one* area. This is situation analysis.

We now know what area to handle.

Example: Seventy data exist on the general scene. We find 21 of these data are irrational (outpoints). We slot the 21 outpoints into the areas they came from or apply to. Sixteen came from area G. We handle area G.

EXPERIENCE

The remarkable part of such an exercise is that the data analysis of the data of a period of 1 day compares to 3 months operating *experience*.

Thus data and situation analysis is an instant result where experience takes a lot of time.

The quality of the data analysis depends on one knowing the ideal organization and purpose on which the activity is based. This means one has to know what its activities are supposed to be from a rational or logical viewpoint.

A clock is supposed to keep running and indicate time and be of practical and pleasant design. A clock factory is supposed to make clocks. It is supposed to produce enough clocks cheaply enough that are good enough to be in demand and to sell for enough to keep the place solvent. It consumes raw materials, repairs and replaces its tools and equipment. It hires workmen and executives. It has service firms and distributors. That is the sort of thing one means by *ideal* or theoretical structure of the clock company and its organization.

Those are the *rational* points.

From the body of actual current today data on the clock company one spots the outpoints for a **Data Analysis**.

One assigns the outpoints to the whole as a **Situation Analysis**.

One uses his admin know-how and expertise to repair the most aberrated subsection.

One gets a functioning clock factory that runs closer to the ideal.

Military, political and PR situations, etc., are handled all in the same way.

We call these two actions:

Data Analysis

Situation Analysis.

DEFINITIONS

Situation – The broad general scene on which a body of current data exists.

Data – Facts, graphs, statements, decisions, actions, descriptions, which are supposedly true.

Outpoint – Any one datum that is offered as true that is in fact found to be illogical when compared to the 5 primary points of illogic.

Pluspoint – A datum of truth when found to be true compared to the 5 points.

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DATA SERIES EVAL DRILL 4: DATA AND SITUATION ANALYSIS

Data Series Evaluators Course
Drill Sheet for Data Series 4
HCO PL 15 May 1970
DATA AND SITUATION ANALYSIS

Drill 1: Doing Data Analysis:

- A. Analyze the following and write down each out-point found in sequence of finding it:
- a. The Org is doing very well this week despite the fact that our GI dropped from \$8,000 last week to \$3.00. I have ordered all Dissem personnel to help clear the backlogged filing in Mimeo because as you can see, we are in need of available policy in our Org. Unfortunately, we have a major ethics situation in our Org with Mimi and Bill (two new HCO Expeditors) and it does appear that their marriage is breaking up. The Ethics Officer has spent all of his time this week doing Third Party interviews between the two of them. My last staff member in the Distribution Division blew this week – dear me! The new LRH Int ED for raising GI is fabulous – we will begin it after we have completed my program to get our field to contribute paint to the Org for painting the Staff Room. Bye for now.
 - b. We plan to move to new premises. The Dist Sec, who is full time on this, has three possible buildings located which look to be good as regards locations. All have lots of local foot traffic. The one I am partial to has a lovely view from the penthouse, though it is not as large as the other two. It is also much higher rent (more than our FP No. 1 can afford), but its elegance is such that it will attract us many more public and thereby increase our income. All are okay per local zoning laws. On the basis of all the attached data, I recommend we rent the building with the penthouse.
 - c. As CO/Prod Off of this Class IV Service org I see no reason why this brochure on training and processing is urgently to be printed. It is a dissemination piece for orgs but I am in the book business. I have as urgent priority getting DMSMH translated into Hindu so we can expand into a new public. What's more, I am so busy that I have not stirred from my desk for the last 8 months more than 6 times. This brochure is just Dev-T. Will you please see that the order is cancelled.
 - d. I do not have time to get out products as I am overloaded with admin. I don't have an individual **Why** for my situation – it's other people who dump all this paper on me. Look at my junior Joe – he's the Dev-T Devil himself. I had to kick him out of my office the other day so I could get on with my work. He should be hatted. Besides he's unutilized because I don't have time to hat him. I got prob-

- lems, man, and believe me they all sit right there in that In Basket. If you want to help me, you can take it all out and burn it. I don't need hatting – I need some peace and quiet.
- e. I don't know what you mean by looking into the Academy. We just enrolled another 25 students this week and our student points are the highest they have ever been. Well, yes, the other remaining 10 students have been on course for the past 2 years, but I'm in the business of making real auditors, not bums. Definitely, I have "What is a Course PL" in. I scratch off the checksheet every tape or HCOB or whatever it is that I don't have. Yeah, all the tape machines are busted, but that's not my responsibility – that's the hat of Student Admin, In the past year, we had 50 students off our lines. No, they didn't graduate. Ethics got them and it's HCO's hat to bring back blown students. Misunderstood word tech – what's that. Look, I'm busy. I'm taking the course along with my students.
 - f. His neighbours have a very bad opinion of him because he comes home so late at night. Also he's a bit peculiar as he wears his hair fairly long and sports a beard. His employers, the ABC Security Company, think highly of him and say he has been employed by them for the past five years. I spoke to his bank manager who said his credit standing with the bank was good. He does not seem to be very sociable as he doesn't bring a lot of friends home to his room in the rooming house, and the landlady says that he hardly speaks a word to her or the other persons rooming there. He must be crazy.
 - g. We are now holding open evenings for our Org's public, five nights a week from 8:00 until 9:00 pm. Each night a lecture is given on some interesting subject, like mysticism, fencing, poker playing, etc. After each lecture we take up a collection for the Org Party Fund. We haven't collected much money because the Public Registrar doesn't know how to pull contributions from people and keeps trying to sign them up for services. I keep telling her the idea is just to pull bodies in the shop. Tomorrow night I'll make her ask for contributions first so she won't have any time to go off purpose.
 - h. God is Love, Love is Blind, Ray Charles is Blind. Therefore, Ray Charles is God.
 - i. I didn't get my Weekly Report done this week for the following reasons: a) I had a lot of liberty time to catch up on, b) something very, very urgent came up that required my undivided attention, c) I wanted to wait for the following week's data to arrive first, d) I didn't know it had to be done weekly. Please accept my sincere apologies.
 - j. We in HCO keep very close tabs on internal security in our org. We've given all our lockable file cabinets to mimeo so their Master Copies of HCOBs and HCO PLs don't get continually ripped off. Our own Val Docs are quite safe because HCO is so security conscious. I keep them in my Pending Basket, as no one would ever dream to look for them there. We have a list of all PTS' and SPs in the org, and keep a close watch on them. We don't watch stats too closely because everyone has promised to keep their own stat graphs. We know Ethics are

in because the staff are always smiling. The only thing we're waiting for is some public to come in, so we can have some people to send letters to.

Drill 2: Doing a Data Analysis and Situation Analysis:

A. The following are some outpoints in an undermanned and low GI org.

Do a data analysis and then do a situation analysis using the following data:

1. No Success Officer.
2. HAS is pushing 6 hours out of her 8 dour work day to get all Unit Heads to get their daily stats posted.
3. No PCO on post.
4. Dissem Sec madly coping to get the new HCOBs run off and issued.
5. Recruiter is babysitting for pc's kids.
6. C and A ran out of certs for new releases.
7. Ethics Officer is investigating the Why of sudden rise in Bills Paid.
8. There is no one posted in Dept 2.
9. The Letter Reg has written 200 letters to prospective new staff and 3 to CF this week.
10. The Public Div Sec has just been transferred by the HAS to audit staff in Qual with no replacement.

B. Take a body of data on an area and do a data analysis and a situation analysis.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 MAY 1970
Issue II

Remimeo

Data Series 5

INFORMATION COLLECTION

It is a point of mystery how some obtain their information. One can only guess at how they do it and looking at results wonder if it is actually done at all.

Obtaining information is necessary for any analysis of data.

If one obtains and analyzes *some* information he can get a hint of what information he should obtain in what area. By obtaining *more* data on that area he can have enough to actively handle.

Thus how one obtains information becomes a very important subject.

Nations have whole mobs of reporters sent out by newspapers, radio, TV and magazines to collect information. Politicians go jaunting around collecting information. Whole spy networks are maintained at huge expense to obtain information.

The Japanese in the first third of the 20th century had two maxims: "Anyone can spy." "Everyone must spy." The Germans picked this up. They had their whole populations at it. The Russian KGB numbers hundreds of thousands. CIA spends billions. MI-6 _____ well you get the idea.

It is not amiss however to point out that those 2 nations that devoted the most effort to espionage (Japan and Germany) were **both defeated horribly**.

Thus the **quantity** of data poured in is not any guarantee of understanding.

Newspapers today are usually devoted to propaganda, not news. Politicians are striving to figure out another nation's evil intentions, not to comprehend it.

The basic treatise on data collection and handling used to found the US intelligence data system ("strategic intelligence") would make one laugh – or cry.

All these elaborate (and expensive) systems of collecting information are not only useless, they are deluding. They get people in plenty of trouble.

A copy of *Time* magazine (US) analyzed for outpoints runs so many outpoints per page when analyzed that one wonders how any publication so irrational could continue solvent. And what do you know! It is going broke!

Those countries that spend the most on espionage are in the most trouble. They weren't in trouble and then began to spend money. They began to spy and then got into trouble!

News media and intelligence actions are not themselves bad. But irrational news media and illogical intelligence activity are psychotic.

So information collection can become a vice. It can be overdone.

If one had every org in a network fill out a thousand reports a week he would not obtain much information but he sure would knock them out of comm.

There is a moderate flow of information through any network so long as it is within the capability of the comm lines and the personnel.

Thus we get a rule about collecting data in administrative structures.

Normal admin flows contain enough data to do a data and situation analysis.

And

The less data you have the more precise your analysis must be.

And

Indicators must be watched for in order to undertake a situation analysis.

And

A situation analysis only indicates the area that has to be closely inspected and handled.

Thus, what is an "indicator"?

An *indicator* is a visible manifestation which tells one a situation analysis should be done.

An indicator is the little flag sticking out that shows there is a possible situation underneath that needs attention.

Some indicators about orgs or its sections would be – dirty or not reporting or going insolvent or complaint letters or any nonoptimum datum that departs from the ideal.

This is enough to engage in a data and situation analysis of the scene where the indicator appeared.

The correct sequence, then, is

8. Have a normal information flow available.
9. Observe.
10. When a bad indicator is seen become very alert.
11. Do a data analysis.
12. Do a situation analysis.
13. Obtain more data by direct inspection of the area indicated by the situation analysis.
14. Handle.

An incorrect sequence, bound to get one in deep trouble is

- C. See an indicator,
- D. **Act** to handle.

This even applies to emergencies **if one is fast enough to do the whole correct cycle in a split second.**

Oddly enough anyone working in a familiar area **can** do it all in a split second.

People that can do it like lightning are known to have "fast reaction time." People who can't do it fast are often injured or dead.

Example of an emergency cycle: Engineer on duty, normal but experienced perception. Is observing his area. Hears a hiss that shouldn't be. Scans the area and sees nothing out of order but a small white cloud. Combines sight and hearing. Moves forward to get a better look. Sees valve has broken. Shuts off steam line.

Example of an incorrect action. Hears hiss. Pours water on the boiler fires.

ADMIN CYCLE

When you slow this down to an Admin Cycle it becomes very easy. It follows the same steps.

It is not so dramatic. It could string out over months unless one realized that the steps 1 to 7 should be taken when the first signs show up. It need not. However it sometimes does.

Sometimes it has to be done over and over, full cycle, to get a full scene purring.

Sometimes the "handle" requires steps which the area is too broken down to get into effect and so becomes "Handle as possible and remember to do the whole cycle again soon."

Sometimes "handle" is a program of months or years duration; its only liability is that it will be forgotten or thrown out before done by some "new broom."

DATA COLLECTION

But it all begins with having a normal flow of information available and **observing**. Seeing a bad indicator one becomes alert and fully or quickly finishes off the cycle.

BAD INDICATOR

What is a "bad indicator" really?

It is merely an outpoint taken from the 5 primary outpoints.

It is not "bad news" or "entheta" or a rumor. The "bad news" could easily be a falsehood and is an outpoint because it is false bad news!

"Good" news when it is a falsehood is an outpoint!

RELIABLE SOURCE

Intelligence services are always talking "reliable sources." Or about "confirmed observation."

These are not very reliable ways of telling what is true. The master double spy Philby as a head MI-6 adviser was a Russian spy. Yet for 30 years he determined "reliable sources" for the US and England!

If three people tell you the same thing it is not necessarily a fact as they might all have heard the same lie. Three liars don't make one fact – they make three outpoints.

So it would seem to be very difficult to establish facts if leading papers and intelligence services can't do it!

Yes it is tough to know the truth.

But the moment you begin to work with them, it is rather easy to locate outpoints.

You are looking for outpoints. When they are analyzed and the situation is analyzed by them you then find yourself looking at the truth if you follow the cycle 1 to 7.

It's really rather magical.

If you know thoroughly what the 5 primary outpoints are they leap into view from any body of data.

Oscar says he leads a happy married life. His wife is usually seen crying. It's an outpoint – a falsehood.

The Omaha office is reported by Los Angeles to be doing great. It fails to report. The LA datum does not include that it is 6 months old. Three outpoints, one for time, one for falsehood, one for omitted datum.

Once you are fully familiar with the 5 primary outpoints they are very obvious.

"We are having pie for supper" and "We have no flour" at least shows out of sequence!

It is odd but all the "facts" you protest in life and ridicule or growl about are all one or another of the outpoints.

When you spot them for what they are then you can actually estimate things. And the pluspoints come into view.

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DATA SERIES EVAL DRILL 5: INFORMATION COLLECTION

Data Series Evaluators Course
Drill Sheet for Data Series 5
HCO PL 15 May 1970 II
INFORMATION COLLECTION

Drill 1: Spotting Indicators:

- A. State whether each of the following is an indicator or not and if an indicator, name which type of output it is:
- a. No report received on a situation occurring in New York but one sees mention of the situation in a newspaper article.
 - b. Cows and horses are permitted to use 12th Street for travelling.
 - c. A petition from a student.
 - d. A Compliance report.
 - e. A check written with no funds to cover it.
 - f. A Student stat report.
 - g. A letter about a pc's travel experiences.
 - h. A C/S report that a pc went onto Grade I after completing Grade IV.
 - i. A weekly graduation ceremony.
 - j. A report that the Org has to paint its old quarters first before they can move to their new quarters.
 - k. A complaint from a student that there are missing study packs in the Academy.
 - l. A report saying the org can not report because they do not have a telex machine.
 - m. An undated report that the Org Officer is Type HI.
 - n. A report that the Org will be closed to celebrate the first day of summer.
 - o. No students on course, at 3:00 pm on a regular day.
 - p. Org giving preferential auditing to staff over Paid Public.

Drill 2: Using the Admin Cycle:

- a. Do the Admin Cycle (Steps 1-7) on an indicator seen. Write it up.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 MAY 1970R
Revised 16 September 1978

(Revisions In this type style)

(Revised to correct typographical errors in paragraphs
2 and 4 under "FAULTS" section.)

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Data Series 6R

DATA SYSTEMS

Two bad systems are in current use on data.

The first is "reliable source." In this system a report is considered true or factual only if the source is well thought of. This is a sort of authority system. Most professionals working with data collection use this. Who said it? If he is considered reliable or an authority the data is considered true or factual. Sources are graded from A to D. A is highest, D lowest. The frailty of this system is at once apparent. Philby, as a high British intelligence official, was a Russian spy for 30 years. Any data he gave the UK or US was "true" because he was a "reliable source." He had every Western agent who was being sent into communist areas "fingered" and shot. The West became convinced you could not enter or overthrow communist held areas and stopped trying! Philby was the top authority! He fooled CIA and MI-6 for years!

Psychiatrists are "authorities" on the mind. Yet insanity and criminality soar. They are *the* "reliable sources" on the mind.

Need I say more?

The other system in use is multiple report. If a report is heard from several areas or people it is "true." The Russian KGB has a Department D that forges documents and plants them in several parts of the world. They are then "true."

Propaganda spokesmen located all over the world say the same thing to the press on every major occasion. This becomes "public opinion" in government circles and so is "true" because it is published and comes from so many areas.

Five informants could all have heard the same lie.

Thus we see these two systems of evaluation are both birdbrain.

TWO PROBLEMS

The two problems that information collection agencies have are

3. Data evaluation and

4. How to locate the areas they should closely investigate.

For (1), data evaluation, they use primarily reliable source and multiple report.

Every item received that is not "Reliable" or "Multiple" is waste-basketed.

They throw out all outpoints and do not report them!

Their agents are thoroughly trained to do this.

As for (2), areas to investigate, they cannot pinpoint where they should investigate or even what to investigate because they do not use their outpoints.

Using outpoints and data and situation analysis they would know exactly where to look at, at what.

ERRORS

The above data errors are practiced by the largest data collection agencies on the planet-the "professionals." These advise their governments! And are the only advisers of their governments. Thus you can see how dangerous they are to their own countries.

Naturally they have agents who have what is called "flair." These, despite all systems, apply logic. They are so few that Eisenhower's intelligence adviser, General Strong, said in his book that they are too scarce so one is better off with a vast organization.

These agencies are jammed with false reports and false estimations.

An event contemporary with this writing where the US invaded Cambodia shows several data and situation errors. Yet the Viet Cong HQ were using computers. Yet their HQ was wiped out. The US President used CIA data which does not include, by law, data on the US. So the info on which the US President was acting was 50% missing! He was only told about the enemy evidently. When he ordered the invasion the US blew up!

A rather big outpoint (omitted facts) don't you think?

FAULTS

The reason I am using intelligence examples is because these are the biggest human data collection "professionals" in the world.

The collection and use of data to estimate situations to guide *national* actions and the data collection by a housewife going shopping are based on the same principles.

Mrs. Glutz, told by a "reliable source," Nellie Jones, that things are cheaper at Finkle-berries and told by enough TV admen she should buy **Kleano** tends to do just that. Yet Blasonsteins is really cheaper and by shaving up laundry soap and boiling it she can have ten dollars worth of **Kleano** for about fifty cents.

Errors in *national* data collection give us war and high taxes and for Mrs. Glutz gives her a busted budget and stew all week.

So at top and bottom, any operation requires a grasp of data evaluation and situation estimation.

Those who do it will win and those who don't, go up in a cloud of atomic particles or divorce papers!

Logic and illogic are the stuff of survive and succumb.

There are those who wish to survive.

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Founder

Revision assisted by
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DATA SERIES EVAL DRILL 6:

DATA SYSTEMS

Data Series Evaluators Course
Drill Sheet for Data Series 6
HCO PL 17 May 1970
DATA SYSTEMS

Drill 1: Differentiating Data Systems:

- A. Write down on your worksheets which of the following you would use in Data Analysis, and for each of those that you would use, name the outpoint or pluspoint:
- a. A report from the Bu Head's senior that everything is going great in the Bu.
 - b. A 3 week no-report on stats.
 - c. Reports from 5 staff that the ED has been acting worried.
 - d. A psychiatrist report on a patient.
 - e. A program for a pc which gives Power first, then grades, then OT III.
 - f. A critic's critique of a movie.
 - g. A crossed Cash/Bills stat – crossed the wrong way.
 - h. A report from 6 people that the Org was doing well.
 - i. A report from a field Class VIII that he was the only decent auditor in the area.
 - j. A statement signed by 50,000 people that tea rots the brain.
 - k. A report that the org had no students in the course rooms at 10:30 AM on a Tuesday.
 - l. A report from a Literary expert that the Letter Reg letters were terrible.
 - m. An excellent Letters In stat.
 - n. A report from 4 staff that Joe Blow was getting auditing.
 - o. Dissem Sec writing in that she has been devoting her time to giving public tours around the org all week.
 - p. A report from 7 public that the Addo Off doesn't get enough pay.
 - q. An analysis of the org's spacial plan by a professional architect.
 - r. A space plan of the new org quarters that shows exactly what is where.
 - s. A report from the Better Business Bureau that SF Org is doing terribly.
 - t. Four staff reporting in that the Public Reg is on a diet.
- B. Now write which of the above is (a) Reliable Source, (b) Multiple Report.

- C. Look through a newspaper or magazine and find and write down 3 examples each of
(a) Multiple Report and (b) Reliable Source.

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HCO POLICY LETTER OF 18 MAY 1970

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Data Series 7

FAMILIARITY

If one has no familiarity with how a scene (area) ought to be, one cannot easily spot outpoints (illogical data) in it.

This is what also could be called an **ideal** scene or situation. If one doesn't know the *ideal* scene or situation then one is not likely to observe non-ideal points in it.

Let us send a farmer to sea. In a mild blow, with yards and booms creaking and water hitting the hull, he is sure the ship is about to sink. He has no familiarity with how it should sound or look so he misses any real outpoints and may consider all pluspoints as outpoints.

Yet on a calm and pretty day he sees a freighter come within 500 feet of the side and go full astern and thinks everything is great.

An experienced officer may attempt madly to avoid collision and all the farmer would think was that the officer was being impolite! The farmer, lacking any familiarity with the sea and having no *ideal* as to what smooth running would be, would rarely see real outpoints unless he drowned. Yet an experienced sailor, familiar with the scene in all its changing faces sees an outpoint in all small illogicals.

On the other hand, the sailor on the farm would completely miss rust in the wheat and an open gate and see no outpoints in a farm that the farmer knew was about to go bust.

The rule is

A person must have an ideal scene with which to compare the existing scene.

If a staff hasn't got an idea of how a real org should run, then it misses obvious outpoints.

One sees examples of this when an experienced org man visiting the org tries to point out to a green staff (which has no ideal or familiarity) what is out. The green staff grudgingly fixes up what he says to do but lets go of it the moment he departs. Lacking familiarity and an ideal of a perfect org, the green staff just doesn't see anything wrong or anything right either!

The consequences of this are themselves illogical. One sees an untrained executive shooting all the producers and letting the bad hats alone. His erroneous ideal would be a quiet org, let us say. So he shoots anyone who is noisy or demanding. He ignores statistics. He ig-

noses the things he should watch merely because he has a faulty ideal and no familiarity of a proper scene.

OBSERVATION ERRORS

When the scene is not familiar one has to look hard to become aware of things. You've noticed tourists doing this. Yet the old resident "sees" far more than they do while walking straight ahead down the road.

It is easy to confuse the novel with the "important fact." "It was a warm day for winter" is a useful fact only when it turns out that actually everything froze up on that day or it indicated some other outpoint.

Most errors in observation are made because one has no ideal for the scene or no familiarity with it.

However there are other error sources.

"Being reasonable" is the chief offender. People dub-in a missing piece of a sequence, for instance, instead of seeing that it **is** missing. A false datum is imagined to exist because a sequence is wrong or has a missing step.

It is horrifying to behold how easily people buy dub-in. This is because an illogical sequence is uncomfortable. To relieve the discomfort they distort their own observation by not-ising the outpoint and concluding something else.

I recall once seeing a Tammany Hall group (a New York political bunch whose symbol is a tiger) stop before the tiger's cage in a zoo. The cage was empty and they were much disappointed. I was there and said to them, "The tiger is out to lunch." They told those on the outer edge of the group, "The tiger is out to lunch." They all cheered up, accepted the empty cage and went very happily on their way. Not one said "Lunch?" Or "Who are you?" Or laughed at the joke. Even though it was sunset! I pitied the government of New York!

ACCURATE OBSERVATION

There are certain conditions necessary for accurate observation.

First is a means of **perception** whether by remote communication by various comm lines or by direct looking, feeling, experiencing.

Second is an **ideal** of how the scene or area should be.

Third is **familiarity** with how such scenes are when things are going well or poorly.

Fourth is understanding **pluspoints** or rightnesses when present.

Fifth is knowing **outpoints** (all 5 types) when they appear.

Sixth is rapid ability to **analyze data**.

Seventh is the ability to **analyze** the **situation**.

Eighth is the willingness to **inspect** more closely the area of outness.

Then one has to have the knowledge and imagination necessary to **handle**.

One could call the above the **cycle of observation**. If one calls **handle** number 9 it would be the Cycle of Control.

If one is trained to conceive all variations of outpoints (illogics) and studies up to conceive an ideal and gains familiarity with the scene or type of area, his ability to observe and handle things would be considered almost supernatural.

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DATA SERIES EVAL DRILL 7: FAMILIARITY

Data Series Evaluators Course
Drill Sheet for Data Series 7
HCO PL 18 May 1970
FAMILIARITY

Drill 1: Familiarity:

- A. Go into an area (which you have **very** little familiarity with) whether in or out of the org, observe it and write up:
 - a. The Ideal Scene as you envision it.
 - b. Try to spot outpoints in the scene.
- B. Now go into an area (which you **are** familiar with) and observe and write down:
 - a. The Ideal Scene for that area.
 - b. Any outpoints you spotted in the scene.
- C. Now write up your own observations of doing Drill 1A above versus doing Drill 1B above.

Drill 2: Ideal Scenes:

- A. Write up the Ideal Scene for 5 areas you are familiar with.
- B. Try to write up the Ideal Scenes for 3 areas you are definitely **not** familiar with.

Drill 3: Cycle of Observation:

- A. Locate an area and do Steps 1-8 of the Cycle of Observation. Fully write this up and hand in to your Supervisor.

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(Note: No Answer Sheet for the Drill.)

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 MAY 1970

Remimeo

Data Series 8

SANITY

An observer has to be sane to sanely observe.

This has been so far out in the society that the word "sane" itself has come to mean "conservative" or "cautious." Or something you can agree with. The 19th century psychologist decided he could not define "normal" and there weren't any normal people. The 14th century psychiatrist is the 20th century "authority" on sanity. Yet an examination of such shows them to be unable to demonstrate it personally or bring it about, much less define it.

Dictionaries say it is "health, soundness of body or mind; level-headedness, reasonableness."

Yet sanity is vital to accurate observation.

FIXED IDEAS

The "idée fixe" is the bug in sanity.

Whenever an observer himself has fixed ideas he tends to look at them not at the information.

Prejudiced people are suffering mainly from an "idée fixe."

The strange part of it is that the "idée fixe" they think they have isn't the one they do have.

An example of this is the social "scientist" with a favorite theory. I have seen tons of these birds pushing a theory as though it was the last theory in the world and valuable as a ten-pound diamond. Such throw away any fact that does not agree with theory. That's how 19th century psychology went off the rails. All fixed ideas and no facts.

The physical sciences in Hegel's time did the same thing. There was no 8th planet in the solar system, even when found in a telescope, because "seven is a perfect number so there can only be seven planets."

History is full of idiocies-and idiots-with fixed ideas. They cannot observe beyond the idea.

A fixed idea is something accepted without personal inspection or agreement. It is the perfect "authority knows best." It is the "reliable source." A typical one was the intelligence report accepted by the whole US Navy right up to 7 Dec. 1941, the date of destruction of the US fleet by Jap planes. The pre-Pearl Harbor report, from unimpeachably reliable sources was "the Japanese cannot fly-they have no sense of balance." The report overlooked that the Japs were the world's greatest acrobats! It became a fixed idea that caused the neglect of all other reports.

A fixed idea is uninspected. It blocks the existence of any contrary observation.

Most reactionaries (people resisting all progress or action) are suffering from fixed ideas which they received from "authorities," which no actual experience alters.

That British red-coated infantry never took cover was another one. It took a score or two of wars and fantastic loss of life to finally break it down. If any single fixed idea destroyed the British Empire, this one is a candidate.

NORMAL SCENE

The reason a fixed idea can get so rooted and so overlooked is that it appears normal or reasonable.

And somebody or a lot of somebodies want to believe it.

Thus a fixed idea can become an ideal. It is probably a wrong ideal. Incapable Jap pilots would be a wish for a navy. It would be wonderful! Red-coated infantry were supposed to be brave and unflinching.

In both cases the ideal is irrational.

A rational ideal has this law:

The purpose of the activity must be part of the ideal one has for that activity.

A navy that has an ideal that the enemy can't fly is stupidly avoiding its own purpose which is to fight.

British infantry had the purpose of winning wars, not just looking brave.

Thus one can analyze for a sane ideal by simply asking, "What's the purpose of the activity?" If the ideal is one that forwards the purpose, it will pass for sane.

There are many factors which add up to an ideal scene. If the majority of these forward the purpose of the activity, it can be said to be a sane ideal.

If an ideal which does not forward the activity in any way is the ideal being stressed then a fixed idea is present and had better be inspected.

This could be said to be a very harsh utilitarian view of things. But it is not. The artistic plays its role in any ideal. Morale has its part in any ideal.

An ideal studio for an artist could be very beautiful or very ugly so long as it served him to produce his art. If it was very beautiful yet hindered his artistic activities it would be a very crazy ideal scene.

A handsome factory that produced would be a high ideal. But its nearness to raw materials, transport and worker housing are the more important factors in an ideal of a factory. And its location in a country where the government made an atmosphere in which production could occur could be an overriding part of an "ideal scene."

You have to look at what the area is for before you can say whether it is ideal or not.

And if its area is too limited to produce or too expensive for it to be solvent, then it isn't a sane scene.

URGES TO IMPROVE

Sometimes the urge to improve an activity is such that it injures or destroys the activity.

If one is familiar with the type of activity he must also realize that there is a law involved.

The fact that something is actually operating and solvent can outweigh the untested advantages of changing it.

In other words, an ideal scene might be vastly different but the actual scene IS operating.

So the factor of **obsessive change** enters. Change can destroy with ferocity.

Whole areas of London, jammed with small but customer-filled shops, have been swept away to make room for chromium high-rent modern stores which stand empty of buyers.

Birmingham, where you could get anything made, had all its tiny craft shops swept away and replaced with high-rent huge new buildings all on some progress-crazy psychotic break.

Possibly the new stores and the huge new shops fitted somebody's "ideal" but they did not match an actual operating environment.

It is this difference between an ideal scene and a practical scene which brings down many old businesses and civilizations.

Therefore, to have an ideal, familiarity with what works is desirable.

It is quite possible without any familiarity, to imagine a successful ideal. **But it must not have any fixed ideas in it.**

It is the fixed idea that knocks a practical operating living environment in the head.

Do-gooders are always at this. They see in a row of old shacks, not economic independence and a lazy life but P-O-V-E-R-T-Y. So they get a new housing project built, shoot taxes into the sky, put total control on a lot of people and cave in a society.

The do-gooder is pushing the 19th century fixed idea of the Comte de Saint-Simon-to gear the whole economy down to the poorest man in it. In other words to reward only the downstat. Everyone becomes a slave of course but it sure sounds good.

Newspapermen are probably the world's worst observers. They observe through the fixed ideas of the publisher or the prevailing control group. Their stories are given them before they leave the office. Yet their observations advise the public and the government!

The outpoints to be found in any contemporary newspaper brand most stories as false before one proceeds more than a paragraph.

Yet this is what the world public is expected to run on.

Naturally it distorts the scene toward raving insanity. This conflicts with the native logic of people so the public thinks the world a lot madder than it really is.

In two cities all newspapers were suspended from publication for quite a period. In both, crime dropped to zero! And resumed again when newspapers were again published.

The ideal scene of the citizen in his workaday world is vastly different than the scene depicted in a newspaper.

The difference between the two can make one feel quite weird.

Thus there should not be too wide a difference between the ideal and the represented scene. And not too wide a difference between the ideal and the actual scene.

R (reality) consists of the is-ness of things. One can improve upon this is-ness to bring about an ideal and lead the R up to it. This is normal improvement and is accepted as sane.

One can also degrade the R by dropping the representation (description) of the scene well below the actual. In the black propaganda work traditionally carried on by many governments this latter trick of corrupting the R is the means used to foment internal revolt and war.

Both actions of upgrade and downgrade are outpoints when reported as facts. "We made £1000 in reserves this week" is as crazily outpoint as "the government went broke this week" when either one is not the truth.

When the report says, "we should plan a higher income," it is leading to a higher idea! and is not an outpoint mainly because it is not representing any fact but a hopeful and ambitious management.

5 POINTS

When none of the outpoints are present, yet you do have reports and the scene is functioning and fulfilling its purpose one would have what he could call a sane scene.

If all 5 points were absent yet the scene was not functioning well enough to live, it would be such a departure from the ideal that that itself would be outpoint in that importance was altered. What is out here is the whole situation! The situation analysis would be instantly visible.

But in practice this last happens only in theory, not in practice. A collapsing situation is forecast by outpoints in its data.

Organisms and organizations tend to survive.

A decline of survival is attended also by outpoints.

SANITY IS SURVIVAL

Anything not only survives better when sane but it is true that the insane doesn't survive.

Thus survival potential can be measured to a considerable degree by the absence of outpoints.

This does not mean that sane men can't be shot or sane organizations can't be destroyed. It means only that there is far less chance of them being shot and destroyed.

So long as men and organizations are connected to insane men and organizations, wild things can and do happen unexpectedly.

But usually such things can be predicted by outpoints in others.

When sane men and organizations exist in a broad scene that is convulsed with irrationality, it takes very keen observation and a good grip on logic and fast action to stay alive. This is known as "environmental challenge." It can be overdone! Too much challenge can overwhelm.

The difference between such happening to a sane man or organization and to the insane would be that the failure did not itself become a fixed idea.

INSANITY

The 5 primary illogics or outpoints as we call them are of course the anatomy of insanity.

In their many variations the insanity of any scene can be sounded and the nucleus of it located.

By locating and then closely inspecting, such a point of insanity can then be handled.

When you know what insanity really is you can then confront it and handle it. One is not driven into a huge generality of "everything is insane."

By detecting and eliminating small insane areas, taking care not to destroy the sane things around it, one can gradually lift any situation up to sanity and survival.

By seeing what is insane in a scene and seeing why it is insane, one has by comparison also found what is sane.

By locating and understanding outpoints one finds the pluspoints; for any given situation.

And that is often quite a relief.

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DATA SERIES EVAL DRILL 8:

SANITY

Data Series Evaluators Course

Drill Sheet for Data Series 8

HCO PL 19 May 1970

SANITY

Drill 1: Observing with a Fixed Idea:

- A. Read over the following report using a fixed idea that "An activity of any kind should be very calm and quiet." Re-write the report so that it only favors the data that aligns to the fixed idea and puts the rest of the data in a bad light as unfavourable:

Most areas of the org were very busy this week with staff running around with amazing speed getting their products. The confusion was really blowing off after I put on a big push for production. The Academy was packed and students completing so fast it looked like rush hour on a busy street. The HE&R really hit the fan at first but it cooled off quickly without much harm to production. Div VI was a bit slow and it looked like a morgue for most of the week. I really jumped on them hard and finally got the area busy. There was a lot of noise for awhile but at least it came to life. You should have seen the DofP – he was coping like mad, but he came out on top even though I thought he was going to punch me a few times when it got really hot. The pcs were bright and happy and several were yelling loud cheers of delight.

This has truly been a great week, and the stats prove it – may the week be as bustling and good next week!

- B. Observe the classroom with a fixed idea that the place "should be a social and chatty gathering." Write down only that which you see as not "contrary observation" to this fixed idea.

Drill 2: Aligning Purposes and Ideal Scenes:

- A. The following Purposes and Ideal Scenes do not align. Re-write the Ideal Scenes so that they align with the Purpose:
- a. **Purpose:** To build inexpensive, long lasting cars for broad public.
Ideal Scene: A 3 man factory hand building the fastest most luxurious cars in the world.
 - b. **Purpose:** To deliver high quality auditing in quantity.
Ideal Scene: An HGC with one fair auditor who can get by if necessary.
 - c. **Purpose:** To contact and bring into the org public to become Scientologists.

Ideal Scene: Standing at the corner handing out fliers to all people with dogs.

- d. **Purpose:** To rapidly train volume, high quality auditors.

Ideal Scene: A well run and attended bi-monthly seminar for fishermen on bookkeeping.

Drill 3: Ideal Scenes with Fixed Ideas:

- A. Write an Ideal Scene for 3 areas with some fixed idea that would prevent production.
- B. Write an Ideal Scene for the same 3 areas that do **not** contain a fixed idea but align with the areas' purposes.
- C. Now write what the I/C of each of the 3 areas would have to do to run their area if they were to operate on the Ideal Scene with the fixed idea.

Drill 4: Obsessively changing/urges to improve:

- A. The following is a description of an existing scene in an HGC which has very good stats with high morale and is expanding although often in cope. Write up all the "Good Changes" you can think of to "Improve" it.

The HGC has a single hatted DofP who has been working flat out 7 days and nights a week for several months. He has had very little training himself being only an old HQS Grad.

There are six auditors under the DofP; 4 are Class IVs, one is a Class III and one is an HDC. All have been working very hard consistently producing over 35 well done auditing hours each per week. They have been staying up late to get in their study but never complain. It has been running very smoothly. We haven't put in the Lead Auditor system yet.

The C/S is a good Class IV and audits one pc also, as she manages the load well with no problems. The ED acts as the Senior C/S since he is a Class VIII and the Qual Sec is only a Class IV who hasn't audited in a while.

As there is no one posted to handle HGC Admin the DofP has been doing those functions and does them well.

We have two auditors in training at Saint Hill to go through Class IX. They both just completed the SHSBC, but we wouldn't want to pull them back now even though it would lighten the ever increasing load.

- B. Now write what would happen if you went ahead and implemented what you wrote down in Drill 4A above.

Drill 5: Spotting the Ideal Scene and Represented Scene:

- A. Using an Ideal Scene for the society of "A safe environment wherein one could happily make his way through life," compare this to the represented scene in a news paper. Write a brief summary of what the represented scene given for the society was.
- B. Now write up what you have **Personally** observed the scene to actually be.

Drill 6: Sanity and Insanity:

- A. Go into an area of familiarity and spot 5 areas of insanity.
- B. Then spot 5 areas of sanity in the scene.
- C. Then write up what the **Survival** of the area would be if (a) The insanities continued, (b) If the insanities were not there, but were sane.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 23 MAY 1970

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Data Series 9

ERRORS

Many who begin to use "illogics," who have not drilled on them so they can rattle them off, choose errors instead of outpoints.

An error may show something else. It is nothing in itself.

An error obscures or alters a datum.

Example: Asking someone to spot the outpoints in a Russian passenger vacation cruise liner in a foreign port, the answers were, "The hammer and sickle are upside down." "The courtesy flag is not flying right side up." These aren't outpoints. The hammer and sickle weren't backwards so *saying* it was an outpoint. The actual outpoint was *passenger vacation cruise* liner. There is no Russian idle class. It was too big to be giving cruises to winning tractor drivers. Russian and vacation cruise liner just don't go together. Either the reports of Russian refusal to let Russians travel is false or it wasn't a vacation cruise liner but it was. Hence it's an outpoint. An omitted datum. Two contrary data means one is false. Investigation disclosed it was Russian all right and a vacation cruise liner all right. **But it was chartered to an Italian company that sold cruises to Italians!**

But this leads to a new outpoint. How come the workers paradise is building huge ships for capitalist pleasures?

If anyone like a Martian was tracing down what's out on this planet, this one outpoint would lead to others.

A situation analysis would indicate an investigation of Russia where outpoints abound and the Martian would know a lot of what's wrong on the planet,

In doing so he would find a lot of capitalistic outpoints which would lead him to investigate the so-called West and he would have the basic "cold war" of communism versus capitalism.

This would lead him into new data the two have in common (economics) and a data analysis of economics would discover the screwiest bunch on the planet, the international banker playing off both sides.

He would have analyzed the planet.

Given that he knew or could translate languages, it might take him a week, starting with a Russian luxury cruise liner, to run down the planetary bad spot.

Now if he *reversed* his investigation and used **pluspoints** he would arrive with a situation analysis of what group would be strong enough to handle the down spot and by investigation possibly pinpoint what could tip over the bad spot.

If he just used "errors" he would get no place.

The ideal he would have to be working from would be a planet at peace where individuals could go about their affairs and be happy without threats of immediate arrest or destruction. It would be a very simple ideal or it would be based only on how planetary populations and cultures survive and that is already laid down in an earlier rule in this series.

Ask somebody to look at a table used for meals at the end of a meal and indicate any outpoints. Usually he'll point out a dirty plate or crumbs or an ashtray not emptied. They are not outpoints. When people finish eating one expects dirty plates, crumbs and full ashtrays. If none of these things were present there might be several outpoints to note. The *end* of a meal with table and plates all clean would be a reversed sequence. *That* would be an outpoint. Evidentially the *dinner* has been omitted and that would be quite an outpoint! Obviously no meal has been served so there's a falsehood. So here are three outpoints.

It is best to get what outpoints are down pat. One does this first by thinking up examples and then by observing some body of data and then by looking at various scenes.

It will be found that outpoints are really few unless the activity is very irrational.

Simple errors on the other hand can be found in legions in any scene.

Child's games often include, "What's wrong with this picture?" Usually they are just errors like a road sign upside down. But if you had a *brown* rabbit in *winter* holding down a *man* with its front paws and a caption, "Japanese parasols attack _____," you'd have some real outpoints.

A lot of people would try to figure it out and supply *new* outpoints (being reasonable). A learned professor could point out the symbolism. Some would laugh it off. Some would be annoyed by it. And the reason anybody would do anything about it is that it is sort of painful to confront the irrational so instead of seeing its is-ness of illogics an effort is made to make it logical or to throw it away.

The reason misunderstood words or typographical errors were not regarded as a barrier to study was that people converted them or not-ised them. In actual fact a word one does not understand made a missing datum. Reasonableness or nonconfront enter in and one drops the book.

Errors do not count in pluspoints either.

That a factory has a few errors is no real indicator. A factory has pluspoints to the degree it attains its ideal and fulfills its purpose. That some of its machinery needs repair might not even be an outpoint. If the general machinery of the place is good for enough years to easily work off its replacement value there is a pluspoint.

People applying fixed or wrong ideals to scene are only pointing up errors in their own ideals, not those of the scene!

A reformer who had a strict Dutch mother looks at a primitive Indian settlement and sees children playing in mud and adults going around unclothed. He forces them to live cleanly and cuts off **the sun by putting them** in clothes-they lose their immunities required to live and die off. He missed the pluspoint that these Indians had survived hundreds of years in this area that would kill a white man in a year!

Thus errors are usually a comparison to one's personal ideals. Outpoints compare to the ideal for that particular scene.

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DATA SERIES EVAL DRILL 9: ERRORS

Data Series Evaluators Course
Drill Sheet for Data Series 9
HCO PL 23 May 1970
ERRORS

Drill 1: Spotting Errors:

- A. Write down which of the following are errors, and which are outpoints. For each outpoint, name the type of outpoint.
- a. A bucket of spilled water.
 - b. A Product Officer spending 5 hours a day on handling his in basket.
 - c. A Cash/Bills stat crossed the wrong way.
 - d. A few misspelled words in a Letter Reg letter.
 - e. A no report in the Data Files of an org.
 - f. A broken chair.
 - g. A book with an up-side-down dust jacket.
 - h. An undated report.
 - i. A poor cup of coffee.
 - j. A dusty floor.
 - k. A missing tape for a Course.
 - l. No auditors in an Org.
 - m. The newly trained and returned E/O reporting that all staff are martians.
 - n. A scrambled PC folder continuing to be C/Sed.
 - o. A stopped watch.
 - p. A printed and mailed brochure being sent for I/A.
 - q. A stuttered command in session.
 - r. Reporting a Government contract as a success before the contract is signed.
 - s. A cluttered desk.
 - t. A misrouted despatch.
 - u. A lost mailpack.
 - v. A lost dust cloth.

Drill 2: Personal Ideals and Errors:

- A. Write up 10 examples of errors, naming for each the personal Ideal that they are viewed against.

Drill 3: Ideal Scenes and Outpoints

- A. Write up 10 examples of outpoints and name what kind they are and state the Ideal Scene for the particular area that the outpoint was taken from.

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Data Series 10

THE MISSING SCENE

The biggest "omitted data" would be the whole scene.

A person who does not know how the scene should be can thereafter miss most of the outpoints in it.

An example is the continual rewrite of the International Code (signaling by flags between ships) by some "convention" composed of clerks who have never gone to sea. Not knowing the scene, the International Code of Signals now contains "How are your kidneys?" but nothing about lifeboats.

College education became rather discredited in Europe until students were required to work in areas of actual practice as part of their studies. Educated far from reality students had "no scene." Thus no data they had was related by them to an actual activity. There was even an era when the "practical man" or "practical engineer" was held in contempt. That was when the present culture started to go down.

On the other hand one of the most long-lived activities around is the wine industry of Portugal. It has almost no theory trained. It is total scene. Every job in it is by apprenticeship for years. It is very constant and very successful.

A good blend would be theory and practical in balance. That gives one data *and* activity. But it could be improved by stressing also the ideal scene.

BODIES OF DATA

Data classifies in similar connections or similar locations.

A body of data is associated by the subject to which it is applicable or by the geographical area to which it belongs.

A body of data can also be grouped as to time, like an historical period.

Illogic occurs when one or more data is misplaced into the wrong body of data for it.

An example would be "Los Angeles smog was growing worse so we fined New York." That is pretty obviously a misplace.

"Cars were no longer in use. Bacterial warfare had taken its toll."

"I am sorry madam but you cannot travel first class on a third class passport."

Humanoid response to such displacements is to be *reasonable*. A new false datum is dreamed up and put into the body of data to explain why that datum is included. (Reasonableness is often inserted as explanation of other outpoints also.)

In the smog one, it could be dreamed up that New York's exports or imports were causing LA smog.

In the car one, it could be imagined that bacteriological warfare had wiped out all the people.

In the train one, it could be inserted that in that country, passports were used instead of tickets.

The brain strains to correctly classify data into its own zones and is very rejective or imaginative when it is not.

Intelligence tests accidentally use this one very often.

It remains that an outpoint can occur when a datum belonging to one zone of data, location or time, is inserted into another zone where it doesn't.

Algebra is sometimes hard to learn for some because **numbers** are invaded by **letters**. $2x = 10$. X is of course 5. But part of a new student's mind says letters are letters and make words.

Primitive rejective responses to foreigners is a mental reaction to a body of people, in this case, being invaded by a person not of that tribe.

If the scene is wholly unknown, one doesn't know what data belongs to it. Thus a sense of confusion results. Recruits can be sent for ruddy rods for rifles and apprentice painters can be ordered to get cans of sky blue lampblack.

A sense of humor is in part an ability to spot outpoints that should be rejected from a body of data. In fact a sense of humor is based on both rejection and absurd outpoints of all types.

Reasonable people accept displacements with an amazing tranquility by imagining connecting links or assuming they do not know the ideal scene. A reasonable person would accept a pig in a parlor by imagining that there was a good reason for it. And leave the pig in the parlor and revise their *own* ideal scene!

Yet pigs belong to a body of data including barns, pens, farms, animals. And parlors belong to a body of data including teacups, knickknacks, conversation and humans.

Possibly Professor Wundt who "discovered" in 1879 that humans were animals had seen too many pigs in parlors! And based the whole of "psychology" on a confusion of bodies of data!

Murder in a hospital, as done by psychiatry, would be a confusion of bodies of *actions*. Actions belong to their own bodies of data.

One *drives* a car, *rides* a horse. One doesn't ride a car but one can drive a horse. But the *action*, the motions involved with, driving a horse are very different than those used in driving a car. This is a language breakdown called a "homonym." One word means two different things. Japanese is an easy language except for its use of the same word for several different things. Two Japanese talking commonly have to draw Chinese characters (Japanese is written with Chinese characters) to each other to unravel what they mean. They are in a perpetual struggle to pry apart bodies of data.

"1234 Red 789 P 987 Green 432 Apple" as a statement would probably tie up CIA codebreakers for weeks as they would *know* it was a code. The same statement would tie up a football coach as he would *know* it was a team play. A mathematician would *know* it fitted into some other activity than his. Hardly anyone would classify it as a totally meaningless series of symbols.

So there is a reverse compulsion-to try to fit any datum found into *some* body of data.

The mind operates toward logic, particularly in classes of things.

The sensible handling of data of course includes spotting a datum, terminal, item, action, grouped in with a body of data wrong for it. And in spotting that a datum does not have to belong anywhere at all.

Included in mental abilities is putting similar data into one type of action, items, or data. Car parts, traffic rules, communications, are each a *body* of data in which one can fit similar data.

When a person has some idea of the scene involved, he should be able to separate the data in it into similar groups.

An org board is an example of this. Sections are broad classes of action or items into which one can fit the related data. Departments are a broader body of related data, actions, items. Divisions are even broader but still cover related classes of data. The whole org is a very broad class of data, determined in part by the type of product being made.

If a person has trouble relating data to its proper body of data (if he were unaware or "reasonable") he would have an awful lot of trouble finding his way around an org or routing despatches or getting things or wearing his own hat.

Orders are a broad class of data. Orders from proper sources is a narrower body of data. If a person cannot tell the difference he will follow anyone's orders. And that will snarl him up most thoroughly.

I once knew a carpenter so obliging and so unable to classify orders that he built knickknacks, cabinets, shelves, for any staff member who asked and wasted all the time and materials and orders from his boss that were to have built a house! The house materials and money and the carpenter's time and pay were all expended without anything of value to show

for it! Not only was he unable to relate orders to their own classes but also couldn't relate materials and plans to a house!

In most miscarriages of projects it will be found that someone on the line cannot relate data or actions to their own classes. Along with this goes other illogics.

So the ability to spot illogics in a known scene can directly relate to efficiency and even to success and survival.

A switch intended for a house put into an airplane electrical system cuts out at 30,000 feet due to the wrong metal to withstand cold and there goes the airplane. A part from one class of parts is included wrongly in another class of parts.

So there is an **incorrectly included datum** which is a companion to the **omitted datum** as an outpoint.

This most commonly occurs when, in the mind, the scene itself is missing and the first thing needed to classify data (scene) is not there.

An example is camera storage by someone who has no idea of types of cameras. Instead of classifying all the needful bits of a certain view camera in one box, one inevitably gets the lens hoods of all cameras jumbled into one box marked "lens hoods." To assemble or use the view camera one spends hours trying to find its parts in boxes neatly labeled "camera backs," "lenses," "tripods," etc.

Here, when the scene of what a set up view camera looks like and operates like, is missing, one gets a closer identification of data than exists. Lens hoods are lens hoods. Tripods are tripods. Thus a wrong system of classification occurs out of scene ignorance.

A traveler unable to distinguish one uniform from another "solves" it by classifying all uniforms as "porters." Hands his bag to an arrogant police captain and that's how he spent his vacation, in jail.

Lack of the scene brings about too tight an identification of one thing with another. This can also exclude a vital bit making a disassociation.

A newly called-up army lieutenant passes right on by an enemy spy dressed as one of his own soldiers. An experienced sergeant right behind him claps the spy in jail accurately because "he wasn't wearing 'is' at the way we do in the Fusileers!"

Times change data classification. In 1920 anyone with a camera near a seaport was a spy. In 1960 anyone not carrying a camera couldn't be a tourist so was watched!

So the scene for one cultural period is not the scene for another.

Thus a class of data for a given time belongs broadly or narrowly to itself. Including a datum in it or from another time or excluding a datum from it, or forcing a datum to have a class can in any combination produce an illogical situation.

Some knowledge of the scene itself is vital to an accurate and logical assembly or re-view of data.

The scene therefore, knowledge of, is the basic "omitted data."

The remedy of course is to get more data on what the scene itself really should consist of. When the *scene* is missing one has to study what the *scene* is supposed to consist of, just not more random data about it.

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DATA SERIES EVAL DRILL 10: THE MISSING SCENE

Data Series Evaluators Course
Drill Sheet for Data Series 10
HCO PL 23 June 1970
THE MISSING SCENE

Drill 1: Same Bodies of Data:

- A. In the following indicate which body of data the first datum fits in.
1. A couch: a) automobiles, b) furniture, c) photography.
 2. A book: a) plows, b) luggage, c) library.
 3. Students: a) Academy, b) hat files, c) staff meeting.
 4. Auditors: a) FP Meetings, b) Auditing sessions, c) Product conferences.
 5. R3RA: a) New Era Dianetics course, b) Basic Staff Hat, c) Intro lecture.
 6. A target: a) Tape play, b) program, c) in-baskets.
 7. Word Clearing: a) Study Tech, b) Product/Org Officer system, c) Ethics.
 8. A Letter Reg: a) Staff Hatting, b) Folder error summaries, c) Procurement.
 9. Reg Tags: a) What is a Course PL, b) Out-Tech, c) Expeditors.
 10. A Court of Ethics: a) Production, b) Cramming, c) Justice.
- B. Make up and write down 10 examples, as above, of your own.

Drill 2: Missing Scenes:

- A. Write up 5 made-up descriptions of a scene that have a missing scene in them. Explain what the missing scene is.
- B. Go on a tour of the Org and spot 2 missing scenes. Write them up.

Drill 3: Incorrectly Included Data:

- A. Write down which of the following scenes have an Incorrectly Included Datum in them:
- a. A skunk wandering around a perfume store.
 - b. A barn with cows in it.
 - c. Pastries in a bakery.
 - d. A hat write up in a Bills File.

- e. An IRS Agent at an FP Meeting.
 - f. A towel in a bathroom.
 - g. Coffee cups in the Academy.
 - h. Clocks in an auditing room.
 - i. Swastikas in the Org's Chapel.
 - j. Comm in a basket.
 - k. A Drill on L&N on this page.
- B. From the following paragraph write down on your worksheets all incorrectly included data and actions.

The fire alarm was touched off by a raging fire in the well filled swimming pool. The alarm was specially set up so that it hooked into an alarm system at the local bakery. Crowds began to gather on the street outside to watch. Firemen arrived on the scene carrying a big supply of candy bars for the spectators. As soon as the fire was under control, the battleship pulled in and fired a 21 gun salute. It turned out to be quite an affair; even the sheep came.

- C. Write up a short story like the above with incorrectly included data and actions. Underline the incorrectly included data.
- D. What body of Data would the following fit into:

PDC 276/QSH 25/GI 14768/C/B 263574/1354/STP 219842/WDAH 256/FTQS
74/PRPS 24.

- E. Try and figure out (then write down your own conclusions) what body of data the following fit into:
- a. OS 18 FS 9 ES 4
 - b. V 233 III 13
 - c. ET SS 1/4 15.0
 - d. OMEU F 12 H 8
 - e. R 5970
 - f. 34G6T15
- F. Make up and explain 3 obscure letters and/or numbers of your own. Explain whether or not they fit into a body of data or not.
- G. Now re-read E. with the following information:

OS means Org Series, FS means Finance Series, ES means Exec Series; V means the number of a Volume of the HCO B Volumes and the number 233 would be the page number; ET SS 1/4 is Elapsed Time for 1/4 mile from a standing start; OMEU means Org Manager for EU and F means Number of Situations Found, H means Number of Situations Handled; R 5970 is a library card number; 34G6T15 means nothing at all.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 JUNE 1970

Remimeo

Data Series 11

THE SITUATION

Probably the hardest meaning to get across is the definition of "**Situation.**"

One can say variously, "Isolate the actual situation" or "Work out what the situation is" and get the most remarkable results.

To some, a despatch is a situation. A small error to others is a situation.

Yet, if one wishes to know and use data and logic one must know exactly what is meant *in this* logic series by **situation.**

English has several meanings for the one word. In the dictionary it's a "place," a state or condition of affairs," "a momentous combination of circumstances," "a clash of passions or personalities," or "a job." One gets the feeling that people are fumbling around for a meaning they know must be there.

For our purposes we had better give an *exact* definition of what is meant by **situation.** If we are going to do a situation analysis by doing an analysis of data, then WHAT is a *situation*?

We can therefore specifically define for *our* purposes in logic the word **situation.**

A situation is a major departure from the ideal scene.

This means a wide and significant or dangerous or potentially damaging **circumstance** or **state of affairs** which means that the **ideal scene** has been departed from and doesn't fully exist in that area.

THE IDEAL SCENE

One has to work out or know what the ideal scene would be for an organization or department or social strata or an activity to know that a wide big flaw existed in it.

To be somewhat overly illustrative about it, let us take a town that has no one living in it.

One would have to figure out what was the ideal scene of a town. Any town. It would be a place where people lived, worked, ate, slept, survived. It could be pretty or historical or well designed or quaint. Each of these would possibly add purpose or color to the town.

But this town in question has **no** people living in it.

That is a departure from the ideal scene of towns.

Therefore **the situation** would be **no people live in this "town."**

Data analysis would lead us to this by noting outpoints.

- 6 P.M. - No smoke from house chimneys. (omitted item)
- 9 P.M. - No lights. (omitted item)
- Dawn - No dogs. (omitted terminals)
- 1910 election poster. (wrong time)

That would be enough. We would then realize that a **situation** existed because data analysis is also done against the ideal scene.

We would know enough about it to look more closely.

No people! That's *the situation*.

HANDLING

Thus if one were responsible for the area one would now know what to handle.

How he handled it depends upon (a) the need, (b) *availability of resources*, and (c) *capability*.

Obviously if it's supposed to have people in it and if one needs a town there one would have to get a bright idea or a dozen and eventually get people to live there. How fast it could be done depends on the availability of resources-those there or what one has (even as little resource as a voice, paper, pen, comm lines).

One's own capability to get ideas or work or the capabilities of people are a major factor in *handling*.

But so far as *the situation* is concerned, it exists whether it is handled or not.

HOW TO FIND A SITUATION

When you are called upon to find out if there **is** a situation (as an inspector or official or soldier or cat or king, whatever) you can follow these steps and arrive with what the situation is every time.

1. Observe.
2. Notice an oddity of any kind or none.
3. Establish what the ideal scene would be for what is observed.
4. Count the outpoints now visible.

5. Following up the outpoints observe more closely.
6. Establish even more simply what the ideal scene would be.
7. *The situation will be the most major departure from the Ideal Scene.*

HANDLING

Just as you proceed to the **most major situation** – go big, when it comes to *handling* it usually occurs that reverse is true – go small!

It is seldom you can handle it all at one bang. (Of course that happens too.)

But just because the **situation** is big is no real reason the solution must be.

Solutions work on gradient scales. Little by more by more.

When you really see a **situation** it is often so big and so appalling one can feel incapable.

The *need* to handle comes first.

The resources available come next.

The capability comes third.

Estimate these and by getting a very bright workable (often very simple) idea, one can make a start.

An activity can get so wide of the ideal scene the people in it are just in a confusion. They do all sorts of odd irrelevant things, often hurt the activity further.

Follow the steps given 1-7 above and you will have grasped the **situation**. You will then be able to do (a), (b), (c).

That begins to make things come right.

In that way most situations can be both defined and handled.

INTERFERENCE

Lots of people, often with lots of authority, get mired into situations. They do not know they are in anything that could be defined, isolated or stated. They bat madly at unimportant dust motes or each other and just mire in more deeply.

Whole civilizations uniformly go the route just that way.

So do orgs, important activities and individuals.

One can handle exactly as above, if one practices up so he can really do the drill on life.

The only danger is that the situation can be so far from any ideal that others with fixed ideas and madness can defy the most accurate and sensible solutions.

But that's part of the situation, isn't it?

Data analysis is done to make a more direct observation of exactly the right area possible. One can then establish the exact **situation**.

It's a piece of freedom to be able to do this.

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DATA SERIES EVAL DRILL 11: THE SITUATION

Data Series Evaluators Course
Drill Sheet for Data Series 11
HCO PL 30 June 1970
THE SITUATION

Drill 1: Steps 1-7:

- A. Using your imagination, complete the following, taking it from step 3 to step 7:
 - 1. I was sitting in the course room, looking around.
 - 2. Then I noticed 3 students fast asleep.
- B. Make up one of your own, and write down your steps 1-7.
- C. Go out and **do**, in reality, Steps 1-7.

Drill 2: Handling:

- A. Write down 5 examples of need for handling.
- B. Write down 5 examples of resources.
- C. Write down 5 examples of capability.
- D. Indicate, in the following examples which handlings went too big, then explain why.
 - a. (Sitn area was quarrels between 2 expeditors.)
Handling: Do an international campaign on ARC.
 - b. (Sitn area was Out-Tech in the Academy.)
Handling: Get the Sups drilled 2 hrs per day within an inch of their lives on Sup 2-Way Comm and handling MUs. Set up a call-in and handling campaign of blown students.
 - c. (Sitn area was bit and piece scheduling in HGC.)
Handling: Get every PC on lines and in CF instantly scheduled for an intensive **this week**. Throw all Admin personnel in the HGC into full time cramming until they C/S Series 25 by heart.

BDCS:SH:kjm
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HCO POLICY LETTER OF 5 JULY 1970

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Data Series 12

HOW TO FIND AND ESTABLISH AN IDEAL SCENE

In order to detect, handle or remedy situations one has to be able to understand and work out several things.

These are defining the ideal scene itself, detect without error or guess any departure on it, find out **why** a departure occurred and work out a means of reverting back to the ideal scene.

In order to resolve a situation fully one has to get the real reason **why** a departure from the ideal scene occurred.

"What was changed?" or "What changed?" is the same question.

That "change" is the root of departures comes from a series of plant experiments I conducted. (The type of experimentation was undertaken to study cellular life behavior and reaction to see if it was a different *type* of life-it isn't. The experiments themselves were later repeated in various universities and were the subject of much press for them over the world.)

In setting up conditions of growth I observed that plants on various occasions greatly declined suddenly. In each case I was able to trace the last major **change** that had occurred and correct it. Changes made in temperature, water volume, humidity, ventilation, greatly affected the plants in terms of wilt, decreased growth rate, increase in parasites, etc.

When **the** change was isolated and the condition reverted to that occurring during the previous healthy period, a recovery would occur.

At first glance this may seem obvious. Yet in actual practice it was not easy to do.

Gardeners' records would omit vital data or alter importance or drop out time, etc. A gardener might seek to cover up for himself or a fellow worker. He tended to make himself right and would enter falsehoods or reassurance that was a falsehood into the analysis.

A new gardener would seem to affect the plants greatly and one could build a personality influence theory on this-until one found that, being untrained in the **procedure used, he would enter even** more outpoints than usual.

At such a juncture one would of course train the gardener. **But** that didn't locate **what** had been changed. And one had to locate that to get the plants to recover. The conditions in use were extreme forcing conditions anyway and lapse of duty was very apparent. Six-

teen-foot hothouse American corn from seeds usually furnishing 5-foot stocks, 43 tomatoes to the truss where 5 is more usual were the demands being met. So any change showed up at once.

The fact of change itself was a vital point as well. One discovery was that life does best in a near optimum constancy-meaning that change just as change is usually harmful to plant life.

The fact of isolating change in the environment as the sole harmful cause was one discovery.

That one had to isolate **the** change in order to obtain full recovery was another discovery.

Change itself was not bad but in this experimental series conditions were set as optimum and the beneficial changes had already been made with remarkable results. Thus one was observing change from the optimum.

This would be the same thing as "departures from the ideal scene."

The action was always

5. Observe the decline.
6. Locate the exact change which had been made.
7. Revert **the** change.
8. A return to the near ideal scene would occur if one were maintaining the ideal scene meanwhile.

THE IDEAL SCENE

There are two scenes:

- C. The ideal scene
- D. The existing scene,

These of course can be wide apart.

How does one know the ideal scene?

At first thought it would be *very* difficult for a person not an expert to know the ideal scene.

For years certain "authoritarian" people in the field of mental healing fought with lies and great guile to obscure the fact that the ideal scene in mental healing can be known to anyone. Such imprisoned and tortured and murdered human beings with the excuse that they themselves were the only experts. "It takes 12 years to make a psychiatrist." "Expert skill is required to kill a patient."

The existing scene these "experts" made was a slaughterhouse for asylums and the insanity and crime statistics soaring.

They fought like maniacs to obscure the ideal scene and hired and coerced an army of agents, "reporters," "officials," and such to smash anyone who sought to present the ideal scene or ways to attain it. Indeed it was a world gone mad with even the police and governments hoodwinked by these "experts."

Yet any citizen knew the ideal scene had he not been so propaganda frightened by the existing scene.

By constantly pounding in the "naturalness" of an existing scene consisting of madness, crime, torture, seizure and murder, these mad "experts" **put the ideal scene so far from reach that it appeared incredible**. It was so bad a situation that anyone proposing the ideal scene was actively resisted!

Yet the ideal scene is so easy to state that any citizen could have stated it at any time. And often believed it was occurring!

The ideal scene of an asylum would be people recovering in a calm atmosphere, restored to any previous ability, emerging competent and confident.

The ideal scene in the society would be, probably, a safe environment wherein one could happily make his way through life.

Of course, the technology of the mind was the missing data. But the experts in charge of that sector of life paid out hard cash to hoods to prevent any such technology developing-a matter fully documented.

The gap between the ideal scene and the existing scene can be very wide and in any endeavor elements exist that tend to prevent a total closure between the two.

However, approached on a gradient with skill and determination, it can be done.

DEPARTURE

The mental awareness that something is wrong with a scene is the point at which one can begin reverting to the ideal scene.

Without this awareness on the part of a **group** then an individual can be much impeded in handling a situation.

The mental processes of the person seeking to improve things toward an ideal scene or change them back to an ideal scene must include those who are also parts of the scene.

Seeing something wrong without seeking to correct it degenerates into mere faultfinding and natter. This is about as far as many people go. That something, real or imagined, is wrong with the scene is a not uncommon state of mind. Not knowing what's intended or being done, or the limitations of resource or the magnitude and complexity of opposition, the arm-chair critic can be dreadfully unreal. He therefore tends to be suppressed, particularly by reactionaries (who try to keep it all as it is regardless).

Unfortunately, the continual battle of life then is between the critic and the reactionary. As this often blows up in pointless destruction, it can be seen there could be something wrong with both of them.

Particularly the inactive carping critic is at fault on three counts.

- D. He isn't doing anything about it.
- E. He is not conceiving or broadcasting a real ideal scene.
- F. He is not providing any gradient approach to actually attain an ideal scene.

The reactionary of course simply resists any change regardless of who is suffering providing the reactionary can retain what position and possession he may have.

A revolutionary of course usually

- 4. Is doing something about it even if violent.
- 5. Is conceiving and broadcasting his version of the ideal scene, and
- 6. Is planning and acting upon some means of bringing about his own ideal scene.

History and "progress" seem to be the revolutionary making his version of progress over the dead bodies of reactionaries.

And although it may be history and "progress" the cycle is usually intensely destructive and ends up without attaining an ideal scene and also destroying any scene existing.

The ancient world is filled with ruins over which one can wander in contemplative and philosophic reverie. These attempts to make and maintain an ideal scene certainly left enough bruised masonry around.

So it is really not enough to natter and it's rather too much to thrust violent change down on the heads of one and all including the objectors.

Violent revolution comes about when the actual ideal scene has not been properly stated and when it excludes significant parts of the group.

It's no good having a revolution if the end product will be a **further** departure from the ideal scene.

The pastoral nonsense of Jean Jacques Rousseau was about as wide from an ideal scene as you could get, and it and other efforts, also wide, brought on the French Revolution.

The Russian 1917 revolution had already been preceded by the democratic Kerensky revolt. But it failed because Russia being Russia was about a century and a half late.

Also the French Revolution was late.

And in both cases those who should have led didn't. Lesser ranks overthrew command.

These and countless other human upheavals mark the fluttering pages of history and history will be written in similar vein again and again to eternity unless some sense and logic gets into the scene.

Revolt is only an expression of too long unmended departures from the ideal scene of society.

Usually the stitches taken to mend the growing social order are too weak and too hastily improvised to prevent the cultural fabric from being torn to rags.

Street battles and angry infantry are the direct opposite of the ideal political scene.

What was needed in such a case was an awareness of departure from the ideal scene, the discovery of **Why** a departure occurred and a gradient, real and determined program to return the scene closer to the ideal.

The elements of improved mechanical arts and progress in the humanities may be utilized to effect the recovery. In any event (which is missed by the reactionary and his "good old days") cultures do change and those changes are a part of any new ideal scene. So one does not achieve a reversion to the ideal by turning back the clock. One must be bright enough to include improvements in a *new* ideal scene.

IDEAL SCENE AND PURPOSE

Let us look this over, this concept of the ideal scene, and see that it is not a very complex thing.

One doesn't have to be much of an expert to see what an ideal scene would be.

The complex parts of the whole may not make up the whole, but they are not really vital to conceiving an ideal scene for any activity, as small as a family or as big as a planet.

The entire concept of an ideal scene for any activity is really a clean statement of its **purpose**.

All one has to ask is "What's the purpose of this?" and one will be able to work out what the ideal scene of "this" is.

To give a pedestrian example let us take a shoe shop. Its purpose is obviously to sell or provide people with shoes. The ideal scene is almost as simple as "This activity sells or provides people with shoes."

Now no matter how complex may be the business or economics of shoe sales, the fact remains that that is almost the ideal scene.

Only one factor is now missing: **Time**.

The complete ideal scene of the shoe shop is then, "This activity is intended to provide people with shoes for (time)." It can be always or for its owner's lifetime or for the duration of the owner's stay in the town or the duration of the state fair.

Now we can see departures from the ideal scene of this shoe store.

One has to work out fairly correctly what the purpose of an activity is and how long it is to endure before one can make a statement of the ideal scene.

From this one can work out the complexities which compose the activity in order to establish it in the first place including the speed of the gradient (how much shoe store how fast) and also how to spot *the fact of* departure from the ideal scene.

This process would also work on any portion *of* the shoe store if the main ideal is not also violated. The children's department, the cashier, the stock clerk also have their sub-ideal scenes. And departures from *their* ideal scenes can be noted.

It doesn't matter what the activity is, large or small, romantic or humdrum, its ideal scene and its sub-ideal scenes are arrived at in the same way.

METHODS OF AWARENESS

Statistics are the only sound measure of any production or any job or any activity.

The moment that one goes into any dependence on opinion, he goes into quicksand and will *see too late* the fatal flaw in restoring anything.

If the fact that anything can be given *production* statistics seems too far out, it is visible that even a guard, who would at first glance seem to be producing nothing but giving only security, is actually producing minutes, hours, weeks, years, of continued production **Time**.

Probably the most thoughtful exercise is not conceiving the ideal scene but working out what the production statistic of it is. For here, the activity or subactivity must be very correctly staticized to exactly measure the ideal scene of any activity or the statistic will itself bring about a departure!

Just as the purpose from which the ideal scene is taken must be correct, so must the statistic be all the more thoughtfully correct.

As an example, if the ideal scene of the shoe store is given the total statistic of its income then three things can happen:

1. It may cease to provide people with shoes that persuade them to come back for more.
2. It may sell shoes without enough profit to cover overhead and cease to exist.
3. It may conduct itself with more interest in the cashier than the customer and lose its trade.

Probably its statistic is "percentage of citizens in the area profitably shod by this store."

Working out how long it takes to wear out an average pair of shoes, any ex-customer would be retired from the percentage after that time span had elapsed from buying his last pair.

Given a fairly accurate and realistically updated census figure, that statistic would probably tell the tale of the ideal scene, which has its element of continuance.

The sole fixation on making money can depart from the scene. Abandonment of making any money would certainly cause a departure of the shoe store.

A commando battalion would have just as serious an examination for its ideal scene and statistic as a shoe store! And it would give a very, very effective activity if fully worked out. You'd really have to work out, probably better than the generals who think they have, the real purpose of a commando battalion (which is probably "to disperse enemy preparations by unexpected actions and overinvolve enemy manpower in expensive guarding"). The statistic could be something like "our individual soldiers freed from opponents" and/or "casualties not occurring by reason of interrupted enemy preparations."

In effect the commando battalion would be "producing." The results would be an effective increase in men under arms for their own side.

WHY

Knowing, then, the ideal scene and its statistic, one, by keeping the statistic, can notice without "reasonableness" or somebody's report or some fifth column propaganda, an immediate departure from the ideal scene.

Remember, violent change only becomes seemingly vital when the departure from the ideal scene is noticed too late .

Opinion, reports, subject to outpoints as they almost always are, seldom tell one more than somebody else's prejudices or his efforts to cover or failures to observe.

Now that a departure is seen (because the statistic drops) one can quickly go about noticing when and so get at **Why**.

When he has the **Why** of the departure he can proceed to handle it.

The statistic, guarded against false reports, and verified, is a clean statement not as subject to outpoints as other types of statements.

Whole activities have been smashed by not having a statistic of success but taking an opinion of trouble, and reversely, by having a statistic indicating disaster but a broadcast opinion of "great success." Probably the latter is the more frequent.

It is not possible to locate **Why** the departure soon enough to remedy unless one takes the most reliable datum available-which is the datum most easily kept clean of outpoints-which is a statistic.

You don't really even know there is a Why unless there has been a departure. And the departure may be very hard to spot without a statistic.

I have seen a group producing like mad, doing totally great, but which had no statistic, become the subject of wild outpoints and even contempt within itself.

If an activity lacks an ideal scene and a correct statistic for it, it has no stable datum with which to rebuff opinion and outpoints. To that extent the group goes a bit mad.

Group sanity depends. then. upon an ideal scene. correct sub-ideal scenes and statistics to match.

One of the calmest safest groups around had a bad reputation with fellow groups because it did not have or make known its ideal scene and did not have or release its statistics.

And it had a hard time of it for quite a while, meantime working exhaustedly but dedicatedly.

Planet, nation, social groups, businesses, all their parts and the individual have their ideal scene and their statistic, their departures and successes and failures. And none fall outside these data.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
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Issue II

Gen Non-Remimeo

ADMINISTRATION FLOWS AND EXPANSION

THE FAST FLOW SYSTEM

We have introduced many new principles in administration in recent policy letters. Here is one which if left out would cause mystery.

This is the principle of traffic flows we now use. It is called the **Fast Flow System of Management**.

A being controlling a traffic or activity flow should let the flow run until it is to be reinforced or indicates a turbulence will occur and only then inspects the part of the flow that is to be reinforced or is becoming enturbulated and inspects and acts on only that one flow.

This principle would operate on a committee of 3 in this fashion: the committee does not act as a body. Each member acts individually in three spheres of influence (three types of flow). There is no *committee* (collective) action until one of the three members wants concurrence from the other two on greatly reinforcing a flow or until the other two, by observation, see the third is going adrift. Only in these cases does the committee act as a Committee. In other words all 3 members go about their work independently until there is a change in one of their three spheres and *then* they act. Otherwise the flows of orders and actions are independent. Not doing it like this is why Committees have gotten the reputation of being unable and a waste of time.

To do this one, of course, needs another principle: that of Indicators.

An Indicator is something that signals an approaching change rather than finding the change is already present and confirmed.

We get this from auditing. An auditor audits so long as things go evenly. He knows when they will *begin* to deteriorate or change by an Indicator. He acts on seeing the indicator. He doesn't wait until the collapse or total change of the pc occurs and *then* look it over and act. The pc could be run into the ground or a good process that was bettering the case could be neglected if an auditor could not **predict** from indicators how it was going before it was gone.

In supervising a number of sections or departments, it would work this way:

The person in charge does not examine *every* action or decision on the lines. If all despatches of all the activities went through his or her one pair of hands the volume would be too great and would jam. The executive's "plate" would be too full and this would *halt any*

expansion of the activities as the executive would feel overworked, yet in actual fact would be getting nothing much done. The flows which *needed* watching would be buried in a huge volume of flows that did not need watching.

Instead, the principle of flows tells us that the executive should have statistical **indicators** such as OIC charts on every part of the activity each week and should act only on the basis of the charts' behaviors.

If a chart went down the Executive would not wait for that area to collapse before inspecting it. At a dip point the executive should go over all the plans and traffic and despatches of the area dipping down and unearth the *real* reason why it did dip. If the matter needs minor remedy, it should be corrected. If then the graph still dipped down, the executive would not only be advised of it by the OIC Indicators but would know, having inspected earlier, what had to be done on a more drastic scale to get the graph going up again.

The OIC system *must* be used and all data plotted and circulated to the Executives in an org before this system will work.

If the OIC system is put into effect fully the executive can then (and *only* then) let go the comm lines and let the traffic flow.

He then only needs to:

1. Keep alert for and correct Dev-T (off-line, off-policy, off-origin and non-compliance);
2. Keep an eye on the weekly OIC charts;
3. Find from OIC the upward trends and inspect and find out what's working so well it can be reported;
4. Be alert to any down dip and inspect the activity itself and correct the matter; and
5. Spend most of his time getting his own job done (since executives *do* have jobs besides supervision).

The one thing he mustn't do is "get reasonable" about dips or zooms and not act to really check the decline or to reinforce the rise:

- (a) Thinking one does know when he has not gotten it inspected closely;
- (b) Not believing the graph and Indicators; and
- (c) Not acting, are the fatal errors.

Doing 1 to 5 tells us who's an executive and doing (a), (b) and (c) tells us who shouldn't be an executive.

If this system is in effect the org can't help but boom. We will call this the **Fast Flow System of Management**.

It is a very precise art. It's like auditing. One predicts the slumps and reinforces the tendency to boom.

It can't miss. If it's done completely.

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[LRH NOTE: Study this. Shows why of OIC.]

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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 Sec and Org Division stacked up and coping frantically. Org Exec Sec wonders what to do. Their statistics are paused (in a level line). They are overworked. Hire

more clerks? No. Sort out the Org Sec and be sure more help is furnished *on that post*. Then the Org Sec (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 rill it with a staff member and the department would ease off.

Somebody like the Div 7 Sec 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. AH 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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Issue II

Remimeo
Exec Secs
Secretaries
HCO OIC Sect Hat
OIC Exec Div Hat
LRH Comm Hat

STATISTIC GRAPHS, HOW TO FIGURE THE SCALE

A graph is not informative if its vertical scale results in graph line changes that are too small. It is not possible to draw the graph at all if the line changes are too large.

If the ups and downs are not plainly visible on a graph then those interpreting the graph make errors. What is shown as a flat looking line really should be a mountain range.

By **Scale** is meant the number of anything per vertical inch of graph.

The way to do a scale is as follows:

Scale is different for every statistic.

1. Determine the lowest amount one expects a particular statistic to go – this is not always zero.
2. Determine the highest amount one can believe the statistic will go on the next three months.
3. Subtract 1 from 2.
4. Proportion the vertical divisions as per 3.

Your scale will then be quite real and show up its rises and falls.

Here is an *incorrect* example.

We take an org that runs at £500 per week. We proportion the vertical marks of the graph paper of which there are 100 so each one represents £100. This when graphed will show a low line, quite flat, no matter what the org income is doing and so draws no attention from executives when it rises and dives.

This is the *correct* way to do it for gross income for an org averaging £500/week.

1. Looking over the old graphs of the past 6 months we find it never went under £240. So we take £200 as the lowest point of the graph paper.
2. We estimate this org should get up to £1,200 on occasion in the next 3 months so we take this as the top of the graph paper.

3. We subtract £200 from £1,200 and we have £1,000.
4. We take the 100 blocks of vertical and make each one £10, starting with £200 as the lowest mark.

Now we plot gross income as £10 per graph division.

This will look right, show falls and rises very clearly and so will be of use to executives in interpretation.

Try to use easily computed units like 5, 10, 25, 50, 100, and show the scale itself on the graph. (1 div = 25.)

The element of hope can enter too strongly into a graph. One need not figure a scale for more than one graph at a time. If you go onto a new piece of graph paper, figure the scale all out again and as the org rises in activity sheet by sheet the scale can be accommodated. For example it took 18 months to get Saint Hill statistics up by a factor of 5 (5 times the income, etc) and that's several pieces of graph paper, so don't let scale do more than represent current expectancy.

On horizontal time scale, try not to exceed 3 months as one can get that scale too condensed too, and also too spread out where it again looks like a flat line and misinforms.

Correct scaling is the essence of good graphing.

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Issue I

Remimeo

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 muddled 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 Sec who was the real reason with his questionnaires. And the graphs fall suddenly even though no Info Packet change occurred.

GROSS REASONS

Graphs don't fall or rise for tiny, obscure, hard to find reasons. As in auditing, the errors are always BIG.

Book sales fall. People design new 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 15 AUGUST 1967

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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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HCO POLICY LETTER OF 9 FEBRUARY 1970

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STATISTICAL JUDGMENT

(Ref. HCO PL 5 Feb 1970 "Statistics, Management by" and other
PLs on this subject which recent PLs 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% 2½% are the Chief Nuts.

They are so crazy one almost has to help them shoot himself.

When Dianetics was **not used** for 18 years (1953-1969) 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 it? 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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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.

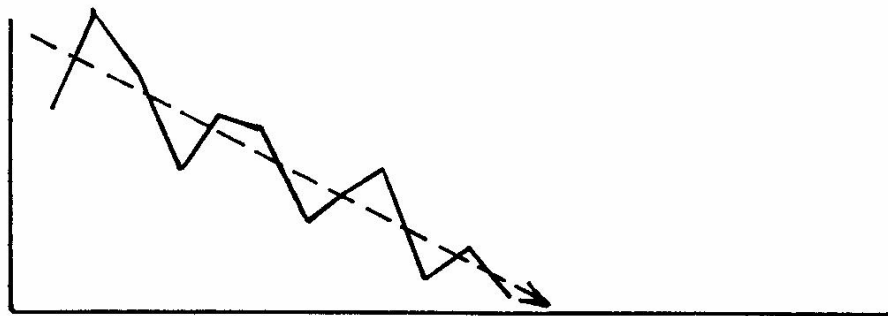
In short the closer one is to a statistic the easier it is to interpret it and the easier it is to change it.

One knows he had no stat 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.

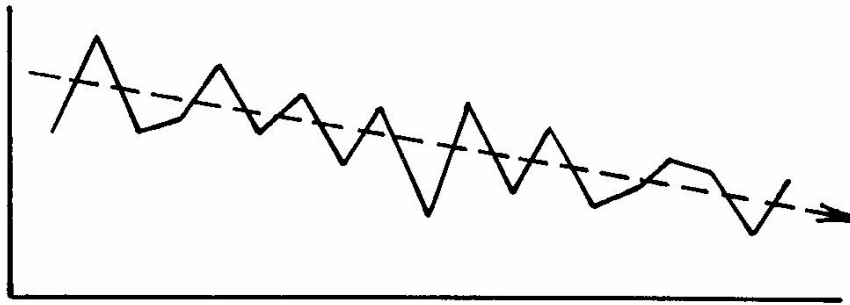
Trends can be anything from Danger to Power, depending on the slant and its steepness.

This would be a Danger **Trend**: (plotted by weeks)



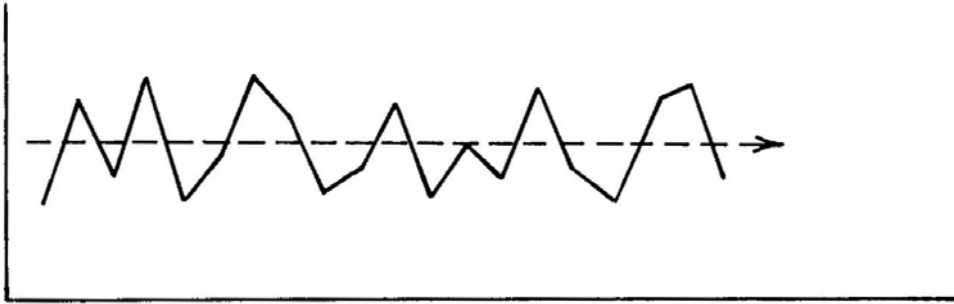
The dotted line is drawn roughly through an average in all **Trend** cases.

This would be an Emergency **Trend**:

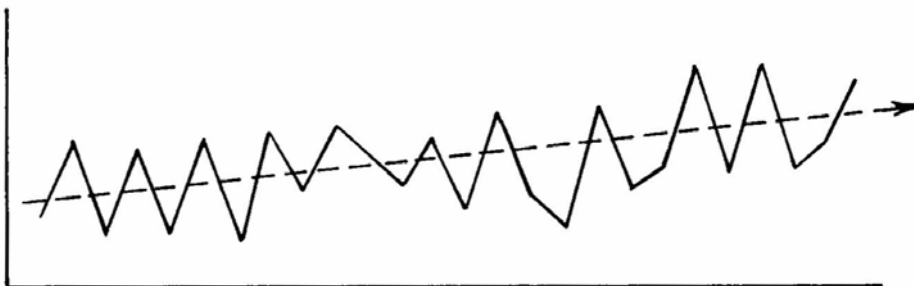


As you can see, it is not so steep.

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

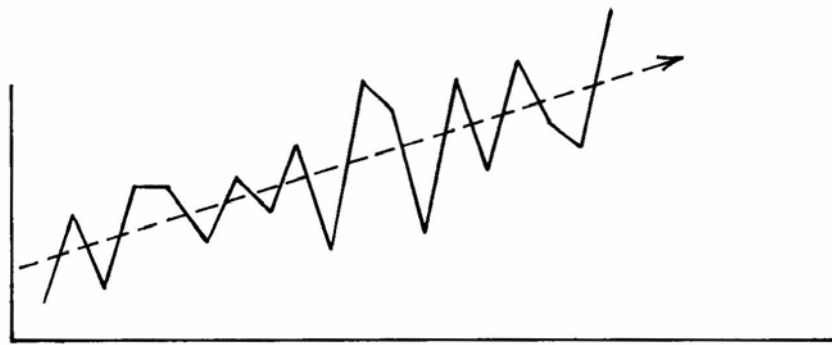


This would be a normal **Trend**:



Any slight rise above level.

This would be an Affluence **Trend**:

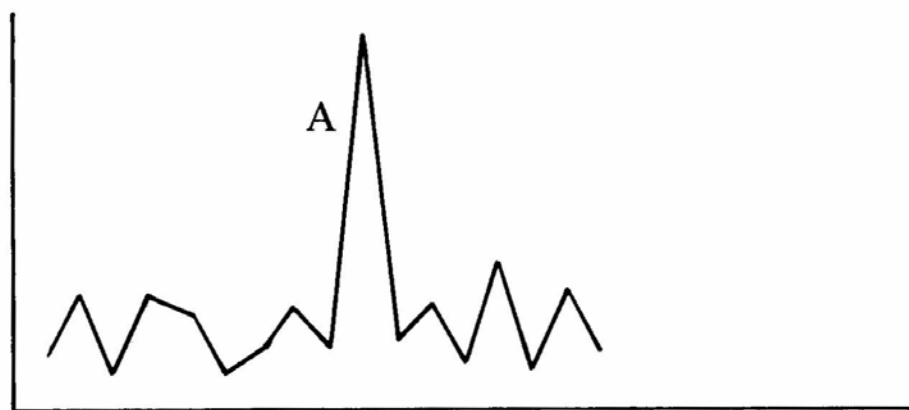


This would be a Power **Trend**:



No different level pitch than Affluence but way high on the graph.

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



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

REMOTE MANAGEMENT

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

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

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

REASON

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

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

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

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

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

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

"Get CF Straight" takes 1½ 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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HCO POLICY LETTER OF 5 MAY 1971
Issue II

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OEC Checksheet

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 DofT 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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DATA SERIES EVAL DRILL 12:

HOW TO FIND AND ESTABLISH AN IDEAL SCENE

Data Series Evaluators Course
Drill Sheet for Data Series 12
HCO PL 5 July 1970
HOW TO FIND AND ESTABLISH AN IDEAL SCENE

Drill 1: Locating Changes:

A. In each of the following locate the change that would most likely have led to the departure or upsurge:

a. WDAHs going up while releases going down.

Changes: 1) New CF Clerk put on post.

2. ED took a 2 day leave.

3. New C/S on post and not hatted.

4. Course Sup changed his stat.

b. GI crashed this week.

Changes: 1) Magazine went out one day later than usual.

2) New Org Program arrived last week.

3) The Dist Sec changed the time of his lunch hour.

4) The value of the dollar declined by 2%.

c. CF has developed a large backlog.

Changes: 1) Dissem Sec now full time on post.

2. CF Clerk expediting half of each day in Addresso.

3. Letters In rose steeply from 210 to 360.

4. It rained for 3 days straight.

d. FSM Commissions stat has been very low and suddenly leaps to Affluence.

Changes: 1) Dir Clearing got a new typewriter.

2. Div 6 Reception area newly painted.

3. Dir Clearing began to send FSMs big info packets they could give people.

4. The local bus strike ended.

e. Well Done Auditing Hours long term level.

Changes: 1) The Tech Sec was cross with the DofP.

2) One Auditor sent for higher training.

3. HGC Admin rearranged the files and scrambled them up.

4. Tech Sec refuses to drill in the HGC line.

B. Make up and write down 5 examples like the above, of your own.

Drill 2: Statistizing Areas:

A. Mark down on your worksheets which of the following statistics are incorrect for the Purpose and Ideal Scene given:

1. Purpose: (Dept 10 Call-Iner) To call in volume public to start service.

Ideal Scene: Public being competently and rapidly contacted and brought into the org to start their service.

Statistic: # of people contacted.

2. Purpose: (Evaluator of a group of Orgs) To evaluate and get handled situations cutting across expansion and production.

Ideal Scene: Effective evaluations done and carried out that target the correct areas and bring about expansion and production.

Statistic: # of situations found.

3. Purpose: (bookeller) To get books into the hands of the Public.

Ideal Scene: Volume books sold to public persons who can then reach for more Scientology.

Statistic: # of books sold to public. Value of Books sold to Public.

4. Purpose: (Promo designer) To make up effective Promo pieces that will drive business down on the org.

Ideal Scene: Volume promo pieces drawn up and approved that effectively drive public down on the org.

Statistic: # of square inches of artwork done.

B. Now re-write the incorrect statistics you found so that they lead to achieving the Ideal Scene and Purpose.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 JULY 1970

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Data Series 13

IRRATIONALITY

Any and all irrationality is connected to departures from an ideal scene.

Therefore outpoints indicate departures.

It must follow then that rationality is connected to an ideal scene.

These three assumptions should be studied, observed and fully grasped.

They are very adventurous assumptions at first glance for if they are true then one has not only the definition of sanity in an organization or individual but also of neurosis and psychosis. One also sees that organizations or social groups or companies or any third dynamic (the urge to survival as a group) activity can be neurotic or psychotic.

It therefore would follow that the technology of the ideal scene, existing scene, departures, outpoints and statistics would contain or indicate the means of establishing sane groups or individuals or measuring their relative sanity or re-establishing relative sanity in them.

THE PLAGUE OF MAN

Man has been harassed by irrationality in individual and group conduct since there has been Man.

The existing scene of Man's activities is so immersed in departures and outpoints that at first survey there would seem to be no possible handling of the situation.

Most people have accepted the existing conditions as "inevitable" and toss them off with a "that's life."

This is of course an overwhelmed attitude.

And it is true that the departure from any ideal is so distant as to obscure any feeling of reality about possibly achieving an ideal scene even in a limited area.

Philosophies exist to "prove" that chaos is needful to furnish challenge. That is like saying "Be glad you're crazy" (as 19th century psychologists *did* say). Or "Suffering refines one," as the playwrights of the early 20th century so fondly used in their plots.

One whole religious order preached the necessity to accept Man as he is.

Thus Man is plagued with defeatism, has lacked technology, and civilization after civilization has succumbed, either in a flash of flame and war or in the slow erosion of grinding distress.

Most men, it has been said, live lives of quiet desperation.

One doesn't have to live through several wars to learn that Man and his leaders are something less than sane.

Every sword-waving conqueror has exploited Man's seeming inability to avoid brotherly slaughter and no conqueror or army seems to have noticed that wars only rarely shift boundaries no matter how many are killed. Europe for centuries has excelled in the development of marble orchards and failed remarkably to establish any lasting political scene at all.

In other lands government leaders, who should have at least a partial duty of preserving their citizenry have sat raptly listening to the advice of madmen for some centuries now. US leaders lately have taken to acting on the mental health guidance of many civilian committees, each one of which contains at least one member of an organization directly connected to Russia! The country most interested in fomenting US civil commotion! A former head of CIA once cracked for a joke, "What if there were a Russian KGB agent inside CIA?" The shudder of horror that went through US politicians was interesting to see. Yet every new employee of CIA was "vetted" before employment by members of two organizations connected to Russia! The "American" Psychological Association and the "American" Psychiatric Association are directed by the World Federation of Mental Health founded by Brock Chisholm, the companion of Alger Hiss and Whittaker Chambers, the famous US communist traitors. And the US government pays the WFMH to hold congresses which are attended by Russian KGB delegates. And all intelligence given the President on Vietnam, where the US was "fighting communism" was passed through the hands of a man whose parents are both Russian born communists. And the US Defense Department intelligence on the same war was led and "coordinated" by another communist-connected employee.

With that many outpoints showing up in their social welfare and intelligence scene, the US government seems something less than bright in wondering, "What riots?" "Why drugs?" "Why defeats?"

The statistics of the US welfare and social scene under the domination of the World Federation of Mental Health are soaring insanity, crime and riot graphs. It is so bad that Russia will never have to fight an atomic war. The US economic, political and social scene will deteriorate and is deteriorating so rapidly that the US will have lost any will to fight or any economic or social power to resist Russia.

(In case you wonder as to the factualness of data given above, it is all documented.)

I have given this existing scene so that you can see the outpoints. The deteriorated state of public safety in the US is well known. The fantastic sums it spends are well known.

I have given visible outpoints.

One glance at psychiatric and psychological statistics (which are all negative) would tell any sane person that they must be doing something else as they were given all the money,

political power and authority ever needed to handle the scene. But it got worse! So, checking the scene for outpoints, one finds them directly connected to the No. 1 US enemy. Their data is marvellous for outpoints. Paid to serve the US, their literature discusses mainly abolishing boundaries and the Constitution.

The US official, so drowned in the chatter and confusion of double-talk and false intelligence and situation reports, apparently cannot see any solution. And heaps money on his traitors and finances their avid destruction of the country.

Yet, outpoints are so many and so visible that even the citizen sees them while the official remains apparently numb and inactive.

Very well, Man can and does get drowned in his own irrationality. And his civilizations rise and fall.

Man's primary plague is irrationality. He is not in the grip of a "death wish," nor is he having a love affair with destruction. He has just lacked any road out or the technology to put him on it.

RESOLVING THE SCENE

All the US would have to do is count up the outpoints, look at the statistics, drop their passionate affair with Russian psychiatry, conceive an ideal scene of a productive America, re-channel welfare monies into decent public works to give people jobs and improve productivity per capita, knock off foreign funds and wars, give the money to increasing the value of American resources and even now the US would become all right. National production would catch up with destructive inflation, money would return to value and an ideal national scene would be approached. Even the military-industrial clique would be happy making bulldozers instead of tanks and youth would have a future in sight instead of a foreign-made grave. The odd part of it is, even the Senate and House would vote for such a program as their own statistic today is how much federal money can they bring home to their own states.

The only ones that would resist are the people who are the ones causing the above outpoints and who knowingly or unknowingly serve other masters than the US. And that's a simple security problem after all.

I have put the example on a large canvas just to show that the steps of handling departures are the same for all situations large or great.

When done this way, by the steps mentioned in the Data Series, big situations can be analyzed as well as little ones.

Available resources and all that play a part in getting the solution into effect. But the cost in time and action of the original effort to introduce the cycle of revertment to an ideal scene is not anywhere near as costly as *letting the departure continue*.

The **easier** thing to do in all cases is to work out the ideal scene, survey the existing scene for outpoints, work out statistics that *should* exist, find out WHY the departure, program a gradient solution back to the ideal, settle the practical aspects of it and go about it.

LOSING ONE'S WAY

One's direction is lost to the degree one fails to work out the ideal scene.

It is so easy to toss off an "ideal scene" that is not *the* ideal scene that one can begin with a false premise.

As he tries to work with an incorrect "ideal scene" for an activity he may fail and grow discouraged without recognizing that he is already working with an omitted datum-the *real* ideal scene for that activity.

This is a major reason one can lose one's way in handling a situation.

Also in trying to find a **why** of departure one may refuse to admit that something he himself did was the reason for the departure-or why the ideal scene never took place. It requires quite a bit of character to recognize one's own errors; it is much easier to find them in a neighbor. Thus one may choose the wrong **why**, for this and other reasons.

Failures to examine the scene, reasonableness which causes blindness to the obvious, errors of penetration and defensive reasons not to admit it all impede a proper analysis.

The existing scene may be missing in one's view because one doesn't really look at it or because one has no correct ideal scene for it.

Many would rather blame or justify than be honest. Others would rather criticize than work.

But this all adds up to outpoints in the examination itself.

If one keeps at it one will however arrive at the right answers with regard to any scene.

BUILDING THE IDEAL SCENE

To suppose one can instantly hit upon an ideal scene for any activity without further test is to be very fond of one's own prejudices.

There is however a test of whether you have the ideal scene or not.

Can you staticize it?

Strangely, but inevitably, since we live in the physical universe where there is both time and association of beings with beings and the physical universe and the physical universe with itself, there is a production-consumption factor in all living.

There seems to be a ratio between producing and consuming, and establishing it would probably resolve that strange subject, economics, as well as social welfare and other things.

It seems to be fatal to consume without producing. Many social observations teach us this.

Evidently one cannot, at the physical universe level, produce without consuming. And it seems that it is destructive to produce only and consume too little. One can produce far more than one consumes. apparently, but cannot consume far more than one produces.

This seems to be true of groups.

Some dreamers puffing on a hash pipe of unreality believe one can really be happy producing nothing and consuming everything. The idyllic ideal of a paradise where no one produces has been tried.

In interviewing secretaries in New York I found the larger percentage had the personal ideal scene of "marrying a millionaire." Aside from there not being that many millionaires, the dream of idle luxury forever was so far from any possible ideal scene that it was busy ruining their lives and giving their current male escorts a life of critical hell. One, having married a boy who was fast on the road to becoming a millionaire, was so dissatisfied with him not being one right now that she ruined his life and hers.

In short, it sounds nice, but having met a few who *did* marry millionaires, I can attest that they were either not producing and failing as beings or were working themselves half to death.

These no-production dreams, like the harp in heaven, lead at best to suicidal boredom. Yet Madison Avenue's ads would have one believe that one and all should own all manner of cloth, wood and metal just to be alive.

A whole civilization can break down, flop, on propaganda of no-production, total consumption. The sweat that flies off a "workers' paradise" would rival the Mississippi!

There is some sort of balanced ratio and it favors apparently, for pride and life and happiness, higher production of *something* than consumption. When it gets too unbalanced in *values*, something seems to happen.

The unhappiness and tumult in current society is oddly current with the Keynesian economic theory of creating want. It's a silly theory and has lately become to be abandoned. But it was in vogue forty years or more, as I recall. It produced the "welfare era" of the psychiatrist and the total slavery of the taxpayer!

So, whatever the economics of it, an ideal scene apparently *has* to have a statistic or the whole thing caves in, either from lack of continuity in time, from disinterest, or from plain lack of supply.

Death is possibly, could be in part, a cessation of interested production.

Hard pressed, a living being dreams of some free time. Give him too much and he begins to crave action and will go into production and if blocked from doing so will tend to cave in. Loss of a job depresses people way out of proportion and subsequent declines often trace back to it.

Destructive activities carry their own self-death. The state of veterans after wars is not always traced to wounds or privation. Destructive acts put a brand on a man.

Some of this is answered by the absence of production.

IDEAL SCENE AND STAT

Whatever the facts and economic rules may be about production and the ideal scene, it would seem to be the case, sufficient at least for our purposes, that this rule holds good:

The correctly stated ideal scene will have a production statistic.

The way one defines "production" in this is not necessarily so many things made on an assembly line. That's an easy one.

It isn't just pairs of shoes. Production can be defined as the regulation or safeguarding of it, the planning or the designing of it, a lot, lot, lot of things.

A stat is a positive numerical thing that can be accurately counted and graphed on a two-dimensional thing.

To test the correctness of an ideal scene, one should be able to assign it a correct statistic.

If one can't figure out a statistic for it, then it probably is an incorrectly stated ideal scene and will suffer from departures.

Wrong stats assigned the ideal scene will wreck it. A wrongly conceived ideal scene will derail the activity quickly.

To understand something it is necessary to have a datum of comparable magnitude. To understand logic one needs to be able to establish what is illogic. One then has two things for comparison.

The ideal scene can be compared to an existing scene. This is one way to establish the ideal scene. But both need a factor to keep them in reality.

To test the ideal scene for correctness one needs to be able to formulate its statistic.

The exercise of testing the statement of the ideal scene, to keep it real and not airy-fairy and unattainable, is to work out a realistic stat for it.

One can go back and forth between the statistic and the stated ideal scene, adjusting one, then the other until one gets an attainable statistic that really does measure the validity of the stated ideal scene.

A statistic is a tight reality, a stable point. which is to measure any departure from the ideal scene.

In setting a statistic one has to outguess all efforts to falsify it (predict possible out-points in collecting it) and has to see if following the statistic would mislead anyone from the ideal scene.

So let's walk back to the shoe store.

Test statement of ideal scene: to make money.

Test statistic: pairs of shoes sold.

Now if you tried to marry up those two you'd get a prompt catastrophe. The potential departure would be immediate.

We sell shoes at no profit to raise the stat, we make no money. We try only to make money, we sell cheap shoes at high cost and our customers don't come back and we don't make money.

So those two are both no good.

Departure would occur, indeed it already exists right in the badly worked out ideal scene and the stat.

Test ideal scene: Cobblers are entitled to the shoes they make.

Test statistic: how many shoes cobbler makes.

So that's loopy!

Test ideal scene: all citizens furnished with shoes.

Test statistic: number of shoes given away.

Well, that's bonkers for a shoe *store* in any economic set-up. The citizens for sure would have no shoes once the shoe store was empty, for if everything is *given* away, who'd raise cows for hides or drive nails in soles unless he had a gun held on him so what workers' paradise is this? Slave state for sure. So that's no ideal scene for a shoe store no matter how "ideal" it looks to a do-gooder. Too airy-fairy. Since no shoes would exist to be given away.

Test ideal scene: shoes for any worker who has coupons.

Test statistic: number of coupons collected.

Well, maybe. In some society. But can the shoe store get shoes for the coupons? Maybe if there's enough economic police.

But then this would have to be a monopoly shoe store and the quality would not be a factor,

So this must be an army quartermaster depot or a state monopoly. If no incentive were needed it would work. Sure would be hard on the corns but it would barely work. Rather insecure though.

But this is a shoe *store* where people buy.

Test ideal scene: to provide workers with good shoes that can be replaced from suppliers.

Test statistic: ??? Number of shoes from suppliers given to workers ... Happy workers ...??? Amount of control that can be exerted on suppliers ...??? Ah. Number of shoes supplied well-shod workers.

Okay, that's a QM depot. Now what's a shoe *store*?

And we probably get what was given in an earlier example:

Ideal scene: to provide people with shoes and continue in business for owner's lifetime.

Statistic: percentage of citizens in area profitably shod by this store.

But even this would need to be played back and forth. And if this shoe store was in a socialist country both might require amendment. And if it was in a beach resort thronged with tourists who were also mostly foreigners the ideal scene and statistic would suffer an immediate departure and the store would fail, crash if the ideal scene were not correctly stated and the statistic real. The class of tourist would have a bearing on it.

Maybe the state has currency control demands on shopkeepers and requires them to get in foreign currency or no new stock!

Thus you could get:

Ideal scene: engendering acquisitiveness for novelty footwear made in this country.

Statistic: pairs of gift shoes bought by foreigners.

That sure would shift the whole atmosphere of the store!

Thus one plays the ideal scene against the statistic.

Maybe one can't find any ideal scene for the activity and no statistic of any significance to anyone. Could be that the activity is totally worthless even to oneself as a hobby. Although this opens the door to cynicism or a lazy way of not doing anything about anything, it just could be. Even a "reporter" who writes nothing could have an ideal scene and statistic. But it would have to be really real even then. Like,

Ideal scene: unsuspected as a spy while accepted as a "reporter."

Statistic: cash collected for reports undetectedly delivered to my government.

If that seems unreal as a scene the staff of *TIME* magazine recently held a mass meeting protesting the use of *TIME* credentials for government spying. "Nobody will talk to us anymore," the staff of that dying WFMH mouthpiece wept.

So anything could have an ideal scene, even a police state.

Idealism has nothing to do with it.

VIABLE

The word "viable" means capable of living, able to live in a particular climate or atmosphere.

Life over a period of time requires **viability**, or the ability to survive.

Any organism or any group or any part of a group must have a potential of survival. It must be viable-life-able.

This is true of any ideal scene. The statistic measures directly the relative survival potential of the organism or its part.

This tells you the plain fact that life contains the essential purpose of living, no matter how many misguided philosophers or generals may decree otherwise.

The planetary population is now not fully viable since weapons exist capable of making it a billiard ball at the whim of some madman.

The potential survival of the whole is of course an influence and limitation on its parts.

Men who live "only for self" don't live.

An organism or group can live a dangerous life in that it risks its survival. But is more of a threat than its enemies if it does not know or adjust its ideal scene.

A military company, told on posters the ideal scene is all brag in the bar with girls on each arm, who find in fact that their actual scene is military police outside every bar with

clubs and a real short life under the orders of sadistically disinterested and inexperienced government, is presented with an instantly visible departure.

The government believed such posters were needful to get recruits and did not realize that a truthfully stated scene and an effort to promote survival to commanders would also have recruited and conscription needn't be resorted to as the end product of lies.

Men will become part of the most onerous and dangerous groups imaginable providing the purpose is there and stated and they have a chance of survival.

The ideal scene of a nation worshipping death is that of a nation that will not survive anyway. At least not as that nation.

A group or an organism must be viable. The state is relative to the time the group needs to live to accomplish its purpose.

Each part of a group, in any ideal scene, should contribute viability to the whole group.

Production of something is mandatory on any part of a group if the group is to be fully viable.

Painting, writing, music, all have positive roles in a society. So productivity, as is viability, can be seen as a very broad inclusive term.

The sub purposes of any group make up the sub-ideal scene of its various parts.

In other words each part of a broad group has its own ideal scene and its own statistic.

These combined bring about the broad group's ideal scene.

The statistics each lead to viability of the part and then the whole group.

In reverse, with so many parts of a planet desirous of extinguishing so many other parts, the viability of the planet becomes questionable.

In an organization each part has its own ideal scene and its own statistic on up to the main ideal scene and the main statistic.

In practice one works back from the ideal scene of the group into its smallest part, so that all lesser ideal scenes and lesser statistics mount up to and bring about the main ideal scene and statistic.

Examining the lesser ideal scenes and statistics, one can find outpoints first in how the whole thing is organized and then the main ideal scene and the statistics and how the lesser ones bring it about.

Dominant is the viability of the whole. Where any part does not support total viability it is an outpoint. Contributive is the viability of each part and cohesive is the scheme in which the lesser ideal scenes and the lesser statistics bring about the **big** ideal scene and the **big** statistic. If this does not occur the non-supportive lesser ideal scene or statistic is an outpoint.

Groups that falter have to have all this restudied. As departures *did* occur, the organization itself, as part of any action, must be reexamined against experience and new greater and lesser ideal scenes and statistics must be worked out for it and put into use.

Agreement of the group is a necessary ingredient as many reformers have learned, often too late, and as many groups have seen, also generally too late.

The trick is to correct the ideal scene and statistic and all lesser ones of the group while it is still alive.

After that one can have better dependence upon them and keep the statistics up and the purpose going forward.

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DATA SERIES EVAL DRILL 13:

IRRATIONALITY

Data Series Evaluators Course
Drill Sheet for Data Series 13
HCO PL 6 July 1970
IRRATIONALITY

Drill 1: Irrationality:

- A. Which of the following is a departure from the Ideal Scene. Name the outpoint and explain what Ideal Scene it is a departure from.
- a. Staff Member posted as ED on his very first day on staff and 3 weeks after coming into Scientology.
 - b. F/N VGI Ratio 100% for the week ending.
 - c. Dir Disb putting pretty finishing touches to checks written for 5 hours per day.
 - d. Staff not going to staff study.
 - e. An operational engine in a car.
 - f. A normal trending GI stat.
 - g. PTSes being routed off in droves,
 - h. A full Academy.
 - i. A 78 man org with no Dept 1.
 - j. Org commending their upstat personnel.
- B. Locate 5 irrational points around the org and explain what Ideal Scene they departed from.

Drill 2: Un-Losing Your Way:

- A. Locate an area you have little familiarity with and:
- a. Work out the purpose of it.
 - b. Work out the Ideal Scene and Stats for it.
 - c. Observe and write up any irrational points you're then able to see.
 - d. Write up the viability factor of the area if the departures were to continue.

Drill 3: Correcting Ideal Scenes and Stats:

A. Each of the following posts has an incorrectly stated ideal scene and stat. Rewrite them so that they align to bring about actual production that Fits the post.

- a. Post: Car Painter.
Ideal Scene: A safe place to loaf around.
Stat: Number of hours successfully evading work.
- b. Post: Spiritual healer.
Ideal Scene: A controlled population.
Stat: Number of spirits contacted.
- c. Post: Typist.
Ideal Scene: Good relations with the boss.
Stat: Number of back rubs.
- d. Post: Newspaper Salesman.
Ideal Scene: A busy street.
Stat: Number of people and cars passing by.
- e. Post: Printing Machine Operator.
Ideal Scene: Getting out lots of counterfeit money.
Stat: Number of dollars of counterfeit money.
- f. Post: Mass Producer of coffee cups.
Ideal Scene: Each cup unique and a work of art.
Stat: Number of good art critic articles published.
- g. Post: Book Salesman.
Ideal Scene: No one bothering me.
Stat: Number of people tested that never see me.
- h. Post: Postman.
Ideal Scene: A postal route with no dogs.
Stat: Number of dog owners reporting their dogs missing.
- i. Post: Course Supervisor.
Ideal Scene: A calm quiet Academy.
Stat: Number of square feet of calm, quiet space.
- j. Post: Private Investigator.
Ideal Scene: Self amusement.
Stat: Number of amusing reports written.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 JULY 1970

Remimeo

Data Series 14

WORKING AND MANAGING

By actual experience in working and managing in many activities I can state flatly that the most dangerous worker-manager thing to do is to work or manage from something else than statistics.

Interpersonal relations with many strata of many societies in many lands with many activities demonstrates plainly that Man's largest and most unjust fault consists wholly of acting on opinion.

Opinions can be as varied as the weather in Washington, all on the same subject. When one says "opinion" one is dealing with that morass of false reports and prejudices which make up the chaos of current social orders.

Some seek an answer in status. "If one has **status** one is safe" is about as frail as a house of cards. Ask some recently deposed dictator or yesterday's idol what his status was worth. Yet many work exclusively for status. In Spain it is enough to have an executive *degree*. One doesn't have to do any executiving. Work at it? Caramba no!

In capitalisms it is enough to be an heir and in communisms it is only necessary to be the son of a commissar. Work? Nyet.

Revolts are protests against idle status. Where are the kings of yesteryear?

Riding along on the last generation's statistics is as fatal as a diet of thin air.

Undeserved status is a false statistic. Nothing is more bitterly resented, unless it is a statistic earned without status by those who live by status alone!

William Stieber, the most skilled intelligence chief of the 19th century, who won the Franco-Prussian war for Bismarck, was hated by German officers because he was not a proper officer but a civilian!

When German officers took over German intelligence they lost two wars in a row and the caste is very unlamentedly dead.

So long as "character" can be reviled, so long as "opinion" is used, so long as governments run on rumors and false reports, the social scene will continue to be a mess.

You will not believe it but governments think newspaper stories are "public opinion." One US President was astounded to be given a wildly enthusiastic public reception at an airport. The press had been hammering him for a year and the poor fellow thought it was "public opinion." Texts on public relations remark this strange governmental fixation on believing the press.

That means all a nation's enemies have to do is bribe or hire some underpaid reporters or semibankrupt publishers, and voila! it can steer the government any way it wishes!

Do a survey on any personality or subject and the conflicts in opinion are revealed as fantastic.

Seven witnesses to one street accident will even give seven conflicting accounts.

Thus this whole field of "opinion" and "reports" is a quicksand endangering both personal repute and management skill.

It is so bad that wars and revolutions stem directly from the use of opinion and the neglect of statistics.

In a chaos it is necessary to set up one point or terminal which is stable before one can really decide anything much less get anything done.

A statistic is such a stable point. One can proceed from it and use it to the degree that it is a correct statistic.

One can detect then, when things start to go wrong well before they crash.

Using opinion or random rumors or reports one can go very wrong indeed. In fact, using these without knowing the statistics one can smash a life or crash a group.

The US Navy operates on the social attainments and civilized behavior of their people.

A naval officer is promoted on the basis of his amiability and the social skill of his wife!

A clerk is promoted because he marries the boss's daughter.

A governor is elected because he could play a guitar!

This is a whirlwind of chaos because of the falseness of the statistics used.

So the stat used is itself an outpost in each case.

PREDICTION

Outpoints are more than useful in prediction.

The whole reason one does a data analysis and a situation analysis is to predict.

The biggest outpost would be a missing ideal scene, the next biggest would be a correct statistic for it.

If these are missing then prediction can become a matter of telling fortunes with bamboo sticks.

One predicts in order to continue the viability of an organism, an individual, a group, an organization, a state or nation or planet, or to estimate the future of anything.

The more outpoints the less future.

A disaster could be said to be a totality of outpoints in final and sudden culmination.

This gives one a return to chaos.

The closer one approaches a disaster the more outpoints will turn up. Thus the more outpoints that turn up the closer one is approaching a disaster.

When the outpoints are overwhelming a condition of **death is approached**.

By being able to predict, the organism or individual **or group can correct the** outpoints before disaster occurs.

Each sphere of activity has its own prediction.

A group of different activities with a common goal can be predicted by the outpoints turning up in parts of the general activity.

In theory if all parts of a main group or organization had an ideal scene for each, a statistic and an intense interest in maintaining the ideal scene and statistic of each part, the survival would be infinite.

Any group or organism or individual is somewhat interdependent upon its neighbors, on other groups and individuals. It cannot however put them right unless it itself has reached some acceptable level of approach to its ideal scenes.

The conflict amongst organisms, individuals and groups does not necessarily add up to "the survival of the fittest," whatever that meant. It does however mean that in such conflict the best chance of survival goes to the individual, organism or group that best approaches and maintains its ideal scene, lesser ideal scenes, statistic and lesser statistics.

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DATA SERIES EVAL DRILL 14: WORKING AND MANAGING

Data Series Evaluators Course
Drill Sheet for Data Series 14
HCO PL 5 July 1970
WORKING AND MANAGING

Drill 1: Identifying Valid Data:

- A. Which of the following do not align or have little to do with the fact that the Tech Sec's stats are on a 3 week Danger trend.
1. He's really a nice guy.
 2. The Registrar isn't signing up enough people.
 3. Div VI should get busy.
 4. He should be promoted for the wonderful job he's doing.
 5. He's really pushing for products.
 6. He's from a good family.
 7. You can't Comm Ev him; he's the ED's brother.
 8. But he's basically good.
 9. "What is a Course" PL is out in the Academy and CS-25 is out in the HGC.
 10. He always does his best.
- B. Which of the following do not align or have little to do with the fact that Paid Comps and GI are on a 6 week affluence trend. Terminal is the ED.
1. He's actually a college graduate with a B.A. in English literature.
 2. He gets angry too often.
 3. I doubt that he has anything to do with the stats.
 4. He names, wants, demands and gets the products of each Div, each Dept, each Section and each Unit in the org.
 5. He should be Comm-Eved for screaming at the staff like that.
 6. He's the laziest guy I know.
 7. The guy is a stupid idiot.
 8. He did not do the PRD before his FEBC.
 9. But he's very inexperienced.
 10. He sure is weird looking; better put him somewhere out of public areas.

- C. From the following report, write down on your worksheets those things which could be used for evaluation.

I did a full observation of the Org yesterday and found that the DofP is really screwed up. The Well Done Auditing Hours made little improvement, only 240 this week as compared to 210 last week. I looked more closely and I'm quite sure he's useless. There were 10 new pcs routed into the HGC today. I'd hardly call that good. I went to the Tech Sec and asked him about it, but he's obviously an idiot as he thinks the DofP is doing fine. I told him what I found but he wouldn't listen. I think they both have false stats. Although both have rising trends over the last 6 weeks on their graphs it's impossible for a couple of idiots like them to accomplish that. At least I'm honest and my graph proves it with a 6 month Non-Existence trend; actually it's been zero for 5 months since it crashed just after I took the post. I had to make this report so that you are sure to have all the data on the scene. I'm studying the Tech Sec hat now while awaiting my promotion to that post.

Sincerely,

Cracked

- D. Write up a report of your own as in Drill 2 'C' and underline the things which could be used for evaluation.
- E. Go ask 5 staff members, at random, how *they think* their org is doing, based on the time period of last week. Note down what their opinion is. Now go look at the Org's stats to see how the Org is actually doing. Write up a summary of the differences.
- F. Go ask any 10 staff members what they think of the Tech Sec as a staff member. Note down their opinions (Just tell them you're doing a drill). Then go look at the Tech Sec's stats over the past few weeks or so. Write up a brief summary of how the opinions and stats compare.

Drill 2: Prediction:

- A. Based on the survey you did in Drill 2 'E', what would the viability factor of the Org seem to be based only on opinion – do they think the org is surviving well or not.
- B. Based on your observation of stats in Drill 2 'E', what is the viability factor of the org – how is it actually doing as regards viability.
- C. Based on your survey in Drill 2 'F', what would the viability of the Tech Sec be based only on opinion – do people think he's surviving well on post or not.
- D. Based on your observation of stats in Drill 2 'F' how is the Tech Sec actually doing as regards the viability of his area.
- E. Take a look at an org's GDSes. Write up a prediction of what will occur if nothing is done to handle.

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HCO POLICY LETTER OF 8 AUGUST 1970

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Data Series 15

WRONG TARGET

There is an additional specific outpost.

It is **Wrong Target**.

This means in effect **an incorrect selection of an objective to attempt or attack**.

Example: Josie Ann has been sitting in the house reading. Her brother Oscar has been playing ball in the yard. A window breaks. Josie Ann's mother rushes into the room, sees Josie Ann and the ball on the floor, spans Josie Ann.

This outpost contains the element, amongst other things of injustice.

There is another version of this:

Example: A firm has its premises flooded. The manager promptly insists on buying fire insurance.

Example: The people of Yangville are starving due to food scarcity in the land. The premier borrows 65 million pounds to build a new capital and palace.

Example: The government is under attack and riot and civil disorder spreads. The government officials campaign to put down all "rightists" for trying to establish law and order.

Example: A man is beaten and robbed on the main street of a town. The police demand to know why he was there and put him in jail for a long period of investigation.

Example: The multibillion dollar drug cartels push out 65 tons of habit-forming hard drugs. A government campaigns against cigarettes.

Example: A boy wants to be an accountant. His family forces him to join the army as a career.

It is noted that the very insane often attack anyone who seeks to help them.

This outpost is very fundamental as an illogic and is very useful.

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DATA SERIES EVAL DRILL 15:

WRONG TARGET

Data Series Evaluators Course
Drill Sheet for Data Series 15
HCO PL 8 August 1970
WRONG TARGET

Drill 1: Spotting Wrong Target:

- A. State on your worksheets which of the following contain a wrong target:
- a. The IRS is attacking the non-profit status of churches; therefore we, as a church, must do nothing which makes money.
 - b. A Court of Ethics was called on the Qual I&I for down stats and for accumulating too many chits.
 - c. The GI was down, so the ED put Div 4 in a Condition of Liability.
 - d. Because he was found hiding and unconscious in the closet at the scene of the crime, the police arrested him, had him convicted and jailed as the murderer.
 - e. As we recently had a case of out-security with Advance Course materials, no one is allowed to take any of the materials out of the vault where I have put them.
 - f. He wanted to become a Dn auditor so we signed him up for HSDC.
 - g. The Pc was sent to Ethics as the auditor kept goofing on him.
 - h. We have offloaded 15 staff because the GI ÷ by staff was far too low.
 - i. The student was instructed to sleep 13 V% hours a day because he kept doping off in study.
 - j. The ineffective promo was found to be off-survey, so was removed from the line and on-survey promo done up.
 - k. The town council declared all liquor forbidden to be sold as drunkards were sometimes seen in the park.
 - l. The Automatic Starter was found to be short circuited, so got fixed and the car ran fine.
 - m. The new public pc from out of state was found as the Third Party between 2 long blown staff.
 - n. As the org is in Emergency, we should put out lots of promo and get the delivery going.

- o. The E/O put 14 heads on a pike when he found out tech on the HQS Course.
- B. Make up 10 examples of your own of Wrong Target.

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HCO POLICY LETTER OF 19 SEPTEMBER 1970
Issue I

Remimeo
Executive Hats
Ethics Hats

Data Series 16

INVESTIGATORY PROCEDURE

Correction of things which are not wrong and neglecting things which are not right puts the tombstone on any org or civilization.

In auditing when one reviews or "corrects" a case that is running well, one has trouble. It *is made* trouble.

Similarly on the third dynamic, correcting situations which do not exist and neglecting situations which do exist can destroy a group.

All this boils down to **correct investigation**. It is not a slight skill. It is **the** basic skill behind any intelligent action.

SUPPRESSIVE JUSTICE

When justice goes astray (as it usually does) the things that have occurred are

3. Use of justice for some other purpose than public safety (such as maintaining a privileged group or indulging a fixed idea) or
4. Investigatory procedure.

All suppressive use of the forces of justice can be traced back to one or the other of these.

Aberrations and hate very often find outlet by calling them "justice" or "law and order." This is why it can be said that Man cannot be trusted with justice.

This or just plain stupidity brings about a neglect of intelligent investigatory procedures. Yet all third dynamic sanity depends upon correct and unaberrated investigatory procedures. Only in that way can one establish causes of things. And only by establishing causes can one cease to be the effect of unwanted situations.

It is one thing to be able to observe. It is quite another to utilize observations so that one can get to the basis of things.

SEQUENCES

Investigations become necessary in the face of outpoints or pluspoints.

Investigations can occur out of idle curiosity or particular interest. They can also occur to locate the cause of pluspoints.

Whatever the motive for investigation the action itself is conducted by sequences.

If one is incapable mentally of tracing a series of events or actions, one cannot investigate.

Altered sequence is a primary block to investigation.

At first glance, omitted data would seem to be the block. On the contrary, it is the end product of an investigation and is what pulls an investigation along-one is looking for omitted data.

An altered sequence of actions defeats any investigation. Examples: We will hang him and then conduct a trial. We will assume who did it and then find evidence to prove it. A crime should be provoked to find who commits them.

Any time an investigation gets back to front, it will not succeed.

Thus if an investigator himself has any trouble with seeing or visualizing sequences of actions he will inevitably come up with the wrong answer.

Reversely, when one sees that someone has come up with a wrong or incomplete answer one can assume that the investigator has trouble with sequences of events or, of course, did not really investigate.

One can't really credit that Sherlock Holmes would say "I have here the fingerprint of Mr. Murgatroyd on the murder weapon. Have the police arrest him. Now, Watson, hand me a magnifying glass and ask Sgt. Doherty to let us look over his fingerprint files."

If one cannot visualize a series of actions, like a ball bouncing down a flight of stairs or if one cannot relate in proper order several different actions with one object into a proper sequence, he will not be able to investigate.

If one can, that's fine.

But any drilling with attention-shifting drills will improve one's ability to visualize sequences. Why? Stuck attention or attention that cannot confront alike will have trouble in visualizing sequences.

INVESTIGATIONS

In HCO Policy Letter 11 May 1965 Ethics Officer Hat, HCO Policy Letter 1 Sept 1965 Issue VII, HCO Policy Letter 1 Feb 1966 Issue II and pages 3, 4, 5 and 6 of the *Manual of Justice*, the subject of investigation as applied to justice is given.

It will be noted that these are *sequences* of actions.

Neglect of these items or a failure to know and follow them led here and there to suppressive uses of justice or to permitting orgs to be suppressed by special interest groups in the society.

Indeed, had these been in and followed we would have had a great deal less trouble than we did.

But investigation is not monopolized by law and order.

All betterment of life depends on finding out pluspoints and why and reenforcing them, locating outpoints and why and eradicating them.

This is the successful survival pattern of living. A primitive who is going to survive does just that and a scientist who is worth anything does just that.

The fisherman sees seagulls clustering over a point on the sea. That's the beginning of a short sequence, point No. 1. He predicts a school of fish, point No. 2. He sails over as sequence point No. 3. He looks down as sequence point No. 4. He sees fish as point No. 5. He gets out a net as point No. 6. He circles the school with the net, No. 7. He draws in the net, No. 8. He brings the fish on board, No. 9. He goes to port, No. 10.

He sells the fish, No. 11. That's following a pluspoint-cluster of seagulls.

A sequence from an outpoint might be: Housewife serves dinner. Nobody eats the cake, No. 1, she tastes it, No. 2, she recognizes soap in it, No. 3. She goes to kitchen, No. 4. She looks into cupboard, No. 5. She finds the soap box upset, No. 6. She sees the flour below it, No. 7. She sees cookie jar empty, No. 8. She grabs young son, No. 9. She shows him the set-up, No. 10. She gets a confession, No. 11. And No. 12 is too painful to describe.

Unsuccessful investigators think good fish catches are sent by God and that when cake tastes like soap it is fate. They live in unsuccessful worlds of deep mystery.

They also hang the wrong people.

DISCOVERY

All discoveries are the end product of a sequence of investigatory actions that begin with either a pluspoint or an outpoint.

Thus all knowledge proceeds from pluspoints or outpoints observed.

And all knowledge depends on an ability to investigate.

And all investigation is done in correct sequence.

And all successes depend upon the ability to do these things.

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HCO POLICY LETTER OF 11 MAY 1965

Remimeo
Ethics Officer Hat
HCO Exec Sec Hat
HCO Sec Hat
Dir Insp. & Rpts Hat
Ethics Section Per-
sonnel Hat

HCO DIVISION

Star Check out by Director of
Exams on hats listed
(Effective at once)

ETHICS OFFICER HAT

This is a quick outline of the activities of the Ethics Officer.

The purpose of the Ethics Officer is "To help Ron clear orgs and the public if need be of entheta and enturbulation so that Scientology can be done."

The activities of the Ethics Officer consist of isolating individuals who are stopping proper flows by pulling withholds with Ethics technology and by removing as necessary potential trouble sources and suppressive individuals off org comm lines and by generally enforcing Ethics Codes.

The technology of how this is done is quite precise.

In a nutshell, (a) one finds an imperfect functioning of some portion of the org and then (b) finds something that one doesn't understand about it and then (c) interrogates by despatch the individuals in that portion connected with the imperfect functioning.

Just those three steps done over and over are usually quite enough to keep an org running quite smoothly.

On first taking over post in an enturbulated org, or in viewing a portion of the org in an enturbulated condition the actions of the Ethics Officer consist of:

- (1) Run back entheta by asking for names of who said it to the person who is now saying it,
- (2) locate those persons and find out who told them and then
- (3) look amongst those names for no-case-change or for potential trouble sources. Bill voices a rumour (usually with a "they" say ...). The Ethics Officer asks Bill what

"they's" name is, Bill thinks and finally says it was Pete. The Ethics Officer locates Pete and asks Pete who told him, and when Pete says "they" the Ethics Officer finds out what "they's" name is. Pete says it was Agnes. Ethics Officer locates Agnes. Agnes maintains it is true and can't say who said it. Ethics Officer looks up Agnes' case folder or puts Agnes on a meter and sees by high or very low TA that he has a Suppressive. Or he finds Agnes has a suppressive husband and that she is a Potential Trouble Source.

The Ethics Officer then handles it as per Ethics Policy Ltrs.

In short, rumour comes from somewhere. The somewhere is a Potential Trouble Source or a Suppressive. One runs it down and applies the remedies contained in Ethics HCO Policy Letters to that person.

An Ethics Officer's first job is usually cleaning up the org of its potential trouble sources and requesting a Comm Ev for the Suppressives. That gets things in focus quickly and smooths an org down so it will function.

Then one looks for down statistics in the OIC Charts. These aren't understandable, of course, so one interrogates by sending Interrogatives to the people concerned. In their answers there will be something that doesn't make sense at all to the Ethics Officer – Example "We can't pay the bills because Josie has been on course." The Ethics Officer is only looking for something he himself can't reconcile. So he sends Interrogatives to the person who wrote it and to Josie. Sooner or later some wild withhold or even a crime shows up when one does this.

The trick of this "Org Auditing" is to find a piece of string sticking out – something one can't understand, and, by Interrogatives, pull on it. A small cat shows up. Pull with some more Interrogatives. A baby gorilla shows up. Pull some more. A tiger appears. Pull again and Wow! You've got a General Sherman tank!

It isn't reasonable for people to be lazy or stupid. At the bottom you find the real cause of no action in a portion of an org or continuous upset.

When you have your General Sherman, call a Court of Ethics on it. Or take action. But in actual fact you have probably already fixed it up.

There's always a reason behind a bad statistic. Send out Interrogatives until you have the real reason in view. It will never be "Agnes isn't bright." It is more likely, Agnes is on a typing post but never knew how to type. Or worse – the D of P audits org pcs for his own profit. Or the D of T simply never comes to work.

The real explanation of a down statistic is always a very easily understood thing. If you Interrogate enough you'll get the real explanation and then you can act.

Never use conduct for anything but an indicator of what you should interrogate.

Never buy rumours as generalities. Somebody said them and that somebody has a name. Get the name.

FILING

Filing is the real trick of Ethics work. The files do all the work, really.

Executive Ethics reports patiently fled in folders, one for each staff member, eventually makes one file fat. There's your boy.

Call up a Court of Ethics on him and his area gets smooth.

Whatever report you get, file it with a name. Don't file by departments or Divisions. File by names.

The files do 90% of the work. When one file gets fat, call the person up for Ethics action.

TIME MACHINE

Run a Time Machine and let it accumulate data for you.

The orders that fall off of it that weren't complied with should be reported to the senior issuing them.

But file those non-compliances. Soon, a file gets fat and we know why the org isn't running in one of its portions.

POLICY

All Ethics policy applies to the actions of an Ethics Officer.

But the above is his workaday world, auditor to the org, filing his replies, watching for the fat file and then calling a Court on it.

That way an org soon begins to run like a well greased river, doing its job in a happy atmosphere.

Be as sudden and swift and unreasonable as you like. You aren't there to win a popularity contest.

Make Executives report all those Ethics items they should. Make them write their orders and send you a copy. Make your Comm Centre give you the responses for pairing with the copies. File carefully and call the lightning down on the person who gets a fat Ethics file.

It's an easy job. Mostly admin. But so is all Intelligence work. The files do the job if you make people report and if you file well yourself.

And when you feel exasperated and balked and feel like taking it out on somebody, do so by all means.

Whoever heard of a tame Ethics Officer?

The sanity of the planet is all that is at stake.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 MAY 1965
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Gen Non-Remimeo

HCO Div 1
Dept Insp & Rpts (Dept 3)
Ethics Section

INDICATORS OF ORGS

Just as pcs have indicators so do orgs.

There is a probable long list of Good Indicators. When these are present, Ethics is quiet and hangs onto an interrogation, etc only long enough to get policy and technology in.

There is a probable long list of **Bad** Indicators. When these are present Ethics becomes industrious in ratio to the number of bad indicators.

The first indicators, Good or Bad, are Statistics – the OIC graphs for units, sections, departments, divisions and the org. When these are rising, the rise is a **Good Indicator**.

When these are falling the fall is a **Bad Indicator**.

The second of these indicators, good or bad, is **Technical Gains**. When technology is in cases are gaining. This is a Good Indicator. When technology is out, cases are losing. This is a Bad Indicator.

Ethics only exists to hold the fort long enough and settle things down enough to get technology in. Ethics is never carried on for its own sake. It is pushed home only until technology is functioning and then technology resolves matters and Ethics prowls off looking for other targets.

We don't hang people because we started to hang them and so must do so. We start to hang people and keep right on tying the noose in a workmanlike fashion right up to the instant we can get tech in – which of course makes the noose unnecessary.

But if tech never does get in then we complete the hanging.

You will find if you label a Suppressive you will some day get him back and get tech in on him. If you don't ever label they wander off and get lost.

Labelling as a Suppressive is our hanging.

When things are bad (Bad Indicators heavily visible) putting a body on the gallows is very salutary. We call it "Putting a head on a pike". Too many **Bad** Indicators and too goofed

up a situation and we must put a head on a pike. Then things simmer down and we can begin to get tech in.

That's the whole purpose of Ethics – to Get Tech **in**. And we use enough to do so, to get correct standard tech in and being done.

When there are lots of bad indicators about – low and falling statistics, goofed cases, we get very handy with our Interrogatories and put the place very nearly under martial law – we call this a State of Emergency. Once Emergency is declared, you usually have to put a head or two on a pike to convince people that you mean it. After that necessity level rises and the place straightens up. If an Emergency is continued beyond a reasonable time, we resort to very heavy discipline and Comm Ev the executives who wouldn't get off it.

Ethics, then, is applied to the degree required to produce the result of getting tech in. Once tech is really in on a person (with a case gain) or a tech division, let us say, and auditors actually audit standard processes by the book, we know it will resolve and we ease off with Ethics.

Ethics, then, is the tool by which you get Good Indicators In by getting tech in. Ethics is the steam roller which smooths the highway.

Once the road is open we are quite likely to skip remaining investigation and let it all be.

But somebody promising to be good is never good enough. We want statistics. Bettered statistics.

SYMPTOMS OF ORGS

Orgs have various symptoms which tell us how things really are Ethic-wise.

One of these is Dilettantism.

DILETTANTE-ISM

Dilettante = One who interests himself in an art or science merely as a pastime and without serious study.

In an org, this manifests itself with "people should live a little." "One needs a rest from Scientology." "One should do something else too." All that kind of jazz.

It also manifests itself in non-consecutive scheduling, part-time students, "because things are different in this town and people can come only two nights ". Ask what they do with other nights. Bowling. Horse-racing.

Boy, you better mark the case folders of staff. You have a Suppressive aboard. Maybe six.

Scientology, that saves lives, is a modern miracle, is being compared to bowling. Get it?

That org or portion just isn't serious. Scientology is an idle club to it, an old lady's sewing circle. And to somebody, selling training and auditing are just con games they put over on the public.

SUPPRESSIVES!

Root them out.

Wild Rumours – This Symptom is caused by Potential Trouble Sources. Find whose case roller-coasters (gets better, gets worse). Investigate. You'll find a Suppressive or two outside the org.

Put a head on a pike with an HCO Ethics Order and publish it widely.

ARC Broken Field – The Johannesburg Comm Ev Order of last week is a perfect method of handling the situation. Appoint a Comm Ev Chairman to inquire into matters and form a list of interested parties based on reports he will now receive.

Bad Tech – When results just don't happen in the Academy, HGC or Review one or another, look for the Potential Trouble Sources and Suppressives. Only they can keep tech out. Put a big head on a pike and then begin to interrogate every slip in the place. Suddenly Tech is in again.

There are many such symptoms.

At the root of every bad condition will be found a suppressive person.

Locate your Potential Trouble Sources by locating passers of rumours, etc. Then locate the Suppressive and shoot.

Calm reigns. Tech is in.

And that's all one means to accomplish.

Today **technology works on every case**. If the local org can't handle a case, Saint Hill can.

If you get tech in well enough in an org, tech handles all. Beautifully. But if it is out, only Ethics can bat down the reasons it can't be gotten in.

OPTIMUM STATE

The optimum state of an org is so high that there is no easy way to describe it. All cases getting cracked, releases and clears by the hundreds, command of the environment. Big. That's an optimum state for any org.

If it isn't rising toward optimum today, it is locally being held down.

The viewpoint of Ethics is there is no adequate reason why an org is stumbling except Ethics reasons. Let others take care of any other lacks. Ethics never gets reasonable about

lack of expansion. If Ethics shoves hard enough others will get a high enough necessity level to act.

So when an org is low:

Find out where its statistics are down and who is a PTS or an SP and **act**.

That's the job of Ethics. Thus little by little we take off the brakes for a cleared Earth.

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Issue VII

Remimeo
All Hats

Div 1
ETHICS

ETHICS PROTECTION

Ethics actions must parallel the purposes of Scientology and its organizations.

Ethics exists primarily to get technology in. Tech can't work unless Ethics is already in. When tech goes out Ethics can (and is expected to) get it in. For the purpose of Scientology amongst others, is to apply Scientology. Therefore when tech is in, Ethics actions tend to be dropped. Ethics continues its actions until tech is in and as soon as it is, backs off and only acts if tech goes out again.

The purpose of the org is to get the show on the road and keep it going. This means production. Every division is a production unit. It makes or does something that can have a *statistic* to see if it goes up or down. Example: a typist gets out 500 letters in one week. That's a statistic. If the next week the same typist gets out 600 letters that's an **up** statistic. If the typist gets out 300 letters that's a **down** statistic. Every post in an org can have a statistic. So does every portion of the org. The purpose is to keep production (statistics) up. This is the only thing that gives a good income for the staff member personally. When statistics go down or when things are so organized you can't get one for a post, the staff members' pay goes down as the org goes down in its overall production. The production of an organization is only the total of its individual staff members. When these have down statistics so does the org.

Ethics actions are often used to handle down individual statistics. A person who is not doing his job becomes an Ethics target.

Conversely, if a person *is* doing his job (and his statistic will show that) Ethics is considered to be *in* and the person is *protected* by Ethics.

As an example of the proper application of Ethics to the production of an org, let us say the Letter Registrar has a high statistic (gets out lots of effective mail). Somebody reports the Letter Registrar for rudeness, somebody else reports the Letter Registrar for irregular conduct with a student. Somebody else reports the Letter Registrar for leaving all the lights on. Proper Ethics Officer action = look up the general statistics of the Letter Registrar, and seeing that they average quite high, file the complaints with a yawn.

As the second example of Ethics application to the production of an org, let us say that a Course Supervisor has a low statistic (very few students moved out of his course, course number growing, hardly anyone graduating, a bad Academy statistic). Somebody reports this Course Supervisor for being late for work, somebody else reports him for no weekly Ad comm report and bang! Ethics looks up the person, calls for an Ethics Hearing with trimmings.

We are not in the business of being good boys and girls. We're in the business of going free and getting the org production roaring. Nothing else is of any interest then to Ethics but (a) getting tech in, getting it run and getting it run right and (b) getting production up and the org roaring along.

Therefore if a staff member *is* getting production up by having his own statistic excellent. Ethics sure isn't interested. But if a staff member isn't producing, shown by his bad statistic for his post, Ethics is fascinated with his smallest misdemeanor.

In short a staff member can get away with murder so long as his statistic is up and can't sneeze without a chop if it's down.

To do otherwise is to permit some suppressive person to simply Ethics chit every producer in the org out of existence.

When people do start reporting a staff member with a high statistic, what you investigate is the person who turned in the report.

In an ancient army a particularly brave deed was recognized by an award of the title of Kha-Khan. It was not a rank. The person remained what he was, **but** he was entitled to be forgiven the death penalty ten times in case in the future he did anything wrong. That was a Kha-Khan.

That's what producing, high statistic staff members are – Kha-Khans. They can get away with murder without a blink from Ethics.

The average fair to poor statistic staff member of course gets just routine ethics with hearings or courts for too many misdeeds. The low statistic fellow gets a court if he sneezes.

Ethics *must* use all org discipline only in view of the production statistic of the staff member involved.

And Ethics must recognize a Kha-Khan when it sees one – and tear up the bad report chits on the person with a yawn.

To the staff member this means – if you do your job you are protected by Ethics. And if you aren't so protected and your statistic is high, cable me.

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Exec Sec Hats
LRH Comm Hat

Exec Div

DANGER CONDITIONS INSPECTIONS
BY EXECUTIVE SECRETARIES, HOW TO DO THEM

An Executive Secretary who does not get around his or her divisions now and then and see what is going on can make a lot of mistakes.

Inspections are desirable. But when an Executive Secretary makes one he or she commonly issues an order or two, and if this is done without that division's secretary being present it is a 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 Sec sees statistic for Tech Div down. Issues order to Tech Sec. "Get the gross divisional statistic up at once." Now nothing could be plainer or more standard. In two weeks the Org Exec Sec looks at the statistic, sees it is even further down and calls for a hearing on the Tech Sec for 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 Sec is baffled on occasion is the apparent unwillingness of a section to function. Now this is so far down the command channel that info on it does not easily arrive back at the top.

The thing to do where possible is personally inspect. Or get it inspected. One often finds the silliest things.

Example: Book Shipping statistic is really down, man, down. One orders and harangues and argues trying to get books shipped. One gets the quantity of books looked into. it's okay. One gets shipping materials looked into. They're okay. A Shipping clerk is on the Org Board. But orders to the Dissem Sec just never get books shipped. So finally one gathers up the Dissem Sec. Dir Pubs and Books-in-Charge and goes down to Book Shipping—Lo!

They have been building a machine that wraps books tightly when a rock is rolled off a bench! (This actually happened in DC in about 1958.) It has taken a month to build it and will require another to finish it and one and all in that Division are convinced this is the answer. The order? "Break that machine up and start wrapping books by hand and I want that backlog gone in one week." To the Dissem Sec. of course, in front of everyone for his soul's sake. And publish the order in writing as soon as possible.

So you see, you have to inspect because what seems logical and okay to juniors may be completely silly. Remember, that is why they are juniors and have seniors.

Frankly you can never guess at what holds some things up. You have to look. Often you can solve it for them. But solve it with their agreement and on command channel if you want it done.

You can't always sit in an ivory tower and issue orders. You have to know the ground and the business.

Over a period of fifteen years of active management of these organizations I have a pretty good idea of what can happen in one. And to one.

I try to be right more often than wrong. I don't try to be perfect as one's best plans are often goofed. I try to get done what can be gotten done. And I carry a little more pressure on the org 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 Secs had no in baskets.

If an Exec Sec watched statistics like a hungry cat at a mousehole and inspected like fury every time one went down or stayed down, the org would expand and prosper.

Providing Inspection was done.

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DATA SERIES EVAL DRILL 16: INVESTIGATORY PROCEDURE

Data Series Evaluators Course
Drill Sheet for Data Series 16
HCO PL 19 September 1970 I
INVESTIGATORY PROCEDURE

Drill 1: Identifying Things to Investigate:

- A. Write down on your worksheets which of the following you would investigate. Also write down the type of outpoint for those that you pick:
- a. There are no Course Supervisors posted in the org.
 - b. A report that it rained.
 - c. A declining GI stat.
 - d. Letters Out crashed in Dept 2 and not getting mailed.
 - e. 2 staff on a leave of absence.
 - f. 3 blown staff.
 - g. A mutiny against the upstat OEC.
 - h. A staff member completing his hat checksheet.
 - i. A fire in the C/S Office.
 - j. Constantly increasing number of refunds.
- B. Go and spot 5 things you **would** investigate. Write them up and label the outpoint.
- C. Go and spot 5 things you would **not** investigate. Write them up.

Drill 2: Placing Things in Correct Sequence:

- A. Rewrite the following so they are in sequence:
- a. I saw the fish bowl lying smashed and broken on the floor. I turned on the light. I looked at the open window. The cat was sitting on the window ledge happily licking its paws, and purring loudly. It was dark in the room. The fish were gone.
 - b. A total of all checks was added up on the adding machine. The bills were all filed. Having the correct amount of each bill to be paid, the checks were made out. There was sufficient money to pay all the checks so they were taken to the Check Signers to sign. Then each bills file was balanced. The total of all the checks was compared to the balance in the bank account.

- c. He washed the ink stains off all his fingers. He was taken to the department where fingerprinting was done. After a period of waiting, he was accepted for the job. He applied for the job. Then the thumb, forefinger, middle finger, ring finger and small finger of his right hand was done. In filling out his application, he came to the last section which required his fingerprints to be taken. First the thumb, forefinger, middle finger, ring finger and small finger of his left hand was done.
- d. He prepared the sandwich in the glow from the open fridge. He turned the flash light on. Taking a last look around the room to get his bearings, he closed the door. The room was black and nothing could be seen. He swept the light around the room and saw his target glistening faintly white some distance away in the darkness. He felt in his pocket and pulled out a flash light. He crept over to his adored object. Tiptoeing quietly out of the room, he took with him his treasured midnight snack. He stroked the beautiful white sides. And he opened up the fridge, turned off his flash light and took out the makings of a super delicious sandwich.
- e. He proceeded to cut and style her hair. The receptionist looked at the card that had been handed her and nodded to a waiting attendant. Then her hair was washed and set. She would have to run as it was almost time for her appointment. There in the cubicle was Maurice. Stepping forward to the Reception desk, she produced her appointment card. When her hair was dry and combed, she looked into the mirror and said to Maurice, "Thank you, Darling, now we look like twins." She hurried down the street and entered the door to the famous establishment just in time to hear her name called in silken tones. A pink net was placed over the rollers and she was led to the dryer. The attendant led her down the thick carpet to a cubicle. Then he took out his scissors and told her not to worry as he would turn her into a divine creation. He put a soft pink cloak about her shoulders and seated her in a chair.

B. Observe a sequence of action. Write it up in the exact sequence you saw it occur in.

Drill 3: Discoveries:

- A. Taking an outpoint you've seen, pull the string and discover something you did not know before. Write up the **exact** sequence of your investigation.
- B. Taking a pluspoint you've seen, pull the string and discover something you did not know before. Write up your **exact** sequence of investigation.

Drill 4: Pulling Strings:

- A. Two persons are required to do this drill. There are 2 packs of 3 evals each. (See DSEC Supplementary Packs #1 and #2, "DATA SERIES 16 DRILLS PACK A" and "PACK B".) These are gotten and each student has one of these packs. When doing the drill,

one person is coach and the other is the student. The coach reads over the first of the three evals in his Pack. The coach then gives the student the Policy, Situation and Stat sections of the eval. (The Student may familiarize himself, if he wishes, with the policy in the policy section.) The student then has to pull strings from the coach – having the coach assume the beingness of a terminal the student wishes to interview. Using the eval itself, the coach answers the questions – in accordance with what the eval is talking about. Any time it is seen that the student is going off the rails and is not properly investigating, the coach flunks the student and has him review the policy violated and states why the flunk was given. The coach may add data or omit data – but must answer the questions asked by the student and not alter data from the eval. The drill is passed when the student has found a Why which should be similar to the Why given on the eval. In this way, the student finds the Whys for the evals in Pack A and the Coach, as a student, finds the Whys for the evals in Pack B.

Example:

Coach – The Policy Section is Esto Series 15.

The Situation is "The CO is pulled down the Org Board and continually doing posts junior to him."

The stats are: Paid Comps Emerg, GI Emerg, VSD Emerg.

Student – OK, I'd like you to be the CO.

Coach – OK.

Student – What posts do you hold?

Coach – Well, I hold HES, OES, Dissem Sec, Treas Sec, HAS and Dist Sec as well as 10 Dept heads from above.

Student – OK. How many of those posts have people posted to them?

And so on.

BDCS:CJ:MSH:MH:SH:kjm
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Remimeo

Data Series 17

NARROWING THE TARGET

When you look at a broad field or area it is quite overwhelming to have to find a small sector that might be out.

The lazy and popular way is to generalize "They're all confused." "The organization is rickety." "They're doing great."

That's all very well but it doesn't get you much of anywhere.

The way to observe so as to find out what to observe is by discarding areas.

This in fact was the system I used to make the discoveries which became Dianetics and Scientology.

It was obvious to me that it would take a few million years to examine all of life to find out what made it what it was.

The first step was the tough one. I looked for a common denominator that was true for all life forms. I found they were attempting to survive.

With this datum I outlined all areas of wisdom or knowledge and discarded those which had not much assisted Man to survive.

This threw away all but scientific methodology, so I used that for investigatory procedure.

Then, working with that, found mental image pictures. And working with them, found the human spirit as different from them.

By following up the workable one arrived at the processing actions which, if applied, work, resulting in the increase of ability and freedom.

By following up the causes of destruction one arrived at the points which had to be eradicated.

This is of course short-handing the whole cycle enormously. But that is the general outline.

Survival has been isolated as a common denominator to successful actions and succumb has been found as the common denominator of unsuccessful actions. So one does not have to reestablish these.

From there, to discover anything bad or good, all one has to do is discard sterile areas to get a target necessary for investigation.

One looks broadly at the whole scene. Then discards sections of it that would seem unrewarding. He will then find himself left with the area that contains the key to it.

This is almost easier done than described.

Example: One has the statistics of a nine division org. Eight are normal. One isn't. So he investigates the area of that one. In investigating the one he discards all normal bits. He is left with the abnormal one that is the key.

This is true of something bad or something good.

A wise boy who wanted to get on in life would discard all the men who weren't getting on and study the one who was. He would come up with something he could use as a key.

A farmer who wanted to handle a crop menace would disregard all the plants doing all right and study the one that wasn't. Then, looking carefully he would disregard all the should be's in that plant and wind up with the shouldn't be. He'd have the key.

Sometimes in the final look one finds the key not right there but way over somewhere else.

The boy, studying the successful man, finds he owed his success to having worked in a certain bank seven states away from there.

The farmer may well find his hired man let the pigs out into the crop.

But both got the reason why by the same process of discarding wider zones.

Pluspoints or outpoints alike take one along a sequence of discoveries.

Once in a purple moon they mix or cross.

Example: Gross income is up. One discards all normal stats. Aside from gross income being up only one other stat is down-new names. Investigation shows that the public executives were off post all week on a tour and that was what raked in the money. Conclusion-send out tours as well as man the public divisions.

Example: Upset is coming from the camp kitchen. Obvious outpoints. Investigation discloses a 15-year-old cook holding the job solo for 39 field hands! Boy is he pluspoint. Get him some help!

DRAWN ATTENTION

Having attention dragged into an area is about the way most people "investigate." This puts them at effect throughout.

When a man is not predicting he is often subjected to outpoints that leap up at him. Conversely when outpoints leap up at one unexpectedly he knows he better do more than gape at them. He is already behindhand in investigating. Other signs earlier existed which were disregarded.

ERRORS

The usual error in viewing situations is not to view them widely enough to begin with.

One gets a despatch which says Central Files don't exist.

By now keeping one's attention narrowly on that, one can miss the whole scene.

To just order Central Files put back in may fail miserably. One has been given a single observation. It is merely an outpoint: Central Files omitted.

There is no **why**.

You follow up "no CF" and you may find the Registrar is in the Public Division and Letter Registrars never go near a file and the category of everyone in CF is just "been tested." You really investigate and you find there's no HCO Exec Sec or Dissem Sec and there hasn't been one for a year.

The cycle of "outpoint, correct, outpoint, correct, outpoint, correct" will drown one rapidly and improve nothing! But it sure makes a lot of useless work and worry.

WISDOM

Wisdom is not a fixed idea.

It is knowing how to use your wits.

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Founder

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DATA SERIES EVAL DRILL 17: NARROWING THE TARGET

Data Series Evaluators Course
Drill Sheet for Data Series 17
HCO PL 19 September 1970 II
NARROWING THE TARGET

Drill 1: Finding the Area with the Key:

- A. In the following examples, something is given that you want to find out more about. Following each of these are some areas. Write down on your worksheets which area you'd investigate further (the rest of the data would be discarded).
1. International TTC St Pnts soaring.
 - a. WUS has 0 TTC St points.
 - b. UK has TTC St points in Normal.
 - c. EUS TTC St points in Power.
 - d. ANZO TTC St Pnts in Danger.
 - e. EU St points in Normal.
 2. A lot of enturbulation in Dept 5.
 - a. Mary is on holiday.
 - b. Peter is not involved.
 - c. Nancy's stats are up.
 - d. Dorothy has a 7½" thick ethics file.
 - e. Rosemary has been trying to patch things up.
 3. Your car won't start.
 - a. Gas is full.
 - b. Distributor cap is there.
 - c. Choke appears fine.
 - d. Anti-freeze is in the radiator.
 - e. Lights won't switch on.
 4. Keokuk St Pnts levelling.
 - a. St. Hat course points Affluence.
 - b. Dn Crse points Danger.
 - c. Level 0 points Normal.
 - d. Level III points Affluence.

- e. Level II points Normal.
- 5. No Grade 4s being produced in Keokuk.
 - a. # of intensives delivered Normal.
 - b. WDAHs Affluence.
 - c. New Pcs called in by Dept 10 Affluence.
 - d. Processing GI Danger.
 - e. Pcs out of hours and routed to Reg Affluence.
- B. Pick something you want to know more about. Now narrow the target by eliminating areas that would seem unrewarding and write down on your worksheets what the Key was that you found.
- C. Take a Division's stats. Narrow the target to the key.

Drill 2:

- A. Take 2 areas that you are familiar with. Investigate and discard the wider zones until you have the key,
- B. Write up exactly what you did and turn it in to your supervisor.

Drill 3: Outpoint-Correct:

- A. Take 3 of the outpoints you spotted today in your Daily Outpoint Spotting time, and:
 - a. Write up how you could "correct" it.
 - b. Write up what you might possibly have discovered if you'd taken a wider view, and what may have been the result of just doing (a) here.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 SEPTEMBER 1970
Issue III

Remimeo

Data Series 18

SUMMARY OF OUTPOINTS

OMITTED DATA

An omitted anything is an outpoint.

This can be an omitted person, terminal, object, energy, space, time, form, sequence, or even an omitted scene. Anything that *can* be omitted that *should* be there is an outpoint.

This is easily the most overlooked outpoint as it isn't there to directly attract attention.

On several occasions I have found situation analyses done which arrived at no **why** that would have made handling possible but which gave a false Why that would have upset things if used. In each case the outpoint that held the real clue was this one of an omitted something. In a dozen cases it was omitted personnel each time. One area to which orders were being issued had no one in it at all. Others were undermanned, meaning people were missing. In yet another case there were no study materials at all. In two other cases the whole of a subject was missing in the area. Yet no one in any of these cases had spotted the fact that it was an omitted something that had caused a whole activity to decay. People were working frantically to remedy the general situation. None of them noticed the omissions that were the true cause of the decay.

In crime it is as bad to omit as it is to commit. Yet no one seems to notice the omissions as actual crimes.

Man, trained up in the last century to be a stimulus-response animal, responds to the therenesses and doesn't respond as uniformly to not-therenesses.

This opens the door to a habit of deletion or shortening which can become quite compulsive.

In any analysis which fails to discover a **why** one can safely conclude the Why is an omission and look for things that *should* be there and aren't.

ALTERED SEQUENCE

Any things, events, objects, sizes, in a wrong sequence is an outpoint.

The number series 3, 7, 1, 2, 4, 6, 5 is an altered sequence, or an incorrect sequence.

Doing step two of a sequence of actions before doing step one can be counted on to tangle any sequence of actions.

The basic outness is no sequence at all. This leads into **Fixed Ideas**. It also shows up in what is called disassociation, an insanity. Things connected to or similar to each other are not seen as consecutive. Such people also jump about subjectwise without relation to an obvious sequence. Disassociation is the extreme case where things that are related are not seen to be and things that have no relation are conceived to have.

Sequence means linear (in a line) travel either through space or time or both.

A sequence that should be one and isn't is an outpoint.

A "sequence" that isn't but is thought to be one is an outpoint.

A cart-before-the-horse out of sequence is an outpoint.

One's hardest task sometimes is indicating an inevitable sequence into the future that is invisible to another. This is a consequence. "If you saw off the limb you are sitting on you will of course fall." Police try to bring this home often to people who have no concept of sequence; so the threat of punishment works well on well-behaved citizens and not at all on criminals since they often are criminals because they can't think in sequence – they are simply fixated. "If you kill a man you will be hanged," is an indicated sequence. A murderer fixated on revenge cannot think in sequence. One has to think in sequences to have correct sequences.

Therefore it is far more common than one would at first imagine to see altered sequences since persons who do not think in sequence do not see altered sequences in their own actions or areas.

Visualizing sequences and drills in shifting attention can clean this up and restore it as a faculty.

Motion pictures and TV were spotted by a recent writer as fixating attention and not permitting it to travel. Where one had TV raised children, it would follow, one possibly would have people with a tendency to altered sequences or no sequences at all.

DROPPED TIME

Time that should be noted and isn't would be an outpoint of "dropped time."

It is a special case of an omitted datum.

Dropped time has a peculiarly ferocious effect that adds up to utter lunacy.

A news bulletin from 1814 and one from 1922 read consecutively without time assigned produces otherwise undetectable madness.

A summary report of a situation containing events strung over half a year without saying so can provoke a reaction not in keeping with the current scene.

In madmen the present is the dropped time, leaving them in the haunted past. Just telling a group of madmen to "come up to present time" will produce a few miraculous "cures." And getting the date of an ache or pain will often cause it to vanish.

Time aberrations are so strong that dropped time well qualifies as an outpoint.

FALSEHOOD

When you hear two facts that are contrary, one is a falsehood or both are.

Propaganda and other activities specialize in falsehoods and provoke great disturbance.

Willful or unintentional a falsehood is an outpoint. It may be a mistake or a calculated or defensive falsehood and it is still an outpoint.

A false anything qualifies for this outpoint. A false being, terminal, act, intention, anything that seeks to be what it isn't is a falsehood and an outpoint.

Fiction that does not pretend to be anything else is of course not a falsehood.

So the falsehood means "other than it appears" or "other than represented."

One does not have to concern oneself to define philosophic truth or reality to see that something stated or modeled to be one thing is in actual fact something else and therefore an outpoint.

ALTERED IMPORTANCE

An importance shifted from its actual relative importance, up or down, is an outpoint.

Something can be assigned an importance greater than it has.

Something can be assigned an importance less than it has.

A number of things of different importances can be assigned a monotone of importance.

These are all outpoints, three versions of the same thing.

All importances are relative to their actuality.

WRONG TARGET

Mistaken objective wherein one believes he is or should be reaching toward A and finds he is or should be reaching toward B is an outpoint.

This is commonly mistaken identity. It is also mistaken purposes or goals.

If we tear down X we will be okay often results in disclosure that it should have been Y.

"Removing the slums" to make way for modern shops kills the tourist industry. Killing the king to be free from taxation leaves the tax collector alive for the next regime.

Injustice is usually a wrong target outpoint.

Arrest the drug consumer, award the drug company would be an example.

Military tactics and strategy are almost always an effort to coax the selection of a wrong target by the enemy.

And most dislikes and spontaneous hates in human relations are based on mistaken associations of Bill for Pete.

A large sum of aberration is based on wrong targets, wrong sources, wrong causes.

Incorrectly tell a patient he has ulcers when he hasn't and he's hung with an outpoint which impedes recovery.

The industry spent on wrong objectives would light the world for a millennium.

SUMMARY

These are the fundamental outpoints required in data analysis and situation analysis.

They have one infinity of variation. They should be very well known to anyone seeking third dynamic sanity.

They are the basic illogics.

And while there may be others, these will serve.

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 18:

SUMMARY OF OUTPOINTS

Data Series Evaluators Course
Drill Sheet for Data Series 18
HCO PL 19 September 1970 III
SUMMARY OF OUTPOINTS

Drill 1: Identifying Outpoints!

- A. Write up 10 examples of omitted data.
- B. Write up 10 examples of altered sequence.
- C. Write up 10 examples of dropped time.
- D. Write up 10 examples of falsehood.
- E. Write up 10 examples of altered importance.
- F. Write up 10 examples of wrong target.
- G. Write down which one of the 6 outpoints is primarily evident in each of the following sentences:
 - a. She put in an Internal Requisition Form for 6 black pens, 6 green pens, 6 red pens, and 6 blue pens because she was very angry at the Supply Chief.
 - b. "Please excuse Johnny from school today because I have a sore throat. Sincerely, Johnny's mother."
 - c. If that evaluation is not corrected by the time the cows come home, you'll be in hot water!
 - d. Catch the train before it arrives at 08:30 am and you'll make it to work on time.
 - e. The Communicator changed her stat to "number of nudges sent" when she found that she could control this stat better than "number of compliances received" stat.
 - f. Sanity is the ability to recognize differences and similarities.
 - g. All dogs have fleas.
 - h. Cotton cloth is made from the fibers of the cotton plant. The plant comes in a variety of different colours.
 - i. The ED assigned the org a condition of Non-Existence because the PRPs crashed this week.
 - j. All one has to do to care for a household pet is to love it, give it a comfortable clean place to sleep, keep it well-groomed and clean, give it regular vaccinations as needed, and take it for walks for exercise and to relieve itself.

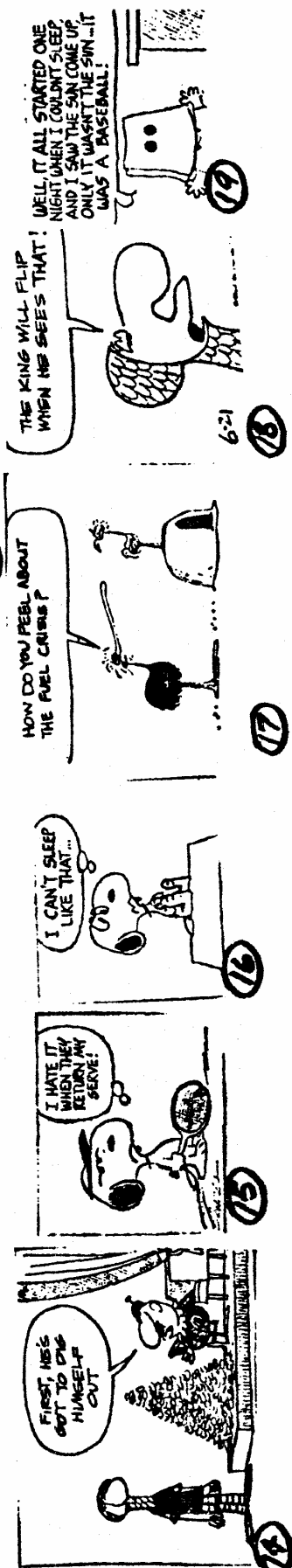
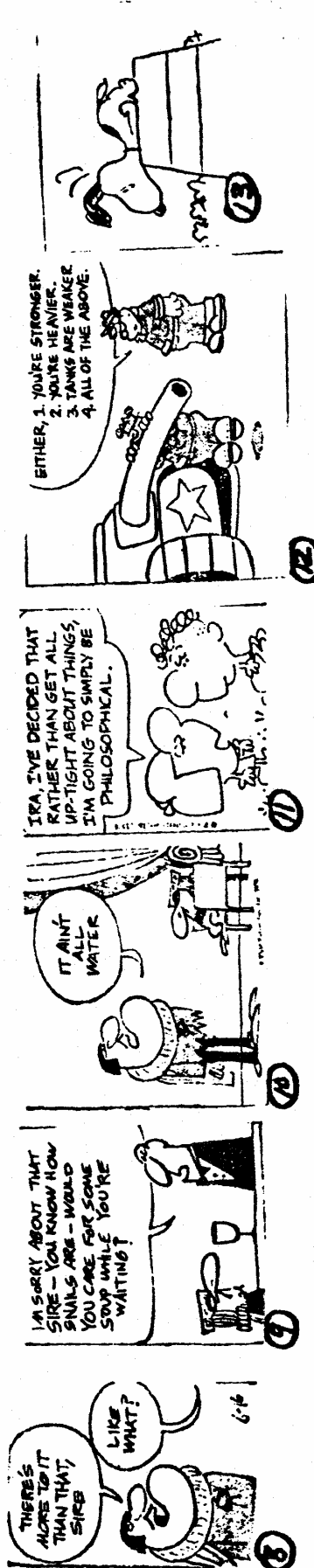
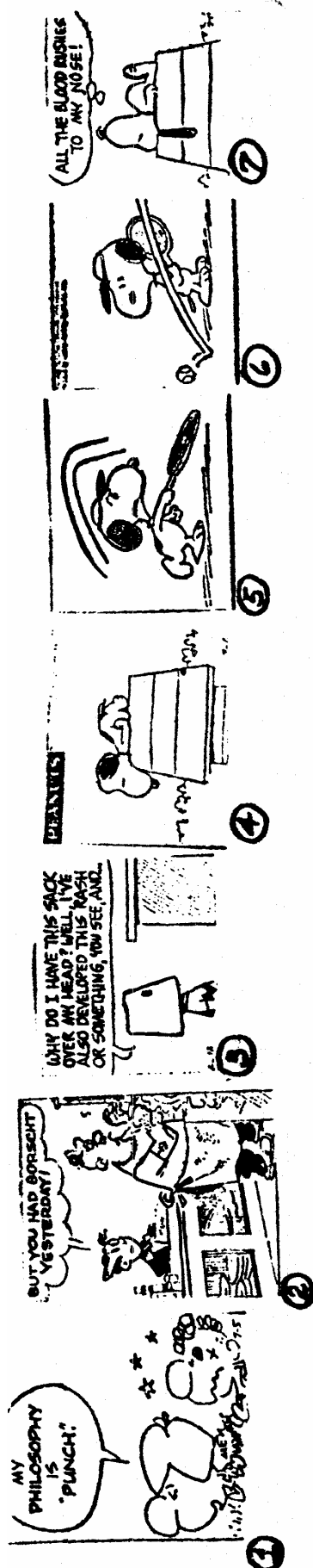
- k. The student received a long star-rate checkout on the HCO Policy Letter he had been studying. He passed the star-rate checkout. Then he reported to a Qual Word Clearer who gave him Method 4 Word Clearing on the same HCO Policy Letter he had studied.
- l. Be ready for a lecture tomorrow given by Professor Brown on the concepts of Numerology. Don't start any big cycles until after the lecture, just stand by. And, for goodness sake, be there on time!
- m. Get this pc into session. You can take the Red Tagged one in tomorrow.
- n. He said that if he had his way he would ban the bomb. He strongly felt the bomb was the real cause of the Watergate Affair upset.
- o. Another week-end is coming up. Clean up your desks and empty your waste-baskets. Grab your coats, lock the doors, close the windows—and we're off!
- p. If we all were to datestamp everything, everywhere, always—just think of the change it would create in our area! There would be no dropped time for us. And we'd all be very busy. Our stat could be "time put in" and there would never again be that particular outpoint in our area. I'll get stamps for everyone, we'll set up an assembly line and get busy. You can forget any post cycles with this new Bright Idea. Nothing can be more important.
- q. He tried and tried and tried. He kept on for 16 hours and still couldn't do it. His partner went out to the garage to see if he could help, but he refused that help. He finally gave up, slumped into the kitchen and exclaimed that he was a total failure.
- r. R.S.V.P. stands for "repondez s'il vous plait," which is French for "please reply." It is used often and standardly as one of the 5 accepted acknowledgments at Paris Org.
- s. Martin Luther, the German theologian, religious reformer and founder of the Lutheran Church spoke at University Hall. He was very well-received.
- t. I can't get out more than 100 letters a week because I have to ensure they're as professional as possible.

Drill 2: Observation of Sequences:

- A. Observe 10 sequences occurring in your environment. Write down exactly what the sequence was.
- B. There are 10 separate cartoon series on the attached sheets. Place them in proper sequence by putting down the number of each as a series.

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(Cartoons from the Herald Tribune.)





HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 OCTOBER 1970
Issue II

Remimeo

Data Series 19

THE REAL WHY

"**Why**" as used in logic is subject to non-comprehension.

Why = that basic outness found which will lead to a recovery of stats.

Wrong Why = the incorrectly identified outness which when applied does not lead to recovery.

A Mere Explanation = a "Why" given as **the** Why that does not open the door to any recovery.

Example: A mere explanation: "The stats went down because of rainy weather that week." So? So do we now turn off rain? Another mere explanation: "The staff became overwhelmed that week." An order saying "Don't overwhelm staff" would be the possible "solution" of some manager. **But the stats wouldn't recover.**

The *real Why* when found and corrected leads straight back to improved stats.

A wrong Why, corrected, will further depress stats.

A mere explanation does nothing at all and decay continues.

Here is a situation as it is followed up:

The stats of an area were down. Investigation disclosed there had been sickness 2 weeks before. The report came in: "The stats were down because people were sick." This was a mere explanation. Very reasonable. But it solved nothing. What do we do now? Maybe we accept this as the correct Why. And give an order, "All people in the area must get a medical exam and unhealthy workers will not be accepted and unhealthy ones will be fired." As it's a correction to a wrong Why, the stats *really* crash. So that's not it. Looking further we find the real WHY. In the area there is no trained-in org bd and a boss there gives orders to the wrong people which, when executed, then hurt their individual stats. We org board the place and groove in the boss and we get a stat recovery and even an improvement.

The correct **Why** led to a stat recovery.

Here is another one. Stats are down in a school. An investigation comes up with a mere explanation: "The students were all busy with sports." So management says "No sports!" Stats go down again. A new investigation comes up with a wrong Why: "The students are being taught wrongly." Management sacks the dean. Stats really crash now. A further more competent investigation occurs. It turns out that there were 140 students and only the dean

and one instructor! And the dean had other duties! We put the dean back on post and hire two more instructors making three. Stats soar. Because we got the right **Why**.

Management and organizational catastrophes and successes are **all** explained by these three types of **Why**. An arbitrary is probably just a wrong **Why** held in by law. And if so held in, it will crash the place.

One really has to understand logic to get to the correct **Why** and must really be on his toes not to use and correct a wrong **Why**.

In world banking, where inflation occurs, finance regulations or laws are probably just one long parade of wrong **Whys**. The value of the money and its usefulness to the citizen deteriorate to such an extent that a whole ideology can be built up (as in Sparta by Lycurgus who invented iron money nobody could lift in order to rid Sparta of money evils) that knocks money out entirely and puts nothing but nonsense in its place

Organizational troubles are greatly worsened by using mere explanations (which lead to no remedies) or wrong **Whys** (which further depress stats). Organizational recoveries come from finding the real **Why** and correcting it.

The test of the real **Why** is "When it is corrected, do stats recover?" If they do that was it. And any other remedial order given but based on a wrong **Why** would have to be cancelled quickly.

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 19:

THE REAL WHY

Data Series Evaluators Course
Drill Sheet for Data Series 19
HCO PL 13 October 1970 II
THE REAL WHY

Drill 1: Identifying the Wrong Why:

- A. Using a local newspaper or a news magazine, find two examples of Wrong Why. Write these up.

Drill 2: Identifying Mere Explanations:

- A. Using a local newspaper or a news magazine, find two examples of a mere explanation. Write these up.

Drill 3: Identifying Right Whys:

- A. Think up two right whys you operated on in the past. Write up what made them right whys.
- B. In each of the following, write down which (in each example) would be Right Whys, Wrong Whys or Mere Explanations:
- a. **Situation:** Org gone out of comm with its public.
"Whys": 1) It was Christmas.
2) Dir Comm ceased quota'ing Letters Out.
3) Letter Reg's typewriter busted.
4) Body Router was transferred.
 - b. **Situation:** Tape Recorders won't play.
"Whys": 1) Works only when dropped.
2) It's Japanese.
3) Hasn't been plugged in.
4) Headphones are missing.

c. **Situation:** Org Officer inactive.

- "**Whys**": 1) Misunderstood on his functions.
2) Nothing much to organize, anyway.
3) The HAS is actually inactive.
4) The Product Officer is goofing.

d. **Situation:** Supervisor blowing off students.

- "**Whys**": 1) The Students were all PTS.
2) Supervisor never learned study tech.
3) The Course Room is at fault.
4) The Supervisor dresses too flashy.

e. **Situation:** Dissemination personnel not finding Ruins.

- "**Whys**": 1) Reges not using OT III tech to find Ruins.
2) It was Easter so everyone was happy.
3) Reges never drilled it.
4) Reges not getting paid enough.

f. **Situation:** Bit and piece auditing being delivered.

- "**Whys**": 1) Public too easy to audit.
2) Out TRs auditors blowing session.
3) DofP not locking auditors into session.
4) It was Sunday.

C. Write up five of your own examples as in B above.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 NOVEMBER 1970

Remimeo

Data Series 20

MORE OUTPOINTS

While there could be many many oddities classifiable as outpoints, those selected and named as such are major in importance whereas others are minor.

WRONG SOURCE

"Wrong Source" is the other side of the coin of wrong target.

Information taken from wrong source, orders taken from the wrong source, gifts or materiel taken from wrong source all add up to eventual confusion and possible trouble.

Unwittingly receiving from a wrong source can be very embarrassing or confusing, so much so that it is a favorite intelligence trick. Dept D in East Germany, the Dept of Disinformation, has very intricate methods of planting false information and disguising its source.

Technology can come from wrong source. For instance Leipzig University's school of psychology and psychiatry opened the door to death camps in Hitler's Germany. Using drugs these men apparently gave Hitler to the world as their puppet. They tortured, maimed and slaughtered over 12,000,000 Germans in death camps. At the end of World War II these extremists formed the "World Federation of Mental Health," which enlisted the American Psychiatric Association and the American Medical Association and established "National Associations for Mental Health" over the world, cowed news media, smashed any new technology and became the sole advisors to the US government on "mental health, education and welfare" and the appointers of all health ministers through the civilized world and through their graduate Pavlov dominated Russian communist "mental health." This source is so wrong that it is destroying Man, having already destroyed scores of millions. (All statements given here are documented.)

Not only taking data from wrong source but officialdom from it can therefore be sufficiently aberrated as to result in planetary insanity.

In a lesser level, taking a report from a known bad hat and acting upon it is the usual reason for errors made in management.

CONTRARY FACTS

When two statements are made on one subject which are contrary to each other, we have "contrary facts."

Previously we classified this illogic as a falsehood, since one of them must be false.

But in doing data analysis one cannot offhand distinguish which is the false fact. Thus it becomes a special outpoint.

"They made a high of \$12,000 that week" and "They couldn't pay staff" occurring in the same time period gives us one or both as false. We may not know which is true but we do know they are contrary and can so label it.

In interrogation this point is so important that anyone giving two contrary facts becomes a prime suspect for further investigation. "I am a Swiss citizen" as a statement from someone who has had a German passport found in his baggage would be an example.

When two "facts" are contrary or contradictory we may not know which is true but we do know they can't both be true.

Issued by the same org, even from two different people in that org, two contradictory "facts" qualifies as an outpoint.

These two will be found useful in analysis.

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 20: MORE OUTPOINTS

Data Series Evaluators Course
Drill Sheet for Data Series 20
HCO PL 26 November 1970
MORE OUTPOINTS

Drill 1: Identifying Wrong Source and Contrary Facts:

- A. Think up 10 examples of Wrong Source and write these up.
- B. Think up 10 examples of Contrary Facts and write these up.
- C. In the following, spot all instances of Wrong Source and Contrary Facts and write these up.
 1. The stats were down in HCO yet their morale seemed **way** up. They have been reading books on Buddhism to learn how to recruit. They sent out 3 info pack mailings over the last 6 weeks but haven't heard a thing back. They are busy indeed interviewing people at the local Welfare Office. More in my weekly report next week.
 2. We had 21 casualties from bullet wounds on the 2nd day of the Russian Front Armistice yesterday. I have ordered detailed reports from the Officers on the Russian Front on how things are going in South Africa. This should be good information. If this Cold War continues much longer the cream of our American manhood will all be dead – cannon fodder and all that. We have been using the Intelligence of Terrorist Organizations in South East Asia.
 3. Johnny is having a hard time at study. He's on Volume Zero of the OEC – the Supervisor is having him look up his MUs in a Sanskrit Dictionary. They say it's going good and he can't find any more MUs yet is sleeping well on course.
 4. WIAC PL is 100% in yet we have no students on course. I asked the Dir Income what was up. He said that I should search my soul for the cause of this, as obviously I, the Bookstore Officer must be the real reason. I did this and suddenly the courses filled up, and nothing else had changed – just me!

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BOARD TECHNICAL BULLETIN

2 SEPTEMBER 1972RA

Revised 2 November 1978

(Revisions in this type style)

Remimeo
STO
Cramming Officer

WHY FINDING DRILL – ONE

Number: WF-1

Name: Name The Out Points And Plus Points Drills

Purpose: To train staff members to be able to competently identify out points and plus points.

Position: Coach and student sit facing each other across a table.

Commands: As stated.

Procedure: The Coach has a full list of all Out Points and Plus Points on a piece of paper, plus another piece of paper with full definitions for all words and terms of the Plus Points and Out Points.

Step One: The Coach and the student define all the words and terms of the Plus Points and Out Points, including Plus Point and Out Point. This is done Method 6 Word Clearing style, as per HCO B 21 June 72 WC Series 39. This step is usually only done once, and would not be done again unless the Coach suspected that it was not done correctly the first time. This would be detected by the student having undue trouble with subsequent steps of the drill.

Step Two: The Coach now drills the Student Chinese School style by saying: "Repeat after me." The Coach says each line one at a time.

"These are the Out Points."

- "Omitted Data"
- "Altered Sequence"
- "Dropped Out Time"
- "Falsehood"
- "Altered Importance"
- "Wrong Target"
- "Wrong Source"
- "Contrary Facts"
- "Added Time"
- "Added In-applicable Data"

- *"Incorrectly Included"*
- *"Assumed 'Identities' are not Identical"*
- *"Assumed 'Similarities' are not Similar or same class of thing."*
- *"Assumed 'Differences' are not different"*

The Coach continues to call out these Out Points until the student can repeat them back without comm lag or mistakes.

He then proceeds to call out first one, then two, then three, etc. until the student can call out all the Out Points without hesitation.

Step Three: The Coach now drills the student in the Plus Points by saying: "Repeat after me." The Coach says each line one at a time.

"These are the Plus Points."

- *"Belated Facts Known"*
- *"Events in Correct Sequence"*
- *"Time Noted"*
- *"Data Proven Factual"*
- *"Correct Relative Importance"*
- *"Expected Time Period"*
- *"Adequate Data"*
- *"Applicable Data"*
- *"Correct Source"*
- *"Correct Target"*
- *"Data in same Classification"*
- *"Identities are Identical"*
- *"Similarities are Similar"*
- *"Differences are Different"*

The Coach continues to call out these Plus Points until the student can repeat them back without comm lag or mistakes.

He then proceeds to call out first one, then two, then three, etc. until the student can call out all the Plus Points without hesitation.

Step Four: The Coach then proceeds to do the following on a gradient of difficulty. Each step is continued until the student can do it easily.

- A. Gives examples from life and asks the student to identify the Out Point.
- B. Gets the student to give examples from life and then say which Out Point it was.

C. Hands the student slips of paper which contain prepared written simple examples of Out Points in the form of reports or compliances or data to Seniors containing Out Points. The student is asked to identify the Out Points.

Any conflict regarding examples of Out Points may only be resolved by reference to HCO PLs 19 Sept 70 Summary of Out Points, 26 Nov 70 More Out Points, 11 May 70 Logic. Any prolonged conflict must be handled with Method 7 Word Clearing on the drill and relevant PLs, followed by M4 on the PLs individually.

In the event of it becoming obvious that the student simply cannot grasp or retain the data on the Data Series, he or she must be routed to be audited on the HC List, for the person himself or herself has Out Points which require auditing on this subject.

Step Five: The Coach hands the student an article taken from any newspaper or magazine and has the student locate and identify Out Points and Plus Points. Time Magazine is an excellent source for these examples.

This is done until the student can read and spot them easily as reading.

Coaching Stress: This is a drill which can be done over and over to higher standards of identification and understanding. As written earlier, Step One is not repeated unless it is obvious it has been done incorrectly earlier.

The Coach must avoid discussion of the actual data and stick to the drill and the HCO PLs on the Out Points and Plus Points.

If a student gives a wrong example of an Out Point or Plus Point, the Coach must flunk the student and hand him the PL which describes the Out Point he has incorrectly identified.

The Reference Policy Letters for this drill are:

HCO PL 11 May 70 Logic

HCO PL 19 Sep 70 Summary of Out Points

HCO PL 26 Nov 70 More Out Points

HCO PL rev 26 Feb 72 17 Feb 72 Proper Format and Correct Action

HCO PL 15 Mar 71 Data Series Auditing

HCO PL 30 Sep 73 Out Points, More

These must be studied by the student and coach, and Method 4 Word Cleared individually before doing the drill.

The various written materials for this drill can be prepared in advance and filed in folders for future use by other students. The Supervisor should check the examples and definitions to ensure they are correct. For example, there would be a folder for Step One with many typed up or mimeoed copies of the Out Point and Plus Point dictionary definitions of words for use by students. There would be a folder with various newspaper or magazine clippings stuck onto pieces of paper. There would be typed up written reports containing Out Points and Plus Points for use in Step Four. There would be small packs of the reference materials.

History: Developed by L. Ron Hubbard in 1971 and 72 at Flag to help Executives, administrators and technical personnel to identify Out Points and Plus Points.

JudyZiff

CS-5

Revised & Reissued as BTB

by Flag Mission 1234

I/C: CPO Andrea Lewis

2nd: Molly Harlow

Re-revised by AVC BPL Appeal

Authorized by AVC and

LRH Pers Comm

for the

BOARDS OF DIRECTORS

of the

CHURCHES OF SCIENTOLOGY

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HCO POLICY LETTER OF 15 MARCH 1971

Issue II

(Corrected & reissued 31 August 1974)

(Only change is to delete from reference under title
HCO B 15 March 71, "Additional List", which was never issued.)

Remimeo
Admin Students

Data Series 21

DATA SERIES AUDITING

(Reference: HCO B 24 July 70, "Data Series" and HCO B 28 August 70, Confidential for Auditors only)

Whenever a student cannot grasp or retain the data of the **Data Series** Policy Letters, he must be audited on the Data Series Rundown (also called the Hubbard Consultant Rundown).

The reason for this is that he himself has **Outpoints** and it is necessary to *audit* him on this subject.

When the student has outpoints, it has been found that he has a terrible time grasping or retaining the Data Series material.

This does not mean the student is in any way crazy. It just means he is illogical and has outpoints in his thinking.

This will reflect as well in his other studies. So handling this is a vital action.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 31 JANUARY 1972

Remimeo

Data Series 22

THE WHY IS GOD

When beings operate mainly on illogics, they are unable to conceive of valid reasons for things or to see that effects are directly caused by things they themselves can control.

The inability to observe and find an actual useable **Why** is the downfall of beings and activities. This is factually the **Why** of people not finding **Whys** and using them.

The prevalence of historical Man's use of "fate," "kismet" (fatalism), superstition, fortune telling, astrology and mysticism confirms this.

Having forgotten to keep seed grain for the spring, the farmer starves the following year and when asked **Why** he is starving says it is the Gods, that he has sinned or that he failed to make sacrifice. In short, unable to think, he says "The Why is God."

This condition does not just affect primitives or backward people.

All through the most modern organizations you can find "The **Why** is God" in other forms.

By believing that it is the fault of other divisions or departments, a staff member does not look into his own scene. "The reason I cannot load the lumber is because the Personnel Section will not find and hire people." It does not seem to occur to this fellow that he is using a WHY which he can't control so it is not a **Why** for his area. It does not move the existing to the ideal scene. Thus it is not a **Why** for him. Yet he will use it and go on nattering about, it. And the lumber never gets loaded. The real **Why** for him more likely would be, "I have no right to hire day laborers. I must obtain this right before my area breaks down totally," or "My department posts are too specialized. I need to operate on all-hands actions on peak loads."

A Course Supervisor who says, "I haven't got any students because Ethics keeps them for weeks and Cramming for months" is using a "The **Why** is God." As he cannot control Ethics or Cramming from his post his **Why** is illogical. The real **Why** is probably "I am not mustering all my students daily and keeping them on course. If they are ordered to Ethics or Cramming they must be right here studying except for the actual minutes spent in Ethics and Cramming."

But this does not just apply on small activities. It applies to whole nations. "The reason we Germans cannot advance is because England is against us." This wrong **Why** has killed many tens of millions in two world wars.

Intelligence organizations are often almost dedicated to "the Why is over there." It seldom is.

Most staffs of orgs, when pay is poor, are completely addicted to over-thereness. In one org, the Finance Banking Officer was continuously hammered to "give more money" by the people who were responsible for making the money and yet who were not raising a finger to do so. An actual survey of four org staffs showed that only 2% were aware that their pay depended upon the org gross income!

Thus survival is very closely tied to logic. If one finds he is sinking into apathy over his inability to get his job done, it *is certain* that he is operating on self-conceived wrong **Whys** in areas that he cannot ever hope to control.

And in living any life, most major points of decline can be traced to the person's operating on Whys that do not allow him to improve his own scene.

The Greek cut open the guts of birds to find the **Why**. He called this "divination" or "augury." Don't look now. but that civilization has long been dead!

Just as anyone will be whose illogic leads him to over-thereness to find his **Why**.

Strength and power in the individual consists of being logical enough to find **Whys** he can use to advance his existing scene toward the ideal scene.

The Why is **not** God. It lies with **you** and your ability to be logical.

God helps those who help themselves.

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Founder

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DATA SERIES EVAL DRILL 22:

THE WHY IS GOD

Data Series Evaluators Course
Drill Sheet for Data Series 22
HCO PL 31 January 1972
THE WHY IS GOD

Drill 1: Identifying "The Why Is God":

- A. Write down which of the following indicate the "Why is God."
- a. Indicator: Money paid for training is down. (From the Qual Sec's viewpoint.)
 - 1. The Reg's have stopped signing up students.
 - 2. The HAS is not recruiting good Supervisors.
 - 3. I haven't observed the Supervisors and gotten them crammed.
 - 4. The ED never pays any attention to Qual.
 - 5. I haven't hatted my Tech Cramming Officer.
 - b. Indicator: 30% of the Org staff are off sick. (From the HAS's viewpoint.)
 - 1. The Org is too drafty, the Janitor should be handled about that.
 - 2. These people are getting bothered by the crazy environment in which they live.
 - 3. There is suppression in the Org, people are PTS, and HCO has done nothing.
 - 4. There's a flu epidemic in the area.
 - 5. Their seniors overwork them.
 - c. Indicator: Returned Missionaire's accounts in a mess. (From the Missionaire's viewpoint.)
 - 1. Things were too expensive.
 - 2. The org was too noisy, and didn't give me time to keep a proper accounting.
 - 3. I let my ethics go out and failed to keep a proper accounting of my expenses.
 - 4. The currency exchange caused the records to not balance.

5. They did not give me receipts.
- d. Indicator: A car ran into a student on her way home from course. (From the student's viewpoint.)
 1. I crossed the street without looking both ways.
 2. The mud made it difficult for me to run.
 3. I've felt PTS for a week and didn't report myself to Ethics.
 4. Whoever gave that driver a license should be jailed.
 5. It was not a pedestrian crossing and I shouldn't have crossed there.
 - e. Indicator: Policy on Extreme Conditions is not being applied in the Org. (From the KOT's viewpoint.)
 1. I didn't get the policy known and applied in the Org.
 2. I erroneously thought it no longer applied.
 3. It no longer applies because it's so old and no one has cancelled it yet.
 4. The staff rarely have any Extreme Conditions.
 5. There's no LRH Comm on post.
 - f. Indicator: Percentages of FN VGIs at Examiner dropped from 100% to 80%. (From the C/S's viewpoint.)
 1. The Examiner looks at people funny.
 2. HCO hasn't hatted the Examiner.
 3. These are tougher pcs.
 4. Auditors are untrained on the levels they are auditing.
 5. Tech Services only schedules the "dog cases."
 - g. Indicator: Booksales have dropped to zero. (From the Dissem Sec's viewpoint.)
 1. People don't buy books these days.
 2. I haven't gotten my Bookstore Officer's out-ethics handled on selling books.
 3. Only selling books by other authors.
 4. Everyone has read LRH's books.
 5. Div VI is really supposed to sell the books anyway.
 - h. Indicator: Hatting points stat on a six week danger trend. (From the SSO's viewpoint.)

1. Everyone is already hatted.
 2. Staff can't be bothered to study their hats.
 3. My Hatting Officer refuses to be hatted and to hat others.
 4. God only knows!
- i. Indicator: No Org promotion is going out. (From the Dissem Sec's viewpoint.)
1. The A/G won't okay FP monies for promo.
 2. HCO hasn't given me anyone to work with me in Dissem.
 3. I'm unhatted and have made no attempt to hat myself.
 4. I never submitted any POs for promo expenses, but have been blaming the FP Committee.
 5. The Div 6 Surveyor blew.
- B. Write up 5 examples of your own of the Why is God.

BDCS:MSH:CJ:MH:SH:kjm
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 FEBRUARY 1972

Remimeo

Data Series 23

PROPER FORMAT AND CORRECT ACTION

When doing an evaluation, one can become far too fixated on outpoints and miss the real reason one is doing an evaluation in the first place.

To handle this, it is proper form to write up an evaluation so as to keep in view the reason one is doing one.

This is accomplished by using this form

| | |
|---------------------|-------|
| Situation: | _____ |
| Data: | _____ |
| Stats: | _____ |
| Why: | _____ |
| Ideal scene: | _____ |
| Handling: | _____ |

CONSISTENCY

The whole of it should concern itself with the same general scene, the same subject matter. This is known as **consistency**. One does not have a situation about books, data about bicycles, stats of another person, a **Why** about another area, a different subject for ideal scene and handling for another activity.

The situation, whether good or bad, must be about a certain subject, person or area, the data must be about the same, the stats are of that same thing, the **Why** relates to that same thing, the ideal scene is about the scene of that same thing and the handling handles that thing and *especially is* regulated by that **Why**.

A proper evaluation is all of a piece.

SITUATION

First, to do an evaluation, some situation must have come to notice. There is a report or observation that is out of the ordinary.

This "coming to notice" occurs on any line. Usually it is fairly major, affecting a large portion of the area, but it can be minor.

So **observation** in general must be continuous for situations to be noted.

To just note a situation and act on it is out of sequence as it omits evaluation. You can be elated or shocked uselessly by noting a situation and then not doing any evaluation,

It is the hallmark of a rank amateur or idiot to *act* on reports without any evaluation.

So, the first step is noting, from general alertness, a situation exists.

A situation is defined as a not expected state of affairs. It is either very good or it is very bad.

If it is very good it must be evaluated and a Why found so one can even upgrade an ideal scene.

If it is very bad, it must be evaluated and a Why found so that it can be handled to more closely approach the ideal scene.

DATA

Data is the information one has received that alerts one to the situation.

Intelligence systems use various (mainly faulty) methods of "evaluating" data so as to "confirm it." They do this uniformly from reports. No matter how many reports one may see there is always a question as to their truth. Intelligence chiefs have started most wars (US vs. Germany 1917) or failed to start them in time (US vs. Japan 1936) by depending on "authoritative sources," "skilled observers," "valid documents" and other confetti they class as "reports" or "documents."

As noted above, the "raw document" or "raw materials" as they are called have led, when accepted, to the most terrifying catastrophes. British Admiral Hall, without permission of the British government, leaked the famous "Zimmerman telegram" to US President Wilson and stampeded the US into World War 1. The alleged German "instructions" to their US Ambassador "intercepted" by Hall were passed on with confidence tricks and President Wilson, elected to keep the US out of the war, being no great evaluator, dived overboard on one flimsy questionable report and carried America into the disaster of two world wars and a communist supremacy.

The US was lulled by false Japanese assurances and false data on the smallness of Japanese armaments and considered the country no danger. The true situation would have led to a US declaration of war in 1936! Before Japan could sink the whole Pacific fleet in one raid and cause 41/2 years of war and open all of China to communist supremacy.

These are just a couple of the thousands of disasters in international affairs brought about by a pathetic reliance on reports or documents.

If you knew the game well, with a half a dozen agents and a document factory, you could have half the countries of the planet in turmoil. Because they rely on reports and "authoritative sources" and "expert opinion" instead of data as viewed in this Data Series.

If one does not court disaster and failures one does NOT rely on reports, but an absence of reports or a volume of reports carefully surveyed for outpoints and counted.

To do this one must be **very** skilled at spotting outpoints. Most people confuse simple errors with actual outpoints.

You can get so good at this you can recognize outpoints and pluspoints at a fast glance over reports.

Essentially, "data" regarded from the angle of outpoints is a lack of consistency. "Our Div 2 is doing very well" doesn't go with gross income \$2.

This gives you a guideline, the "string to pull" (see investigation checksheet on following down things you just don't understand, the first emergence of the Data Series).

So the **data** you give is not a lot of reports. It is a brief summary of the "strings pulled" on the outpoint or pluspoint route to finally get the **Why**.

Example: (from a situation where an org was going broke) "The sign-ups reported for service and new names to Central Files were both high yet gross income was down. An investigation of the service area showed no backlogs and no new customers with the staff idle. Tech Services was fully staffed. Examining complement showed no one in the Department of Income. People were signed up but there was no one to receive the money." The **why** of course was a wrong complement particularly **no cashier** and an Executive Director neglecting his duties.

Example: (on a situation of a stat soaring) "The Promo Dept had very down stats with no promo going out. Bulk mail was low. Div 6 was idle, yet the GI was soaring. Nothing in the org could be found to account for it. Investigation of what promo incoming public had, showed that the promo was coming from a lower level org promoting itself as a route to upper level services." The **Why** of course was an effective promo campaign being run **outside** the org. And one could bolster that up and get the org active too.

Data, then, is the Sherlock Holming of the trail that gave the **Why**. It at once reflects the command the evaluator has of the **Data Series**. And his own cleverness.

Sometimes they come in a sudden blue flash a yard long, a piece of insight into what **must** be going on if these outpoints add up this way. Rapid investigation of further data on this trail proves or disproves the flash of insight. One does **not** run on insight alone (or crystal balls).

To one not trained and practiced in evaluation the finding of a **Real Why** may look as mysterious as an airplane to an aborigine.

It is a fact that people who do not understand evaluation can get the idea that management acts on personalities or whims or that management has spies everywhere to know that the Distribution Secretary never came to work.

To the expert it is easy. To the ignorant it looks very supernatural.

It is the **trail** followed that counts.

This is what is required under "**data**."

STATS

Situations and **data** trails are supported by statistics.

Where statistics are not in numeral form this may be harder. Where they are outright lies, this is an outpoint itself.

A person or nation without any statistic may be a puzzle at first but statistical approximations can exist and be valid.

Statistics of CIA would be very hard to dig up. They don't even let the US Congress in on it. But the deteriorating overseas influence of the US would show that CIA was not batting any high average and that its data fed to policy-makers (its avowed purpose) might well be false or misleading causing policy errors that cause a deteriorating scene.

So statistics can be estimated by the scene itself even when absent in numerical form.

England has lost its whole empire in a quarter of a century, without a single defeat in war. This gives an adequate statistic for the government's good sense or lack of it. It is at this writing losing even parts of the homeland and is itself joining what might be called the Fourth Reich and so will soon cease to exist as a political sovereignty. This statistic can even be drawn as a dive-bombing down curve.

A deckhand's statistic may not exist on a chart but the areas he tends to exist for view.

One either has a numerical statistic or a direct observation. One can use both.

I once answered the question, "Why are paid completions high and gross income low?" by finding that the "paid" completions stats were false.

So one statistic can be compared to another.

Three or more stats can be compared to each other and often lead directly to a **Why**.

The main point is **don't act without statistical data**.

After a fine data analysis, one may well find the stats are quite normal and there is **no** situation.

One may have a great PR PR PR data analysis and collide with statistics you'd need a submarine to read.

And one may have data that says the whole staff of Keokuk should be shot without waiting for dawn and then discover that, by stats, they're doing great.

And one can also do a data analysis that shows somebody should be commended and prove it by stats and then discover belatedly the stats are false and the guy should have been shot.

However, if one looks at all available stats after doing a data analysis one may find they look good at a glance but are sour as green apples. One could see a high lot of stats, GI, etc., and *then* see a cost stat that shows someone is making \$2 million at a cost of \$4 million and that the place is going straight into the garbage can.

Do not give a Why or recommend handling without inspecting the actual stats. And **do not** be thrown off a situation you are sure exists without looking at **all** the stats. (Example: High hour interns' stats throw one off interfering until one sees NO interns graduating and NO programs completed by them.)

THE WHY

This is the jewel in the crown, the main dish at dinner, the gold mine in the towering mountains of mystery.

A real **Why** must lead to a bettering of the existing scene or (in the case of a wonderful new scene) maintaining it as a new ideal scene.

Therefore the **Why** must be something you can do something about. (See THE WHY IS GOD policy letter.)

Thus the **Why** is limited by what you can control. It is **never** that other division or top management or the bumps on the moon.

Even if all this were true, the **Why** must be something which ***you can do something about yourself from your level of authority or initiative*** that will lead to **the improvement of a poor existing scene toward the Ideal Scene.**

The **Why** is a special thing then. It is a key that opens the door to effective improvement.

It is not a prejudice or a good idea. It is where all the analysis led.

And a **Real Why** when used and handled and acted upon is like a magic carpet. The scene at once becomes potentially better or gets maintained.

"Acting on a wrong Why" is the stuff of which coffins are made.

No matter how brilliant the program that follows, there it is, the same old mud.

Wrong Whys work people half to death handling a program which will lay ostrich eggs and rotten ones at that.

It will cost money and time that can't be afforded easily.

It will distract from the real tiger in the woods and let him roar and eat up the goats while everyone is off chasing the ghosts which "really were the cause of it all."

Wrong Whys are the tombstones of all great civilizations and unless someone gears up the think will be the mausoleum of this one.

Do not think you won't get them. It takes 28,000 casualties in battle, they say, to make a major general. Well it may take a few wrong Whys to make an evaluator.

The evaluator who has done the evaluation is of course responsible for it being correctly done and leading to the right conclusion and verified by stats to give the correct real **Why**.

And the real ones are often too incredible to have been arrived at in any other way. Or they are so obvious no one noticed.

In one instance Whys were found by experts for six months on a certain course without improving the flagrantly bad situation but actually messing it up more until a huge real Why jumped out (the students had never been trained on earlier levels) and the situation began to improve.

Using one Why for all situations can also occur and fads of Whys are common. True, a Why often applies elsewhere. That's what gives us technology including policy. But in any area of operation where a situation is very abnormal the Why is likely to be very peculiar and too off the ordinary to be grasped at once.

There can be an infinity of wrongnesses around just one rightness. Thus there can be an infinity of wrong Whys possible with just one real Why that will open the door.

For the real Why *does* open the door. With it on a good situation one can maintain it and with a bad situation one can improve it.

Thus the **Real Why** is the vital arrival point to which evaluation leads.

THE IDEAL SCENE

If a bad situation is a *departure* from the ideal scene and if a good situation is attaining it or exceeding it, then the crux of any evaluation is **the Ideal Scene** for the area one is evaluating.

Viewpoint has a lot to do with the ideal scene.

To Russia a collapsed America is the ideal scene. To America a collapsed Russia is an ideal scene.

To some have-not nations both Russia and the US competing at vast expense for the favor of a coy petty ruler is the ideal scene to that ruler.

To most other parts of the world both these major countries interested only in their own affairs would be an ideal scene.

So, with viewpoint the ideal scene can be "bad" or "good."

The ideal scene is not necessarily big and broad. An intelligence evaluator that gave the ideal scene as "a defeated enemy" on every evaluation would be very inexpert.

By **consistency** the ideal scene must be one for that portion of an activity for which one is trying to find the Why.

Example: (Situation: renewed activity on a front held by one platoon. Evaluation: No other points along the lines are active and a tank road leads toward the front where the activity is. **Why**: area being prepared for a tank breakout.) **Ideal Scene**: an uninhabitable area in front of the platoon. (Which could be done with napalm as there is a wood there and a heavy crossfire maintained and a renewed supply of bazookas for the platoon if the napalm didn't work.)

Example: (Situation: a lot of silence from Plant 22. Evaluation: no trucks arriving with materials, no raw materials being sent by outside suppliers, suppliers irate. **Why**: The accounting office forgot to pay the raw materials bill and the suppliers held up all further supplies.) **The Ideal Scene**: high credit rating and good accounts PR established with all creditors. (And handling would include a recommendation for an evaluation of the accounting office as to why it forgot and why there is no high credit PR with a new ideal scene for that accounting office, which might be a wholly different thing: **Ideal Scene**: an accounting office that enforces income greater than outgo.)

By giving the **Ideal Scene** for every situation, the evaluator is not led into a fatal contempt for the competence of all work actually being done.

The ideal scene clarifies for one and all whither we are going.

But even more important, the evaluation that includes an ideal scene postulates a win from the viewpoint of those for whom it is being done or for one's activities.

Sometimes when one gets to the ideal scene and writes it down he finds his Why won't really lead to it, in which case he must get another Why or familiarize himself with the scene in general to find out what he is trying to send where.

In the case of an abnormally good situation one finds he has exceeded what was formerly thought to be the ideal scene and must state a new one entirely with the **Why** concerned with how to maintain it.

Anyone reading a full evaluation in proper form can better estimate whether the **Why** and handling are workable if the **Ideal Scene** is there. And sometimes it will be found that the evaluator is trying to do something else entirely than what everyone else thinks is a correct attainment.

Thus it is a very healthy thing to include the ideal scene. It serves as a discipline and incentive for the evaluator and those executing the program.

HANDLING

Handling must be **consistent** with the situation, the evaluation, the Why and the ideal scene.

Handling must be **within the capabilities** of those who will do the actions.

Handling must be **within the resources available**.

Handling quite often but not always requires a **bright idea**. It is peculiarly true that the less the resources available the brighter the idea required to attain effective handling.

Handling must be **supervised** by one person who acts as a coordinator of the program and a checker-offer and debug expert.

And last but most important handling must be **effective and final**.

The *steps* of handling are in program form. They are numbered 1-2-3, etc. Or A-B-C, etc.

They can be in the sequence they will be done but this is mostly important when one person or one team is going to do the whole thing step by step.

These steps are called **targets**.

Each part of the program (each **target**) is assigned to someone to do or to get done.

Care must be taken not to overload persons already loaded and where this occurs one appoints a special personnel or mission for that specific target.

The supervision must see that each target gets fully done and no targets not-done and no targets half-done.

It is up to supervision to keep track of all completions on a **master** sheet.

Supervision debugs those targets that bog or lag by finding in them a Why, which may mean a rapid evaluation of that target to rephrase it or get it clarified without altering its intended accomplishment.

Supervision can reassign a target.

PROJECTS

It is expected that any complex or extensive target will have a **project** written for it by the person to whom it is assigned if not by the originator.

By completing this project the target is **done**.

Often these projects have to be passed upon by a senior before being begun.

COMPLIANCE

When the **master** sheet shows all targets **done** (not not-done and not half-done and not falsely reported) full situation handling can be expected.

REVIEW

When the supervisor reports all targets done, it is in the hands of fate whether the situation will now be progressed toward or attain the ideal scene.

The accuracy of the data, the skill of the evaluator, the correctness of the **why**, the competence of the supervisor and the skill of those executing the targets and the willingness

of those receiving the effects of all this activity (their human emotion and reaction) determine whether this evaluation approaches or attains the ideal scene.

All such evaluations should be **reviewed** as soon as the actions have had time to take effect.

An idiot optimism can suppose all is well and that it is needless to review.

But if this **why** was wrong *then the situation will deteriorate* and a worsening situation will be apparent.

Thus a sharp watch has to be set. No thirst for "always being right" or arrogance about never being wrong must prevent an honest review.

Was the ideal scene approached or attained?

Or was it a wrong **Why** and now is all Hades breaking loose?

Now we *don't* have just renewed insistence that the **Why** was right and that the program must go in in spite of all.

We have a wrong **Why**.

MAGIC

It will be found that where you have a real why people will cooperate all over the scene.

The only **exception** is where there are traitors around. But this is an easy explanation, too often bought to excuse wrong **Whys**.

The Germans, when they found in World War II, how ineffective the Italian intelligence service was, couldn't believe it, tried to improve it, became convinced they were traitors, probably shot them in scores and took the service over themselves. And lost Italy even more rapidly. Whatever the right **Why** was, the Germans had the wrong one. And so does any executive who has to shoot everybody-he just can't find the right **Whys**.

It is **no** disgrace to find a wrong **Why**. It is only a disgrace not to keep trying on and on until one does find it. Then the clouds open, the sun shines, the birds pour out their souls in purest melody and the ideal scene is approached or reached.

So **review** is damnably important.

Situations have to be handled very fast.

And reviews have to be as quick as possible after effect can occur.

WHOLE VIEW

So here you have the whole view.

The keynotes are **observe, evaluate, program, supervise and review**.

The heart of **Observe** is accuracy.

The heart of Evaluate is a cool, cold knowledge of the Data Series.

The heart of Program is knowing the scene.

The heart of Supervise is getting it **fully** done.

The heart of Review is **humility**.

SUMMARY

If you cannot roll all this off rapidly then misunderstood words in this series are in the way. Or one is battling with some outpoint in his own life.

The Data Series is for **use**.

It works because it has unlocked logic.

In management one is very fortunate since he can program and handle.

In intelligence one is less fortunate as his handling can only be suggested and many an intelligence officer has watched a useless Battle of the Bulge after he told them all about it and "they" had other ideas. But the Data Series works in intelligence as well.

Data analysis was not developed in a professorial out of a lost-to-the-world tower. It was evolved by attempting to explain logic, then was developed on one of the hottest cross-fire but successful evaluation posts on the planet against a background of blood, sweat and tears war intelligence experience.

So it is itself **real**.

The key to it is handling **Data**.

So here it is.

I do sincerely hope it serves you in helping to attain your ideal scene.

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Founder

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DATA SERIES EVAL DRILL 23: PROPER FORMAT AND CORRECT ACTION

Data Series Evaluators Course
Drill Sheet for Data Series 23
HCO PL 17 February 1972
PROPER FORMAT AND CORRECT ACTION

Drill 1: Consistency:

A. Find the exact point the eval goes inconsistent and write it down on your worksheets.

1. Policy: Personnel Series

Situation: HCO failing to recruit inhibiting org expansion.

Stats: 0 recruits.

TAR Level, Level, Level.

Data: An investigation into the area showed that the only time that there recruits was two months ago. These were done by the S/C of the org. **(Correct Target – Supercargo.)**

HCO has stacks and stacks of prospects who wish to join staff which are strewn in in-baskets, as there are no files. **(Omitted Data – HCO.)**

There is only one terminal in HCO who handles mimeo only, although he is posted as HAS. **(Omitted Data, Altered Importance – HAS.)**

The Dist Sec also has not been seeing to the bringing in of public to the courses and thus there are few people to recruit. **(Omitted Data – Dist Sec.)**

The reason for this was that the Dist Sec had everyone selling books and dropped all other functions. **(Wrong Target-Dist Sec.)**

Why: Div 6 is selling books only to the neglect of actually getting public in the org.

Ideal Scene: Div 6 getting public in the org so that HCO can recruit.

Handling:

1. Get Div 6 onto signing public for major services and org services as well as books.

OES _____

2. Ensure these people are gotten onto the Basic Courses.

DIST SEC _____

3. Use the course as a recruitment pool.

HAS _____

2. Policy: Volume 2 OEC.

Situation: The Dissem Div is not actively getting people into the org and onto services.

Stats: GI 248.00 and in emergency. Paid starts 1 and on a danger trend.

Data: There is one person posted in Dissem. He is wearing the hat of Dir Promo only. (**Altered Importance – Dir Promo.**)

The stat given him by the ED was number of pieces of promo out. (**Wrong Target – ED, Wrong Source – Dir Promo.**)

In talking with the Dir Promo it was found that he did not do anything else in Dissem as he did not get a stat for it. (**Wrong Target – Dir Promo.**)

Why: **Misposted & Mis-Statitized Div that has the only person in Dissem holding only a fraction of the duties.**

Ideal Scene: **A correctly Org Boarded & Statitized Dissem that is working on all the products of the division.**

Handling:

1. Continue coping in Dissem to get products out regardless.

ED _____

2. Get staff auditing.

Qual Sec _____

3. Get staff training.

Qual Sec _____

4. Get the Dir Promo posted as Dissem Sec.

HAS _____

5. Get him rapidly hatted.

SSO _____

3. Policy: WIAC PL.

Situation: No completed students graduating from the academy.

Stats: 0 completions. St Pts on an affluence trend.

Data: There have been no completions for the last six months. **(Omitted Data – Sup.)**

There are 30 students overdue. **(Omitted Data – Sup.)**

Observation of the courses reveals study tech not being applied. **(Wrong Target, Omitted Data – Sup.)**

The Sup has only done a HAS course. **(Omitted Data – Sup.)**

Why: Qual not inspecting and correcting.

Ideal Scene: Study Tech being properly applied in the academy resulting in completed students.

Handling:

1. Have the DofT immediately take over Supervision of the Academy and get some grads.

TECH SEC _____

2. Get the Sup into F/T study on St Hat and MCSC.

DofT _____

3. Once Tgt 2 done, apprentice the Sup onto post.

DofT _____

- B. Now re-write the parts of the above evals that are inconsistent so that they are now consistent.

Drill 2: Stats Support Situations and Data:

- A. Write down which of the following are supported by stats and which aren't.

1. Situation: Cramming of auditors ineffective.

Data: Cramming Officer reported to be doing volumes of cramming, yet data shows dissatisfied pcs.

Auditors found to be complaining about the Cramming Officer.

Stats: WDAHs Affluence.
Cram Points Affluence.
F/N VGI's % about 97% consistently.
Success Stories – Power.
Re-sign Processing GI – Affluence.

2. Situation: Org keeping its doors locked.

Data: *Found that the ED had tried several times to get the doors opened, to no success.*
Asking Why, I discovered they have an out PR Sit with the Landlord who refuses to let anyone but employees into the Org.
Checking out the Landlord, I found he was connected to the local badhats.
I also found that he has an undisclosed criminal history.

Stats: *NPI – zero for weeks. No completions, no starts.*

3. Situation: Promo not pulling.

Data: Found that promo was based on no surveys.
The Dir Promo & Pubs had convinced the LRH Comm and his seniors that all policy on Survey Tech has been cancelled. He had forged a "Policy Letter" to prove this.
The Dir P&P is also an NCG.

Stats: BMO Affluence.
No. Promo Pieces sent out is Affluence.
GI rockbottom and flat, flat, flat.

4. Situation: Rampant out ethics at Keokuk.

Data: Volumes of copies of chits coming in to the data files. They show bad ethics level amongst the majority of staff.
Looking further I see that the E/O has not been calling Courts of Ethics on those accumulating many chits.
I also found that the E/O has the most chits written on him.

Stats: SNA Affluence.
GI + Staff Normal and averaging \$450.00.
Pd Comps and GI doing well.

5. Situation: Missions failing to achieve the Major Targets.

Data: A list of Missions and how they're doing was ordered written up by the Mission Operations Officer. It showed that the Missions were completely off the rails.

An inspection of the Mission Folders showed nothing, as nothing was in them.

Stats: % of successful Missions = 90% or above for months.

Pd Comps and GI of orgs with Missions mostly rising.

- B. Now write up what would have happened if you had acted on the examples in A above if you hadn't noticed that the Stats didn't support the Sit and Data.
- C. Make up 5 examples of your own as per above.

Drill 3: Bright Ideas:

- A. Write up possible resources to use that could be used to handle the following Whys:
 - a. Translated tapes for foreign students, not bought & so unused.
 - b. Reges not trained on Big League Sales Tech.
 - c. Auditors have been mis-trained on the levels they are auditing.
 - d. C/S series 25 is unknown and unused.
 - e. Verbal tech used instead of study tech.
 - f. Execs won't come to work.
 - g. ARC Break Registrar to handle ARC Broken field being used to handle in-the-org public.
 - h. Staff have no hat checksheets or materials.
 - i. Organization tech to back up production unknown.
 - j. No one trained on the handling of PTSes.
- B. Make up and write down 5 Whys of your own and possible Resources for each that could be used to handle.
- C. Now work out the Ideal Scene for each of your five Whys, Drill 3B above. Estimate and write down whether your handlings would have led to the Ideal Scene.
- D. Now mock up "Bright Ideas" to handle five of the Whys in A above.
- E. Now mock up "Bright Ideas" that are not bright to handle 5 of the Whys in A above.
- F. Now mock up "Bright Ideas" to handle 5 of the Whys in A above that are not based on any kind of available resources, and briefly write up what would happen to any handling attempted.

- G. Now mock up "Bright Ideas" to handle 5 of the Whys in A above that are beyond the capabilities of the available resources and briefly write up what would happen to any handling attempted.

Drill 4: Handling:

- A. Take one of the Whys and Bright Ideas from Drill 3A and
- a. Write a program to handle,
 - b. Assign the targets,
 - c. Assign supervision.

BDCS:CJ:MI:LK:MH:SH:kjm
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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 FEBRUARY 1972R
Issue II
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(Revisions in this type style)

Remimeo

Data Series 24R

**HANDLING
POLICY, PLANS, PROGRAMS
PROJECTS AND ORDERS DEFINED**

The words "policy," "plans," "programs," "projects" and "orders" are often used interchangeably one for the other, incorrectly.

To handle any confusions on the words and substance of "policy," "plans," "programs," "projects" and "orders" the following **descriptive definitions** (see Scn Logic No. 5) are laid down for our use.

Policy: By this is meant long-range truths or facts which are not subject to change expressed as operational rules or guides.

Plans: Short-range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it or to obstruct or impede an opposition to expansion. A plan is usually based on observation of potentials (or resources) and expresses a bright idea of how to use them. It always proceeds from a **Real Why** if it is to be successful.

Program: A series of steps in sequence to carry out a plan. One usually sees a program following the discovery of a Why. But in actual fact a plan had to exist in the person's mind, whether written or not, before a program could be written. A program, thus, carries out the plan conceived to handle a found **Why**. A plan and its program require authorization (or okay) from the central or coordinating authority of the general activities of a group before they can be invested in, activated or executed.

Projects: The sequence of steps written to carry out **one** step of a program. Project orders often have to be written to execute a program step. These should be written but usually do not require any approval and often are not generally issued but go to the person or persons who will accomplish that step of a program. Under the category of **project** would come orders, work projects, etc. These are a series of **guiding steps** which if followed will result in a full and successful accomplishment of the program target.

Orders: The verbal or written direction from a lower or designated authority to carry out a program step or apply the general policy.

In short:

Policy = the rules of the game, the facts of life, the discovered truths and the invariable procedures.

Plans = the general bright idea one has to remedy the WHY found and get things up to the ideal scene or improve even that. (Approval.)

Program = the sequence of major actions needed to do the plan. (Approval.)

Project = the sequence of steps necessary to carry out one step in a program. (No approval.)

Orders = some program steps are so simple that they are themselves an order or an order can simply be a roughly written project.

Thus, by these definitions a data analysis would look like this:

Policy: (What brings the evaluation into existence in the first place.)

Situation: (Departure from or improvement of the ideal scene expressed in *policy*.)

Data: (Observations leading to **investigation**.)

Statistics: (The independent continuing survey of production or lack of it.)

Why: (The real reason found by the investigation.)

Ideal Scene: (The state of affairs envisioned by policy or the improvement of even that.)

HANDLING:

A Plan whether written in full or not based on the **why** to use the resources available to move the existing scene toward the ideal scene.

A Program: A sequence of broad steps to get the plan executed.

Projects: Any sequence of steps ordered or written to get a program step completed.

Orders: The program step itself or the verbal or written project to get the program step fully *done*.

Thus a handling could look like this:

HANDLING:

Plan: To use Bob Bartlett to replace the incompetent exec found in the **why**.

1. Find a replacement for Bartlett. **Personnel**. _____
2. Program Bob Bartlett to get his incomplete cycles caught up. **Dir of Personnel Enhancement**. _____
3. Train Bob Bartlett. **Dir of Training**. _____
4. Write Garrison Mission Orders for Bartlett. **Action Mission Writer**. _____

5. Write recall orders for G. Zonk (the incompetent found in the **why**). **Personnel**. _____
 6. Send Bartlett to relieve Zonk. **Action**. _____
 7. On Zonk's return assign to bilge cleaner. **Personnel**. _____
-

This of course is a very simple plan and simple program.

The orders are seen as "**Personnel**," "Dir of Personnel Enhancement," "**Action Mission Writer**," etc., at the paragraph ends. The program step itself is an **order** to the person or unit named at program step end. But **it also authorizes that person or unit to do the step or issue orders to do the step or even write a project and get it done**.

That final end word on the program step is an **authority** as well as being an order to the person or unit named.

ROUND-UP

A copy of a full program marked **Master** is placed in a folder. The folder is marked on the edge with the program name and number. The program itself is stapled along its left edge to the inside left cover of the folder.

A "*Flag Rep*" is responsible for "LRH programs." A Deputy Executive Director or Deputy Commanding Officer is responsible for an ED's or C/O's programs.

The responsibility lies in seeing that *each* step is **fully** effectively **done**.

All related papers, copies of projects' orders, etc., are collected in that folder and as each done is reported and investigated as **done** it is marked off on the **Master** program sheet.

When *all* those projects or orders bred by the program steps are **done** then the **program** is considered **done**.

One does not "report progress" but only **done**s and when something is **not** done yet it is chased up by the '*Flag Rep*' or Deputy ED or C/O and "debugged."

DEBUGGING

The word "bugged" is slang for snarled up or halted.

Debug is to get the snarls or stops out of it.

This itself requires an evaluation. The evaluation may be done at a glance or it may take a full formal evaluation by form.

The ideal scene here is the program step **done** or even improved.

So the **Why** here would be the **real** reason it was not being done or couldn't be done and that may require *hours* to locate and sometimes days to remedy.

When "debugging" one usually finds the persons assigned the target already have a **"Why"** and it is usually a false Why for if it was the right one the program step would get done.

Thus debugging usually begins with finding "their Whys"-which is to say reasons, excuses, apologies, etc. Getting these into view is a main part of the program step evaluation.

A project, often written, comes out of this **debug evaluation**.

In extreme cases it will be found that the whole program is based on a wrong **Why** and rapidly needs redoing by the original authority. Example: The **Why** found was that the **Jinx office was not making money**. In doing one step of the program: "3. Survey past invoices to find where money is coming from and why they don't get it now. **mission**," the mission sent finds Jinx Office was making money by the ton but it was being wasted by their having bought a huge building whose rent is three times normal rental "in the hopes new subtenants would pay the rent but nobody wants the place." Rapid debug is needed because the target can't really be done. They **are** making money and they do get it now.

In such a case doing the program unearthed a new **Real Why** and scrubbed that program.

A super-frantic hysterical communication would be sent to the authority of the program, "New **Why** found by Pgm 891 target 3 observation. Jinx Office paying \$80,000 a quarter for skyscraper. Obvious real Why ED has delusions of grandeur, is a bad business head. Suggest Pgm 891 redone on new Why and suggest plan of mission here for instant offload of this skyscraper and office into proper quarters and replacement of ED." At which the *'Flag Rep'* or Deputy ED or Deputy C/O will approach the authority for the pgm to get immediate cancellation of 891 and all program targets and a new Program 891R based on the **Real Real Why**.

Debug, however, is not always so dramatic. "We don't have anyone to put on it" is the usual excuse as they sit lazily chatting amongst their piled up dev-t.

So one evaluates the area against the program target and finds a **Why** that, executed as a *project will* get that target done.

The **Perfect Debug Evaluation** (a) gets the target done (b) improves the area (c) leaves no dregs of human emotion and reaction behind it.

Just plain screaming often works. But if one has to, there is a real **Why** there someplace that should be found, a project handed out and done.

HANDLING SUMMARY

You can find out all the **situations** and **Whys** in the world but if there isn't a **plan** and **program** and if these are not **done** fully, then nothing beneficial will happen. Indeed the not-dones, half-dones and backlogs will mount up (per HCO P/L 26 Jan 72, Admin Know-How 29, Executive Series 5) and set the whole thing a step backwards.

Bad programs and clumsy projects develop useless traffic (dev-t) and tie people up all over the place, pull them off normal needful actions and send the existing scene even further from the ideal scene. They make people very busy but nothing beneficial is gained and as the useless actions distract from normal duties, the whole place is at risk.

Staffs subjected to programs that are not based on sound observation evaluation, a **real why** and the points in Data Series 23, become apathetic as they see no result.

So programs that are bad and programs that are right but don't get fully done are alike deadly. **There is no substitute for correctly done data analysis.**

There is no excuse for not getting correct programs done.

In this way and only in this way can one raise the existing scene toward an ideal scene.

Data analysis is a powerful tool. **you can use it.**

L. RON HUBBARD
Founder

LRH:GM:ne.If/nt.nf

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 DECEMBER 1970

Remimeo
Dept 14 Hats

Personnel Series 13

Org Series 18

THIRD DYNAMIC DE-ABERRATION

The exact mechanism of 3rd Dynamic (group or organization) aberration is the conflict of **Counter Policy**.

Illegal policy set at unauthorized levels jams the actions of a group and IS responsible for the inactivity, non-production or lack of team spirit.

Counter policy independently set jams the group together but inhibits its operation.

Out-Reality on org bds, hats, etc, is to a large degree caused by disagreements and conflicts which are caused by illegal policy.

If we had a game going in which each player set his own rules, there would be no game. There would only be argument and conflict.

VARIETIES OF COUNTER POLICY

At the start it must be assumed or effected that there is someone or somebody to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration. If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels or by unauthorized persons.

Policies so set by the policy authority must be informed enough and wise enough to forward the group purpose and to obtain agreement. Ignorant or bad policy even when authorized tends to persuade group members to set their own random policy.

When no policy at all exists random policy occurs. When policy exists but is not made known, random policy setting will occur. Ignorance of policy, the need or function of it, can cause random policies. Hidden not stated random policies can conflict.

Correct policy can be relayed on a cutative basis – a few words left off or a qualifying sentence dropped which makes policy incorrect or null. "Children may not go out" can be made out of "Children may not go out after midnight".

Altered policy can be limitless in error.

Attributing a self set policy to the authorized source can disgrace all policy as well as pervert the leadership purpose.

Policy can be excluded from a zone of a group that should be governed by it. "Pipe making policy does not apply to the *small* pipe shop."

Such masses of unnecessary policy can be issued that it cannot be assimilated.

Policy can exist in large amounts but not be subdivided into relevant subjects as is done in hat checksheets.

Disgrace of policy can occur in a subsequent catastrophe and render any policy disgraceful, encouraging self set policy by each group member.

CLEARING A GROUP

All authorized policy must be set or made available in master books and adequate complete policy files. This makes it possible to compile hats and checksheets and issue packs.

Group surveys of "What policy are you operating on?" can reveal random policy.

All bugged (halted) projects can be surveyed for illegal policy and cleaned up and gotten going again.

Other actions can be taken all of which add up to:

1. Get existing policy used.
2. Get areas without policy crisply given policy from the authorized source.
3. Debug all past projects of false policy.
4. De-aberrate group members as per the Organization Misunderstoods PL and other materials.
5. Educate the group members concerning policy technology.
6. Set up systems that detect, isolate and report out-policy and get it corrected and properly set, issued and known.
7. Monitor any new policy against statistics and include policy outnesses as part of all statistical evaluations.

ADMIN SCALE

I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization.

- **Goals**
- **Purposes**
- **Policy**
- **Plans**
- **Programmes**

- **Projects**
- **Orders**
- **Ideal Scenes**
- **Stats**
- **Valuable Final Products**

This scale is worked up and worked down **until it is (each item) in full agreement with the remaining items.**

In short, for success all these items in the scale must agree with all other items in the scale on the same subject.

Let us take "Golf Balls" as a subject for the scale. Then all these scale items must be in agreement with one another on the subject of golf balls. It is an interesting exercise.

The scale also applies in a destructive subject. Like "Cockroaches".

When an item in the scale is *not* aligned with the other items, the project will be hindered if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called **Management**.

Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.

Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-Reality breeds out-Comm, and out-Affinity, it follows that unreal items on the scale (not aligned) produce ARC Breaks, upsets and disaffection.

It then follows that when these scale items are well aligned with each other and the group there will be high Reality, high Communication and high Affinity in the group.

Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as overts and withholds in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.

DEBUG

When orders are not complied with and projects do not come off, one should **Detect**, **Isolate** and **Report** and handle or see that it is handled, any of the scale items found random or counter.

If any item below **Policy** is in trouble – not moving, one can move upwards correcting these points, but certainly concentrating on a discovery of illegal or counter policy. Rarely it occurs some old but legal policy needs to be adjusted. Far more commonly policy is being set by someone verbally or in despatches, or hidden, that is bugging any item or items below the level of policy.

So the rule is that when things get messed up, jammed up, slowed or inactive or down-right destructive (including a product as an overt act) one sniffs about for random or counter policy illegally being set in one's own area or "out there".

Thus in the face of any outness one **detects-isolates-reports** and handles or gets handled the Out-Policy.

The *detection* is easy. Things aren't moving or going right.

The isolation is of course a **what policy** that must be found and **who** set it.

Reporting it would mean to HCO.

Handling it is also very easy and would be done in Qual.

This Admin tech gives us our first 3rd Dynamic de-aberrater that works easily and fast.

Why?

Well, look at the Admin Scale. *Policy* is just below *Purpose*.

Purpose is senior to policy.

The person who is setting random or counter illegal policy is off group purpose. He is other purposed to greater or lesser degree.

From 1960 to 1962 I developed a vast lot of technology about goals and purposes. If we define a goal as a whole track long long term matter and a purpose as the lesser goal applying to specific activities or subjects we see clearly that if we clean up a person's purposes relating to the various activities in which he is involved and on the eight dynamics we will handle the obsession to set random or counter policies!

So it is an auditing job and the tech for it is extensive. (The African ACC was devoted to this subject. Lots of data exists on it.)

It happens however that around 20% (probably more) of any group's members are actively if covertly anti-group and must be handled at a less profound level under Personal Aberration in the Org Misunderstood Policy Letter before you can begin to touch purpose.

Thus any group member, since this tech remedy helps them all, would be handled with:

1. General case de-aberration (called L10s on Flag).
2. Purpose handling for posts.
3. Org bd, hatting and training.

Those setting random or counter purpose later detected would get further no. 2 and no. 3.

As the universe is full of beings and one lives with them whether he likes it or not, it would be to anyone's interest to be able to have functioning groups.

The only way a group jams up and (a) becomes difficult to live in and (b) impossible to fully separate from is by random and counter purposes.

If one thinks he can go off and be alone anywhere in this universe he is dreaming.

The first impulse of a hostile being is "to leave" a decent group. What a weird one.

The only reason he gets in jams is his inability to tolerate or handle others. There's no road out for such a being except through.

Thus all we can do to survive even on the first dynamic is to know how to handle and be part of the third or fourth dynamic and clean it up.

Probably the reason this universe itself is considered by some as a trap is because their Admin Scale is out.

And the only reason this universe is sometimes a trial is because no one published its Admin Scale in the first place.

All this is very fundamental first dynamic tech and third dynamic tech.

It is the first true group technology that can fully de-aberrate and smooth out and free within the group every group member and the group itself.

Thus, combined with auditing tech, for the first time we can rely wholly on technology to improve and handle group members and the group itself toward desirable and achievable accomplishment with happiness and high morale.

Like any skill or technology it has to be known and done and continued in use to be effective.

The discovery, development and practical use of this data has made me very very cheerful and confident and is doing the same thing on the test group.

I hope it does the same for you.

L. RON HUBBARD
Founder

LRH:nt.rd.ts

DATA SERIES EVAL DRILL 24:
HANDLING – POLICY, PLANS, PROGRAMS,
PROJECTS AND ORDERS DEFINED

Data Series Evaluators Course
Drill Sheet for Data Series 24
HCO PL 29 February 1972 II
HANDLING – POLICY, PLANS, PROGRAMS,
PROJECTS AND ORDERS DEFINED

Drill 1: Policy:

- A. Write down what policy would prompt you into evaluating the following outnesses:
- a. HAS doing all the Comm runs and E/O cycles.
 - b. Volume complaints about no delivery.
 - c. 65% of Keokuk staff are PTS.
 - d. Org not sending any Ltrs Out.

Drill 2: Plans:

- A. Write plans, which express a Bright Idea, for the following:
1. **Existing Scene:** Problems in the marriage of George and Mabel.
Why: Mabel has not been properly hatted as a cook.
Ideal Scene: A happy marriage with the wife properly performing her duties as a cook.
Resources: Cookbooks
Cooking Classes
George's income is in a very good range.
 2. **Existing Scene:** A new HAS was building an HCO and Dept 1 – with personnel in Dept One still green and unhatted but production was starting to occur. Now the HAS is pulled down into Dept 3, while Dept 1 is no longer producing anything.

- Why:** HCO Cope Officer ripped off without replacement forcing HAS to wear this hat and pulling her off HAS Standard Actions.
- Ideal Scene:** HCO being built up via a strong competent Dept 1 with both Cope Officer and HAS Standard Actions being properly done.
- Resources:** Policy on the "2 Year Rule."
Ex-Cope Officer unutilized in Qual – where he was transferred. HAS who was doing her Standard Actions.
3. **Existing Scene:** Despite a large HGC, it has started producing little, while many pcs are backlogged.
- Why:** Call-in functions mis-assigned to a green and unstable Dept 10 staff member.
- Ideal Scene:** A stable Dept 10 competently performing its call-in functions so pcs get rapidly serviced.
- Resources:** Tech Sec who was doing call-in before. Phase I/II and hatting tech. Auditors who could/should write procurement letters to pcs.
4. **Existing Scene:** An org doing improper FP.
- Why:** An unhatted FP Committee.
- Ideal Scene:** The FP Committee knowing their FP hat and performing their duties by producing an on-policy FP.
- Resources:** There is an Admin Cramming Officer. FP Member hat packs.
5. **Existing Scene:** People complaining about the Canteen prices, which are unusually high.
- Why:** Canteen goods being purchased from a dishonest retailer who is mis-charging us.
A Canteen providing snacks and drinks for fair prices, obtained from an honest wholesaler who charges properly.
- Resources:** An honest wholesaler nearby.

Drill 3: Programs:

- A. Write programs to get 2 of the plans you wrote in Drill 2 carried out.

Drill 4: Projects:

- A. Write a project to get one of the pgm steps you wrote in Drill 3 above done.
- B. Repeat A above on another program target.

Drill 5: Orders:

- A. Write 10 examples of various orders in connection with drills 3 and 4 above.

Drill 6:

- A. Go to the FR of your Org and find out from him what target of a current program he has is bugged. Debug that target as per Data Series 24.
- B. Repeat A on another target.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 MARCH 1972
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Remimeo

Data Series 25

LEARNING TO USE DATA ANALYSIS

After one has studied data analysis he is expected to be able to use its principles easily and swiftly,

The barriers to being able to use data analysis are, in the order of frequency:

12. Misunderstood words. One has not gotten the definitions of the words used. This does not mean "new words." It is usually old common words. It is not just long words, it is more usually little ones. To handle this one takes each policy letter (or chapter) in turn and looks it over carefully to see what words he cannot rapidly define. To help in this one uses an E-Meter and "Method 4" Word Clearing which is the method of using a meter to see if-"Are there any words in this policy misunderstood?" Any upset or antagonism or boredom felt comes only from a misunderstood word or misunderstood words.
13. The person has himself an outpoint in his routine thinking. This is found and handled by what is called an "HC (Hubbard Consultant) List." This list assessed on a meter detects and handles this.
14. Lack of knowledge of an existing or an ideal scene. This is handled by observing the existing scene directly or indirectly by reports and for the ideal, study of the basic policy of the scene which gives one its ideal, its expected products and form of organization.
15. Not having studied the Data Series. Handled by studying it properly.
16. Not having studied data analysis from the viewpoint of needing to apply it.
17. Thinking one already knows all about analyzing and data. Handled by looking over some past failures and realizing they could have been prevented by a proper collection of data and analyzing it.
18. Tossing off "reasons" personally on one's own personal area which are usually just excuses or justifications and not Whys. "I was too tired," "I should have been tougher," "They were just bums anyway," which loads up one's own life with wrong Whys. Handled by being more alert to and more honest about the causes and motives of one's life and the scene, and doing a better analysis.
19. Confusing errors with outpoints. Handled by practice.

20. Confusing outpoints with Whys. Handled by learning to observe and better study of data analysis.
21. Too narrow a situation. Handled by getting more data and observing the scene more broadly.
22. Missing "omitted data" or particles or people as a frequent outpoint. Handled by knowing the ideal scene better. What *should* be there and isn't.

THE BEGINNER

When one begins to apply data analysis he is often still trying to grasp the data about data analysis rather than the outpoints in the data. Just become more familiar with the Data Series.

Further one may not realize the ease with which one can acquire the knowledge of an ideal scene. An outpoint is simply an illogical departure from the ideal scene. By comparing the existing scene with the ideal scene one easily sees the outpoints.

To know the ideal scene one has only to work out the correct products for it. If these aren't getting out, then there is a departure. One can then find the outpoints of the various types and then locate a **Why** and in that way open the door to handling. And by handling one is simply trying to get the scene to get out its products.

Unless one proceeds in this fashion (from product back to establishment), one can't analyze much of anything. One merely comes up with errors.

The definition and nature of products is covered in several P/Ls and especially in HCO P/L 13 Mar 72 Establishment Officer Series No. 5.

An existing scene is as good as it gets out its products, not as good as it is painted or carpeted or given public relations boosts.

So for **any** scene, manufacturing or fighting a war or being a hostess at a party, there are **products**.

People who lead pointless lives are very unhappy people. Even the idler or dilettante is happy only when he has a product!

There is always a product for any scene.

The analyst when he begins may get the wrong product. He may get a doingness instead of something one can have. And he may look upon a half completion or half-done thing as a completed product.

All this makes his data analysis faulty. As he can't figure out an ideal scene, he then has nothing to compare the existing scene to. It is simply a matter of the cost and time involved in not or half getting a product compared to the ideal scene of a really valuable product with exchange value and what it takes to get it. These two things can be worlds apart. The trail that leads to a **Why** that will close the gap is plainly marked with one kind or another of outpoints. Where the most and biggest are, there is the **Why**. Found, the real **Why** and actual handling will move the existing toward ideal.

Hideously enough, what I say about products is true. Even a government could have a product. Like "a prosperous happy country." An intelligence agency often muffs its product such as, "a properly briefed head of state." But to do it the head of state would have to have a product concerning other nations like, "friendly, cooperative allies which are a help and no threat," or some other product. Otherwise the agency would wind up going straight out of the intelligence business and being required to conduct its business by assassination of foreign notables or other actions to do handlings based on wrong Whys.

As there would be no product, there could not really be an ideal scene. If there is no ideal scene then there is no way to compare the existing scene. Thus, outpoints would expose situations but no WHY would really be possible as there's no ideal scene to approach. One has often heard some agency or activity say, "Where the hell are we going anyway?" Translated this would be, "We haven't had any ideal scene set up for us." And translated further, "The policy-makers have no product in view." So they aren't going any place really and lack of an objective would cause them to go down and lack of a product would cause them to be miserable.

That's the way life has been running.

Parents and others often ask children, "What will you do when you grow up?" Or "What are you going to *be*?" This is not baffling for a 5-year-old, perhaps, but it is a confuser for a child of 12. There are **Be**, **Do** and **Have** as three major conditions of existence. One must BE in order to **Do** and **Do** in order to **Have**. A product is the *Have*. It is not the **Do**. Most people give "Do" as "product." A product is a completed thing that has exchange value within or outside the activity.

If one asked a 12-year-old, "What product are you going to make when you grow up?" he'd likely give you the exchange reward as the answer, like "money." He has omitted a step. He has to have a product to exchange for money.

To "make money" directly he'd have to be the Secretary of the Treasury, superintendent of the mint or a counterfeiter!

Only if you cleared up product and exchange with him could he begin to answer the question about what's what with growing up.

Let's say this is done and he says he is set on making photographs of buildings. The **do** now falls into line-he'd have to photograph things well. The **be** is obvious architectural photographer. The exchange of architectural photographs for salary or fee is feasible if he is good.

So now we find he is a poor boy and no chance of schooling or even a box camera. That's the existing scene.

The ideal scene is a successful architectural photographer making pictures of buildings.

You see the gap between the existing scene and the ideal scene.

Now you can follow back the outpoints and get a **Why**.

It isn't just that he's poor. That's no **Why** as it opens no doors to get from existing scene to ideal scene.

We investigate and find his "father" is very religious but an alcoholic and that the boy is illegitimate and his "father" hates his guts.

So we find a **Why** that his "father," much less helping him, is not about to let him amount to anything whatever ever.

This opens a door.

Handling often requires a bright idea. And we find the local parson has often shown interest in the boy so an obvious handling is to get the parson to persuade the "father" to let the boy apprentice in the local photo store and tell the boy what he has to do to make good there.

Situations cannot be handled well unless a real **Why** is found.

And a real **Why** cannot be found unless *the* product is named and an ideal scene then stated. This compared to the existing scene gives us, really the first outpoint.

In going the other direction, to find a **Why** of sudden improvement, one has to locate poor existing scenes that suddenly leap up toward ideal scenes. This is done by locating a high product period (by stats or other signs of production) and comparing **it** as an ideal scene to the existing scenes before it (and just after if there was a slump) and looking into that for a **Why**. But one is looking for *Pluspoints*. And these lead to a real **Why** for the prosperity or improvement.

A "Who" will often be found. Like "James Johnny was shop foreman then." Well, he's dead. So it's not a **Why** as it leads nowhere. What did James Johnny **do** that was different? "He got out products" leads nowhere. We keep looking and we find he had a scheduling board and really kept it up-to-date and used it as a single difference. Aha "The **Why** is a kept up scheduling board!" The handling is to put a clerk on doing just that and hatting the current foreman to use it or catch it. Result, up go the stats and morale. People can look at it and see what they're producing today and where they're at!

So not all **Whys** are found by outpoints. The good situations are traced by pluspoints.

If the high peak is current, one has to find a **Why**, in the same way, to maintain it.

STANDARD ACTION

A beginner can juggle around and go badly adrift if he doesn't follow the pattern:

1. Work out exactly what the (person, unit, activity) should be producing.
2. Work out the ideal scene.
3. Investigate the existing scene.
4. Follow outpoints back from ideal to existing,
5. Locate the real **Why** that will move the existing toward ideal.

6. Look over existing resources.
7. Get a bright idea of how to handle.
8. Handle or recommend handling so that it stays handled.

This is a very sure-fire approach.

If one just notes errors in a scene, with no product or ideal with which to compare the existing scene, he will not be doing data analysis and situations will deteriorate badly because he is finding wrong Whys.

THINKING

One has to be able to think with outpoints. A crude way of saying this is "learn to think like an idiot." One could also add "without abandoning any ability to think like a genius."

If one can't tolerate outpoints at all or confront them one can't *see* them.

A madman can't tolerate pluspoints and he doesn't see them either.

But there can be a lot of pluspoints around and no production. Thus one can be told how great it all is while the place edges over to the point of collapse.

An evaluator who listens to people on the scene and takes *their* **Whys** runs a grave risk. If these *were* the Whys then things would be better.

A far safer way is to talk only insofar as finding what the product is concerned and investigating.

One should observe the existing scene through data or through observers or through direct observation.

An evaluator often has to guess what the **Why** might be. It is doing that which brings up the phrase "Learn to think like an idiot." The **Why** will be found at the end of a trail of outpoints. Each one is an aberration when compared to the ideal scene. The biggest idiocy which then explains all the rest and which opens the door to improvement toward the ideal scene is the **Why**.

One also has to learn to think like a genius with pluspoints.

Get the big peak period of production (now or in the past). Compare it to the existing scene just before.

Now find the pluspoints that were entered in. Trace these and you arrive at the **Why** as the biggest pluspoint that opened the door to improvement.

But once more one considers resources available and has to get a bright idea.

So it is the same series of steps as above but with pluspoints.

VETERAN

A veteran evaluator can toss off evaluations in an hour or two, mainly based on how long it takes him to dig up data.

A big tough situation may require days and days.

Sometimes luck plays a role in it. The data that was the key to it was being sat on by someone not skilled in the subject and who had no idea of relative importances. Sometimes the datum pops up like toast from an electric toaster. Sometimes one has it all wrapped up and then suddenly a new outpoint or pluspoint appears that changes the whole view of the evaluator.

Example: A firm's blacklist has just been published in a newspaper or as a scandal. Evaluator: "They do *what?*" in a voice of incredulity. "They ship their security files to Memphis in open crates? Because they are saving on postage?" Wrath could dangerously shoot a wrong somebody. The idiocy is not believable. But a new datum leads to personnel who hired a reporter in disguise because it no longer requires or looks up references.

Example: Situation where stats soared. "They used schoolchildren to pass out literature?" That's just a point but a strange one. Turns out they also hired a cashier and had **Never had one on post before!** Why? Nobody to take money.

Man gets dedicated to his own pet theories very easily. A true scientist doesn't fixate on one idea. He keeps looking until he finds it, not until his pet theory is proven. That's the test of an evaluator.

STATISTICS

One always runs by statistics where these are valid.

Statistics must reflect actual desired **Product**. If they do not they are not valid. If they do they give an idea of ideal scene.

From a statistic reflecting the desired products one can work out the departure from the ideal scene.

A backlog of product production must reflect in a stat. As a backlog is *negative* production.

From such tools an evaluator can work.

The use of data analysis is relatively easy compared to learning a musical instrument.

You have the hang of how it is done.

So why not just be a veteran right now and **do it**.

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Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 MARCH 1972

Remimeo

Establishment Officer Series 5

**PRODUCTION AND ESTABLISHMENT
ORDERS AND PRODUCTS**

The situation one often finds in an org, after one has, to some degree, conquered dev-t, is that **people require orders**.

For years I wondered why this was so. Well, I found it.

When people do not clearly know what their products are they require constant orders.

To the Establishment Officer, this reflects most visibly in trying to get program targets **done**.

Some people have to be ordered and ordered and ordered and threatened and howled at. Then, in a bewildered way, they do a target, sometimes half, sometimes nearly all.

Behind this apparent blankness lies an omitted datum. When they're like that they don't know what their product is or what it adds up to. Or they think it's something else or should be.

That blankness can invite overts.

It is very seldom that malice or resentment or refusal to work lies behind the inaction. People are seldom that way.

They usually just don't understand what's wanted or why.

Because they don't know what a **Product** is!

A whole Ad Council of a downstat org was unable even to *define* the word.

They had required orders, orders, orders and even then didn't carry them out.

HAT SURVEY FOR ORDERS

A staff member who requires orders may also think that any order is a policy and lasts forever. If you look into hats you will even find casual "close the door" type of orders, given on one occasion to fit one circumstance are converted over into **standing** (continual) **orders** that forever keep a certain door closed.

An Esto surveying the hats of a unit may very well find all manner of such oddities.

It is a standard Esto action to survey hats.

In hats you will find despatches giving specific orders or quoted remarks preserved instead of notes on what one has to know to produce a product.

In auditors' hats, directions for 1 specific pc in 1960, never published and from no tape or correct source, held onto like death like it was to be applied to every pc in the world!

A dishwashing hat may have orders in it but not how to wash dishes rapidly and well.

This is all a symptom of a unit or activity that does not know what its products are.

DISESTABLISHMENT

Where you find lots of orders kicking around, you will also find disestablishment by bypass, command channels not held and staff members like to take their orders from anyone but those in authority-any passerby could give them orders.

This is rampant where an executive has not been well on post.

By counting such orders up and seeing who they are from one can determine the unhattedness of staff, their org bd weaknesses and principally their lack of knowledge of their products.

HATTING FOR PRODUCT

If an Esto is to hat so as to get the staff member to get his product out, then the Esto has to know how to clear up "products."

Now an Esto is an Establishment Officer? There are Product Officers. The product of an Esto is the establishment. Then what is he doing with products?

Well, if he doesn't hat so staff members get out products then the org will be a turmoil, unhappy and downstat.

Production is the basis of morale.

Hattedness is a basic of 3rd dynamic sanity.

But if you don't **hat so as to get the staff member you are hatting producing you will hat and hat and it will all be in vain**. The person won't stay hatted unless he is hatted so as to be able to produce.

The Product Officer should be working to get the products out.

So if you don't hat for the product then the staff member will be torn between two sets of orders, the Esto's and the Product Officer's.

Only when you hat to get product will you get agreement with Product Officers.

If you are in disagreement with Product Officers, then the Esto is not hating to get production.

RIGHT WAY TO

There is a right direction to hat. All others are incorrect.

1. **Clear up what the product is for the post and hat from there.**
2. **Hat from the top of the division (or org) down.**

These are the two right directions.

All other directions are wrong.

These two data are so important that the failure of an Esto can often be traced to violation of them.

You can have a senior exec going almost livid, resisting being hatted unless you hat by first establishing what the *product* is. If **product** is first addressed and cleaned up then you can also hat from the top down.

If this is not done, the staff will not know where they are going or why and you will get silly unusual situations like, "All right. So you're the Establishment Officer. Well, I give up. The division can have 2½ hours a day establishment time and then get the hell out of here so some work can be done! . . ." "Man, you got these people all tied up, stats are down! Can't you understand. . . ."

Well, if you don't do one and two above you'll run into the most unusual messes and "solutions" you ever heard of, go sailing off policy and as an Esto wind up at your desk doing admin instead of getting your job done in the division. And an Esto who is not on his feet working in the division is worth very little to anyone.

So see where the basic errors lead and

Hat on product before doing anything else and

Hat from the top down.

STEPS TO CLEAR "PRODUCT"

This is a general rundown of the sequence by which *product* is cleared and recleared and recleared again.

This can be checklisted for any exec or staff member and should be with name and date and kept in the person's "Esto file folder" for eventual handing to his new Esto when the person is transferred out of the division or in personnel files if he goes elsewhere.

1. Clear the word **Product**.
-

2. Get what the product or products of the post should be. Get it or any number of products he has fully fully stated, not brushed off. _____
3. Clear up the subject of *exchange*. (See HCO PL 27 Nov 71 Exec Series 3 and HCO PL 3 Dec 71 Exec Series 4.) _____
4. Exchange of the product internal in the org. For what valuable? _____
5. Exchange external of the valuable with another group or public. For what valuable? (Person must come to F/N VGIs on these above actions before proceeding or he goes to an auditor to get his Mis-Us and out-ruds very fully handled.) _____
6. Does he want the product? Clean this up fully to F/N VGIs or yourself get E/S to F/N or get an auditor to unsnarl this. _____
7. Can he *get* the products (in 2 above) out? How will he? What's he need to know? Get him fully settled on this point. _____
8. Will it be in volume? What volume? Is that enough to bother with or will it have to be a greater volume? Or is he being optimistic? What's real? What's viable? _____
9. What quality is necessary? What would he have to do to attain that? To attain it in volume? _____
10. Can he get others to want the product or products (as in 2 above)? What would he have to do to do this? _____
11. How do his products fit into the unit or section or department or division or the org? Get this all traced. _____
12. Now trace the blocks or barriers he may believe are on this line. Get what **he** can do about these. _____
13. What does he have to have to get his product out? (Alert for unreasonable "have to have before he can do" blocks.) _____
14. Now does he feel he can get his product or products out? _____

Signature of Esto or Clearer

Now he really can be hatted.

BRUSH-OFF

Quickie handling is a very very bad fault. "Quickie" means a brush-off "lick and a promise" like wiping the windshield on the driver's side when really one would have to work at it to get a whole clean car.

So don't "quickie" product. If this is poorly done on them there goes the old balloon. Hatting won't be possible.

Orders will have to be poured in on this terminal. Dev-t will generate. Overt products will occur, not good ones. And it won't be worthwhile.

DISAGREEMENT

There can be a lot of disagreement amongst Product Officers and Estos on what products are to be hammered out.

In such a case, or in any case, one can get a Disagreements Check done in Dept of Personnel Enhancement (who should look up how to do one).

This is a somewhat extreme way to settle an argument and should only be a "when all else fails."

It is best to take the whole product pattern of the org apart with the person, **starting from the biggest product of the org and working back to the person's product.**

Almost always there will be an outpoint in reasoning.

An exec who only wants GI can be a trial as he is violating **Exchange**. As an org is paid usually before it delivers, it is easy to get the org in trouble by backlogs or bad reputé for non-delivery. An org that has credit payments due it that aren't paid maybe didn't deliver. But Div III may soften up collections for some reason like that and then where would the org be?

Vol 0 of the OEC Course gives an excellent background of how a basic org works. As one goes to higher orgs, lower orgs are depended upon to continue to flow upward to them. (See HCO PL 9 Mar 72 Issue I Finance Series No. 11 "Income Flows and Pools.")

A study of Vol 0 OEC and a full understanding of its basic flows and adapting these to higher orgs will unsnarl a lot of odd ideas about product.

The Esto has to be very clear on these points or he could mis-hat a person.

Usually however this is very obvious.

PRODUCT OFFICERS

Heads of orgs and divisions have had to organize so long they get stuck in it.

They will try to order the Esto.

This comes about because they do not know their products or the Esto is not following 1 and 2 above and does not know his own product.

The Product Officer may try to treat the Esto as a sort of "organizing officer" or a "program officer" if

A. The Esto is not hatting to get production.

B. The Product Officer is not cleared on product.

So it comes back to the 1 and 2 first mentioned.

You can look over it now and see that if one is not doing these two things, dev-t, non-viability and orders will occur.

So where you have dev-t, down stats and orders flying around you know one thing that will resolve it:

Something will have to be ironed out about *Product*.

When it all looks impossible, go to this point and get to work on 1 and 2.

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[See also HCO PL 9 May 1974 Prod, Esto and Older Systems
Reconciled, on Page 438, which modifies the above Policy Letter.]

DATA SERIES EVAL DRILL 25: LEARNING TO USE DATA ANALYSIS

Data Series Evaluators Course
Drill Sheet for Data Series 25
HCO PL 19 March 1972 II
LEARNING TO USE DATA ANALYSIS

Drill 1: Ideal Scenes and Products:

- A. For each of (a) to (e) below, do the following:
 - 1. Locate and write up a short list of the basic policies.
 - 2. Work out the Products the area should be producing.
 - 3. Work out the Ideal Scene.
 - a. FSM I/C
 - b. Supervisor
 - c. Course Admin
 - d. Qual I&I
 - e. Success Officer
- B. The following produce some Product. Try and write an Ideal Scene for them, then write up Why you need to know what they are supposed to produce in order to determine the Ideal Scene:
 - a. Managing Director at the Fitzgerald Factory.
 - b. Chief Sorter at the Henderson & Son Company.
 - c. Training Officer at Falkenstein's Shop.

Drill 2: Investigation the Ideal Scene:

- A. Investigate the Existing Scenes of (a) – (e) in Drill 1A above. Write up whether or not the products are getting out.

Drill 3: Whys:

- A. Write down the **exact** step by step action you'd do to find a Why from the point where you left off in one of the areas (a) – (e) in Drill 2A. Then go do it.

Drill 4: Handling:

- A. Do steps 6-8 of the Standard Actions for Drill 3A above and then write up the eval in proper eval format with a carbon copy to the EC of the org.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO BULLETIN OF 2 SEPTEMBER 1972
Issue II

Remimeo
STO
Cramming Officer

WHY FINDING DRILL – TWO

- Number:** WF-2
- Name:** Find a Why on a Person.
- Purpose:** To train staff members to be able to apply the Data Series to find a right Why on a person.
- Position:** Coach and student sit facing each other across a table.
- Commands:** As stated.
- Procedure:** Each step is done in turn.
- Step One:** The coach has prepared in advance a list of the following words and their dictionary and Scientology definitions: Situation, Statistics, Data, Why, Ideal Scene, Handling, Project; Programme, Compliance, Analysis, Policy, Plans, Order, Debug, Evaluate, Evaluation. These are defined M6 style on each word or term. This step is usually only done once. It is done by the coach and the student.
- Step Two:** The coach drills the student on Data Series 23 Why Finding steps Chinese School style until he can rattle them off effortlessly.

Coach says:

"This is the procedure.."

"Policy"

"Situation"

"Stats"

"Data"

"Why"

"Ideal Scene"

"Handling"

1. Coach works out and writes a situation and Why on a piece of paper. He puts this face down on the table. The Why must be consistent with the situation.
2. The *coach says*: "The situation is ... (same as on the piece of paper)." Student writes this down.
3. Coach says: "Find the Why."
4. Student now questions the coach by first taking up the statistic involved.. he ascertains at this point whether it is an Up Situation or Down Situation, as related to the statistics. He finds out when the stats were last up in a high range and what was being done at the time, if they are down now. He may find the stats have never been up. He verifies that the stats presented are true.
5. He gets the data, by two way communication, noting down any and all Outpoints or Pluspoints. The coach must feed the student data relative to the situation given.
6. The student narrows the target by selecting out the area of the biggest or most repeated Outpoint, or missing scene, to reveal the basic Outpoint which aligns and explains the other Outpoints.
7. The student announces the Why to the coach. It will be the Why for the Up Situation or Down Situation, as given by the coach earlier. This should match up with the Why written on the piece of paper.
8. The *coach asks*: "Is the Why consistent with the situation?" Student checks and answers Yes.

The *coach asks*: "Is it a Why that is something to do with the *person* involved?" Student checks and answers Yes.

The *coach asks*: "Is it a Why that the person can *do* something about?" Student checks and answers Yes.

If the answer is No to any of these questions, the coach refers the student to the relevant Policy Letter and then has the student review his data and Outpoints or Pluspoints until he can find a Why which is correct.

M4 of M7 Word Clearing can and should be used where necessary to clear up confusions.

9. The *coach says*, "Good," and lists up the piece of paper and shows it to the student. The Why found by the student should be the same as or close to the Why on the piece of paper.
10. *Coach asks*: "What Policy are you operating on?" Gets answer.
11. The *coach asks*: "What is the Ideal Scene?" Student answers. Coach asks: "Is the Ideal Scene consistent with and a reverse statement of the Why?"

12. The Coach says: "Good. What is the handling?"
13. The student quickly works out the handling. Give the student a little time to work this out.
13. Student says the Handling to the coach.

Coach asks: "Does this handling actually handle the Why?" If the answer is Yes and the student is correct, the *coach* asks: "Will this handling bring about a return to or approach towards the Ideal Scene?" Student looks at this and answers Yes or No.

Coach asks: "Does this handling contain a Bright Idea that will boost production?" Student looks at this and answers Yes or No.

The coach asks: "Can this handling be done by the person involved?" Student answer Yes or No.

Finally *coach asks:* "Is the handling *consistent* with the Situation and Why?" If the answer is No to any of these questions, the coach refers the student to the relevant Policy Letter and then has the student review his handling. In the case of any undue difficulty, the coach uses M4 and M7 Word Clearing.

Training Stress: This drill must be done on a gradient of wins. The first two or three times through the drill may take some time. The time will be well spent.

The standard operating procedure to correct a student who has not done a step correctly is:

1. Give the student a Flunk.
2. Refer the student to the relevant HCO PL.
3. Reclear the definition of the key term of terms involved and get a few examples given.
4. Use first M7 and then M4 Word Clearing on any Policy Letter to handle any persisting difficulty.
5. Go back and check the earlier step done to ensure correctness.
6. Rehandle the step that was flunked and take the student to a win and then proceed with the rest of the drill.

Start off with very very simple Situations and Whys and build these up as the student becomes more confident and in control of the technology.

The Qual Librarian should be standing by to give Policy references for students doing these Why Finding drills.

If a student is having any difficulty on doing two way comm, he should be referred to Dianetics 55 Chapters 7, 8 and 9. He should be word cleared M7 on the chapters and then demonstrate two way comm in practice.

It is very important in this drill not to get into discussions about the technical aspects of the drill. The coach must must always refer the student to the reference material involved, or go to the Qual Librarian for data.

The immediate reference material for the drill is:

- HCO PL 17 FEB 72 DATA SERIES 23 PROPER FORMAT AND CORRECT ACTION
- HCO PL 6 APR 72 HOW TO FIND A WHY ON A PERSON AND HANDLE

Reference material quoted and Why Finding Drill One. The remainder of the Data Series PLs.

History: Developed by L. Ron Hubbard at Flag in 1971 and 72 in order to train up competent technical and administrative evaluators.

Judy Ziff, C/S-5

for

L. RON HUBBARD

Founder

LRH:JZ.nt

BOARD POLICY LETTER
6 APRIL 1972R
Revised & Reissued 16 October 1975 as BPL

Remimeo
Cramming Officers

Cancels
HCO Policy Letter of 6 April 1972
Issue II
Same Title

Cramming Series 16

**HOW TO FIND A WHY ON
A PERSON AND HANDLE**

(See HCO PL 19 March 1972, Issue II, Data Series 25,
"Learning to Use Data Analysis".)

The tech of finding a **Why** on an individual person is extremely important and is the fundamental tool of the Est O, Cramming Officer, Dept of Personnel Enhancement and others.

The resolution of a major broad **Why** can depend on the finding and handling of individual **Whys**. **Example:** In LRH ED 174R INT the **Why** of failures in Tech and Admin areas was found to be "**Study Tech not in use for individual whys for each supervisor and student**". A similar example exists where tapes with Scientology materials were not in full or proper use, the **Why** being "**Tapes with Scientology materials not in use for an individual Why for each org person concerned**". In each case, the tech of finding the individual **Why** is necessary to handling the broad **Why**.

This tech is contained in the **Data Series PLs** and is restated here in brief form for finding the **Why** on a person.

STEPS

1. Know the Data Series PLs. (Don't have any misunderstood words on them.)
2. Work out exactly what the person should be producing.
3. Work out the ideal scene.
4. Investigate the existing scene.

Observe the scene around the person for outpoints related to what the person **should** be doing in an Ideal Scene.

Verify that there is a situation with that individual and that you know what the situation is. Don't go trying to find the **Why** of a no situation. (A bad situation is measured by the difference between existing scene and an Ideal Scene and threat to Ideal Scene.)

5. Ask the person exact specific questions pertaining to the situation.
6. Do *not* at any time ask the person for the **Why**. If the person knew the **Why**, the situation wouldn't exist.
7. Use the comm formula and get your questions answered. Don't be diverted by the person's "reasons".
8. Note all outpoints.
9. Be alert for the area(s) with the most outpoints which relate to the situation.
10. Verify the data by *looking*. This will often reveal the major outpoint which leads to the **Why**. It must be realized that you are often looking for an **omitted** something, hence a knowledge of the Ideal Scene and product is required.
11. When you find a major outpoint, trace down the chain of outpoints to the **Why**. Pull the string by asking more questions in the area of the Major Outpoint.
12. The big crashing outpoint that explains all the other outpoints will be the **Why**.
13. The **Why** must have something to do with the person. If not, you will have a "Why is God" and it won't resolve.
14. Indicate the **Why** to the person. Correct **Whys** result in Cogs and VGIs. A wrong **Why** can make the person feel degraded, will not bring in VGIs and will not lead to a resolution of the situation.
15. Look over existing resources.
16. Get a Bright Idea of how to handle.
17. Handle or recommend handling so that it stays handled. The handling of the **Why** must directly relate to the **Why** that was found.

EXAMPLES

1. Situation: Supervisor not using study tech.

Investigation: Supervisor was observed, found to be very casual with students. No 8-C. Supervisor questioned. All outpoints in area of Supervisor not wanting to tell students what to do and himself not liking to be told what to do.

Why: Big button on control and does not want to control others. **Why** was indicated with cognitions and VGIs after initial HE&R on the subject.

Handling: Objective processes especially SCS.

2. Situation: Student taking forever on study of tapes.
Investigation: Observed student transcribing tapes so he could later look up the words. Didn't know why you don't go past a misunderstood word.
Why: Never studied the study tech.
Handling: Primary Rundown.
3. Situation: Staff member not doing his job. Ineffective on post.
Investigation: Found out what the person was doing. Found he was given and had been doing the functions of another post.
Why: Accepting illegal orders.
Handling: Offload of extraneous functions. Word Clear relevant PLs.
4. Situation: Folder Page backlogging folders. Not getting them through to C/S.
Investigation: Questioned Folder Page to find her product. Found it was a C/S not overloaded with folders.
Why: Working for a wrong product. Didn't know required product.
Handling: Product Rundown.
5. Situation: D of P not doing standard duties. Letting Pcs stall on lines.
Investigation: Checked hat and flow chart. Found flow chart had been done but never referred to and missing all the key points where Pcs can stall on lines. Expecting Pcs to arrive back at HGC of their own accord.
Why: Unawareness of lines and terminals and how they can be influenced.
Handling: Line Drills (following pipes and flow lines in an engine room). Make up correct flow chart and drill it.

After finding the **Why** and getting the handling implemented, the situation is again reviewed to see if it still exists. If so, a wrong **Why** was found. The Handling is to redo the steps and get the correct **Why**. A **Why** which cannot be handled or does not lead toward attainment of the Ideal Scene is of course a wrong **Why**.

The finding of individual **Whys** on persons is normally a very fast action. The **Why** is simply found and the handling implemented.

The more you do of them, the faster and more expert you become.

METERED WHY FINDING

When Why Finding is done on a meter, the above steps still pertain; however, meter reads are used to help establish the situation and track down the **Why**. Falls or a BD would indicate the right area. The correct **Why** would result in F/N, Cog, VGIs. (At this point, you would indicate the **Why** and continue with steps 14-16.)

Metered Why Finding should end with an F/N. Worksheets are kept.

After *any* Why Finding, metered or not, the person is sent to the Pc Examiner. The worksheets are routed to Tech Services so they can be filed in the person's Pc folder.

Training & Services Aide and Dissem Aide
by order of
L. RON HUBBARD
Founder

Revised by Msm John Eastment; A/CS-5
and Molly Gilliam; Flag Mission 1234, 2nd

Reissued as BPL by Flag Mission 1234, 2nd
Molly Gilliam

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Ltd. Non-Remimeo
Flag Bureau
FOLOs
Guardian Office
Business Mgmt Orgs

Business Management

Tech Series No. 10R

**ALL DATA NOT BEING
SENT TO DATA FILES**

(Compiled from a recorded conference given by L. Ron Hubbard
to selected Flag Bureau staff on 30 April 1972.)

It has been found that there can be only one line into a Management Org and that line goes direct to Data Files.

Any other incoming line of data going to the person it's addressed to, dispatches following the dispatch routing or reports ending up in **In** baskets results in vital data being parked all over the management org making evaluation impossible.

A while back an org was being evaluated that had been ignored by others for 8 months and had a seriously deteriorating situation for the past 5 months. Two whole days were spent trying to evaluate the situation from a skimpy Data File while looking for more data, reports, anything to give the scene in that org.

After 2 days without success, the evaluator thought all of a sudden, "I wonder if someone might be holding on to an LRH Comm report for the area since it's coming up in another evaluation."

He sent for it. Sure enough, it was on someone's desk. There was a note on it: "Return it to me so that I can go through it and then send it down to Data Files."

This key report **was not in Data Files**. It was on some other line and the Data Files did not have enough Data to evaluate. This is why management personnel were making mistakes and why they were not getting things handled, at the time.

The missing LRH Comm report was chock full of out-tech reports and tech difficulty reports and tech questions.

It had vital information that was not available where it belonged. It contained a tech question that undoubtedly was being asked in numerous places in the world but had not been clarified by the Training and Services Aide because it was in an LRH Comm report.

It would not have come anywhere near the Training and Services Aide who would have had to do an actual evaluation and get that tech question handled.

Do you see the scene?

While management staff were answering their own dispatch traffic, the actual situations they should have been handling were just passing them by.

They tried to handle it on individual dispatch lines and they could not.

It could have been handled 8 months earlier and then again 5 months earlier. It could have been handled again later and now all of a sudden, it was practically over Niagara Falls with no barrel.

Then when a senior Executive tried to evaluate that org. he found that others were holding on to vital data on what he was trying to evaluate.

If everybody holds on to all of the essential information of evaluation and themselves do not evaluate, then you're going to end up with a down-stat scene.

Where *should* all this traffic go?

All traffic goes into the Data Files.

DATE CO-ORDINATION

The **Why** was found on this evaluation by using what is known as "Date Co-ordination". This is the common police action of finding out what happened against a certain date.

For example: "Joanna Lou was found in the swamp. Three days before that her ex-husband came to town. One day after that he left. The police take that as enough to pick him up and he's got swamp-grass all over his clothes and so forth." That's how they solve the crime.

This eval used Date Co-ordination but in a different guise.

As of the first time that org's stats started going down, the Org Officer started calling Comm Evs and ethics actions on everybody in sight. He removed the whole Dissem Division four months before the time of the eval.

In the missing traffic was found concrete evidence that the CO of the org at the same time was doing a perfectly competent job of evaluating her supervisors' and other actions of getting the show on the road.

In the meantime, the Org Officer was telexing the *FOLO* a lot of weird reports on the CO and dispatching the Guardian Office. The *FOLO* bought it and was writing Flag tons of dispatches how they have got to get the CO out of there.

A proper evaluation showed that the Org Officer had been working on the destruction of that org for at least 5 months.

However, this didn't show up on the dispatch line. If people had acted on those dispatches they would have issued a bunch of unreal orders wrecking that org.

If all these dispatches and reports had been sent directly to that org's Data Files, then Training and Services Aide would have seen the Tech Scene and someone else could have done an Eval and would have seen there was something very out-ethics about that org's scene and traced it down to the actual **Who**.

But only by looking through all of the data.

Answering dispatches and "handling traffic" without evaluations only leaves us wide open to unreal orders and mis-management!

ALL DATA TO DATA FILES

The WHY for single dispatch handling is:

"It is easier to confront a dispatch than it is to confront the whole org scene."

It was true that as long as the Data Files were only relatively competent and as long as the data wasn't centrally located, management personnel had an excuse to hold on to their traffic. People were concerned about handling traffic addressed to them that went directly to the Data Files.

What was worked out was that all the incoming data was assembled together as it came in and an Acknowledgment Clerk would ack it immediately with mimeographed slips mailed to the sender. Individual management terminals were then notified of anything important that required their immediate handling.

The data itself went directly into the Data Files.

The Data Aide was augmented sufficiently to make sure the orgs sent in the data and it was relayed on to Flag by the *FOLOs*.

No data from that time on has gone to the person it was addressed to who would just have to read the traffic again in the files. So there were no longer any independent areas where the data got parked. It all went directly to the Data Files.

The only exception is Guardian Mail Packs and comm and FBO Network material.

From that time on, the orgs managed by Flag have had their stats going up, up, up higher and higher out the roof.

WATCH THE STATS

AH that is done is to watch the stats.

The stats of a division in an org go down and the org is evaluated. Management realized that nobody was going to find out anything about it until he did evaluate.

All one cares about is evaluation.

Evaluation should jump out of those Data Files.

You count the outpoints and there it is!

The people operating in many of the orgs were not operating them. It was found that they would operate them if there was heat put on. The only way you can put on heat is *with correct Whys!*

You can't put on heat with wrong Whys.

ANTIQUATED SYSTEM

Here is a beautiful piece of technology that works like a bomb and it was not being used in the field of administration.

The dispatch system is as archaic as the Roman Empire. It was done in those days by couriers and clay-tablets.

Clay-tablets were little thin sheets always painted black or red and dipped in white wax. You wrote with a stylus and of course what you wrote came through in red or black words.

You could get a copy off one by blowing soot across the thing letting it collect in the grooves in the wax. Flop it over onto a sheet of papyrus and you'd get a backwards message that you could read holding it up to the sun.

So this is an old administration system, ancient and borrowed. People write dispatches and people answer dispatches and so forth.

But you can't manage orgs that way!

REPEATING DISPATCHES

You saw here the situation of a dispatch from a Suppressive Person repeated over and over. He sent these to several different terminals who each relayed the data back to management making it look like the data was being confirmed from several separate sources. But it all came from the same person. He had "confirmations" working in all directions.

Think with a whole brain.

You cannot manage an area with a lack of adequate data. It must be all together in a complete data files system.

It would be like someone trying to think with half his brain otherwise.

Each time you answer a dispatch, you're trying to think with one-half of the data bank.

That dispatch has to go into the data files and the whole file for that area has to be evaluated before you act!

This is a beautiful piece of technology that has proven it boosts stats faster than rockets!

It's been done the old way since the beginning of time without all that much success.

This new way works a lot better!

So do it this way and win.

Compiled by Fred Hare CS-G Assistant
from a recorded conference

by

L. RON HUBBARD
Founder

for

Mary Sue Hubbard CS-G

Revised & Reissued as BPL by Flag Mission 1234 2nd Molly Gilliam

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Flag Bureau Staff Members
Guardian Office
Business Mgmt Orgs
FOLOs

Business Management

Tech Series No. 12

**MANAGEMENT EVALUATION
AND HANDLING OF ORGS**

(Compiled from a conference given by L. Ron Hubbard
on 18 May 1972 titled CURRENT AND FUTURE OPERATIONS
ACTIONS and adapted for Business Mgmt Org use.)

HCO Policy Letter of 16 January 1969 TARGETS, TYPES OF gives as the second primary target of a group a **"Worthwhile Purpose"**. This is your first consideration in taking on a new business management client. Are the products or services of the client of real benefit to society?

Once it is established that the client's purpose is beneficial, you must then ensure he makes money. In the commercial society of this day and age it is a crime to be broke. Some say it is the only crime a group can commit.

The moral rightness or wrongness of it is not the question because if you fail to make money, you're dead.

The word "business" means remunerative activity.

No matter how altruistic are your goals, you are in the business of making money. Cold, hard cash!

From experience, if you cite that as a target, the worthwhile purpose will be achieved and the rest will succeed.

You can't ever push anything but the exchange. There are always ways we can monitor that exchange so that the org will produce for it. You concentrate on the orgs that have made money in the past and are not making so much money now.

HOTSPOTS

When you are selecting things to evaluate and handle you always ride to the sound of the guns. That is a cavalryman's maxim. Marat, Napoleon's Calvary leader, won more actions than you could shake a stick at with that one.

In other words, you keep hitting where it's hot and you'll gradually come out of a battle situation.

What is a hotspot? Where everything is going to hell?

No. Not necessarily.

A hotspot is where attention would save you a great deal of trouble and would make you a great deal of money.

The way you make money is by putting up the stats of orgs.

THE DIVISION OF LABOUR

The action in which you are engaged in is finding an org that has been responsible for income in the past and evaluate it.

Then do your outline of Mission Orders, programs or other actions that are to be done.

The evaluation and Mission Orders or primary programming would be done at top exec level or by a special Evaluation Unit (Staff level on Flag).

The general observation and getting missions and programs executed is the business of Div 4, your production or Management Division (called Operations on Flag).

In other words, operating and bringing into effect the planning is the business of production.

This does not relieve Div 4 from evaluation as it must handle and debug missions and programs. It does relieve it from what you might call "primary evaluation."

We have a Multiple Viewpoint System in our Data Department (Bureau) and we can do very hot evaluations.

You'll suddenly find out that it is often necessary to evaluate something that went on 3 years ago. "What did they do then that was so successful? All right, let's do it!"

That would be at planning level or a primary evaluation.

Your secondary evaluation or your operating evaluation is against the actual conduct of the mission or program.

There also has to be somebody posted someplace who alerts people when something has got to be handled because stats are low, etc.

You are operating against income.

The way you do this is you find something that isn't producing and you make it produce.

Production means that it has got to deliver. And if you do this sensibly, the next thing you know you will get expansion.

You will also get an accuracy of Technology.

ADMINISTRATION FAILURE

Administration fails because executives accept any false reports that are given to them.

They are in the same boat as the Case Supervisor who said run such and such and the auditor came back and said "that didn't work!"

In the old days before we knew better the C/S might give him something else to run.

We've learned our lesson. Now a C/S will ask the question, "*What* didn't work?" and find the auditor ran something entirely different.

We found out that this is almost uniform.

There was one executive recently who was saying: "But you know policy doesn't really work. I mean I'm having an awful time making it work. Because you see I sent my HAS to do dummy runs on the public lines several times. He kept doing them, but it didn't go in."

Do you see what was out? He did not handle administration in the same way that we handle auditors. He should have said, "What did you do?" Do you see?

Knowing that much we can change the whole scene. The reason it's like that is out Study Tech.

The end phenomenon of Study Tech is now being told as follows: "It is very comfortable to read. I learn what I read and as soon as I read something I know how to do it!"

People can't read an instruction book and then simply walk over and operate the machine because of out Study Tech.

Beyond making them go through some mechanical motions, hating people is a waste of time until they have done a Study Rundown.

That's the source of false reports from clients and they don't even know they are false reporting. They defend or protect themselves as best they can because they don't know what they are talking about. They go into a sort of robotism.

HANDLING THE PROBLEM

This phenomena was covered years ago in HCO Policy Letter of 5 May 1959 quoted here in full. (SEC ED was a contraction of "Secretarial to the Executive Director" now shortened to "Executive Directive" or ED.)

"POLICY ON SEC E.D.S AND HATS

The function of Sec E.D.s and HATS is to preserve the policy, lines and shape of the organization.

However, when we make a staff the effect of the post too much we spoil the necessity of the staff member creating his post and job. He ceases to be at cause and cannot solve the problems of his post.

It is vital that HCO Area Sees at once get staff members to realize the real role of Sec E.D.s and Hats and despite these to create the post continually and handle the problems of that post. HCO Sees should insist upon the necessity to be causative on a post while still abiding with policy and purpose.

Let's get these staff members at **Cause Point**.

The actual mechanics are these. The individual case-wise is being a total effect of something (nothing to do with Scientology or his post). Sec E.D.s and hats come in as a lock on this – not themselves bad.

The thing to do is get an individual on post case-wise up to cause by modern processes. Then preach at him (1) Keep the post created and in line and (2) Solve the problems of his post and handle things.

This is the path to raising (1) Dissemination, (2) Effectiveness of Central Organizations and (3) Units!

Let's do it.

L. RON HUBBARD"

This is the policy letter we are trying to put in. It may seem a little far-fetched to you until you look at this again.

"The thing to do is to get an individual on post case-wise up to cause by modern processes."

"Modern processes" in 1959 were Objective Processes. The CCHs, Confront, Havingness. After all these years we collide with Havingness, and we find out that it solves suppression and PTSness.

You will find most organizations are full of PTSes and people whose ethics are out. You've got all the weapons to take care of them. With proper PTS handling and tech application by EstOs and through auditing, you can rescue some people. You don't necessarily have to continue to kick people out.

What good does it do to put in a vast quantity of study when personnel are not reading in such a way that they can apply what they are studying?

You are interested in a problem in resources. What can you do with what you've got, while you improve what you've got? It will all have to be done by a gradient. The worse off things are, the brighter you have to be.

EVALUATION/HANDLINGS

This is covered in the Data Series. There is an Admin Why which is the normal one that you're trying to handle. Below that there will be an Ethics Why and above that there will be a Bright Idea.

You have to know how to do a pluspoint analysis as well, all by pluspoints. Who was where, what did they do and what were the stats?

With programs and mission orders done by your top exec structure or in an Evaluations Unit, they then have got to have the resulting actions operated by Div. 4. That tells you at once that if you write something that can't be operated, nothing will happen.

It immediately tells you whether you have a good evaluation or a bad evaluation.

A bad evaluation, for example, would have its **Why** insufficiently specific to do anything about. It basically just can't be operated.

All of a sudden we turn this over to the fellow who has to operate it. What can he do with targets that do not result in direct action.

Your **Why** must be specific.

The Ethics Why is basically that the people who receive it can't read, and that's Why your projects have such a hard time.

If people cannot read the sense of something, you have to issue it as an order in such a way to overcome that obstacle. You write it up saying exactly what to do with what, specifically stated. For example you say exactly what promotion goes out and that is all. It consists of this and it doesn't consist of that and that is it.

Your **Why** has to be simple and your handling consist of specific targets.

SAMPLE PROGRAM

1. Three copies of duplistickers are typed for all New Names to C/F.
2. Each duplisticker is put on a magazine mailing envelope and mailed out with a magazine.
3. The next three Mag issues go to each new name to C/F regardless of what they are.

It's just exactly one, two, three.

Now you can monitor it on the basis of "We did that!" "What did you do?" "Oh, we put them under the spittoons..."

Do you see?

You can send a program like this or even a missionary over to the org to enforce it and suddenly you have got some promotion going out.

This is a new system. With the old system the best you could do was write some things out and hope for some compliances. But you can't buy anything with hope.

Therefore you must write things up as your handling that can be executed and then you're in the money.

You're in the business for the "buck."

Like the fellow says, "If you can't do anything else, you can make money." It's easy to make money!

There are plenty of millionaires around doing it and they don't have much tech. If they can make money, you sure can.

As far as your delivery is concerned, it is mostly slowed down because you are not selling enough.

The change here is in people doing things. You'll find that staffs are idle. While looking terribly frantic, rushing all over the place, they are not producing anything.

Why do an evaluation if you're not going to get people to *do* something with it. Because they can't read, you have to spell it out in a simple series of actions that get the results you want.

COMBATING INFLATION

Inflation is going up at a mad rate and the way you keep ahead of it is a difficult problem in itself.

It's a finance problem and the only way you can keep ahead of it is by giving smaller packages of the same thing for the same price. Because you can't raise prices.

You can re-package your services. You can work out new services and get new clients one after the other and bang their stats up one after the other.

You can get very hot on your evaluations, get very bright and boost stats with a simple action like a telex or a letter.

You can get very clever with mission handling and cross-evaluate mission reports to see if they make sense, with additional evaluations made for what the mission is running into. They are groomed in on it and guided like you handle guided missiles.

GETTING ETHICS IN

The reason you can't get an org's stats up when you can't is because you don't put ethics in on it. You have to get ethics in to get tech in.

Most people have "getting ethics in" equated to just a general assignment of a condition or a Comm Ev or something of that character. That's a justice action before ethics has been tried. You're getting into the redefinition of ethics and justice actually. It is a brand-new push-up of existing technology and it can be handled with auditing if you have it available or with EstO tech.

RESOURCES AND VIABILITY

This brings up the question. "What are the resources of an area?"

When you do your evaluation and handling, it is against resources. Part of that is "What is the excellence of the tech of the area?"

When you do an evaluation then, you must have these conditions. What money is it going to save? Or what stats is it going to raise where?

There is no such thing as a general stat for all orgs. Read *Problems of Work* and apply to your org handling. You just handle them one at a time and it will all come right.

The next question is. "What is the viability of the operation?"

The operation must make more money than it costs. So far the cheapest handling that we've sent out was one telex and one postage stamp.

Look at your pluspoints. You've got a network. You have a great deal of admin tech, mission tech, ethics tech and other kinds of tech. You have the Multiple Viewpoint Management System and a lot of things to work with.

These are tools, and just as you are going to take a preclear and figure out what you are going to do to him, you do the same with an org.

MANAGEMENT CONSULTATION

Your Management Division has a Management Consultant Department of some sort who can write clients letters, stay in communication, and give them service. No orders, just service.

Clients have queries and needs. You don't have to interpret tech, just send a clarification and fill their needs. You start coming unstuck when you start issuing independent orders instead of clarifying.

You have to run it by areas or type of client. Each consultant has his or her own group of clients to handle personally.

When something interesting is going along it is sent to the client. Programs are pushed through but no orders outside of pushing program targets. Clients will demand orders almost at once, so beware.

It's in the line of getting in ARC and getting proper programs done.

DATA COLLECTION

There is another line which is a demand for reports. A Data Collection Officer has a checklist and checks off the reports orgs have sent and then nags them until they get in those reports.

He carries this on endlessly and alerts people on certain reports that are not coming in from such and such a place.

This also requires a simplification of the reports because you could tie up a whole staff just writing reports while no production got done. They can also get so simple that you don't get any data out of them at all, and they can get so complex they tie up the lines totally.

You also have an Acknowledgment Officer who is doing acknowledgments of standard reports coming in. He just plain acks them. Nothing is done, no orders are given until you have an idea of the scene and it is fully evaluated. Then you know what you are doing.

EVALUATING ORGS

The trouble with most evaluations is that the *whys* are wrong and the handlings too weak or unreal.

The first indicator is stats. You take a stat book of an org and look over its GDSes. You know their inter-relationships and find the outpost. Then from that outpost you know what part of a folder to read.

If you are doing evaluations by reading the whole folder, you're being silly. You're interested in the first outpost that always occurs in stats. It's a stat oddity of some sort, an inconsistency.

"Advertising and promotion costs are way up but sales are way down." Something that doesn't make sense, is contradictory or false.

Just the fact that an org's stats are down is an outpost. If their stats were up at one point they must have been doing something right, so why are they now down?

So you look for a downstat. Having found that you look to see if that org ever did make money. If the org was ever affluent, you've got something that approximates its ideal scene.

You can't evaluate one thing, as you learn in the Data Series, unless you have something to compare it with.

That's why stats are separate from Data Files, as you haven't approached Data Files yet.

Let's say you find an org was really booming in July of 1969, and that rise started on the 6th of June. What did they do in May and June of '69? You want those two folders, or for a new client you'll have to collect the data and make up folders for that period that gives you something dimly resembling an Ideal Scene.

It isn't *the* Ideal Scene, but it is certainly an upstat scene that gives you a comparative.

You might have to collect a little bit more data to fill in the missing holes by telexing the org.

You know that it was doing something then that it is not doing now.

You have to watch handling of expenses. The cost of an operation has to be well planned and real. Orgs have to be effective per number of staff members which at once gives you an Ethics Why, not a "they haven't been hatted Why!"

After finding some period of affluence for an org that gives you some sort of ideal scene, you then must do something of a pluspoint evaluation for that period to get an approximation of the Ideal Scene.

You have already found a main outpoint in the stats. This leads directly to other outpoints in that area. You don't have to read 8,752 folders, just count up the outpoints in that area and the thing will just fall apart.

ETHICS SITUATION

You will notice that the Ethics situation develops when you try to get in the admin or tech Why. In one case the Ethics situation developed to such a degree that after an observation mission, an evaluation and handling was done and orders were directly issued to the area, they did not execute a single one of them.

When this happens, an Ethics Why has to be looked for.

There is also a sort of Ethics action in reverse. It's looking for who really pushes it. You could find that certain people have a vast effect on stats.

This is how you evaluate a personnel scene.

When you don't know, you've got to send an investigatory mission. It has got to be run well otherwise they just wind up shooting all the people the staff complain about, like their Executives who interrupt their afternoon nap and make them work, etc. You have to be sure you get the right person, not some pawn who wouldn't have affected the stats one way or another.

The reason stats go up is not necessarily because certain people are removed but it may be. In an Ethics investigation you have to compare personnel for the ideal scene and you may have to act fast to put people back that had been removed.

The important point here is that you must operate with a comparison every time. Comparison Admin Why, comparison on the stats, ethics comparisons, etc. If you try to operate on a single datum, it won't buy you any pie, because it has nothing to compare with.

What the Data Bureau gives us is experience, huge files full of experience going back over the years and you are just as interested in 1970 as in 1973.

OPERATION TIPS

1. A Special Stats Unit is needed for correcting past false stats that may have occurred or drawing up a special graph for some evaluation or constructing stats for an org back before they kept stats or what have you.
2. You can have Liaison Offices near client orgs that nag them for reports and push for program compliances. They can also handle small clients in the area for you that don't provide you with large income. They should have several management experts (missionaires) on their staff to handle minor matters with clients but operated from your HQ.
3. You have to have a terminal in your production division that takes care of providing *future* management experts (missionaires). You can have newly recruited or other personnel, after their basics are in and they have proven themselves on a post, run through special training to become future management experts.
4. Every single client org is peculiar. It is particularly itself. What's wrong with it? – is your first question.
5. The amount of care and attention to be given is answered by the question, "Did we ever make any money out of it?" Where you have made money is where you will make money.
6. We have more technology than any planet, any dozen planets could absorb in the next two or three centuries.
7. If you do *one* expert evaluation for an org and that gets enforced, they really do it and finish it up, and if your lines are so rigged that it goes in all the way, their stats will go up.
8. What is production? Production as far as the top exec structure or Evaluations Unit ("Staff" on Flag) is concerned is an evaluation which will when operated raise stats right now. Production as far as Management Experts ("Action" on Flag) is concerned is concluded missions. Production as far as the Data Department ("Bureau" on Flag) is concerned is a complete set of individual viewpoints one for each org. As far as Management Consultants ("Management" on Flag) are concerned it's completed programs.

SUMMARY

You have to learn to get very sharp with evaluations and to cut corners to speed them up. This is the way you do this:

1. You don't read everything.
2. For your Admin Whys look at your GDSeS which tell you that big outpost and what type of information you're looking for in the files. You're only interested in that information.

3. You start counting up that type of information and see where it lands. The *why* will practically jump out at you out of the folder whether you used a comparative datum or not.
4. Then do an analysis of who and what went on when and where at a good stat time and a bad stat time.

The placement of **stats** in the outline of an evaluation in the Data Series is probably out of sequence. It belongs at the beginning as you start by looking for your output in the GDSes.

5. An Ethics Why has got to go in on it.
6. When you've got your evaluation all done, your handling has got to be a bright idea that will actually drive those stats up.
7. When you're writing up your evaluations remember that your Target No. 1 is never an Organizational Target. Never! It's always a Production Target of some kind. If all else fails you'll get there just on production.
8. Your handling has to be something that can be operated at this stage of the game or you're just wasting your time. The orgs are full of people who cannot read. They will *organize* themselves black in the face because they do not *produce*.

For example, it was found through observation of the early EstO system that the *why* of the system not functioning was that EstOs could not confront. These observations made it obvious what EstOs were doing. They were *not doing!* They were not going into their areas and hating the personnel. The Exec EstO took 4 days of pounding before he saw that fact. When he did, we were away.

The first point to be made here is to get across how much "knock on the door" you have to do to an org to get action. This shows you how high your handling has to be scaled to bite!

The second point here is that through these observation reports we had a sort of Data File of the area and we therefore knew more about the scene than the Exec EstO.

That's what your Data Bureau has got to do at all given times.

They have got to know more about an org than the org does. It's not hard to do because the top executives of an org do not read all the reports coming out of an org.

If you're going to train lions, you've got to know more than the lions. You don't necessarily have to know more technology than the lions, but you sure have to know more than the lions.

This system tells you more about the org than they know in the org. You've got to be a better evaluator than any around in the org. Then do your evaluations in such a way that they are dead on. They have got to be something that can be operated, and the next thing you know, the stats will go up. Then per *Problems of Work* you take them one org at a time or two orgs at a time or three orgs at a time.

Your phasing is something like this: When it leaves the top executive or evaluation/planning area, you walk right alongside of that mission or program to your production level. Here they operate the mission or program and if there is not a new one pushed out or completed every day, you're not even faintly in production. Now with right Whys, Bright Ideas, right on the button and management actually completing programs and missions every day, what do you think will happen to your stats?

Pretty simple, isn't it?

That's what you should be doing.

Compiled from the 18 May 1972
conference to selected Flag Staff by

L. RON HUBBARD
Founder

for

Mary Sue Hubbard CS-G

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 JUNE 1972

Remimeo

Data Series 26

Establishment Officer Series 18

LENGTH OF TIME TO EVALUATE

It will be found that long times required to do an evaluation can be traced each time to
An individual why for each evaluator.

These, however, can be summarized into the following classes of Whys:

This list is assessed by a Scientology auditor on a meter. The handling directions given in each case are designations for auditing actions as done by a Scientology auditor and are given in the symbols he would use.

1. Misunderstood words.

(Handled with Word Clearing [Method I and Method 4 of the Word Clearing Series].)

2. Inability to study and an inability to learn the materials.

(Handled by a Study Correction List HCOB 4 Feb 72.)

3. Outpoints in own thinking.

(Handled by what is called an HC [Hubbard Consultant] List HCOB 28 August 70.)

4. Personal out-ethics.

(Use P/L 3 May 72 by an auditor. Has two listing and nulling type lists.)

5. Doing something else.

(2-way communication on P/L 3 May 72 or reorganization.)

6. Impatient or bored with reading.

(Achieve Super-Literacy. LRH Executive Directive 178 International.)

7. **Doesn't know how to read statistics so doesn't know where to begin.**

(Learn to read stats from Management by Stat P/Ls.)

8. **Doesn't know the scene.**

(Achieve familiarity by direct observation.)

9. **Reads on and on as doesn't know how to handle and is stalling.**

(Get drilled on actual handling and become Super- Literate.)

10. **Afraid to take responsibility for the consequences if wrong.**

(HCOB 10 May 72 Robotism. Apply it.)

11. **Falsely reporting.**

(Pull all withholds and harmful acts on the subject.)

12. **Assumes the Why before starting.**

(Level IV service facsimile triple auditing.)

13. **Feels stupid about it.**

(Get IQ raised by general processing.)

14. **Has other intentions.**

(Audit on L9S or Expanded Dianetics.)

15. **Has other reasons not covered in above.**

(Listing and nulling to blowdown F/N item on the list.)

16. **Has withholds about it.**

(Get them off.)

17. **Has had wrong reasons found.**

(C/S Series 78.)

18. **Not interested in success.**

(P/L 3 May 72 and follow as in 14 above.)

19. **Some other reason.**

(Find it by 2-way comm.)

20. No trouble in the first place.

(Indicate it to person.)

When this list is assessed one can easily spot why the person is having trouble with the Data Series or applying it. When these reasons are handled, one can then get the series restudied and word cleared and restudied and it will be found that evaluations are much easier to do and much more rapidly done.

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BOARD POLICY LETTER

25 APRIL 1973R

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Cancels

HCO Policy Letter of 25 April 1973 Issue V,
Same Title

Ltd. Non-Remimeo
Flag Bureau Staff
Management Personnel
FOLOs
Guardian's Office
Bus. Mgmt. Orgs

Business Management Tech Series No. 14R

THE PURPOSE AND ACTION OF MANAGEMENT

(Compiled from the recorded conference "The Purpose and Action of the
Program Bureau" by L. Ron Hubbard on 2 August 1972 and adapted
slightly for additional use by Business Management Orgs.)

The essence of the Management Consultant Department in Business Management Orgs and the Management Bureau on Flag is world coverage as Management. You are the people who manage the respective zones and areas of the planet as our interests apply to them.

Take a look at a map of your country or of the world and, if there is any smallest sector of our interest which you do not cover, you will not have been performing your full duties.

You have both the specialization of territory areas of the world and the specialization of types of actions. There are certain specialized types of actions which are represented in the Management Consultant Department or Management Bureau. Whether you are fully manned up or not, you are fully responsible no matter who is or is not assigned to a sector. If anything goes wrong in your sector that the Management Consultant Department or Management Bureau is not handling from a specialist point of view, it is your responsibility.

We recently found that we had two clients which were not covered in any way by the Management Bureau. Well, that can't be under this system. So if you want to know the total scope of your specialties, look over every scope and area which we control and that will give you the entire list. It is very simple.

DIVISIONAL SPECIALISTS

You will need a group of national or international specialists covering Divisions 1 to 7 as specialized actions (International Secretaries on Flag).

A full list of hats that would belong to international divisional specialists going back to the WW Management days in late 1965 and covered in Policy and CBOs would actually belong to the Management Consultant Department or Management Bureau.

This is a specialized sector which goes international (or national for a Business Management Org) and goes across the lines of the Management Personnel or Management Consultants who are responsible for their areas. They would give you the actions necessary generally for these divisions all over the world.

Until you have these 7 Divisional Experts, the individual area chiefs or consultants would have these hats.

First and foremost you cover it all whether organized to do so or not. How you organize to cover it all is secondary, but it will very soon catch up with you if it is not then organized.

You can ask yourself individually what you have done as a Management Consultant or Management Personnel to raise the stats directly in your area without any question that it was your action to do so.

When you have seen the results of what you did. then you can say, "I raised the stats in Kokomo!".

It is very important that you take responsibility for your areas, because you actually are the ones held responsible for all the stats down to the smallest GDS in the area for which you are the Management Consultant or Management Personnel.

MANAGEMENT SYSTEMS

The reason we call it Management Bureau on Flag is so that in Liaison Offices they will not go autonomous. An autonomous action is something they dream up all by themselves, push forward all by themselves and is not co-ordinated in any way with other management.

We have found that that is destructive. So the essence of the whole operation is co-ordination. Co-ordination means working in agreement together, therefore you must have a one-channel line from Flag through a Liaison Office to an org.

With a Business Management Org, as it grows and extends its operation, it will develop first some type of franchise system and then branch offices. These will act as Liaison Offices for the more important clients that are signed up for Multiple Viewpoint Management Service, therefore the pattern as developed on Flag is quite applicable to them as well.

The Flag-Liaison Office-Org system was the first and foremost, and earliest successful plan of management. It was put into effect in 1969 and we have worked hard to get it in.

The system depends on a Liaison Office near the client org seeing that your programs are carried out and that reports and observations are sent to you. However, the lack of an adequate Liaison Office does not excuse a Management Personnel or Management Consultant from getting good results. It isn't God, or luck, or distance. If you were in charge of orgs on Mars and their stats were down and you had no way in which to communicate with Mars, you would still be held responsible. You see, it's just an extreme view.

GET VERY, VERY BRIGHT

When you cannot expend fabulous amounts of money on air fare or on telexes or on fancy teams of experts because the client or org is too small or not worth it, what do you do?

Well, I'll tell you what you do.

You get very, very bright!

If you just go on a basis that all that is required of you is to be a genius, you have a very simple look at the scene the way it is.

Yes, it's very difficult, but one org's stats kept going up for several months after one evaluation and a letter. So it can be done.

When you have barriers all you have to do is get brighter. Very elementary. These barriers are not insurmountable at all.

STABLE TERMINALS

Your communication line is Flag – Flag Operations Liaison Office – Org or Management Org – Liaison Office – Client. This is the pattern which you have to get in.

Although somebody is in charge of the Liaison Office, the fellow at the other end of the line is hearing from you via your Liaison Office Management Consultant or Management Personnel opposite number. You are trying to communicate with Mr. Glutz in Kokomo and to communicate with him depends totally upon the co-operative action of your Liaison Office relay.

Therefore getting your Liaison Office Management Consultant or Management Representative to work for you is part of your problem.

A survey was done and it was found that stronger comm lines were needed and wanted between Flag and FOLO personnel. So if you don't pay any attention to that relay point in your Liaison Office, if he doesn't know you, if he doesn't trust you, if he doesn't trust your good sense and if he isn't willing to push hard, your line is broken. No matter how bright you get here, you're going to get nothing happening at the other end, because the pattern is Flag-FOLO-Org or Business Management Org-Liaison Office-Client.

That is a one-channel pattern. No matter how many people use that channel, it still goes through that channel.

The number of things that get done depends on the cooperation of that person at the Liaison Office.

You should send a photograph of yourself to your people that you are communicating with and you should make it your business to get a photograph of them. They will be happy to receive a photo of you, but they will be twice as flattered for you to ask for a photo of them.

This is the person who believes in you or who doesn't and the conviction in his telephone voice is probably the thing you are depending upon for getting something done smoothly.

You have a Stable Datum in your Liaison Office and you have to have a Stable Datum at the other end of the line with your client or org. (Read "Problems of Work", Confusion and Stable Datum.)

The stability of your relay terminal and the stability of the person at the other end of the line depends in a large measure upon the smoothness of your communication, your ability to hat on a long distance communication line, and your ability to put them there as a Stable Datum.

If you haven't got anybody there at all, you are going to have a total confusion. If you confuse a client with too many cross-orders, "back and forwards" and cancellations, you're creating a confusion.

What you must do is make the stable terminal you've got there *more stable*.

We are totally dependent upon this datum about Stable Terminals. Our communication lines must go through Stable Terminals. If you don't have Stable Terminals to pass them through, you won't get there.

Now and then somebody tries to violate this. "Let's remove the Management Rep of FOLO Canada. We'll remove the Management Rep of FOLO Canada and then let's get Toronto org to ..." What's wrong with that sequence? How are you going to communicate to Toronto? You took the telephone pole out and now wonder why the lines are on the ground. Do you see?

You have to pay a lot of attention to the stability of the terminals at your relay point and at the org. A *lot* of attention.

One of the ways you do this is, first and foremost, **hat him**.

Another way is to earn his respect.

You do this by making things clearly understood to him. Keep him genned in.

You don't just regard your relay terminal as a soulless something or other. You are responsible for him. Keep him genned in so that he isn't left in the dark. If you put him in a position where he knows a little bit more than the head of the org he is talking to, he'll talk with some cockiness and pride.

If you put him in a position where he doesn't know what is going on, he'll start saying so over telephone and communication lines, and then where are you going to be?

"I don't know what they're thinking of but I was told to tell you. ... Yes, that's what I was told to tell you. ... Well, I don't care. I don't think you'll get anyplace and nobody will listen to you. ... Well, that's all the orders I've got. ... Fire your Sales Manager, that's all. ... It says right here. 'Fire your Sales Manager' and that's all I can tell you. ... OK, be seeing you. Bye now."

He's no Stable Terminal. He's no part of your relay line! He's pushed off to the side of it.

EXAMPLE OF BAD MANAGEMENT

Here's an example out of the Business Management publication, "Forbes Magazine".

Out in Ohio there was a company with a very sad story and this is only one of scores today in the US.

It seems they ran into an operating loss of more than a million dollars and a total loss after write-offs of 9.4 million.

They were so successful putting out those give-away stamps for Supermarkets, they decided that they were going to diversify. They went into the hotel business and they took on some other chains as well. Their stock went up like a rocket from 6 dollars to 42 dollars in one year, which sure is better than a slight increase! It is now back down to \$5 and they are not expected to live.

What happened to this company is that the President and Officers were unable to manage these new diversified corporations.

STAT ANALYSIS

You have to be hotter than a pistol on stat analysis. You have to get as good as I am on the subject. I can look through a stat book in the course of ten minutes and tell you what is wrong with an org and I ask you to be able to do the same.

After I have looked through a stat book at the GDSes, I can tell if an evaluation done on that org is correct or not. Of course, the Data Files must be gone through to evaluate why the stats of an org are the way they are. But you can see what the general scene is in an org by the stats.

This is true even if they are false stats, because the first thing you see is a false stat.

Here is an obvious false stat: "Gross Income 2 cents, Paid Completions (or product sales) 2,000". Obviously one is false. Or "Letters Out 3, Letters In 200". Not true! In other words, stats can be too silly, or they can be too rude. But, normally, stats are not false.

You should be able to take the GDSes of an org, simply go through them and spot the main trouble. *What* is happening is very easily read from the stats, and *Why* it is happening is found by your evaluation from the Data Files.

As a Management Personnel or Management Consultant you want to get the Stat Management PLs and look these things over. Get accustomed to looking at an org's GDSes and at Continental GDSes and spot where to curve in on an evaluation. Your evaluation will find the *Why*.

If you're very clever in your stat analysis, you can spot exactly where the stops and the crazinesses are in an org. Then you know exactly what to evaluate.

That is the mysterious fact behind how an expert evaluator can take a bunch of GDSes. look through them and then go through the Data Files counting outpoints and wind up with a *Why* in a relatively short space of time. He is only reading those things to find out something, not just to gather facts like an almanac.

The highest stat period tells you how the org was running well and the stat analysis tells you exactly how it is stopped now. You're only doing a Data Analysis to find out the *Why* of that stop.

WHY FINDING

Who would that concern? What reports would you have to read to do that? You certainly are not interested in product success stories if you are looking for a complete stop in personnel hiring. It would be disrelated.

You go through the file and the more data analysis you do, the more bullpen data you get. When you don't find a good enough idiot reason, you've got to look further.

"Bulk Mail Out is high and Letters In very low ... Letters Out very, very high, Letters In very low. ..." And you go a little further on the thing and you finally find out that: "There is nobody answering the mail and probably not even counting it." Or something like that.

In handling orgs you have to be a genius. In doing evaluations you have to think like an idiot. The more you figure: "Oh, they would never do that!", the more evaluations you are going to fail on.

They depended upon the people who were managing that hotel chain to go on and successfully manage it but they didn't. Then the company as a Management Activity couldn't figure out how to handle the people who were running these hotels. In each of their new activities they ran into the same problem. They didn't know what was wrong with them and they couldn't get their orders followed. The guy who was running all this couldn't have been a complete dummy, because he understood that that was the trouble, even though he shared in the guilt of it.

They didn't know what was wrong with that outlying company. They didn't give it orders and instructions that were intelligent. They couldn't even get the orders they did give followed. And down she went!

This last point is the reverse side of the coin. If you can't get them to do what you tell them to do, either what you're telling them to do is stupid **or** you don't have the technique of getting them to do what you tell them to do *even though they do think it s stupid*.

GETTING PEOPLE TO DO THINGS

When you are really good, you can get people to *do* things. Don't think you're so good if you only get people to follow the wise things. If you're *really* good, you can get people to do things they *think* are unbelievably stupid. (Not that you would make this a practice. This is just an extreme case.)

Boy, you're a manager then, because you'd be surprised how many things some people think are stupid – such as making money.

A survey of one set of clients demonstrated conclusively that being solvent – making money – was about the lousiest thing anybody ever did in his life.

If you're red hot, even without remedying that HE&R (Human Emotion and Reaction) on the subject of money, you could have made them make money.

The goals which you're proposing are not necessarily the goals which they're running on. But if you're red-hot, you can get them to run on your orders in spite of that. And if you're red, red hot, you can get them to understand that you're not asking them to do something silly, but it is quite desirable for them as well. It's done with PR techniques.

So, if you're real good and your reputation is kept up, if you answer up and your communication line is good, if you operate on right *Whys* and you get your terminals established, they will do anything you want them to do, including having high stats!

That is the pattern! It's the pattern that has been driving stats up since 1969.

SOLVENCY

It isn't how much money you are making. It's how *solvent* you are.

The first threat you watch for in orgs and with clients is solvency! It can be deceptive. Why anybody would raise their stats two cents and immediately start spending 50 cents is some kind of local problem.

The first thing that will make your orgs cease to be there is solvency.

The second thing is a failure to deliver correct tech or good products.

You have got to learn to think like an idiot. The phrase is used advisedly. What would an idiot do? And that's usually the source of where you get your *Why*.

Some *Whys* fail to be spot on. There can be a sentence wording not quite right, or there's some little phrase missing in it that would make all that difference.

Sometimes a *Why* is kind of obscure. Therefore when your program doesn't work you offload fast.

The three main reasons programs don't work after you've evaluated are:

1. They are not communicated.

2. They are not done (even though they're correct).
3. They are wrong.

After you have settled that the first two are in, and you still don't get an immediate reasonable resurgence, then you'd better start looking at the *Why* again. But make sure the first two are there.

COMMUNICATION

Part of all this is getting yourself understood. If you can get yourself understood, you're in clover. If you can't get yourself understood, you have had it.

When you communicate you have to know what you are communicating. You must have something to communicate. If you do stat analysis and evaluations, you know what you are communicating about. But is that communication going to be understood?

Even though you are writing a very short telex, your communication has to be understood at the other end. There is a trick that can be cultivated. It's writing something and then reading it back as though you were the recipient and had never heard of it. If you put your tel-exes and your dispatches to that simple test as a routine action, you will be a long way ahead and you will save yourself a lot of Dev-T.

This is your stock in trade: Communication. You are communicating over a long-distance communication line.

A lot of people have guilty consciences and they are defensive. They think they are doing great when they are doing badly, and they misread things all over the place. You are communicating to people who often cannot read very well and they misunderstand words.

Add that to the general situation and you find you have to express yourself to a person who has misunderstood words. Therefore your communication has to be very clean and be very well understood.

You need to sell the guy at the other end the idea of understanding and cooperating with you. You must be a good salesman and able to do a sales talk.

When all else fails, you may have to use threats and sledgehammers. Don't shoot them or deafen them until they have given a clear understanding that there is only one way you can get through to them and that is with sledgehammers. The number of times you will get through with a sledgehammer are very few as well.

Your communication should be very, very clear and every word should count.

A letter should simply take up a situation and keep it going. It tries to solve the thing. It says what the situation is and each statement is a clearcut statement of what is happening. When they receive a letter like this, it is read very carefully and several times. This should reward them a complete understanding of what is going on. It would be very disheartening if the communication omits something so that after it was read very carefully, they still don't know what was happening.

Supposing a letter was written this way: "Dear Joe. We're very happy to find out that you had such a good time at the party the other night and we've got a lot of your reports here and good for you. By the way, we are shifting one of your production lines over to another org. You've been awful nice sending reports and we're very glad ..." Do you get the idea?

Your "Dear Joe" relay of communication has very, very little to do with the clarity of the communication. The friendliness does not necessarily add to its clarity. If you want to be totally friendly, give him enough data and state it clearly enough that he can understand it. That is the friendliest kind of communication possible.

Here is a good example:

"Based on the Jones debrief which was very favourable to you ..." (Knocking out his HE&R potential, 'Ole Jones went in and gave a bunch of bad stuff on me, did he?'). Based on the Jones debrief which was very favourable to you, the following telex was sent you: (telex text). As I did not want to put anything more on a long distance comm line to be seen by your staff, the *Why* found was, an Executive Director who while exhibiting commendable personal leadership, is taking offline orders and has ambitions to leave and is looking for justifications!"

This letter was right on! You know, it was totally accepted. It was the correct *Why* and it has proven out now over several months.

After some time went by, another letter was sent:

"Thank you very much for the nicest acknowledgment I've had for some time, your organization's stats! Each week the good indicators come in all over when the lovely rises you're making happen come through. Commend your staff." This is actually all that has happened to this org.

This guy wasn't running an org because he had one foot outside the org ready to cut and run and work somewhere else. He was told so and that blew that. It was true. He got down to work and made the stats go up, because he is quite capable if he would stay on post. That was the total evaluation and a dead on *Why*.

When you are trying to get your line through to an org, it requires a clear-cut communication.

It also requires that you use "Problems of Work", Confusion and the Stable Datum, as explained earlier, and put a stable terminal there.

VARIETY OF VIEWPOINTS

It's very, very funny, but it doesn't seem there are very many people in the society that can produce stats for *themselves*. We must realize that we are going into a society which for a number of decades has been under the hammer and pound of how nasty money is. Somebody could also go on a campaign of how nasty food is or how nasty it is to sleep in bed. So any kind of campaign can get going.

There seems to be only one "crime" that you can commit in this civilization, even in Russia, and that's to have no money. It appears that is the only crime you can commit. It is an unforgivable death sentence. The rest of it, murder, etc, well you can hire lawyers and bail yourself out and extend proceedings, etc. as long as you have money. Weird!

Therefore, you may not be talking to people who share your belief in survival. They may have entirely different ideas. You don't know very often what local enthusiasms are popular. You are operating through Opinion Leaders and sometimes they have some remarkable opinions. It will be very difficult to guess at some of them.

You will find these things in your evaluations and you must not do a not-is of the out-points. One of the reasons people have trouble evaluating is they say, "Oh now, that's too incredible!", and pass on down the line.

No, it isn't too incredible. That was what you were looking for.

EXPANSION

We are in a state of expansion.

You are undermanned and as your stats go up, you will find that your traffic increases. The lines are going to speed up.

When lines speed up, they find every weak point that you have. They find the weak points of hatting. They find the weak areas that are not covered. They find the little points where things aren't quite aligned right. At that point, as the lines speed up, you'll see a little puff of smoke and the fuses start going. Then as the lines speed up from there, the place just becomes a screaming mist.

And we're speeding them up.

Therefore you want to get the traffic under rather perfect control as you are now, at its present volume and level. If you have your traffic under perfect control, you stand a chance when it expands.

There is no point going into a state of overwhelm by suddenly realizing it in the middle of the night. It is better to realize it here and now.

Take a look at that map. Take a good look! It talks about the North Pole and the South Pole and the East Pole and the West Pole.

Do you see that?

Well, you are in charge of that.

It's time that you just took a look at it and realized that was the fact.

And that is your basic hat!

Compiled by Fred Hare CS-G Assistant
from the recorded conference to the Flag
Programs Bureau on 2 August 1972 given
by

L. RON HUBBARD
Founder

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Issue IV

Same Title

Ltd. Non-Remimeo
FB Staff Hats
Guardian Office
Business Mgmt Orgs
FOLOs

Business Management

Tech Series No. 15

HANDLING AND EVALUATING ORGS

(Compiled from the recorded conference of the same name by L. Ron Hubbard of 6 August 1972 with a few additions for Business Management Orgs.)

MODEL EVALUATION

In the Data Series it says the data by definition is that major outpoint which when investigated brought one to the *Why*.

That may take upwards to 75 words, if you are verbose.

Here is an almost classic evaluation I did that becomes a howling, screaming success! It shot a Tech Division's Completions and Student Points into Affluence in no time at all. It's a very simple evaluation:

SITUATION

The Situation is: "Drop of bodies on course."

That's an elementary Situation taken straight off a reliable action. There *is* a Situation. There were something like 265 bodies on course and now there are 20 bodies on course with no completions in the meantime.

STATS

The stats are: "Crashed, then recovering to three-quarters former level."

They did recover somewhat, for reasons we're not going to bother to investigate. These are the remaining stats in the Tech Division, not the bodies on course. So those few guys left on course must be sweating like mad to get any stats up because the situation is the bodies have dropped.

DATA

The Data is: "Unbelievable musical chairing, rip-offs and changes in Supervisors." Period. No names or when they were ripped off or anything else is needed.

The stat drop was the alert. A query was done. No Supervisors could be found on post. The DoT was no fool and managed to write down what had happened to her Supervisors when asked to do so. She actually exposed the situation to view.

If you want to find out about it – go to their Data Files or go down and ask the Tech Sec. But that doesn't give you a **Why**. That's just *data*.

WHY

Due to other investigations and so forth, the **Why** was fairly obvious. The Admin **Why** was: "Org Form non-existent in the org including the Department of Training."

If you couldn't find anybody on post and nobody posted, it's pretty obvious that you don't have any org form.

The Ethics **Why** was: "Personnel policy violations in Dept of Training in musical chairs, transfers, training, hatting and Course PLs by the Executive Director, HAS, Tech Sec and D of T."

The Ethics **Why** is taken care of in the handling targets by just drilling these persons so named on the form of the org. So this is actually a very standard evaluation.

IDEAL SCENE

The Ideal Scene was: "A stable Department of Training with a proper org form, stably posted, and handling and servicing its customers."

TARGETS

Then there follow a series of targets which handle the situation returning it to the Ideal Scene given above.

This was a violently successful evaluation and program which produced affluence stats immediately and the totality of Data listed in it was as follows: "Unbelievable musical chairing, rip-offs and changes of Supervisors." This was simply the major outpoint which was discovered upon investigation.

The important point here is that Management Consultants can run into the danger of operating covertly by reports and call it evaluation. The above evaluation started out from a *stat analysis* and **then** went to the specific reports for that area and the **Why** fell right out. You cannot do it the other way around, if you want to stay out of trouble.

STATS ALONE

You can take stats all by themselves and you can send out a telex which will *do* something fast. There isn't any reason to go on battering your head against a wall trying to do a whole evaluation before taking action.

For example, one org's stats showed Income crashing while Reg Interviews were soaring. They were simply telexed quickly to handle their registration line forthwith, instantly and immediately!

After this was done the situation could be evaluated to get the actual **Why**.

In this case, there were a total of 4 or 5 major situations with that org shown up by their stats. They were sent a telex pointing up all the major situations and were ordered to report immediately by telex their handling of each one.

None of this is evaluating.

The ED at the other end would actually find this very easy to repair if he could evaluate. But just calling his attention to the scene is doing something.

You have now sent a telex out, and in the meantime you can get it evaluated.

But if you fiddle around with an evaluation without getting out a telex, all the time it's being evaluated they are sitting out there with their stats going out the bottom.

Every day they do not have high stats is money you will never see again. Don't think it all piles up mysteriously some place, because it doesn't. We know that by experience. You don't recover yesterday's failures by a splurge today.

This doesn't short-cut evaluation. It just tells you that you can operate an org out of a stat book to some limited degree because it in itself is a bunch of out-points.

If you really wanted to get industrious, you could find five **Whys** for this org at this moment, telex all of them with a program one right after the other and their stats would go up.

The wrong thing to do about it is nothing.

Issue an order, "Get the following done *while* we get a program for you ..." If they don't do it, you know they will not do the program so you know you have an Ethics **Why** to find. It's also a new way of figuring out if they need a mission.

ETHICS SCENE

Most of your break-down even after you've done a clever evaluation is the fact that you've got such an Out-Ethics Scene that they are not about to do the program ordered. You have suppression on your lines. The magnitude of the Suppression will often surprise you.

When you can't get stats up and people producing for a very long time, the amount of suppression you'll uncover will be staggering. And an org isn't going to recover until you do something about it.

EVALUATION STEP

At this point you have only sent out a telex with a short program to handle a series of major outnesses. Not having done an evaluation, you'll find that some of the orders will be complied with, some partially done, some alter-ised, some done backwards and some totally ignored.

Whatever the case, the next bunch of stats will show who was interested in correcting the situations brought to light and who was out to sabotage any attempt to correct. Some stats will improve, some will shoot way up and some will crash. With this data, you'll actually have a clearer picture of the scene than before. The **Whys** often show up easily at this point.

From our previous example the Reg Interviews now go into screaming affluence, almost vertical power rise, and the org's GI goes to zero! You can now read the data here. "Oh, we have an SP in charge of registration. Get rid of her." That's easy handling. The second she was given an order to open the door, she closed it, locked it, got chains on it and so forth.

Don't monkey around with it. It's very simple, very elementary. You can get too significant. To hell with the significance, let's get the stats. Do you see?

It's beautiful when you can do an analysis like this. It's a sign of the old maestro.

All of a sudden you have the answer. The data is: "The ED never comes to work." The handling is: "Appoint a new Gloucester ED." (When you do something like that you have to send a mission, by the way.) All of a sudden all the stats rise. Marvelous. It's a piece of art when it happens and it's gorgeous!

WHY FINDING TIPS

- A. Your search in Data Analysis is the effort to find the data which would explain an outness found in stats.

Sometimes you try proceeding from a no-outness. You end up looking for an outness to find a **Why** for. In this case, you are not doing an evaluation but something else.

You can get trapped into evaluating by reports and you should watch out for this. The only thing you are interested in is stats and from there on it's outpoints and pluspoints.

- B. Sometimes you go looking for something so deeply hidden that you are missing the elephants. These things are big!

The outnesses are the size of mountains and the **Whys** the size of redwood trees. Only sometimes it's hard to find which side of the mountain you've got to walk around to find the redwood tree. But they're big!

Sometimes you get too complex or write up too much or get too significant. It's a very easy action.

- C. There can be 5 **Whys** for an org and nobody said a mission order had to go out on only one **Why**. You theoretically could have 21 **Whys** for an org if there were 21 situations because there are 21 departments. Sending a mission out to handle a section only would be a little bit of a downgrade.

You have to look over how many situations there are, how big are these situations and how many big situations there are. They are evident enough to knock your head off. They are great big, huge situations that are very visible and nobody has to write their life history to explain them.

Once in a while you will get "an accordion out and then back in" type of scene. You have all these different situations and then you find a major overall **why** that handles a lot of them. Then you just put the different situations in the handling.

- D. It's better to have a very short eval and red tag the pertinent places in the Data Files for the Authorizing Verifier to check on the source of your data if need be. Example – Data: Org totally disorganized. **Why:** An ED who is not about to control the org. This just speeds up your own work.

Don't go slipping over into a bunch of verbosity on the excuse that you're finding outpoints because that's an outpoint in itself. It means you're not finding the great big, gigantic, huge, enormous outpoint.

- E. We can look at the big stat period and what pluspoint was present in that stat period which is not present in this stat period. We don't need a history of that period nor a history of this period, just what isn't present now that was present then. That required one sentence.

"Data: They used to have public co-audits. They don't now. **Why:** No public co-audit. Handling: Public co-audit."

- F. It takes a while to look in some cases. I was actually looking for months before I had the **Why** in one case, but I wasn't inactive in that period. I was making it go. I continued to watch it and then all of a sudden. Bang!, it fell out of the hamper one day. I know I could not have possibly found it earlier because stats didn't soar. It went along all right, but it didn't soar.

GRADIENT SCALE OF WHYS

Therefore any **Why** is a good **Why**, but do you find anywhere in the Data Series that there is only one **Why**? No. You will find this to be the case:

There is a gradient Scale of **Whys**;

It's a question of what **Why** can one get in with what resources.

Yes, it would be great to have a \$10,000 org in Chicago, but what resources have we got at the moment. Well, we can get up to a \$100 org using what we've got. But at least do that.

There could be a whole gradient scale of **Whys**. You could get a gradient from, "**Why**: The doors of the org are closed all day. *Handling*: Open them. Have a receptionist there to meet the people who might accidentally wander in."

This could go as far as, "**Why**: They do not own the largest skyscraper in town, but are still in the third largest."

This gradient **Why** depends on the resources, so you have to know what's there.

If a wholesale handling of an org that has one and a half people in it treats it like it's full of FEBCs, you're going to fall on your head.

Another important thing is that the less resources you've got, the more of a genius you have to be, hence the importance of Bright Idea.

HANDLING ORGS

To raise your overall Management Stat you have to take every org that isn't being handled and make sure something is being done about it on your network.

Don't ever use "You can't find it" as an excuse not to do something. Don't let it go on for days because every day of letting it drift is GI not in, PCs not audited, students not trained, products not produced while you write a life history of Kokomo.

It's not a question of being sloppy. It is a question of being causative. You can *cause* stats to rise. You can cause them clumsily or cleverly, but you can cause them!

It is not true that any evaluation is better than no evaluation. It *is* true that pointing out a situation is better than not pointing out a situation. An evaluation with a wrong **Why** is about the most ghastly thing you ever saw in your life.

The net result of all this is, if you are going to raise your own stats, you first and foremost must look at the orgs which you have and make sure that none of them are omitted from your attention. Then you be sure you are doing something with everyone of them that is pushing their stats up. It must be something that all by itself, evaluation or no evaluation, gets that org's stats up.

If you have 7 orgs, let's say, and you've got to evaluate each one of them in turn, there is no reason to leave Org Number 7 for 6 weeks while you are evaluating Org Number 1. Let's look over their GDSes and let's give them some attention. Let's hold the fort somehow or another and get around to them. By that time you'll have become familiar enough with them, do an evaluation and you find it with no trouble.

BUSINESS MANAGEMENT ORGS

This is very applicable with a small business management org that has not yet set up a Multiple Viewpoint Management System as one of their services. It may take this new org months to get personnel adequately trained, proper reports and stats coming in from clients and a comprehensive Data Files operating.

Before they are equipped to do proper, full evaluations, there are a great number of services they can deliver that will boost a client's stats. These go from "Problems of Work" through basic Executive Training Courses to standard Admin procedures and systems that have proven themselves over the past twenty years of application in Scientology orgs.

Don't ever hesitate to deliver service. Practically any standard policy action will boost a client's stats. Keep pushing in standard actions and eventually you will be able to deliver the sophisticated Multiple Viewpoint Management System and reap its incredible results.

The thing to do is to be **causative** and *cause stats to rise* and you'll win the planet sooner than you realize.

Compiled by Fred Hare CS-G Assistant
from the recorded conference of 6 August
1972 "Handling and Evaluating Orgs"

by

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Data Series 27

SUPPLEMENTARY EVALUATIONS

(Starrate all evaluators)

If one knows how to evaluate an existing scene correctly (which means by the purest and most exacting application of the Data Series) and still does not achieve an improvement toward the ideal scene, several things may be the reason.

First amongst these is of course poor evaluation. Second would be a considerable disagreement in the evaluated scene with the WHY, especially if it is interpreted as condemnatory. Third would be a failure to obtain actual compliance with the targets in the evaluation. Fourth would be interference points or areas which, although affecting the scene being evaluated, are not looked at in relationship to it.

In any scene being evaluated, there are two areas which are not likely to get much attention from the evaluator as they may not be remarked on in any of the reports or data being used in his evaluation. These two types of area are (1) **local environment** and (2) **relay points and lines between policy and order source and the scene itself**.

These two areas may be looked at as (1) the plane upon which the scene exists and (2) the upper stages of authority under which the scene reacts.

THE LOCAL ENVIRONMENT

The surrounding area to the scene being evaluated in the matter or a person would be the general third dynamic or other dynamic in which he or she lives his day-to-day life and which influences the person and therefore influences his hat or post. The search for the WHY which exactly causes Joe or Joanna to fail to hold post or wear a hat and which when handled will greatly better Joe or Joanna may well be their reactions to environments at their level and which may be or may not be there with them. Family or distant friends, not visible to an evaluator, or the work environment or on-the-job friends of Joe or Joanna may greatly influence Joe or Joanna.

This might prove too inviting for the evaluator to blame environment for the state of the existing scene and a caution would have to be introduced: that any WHY must lead to a bettered scene and must not just explain it.

EVAL BY RELAY PTS.

Thus, in such a problem it should be understood that one has **two** existing scenes, one, the person and two, his environment; that they interrelate does not make them just one scene. Thus two evaluations about Joe or Joanna are possible, each with its program. To go about it otherwise is likely to prove as unsuccessful as the original evaluation of the person. Life and orders are reaching Joe or Joanna through relay points which are not ordinarily taken into consideration. Thus those areas should be separately evaluated. Usually, in the case of a person, something would have to be done to those areas, on the same plane as the person, by the person himself. So the program might include what the person himself could do about them.

The local environment of a material object, such as a machine or an office or a vehicle, may also be evaluated as well as the machine or the office or vehicle itself.

In short, there are relay points of difficulties that produce situations, on the same plane as the person or thing being evaluated. And these make **additional** evaluations possible and often profitable to the evaluator in terms of bettered ideal scenes. Yet at first glance, or using only the usual reports, it may seem that there is only one situation such as the person himself.

Completely in the interests of justice, it is unfair to put down a target in some greater area situation like "Remove Joe." It may well be that stats did go down when Joe was appointed to a post. Well, that may be perfectly true. But by only then evaluating Joe and not the greater zone of Joe's *personal* scenes, one may very well come up with a very wrong and abrupt and unjust target. **Who** in other words, when found, may not solve the scene at all even when one only targets it as "specially train" or "audit" without removal. There may be another scene that is having an effect on Joe which, if not evaluated properly with a proper program of its own, will make nonsense out of any program about Joe himself related only to his post or position. Another scene may be relaying fatality to Joe which if unhandled will unsuit him to any other post of any other kind.

Thus Joe and Joanna would have, each of them, **two** or more full evaluations possible. What the person is failing at or not doing on the job may have a plain enough **Why** that can be corrected by programming and moved to an ideal scene or at least toward it. What is hitting the person at an environmental or familial or social level might be an entirely different situation, requiring its own evaluation, with a proper **Why** and program for Joe or Joanna to carry out themselves or even with some help from others.

In a broader case, we have, let us say, an organization or division that is in a situation. One, of course, can evaluate it as itself, finding a proper **Why** and a nice bright idea and a program'. And one can also do a second evaluation of the local environment. This might be the society or an adjacent division or even another organization. And this will require the location of a situation and finding its **Why** and working out a program to handle that can be done by the org or the division itself or with help from outside.

The local environment outside the scene being evaluated is then a proper subject for another evaluation.

It is a serious error to only evaluate the local environment as all too often the person or org or division will insist that that is the **only** situation and also that it is totally beyond any

remedy by their own actions. Thus, if the evaluator is going to evaluate the local environment of a subject that is in a situation, he does it **after** he has evaluated the subject on its own ground totally.

EVALUATION OF ECHELONS

On any command or communication channel there are always a certain number of points extending from source through relay points down to the final receipt or action point. These may be very numerous. Some may be beyond the authority of any evaluator. But each is capable of having **its own situation** that will cause an evaluation of the receipt or action point to fail.

These can be called "echelons" or step-like formations. The receipt or action point that is to comply finally with the program may be the subject of hidden sources of effect in the relay points of any program or order.

Thus, as in the case of a dangerous decline of some activity somewhere, an evaluator has several evaluations possible and probably necessary.

It would be, by experience, a severe error to try to evaluate all these different scenes (such as many echelons each in a different area) in one evaluation and find a **Why** for the lot as one is attempting to find a single **Why** for several different scenes in different places which violates the strict purity of evaluation procedure.

One may find the exact and correct **Why** for the point of action and do a splendid program only to find that somehow it didn't come off or didn't last. Yet it was the right **Why** for that scene. Hidden from view is the influence on that scene from one or more upper echelons which have, themselves, an individual situation and need their own **Why** and their own program. Only then can the influence on the action point be beneficial in its entirety.

There is a system by which this is done.

8. One recognizes that there is a situation in an area which has not responded well to previous evaluation or has not maintained any benefit received very long.
9. One realizes that there are several, echelons above the point being evaluated.
10. One draws these points without omission. This makes a sort of graph or command chart. It includes every command or comm relay point above the level of the point being evaluated.
11. The points, if any, **below** the point under consideration as in I above are then added to the chart below it.
12. One now undertakes a brief study of **each** of these points above and below to see if any have a situation of its own that could influence the success or failure of the original point evaluated as in I above.
13. One does a full separate evaluation of each of these echelon points where any situation seems to exist. Each of the evaluations done must have its own local situation, **Why** and program. Care is taken not to evaluate "n o- situations."

Care is also taken to keep this **Series** of evaluations consistent with the main idea of remedying I above.

14. The evaluations are released as a series and executed as feasible.

In doing such a series, brand new data may leap out as to the interrelationship of all these relay points and this may bring about a recommendation for a change of organization requiring new policy. But this would be another evaluation entirely as it is in effect an evaluation of basic organizational policy and may even require that tech be issued or withdrawn.

Take a case where the area which has not bettered or sustained a betterment has in actual fact two echelons below it and six above. The area, let us say, is a continental management office of an international hotel chain. Below it are its state offices and below that the hotels on that continent. Above it is the international comm relay center, the international headquarters executive at international headquarters for that continent, above that the international management organization, above that the chief executive of the international management organization, above that the advisors to the board and above that the board itself.

By drawing these out as a series of echelons one sees that there is potentially a series of eight evaluations in addition to the main evaluation of that continental office which is where the situation originally was. By scanning over all these eight other influencing areas, one may find one or more of them which have situations of real influence on the original evaluation subject.

One then evaluates separately and handles separately **while still going on handling the original subject**.

One can then also do the local environment evaluation of the original subject if there seems to be a situation there.

No evaluation is done where there is no situation. But one should assert in a covering note to the series that there are no known situations in the remaining points.

Doing a series of evaluations and local environment evaluations can be extremely fruitful only so long as one realizes that they comprise separate situations which only by their influence are preventing an ideal scene from being achieved in the original area where betterment cannot be attained or maintained.

Supplementary evaluations, when necessary and when done, can rescue a long series of apparently fruitless evaluations of a subject and move the evaluator himself toward a more ideal and happier scene of success.

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Founder

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DATA SERIES EVAL DRILL 27: SUPPLEMENTARY EVALUATIONS

Data Series Evaluators Course
Drill Sheet for Data Series 27
HCO PL 25 May 1973
SUPPLEMENTARY EVALUATIONS

Drill 1: Identifying Echelons:

- A. Draw echelon charts between the following points:
- a. An HCO Expeditor and the ED of an org.
 - b. A Janitor and Manager of a Hotel.
 - c. A Restaurant Manager and the Board of Directors of the Restaurant Chain.
 - d. A Soldier and a General (or as set up in UK and EU).
 - e. A Mayor and the Police Captain of a Precinct (or as set up in UK and EU).
- B. From the following original sits and data spot what other echelon points would require supplementary evaluation as well as the original situation.
- a. **Original Sit:** More than 50% of the Course Students are absent, not turning in stats or in Qual.
Data: Supervisor is not a trained supervisor. Tech Sec is busy handling his Type A sit during post hours and can't spend any time prod off the DofT and the DofT only works on compiling packs because it "keys him out".
 - b. **Original Sit:** CO pulled down the org bd and doing junior posts.
Data: CO spends only 30 minutes a day or less handling the CO lines. There are many many blows from staff and HCO is not handling, with the CO having to intervene.
He can't rely on the OES and HES as they are constantly fighting over their marriage troubles.
 - c. Have another student do this drill with you. First write down a Sit, Why and a short handling for a situation in some area, and write down "who you are" as the evaluator of that. Then draw up a full echelon chart of all the points between you and the area you are trying to get handled. Brief the other student on this. Then have him mock up, without telling you, an echelon sit at one of the echelon points. Now you have to try to find out where the echelon sit is, with the other

student assuming the various points of the echelon chart you drew and you pulling the strings.

Once you find the echelon Sit, then pull the string to find the Why (which the other student should also have mocked up).

Drill 2: Environment Supplementary Sits:

- A. Which of the following point(s) would you check for a most likely Environmental Sit:
1. Public Reg in Keokuk:
 - a. Wife,
 - b. His soap powder,
 - c. The Dist Sec in another org,
 - d. The Governor of the State,
 - e. His rent and landlord.
 2. A Continental Justice Chief:
 - a. Financial difficulties,
 - b. Good conversation at meal times,
 - c. Schedule,
 - d. Queen of England,
 - e. Hairbrush.
- B. List out 10 possible environmental sits someone could be involved in.
- C. Have another student mock up being a person in an area you've "just done" an evaluation on. Have him mock up an environmental supplementary Sit and Why. Now pull strings to locate the Sit and Why. Write it up.

BDCS:MW:MB:SH:kjm
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LRH EXPERTISE ON EVALUATING*(Corrections in Arial)*

The following remarks on Evaluating, by the Commodore, are of immediate and vital interest to all Evaluators on Flag, to ESTOs and senior officers.

"19 June 1973

"The main thing to work for in an eval is **Consistency**. Each sub-head in an eval form must be consistent with the whole.

"And the main action of an eval is counting outpoints. And the hardest outpoint to see is the "omitted" type, as it is not there, not to be seen at once. So it is missed. But all outpoints are important and must be counted.

"Handling amongst Aides means "Handle the Hell out of it", meaning nothing left to chance about it; in, boots and all.

"The **Purity** of an eval, is the main stress point. Meaning all consistent, Pol, Sit, Stats, Why, Ideal Scene, Handling, Plan, Bright Idea. 99% of evals are at first kicked back with "Wrong why, weak handling". To correct, one stresses **Purity**, all consistent, all by the book.

"Common faults are not really knowing and seeing outpoints and knowing them so well they are visible at a glance. Most people think errors are outpoints and when you ask them to point out an outpoint for you, they point out a missing comma or some error. I once asked a whole group what was the outpoint in a Russian luxury liner that was in view. Some said the sickle was rusty, some said it was backwards, some said it hadn't hoisted its flag at 8:00 A.M. but at 8:30. Not one in the group saw the conflicting data right there in view. A rich-bitch deluxe upper class luxury liner with fat cat passengers astroll on the decks versus the other datum of Russia, land of the workers and dead capitalists. The failure to see that quite astonished me. (The outpoint led, by the way, directly to another on investigation: it was an **Italian** built liner chartered to English tourists and flying the Russian flag, and the **Why** had to do with Russia being pretty damned starved for dough and trying to compete with the capitalists, but that only led to a situation which, had CIA analyzed it, would have put them one up.)

"The failure to see such an outpoint led to drilling people in naming outpoints, then finding them of specific types until they were rapid. But sometimes this required auditing on a prepared assessment list of outpoints; when people couldn't do evals, this was done on them

and they restudied Data Series. Sometimes they couldn't study Data Series without auditing on the prepared list because they were stuck on some outpoint themselves.

"I'm giving you a briefing on how evaluators are made. An Aide might or might not follow this plan, but it is how I made evaluators. Each evaluator tends to be a special case. All evaluators I/T squall at some point and go into apathy and then suddenly grasp the whole thing and do a splendid one and you can't talk to them and staff has to bow as they pass.

LRH"

The instructions given for making an evaluator are of course to be followed. TIPs and programmes for completion of these and other individually needed steps should be made out for each evaluator, done, and completed.

Lt. Ken Urquhart

LRH Pers Comm

for

L. RON HUBBARD

COMMODORE

LRH:KU:nt

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 SEPTEMBER 1973

Issue I-R
Revised 22 June 1975

Remimeo

Data Series 28R

(Data Series 28 is cancelled because it could be misinterpreted and I did not authorize its release.
The data contained in it would have been written by me as a P/L had I considered them vital to evaluation.)

CHECKING EVALS

In checking over the evaluations of others, there is no substitute for following the hard and fast rule of insisting upon

- e. Purity of evaluation
- f. Consistency
- g. Workability
- h. Authenticity of the data.

There are no small rules. To quote one of these, "The situation is the direct opposite of the ideal scene." This is not necessarily true and is not a precise definition. A situation is the most major departure from the ideal scene. That's purity by definition.

A Why is not necessarily opposite to an ideal scene. But it is of the same order of thing.

- Example: Stat of Income Divided by Staff sunk to 15 cent.
- Ideal Scene: Staff producing under competent management.
- Sit: Execs not coming to work.
- Why: The ED has forbidden any exec to be paid.

If you look this over it is consistent. But it is not reversals or opposites.

The stat found the area, the ideal scene was easy. Search of data found the sit as the biggest departure. Further search found the Why. Further search and knowledge of the existing scene would get a bright idea (which would not be sacking the ED who is probably the only one coming to work, but more likely getting the ED and execs into a hello-okay session and resolve their hates and ordering execs be paid at once).

THE COMMON BUG

(Orders of Day Item 24 Feb 75)

"I found that getting the sit was a common bug. Evidently people don't do a real stat analysis and get an ideal scene, look for its furthest departure and get the sit and then look for data and find the Why.

"There are many ways to go about it but the above is easy, simple and foolproof.

"It would look like this on a worksheet:

"GDS analysis to find the area and a conditional guess.

"Ideal scene for that area.

"Biggest depart from it for the **Situation**.

- Stats
- Data
- Outpoint counts
- Why
- Ethics
- Why
- **Who**
- Ideal scene
- Handling
- Bright idea.

"If you're very good your GDS analysis will get confirmed by data.

"The real Why opens the door to handling.

"And you can handle.

"This doesn't change eval form. It's just a working model.

"All good evals are very consistent-all on same railroad track. Not pies, sea lions, space ships. But pies, apples, flour, sugar, stoves.

"I think evaluators get dispersed and Q and A with data, lacking any guideline. And so take a near forever.

"Last one I did, the GDS analysis gave the whole scene and then it got confirmed, all on the same outline as above. That org is still booming!

"It took 6½ hours, *including* doing the majority of the targets!

"It doesn't take days or weeks, much less months!

"It takes hours."

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 28R:

CHECKING EVALS

Data Series Evaluators Course
Drill Sheet for Data Series 28R
HCO PL 22 June 1973 IR
Revised 22 June 1975
CHECKING EVALS

Drill 1: Consistency:

A. In each of the following, there is one part of the eval which is impure. Rewrite the part of the eval so that it is consistent.

a. Stat of PRPS is in steep Danger.

Ideal Scene: New public being competently indoctrinated and started on a service.

Sit: New Public bottlenecking in Dept 17 for Indoctrination.

Why: New Public not being competently indoctrinated and started on service.

Handling: Take DPS off of FSM work and put him back on post as DPS. Get an expeditor to take his place in helping out the FSM Officer area.

b. Stat of Letters Out crashing.

Ideal Scene: Letters Out stat rising.

Sit: Letter emanation points unable to get hold of CF folders.

Why: CF all hands re-filing ceased and horrendous backlog began again.

Handling: Get all hands going again. Beef up CF section.

c. Stat of Student Completions leveled.

Ideal Scene: F/Ning students rapidly completing their courses with adequate materials and excellent supervision.

Sit: Students not F/Ning or rapidly completing and are without adequate materials and have bad supervision.

Why: Course Admin submitting incomplete CSWs to FP for more materials to keep up with number of students on course.

Handling: Have DoT bypass and get full CSWs written and have FP finance these without delay. Get Course Admin thoroughly crammed on CSW Policies.

Drill 2: Situation:

- A. Following are three results of a Stat Analysis. Write down, for each, the Area, Conditional Guess and Ideal Scene:
- a. Qualified Staff Hired and persons started on SS 0 stats have been rising very nicely for months, yet TAR level and GI ÷ by Staff has been slowly declining yet the GI is rising.
 - b. PRPS has been rising nicely, Basic Course points Normal, however neither Basic Course Completions nor GI have been rising equivalently.
 - c. GI low, with Reg Interviews rock bottom. There are even less Reg Interviews than the number of people completing course or intensives.
- B. Get a hold of some stat graphs. Now do all the steps needed to locate an actual situation.

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HCO POLICY LETTER OF 19 SEPTEMBER 1973-1
Addition Of 20 March 1977

Remimeo

Data Series 28R-1

CHECKING EVALUATIONS

ADDITION

(In January 1976 LRH began work on sorting out the fact that evaluators were not evaluating situations. What follows is taken from LRH notes.)

MULTIPLE SITUATIONS

"Somebody has evaluators on a 'whole org' kick where the evaluation must handle the whole org. Evidence of this is 'the Why' lately was defined as something that handled all outpoints. The initial step of the stat analysis to find the area and then find its situation and its Why is not being done. Hence individual org situations do not get spotted or evaluated and evaluations take forever."

(One of the org evaluations submitted to LRH was returned with the following note.)
"This evaluation has almost no outpoints in it. Almost every paragraph is a situation requiring evaluation.

"A situation is something that affects stats or survival of the org.

"An outpoint is something that contributes to a situation and should not be in the situation area.

"A Why is the real basic reason for the situation which, being found, opens the door to handling.

"Evaluators who are trying to embrace the whole org of world in one evaluation are missing all the real situations or landing only in Division Seven."

(The following is a despatch written by LRH in May 1976 regarding an earlier evaluation done on an org which LRH was evaluating at the time.)

"That evaluation, that was to pull in the CO, had one of these 'philosophical Whys,' 'The CO and HCO have prevented execs from being made by omitting actions that would accomplish this (i.e. choosing suitable ones, hatting, training and apprenticing them) which has led to blows and 19th century solution of transfers and removals and eventually no execs at all.' That's all fine but you can ask of it, 'How come they're doing that? so it couldn't be a bottom level Why. Anytime you can ask a 'How come? you haven't got a Why, you have a situation.

"Just an off-the-cuff Why better than that would be 'Day and Foundation staff are the same, allowing no time to hat and train' or another, 'There is no HCO staff' or another 'Only a handful make the GI and the rest of the org is considered superfluous'-yet none of these are the Why either as you can also again ask 'How come? And the org is delivering.

"So this is what I am working on now. The new type of evaluation would use telex lines and FRs to ask a lot of questions **after** one had found the real situation. It would go: Find the situation area from stats, find the situation from data files, get some sort of a Why (that will now become the situation) and burn the telex lines or send a mission from the FOLO to find out how come that situation. You would then get the real Why and could do a program. This would make evaluations pretty real!"

Compiled from LRH notes
of January 1976 and May 1976

L. RON HUBBARD
Founder

Assisted by
Louise Kelly
Flag Mission 1710 I/C

LRH:LK:lf.nf

DATA SERIES EVAL DRILL 28R-1: CHECKING EVALUATIONS ADDITION

Data Series Evaluators Course
Drill Sheet for Data Series 28R-1
HCO PL 19 September 1973-1
Addition of 20 March 1977
CHECKING EVALUATIONS ADDITION

Drill 1: Situations:

- A. Write down which of the following *are* Situations and which "Situations" are embracing or attempting to embrace the "whole org" and are not therefore Situations.
 - a. Keokuk org isn't expanding.
 - b. HCO is not being formed up rapidly and recruiting for the org.
 - c. The scene is not improving.
 - d. Overloaded C/Ses not reading worksheets.
 - e. Cars, Minis and Pontiac, not entered and cleared through customs.
 - f. Area is failing.
- B. Think of a nearby Organization. Write down a "whole org situation" for it. Then take the stat graphs for the org and analyze them, write down the specific areas that should be looked into for a Situation. Then write up what would have happened if you had tried to find a Why for the "whole org situation" you thought up and tried to operate on that.

Drill 2: Outpoints:

- A. Write down which of the following, per definition in 28R-1, are outpoints you would be interested in investigating the following areas:
 - a. Situation area = mis-managed financial planning.
 - 1. Letter Reg has a broken typewriter.
 - 2. All FP Members have apparently studied the FP Member Hat.
 - 3. New people are not being sold any books.
 - 4. The Treas Sec has 4 different "bills files" and refuses to bring up the subject of bills at FP.
 - b. Situation area = HGC lines a shamle.

1. The Dir Comm stale dates letters out.
 2. The Basic Courses Sup can't study, falls asleep.
 3. The HAS religiously drills the C/S Series 25 lines every day.
 4. The DofP can never be found.
 5. The CF Officer is misfiling particles.
- c. Situation area=new staff being hired but never make it into the org.
1. No recruit files in HCO.
 2. The Payroll Officer was found to be embezzling.
 3. The PPO is great with people but can't read or write.
 4. The DTS has lost his list of fully paid.
 5. The courses were empty all day.
- B. Make up 3 examples of your own as above.
- C. The following is supposed to be a "data trail". Write down which of the "out points" given as a paragraph are actually situations.
1. DTS was not scheduling due to not having a list of partially paid + fully paid pcs. **(Omitted Data – DTS)**
 2. The Body Reg didn't have a list of prospects. **(Omitted Data – Reg)**
 3. Pulling the string further, I found that **no records** existed in the org of who had paid or signed up for what. No records at all. **(Omitted Data – Org)**
 4. The ED said he was in apathy about delivery. **(Incorrectly Included Data – ED)**
 5. The Dissem Sec was also in apathy – she was in apathy about procurement. **(Incorrectly Included Data – Dissem Sec)**
 6. I then found that no policy files or OEC Volumes existed in the org. **(Omitted Data – HCO)**
 7. I then found that an HGC auditor was delivering less than 25 hours in the chair. **(Omitted Auditing – Auditor)**
 8. The DofP had an unhandled PTS A Sit. **(Incorrectly Included Data – DofP)**
 9. I then found out (by checking on PTS handlings) that the org had an extremely ARC Xen field full of mishandled PTSes. **(Incorrectly Included Data, Omitted Handling – Org)**
 10. Public Reg had a study problem. **(Incorrectly Included Data – Public Reg)**
 11. The SSO was a bit confused on handling it. **(Omitted Data – SSO)**

12. Pulling the string, I found the SSO had not done the Student Hat. (**Omitted Data – SSO**)

- D. Now try and write a "Why" that "handled all the outpoints" in Drill C above. Then write down whether the Why opens a door, and whether this org will turn around or not based on handling that "Why".

Drill 3: Whys:

- A. Write down which of the following Whys do not open a door and can be easily "how-comed":
1. Field is ARCXen.
 2. Org doesn't run any courses.
 3. Waiting for orgs to send translators instead of finding them themselves.
 4. Out-Tech has emptied out the HGC.
 5. No one really using books and tapes to drive people down on orgs.
 6. Phone shut off due to unpaid phone bills.
 7. Pressure on getting GI, after all ordinary actions have been neglected results in Phone Regging.
 8. Socialist attacks on Capitalism have barred or made risky normal investments procedures.
- B. Now write down, from the How-Come-able Whys above, exactly what strings you'd burn telex lines or send a mission to pull.
- C. Go and ask a staff member, with a downstat, how come the stat is down. Now write up whether the "Why" given was a Sit, Why, Outpoint or excuse.

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Data Series 28R-2

MULTIPLE SIT EVAL FORMAT

For multiple situation evaluations, the following is the correct format to use in the final evaluation write-up:

SITUATION ONE

POLICY:

SITUATION:

STATS:

DATA:

OUTPOINT COUNT:

PLUSPOINT COUNT: (As applicable)

WHY:

ETHICS WHY: (As applicable)

WHO: (As applicable)

IDEAL SCENE:

HANDLING: (For a multiple sit eval, the plan is written here, e.g.- "*HANDLING:* Find and train executives...." etc.)

SITUATION TWO

POLICY:

(And so on, as per above)

The above format is repeated for as many situations as were evaluated.

Then:

PROGRAM

3. (First target)
4. (Second target)

And so on.

The program targets to specifically handle the Whys of each situation should be divided up as follows:

SITUATION ONE TARGETS

7. (Or whatever number, in sequence, after any beginning general targets) Make up a list ...
8. Go through the org ...
9. Go and see ... (etc.)

SITUATION TWO TARGETS

22. (Or whatever number, in sequence, following the Sit One targets) See that....
23. Call on ...
24. Get the ... (etc.)

One does this for as many situations as were evaluated.

When writing and issuing a set of program orders or mission orders separate to the eval itself, the usual program or mission order format is used, except the operating targets get divided up as shown above.

Compiled from
AO 536-10 and FMO 1672

as the proper format
per direction from LRH
as given in ED 270 FB

L. RON HUBBARD
Founder

Assisted by
S. Hubbard
AVU Verification Chief

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 SEPTEMBER 1973
Issue I

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Data Series 29

OUTPOINTS, MORE

I recently surveyed a number of possible new outpoints. Almost all of them were simply the basic outpoints in a different guise and needed no special category.

However, two new outpoints did emerge that are in addition to the basic number.

The new outpoints are

ADDED TIME

In this outpoint we have the reverse of dropped time. In added time we have, as the most common example, something taking longer than it possibly could. To this degree it is a version of conflicting data = something takes three weeks to do but it is reported as taking six months. But added time must be called to attention as an outpoint in its own right for there is a tendency to be reasonable about it and not see that it IS an outpoint in itself.

In its most severe sense, added time becomes a very serious outpoint when, for example, two or more events occur at the same moment involving, let us say, the same person who could not have experienced both. Time had to be **added** to the physical universe for the data to be true. Like this: "I left for Saigon at midnight on April 21st, 1962, by ship from San Francisco." "I took over my duties at San Francisco on April 30th, 1962." Here we have to add time to the physical universe for both events to occur as a ship would take two or three weeks to get from San Francisco to "Saigon."

Another instance, a true occurrence and better example of added time happened when I once sent a checklist of actions it would take a month to complete to a junior executive and received compliance in full in the next return mail. The checklist was in her hands only one day! She would have had to add 29 days to the physical universe for the compliance report to be true. This is also dropped time on her part.

ADDED INAPPLICABLE DATA

Just plain added data does not necessarily constitute an outpoint. It may be someone being thorough. But when the data is in no way applicable to the scene or situation and is added it is a definite outpoint.

Example: Long, long reams of data on an eval write-up, none of which is giving any clue to the outpoints on the scene. By actual survey it was found that the person doing it did not know any Why (not having used outpoints to find it) and was just stalling.

Often added data is put there to cover up neglect of duty or mask a real situation. It certainly means the person is obscuring something.

Usually added data also contains other types of outpoints like wrong target or added time.

In using this outpoint be very sure you also understand the word *inapplicable* and see that it is only an outpoint if the data itself does not apply to the subject at hand.

There is more about another already named outpoint:

WRONG SOURCE

This is the opposite direction from *wrong target*.

An example would be a president of the United States in 1973 using the opinions and congratulations of Soviet leaders to make his point with American voters.

A more common version of this, not unknown in intelligence report grading for probability, would be a farmer in Iowa reporting a Mexican battleship on Mud Creek. The farmer would be a wrong source for accurate naval reports.

A private taking an order from a sergeant that countermands an order he had from a lieutenant would be an example of wrong source.

What is sometimes called a "Hey You" "organization" is one that takes orders from anyone = a repeating outpoint of wrong source.

There are many examples of this outpoint. It must be included as a very important outpoint on its own. It produces a chaos of illogical ideas and actions when present.

PLUSPOINTS

Correct Time or the expected time period is a pluspoint.

Adequate Data is a pluspoint.

Applicable Data is a pluspoint.

Correct Source is a pluspoint.

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 29: OUTPOINTS, MORE

Data Series Evaluators Course
Drill Sheet for Data Series 29
HCO PL 30 September 1973 I
OUTPOINTS, MORE

Drill 1: Spotting these Outpoints & Pluspoints:

- A. Write down on your worksheets which of the following contain *primarily* one of the following: Added Time, Added Inapplicable Data, Wrong Source, Expected Time, Adequate Data, Applicable Data or Correct Source.
- a. The supervisor showed the student the HCOB to answer his question.
 - b. The target said to get 30 auditors on post and producing. The TM was set for 4 months. Compliance was reported as taking one year.
 - c. He wrote a 47 page CSW to get an OK for postage money in FP.
 - d. The Public Reg went and filed the CF backlog on the instructions of the Dissem Sec.
 - e. The Letter Reg was equipped with typewriter, correction fluid, stationary, paper, carbon paper, pens, a comm station and a Hat, some CF folders to write to and was ready to roll.
 - f. The dispatch was answered and returned within 24 hours.
 - g. The Orders Query of gave what the order was, who issued it, and exactly why the order would be destructive with no opinion or HE&R.
 - h. I got the data contained in the report on the Bills File mess up from direct observation of the file and from interviews with the Dir Disb and Treas Sec.
 - i. A student reportedly took 6 months to finish the HSDC.
 - j. You wanted to know what was going on in my area. Well, let me tell you, Mary Jane, the other Comm Runner, has been a real pain in the neck. She is always chewing gum and talking from the side of her mouth. I saw her reading a dispatch once, instead of routing it. She also has not been putting the dispatches in the comm baskets neatly enough. It makes me really sick the way she keeps getting these commendations. I heard that she was feeding her dog real steak – boy, how silly.
 - k. The E/O received a letter from a declared person all about the misdeeds of. the Academy Supervisor and promptly called a Comm Ev on the Sup.
 - l. I went into the Course Room to inspect it. I found lots of materials, many students who were all GIs, stat graphs up and in PT, a roll book, an up to date Pro-

gress Board, the Course Admin was getting a tape for a student, one supervisor was writing a pink sheet on a student who hadn't labelled his clay demo, the other sup was asking a student where he was last feeling good about the materials, 2 W/Clers were busy W/Cing students, there was also a meter on the supervisor's desk.

- m. The Letter Reg had all her mail in for that day answered within the 24 hour limit.
- n. She wrote a Dev-T chit on the DTS which had time, place, form and event in it.

(Note: If you have trouble with the Pluspoints – read over DATA SERIES 38 PLUSPOINT LIST.)

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Data Series 30

SITUATION FINDING

There is an ironbound rule in handling things:

**Where you find outpoints you will
there also find a situation.**

If several outpoints come to view in any scene (or even one), if you look further you will find a situation.

There is not any real art to finding situations if you can see outpoints.

The sequence is simple. (1) You see some outpoints in a scene, (2) you investigate and "pull a few strings" (meaning follow down a chain of outpoints) and (3) you will find a situation, and (4) then you can evaluate.

Statistics are leaders in pointing the way. They should be X, they are not X. That is conflicting data. Behind that you will find a situation.

If anyone has any trouble finding situations then one of three things is true (a) he cannot recognize outpoints when he sees them, (b) he does not have any concept of the ideal scene or want it, or (c) he does not know how to pull strings, which is to say ask for or look for data.

On the positive side, to find situations one has to (A) be able to recognize outpoints, (B) has to have some idea of an ideal scene and want it, and (C) has to be able to "pull strings."

Evaluation is very much simpler when you realize that the art lies in finding situations. To then find a Why is of course only a matter of counting outpoints and recognizing what (that can be handled) is retarding the achievement of a more ideal scene.

REASONABLENESS

One often wonders why people are so "reasonable" about intolerable and illogical situations.

The answer is very simple: they cannot recognize outpoints when they see them and so try to make everything seem logical.

The ability to actually see an outpoint for what it is, in itself is an ability to attain some peace of mind. For one can realize it is what it is, an outpoint. It is not a matter for human emotion and reaction. It is a pointer toward a situation.

The moment you can see this you will be able to handle life a lot better.

The human reaction is to **react!** to an outpoint. And then get "reasonable" and adopt some explanation for it, usually untrue.

You can safely say that "being reasonable" is a symptom of being unable to recognize outpoints for what they are and use them to discover actual situations.

NATIVE THINK

It may come as a surprise or no surprise at all that the ability to evaluate as given in this Data Series is not necessarily native to a being.

In a native state a being detests illogic and rejects it. He seldom uses it for any other purposes than humor or showing up a rival in debate as a fool or using it in justice or a court of law to prove the other side wrong or guilty.

A being is dedicated to being logical and he does, usually, a wonderful job of it.

But when he encounters illogic he often feels angry or frustrated or helpless.

He has not, so far as I know, ever used illogic as a systematic tool for thinking.

Certain obsolete efforts to describe Man's thinking processes stressed "associative thought" and various other mechanisms to prove Man a fully logical "animal." The moment they tried to deal with illogic they assigned it to aberration and sought drugs, tortures or executions that would "cure it." None of them ever thought of *using* illogic as a tool of rational thinking! Thus they did not advance anyone's intelligence and conceived intelligence as unchangeable and fixed.

The only Greek school of philosophy that dealt with illogic was the Sophist school. But even they had no real idea of the illogic. They were employed by politicians to make their political acts seem *reasonable!*

Even humorists have no real idea of illogic. Reading their ideas of the theory of humor shows them to be off the mark. They don't really know what is "funny."

Laughter is rejection, actually.

And humor you will find usually deals with one or another outpoint put in such a way that the reader or audience can reject it.

The groan of most humorists is that too often their hearers go reasonable on them. **Pat.** "Who was that hobo I saw you with last night?" **Mike:** "That wasn't no oboe, that was my fife." **Listener** (puzzled): "But maybe it was a very slender hobo."

The tendency of a being is to try to keep it reasonable, logical, rational. And that is of course a very praiseworthy impulse or all life's endeavors might unhinge.

The fear of being illogical is a secret fear of being crazy or insane. (Not an idle fear when psychiatry was roaming around loose.) Or at the least being thought a fool or dullard or at the very very least, unworldly and uneducated.

To evaluate and be a fine evaluator is to be able to prevent a slump toward a painful collapse. And to be able to steer the way from the non-ideal present to the ideal future.

A person who feels queasy about his sanity really doesn't dare look at outpoints or confront and use illogic. Yet it is the way to full sanity itself.

The ability to evaluate puts one at cause over both the mad and ideal. It places a being at a height it is unlikely he has ever before enjoyed in the realm of commanding the situations of life.

Evaluation is a new way to think.

It is very worthwhile to acquire such an ability as it is doubtful if it ever before has been achieved.

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 30: SITUATION FINDING

Data Series Evaluators Course
Drill Sheet for Data Series 30
HCO PL 30 September 1973 II
SITUATION FINDING

Drill 1: Finding Situations:

- A. Do the following:
 - 1. See some Outpoints in a scene.
 - 2. Investigate and "pull a few strings" (meaning follow down a chain of Outpoints) and,
 - 3. Find a Situation. Write it up.

Drill 2: Reasonableness:

- A. Go through a newspaper and find an instance of someone being reasonable. Write it up.
- B. Go and:
 - a. Find an outpoint,
 - b. Get "reasonable" with it, yourself.
 - c. Ask somebody about the outpoint,
 - d. Determine whether they were reasonable.
 - e. Write up (a) – (d).
- C. Repeat B above two more times.

Drill 3: Outpoints = A Situation:

- A. In each of the following scenes, mark on your worksheets which ones have outpoints that would indicate a situation to be found.
 - 1. Stats are up this week. Ever since we moved all Div 6 personnel into Div 2 we have been able to really work over CF.
 - 2. Tech is in Power. All auditors make the hours. Pcs are signing up for more. C/S Series 25 is in 100%.

3. We're doing pretty well. The DofP blew but the DTS can cover the post. 3 auditors made 75 hours in the chair. The others made 10-20.
 4. Treasury is run with a tight hand. It should be since C/Bs are crossed. Nothing goes in or out without an invoice. Good PR is maintained by paying only those creditors who threaten.
 5. HCO is recruiting like mad. This week they got 7 people! We can sure use the staff. They've all been put on post and now we're grooving them in as to what is Scientology. GI is up this week so we'll be able to cover the wages the HAS promised to them.
- B. From your daily round of outpoint spotting today, write on your worksheets what areas you would estimate to have a Situation.

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Data Series 31

FINAL TARGETS

The first, foremost and most usual reason evaluations fail is because the programs to handle are not done.

The evaluator, with all the study for an ideal scene, the exhaustive search for data and the collection and count of outpoints and pluspoints, with the discovery thereafter of the right Why and the brightest of ideas to handle may yet be totally defeated by the simple fact that no one ever chases up the target execution and gets the program really and honestly **done**.

He can even have someone who is responsible for getting his program executed only to find they are themselves issuing additional or even contrary orders. Or even issuing whole new programs which have no relation to evaluation at all.

Circumstances have been found where a person with the duty of getting targets done was so deficient in the ability to confront that he accepted any excuse at all and was even pushed over into other subjects. The remedy for this of course is HCOB 21 Nov 73, "The Cure of Q & A, Man's Deadliest Disease."

It can be so bad that persons entrusted with target execution *did not even speak to or approach any person who had a target to do* while not reporting at all or reporting marvelous progress with the program!

So, sad to have to relate, it is not enough to be a fantastic and able evaluator. If the program is never truly done, the evaluation is merely a mental exercise.

The ability to supervise and obtain cooperation and execution is mandatory for the skill of any evaluator.

HCO P/L I Sept 73, "Admin Know-How No. 30" and HCO P/L 15 Oct 73, Admin Know-How Series 31, "Administrative Skill," give the evaluator some of the additional data he needs to obtain execution of his programs.

One can say right here that the thought, "Oh well, I'm just a sort of technician here and it's really not up to me to **run** things. I just evaluate and it's up to 'them' to see that they carry it out," is very likely to occur.

But if one's repute as an evaluator is to be established, it will come about because

The Existing Scene moved up markedly toward or became the Ideal Scene.

If that does not occur, then seniors or workers don't blame the supervisors or communicators. They blame the evaluator. "Oh him! He evaluated the building situation and look, the whole situation went to hell."

No justice at all. The data and Why and all the rest were quite right. The on-paper evaluation was perfect. It would have "handled the hell" out of it. But lamentably the program just was never done. Altered or falsely reported or untouched, the targets just weren't done.

So the test of an evaluation is:

Did it move the Existing Scene toward or attain the Ideal Scene?

And that *cannot occur* without the program being fully and totally and correctly *done*.

See also HCO P/L 26 Jan 72, "Not-dones, Half-dones and Backlogs" for more data on this.

Thus it is **vital** that four final targets exist on *every* evaluation,

These are

_____ Fourth from last number of the evaluation program.) Verify from personal *inspection of* the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

Evaluator.

_____ (Third from last number of the evaluation program.) Look at current statistics and the results of the above inspection and the **situation** of this evaluation as written above **and see if the situation is no longer a threat.**

Evaluator.

_____ (Second from last number of the evaluation program.) Look again at the **Ideal Scene** as written above. Then look at the above two targets and further investigate and **see if the Ideal Scene has now been approached more closely or attained.**

Evaluator.

_____ (Last numbered target of the evaluation program.) (A) If the above three targets do not show a favorable approach toward or attainment of the **Ideal Scene**, gather new data, investigate further and **re-evaluate** or (B) If the **Ideal Scene** has been more closely approached or attained the following commendations or awards are assigned:

Evaluator.

This signifies the conclusion of the evaluation.

(Note: The last four targets may be made available on a mimeograph sheet for the use of an evaluator in ending off his evaluation.)

By using this program ending, it is abundantly clear to all those concerned with the evaluation including the evaluator that

The program and its successful execution are an integral part of an evaluation.

Unless the program is fully, truthfully and successfully done, an evaluation alone cannot remedy any situation and the ideal scene will not be attained.

The reason for and the final objective of any evaluation is the approach toward or attainment of the **Ideal Scene**.

L. RON HUBBARD

Founder

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DATA SERIES EVAL DRILL 31:

FINAL TARGETS

Data Series Evaluators Course
Drill Sheet for Data Series 31
HCO PL 25 November 1973 II
(Corrected & reissued 17 May 1974)
FINAL TARGETS

Drill 1: Doing 4 Final Targets:

- A. Check around for an eval to do the 4 Final Targets on. (On Flag or in FOLO – should be no problem. In a Class IV Org there should be at *least* an eval done by a student from Data Series 25 Drills which may have been implemented or a debug eval done on a target per Data Series 24 drills, etc.)
- B. When an eval is located, actually do the 4 Final Targets.

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(Note: No answer sheets for this drill.)

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Data Series 31 Addition

FINAL TARGET ATTACHMENT

To save the evaluator writing the final targets longhand this sheet is provided. It can be filled in with the proper numbers and data, inapplicable lines crossed out and this sheet stapled to the end of any eval.

_____ Fourth from last number of the evaluation program.) Verify from personal *inspection of* the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports.

Evaluator.

_____ (Third from last number of the evaluation program.) Look at current statistics and the results of the above inspection and the **situation** of this evaluation as written above **and see if the situation is no longer a threat.**

Evaluator.

_____ (Second from last number of the evaluation program.) Look again at the **Ideal Scene** as written above. Then look at the above two targets and further investigate and **see if the Ideal Scene has now been approached more closely or attained.**

Evaluator.

_____ (Last numbered target of the evaluation program.) (A) If the above three targets do not show a favorable approach toward or attainment of the **Ideal Scene**, gather new data, investigate further and **re-evaluate** or (B) If the **Ideal Scene** has been more closely approached or attained the following commendations or awards are assigned:

Evaluator.

L. RON HUBBARD
Founder

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[*Note:* The 17 May '74 reissue corrected a typographical error in the original mimeo.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 DECEMBER 1973

Remimeo

Data Series 32

TARGET TROUBLES
TARGETS JUNIOR TO POLICY

A target given on an evaluation may not set aside management policy or technical releases.

Where such a target is written or misused to supplant policy a great deal of trouble can follow.

Example: Org policy in authorized issues states that accounts for the week must be finalized at 2:00 P.M. Thursday. Someone writes an evaluation and puts a target in it to end the week on Sunday. People doing the target actions change to Sunday. This is out of phase with all other actions and chaos results.

People tend to take orders from anyone and anything in a poorly organized area.

When they use evaluation or project targets instead of policy the whole structure may begin to cave in.

No eval TGT is senior to official issues and where these conflict the target has the junior position.

The only way a target can change policy is to propose that such and such a policy be officially reviewed on proper channels or that a new policy be written and passed upon properly by those in actual authority.

Someone attempting to do a target who finds that it conflicts with policy or official technical releases and yet goes on and does the target is of course actionable.

TARGETS OUT OF CONTEXT

Context: "The interrelated conditions in which something exists or occurs."

Out of Context: Something written or done without relation to the principal meaning of a work.

Targets must be written within the meaning of the whole evaluation.

Example: The evaluation is about pie. There is a target that says to polish shoes just because the evaluator happened to think of it and squeezed it into the program. A program written to increase pies winds up with the ideal scene of polished shoes. No pies get increased so the evaluation fails.

Targets must be **done** within the *context* of the evaluation.

Example: An evaluation is done to increase central office collections. It calls for another evaluation to be done on a statistic. The person doing that target reduces the number of items collected upon and crashes central office collections.

The person **did not read or understand the whole evaluation** before he did the target and so did it in a way that accidentally defeats the ideal scene.

Example: An evaluation is done to fill up a big hotel of 450 guest capacity. One of its targets calls for project orders sending a team to the hotel. The person who writes the project orders does not look at the evaluation or the hotel plans and specifies 30 guests must be gotten! The evaluation is defeated.

FALSELY EVALUATING

A person who evaluates a situation without chasing up all the data or even looking at the data in his files can bring about a false evaluation.

Example: A person has come back into an organization at a high level. The place crashes. The evaluator does not examine personnel changes at the time of the crash and comes up with "too many football games" as his Why and the evaluation fails.

FALSE DONES

False reports that a target has been done when it has not been touched or has been half done at best is actionable in that he is defeating not only the evaluation but the organization.

Example: The evaluator has an ideal scene of repaired machines that will increase production. The mechanic reports all machines repaired now when he has not even touched them. The evaluator sees production remains low, looks around for a new Why. But his Why is falsely reported dones on his accurate eval!

PERSONAL CONTACT

Targets seldom get done without personal contact.

Evaluations should carry the name or post of the person who is overall responsible for the completion of the program.

Sitting at a desk while one is trying to get people to do targets has yet to accomplish very much. One can have messengers or communicators or Flag Representatives getting the targets done but these in turn must depend upon personal contact.

A person assigned responsibility for getting a whole program done is not likely to accomplish much without personal contact being made.

This can be done on a via. Mr. A in location A remote from Mr. C in location C can get a target done reliably only if he has a Mr. B in that area whose sole duty it is to personally

contact Mr. C and have Mr. C get on with it despite all reasons why not. That is how targets get done. That is also how they can be reviewed.

Target troubles are many unless the program is under direct contact supervision. Even then targets get "bugged" (stalled). But the evaluator can find out why if personal contact is made and the target can be pushed through.

SUCCESS

Therefore the success of an evaluation in attaining an ideal scene depends in no small measure on

6. Both evaluator and target executor realizing policy and technical materials are senior to targets in programs and that targets do not set senior policy aside. One of the best ways to prevent this is to know and refer to policy and technical issues in targets.
7. Targets must be written in context with the evaluation and done in context with the ideal scene. The best way to achieve this in writing an eval's targets is to make them consistent with the Why and ideal scene. The best way to be sure that targets will be DONE in context is to require that anyone doing a target must first read the whole evaluation (and be word cleared on it) before he does his target so that he does his target in a way to improve the existing scene in the eval not some other scene.
8. To prevent false evaluation one may require that the evaluator attests that all **pertinent data and statistics have been examined and to discipline** such failures whenever an evaluation fails.
9. To prevent false donees one must review the evidence of donees and statistics after the program is complete and discipline all falsely reporting persons and re-assign the targets or in any way possible get them actually done.
10. The way to get a whole program done, target by target, is through personal contact. Supervise it by personal contact with those assigned the targets. Or use a communicator or messenger. Where the people doing the targets are remote from the evaluator one must have someone there to do the personal contact. And be sure THAT person isn't just sitting at a desk but is actually doing personal contact on targets. Thus all evaluations, on the issue itself or by organizational pattern, should have someone who can personally contact people getting the targets done fully and completely.

If these points about evaluations and their programs are understood, one can and only then can move things toward the ideal scene.

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DATA SERIES EVAL DRILL 32: TARGET TROUBLES

Data Series Evaluators Course
Drill Sheet for Data Series 32
HCO PL 14 December 1973
TARGET TROUBLES

Drill 1: Policy Senior to Targets:

- A. Indicate which of the following targets would be contrary to policy:
 - a. Get the re-sign up line drilled, & take notes of all outnesses.
 - b. Move CF into Div 6 and assign a whole team of expeditors to weed out and throw away all BBers in it.
 - c. Close the org on weekends and force in study for all staff then.
 - d. Get the Book Outlets quoted for books sold and follow this up.
 - e. Get some promo mocked up and **out out out** on the Class IV Course.
 - f. Move the org into the countryside.
 - g. Commend all staff with upstats.
 - h. Fire anyone on staff with PTS A Sits.
 - i. Cross off the checksheets any tapes the course rooms don't have.
- B. Correct each of the off policy targets so they conform with policy.
- C. Take one of the above off policy targets and write up what ramifications there would be if it were implemented.

Drill 2: Out of Context:

- A. Take an eval (like one of the LRH evals used in the Drills for Data Series 16) and take a target. Work out and write up how the target could be implemented out of context so as to cut across the intent of the eval.
- B. Repeat Drill 2A above on another eval and target.

Drill 3: Falsely Evaluating:

- A. Below are descriptions of some "evaluations", followed by the sources of data used. Write on your worksheets which ones would be falsely evaluated evals:
 - a. Eval on the messy accounts files. (Eval done in the org.)

Sources of data used: A spot check of the files themselves and interviews with the Dir Promo.

- b. Eval on poor results in the Internship. (Eval done in the org.)

Sources of data used: Stats, Internship Logs, spot checks of folders of pcs audited by Internes, personnel and ethics files of the Interne Sup, interviews with all Tech correction personnel, including the Interne Sup, C/S and Cramming Officer.

- c. Eval on out sales tech. (Done from a Management Org.)

Sources of data used: stats, telex traffic to and from the HGC Folder Admin of the org on the matter, the Data Files of last year, the personnel and ethics data of Division Four personnel.

- B. Put in the correct and/or missing sources of Data for the ones you found incorrect in Drill 3A above.

Drill 4: False Dones:

- A. Take a target from an eval and figure out how it could be falsely done. Write it up.
- B. Repeat Drill 4A two more times on two other targets.
- C. Find a target that has actually been reported done in the org. Go verify it. Write up whether it was or wasn't done.

Drill 5: Personal Contact:

- A. With a twin mock up a target that needs to be done on a Pgm. Twin acts as person tgt is assigned to. Student uses personal contact to get Twin to get tgt in.

Do this until Twin confident Student can, with personal contact get a target in.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 JULY 1974RB
Re-revised 6 November 1978
Re-revised 29 January 1979

(Only revision is addition of items Y and Z)
(Revisions in this type style)

Remimeo

Data Series 33RB

EVALUATION, CRITICISM OF

There are six duties of a person who is responsible for passing evaluations:

7. To see that the evaluation is correct and that it can accomplish or approach the ideal scene,
8. That those doing evaluations, by the process of the criticism itself, become trained and better evaluators,
9. That persons doing evaluations become correctly and well-trained by the process of training, cramming and, as needed, ethics,
10. To see that evaluations do occur on existing situations,
11. To see that unevaluated situations do not exist and,
12. To make sure that the Data Series is used to its full potential.

When an evaluation is rejected, care must be taken that the criticism is correct and not capricious.

If one gives out-tech criticisms of evaluations, no evaluator will really ever learn evaluation. He will just become confused and desperate. The quality of evaluations will deteriorate and the Data Series potential will be defeated.

Therefore the only criteria that may be used in calling attention to outnesses in an eval, a requested rewrite or correction are

- AA) Purity of form (all parts of an eval included).
- BB) Verification of stats.
- CC) Date coincidence correct and proven on graphs, using all graphs that have to do with the situation.
- DD) GDS analysis supporting the eval (stat management P/Ls apply).
- EE) Exactly offered data not borne out by an inspection of files.

- FF) No situation.
- GG) Insufficiently broad situation.
- HH) Inconsistent – Policy – Situation – Stats – Data – Why – Ideal Scene – Handling – Tgts, not on same subject. The inconsistency must be precisely pointed out.
- II) Outpoints in the eval itself-such as in bright idea or handling, etc. The outpoint must be precisely noted and named. This does not include outpoints in the data section which are the outpoints on which the eval is based.
- JJ) Not all pertinent or available data applicable or needed was examined by the evaluator. The excluded data must be exactly stated as to what it is and where found. Not looking at all applicable or important data makes it a partial eval.
- KK) Wrong Why.
- LL) Weak handling.
- MM) Handling does not include targets to handle directly or indirectly the more serious outnesses found in the data mentioned.
- NN) Absence of ethics handling on serious ethics matters found in the data mentioned or of the ethics Why.
- OO) No method of implementing the evaluation or maintaining the scene and getting its targets done. Such as a broken line between evaluator and scene or omitted terminals or ethics Who(s) depended upon to do the targets.
- PP) Sequence of handling incorrect or omitted. A production target must come first. Errors of solid organize for many early consecutive targets without production in them, no organizing at all are flunks.
- QQ) Vague generalities in postings which do not name the new person or the person to replace the person being moved up.
- RR) Musical chairs.
- SS) No resources or ways to get them or non-utilization of known resources or excessive use of resources for no real gain.
- TT) Off-policy orders or orders that set policy.
- UU) No target or targets to get in the policies mentioned under "Policy."
- VV) Unreadable or illegible presentation of the eval for criticism or review.
- WW) Failure to return eval promptly with corrections.
- XX) Bright idea isn't bright enough.
- YY) *No eval.*
- ZZ) *No data trail, incorrect data trail.*

If the reviewer, corrector or critic of evaluations does the above **and nothing else** he will be rewarded with better and better evaluations, less and less time spent correcting, more and more gain by use of the Data Series and a happier and more productive scene entirely.

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DATA SERIES EVAL DRILL 33RA: EVALUATION, CRITICISM OF

Data Series Evaluators Course
Drill Sheet for Data Series 33RA
HCO PL 3 July 1974RA
Re-revised 6 November 1978
EVALUATION, CRITICISM OF

Drill 1: Criticism of Evals:

- A. Following are several "evaluations". All of them have an outness in them. Using Data Series 33R, write a criticism on them, using the correct point (e.g. K or A or whatever you found) with a brief explanation of Why you chose that point.

- a. **Policy:** **P/L Keeping Scientology Working.**
- Situation:** **Courses empty, many students blown, no new enrollees for months.**
- Stats:** WDAHs rockbottom and staving there.
F/N VGIs % averaging below 50%.
Pd Releases – non-existent.
- Data:** Looking into what pcs there were that were being audited, I found that a lot of them were being constantly patched up. And no crams on the auditors being issued. **(Wrong Target – C/S, Omitted Correction – C/S, Qual)**
- The C/S I found to be at a loss as to what to do with so many flubs. He said the auditors were **very** bad on TRs and metering – yet wasn't doing anything to correct them. **(Contrary Facts – C/S)**
- I then found that there was no Qual Div to speak of (the Qual Sec was only an HQS grad and there was no Internship) and none of the auditors had done an Internship. **(Omitted Data, Altered Sequence – Qual, Auditors)**
- The auditors were mostly all recruited off of the Academy, and never did get signed up for the Internship. **(Omitted – Reg)**
- Outpoint Count:** Omitteds – 3, Wrong Target – 1, Altered Sequence – 1, Contrary Facts – 1. C/S – 3, Qual-3, Auditors – 2, Reg – 1.
- Why:** **The Reg is not selling the correct services.**

Ideal Scene: **Reg selling all services in sight.**

Handling: Quota the Reg for each service: the Org has to offer, (Bright Idea) and force him to meet it. (Etc.)

b. *Policy:* **BPL Tech Call-In.**

Situation: **Dept 10 does not Call-In.**

Data: The DTS claims he has no phone money to do any call-in. I checked with FP and found the DTS had never submitted a PO to them for phone monies. **(Altered Importance, Omitted – DTS)**

I confronted the DTS with this, and he said that "Phones are Psychotic anyway". But I then discovered he had sent no letters or mailograms either. **(Omitted – DTS)**

I then checked the history of the DTS and found that he had failed as a reg and had been transferred to Dept 10. No clean up was ever done on him despite the fact that by an Exam statement he had taken a huge loss on contacting and pulling in public. I checked further back into his pc folder and found he was left unrepaired on a flubbed session on a Help RD. **(Incorrectly Included Data – DTS, Omitted – Qual)**

Ideal Scene: **DTS contacting and bringing in volume public for service.**

Handling: Have the Tech Sec Phase One in the area to get immediate production. Get the DTS cleaned up **pronto** and then **fully** applying the New Non- Existence formula while the Tech Sec Phase I/Is the post over to him. (Etc.)

c. *Policy:* **Esto Series – Man from the top down.**

Situation: ED running a one man show with no other Execs to back him up.

Stats: Stats rise in whatever area the ED is operating in, and generally up over a period of time – but definitely leveling off now.

Data: There are only 3 Div Heads and about 7 Dept Heads. There are many staff way down on the Org Bd, thus there are great gaping holes in the Org Form. **(Omitted Org Form - ED, PCO)**

Investigation revealed that the ED has given many orders to the PCO to send up CSWs to post some execs, but the PCO is in blatant non-compliance to this. The PCO keeps informing the ED that this can't be done, as "no-one qualifies". The PCO also feeds the ED a lot of bad news about staff. I demanded specifics from the PCO, and found that she was operating on the datum

that "no-one qualified" because no-one had done an OEC! And that no-one had done an OEC because they were all busy getting qualified for their current posts, and no-one could get promoted until they were fully Trained and Qualified for the post they were currently occupying. This is totally against Pers Series No. 2 about how to program out promotions. **(Falsehood, Altered Sequence, Incorrectly Included Data – PCO)**

Getting specifics about the bad news the PCO was propagating, I found that the majority of it was total dropped out time. **(Dropped Out Time – PCO)**

I looked into the PCO's ethics and case data and found that she was NCG, no ethics change, and just "open-minded" about Scientology. **(Incorrectly Included Data – PCO)**

Outpoint Count: Incorrectly Included Data – 2, Falsehood, Omitted, Altered Sequence, Dropped Time – 1 each. ED – 1, PCO – 6.

Why: **Enforcement of a contra-policy that no-one can become an Exec unless they go through an arbitrary "preparation" training and qualifying "program".**

Ethics Why: **An SP controlling the personnel lines.**

Ideal Scene: **Standard programming and promotion of Execs occurring so that the org expands.**

Handling: Issue a non-enturbulation order on the PCO, and have her prepare CSWs and send them up to get the org properly manned from the top down – on a "do it or else." Ensure Pers Series 2 is well followed so that working installations do not get unmocked and no grand musical chairs; suddenly occur.

Program: (Etc.)

d. Policy: **P/L vital data on promotion, Mag policies.**

Situation: **Mag constantly going out late or not at all.**

Stats: BMO low and unviable – practically the same as the Ltrs Out – Mag week peaks far and few between.

Data: The Dept of Promo was found to be undermanned – no-one to do up promo or see the mag got printed. In fact, apart from the occasional flier stuffed in a letter out and the sporadic sending of the mag, **no** promo was going out. **(Omitted Data – Dept of Promo & Pubs)**

Then I found that, apart from no promo, hardly any other promotional actions were in! **(Omitted – Org)** (Etc.)

- e. **Policy:** **P/L service.**
- Situation:** **Pcs blocked on getting up the bridge at Little Rock Org.**
- Stats:** WDAHs and pcs out of hours and routed to Dept 6 – Affluence.
Pd Releases – Affluence.
- Data:** Some complaints from pcs on being blocked on getting up the Bridge. **(Omitted bridge – Org)**
- These pcs are supposed to do Power next – and can't get it at the org. **(Omitted Delivery – Org)**
- The Org is a Class IV Org and the pcs have not yet finished paying for their Power at ASHO. (Etc.)
- f. **Policy:** **WIAC P/L.**
- Situation:** **Inadequate materials slowing down the Academy.**
- Stats:** St Points and St Comps leveling off after a long Affluence.
Number of Students increased along with complaints of not enough materials.
- Data:** Students are reportedly having to share packs and complaints exist of having to **wait** for packs. **(Omitted Data – Crse Admin)**
- Until the recent increase in number of students on course there were adequate materials. Looking into how come more materials weren't provided I found that FP kept rejecting the CSW's. **(Altered Importance – FP)**
- The "reason" given was that there wasn't enough money. I checked several weeks worth of FPs and found that lots of money was being allocated to painting and decorating of auditing rooms. **(Altered Importance – FP)**
- The "reason" given for this is that when the students make it through their courses, there had better be gorgeous auditing rooms to entice the students to stay on and audit for the org – !! **(Wrong Target – FP)**
- It is standardly delivered training of auditors on the materials that make auditors who want to audit. This then makes it a **Falsehood – FP.**
- Outpoint Count:** Altered Importance – 2, Wrong Target – 1, Falsehood – 1, Omitted – 1, FP – 4, Crse Admin – 1.
- Why:** **Pretty auditing rooms are needed for the students.**
- Ideal Scene:** **Volumes of auditors trained and in the chair. (etc.)**

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HCO POLICY LETTER OF 18 JULY 1974

Remimeo

Data Series 34

SITUATION CORRECTION

I have just reviewed a number of attempted evaluations and was struck by the similarity of errors in them. None of these evaluations would have reached any ideal scene or even improved the existing scene.

The real reason for this is that the majority of them had a highly generalized situation such as "Bidawee Biscuit Company failing" or "Stats down from last year." They then proceeded on a data trail and got a "Why."

In these cases the Why they found was actually the situation!

Each of them had failed to use the data trail to find the situation. They were using the data trail to find a Why!

The evals then had no Why.

The handling was just a bunch of orders that were in fact unevaluated orders since no real Why had been found,

Like in playing a game these evaluators had started 50 feet back of the starting line and when they got to the starting line (the situation) they assumed it was the finish.

If you look at an "evaluation" that has a generalized "situation" like "continental products getting fewer" you will find in a lot of cases (not always accurately) that what was put down as the "Why" was in fact the situation. This left the "eval" without a Why. Thus the ideal scene would be wrong and the handling ineffective.

Example: (not in form) "Situation: Gus Restaurant failing." "Data: Customers refusing food, etc., etc." "Why: The food isn't good." "Ideal scene: A successful Gus Restaurant." "Handling: Force Gus to serve better food, etc., etc." That isn't an eval. That is an observation that if Gus Restaurant is to survive it better get evaluated. It is being eval'd because it *isn't* surviving. Now look at this: The data trail led to "the food isn't good." *That's* a situation. Why isn't it good enough? Well it turns out the cook got 15% commission from the store for buying bad food at high prices. And Gus didn't know this. So bang, we handle. Gus Restaurant achieves ideal scene of "Gus Restaurant serving magnificent chow."

In this example if you used the situation for a Why the Who would probably be Gus!

The data trail of outpoints from a highly general "situation" (that is only an observation like failing stats) will lead one to the situation and *then* a closer look (also by outpoints) will lead one to the real Why and permit fast handling.

DATA TRAIL

People can get too fixated on the history of something. They can call this a "data trail." Well, all right, if it's a trail of outpoints.

But significances of history have little to do with evaluation.

Let us say you see the machine division is failing.

Now if you simply take masses of data about it and just start turning over 10 or 12 sheets at a time looking for outpoints only and keep a tally of what they are and to whom they belong, you will wind up with your situation area and probably your situation without reading any significances at all.

Now that you have your area and situation in it You can start really reading all about it and get that existing scene's data and its outpoints. And your Why leaps at you.

SUBSTITUTION

You can't substitute stats for a situation or a situation for a Why.

But substitution of one part of an eval for another is a common fault.

Substituting a general hope for the ideal scene you really would and could achieve makes a sort of failed feeling in an eval. "Gus Restaurant being best in town" is nice but "Lots of customers very well fed so Gus Restaurant survives" is what you are trying to achieve. That can occur and will be reached if you find the real Why.

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DATA SERIES EVAL DRILL 34: SITUATION CORRECTION

Data Series Evaluators Course
Drill Sheet for Data Series 34
HCO PL 18 July 1974
SITUATION CORRECTION

Drill 1: Situations:

- A. Write down on your worksheets which of the following are **not** Situations. For each that is not a Sit, write down whether it's a stat or a highly generalized observation, or an outpost.
- a. Place not making the grade.
 - b. Org seems rather un-busy.
 - c. Despite all external efforts to do so, there are few quality products from Qual Int.
 - d. Delivery stats crashing.
 - e. Public disappearing from lines through E/O mishandlings.
 - f. Something's wrong.
 - g. Number of course completions rapidly decreasing,
 - h. Cash/Bills crossed.
 - i. Division is unproductive.
 - j. Car battery keeps running down unduly.
 - k. Area is crazy.
 - l. Org functioning only by External intervention and units and not as an independent whole entity.

Drill 2: Data Trails:

- A. Write down on your worksheets, which of the following are **not** data trails and state why they're not.
- a. It was found that FSM activity has greatly decreased over the last six months, with only 2 out of a total of 45 FSMs active, and no FSM Newsletter and no one contacting the FSMs at all. (**Omitted Data – Dept 18**)

Checking out the upstat FSM period, I found there was an FSM Officer on post who was running an FSM Award program, issuing a twice monthly FSM News-

letter and giving all FSMs a weekly quota and was in regular contact with them.
(Relevant and Adequate Data – FSM Off)

Looking into what changed I found that the FSM Officer was found as the "third party" between the Dist Sec and the Dir Public Contact. She got really creamed for this and removed from post. The fights between the Dist Sec and the DPC still continued, and the ex-FSM Officer is bodyrouting which is not a successful line in this org. **(Wrong Target – E/O)**

Interestingly enough, the E/O who "found" the ex-FSM Officer as the 3P is now blown. **(False Terminal – E/O)**

- b. In June 1973, George Blotch came onto post as Chief Reg. There were 13 staff in the Dissem Div then. **(Applicable Data – Dissem)**

In Nov 1973, the Dissem Sec Prudence Cranberry blew. **(Omitted Personnel – Dissem)**

By March 1974, there was only Bruce Leigh, the CF Officer, left in Division Two. **(Omitted Personnel – Dissem)**

- c. On Monday the ED was working on getting the HGC moving. He then went into Div 2 to find out what happened to the Org Mag. **(Factual Data – ED)**

Tuesday found the ED in the Treas area which is very heavily backlogged. **(Incorrectly Included Data – Treas)**

By Monday, the ED was back into the HGC. **(Correct Target – ED)**

- d. Seven new staff were routed off staff as being "unable to study." This was far too great a number so I went into the Staff Study area during course time and found the students half asleep and the STO reading a comic book in the corner. **(Altered Importance, Omitted Sup – STO)**

So I cornered him and asked what the hell he was doing. I thus found out that he hated to study and didn't give a damn about the students. **(Incorrectly Included Data – STO)**

I then found he was a volunteer staff member who was only in there while the real STO was on leave, and the trouble with new staff had started the minute he had gotten on the scene. **(False Terminal – T/STO)**

Drill 3: Ideal Scenes:

A. Write down on your worksheets which of the following are general hopes instead of Ideal Scenes.

- Keokuk Org making a mint.
- The students on course bright and happy and making 30,000 points a week each.
- Tech on recovering students and pcs in full use in Dept 10 with public being successfully returned to service.

- d. Letter Reges writing proper letters to public that channel them into the org.
 - e. HCO flooding the org with recruits who are all FEBC/Class VIII.
 - f. Org Mag being mailed on time through proper use of all-hands.
 - g. Every Reg Interviewee putting 10,000 dollars down on the nail, every time.
- B. Now rewrite the incorrect Ideal Scenes so they really could and would be achieved.

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HCO POLICY LETTER OF 19 JULY 1974

Remimeo

Data Series 35

EVAL CORRECTION

An evaluation submitted for an okay is only reviewed to the first major outness (see HCO P/L 3 July 74, Data Series 33) and is then returned for correction.

Only when no major correction is necessary does one then verify all data or go to an extensive review of the whole eval.

This makes the line very fast. It also saves a great deal of work by one and all. If the stats are incorrectly given, that's it. Reject. If the Why is really the situation, that's it.

On the reject one gives the letter of Data Series 33 that is not correct and any reference to the Data Series that would seem helpful.

An evaluation corrector will see how well this rejection system works when you find that the eval, let us say, has no situation on it, but only some stats. Why verify anything as a whole new body of data may have to be found.

In correcting evals, if a situation is given, I usually call for the main stats of the unit being evaluated to see if these show any reason to handle it at all. I recently found an activity had had its chief removed when his stats were in Power. The activity then crashed. And that was the situation. It was made by an evaluator and an eval corrector not looking at the stats!

If no error exists in situation or stats I read the eval down to bright idea and look especially at the Why, ideal scene and handling to see if one would make the others.

If that's okay, I look at the targets of handling and the resources.

If those are okay, I look at data and outpoints. If these are all okay, I then verify the data. But if at any of these steps I find an error, I then reject at once for immediate correction. Often, by using only basic things to reject, the whole eval has to be redone as the basics are so far wrong.

If you try to correct the whole thing before rejecting or if you correct tiny little things instead of the big ones, the whole line slows. Eval correction should be a fast, helpful line, strictly on-policy, no opinion.

That way the job of correction becomes easier and easier.

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DATA SERIES EVAL DRILL 35:

EVAL CORRECTION

Data Series Evaluators Course
Drill Sheet for Data Series 35
HCO PL 19 July 1974
EVAL CORRECTION

Drill 1: Standard Rejection:

- A. Write down on your worksheets which of the following would be rejections that would violate Data Series 33R or 35.
1. K – The Why is a Mere Explanation. Ref Data Series 19.
 2. I – Omitted – please add in the proper commas. They were omitted.
 3. D – Stats were not analyzed to find the area and get a conditional guess. The eval does not match up against the stats. Ref Data Series 28R.
 4. H – The Situation is on Call In, yet the Data and Why is on out tech. Ref Data Series 23.
 5. K – Not OK. A better why for this eval would be HCO has been filled with unqualifieds.
 6. F – I think you ought to go back to the May date coincidence rather than July.
 7. G – Situation is on lack of personnel in Dissem. There is a lack of personnel throughout the org. Ref Data Series 11 & 25.
 8. A – No Stat Section. Ref Data Series 23.
 9. L – The targets in the handling don't handle all outpoints that may or may not exist in the whole org. Ref P/L Handling Situations.
 10. I – Wrong Target. That's my best friend you're labelling as the who.

Drill 2: Correction of an Eval:

- A. Take the evals in back of this drill. Using Data Series 35 and 33R as your absolute guidelines:
- a. Read the first page of the Dummy Eval Pack #1 and write a reject on the first major outness.
 - b. Now give your reject to the Sup who will grade it from the Answer sheet.

- c. Continue this, using the stats in Pack 2 as appropriate, until there are no major corrections necessary.

Drill 3: Verification:

- A. Verify an eval (stats, data, etc) done by another student.

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DUMMY EVAL SUBMISSION #1
DUMMY EVAL 1 TO BE USED FOR DRILLS 35 #2

Policy: OEC Vol 6 – Section on FSMs.

Situation: **FSM Commissions crashed.**

Stats: Crashing from 4th Oct.

Data: FSM I/C doesn't write many letters or contact FSMs much. (**Omitted Data – FSM I/C**)

Out of 45 FSMs, only 3 or 4 are active. (**Omitted Data – FSM I/C**)

There haven't been any few FSMs made in months. (**Omitted Data – FSM I/C**)

No FSM Newsletter has gone out for months. (**Omitted Data – FSM I/C**)

There is no FSM Award Program. (**Omitted Data – FSM I/C**)

Outpoint Count: Omitteds – 5, FSM I/C – 5.

Why: FSM I/C inactive on post.

Ideal Scene: **FSMs being operated and bringing volume new public into the org.**

Handling:

Resources: FSM I/C who could be handled with ethics.

Bright Idea: Tell the FSM I/C to get active "or else".

Plan: Call a Court of Ethics on the FSM I/C and carry out the Bright Idea.

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DUMMY EVAL SUBMISSION #2

DUMMY EVAL 2 TO BE USED FOR DRILL 35 #2

| | |
|--------------------------------|--|
| <i>Policy:</i> | FSM Policies. |
| <i>Situation:</i> | FSM I/C out of comm with FSMs. |
| <i>Stats:</i> | FSM Commissions in steep Danger since early Oct as well. |
| <i>Data:</i> | <p>An analysis of the upstat period in Sept through to early Oct showed that there was a different FSM I/C on post who kept in all the standard FSM actions-lots of comm, hatting of FSMs, FSM Newsletters, Award Programs, etc. (Adequate Data-Ex-FSM I/C)</p> <p>Around the 28th of Sept, the ex-FSM I/C was appointed into the TTC and replaced by the current FSM I/C. No evidence of any post turnover was found. The new FSM I/C merely sat in the area wrapping up her SS-0, while the ex-FSM I/C continued for the next few days to run the show. The new FSM I/C still hasn't finished SS-I nor has she done any mini or full hat for the post. (Omitted Data, Altered Sequence – ex-FSM I/C, FSM I/C.)</p> <p>The Dist Sec was nowhere to be seen on this cycle at all. (Omitted Data – Dist Sec)</p> |
| <i>Outpoint Count:</i> | Omitteds – 2, Altered Sequence – 1, Dist Sec – 1, ex-FSM I/C – 2, FSM I/C – 2. |
| <i>Pluspoint Count:</i> | Adequate Data – 1, ex-FSM I/C – 1. |
| <i>Why:</i> | The Dist Sec is not aware. |
| <i>Ideal scene:</i> | Dist Sec running a competent show in Div 6. |
| <i>Handling:</i> | |
| <i>Resources:</i> | Hatting Officer in Div 5. |
| <i>Bright idea:</i> | Hat the Dist Sec on supervising juniors. |
| <i>Plan:</i> | Get the Hatting Officer into Div 6 to check the Dist Sec out on the applicable policies. |

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DUMMY EVAL SUBMISSION #3

DUMMY EVAL 3 TO BE USED FOR DRILL 35 #3

| | |
|-------------------------|--|
| Policy: | FSM Policies. |
| Situation: | FSM I/C out of comm with FSMs. |
| Stats: | FSM Commissions in steep Danger from 4 Oct. Trained and Active FSM Pnts on similar trend. |
| Data: | <p>An analysis of the upstat period in Sept through to early Oct showed that there was a different FSM I/C on post who kept in all the standard FSM actions – lots of comm, hatting of FSMs, FSM Newsletters, Awards Programs, etc. (Adequate Data – ex-FSM I/C.)</p> <p>Around the 28th of Sept, the ex-FSM I/C was appointed to the TTC and replaced by the current FSM I/C. No evidence of any post turn-over was found. The new FSM I/C merely sat around the office wrapping up her SS 0, while the ex-FSM I/C continued for the next few days to run the show. The new FSM I/C still hasn't finished SS I nor has she done any mini or full hat for the post. (Omitted Data, Altered Sequence – ex-FSM I/C, FSM I/C.)</p> <p>Further investigation revealed the FSM I/C to be in apathy of the post, stating she hasn't a clue as to what to do. She also has very little study time as she has to work a wog job nights and weekends to support herself and her two kids. (Omitted Data – FSM I/C.)</p> <p>The ex-FSM I/C was also interviewed on this. He was found to be of the opinion that the tech of the post was all in the policies and so hadn't bothered to do any apprenticeship nor make sure that the post WAS turned over. (Omitted Data, Altered Importance – ex-FSM I/C.)</p> |
| Outpoint Count: | Omitted – 3; Altered Sequence – 1; Altered Importance – 1; Ex-FSM I/C – 4; FSM I/C – 3 |
| Pluspoint Count: | Adequate Data – 1; Ex-FSM I/C – 1 |
| Why: | Post of FSM I/C and how and what to comm to FSMs never turned over to current FSM I/C. |
| Ethics Why: | Hat Dump. |
| Who: | Ex-FSM I/C. |
| Handling: | |

Resources: The "two year rule", ex-FSM I/C.

Bright Idea: Return ex-FSM I/C to post, per the two year rule to properly turn hat over.

Plan: Put the ex-FSM I/C back on post to do a thorough hat turnover. Write a Court on him, and show it to him – but hold it in abeyance pending good post turnover. Get the current FSM I/C into half the day study till complete on hat and Staff Statuses. Also cram the ex-FSM I/C on the tech of turning over a hat and apprenticeships.

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DUMMY EVAL SUBMISSION #4

DUMMY EVAL 2 TO BE USED FOR DRILL 35 #2

| | |
|--------------------------------|--|
| <i>Policy:</i> | FSM Policies. |
| <i>Situation:</i> | FSM I/C out of Comm with FSMs. |
| <i>Stat:</i> | FSM Commissions in steep Danger from 4 Oct. Trained and Active FSM Puts on similar trend. |
| <i>Data:</i> | <p>An analysis of the upstat period in Sept through to early Oct showed that there was a different FSM I/C on post who kept in all the standard FSM actions-lots of comm, hatting of FSMs, FSM Newsletters, Award Programs, etc. (Adequate Data – ex-FSM I/C.)</p> <p>Around the 28th of Sept, the ex-FSM I/C was appointed to the TTC and replaced by the current FSM I/C. No evidence of any post turn-over was found. The new FSM I/C merely sat around the office wrapping up her SS 0, while the ex-FSM I/C continued for the next few days to run the show. The new FSM I/C still hasn't finished SS I nor has she done any mini or full hat for the post. (Omitted Data, Altered Sequence – ex-FSM I/C, FSM I/C.)</p> <p>Further investigation revealed the FSM I/C to be in apathy of the post, stating she hasn't a clue as to what to do. She also has very little study time as she has to work a wog job nights and weekends to support herself and her two kids. (Omitted Data-FSM I/C.)</p> <p>The ex-FSM I/C was also interviewed on this. He was found to be of the opinion that the tech of the post was all in the policies, and so hadn't bothered to do any apprenticeship nor make sure that the post WAS turned over. (Omitted Data, Altered importance – ex-FSM I/C.)</p> |
| <i>Outpoint Count:</i> | Omitted – 3; Altered Sequence – 1; Altered Importance – 1; Ex-FSM I/C – 4; FSM I/C – 3 |
| <i>Pluspoint Count:</i> | Adequate Data – 1; ex-FSM I/C – 1 |
| <i>Why:</i> | Post of FSM I/C and how and what to comm to FSMs never turned over to current FSM I/C. |
| <i>Ethics Why:</i> | Hat dump. |
| <i>Ideal Scene:</i> | FSMs being made active and selecting volume new public into the org, by a hatted and competent FSM I/C. |
| <i>Handling:</i> | |

- Resources.** The "two year" rule. Ex-FSM I/C.
- Bright Idea:** Implement the two year rule and return ex-FSM I/C to the area to do a proper hat turnover.
- Plan:** Put the ex-FSM I/C back on post to do a thorough hat turnover. Write a Court of Ethics on him and show it to him – but hold it in abeyance pending good post turnover. Get the current FSM I/C into half the day study until complete on hat and Staff Statuses. Also cram the ex-FSM I/C on hat turnover and apprenticing policies.
- Program:**
1. Get the ex-FSM I/C back into the area with orders to immediately get into contact with and making the FSMs produce.
DIST SEC, HAS _____
 2. Write a Court on the ex-FSM I/C, but hold it in abeyance after showing him, pending good hat turnover.
HAS _____
 3. Get the following standard actions slammed in on a **now now now** basis:
 - a. Daily contact with FSMs.
 - b. FSM Newsletters.
 - c. FSM Award Pgms.
 - d. Hatting up FSMs, new and old.T/FSM I/C _____

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DUMMY EVAL SUBMISSION #5

DUMMY EVAL 5 TO BE USED FOR DRILL 35 #2

| | |
|--------------------------------|--|
| <i>Policy:</i> | FSM Policies. |
| <i>Situation:</i> | FSM I/C out of comm with FSMs. |
| <i>Stats:</i> | FSM Commissions in steep Danger from 4 Oct. Trained and Active FSM Pnts on similar trend. |
| <i>Data:</i> | <p>An analysis of the upstat period in Sept through to early Oct showed that there was a different FSM I/C on post who kept in all the standard FSM actions – lots of comm, hatting of FSMs, FSM Newsletters, Award Programs, etc. (Adequate Data – ex-FSM I/C.)</p> <p>Around the 28th of Sept, the ex-FSM I/C was appointed to the TTC and replaced by the current FSM I/C. No evidence of any post turn-over was found. The new FSM I/C merely sat around the office wrapping up her SS 0, while the ex-FSM I/C continued for the next few days to run the show. The new FSM I/C still hasn't finished SS I nor has she done any mini or full hat for the post. (Omitted Data, Altered Sequence – ex-FSM I/C, FSM I/C.)</p> <p>Further investigation revealed the FSM I/C to be in apathy of the post, stating she hasn't a clue as to what to do. She also has very little study time as she has to work a wog job nights and weekends to support herself and her two kids. (Omitted Data – FSM I/C.)</p> <p>The ex-FSM I/C was also interviewed on this. He was found to be of the opinion that the tech of the post was all in the policies, and so hadn't bothered to do any apprenticeship nor make sure that the post WAS turned over. (Omitted Data, Altered Importance – ex-FSM I/C.)</p> |
| <i>Outpoint Count:</i> | <i>Omitted – 3; Altered Sequence – 1; Altered Importance – 1</i> ex-FSM I/C – 4; FSM I/C – 3 |
| <i>Pluspoint Count:</i> | Adequate Data – 1 Ex-FSM I/C – 1 |
| <i>Why:</i> | Post of FSM I/C and how and what to comm to FSMs never turned over to current FSM I/C. |
| <i>Ethics Why:</i> | Hat Dump. |
| <i>Ideal Scene:</i> | FSMs being made active and selecting volume new public into the org, by a hatted and competent FSM I/C. |

Handling:

Resources: The "two year" rule. Ex-FSM I/C

Bright Idea: Implement the two year rule and return ex-FSM I/C to the area to do a proper hat turnover.

Plan: Put the ex-FSM I/C back on post to do a thorough hat turnover. Write a Court of Ethics on him and show it to him – but hold it in abeyance pending good post turnover. Get the current FSM I/C into half the day study until complete on hat and Staff Statuses. Also cram the ex-FSM I/C on hat turnover and apprenticing policies.

Program: 1. Get the ex-FSM I/C back into the area with orders to immediately get into contact with and making the FSMs produce.

DIST SEC, HAS _____

2. Write a Court on the ex-FSM I/C, but hold it in abeyance after showing him, pending good hat turnover.

HAS _____

3. Get the following standard actions slammed in on a **now now now** basis:

- a. Daily contact with FSMs.
- b. FSM Newsletters.
- c. FSM Award Pgms.
- d. Hatting up FSMs, new and old.

T/FSM I/C _____

4. Immediately get the current FSM I/C into half a day study on her SSES and hat.

SSO _____

5. For the rest of the day, **apprentice** the current FSM I/C.

T/FSM I/C _____

6. Immediately pull the T/FSM I/C into cramming on post turnovers and apprenticing.

Cramming OFF _____

7. Write a checklist of the exact points of your post to turn over to the current FSM I/C and step by step turn these over.

T/FSM I/C _____

8. When current FSM I/C fully hatted and doing well, CSW for permission to return to TTC.

T/FSM I/C _____

Bright Idea: Implement the two year rule and return ex-FSM I/C to the area to do a proper hat turnover.

Plan: Put the ex-FSM I/C back on post to do a thorough hat turnover. Write a Court of Ethics on him and show it to him – but hold it in abeyance pending good post turnover. Get the current FSM I/C into half the day study until complete on hat and Staff Statuses. Also cram the ex-FSM I/C on hat turnover and apprenticing policies.

Program: 1. Get the ex-FSM I/C back into the area with orders to immediately get into contact with and making the FSMs produce.

DIST SEC, HAS _____

2. Write a Court on the ex-FSM I/C, but hold it in abeyance after showing him, pending good hat turnover.

HAS _____

3. Get the following standard actions slammed in on a **now now now** basis:
 - a. Daily contact with FSMs.
 - b. FSM Newsletters.
 - c. FSM Award Pgms.
 - d. Hatting up FSMs, new and old.

T/FSM I/C _____

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Data Series 36

ENVISIONING THE IDEAL SCENE

If one cannot envision the ideal scene, one is not likely to be able to *see* a situation or get one.

A situation is the most major departure from the Ideal Scene.

Thus:

One must be able to envision an Ideal Scene to find a situation.

A lot of "ideal scenes" you see are just glib. An afterthought.

Some people know the proper scene so well they at once recognize that a departure from it has occurred, which is fine. But such people do not realize, when they are teaching evaluation or correcting evals, that others may not know the proper scene well enough to get an idea of what *the* ideal scene should be. Thus, a wrong target occurs. The teacher or corrector keeps putting attention on the incorrectness of the situation given in the eval instead of noticing that the ideal scene is adrift.

An ideal scene is **future**.

When one is stuck on the time track it may seem pretty difficult to envision a *future*.

In politics this is called "reactionary" or "conservative." These mean any resistance to change even when it is an improvement. The bad old days seem to be the good old days to such people. Yet the old days will not come again. One has to make the new days good.

"Liberals," "socialists" and such make great propaganda out of this. They inveigh against (criticize) conservatives and say the future must be reckoned with. And they hold up some often incredible future scene and say the way to it is by "revolution" or destroying everything that was.

Both viewpoints could be severely criticized. The conservative tries to stick on the time track with no reality on the fact that today will be yesterday in 24 hours. The super-liberal skips tomorrow entirely and goes up the track 5 or 10 years to a perfect state which can never exist or is falsely represented as possible.

In between these two viewpoints we have the *attainable*.

And we come to an ideal scene that is possible and will occur if the Why is right and handling is correct and done.

Envisioning an attainable future requires some connection with reality.

There is no harm at all in dreaming wonderful dreams for the future. It's almost the bread of life.

But how about giving oneself a crashing failure by disconnecting from any reality?

Some laborers do this to themselves. Taking no steps to attain it, they daydream themselves as kings or some other grand identity. Well, all right. But that isn't an "ideal scene." That's a delusion engaged upon for self-gratification in a dream world.

One can not only dream a *possible* ideal scene but he *can* attain it.

So an ideal scene is **something that can be attained**.

It should be quite real.

Some people setting unreal quotas are really setting some impossible ideal scene. "Complete this work in I hour!" to someone working hard on a job that will take 4 days is delusory. It is setting, without saying so, the ideal scene of having a worker who is really a magician! Well, maybe if he were audited and hatted he would be. But that's sure some ideal scene! The here and now is a guy sweating it out and trying. And that's an ideal scene that is missed!

And so are many ideal scenes missed. The offices neat and orderly might not even be imagined by someone who has seen them in a mess for two years. He may think that's the way they're supposed to be! And be quite incapable of envisioning the offices in any other condition!

Thus, if one cannot see the offices should be clean, he does not see that they are dirty and messy as a *situation*. Thus when he is told the public won't come into the place, and even if he finds the place is full of old dirty junk, he can't evaluate it as a clean orderly place would not be envisioned by him. So he doesn't get "dirty place" as a valuable datum, doesn't get "a clean orderly place that is inviting to the public" as an ideal scene, doesn't get "office so dirty the public won't go near it" as a situation and so cannot find a Why to lack of public! And so as he didn't find Why it was so dirty and disorderly, it wouldn't handle. So there would be a failed eval.

Yet the teacher or evaluation corrector would not realize the person could not envision an ideal scene and so keep telling the person to find the situation whereas the ideal scene was what was out.

You can get some very beautiful ideal scenes **and** attain them-if you can evaluate!

L. RON HUBBARD
Founder

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DATA SERIES EVAL DRILL 36R: ENVISIONING THE IDEAL SCENE

Data Series Evaluators Course
Drill Sheet for Data Series 36R
HCO PL 11 August 1974
ENVISIONING THE IDEAL SCENE

Drill 1: Spotting Not-Know of the Ideal Scene:

- A. Write down on your worksheets which of the following "Situations" are based on a not-know of the **actual** Ideal Scene:
- a. Dept 2 not writing enough letters, to meet the whole Org's Letters Out Quotas.
 - b. Sups bugging students with insistence on schedules.
 - c. Dept 6 ineffective on Call-In.
 - d. Phones being misused to contact public for appointments.
 - e. Non standard C/Sing and misprogramming resulting in too many new public having to do DRDs before Grades.
 - f. Too few recruits, too many telexes for little results.
 - g. W/Cing has become a lost tech in Qual.
 - h. Too many books being sold in Div 6.
 - i. Org will not train.
 - j. Dist Org Officer failing to get Prods 2s and 4s produced by Division 6.
- B. Now write proper Ideal Scenes for the area of each Sit that was based on a not-know of the proper Ideal Scene.

Drill 2: Spotting Attainable Ideal Scenes:

- A. Mark down on your worksheets which of the following Ideal Scenes would be unattainable and are a disconnection from reality:
- a. Ideal Scene: Fully manned org in one month.
Existing Scene: A three man org.
 - b. Ideal Scene: Org delivering top-notch XDN in excellent volume.
Existing Scene: 2 un-interested Dianetic Auditors on staff with no Class IVs in the field.
 - c. Ideal Scene: WIAC P/L fully in in Academy with F/Ning students rapidly completing courses.

Existing Scene: Two Sups and one W/Cer. A few missing tapes. Some slow students.

- d. Ideal Scene: Keokuk the Top Delivery org on the planet.

Existing Scene: Keokuk has a 50 man staff with a 1:7 Tech/Admin Ratio, no C/S and only one Class IV auditor.

- e. Ideal Scene: Volume on policy, on survey promo going out to field promoting Org Services.

Existing Scene: A rather green but willing Dir Promo & Pubs, available surveys, a Dissem Sec who is an old hand at Promo.

- f. Ideal Scene: Bongoville having the richest staff in the world.

Existing Scene: $GI \div \text{by Staff} = 59$ cents and no Div 2 or Div 6.

- B. Now go back and correct the Wrong Ideal Scenes so that they are real and attainable.

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Data Series 37

WHYS OPEN THE DOOR

You can really understand a real Why if you realize this:

A real Why opens the door to handling.

If you write down a Why, ask this question of it: "Does this open the door to handling?"

If it does not, then it is a wrong Why.

Backtracking to find how it is wrong, one examines the ideal scene and the situation one already has.

The outpoints should be checked. The completeness of data should be checked. One may find he is in a wrong area of the scene.

Correct that, correct the ideal scene, correct the situation and look for more data.

With the outpoints of more data one can achieve the real Why that will open the door to handling.

Quite often an "evaluator" "knows" the Why before he begins. This is fatal. Why evaluate?

Some of the most workable Whys I've ever found surprised me! So usually I also ask, did I know this? Am I surprised? The chances are, if I "knew" it already (and the situation still exists) it is a wrong Why. And needs proper evaluation.

When you have a right Why, handling becomes simple. The more one has to beat his brains for a bright idea to handle, the more likely it is that he has a wrong Why.

So if you're not a bit surprised and if the handling doesn't leap out at you **the Why has not opened the door** and is probably wrong.

I have seen evaluators take weeks to do an evaluation. In such cases they went on and on reading as they did not know how to find a real Why. Actually they did not know what one was.

By going through the total current files of an activity looking for outpoints just by randomly glancing at data sheets from all sources, you can find the **area**. Outpoints lead you straight to it.

An ideal scene for that smaller **area** is fairly easy to envision.

The type of outpoint will generally give you how the departure is. One can then get the situation.

By looking over (in detail now) the data of that smaller area and counting the outpoints, one can find the Why.

The Why will be how come the situation is such a departure from the ideal scene and **will open the door to handling.**

If it doesn't, then review the whole thing, do the steps again. Don't just sit and sag!

Let's say we find outpoints of added inapplicable data in all reports. And they lead to Reception. The ideal scene of Reception is easy: attractive pleasant atmosphere, welcoming in the public.

We find more detailed reports that the place is full of junk and filthy and we get our situation, "public repelled by filthy messy Reception."

Now why?

So back to the real data and we find the janitor never cleans it. Or anything else. The easy out is just sack the janitor (and leave the post empty). But that won't handle so we have no Why.

So we dig and dig and suddenly we find that the staff refer to the janitor in lowly and disrespectful terms: "Janitor has no status." Well, the outpoints all say so. And it opens the door to a handling.

So we handle by transferring the janitor org board position from treasury where it went as he "looks after assets" to the Office of the President with the president's secretary as his direct senior.

We write up a program for clean offices.

Magic!

The offices get clean!

The public again comes in.

The ideal scene is attained.

(You may think this example is pretty unreal. But actually it once happened and worked!)

So a right Why opens the door to handling.

If it doesn't, look harder.

There is always a reason for things.

And if your ideal scene and situation are correct, you can find the real Why that opens the door.

LRH:nt.rd.nf

L. RON HUBBARD
Founder

DATA SERIES EVAL DRILL 37R:

WHYS OPEN THE DOOR

Data Series Evaluators Course
Drill Sheet for Data Series 37R
HCO PL 12 August 1974
WHYS OPEN THE DOOR

Drill 1: Whys That Open the Door:

- A. State which of the following given whys open the door to a handling:
- a. Omitted compliance to wrong targetted programs.
 - b. Low confront of MEST due to lack of basic training and so standards lost.
 - c. The ESTO who is supposed to be putting the org there is helpless.
 - d. Procurement personnel acting funny.
 - e. Trying to handle the backlogged CF by using routine personnel rather than all hands.
 - f. Lots of cramming orders bottlenecking the line and creating a backlog.
 - g. No one really using Books and Tapes to drive people down on orgs.
 - h. Reges hobby horsing the phone to enlighten and close prospects rather than using the phone to get public into the org where they could be closed.
 - i. Supervisor not popular enough with students.
 - j. Ethics presence inadequate to maintain technical integrity.
- B. Make up 3 Whys of your own, 2 of which don't open a door. Compare these 2 against the one which does open a door. Write up how this is real to you re: opening doors with Whys.

Drill 2: Rechecking the Eval:

- A. Mavis has just come up with a Wrong Why. It was "DofP needing bypass." Following is her eval worksheets. Locate, by checking them against the "backtracking sequence" given in Data Series 37, the point(s) where she went off the rails. Write this up.

Ideal Scene: Adequate auditors and pcs being properly scheduled for intensive auditing with C/S Series 25 lines thoroughly in and pcs winning and getting up the grade chart.

Situation: Out scheduling of pcs cutting across delivery.

Stat: WDAHs low and level.

Pcs out of hours and routed to Dept 6 – NE.

Data:

It was found that there were no HGC Auditors at all. What auditing that was being delivered was done by a few odd staff as an "all hands." (**Omitted Auditors – DofP**)

Looking back into when the HGC was last booming I found the Tech Sec was directly running the show. He was calling in field auditors and using them. He even lined up a few auditors for staff and turned these over to the DofP. (**Correct Relative Importance – Tech Sec**)

Then the Tech Sec had to dive into the Academy. The HGC was left to the DofP, and nothing happened. (**Omitted Data – DofP**)

Outpoint Count:

Omitted – 2, DofP – 2.

Pluspoint Count:

Correct Relative Importance – 1, Tech Sec – 1.

Why:

DofP needing bypass.

B. Now correct the eval fully (inventing new data as necessary) that opens the door.

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Data Series 38

PLUSPOINT LIST

The following is a list of **pluspoints** which are used in evaluation.

Needless to say, pluspoints are very important in evaluation as they show where **logic** exists and where things are going right or likely to.

Related facts known. (All relevant facts known.)

Events in correct sequence. (Events in actual sequence.)

Time noted. (Time is properly noted.)

Data proven factual. (Data must be factual, which is to say, true and valid.)

Correct relative importance. (The important and unimportant are correctly sorted out.)

Expected time period. (Events occurring or done in the time one would reasonably expect them to be.)

Adequate data. (No sectors of omitted data that would influence the situation.)

Applicable data. (The data presented or available applies to the matter in hand and not something else.)

Correct source. (Not wrong source.)

Correct target. (Not going in some direction that would be wrong for the situation.)

Data in same classification. (Data from two or more different classes of material not introduced as the same class.)

Identities are identical. (Not similar or different.)

Similarities are similar. (Not identical or different.)

Differences are different. (Not made to be identical or similar.)

The use of the word "pluspoint" in an evaluation without saying what type of pluspoint it is, is a deficiency in recognizing the different pluspoints as above. It would be like saying each outpoint is simply an outpoint without saying what outpoint it was. In doing evaluations to find why things got better so they can be repeated, it is vital to use the actual pluspoints by name as above. They can then be counted and handled as in the case of outpoints.

Pluspoints are, after all, what make things go right.

L. RON HUBBARD
Founder

LRH:nt.nf

DATA SERIES EVAL DRILL 38R:

PLUSPOINT LIST

Data Series Evaluators Course
Drill Sheet for Data Series 38R
HCO PL 3 October 1974
PLUSPOINT LIST

Drill 1: Spotting Pluspoints

- A. Write down on your worksheets which pluspoints the following would *primarily* be:
- a. The E/O located and handled the Third Party. This resulted in the DofP and DTS stopping their fighting.
 - b. All Delivery statistics were soaring with lots of bright, shiny products coming off the line.
 - c. The person was signed up, paid in full, taken to the bookstore where he bought his needed materials, interviewed by the DofT and then started on the course.
 - d. We had two ethics files for a Mr. Joe Brown – these were checked and found that they were **both** for a one Mr. Joe Brown so we combined them into one file for him.
 - e. The Product Officer spent half an hour doing his in-basket, and the rest of the day out around the org Product Officering.
 - f. The Stats I/C had the week ending stats collected, reported and all graphed by 5:30 PM on Thursday.
 - g. Ethics gradients are constantly used with the results of ethics tech and admin in.
 - h. The dissident student was routed immediately to the Ethics Officer for handling.
 - i. The eval and why on Recruitment in Keokuk Org was found to apply to the whole Cont. as many orgs were having similar difficulties, and so when implemented Continental recruitment stats rose markedly.
 - j. Successful actions which raised the stats were all based on existing policy.
 - k. Her Weekly Report was very easy to understand as it contained time, place, form and event.
 - l. The Bills with checks were given to me for signatures and I looked them over carefully just to see whether they were going to double pay any bills – but I found each bill to be a different one, so I signed the checks.
 - m. I wanted to get an Org Off onto post, and I had a likely candidate – so I checked her stats and Pers, Ethics and Case Data for info on whether she would be OK for promotion.

- n. We set up a bookstand at the local book fair, and set it up with a beautiful display of DMSMH books, lots of books, posters, invoice machine, promo to put inside the books sold, and a person to sell the books.
- o. It was very easy to get a correct current picture of Keokuk Org from its Data Files.
- p. WIAC P/L was totally in in March 1976.
- q. Scheduling was in and used on all pcs.
- r. The child was upset, his mother located the source and handled.
- s. The Dissem Sec was writing a project to neaten up the CF, but when she heard that the GI was down, she hopped right into Dept 6 and sorted the scene out and saved the day so our GI was in Affluence.
- t. I fully investigated the scene in the HGC and statistics and thus knew exactly what was going on and who was at fault, and so had all related data with which to handle the scene.
- u. When I had a query on how to handle a CSW I had had rejected due to omitted data I pulled out the Reference on CSWs and handled my confusions.
- v. My juniors were constantly asking me to solve their problems, and so I chitted and crammed and now they handle their own problems.
- w. The eval was very consistent. All parts were on Qual Correction.
- x. Scn Tech is being applied to the upbringing of children.
- y. I analyzed successful event formats in our org, to see what made them successful, and found that each, though on different subjects, involved a lot of participation on the part of the public. This was the one key factor I found to be similar and key in our successful events. We tried it and it worked.
- z. The Promo included all 7 points of an ad.
- aa. The students were taking an average of one month on each Academy level.
- bb. The auditor went into session with pc, E-Meter, pens, paper, pc folder, C/S instructions, clock, dictionaries on hand, cans, leads, table, chairs, a quiet room and an In Session sign on the door.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 28 OCTOBER 1974

Remimeo

Data Series 39

WHO-WHERE FINDING

You may now and then see an eval that winds up with a *Who*. Very rarely you also find one that winds up in a *Where*. Sometimes you find an "evaluator" who only finds Whos or Wheres.

If this puzzles you when you see such "evals" or if you land in that situation yourself while evaluating, remember this:

An "eval" that only has a who or a where as its why is *incomplete*.

What has happened is this: The "evaluator" does an outpoint count only for Who or Where. He does not then really investigate or dig up the real data on that Who or Where but lets it go at that. He says-**Why:** Dept I not functioning. **Who:** Director of Personnel. **Ideal Scene:** A functioning Dept 1. **Handling:** Shoot the Dir Personnel.

Such evals do **not** raise statistics. They do *not* work. Because they are not complete!

In *any* eval you have to do an outpoint count to find where or who to investigate. This prior outpoint count does not appear, always, on the eval form. It's just where to look.

Having gotten the Who or Where you **now** do a full read out, lift the rocks, pry into the cracks and find the Why.

It can even get worse. Having seen something wrong, one puts down a situation. He does a preliminary outpoint count for a Where or Who and *then* discovers a more basic or even worse situation. In other words his situation can change!

Example: No personnel being hired leads one to Dept 1, Personnel. So one writes the situation: "No one being hired." Then one can easily dash off, "Why: Dept I inactive. Ideal scene: An active Dept I hiring personnel." And write up a handling: "Hire people."

Great, easy as pie. *But* somehow six months later there are *still* no personnel! The reason is simple: The "evaluator" never went beyond the Who-Where. He put down a Who-Where as his Why.

Real evaluation would go this way: First observed situation, "no personnel being hired." The Who-Where comes up as Dept 1. *Now* and only now do we have something to evaluate. So our *situation* has changed. It becomes, "Dept I inactive." And we investigate and lo and behold there is no one in that whole division! Again we could go off too early. It is tempting to say, "Why: No one in it!" And say, "Handling: Put somebody in it!"

But actually "no one in it" is just data! Certainly the execs who should be screaming for personnel know there is no one in Dept 1. After all, they get cobwebs on their faces every

time they pass the door! So it is just an outpoint, not a Why as it does not securely lead to solution. So we look further. We find seven previous orders to put on a Director of Personnel! The writers of these orders are not the Whos but who they were given to are elected. That's seven noncompliances by the executive in charge of organizing! And this turns out to be Joe Schmoe. Now we have a Who. So what's with this Joe Schmoe? So we go to anything connected with Schmoe and we locate Board of Directors minutes of meetings and herein he has been stating for 2 years repeatedly that "The organization only makes so much money anyway so if we hire anybody to deliver service we might go broke." As the organization has been going broke for those two years and the last Dir Personnel was fired two years ago we now also have our **date coincidence**. But this is still just an outpoint-contrary facts, as one has to deliver to stay solvent. So we look up Joe Schmoe even further and we find he is also the chief stockholder in a rival company! So here is our Why: "Organization being suppressed by the chief stockholder in the company's rival." "Who: Joe Schmoe. Ideal scene: Organization hiring personnel needed to deliver." Now for the handling. Well, Joe Schmoe could mess things up further if we just fired him. So we better know what we're doing. We have found our organization controls the tin Joe Schmoe's company needs for its cans. So we shut off the tin supply and when Schmoe's stock falls we buy it up, merge the companies and fire Joe. Or so a businessman would do. **That** handles it!

Shallow evals that stop with a Who-Where on the first inspection don't succeed. Outpoints are usually aberrated and the people there around them usually handle things unless they have depth of mystery.

You have to have a Who-Where to *begin* your investigation. Once you find your Who or your area, now the outpoints begin to count.

Very few situations in actual fact are caused by active Whos. Usually it is inactive Whos, confronted with situations they have not grasped and don't see any way through.

A classic case was a situation that did not resolve for over a year until *very* close **investigation discovered a statistic was wrongly worked out and which targeted** an area in the wrong direction. One could have shot "Whos" by the dozen without ever solving it!

So when you see a Who-Where as a Why, you know one thing: The eval is incomplete.

You can cure someone doing this chronically by making him first list the outpoints that show Who-Where to look. And then make him go on with the evaluation outpoints that lead to a Why, giving two counts of outpoints. The light will dawn.

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DATA SERIES EVAL DRILL 39:

WHO-WHERE FINDING

Data Series Evaluators Course
Drill Sheet for Data Series 39
HCO PL 28 October 1974
WHO-WHERE FINDING

Drill 1: Spotting Who-Wheres:

- A. Write down which of the following "Whys" are really Who-Wheres:
- a. Public falling off lines from Dept. 3.
 - b. The DofP is downstat.
 - c. No follow up promo being sent to BBers or put in books sold to public so they can't, and don't easily reach for more Sen.
 - d. Course Admin off post sick.
 - e. Receptionist ignorant of org bd and lines, thus doesn't know **where** to route the public.
 - f. Receptionist mis-routing the public.
 - g. Executives responsible for non-compliance.
 - h. Trying to arbitrarily split existing staff into D and F instead of gradiently assigning new staff to D and F until such time as org has adequate resources to split.
 - i. Dept 10 not calling in.
 - j. RFs for students routing onto course omit the bookstore, so students never get to buy their course materials.

Drill 2: Doing a Who-Where:

- A. Take the sit of no one being trained and invent a who-where why.
- B. Now correct it so as to get a proper sit and why.

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Issue II

Remimeo
Evaluators
DSEC Students
Execs
Flag Bureaux
FOLOs

Data Series 40

THE IDEAL ORG

(First appeared as LRH ED 102 INT,
20 May 70, referring to evaluation.)

The ideal org would be an activity where people came to achieve freedom and where they had confidence they would attain it.

It would have enough space in which to train, process and administrate without crowding.

It would be located where the public could identify and find it.

It would be busy looking, with staff in motion, not standing about.

It would be clean and attractive enough not to repel its public.

Its files and papers, baskets and lines would be in good order.

The org board would be up-to-date and where the public could see who and what was where and which the staff would use for routing and action.

A heavy outflow of letters and mailings would be pouring out.

Answers would be pouring in.

Auditors would be auditing in Div IV HGC and Qual would be rather empty.

Supervisors would be training students interestedly and 2-way comming all slows.

The HCO Area Sec would have hats for everyone. And checked out on everyone.

There would be a pool of people in training to take over new admin and tech posts.

The staff would be well-paid because they were productive.

The Public Divisions would be buzzing with effective action and new people and furnishing a torrent of new names to CF.

The pcs would be getting full grades to ability attained for each, not 8 minutes from 0 to IV, but more like 30 processes. And they would be leaving with high praises.

The students would be graduating all on fire to audit.

One could look at this ideal org and know that this was the place a new civilization was being established for this planet.

The thousand or more actions that made it up would dovetail smoothly one with another.

And the PR Area Control would be such that no one would dream of threatening it.

Such an ideal org would be built by taking what one has and step by step building and smoothing, grooving in and handling each of its functions, with each of its divisions doing more and more of its full job better and better.

The business is always there-the skill with which it is handled and the results on pcs and students is the single important line which makes it possible to build the rest.

The ideal org is the image one builds toward. It is the product of the causative actions of many. Anything which is short of an ideal org is an outpoint that can be put right. The end product is not just an ideal org but a new civilization already on its way.

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Remimeo

Data Series 41R

EVALUATION: THE SITUATION

(Later developments on situations are contained in Data Series 28R, 28R-1, 34 and 39.
However the data following, compiled from an LRH taped conference in 1972,
is of sufficient importance to include as part of the Data Series.)

There are bad situations, good situations and no situations. A situation is something that applies to survival and if you evaluate the word "situation" against survival, you've got it. A good situation is a high level of survival; a bad situation is a threatened survival and a no situation is something that won't affect survival.

We've gone ahead of the whole show of intelligence with the Data Series.

Note: We are using intelligence as an example solely and only because it is the most inclusive system Man has developed for collection and evaluation of data.

We have greatly refined this system. Espionage and other intelligence activities and skills have no part in our application. We are using intelligence as an example of data usage systems, that is all.

You are out in an area of greater simplification and far more use. This doesn't necessarily make anyone an intelligence officer, but a general or a head of something or a general manager or an executive who does not know how to evaluate a situation will make nothing but mistakes. The mistakes of history are made by people who can not evaluate, by which we mean determine the situation-which even more simplified would be find out the situation. From this given body of data, from that indicator we can find a good situation, or a bad situation or a no situation. And this is what one is trying to determine. The more skilled one becomes in doing it, the less work it is. It is a matter of skill.

To give you an idea: If you tried to play every note of a concerto separately by having to look up each note in the chord and then strike it on the piano, you wouldn't have much of a tune, right? But the longer you did that, the more likely you were to begin to approximate some sort of something that sounds like music. But it would take a lot of practice.

Now you can get so all-fired-good at evaluation that you can take an isolated indicator and know immediately where it fits into because you know it fits into the plan of things and because you know it is or isn't part of an ideal scene. It's better than the existing scene or it is too far from an ideal scene. You can pick up an indicator in this way-and it sometimes probably looks magical to you how I will suddenly pick up an isolated instance and look down the line and we find a roaring hot situation at the other end of it.

Now that is done out of an economy of data. It is done because one has not the time to investigate or read all of the data which might exist on this particular subject being investigated. So one learns to do something that looks absolutely intuitive and when you're terrifically hot at this it is called "flair."

Prediction from data is an essential part of evaluation. "This datum is an outpoint-it shouldn't be, peculiar." Now it will predict more data.

You have to be so hot that you will notice something is an outpoint-it's a wild outpoint of some kind or another-accept its magnitude, size of datum, how important is this datum. The evaluation of importance is one of the more difficult things people have to do. They have a tendency to consider things a monotone importance. You have to train yourself out of that.

What do we get here then as a qualification for an evaluator? You have to know all the outpoints in sight. You have to know what outpoints are. But that's rather thinking backwards because you should know that something shouldn't be. And as soon as you get a "shouldn't be" you can do a prediction. And that leads you into an investigation-by viewing other data. In other words you find this terrific outpoint or these outpoints and you find out where they exist, it leads you into, very directly, the point that you should be investigating.

DEFINITION OF EVALUATION

This is as close as the dictionary comes to the definition of evaluation: "to examine and judge concerning the worth, quality, significance, amount, degree or condition of." (The Third Webster's International Dictionary.) Now to edit that down, it's "to examine and judge the significance and condition of."

An evaluation: "the act or result of evaluating, judgement, appraisal, rating, interpretation." And an evaluator is "one that evaluates. An intelligence officer is supposed to be a professional evaluator." (The Third Webster's International Dictionary.)

This word is a technical word which isn't given in these dictionaries. It is an action which is basically an intelligence action.

The actual meaning which is supposed to be embraced in the word is "to examine the evidence in order to determine the situation" and that is the intelligence meaning and then it could have, further: "so as to formulate policy or planning related thereto. In other words 'What is the enemy going to do?' So the general can say 'Therefore we should. . . .'"

WHAT IS EVALUATION

Here is an example of what evaluation is, the type of thing expected of an evaluator.

I was looking at an org's graphs, all of a sudden I see a drift down of reserves and a level of bills. The bills are level, level, level-drift down of reserves, until all of a sudden it's about to cross and this was an org where we just changed the CO, so I say "Hey whoa! Wait a minute, wait a minute! This organization is spending more than its income obviously by the looks of this graph. So let's look into this just a bit further." I looked further and got more data

and I found out that the org was running insolvent. The Data Bureau already had a report on this; I picked it up on another line. I just picked it up off graphs.

Further investigation found out that the new CO had taken over from the old CO and had inherited an extremely backlogged org-included backlogged bills. And the new CO had been sent in there on a set of Garrison Mission Orders-and they just contained standard CO-ing actions when they should have been MOs designed to handle the insolvency scene-forcing the org to promote and make income; then making an announcement that no POs will be signed except promotion, wages and utilities; then get in the date-line paying and forcing Accounts to dig it up out of all their mouseholes and all those bills that have been in there for a year or two and the stuff they didn't file and get a date-line paying system in. Then you start surveying like mad to find out what the organization can sell and then you start delivering, beef up your delivery lines and so on.

It wasn't any surprise to me to learn that that graph was a false report, of course. But this is no explanation. It doesn't mean the situation doesn't exist but the graph is a false report. That is an outpoint all in itself. It's actually backed up by other data but you could have taken it this way: You could have seen the graph declining-that is reserves going down, bills staying the same and you find out it's a false report. At that moment, by Data Series, you charge in and investigate the heck out of it. Here's an indicator, then another indicator that's a false report.

Where did I count outpoints? I was counting them all the time. One is enough-a declining reserves graph and a holding debts graph-well that was enough. So the counting was "one," and as I looked a little further I got "two" and then as I looked a little further I got a "three" and a "four" and a "five" and a "six." We did a handling and more outpoints showed up. Right as you are handling the thing more and more outpoints show up so there is a point where you neglect any more outpoints, you can go on as a lifetime profession finding outpoints in one of these areas. It's enough. '

We have actually done something with the Data Series which has never before been done. Other data evaluation systems have to do with the reliability of the observer, which determines if the reported fact is a "proper datum." But all of their work is done on computers and those computers are built against logic systems developed by the Greeks. But it is data, data validity of, which monitors logic.

A black propaganda operation is almost totally concerned with feeding wrong data into the population and therefore the population cannot come to correct conclusions and their actions will be peculiar. There are experts in black propaganda and they're fully trained in it and they do it all the time.

Back of wrong data you will normally find an impure intent. So that somebody is giving you false reports is an evaluation in itself.

An evaluation first requires data. The absence of data you should have would give you an evaluation. We knew something was wrong with an area because all of a sudden somebody found out they weren't sending in their reports. The absence of data is an adequate evaluation that there is something wrong. And in one such case it actually took weeks to find out what was wrong.

If you find the outpoint, you're into evaluating a situation. You're just looking at data-you find an outpoint, you investigate that. You find more outpoints, you go along and say, "It's the thing that we're looking at now, what the heck. . . " because you're obviously traveling away from the ideal scene or you've found something that went much closer to the ideal scene or something that didn't change it. You then look it over and say, "It's this point," and at that moment you can figure out why this is occurring. "Now why is this occurring?" And that requires quite a bit of data. "Why is this occurring?" Therefore when you can say "Why," now you can handle.

What you want is the outpoint and an outpoint is a departure from the ideal scene. That tells you that there is an area to investigate and you can investigate it simply by going and finding more data and more outpoints and then as your data accumulates you can get why it's a departure. The accuracy of your Why then gives you the point which you will have to handle which is all very neat and there comes in your recommendation.

This is the trick on evaluation: You have to learn what is an outpoint, what is this outrageous thing and then that cones you down. Now you could find all kinds of little points.

REVIEW

Having handled the thing or having done something about it, don't be too surprised to now and then find a lot more data suddenly emerge. In fact it is almost usual now that you've started to handle something for more data to emerge. But you have to look it over. You have to say, "Well, have I handled it? Does this data confirm our Why or doesn't it confirm our Why?" And that's all you do with that data-it's confirmatory.

Sometimes you get data after the fact, after you've taken action. That is a review of your evaluation. When the data comes in after the fact, there's another step involved here.

You review the situation and all of a sudden you find out you were looking at a heck of a wrong Why. One of the first things that will tell you you operated on a wrong Why is that the stats went down-because it departed further from the ideal scene.

You get injustices and that sort of thing coming out of wrong evaluations, so this is one of the reasons why you watch an evaluation in your line of country-you watch an evaluation after the fact. Was it true? So there's a confirmatory step which isn't mentioned in the Data Series-"Was that the right Why?" The Data Series does mention it's whether or not the stat goes up. But it's worse than that: "Did you have the right Why?" or "Did you shoot down the wrong man?"

FAMILIARITY

We have a considerable amount of technology which is administrative technology, which gives us an ideal scene, and with which we must be familiar in order to evaluate and handle. We would have to be as practiced in this as in the building of armament factories or running navies or building toy balloons or trying to get housing furnished to the great un-

housed if that's what we were doing-you have to have some familiarity with the type of scene which you're handling.

If you're good at this you don't go on wasting your time and energy. You find the right Why, you set it up, you make sure that it does get set up-but there's nothing more you have to do with it and then that's that. Sometimes that takes quite a while but note that if you're immediately pressing down this Why all the rest of the way and you go on past the point where you corrected it-the thing is corrected-now you're handling a no-situation.

If you didn't have evaluation you would find yourself handling no-situations and neglecting tough situations and not taking advantage of good situations.

CLOUDING UP A SITUATION

Occasionally you'll find a scene wherein a person's or area's PR is greater to him than his production-PR, personal PR, means more than production. And that is a characteristic of a suppressive. He'll fog the situation up with big PR about how good it is so it can't be handled.

THE WHY

You have to know when you don't have a Why. It is very, very important to know you don't have a Why.

The end product of your evaluation could be said to be "What do we do about this?" In other words, your recommendation could be said to be the end product. Actually that's a short circuit. As far as your investigation and your data analysis is concerned your first target, the Why, if skipped will defeat the end product of your evaluation. If that Why is found then you can handle.

A Why is just this: It is the reason there has been a departure or closer approach to or an exceeding of the ideal scene.

What will defeat you continuously is trying to find Whys in no-situations. You won't find a Why. If you can't find a Why readily then you can possibly suspect that you have a no-situation.

A Why, by essence, is something you can do something about. You have to have a recommended action on top of the Why.

The Why is something which departed from, the reason it departed from or the reason why it bettered the ideal scene or got closer to it. It is a Why you can use and which will bring you a better scene.

Therefore the definition of a Why is: It must be something which will permit you to bring about a better scene-not necessarily bring about the ideal scene.

You might actually have a better scene than the ideal scene. We've described the ideal scene as so and so and all of a sudden a Why suddenly emerges which actually makes the ideal scene look pale. Taking the ideal scene of a moderately affluent org-we might all of a sudden move into a situation where the ideal scene was quite something else and we found

out "How come all of a sudden Keokuk has made 8 million dollars in the last 13 days?" How come? We don't have an ideal scene anymore.

IMPORTANCE OF HAVING A WHY

We have a system of data handling which is superior to that of other data collection and evaluation organizations of today. I can say that because I know their systems. Systems? And they don't hold good. Imagine somebody saying "Well, we shouldn't pay any attention to Agent 622's reports from Kobongo because they're false." Oh? That'd mean one had a turned agent or an agent that wasn't working. In other words, it isn't meaningless, it's not something you discard into the wastebasket. Now a good data collection and evaluation officer doesn't always discard this. He says, "Well, it's false data so therefore it's probably been taken over by the enemy" and he does make some sort of hit at it.

But there are other outpoints that they would never have noticed. "A datum is OK. . . " this is the general think-not just of the generals but this is general intelligence think. "Of the data we receive, a great deal of it is not useful because it doesn't come from reliable observers." Well that's a hell of an outpoint in itself. If an enemy battleship was seen on the coast it wouldn't matter who saw it-intelligence organizations would not pick it up unless it had been observed by a trained officer. "The town could not have been shelled because no reliable observer put a report in-there was no artilleryman to tell us whether or not. . . ."

So our system doesn't begin with "The Slobovians are building 85,000 Panzer tanks, and that's by a reliable observer because Agent 462 has given us factual reports in the past and it's confirmed by aerial observation and satellite pictures. . . ." So what! The intelligence would be " Why are the Slobovians building this many Panzer tanks? Now, is this a lot more Panzer tanks than Slobovians normally build?" because maybe Slobovians go in for a lot of building Panzer tanks so they can call them T-something-or-other and say they were invented in Slobograv. Why? And we right away have a new brand of intelligence-Why? Why are they building these Panzer tanks? One is the fact that they're building these Panzer tanks, is that an outpoint? Well, is it a lot more Panzer tanks than they have built before? Is it a lot less? Did they build a million a year and are only building 200,000 a year now?

Now the officer evaluating this hasn't any Why, he hasn't anything so he makes the supposition that the Slobovians are now easing off. "Yeah, well general, the Slobovians are now easing off." "Yes, Mr. President, the Slobovians are now easing off and everything is going to be fine." The fool! What's the Why? Where's the Why? He assumed something-he didn't investigate further. He didn't look all over the place and find a whole lot of political or such ramifications and add it all up and so forth. Now, had he known about it he would have looked from that data to more outpoints and he would have found something or other-building the tanks for Bongoland so that they could knock out their neighboring country. Why? Why? Because they have a contract with Bongoland to furnish them with tanks. He could've found something like that.

You get these unwarranted conclusions because they don't have the mechanism of asking "Why?" and they don't investigate it until they have an adequate Why that explains it. When you've got a Why you can handle.

THE CHANGE

One more tip on this whole scene. If you can't find the Why, you revert. I learned this about life out of plant research. I found out that you went back to the point of major change in a greenhouse or a garden and corrected it the second you saw the plants dying. You required, then, a logging of everything that was done. If you had a log of everything that was done you could get the date and the change. You knew the date they started to wilt so what change was around the vicinity of that date. And you inevitably and invariably found a huge change had taken place. Not a small one, and the tip is that if all else fails, why just go back to your major change and you can do that by stats, go to major change, and so on.

You won't always be right but you're operating on a general Why-there was a change. Every once in a while you'll be scattering around trying to find this.

This works in almost all situations to some degree, what change was there. It has a liability. It tends to wipe out improvements. If you go back to the point of high stuff all the time, all the time, all the time, you're pegging yourself into a pattern where, as a matter of fact, there might have been better patterns. There might have been a better Why in there than just a change of pattern.

NEW WHY

Once in a while you'll have found a Why and handled that, but find it keeps slipping out again. For example, an org having to be told to keep in its FP No. 1. FP No. I resulted from an evaluation of financial difficulties. That was a Why at one time and has since become a standard action-but where you keep having to say to an area "Get your FP No. I in"-now **why** do you have to keep getting in FP No. P The Why is not that FP No. I is out-we have gotten that in as a practiced action. Why does it keep sliding out in this area? There could be several things actually.

If you have to keep saying "Get in C/S Series 25 so that you do have a D of P so that people do come in and are invoiced and so forth," you are obviously running into a Why of why something keeps sliding out.

WHAT IS A RECOMMENDATION

What is a recommendation? Actually-usually-it would be recommended if somebody else were going to execute it. You have a recommended program and then from a recommended program you have an executed program, so at that moment you shifted your hat. You're no longer an evaluator, you're an executor or an executive.

If your evaluations, that wind up in Whys that wind up in recommendations, are going to autonomously function-that is to say, singly and by itself function-without regard to any other entity or activity, the next thing you know you're going to have fourteen or fifteen programs which are in direct collision which will produce sufficient confusion to reduce the stats. Then you, yourself, will wonder if you've found the right Why because it didn't work. Whereas the reason could be entirely different. The reason is your recommendation was in

collision with other Whys and recommendations and so operated to block other actions which were vital to the continuous operation of an activity. You can kill your own recommendation.

If you were in a position where you were going to independently of other evaluators execute all your actions, you might wind up with a mess-you've got your neck out as an evaluator.

The essence of a recommendation is "agreed-upon" and after there is a recommendation, there is an "agreed-upon" before there is execution.

An agreed-upon action means that you'd have to agree with other bodies of data which people had-not their personality-other bodies of data. If you have data which is contrary to an action which is being proposed, you could be put in a position of canceling or trying to cancel or recommending a cancellation of a senior's order. Therefore one has to have "agreed-upon" before execution.

When you are collecting data you have a torrent of data coming in. You are collecting data, collecting data, collecting data, collecting data. If that data is not evaluated, it is useless. It is just a useless expense. The only way that data is of any value at all is if evaluations are done on it.

Any independent order given without the benefit of the other evaluations would be a risk. It isn't agreed upon person to person, it's agreed upon data to data. The only agreement would be on whether there is a situation or a no-situation, a good situation or a bad situation or a no-situation. There'd have to be agreement on that point and there would have to be an agreement on the Why. Only then could you get a coordinated recommendation.

EVALUATE

You've got to do evaluations. If you don't do evaluations you'll be insufficiently informed to be a competent agreeer or disagreeer. You'll be insufficiently informed to be sufficiently efficient to get the show on the road.

Take advantage of the tremendous volumes of data which come in and, by doing evaluation, provide a sufficient running record of any and all existing situations in your line of country so that there is a general view of what is going on so that the data can be looked at, looked up and one is sufficiently informed so that he can make efficient judgments-and that will decrease the amount of work done on this and that, that doesn't really handle anything.

And it amounts to fewer orders which can then be enforced. It amounts to prosperity because one of the Whys we find on occasion is that there are too many orders drifting around which haven't been executed. One winds up operating on somewhat of a jammed communication line just jammed by volume. The guy that's reading all this stuff is out there and he's got noise and he's got this and they've got bill collectors and he's got something else and so on. He never has time to read it. He doesn't know what the situation is and so forth.

One could also, without proper evaluation, easily issue an order into an area with a hidden Why-which could destroy it.

And the speed of action determines the degree of loss-and that is a rule. The speed of action also determines the degree of gain. And speed has a price. An organization which is not doing well, its Why not accurately found for eight months is a loss for eight months each succeeding week. If an organization should be making fifteen thousand dollars and is only making two thousand dollars you're losing thirteen thousand a week every week that you don't handle it. It's speed of gain or loss.

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DATA SERIES EVAL DRILL 41R:

EVALUATION: THE SITUATION

Data Series Evaluators Course
Drill Sheet for Data Series 41R
HCO PL 15 March 1977R
(Revised 17 September 1977)
EVALUATION: THE SITUATION

Drill 1: Situations:

- A. Write down on your worksheets which of the following would be a good sitn, a bad sitn or a no sitn:
- a. Luigi's restaurant continues as solvent.
 - b. Filthy quarters repelling public.
 - c. Santa Maria's cruise is on schedule, as usual.
 - d. Farmer Jones' cows producing double the quantity of milk.
 - e. The staff are maintaining the meeting of their Letters Out quotas.
 - f. Sudden influx of fully paid up and started Academy students.
 - g. Rash of food poisoning at Macdaffy's restaurant,
 - h. The car is doing OK.
 - i. DMSMH has shot to No. 1 bestseller in Bongoville.
 - j. Quickie C/Sing resulting in refunds and red tags.
 - k. Our creditors are happy, as usual.
 - l. Auditors continue to produce expected results.
 - m. New public have ceased to blow and are re-signing up in droves.
 - n. Certs being issued to Releases and Graduates.
 - o. The telex machine works only as long as it is plugged in.
 - p. The coffee served at the event was hot.
- B. Make up 3 each of your own examples of a no sitn, good sitn and bad sitn.

Drill 2: Review:

- A. Following are some Whys, followed by additional data that then suddenly came up after having implemented the given Why. Determine – and write down on your worksheets which Why was confirmed by the additional data.

- a. **Why: Reg unable to confront public and avoids even contacting them to sign up, let alone payment.**

Additional Data: Reg takes phone off the hook so public can't call-in. Reg always hiding in CF during student breaks. Dissem Sec has given up on giving orders to the Reg as he never does them. Treas Sec starting phoning and collecting APs which accounts for the last two weeks of up GI.

- b. **Why: DofP farming out org pcs to field auditors for kick-backs (commissions) depriving org auditors of public.**

Additional Data: DofP has been blown from the org for four months. Never was replaced. Reg refuses to sell auditing. Tech Sec has HGC Auditors sup'ing in Academy so more auditors can be made. C/S overloaded with Student C/Sing. Interne Sup has all internes on a co-audit.

- c. **Why: (Pluspoint Eval) PPO started doing short recruitment tours after being freed up by an assistant on the follow up on recruits.**

Additional Data: Asst PPO writes an average of 150 letters a week to prospect files and pjt prepares. A Pjt Prepare Board is up and being used. PPO recently did a Power Tour to Salt Lake City. Dir Pers has smoothed out the bugs on FP so that Recruitment Tours are better financed. HAS has slated one of the new expeditors to be D/PPO to do in-the-org recruiting and recruitment promo.

- d. **Why: Washing the dishes in the same old cold dirty water resulting in unkillable germs. (Sitn was outbreak of food poisoning.)**

Additional Data: The Cook never washes his hands. Food is not being kept covered in the kitchen. Kitchen gets washed only once a month. The meat being purchased from the butcher at half price was found to be bad.

- e. **Why: Dir comm can't read so routes particles to any old place.**

Additional Data: New expeditors have been used for ages to handle the comm. Dir Comm spends most of his time at Reception handling bodies and phone. Cope Officer is supervising the Expeditors in the Comm Dept. Dir Comm has been going to night school 3 times a week and can write now.

- f. **Why: Auditor never did his meter drills honestly and interiorizes into this in session.**

Additional Data: Auditor just admitted to having falsely attested to all his courses – never did read up on Meters, but skipped all those parts. Interne Sup admitted to not personally checking this dude out on his EM drills, but getting wrapped up with his other internes – thought the guy was reporting honestly to him about having passed his checkouts on the Meter.

Drill 3: Mechanism of Asking "Why?":

- A. Following are several points of data that "just popped up on your lines." Write down which ones you'd ask "Why?" on and of those, which strings you'd want to pull:

- a. Report from a public person that he was declared PTS "A" and sent away to "just go and handle."
 - b. Raving success stories from all recent grads, none of which re-signed up.
 - c. AH staff just got checked out on the recent HCO PL.
 - d. Academy student points just crashed to zero yet there are 32 students supposedly enrolled.
 - e. The folder page is busy running around routing pc folders.
 - f. WDAHs crashed because all auditors were stuck in cramming.
 - g. A new recruit signed up yesterday.
- B. Have a fellow student mock up an initial outpoint, a situation and a Why. Have him write this down without showing you. Then have him tell you the initial outpoint. Pull the string until you can say "it's this point" with regard to the Situation, and then pull further until you can say it's this point we have to handle as the Why.
- Then compare what you came up with to what the other student had written down.
- C. Repeat above again.
- D. Now find an outpoint in an org or area and, using the "Why?" mechanism, pull until you have found a Bad Sitn, Good Sitn or a No Sitn. Write it up.

Drill 4: Whys:

- A. Write down on your worksheets which of the following "Whys" fit under which of the following classifications: (i) Something you CAN do something about, (ii) Is something one **can't** do something about, (iii) Needs a "New Why" as it's actually something that kept falling out. (Use (i), (ii) or (iii) as the answers on your worksheets.)
- a. The Dir Reg has gone PTS again.
 - b. Org Bd misposted so there are only "Indians" and no "Chiefs."
 - c. Execs issuing the wrong kinds of orders.
 - d. Re-sign up line Routing Forms completely scrambled so that completions can't possibly get to the Reg.
 - e. Successful Div 6 indoc actions dropped once more.
 - f. Recruitment actions ineffective.
 - g. Accounts/payment data not getting into CF folders making Letter and other kinds of Registration useless and appear "off the wall" to public.
 - h. Sub-products, use of, fallen out yet again.
 - i. SP Cram Off who doesn't believe in or use P/L Keeping Scientology Working.
 - j. Treas personnel confused.

- k. Sups have stopped using the WIAC P/L Checklist which has gotten upstats every time it's put in and non-use of usually found to be the cause of the dropped stats.
- l. The blind man's seeing eye dog does not speak English.

Drill 5: The Change:

A. Following is a list of Situations and Data. From each section of data,

- (a) Locate the exact change and write that down on your worksheets.
- (b) Indicate which changes **should** be reverted, or . . .
- (c) Which changes would be a **liability** to revert.

a. **Observation: Backlogged pcs getting bit and piece auditing.**

Data: No daily schedules for auditors and pcs being done. While stats were rising, the ED was in the area Phase One'ing and getting pcs into session for intensive auditing and calling in field auditors to help out with the backlog. Then the Dissem Sec blew, and the ED had to go handle that area.

b. **Observation: Slow service at Jimmy's restaurant losing business.**

Data: The waitresses have been very slow lately. The new menu, though popular and based on good survey data, is extremely long and is causing waitresses confusions. It was found that previously the waitresses were Chinese schooled on the menu and did TRs daily. This has dropped out since.

c. **Observation: Dir Comm not pushing outflow.**

Data: Dir Comm was found to be holding down Reception and Telex Operator posts. It was found that there used to be several expeditors in the area helping out – holding Reception, helping out on the telex admin. Then, the HCO Cope Officer, after finding a few misroutes, forbade the use of expeditors in Dept 2. Letters Out stat crashed. Further investigation into the misroutes revealed that the expeditors had just not properly been grooved in on the org bd, so were sometimes confused on what to do with a particle.

d. **Observation: Snr Execs not using sub-products to get production.**

Data: During the upstat period it was found that Execs were industriously using sub-products to locate and handle production bugs in areas. These were closely followed up and were getting excellent results. It was found that the HES innovated an "improvement" in this and got the execs to put in a huge complex admin system on using sub-products which they just couldn't keep up with. Use of sub-products ceased.

e. **Observation: Cases being mis-C/Sed.**

Data: Investigation revealed that cases were being programmed backwards. The old good C/S was a Mission staff member whom the Mission pulled out as they were tired of the Org hanging onto him.

- f. **Observation: Call-in project not biting and org emptying out through completions.**

Data: Just before the sudden up-surge in Paid Starts it was found that the org was busy promoting public to come in and take services on cut-rate prices. After about a month of this, the AGF found out and ordered the practice ceased. Paid Starts crashed and call-in terminals ceased getting any results on call-in.

- g. **Observation: Books not being used as the first dissemination line.**

Data: This evaluator found it impossible to locate any one common reason as to Why books were just not being used or pushed as a Dissemination line. A survey of book outlets turned up completely different reasons by each terminal. Tracing back to when books were being used and sold liberally showed that the ex-D/Dir Promo and Pubs was heavily campaigning the use of books. He even had a game going on which outlets could sell the most books, and rewards were given the top book sellers. It was found that the Dir Procurement then started 3P'ing this kind of action and to be spreading around various rumours such as "books are too complex for public to understand," "Bookbuyers never come in anyway," "Why bother?," etc. The Dir Proc's black propaganda campaign was so effective that the D/Dir Promo and Pubs was shot down in flames and all attention on books ceased altogether.

- B. Now write up:

- a. What you'd do to go about reverting the changes that were cool to revert.
- b. What you'd do to find a better Why for the above changes that weren't cool to revert.

Drill 6: Recommendations:

- A. Have a fellow student or the Supervisor write up a brief Sit/Why/Handling for "Mount Gopher" org. You also write up a brief Sit/Why/Handling for Mount Gopher org. Now have a third person be Mount Gopher org. You and the second person are to now try and get Mount Gopher org to execute your handlings without any prior coordination.

Write up what happened.

- B. Now take the above "evals" and:

- a. Check if they agree data-to-data.
- b. Check for any cross orders.
- c. Once ironed out, now have "Mount Gopher" Org execute the eval.

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 MARCH 1977R
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Remimeo

Data Series 42R

DATE COINCIDENCE

STATS AS THE FIRST INDICATOR

The first indicator is usually stats. You can take a stat book of an org and look over its GDSes and know their interrelationship and find the outpoint, and then from that outpoint you will know what part of the org's folder to read. If you are doing evaluations by reading the whole folder, you're being silly. You're not interested in that. You're interested in this outpoint, because that's your first outpoint. Your first outpoint usually occurs in stats.

One outpoint, from stats, was tremendous quantities of bulk mail being mailed at vast cost after the stats had been brought up by regging, and then the stats collapse. That was the first oddity that was noticed from some Dissem stats. So it was a stat oddity. They were busy regging and they made a lot of money, and then they spent it on bulk mail and went broke. Because there was a stat oddity here. It meant the GI did not match the bulk mail. So it's an outpoint. It's inconsistent. Contradictory. Something's false. So right there, you're looking at a great big cracking outpoint. One or the other of those facts is a lie, or something's wrong. And we find out the real outpoint underlying it is wrong target. It's just number of pieces being sent out. They were mailing out fliers several times a week – sending scraps and calling it bulk mail.

Now just the fact that an org's stats are down is an outpoint.

Having found a downstat you look to see if the org ever did make money? If it was ever affluent. Just taking it from the standpoint of GI, was this org ever affluent? If the org was ever affluent, it must have been doing something right so you've got something that approximates its ideal scene.

You haven't approached data files yet. That's why stats are separate from the data files.

LOCATING A COMPARATIVE

So here's two conditions: (1) the stats are down, and (2) you can't evaluate one thing, as you learn in the Data Series, unless you have a comparative thing. You have to compare it with something. So you can find a period when their stats were up.

You find out that in July of 1969 Kokomo was really booming. It had nice climbing stats and they went up and up and up and up and up. And that rise started on the 6th of June. What did they do? In May and June of 69? Those are the two folders you want. Anything you

can find out about that org of May/June 69. That gives you something dimly resembling an ideal scene. It isn't *the* ideal scene, but it is certainly an upstat scene. That gives you a comparative.

If you were hot you would use your telex lines to fill in the missing holes. For instance, if you don't understand something, or if it looked like they moved in 1970 and you can't find out locally, and you don't seem to know whether or not they didlocation seems to be something important here – you could send a telex to somebody who might know and say, "Where were you located in June of 69? Where was this org located? Can you find out from anybody?" It might be important you see. This is just a collection of a little bit more data. You know that the org was doing something, at that time, that it isn't doing now.

I did just this when I wrote the PL "Selling and Delivering Auditing." I looked back when HGCs were really making the money and wrote that PL. This PL is in use in one org and they're really going to town. They're using the same system. A guy comes in to sign up, they say, "No you can't sign up for one intensive, thank you, you'll have to buy seven," or something. So he does, he pays the money on the barrelhead. That PL comes out of a comparative – a comparative of HGCs not selling much auditing and having a hard time doing so, and what they were doing in an earlier period.

So, when doing an evaluation (1) look at your stats, (2) find your outpoint in the stats, (3) find some comparative – find some period of affluence for the org, if you can, to give you some ideal scene for that org. That requires something of a pluspoint evaluation. Now you can do your outpoint evaluation. Because you've already got the outpoint, you don't have to read 8,752 folders.

ETHICS SITUATION

A while back, I asked the Data Bureau for the folders of a particular downstat org. The first folder came up, that wasn't even a complete month's folder. I looked through the folder, read scraps of what I was reading, picked out the reports I wanted. Scanned them. Pulled the outpoints out of them. Counted up the outpoints as to where they were going. And the thing just fell apart. The CO was unaware of the fact that Personnel was letting him down. That was their admin Why. And obviously the CO had to take that person in there off. And obviously there was something wrong with this CO. Now every eval done on that org since is grooving on straight down that same Why. We've tried to make orders, and we've tried to do this and we've tried to do that. But now an ethics situation has developed out of the thing. We got the admin Why all right. But an ethics situation developed as we tried to get this in. And notice that **the ethics situation develops when you try to get in the Admin or Tech why.**

In another area the ethics situation developed to such a degree that it then emerged – after an observation mission, after a handling was done and orders were issued – that they did not execute a single one of them. They were told to revert. They did not. Therefore an ethics Why was looked for.

Now I've just found out why people can't put in ethics. They don't know investigatory tech, and possibly in some cases their own ethics are out. If you put their own ethics in, they

will get in ethics further. The reason they assign broad conditions and the reason there are so many Comm Evs is they don't know how to investigate.

WHO WHEN

Someone was given an evaluation to do and had been on that for five days. I kept asking all this time – where's this evaluation? People must think I'm rushing them. Evaluators are slow because the evaluation is not being done in this sequence: (1) stats, (2) who was on where.

I gave an order to an evaluator to find out exactly when did a CO of an org come to Flag, and when did this person go back, because that would give you a stat comparison. That was how I found this person was the man-of-all-work and the scooting genius of that org. Now you're talking about ethics. It's the police action called date coincidence. It's how you locate geniuses and murderers. Body found in swamp. Her cousin arrived in town on Tuesday. Body found on Wednesday. Guy departed on Thursday. That's all the police need. That's called date coincidence. That's old time investigatory tech. It's still with us.

So, when were they gone out of the org, and when did they arrive back in the org, and what happened during that period of time? Important!

In the case of this particular CO, I found out that two other execs could leave the org and return and nothing happened – but when the CO left, the roof fell in, the front steps collapsed under everybody, and the staff went on vacation. I traced this down and I found out that this CO would run around the org wearing hats in rotation. She dived into Tech and wore the Tech Sec hat for a while, and then she dived into another area, and she wore that hat for a while, and the stats would go up. In other words, she supported that area by punching one area at a time. That was the way she was operating. So if she was all over the org like that, her obvious post was D/CO. We put her on that post, and the org has done well ever since.

Now that's a sort of ethics action in reverse. That's looking for who really pushes it. You don't just keep on looking for tigers. Tigers are probably more numerous than geniuses. But you could find that certain people have a vast effect on stats. This is how you evaluate a personnel scene. In another org, a guy took over and the place has been crashed ever since and it was right square on the stats. There is your most obvious ethics investigation by stats.

When you don't know, you've got to send an investigatory mission and it's got to be run well. Otherwise they just wind up shooting all the people that the staff complain about.

If you don't operate on a comparison every time – comparison admin Why, comparison on the stats, ethics comparisons – if you're trying to operate on a single datum, that single datum won't buy you any pie. Because it has nothing to compare with.

SUMMARY

What the Data Bureau gives us is experience. And that is huge files full of experience, but you've got to recognize what you're reading. You don't read everything! If you do you're

omitting an analysis of the GDSes and an analysis of who went on where. At a good time and a bad time.

What are you looking for? You're looking for the stat – look at your GDSes (this is for your admin Whys), tells you the big outpost, tells you what information you're looking for in the files – and you're only interested in that information. You start counting up that type of information and see where it lands, and the Why will practically jump out at you out of the folder. It is so easy! It just leaps right out. But you have to know what you're looking at.

In writing up one eval, an evaluator verbally gave me more valuable data than she had put into the eval. She was quoting reports. All you want to do is quote the steps of your investigation.

The Why has got to be specific. If a Why is insufficiently specific, it just can't be operated.

There's an admin Why, which is the normal one that you're trying to handle. There'll be an admin or tech Why and below that there'll be an ethics Why and above that there'll be a bright idea.

You have a criterion when you've got your evaluation all done, your handling has got to be bright – it's got to be a bright idea, that will actually drive those stats up – and something which can be operated. And if you do an evaluation that cannot be operated at this stage of the game, you're just wasting your time. Look at your resources. What can you do with what you've got? While you improve what you've got. It will all have to be done by a gradient. So the worse off things are the brighter you have to be.

When you do evaluations, you've got to be able to operate the resulting actions. If you write something that can't be operated nothing will happen. That at once tells you whether you have a good evaluation or a bad evaluation.

Do your evaluations in such a way that they are dead on – bang! bang! bang! – and then, that being the case, they have got to be something that can be operated. And the next thing you know your stats will go up.

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DATA SERIES EVAL DRILL 42R:

DATE COINCIDENCE

Data Series Evaluators Course
Drill Sheet for Data Series 42R
HCO PL 17 March 1977R
(Revised 15 July 1977)
DATE COINCIDENCE

Drill 1: Stats as the First Indicator:

- A. Out of each of the following groups of stats, write down the exact outpoint you'd be interested in:
 - a. GI soaring, Pd Comps & VSD in steep Danger. Pd Starts low and level.
 - b. New People in – Affluence, Basic Course Points & Comps rock bottom, Public to Reg – zero, PRPS NE.
 - c. GI level, Reg Interviews rock bottom Danger, Resign Up GI almost exactly the same as total GI.
 - d. Qualified Staff Hired Affluence, Fully Trained and Qualified Staff level at 5, Tech Admin Ratio flat.
 - e. VSD level, St Points Power, St Comps flat.
- B. Get a hold of a set of stat graphs. Find an outpoint in them.
- C. Then locate a comparative up stat period.
- D. Investigate and do a pluspoint analysis on the prior upstat period. Write down what the scene was that resembled an Ideal Scene.
- E. Analyze the existing scene and compare it against the earlier upstat/Ideal Scene. Write up what you learned from doing B – E.

Drill 2: Ethics Situations:

- A. Find an area in a local Mission or Org that has had Whys/lots of orders put into the area to straighten out, but hasn't yet straightened out. Pull strings to find the exact ethics situation.
- B. Compare what you found to be going on as an Ethics situation against the orders that were being issued into the area. Write up what would happen if the same orders kept being issued into the area without finding the Why for and handling the Ethics Situation you found.

Drill 3: Who-When:

- A. Get a hold of a Division's stats, that go back at least 6 or more months. Look them over. Then get a list of the personnel for that Division and what post transfers there were in that area for as far back as you have stats for. Compare appointments and removals against the stats. Write down who in the Division, past or present, would be a (a) Genius, (b) Tiger, (c) Didn't affect anything much or at all.
- B. Repeat Drill 3A above to the area you investigated in Drill 2B above. Write up what you found.

Drill 4: Specific Whys:

- A. Write down which of the following Whys aren't specific enough to be operable.
 - a. Div 6 changed their operating basis.
 - b. Wrong targetted orders being issued into the area.
 - c. FSM Officer off post helping out in HGC, dropping his comm lines and quotaing of FSMs.
 - d. Public Reges TRs have gone so far out they never handle the individuals in front of them.
 - e. C/S 25 lines messy.
- B. For those you found to be specific enough, above, make up resources and bright ideas for them.

Drill 5: Date Coincidences:

- A. Write down which of the following would be a date coincidence:
 - 1. Number of Staff Hired in Danger since 23 August.
 - a. New HCO Cope Officer came on post 4 Sept.
 - b. Enturbulative recruit came on lines 12 August.
 - c. PPO got sucked into the Mimeo backlog all-hands on 20 Aug.
 - d. HAS got a new car on 22 Aug.
 - 2. WDAHs crashed by 150 hours on 3 June and has remained level since.
 - a. HGC Admin on vacation from 10 June to 24 June.
 - b. DofP forbidden to call in any field auditors to help with the backlog on 29 May.
 - c. Two HGC auditors got sick on 3 Sept.
 - d. HAS or Qual haven't drilled the C/S Series 25 lines since February.
 - 3. Letters Out shot into Affluence since 10 November.

- a. FP didn't OK enough postage money on 3 Dec.
- b. New Dir Comm on post 5 Nov.
- c. CF backlog is being handled during the last month.
- d. Letter Reges got new typewriters on 20 Nov.

B. From your investigation in Drill 1B – E, find the Date Coincidence.

Drills: Summary:

- A. From your investigation in Drills 1B – E and 5B, investigate further as needed and write up the Admin Why and Ethics Why.
- B. Check over the Whys found in A above – are they specific enough to handle? If not, correct them.
- C. Examine the resources, get a Bright Idea. (Give this to the EC of the Org/Mission for their information.)

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 MARCH 1977R
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Remimeo

Data Series 43R

EVALUATION AND PROGRAMS

CAUSING STATS

I've learned this over the years: The entirety of our stats are internally caused. **We can cause stats at will.** External actions don't affect them.

A newspaper can write reams of entheta and it doesn't affect our stats at all. We get good publicity-it doesn't affect our stats. It's totally internal.

The public demand is apparently exactly as great as we put the wherewithal in their hands with which to demand-apparently exactly proportional. You get as great a response as you require.

Therefore, the more efficient your org is, the greater response you will get. It's that elementary.

The test of an evaluator or executive is: "Can you get your org to do a constructive thing at once without any flashback or any nonsense, and will it occur in such a way as to increase stats promptly? If so, you're a good administrator. If you can't do that, we have all kinds of paint to scrape."

It's just that: The guy can produce an effect or he can't.

And if you run a managing body that way, all of a sudden the staff will get happy and cheerful producing effects; everything will be fine-because they'll become at cause.

That is the essence of hatting. The person can then come up to cause and he'll get sane, productive and cheerful.

Actually, it takes a very able guy to do an administrative line. A ditchdigger has to have a solid line of his arm and a shovel, and that's as far as he can produce an effect. That's why he's a ditchdigger.

Now for a guy to produce an effect at 7,000 miles without any solid beam-he has to be right on the ball. He has to know his business.

SPEED OF EVALUATION

There was once a situation in an org which was very interesting. Apparently the ED was stopping the reports of the LRH Comm and Flag Rep, so no one was about to find out what was going on in that org. But if the manager had been on the ball, all he would have had to do was to look at that data file and find those reports missing and know that there was something wrong-and it would have been detected a long time before.

What you're up against is that most of your evaluation is on omission, and the toughest outpost for anybody who is not familiar with the scene to recognize is an omission.

The speed of recognizing outposts determines the speed with which one can evaluate.

You wonder why it takes people so long to evaluate. It is simply that they are too slow in recognizing an outpost.

The inability to recognize an outpost is reasonableness.

It's that thing, reasonableness. We've been talking about it for years. That's just the inability to recognize an outpost.

There was a fellow out in the field saying "I think we have done all right in the past"-meaning "without the Data Series"- "in our thinking and planning." He didn't think he had to take a Data Series course or something. Whereas I was literally getting rivers of outposts from him and his area. He didn't recognize them as such.

Well, what he didn't appreciate is that this is a brand new way of thinking. Man prides himself on being logical so that he has never based any system on illogic-except humor. You have to learn to think backwards-you learn to think backwards, and boy can you think forwards. It's like a dichotomy, positive-negative. If everybody omits the negative all the time, they never get to the positive.

A lot of people are on a stuck flow of being sensible and sane-and that winds up in stupidity. So they get reasonable. Their confront of evil isn't up to it-basically, their confront of outposts.

The ability to recognize outposts will exactly monitor the speed of evaluation and the ability to handle the scene.

An evaluator cannot say, when he hasn't received any reports for 21/2 months, that he doesn't know what to do because he hasn't received any reports . . . he'd better be able to recognize an omitted report when he sees one and that there is a situation and he had better take action to remedy that situation NOW.

INACTIVITY

Now, nobody ever does nothing. They never do nothing. You have to look around to find out what he **is** doing.

If it's an exec who can't get juniors to produce, he could probably be putting a stop on production lines. A Why is findable to such a situation. That's probably an ethics scene. But you still will find a Why. You always find a Why for the situation. In other words, he's in a personal situation of some kind or another. He might be able to function, himself, as a junior or he might not-but for a guy to sit there with completely idle staff members and not notice it, with their areas wrapped around a telegraph pole-quite reprehensible.

In investigating one inactive Esto, I found out she was operating under an order that she was not to Bait and Badger until she was trained on it-and there were probably many other things she "was not permitted to do." She accepted an illegal order not to do certain Esto actions. Found out one, probably if we had investigated further, why we would find more. In the first place, if anybody has read the Esto Series, he'd find out that you are an Esto (it says it right in the beginning) and that's it. It doesn't matter if the guy has studied it or not studied it, he's an Esto and he's supposed to do the job. So it was a violent policy violation as well as keeping someone from doing her job.

EXPANSION PROGRAM

An expansion program is for getting an org built. It's based on an evaluation for that org. There is a way you could go about this. Suppose you wrote Kokomo and said,

"What should be done about Kokomo?" You get a bunch of answers from the whole staff-compulsory answer, not a couple of guys. Evaluate from that what their level and tone and that sort of thing is. And you could then form up, based squarely on policy and forming the org, an expansion program.

The expansion program is actually a very basic org rudiment function, but which would be adapted to that org, and within the reality of that org. Highly specialized-and it's terminable. The person executing it, when he gets through with the thing-that's the end of that one. Now let's get another entirely new program.

You could actually do it on a blanket basis where each org was treated as an individual org. Then you'd know what policies to get in in this org. You just ask them, "What should be done about Kokomo?" "What should be done about Keokuk?" they'll tell you. Then you could go down to your Data Files and do an evaluation for the expansion program.

You can thus use knowledge of the org's troubles and the staff interviews as the basis for an evaluation.

There has to be an immediate organization for production, according to the Prod-Org system. However, long-range, long-term organization actions have got to be done by somebody because the Prod-Org system tears an org to ribbons. There's got to be somebody putting an org there who's not directly involved in that immediate scene. He's got to put it there adroitly enough so that what he puts there expands its production so as to pay for the additional organization.

It's quite neat, that type of program. As they get executed along the line, they wind up with an increased production. Every three or four targets that are done, why all of a sudden you've got more production. There could be some good long-range targets like "Get 30 auditors" -probably could take a year or more to exhaust such a target.

But note-such an expansion program wouldn't go on your *production* program execution lines at all. Your long-term organizational actions go on another line than your immediate production actions.

PRODUCTION PROGRAM

Such a program is something concerned with handling an immediate situation which had to do with immediate production. Right now. Such as:

Why: Division 6 doing all the sign-ups for Division 2.

Handling:

1. Get a Registrar on post in Division 2, right now.
2. Then get an Advanced Scheduling Registrar on post immediately.
3. Then get three letter writing Registrars on post at once.
4. Get them functioning, production, immediately.

It's a "right now" scene.

A short-term production program ought to expire within 30 days-it becomes staledated within 30 days. Some of them become staledated within 10 or 15 days. So you need a very hot, very fast line of very quick compliance.

It already takes quite a while for the reports to get to the files through the mail so that you know what the situation is. You're already 10 days behind the gun-10 days, 2 weeks late. And then it's going to take maybe another week to get it assembled-to know that there is a situation and evaluate it and get it through and ready. So you're operating on about a 3-week average comm lag. You have to make up for it at the other end of the line-get this thing done now-now-now.

And you've got to have someone there to get it done.

The eval probably will not save the bacon of an org for the next two years. It will be lucky if it keeps the stats bolstered for six weeks-then something else will go out. By that time, why Div 6 will have become completely confused because it is not now being permitted to do all the registration of the org, so therefore it would have gone out of existence, and the Registrar would have left, so now we would have to evaluate and handle Division 6.

It goes tick-tock. From one situation to another.

There are different types of evaluation. There'd be a divisional evaluation. There could even be a departmental evaluation. There could be an org evaluation. An executive stratum evaluation. And so on.

You could have several evaluations going at the same time, but they would have to be different divisions or areas, otherwise you'd cross up like mad. Normally speaking and in theory, that would be possible. But in fact a competent evaluation would find the imbalance between divisions.

The operative word is current evaluation. You could push a current evaluation. How wide is present time? Well, that's a matter of judgment, but a year-old evaluation would be pretty much not current.

FIRST TARGET

Your first program target must always be a production target-but you can't, in actual fact, write a pure production target. It would be impossible to write a pure production target because somebody would have to do it, and the moment that you have somebody there to do it you have organization. So there is a certain amount of organization that comes into it.

If I were evaluating an org right now, say its Dept 7, 1 would have to include in it as its second target, beefing up Dept 7. First target would be for Dept 7 to do anything it could to handle its collections. And the second target would be to beef up that department forthwith, bang bang! Otherwise the production would not continue. It would break.

So, as mentioned earlier, there has to be immediate organization for production.

TERMINABLE TARGETS

Now how do you like a target like this: "Maintain friendly relations with the environment." How do you like that target? It is utterly completely not a doingness target. It isn't a target at all!

Now if it said: "Call on so and so, and so and so and make them aware of your presence . . ." and so forth, it could have a **done** on it.

Targets should be term inable-doable, finishable, completable.

REPEATING TARGETS

There is such a thing as a repeating target. You can accomplish it many times-it's like when you do org rudiments. Every time they do one of those targets a compliance is added to the compliance stat.

This is especially true of some targets in expansion programs.

FOUR-PRONGED ACTION

In operating orgs, you've got a four-pronged action. A division of duties.

- Somebody gunning these orgs up to expand. You have to get in certain structural functional actions for an org to expand. You have to have somebody working on founding and expanding the org against production, for real. You could do an evaluation for an expansion program, and have this person beat it in. This is your long-term organization.

- Somebody driving in the production programs that remedy the current situation and production actions. Those programs are based on evaluations of the current status of an org from the viewpoint of production. Not from a viewpoint of its organization. You do have to do a certain amount of organization to get any production, but it's short-term organization.

- You've got the general org being run on its day-to-day basis by what was once known as the Assoc Sec and is now the ED.

- You've got the Guardian Office handling the public and indispensibility of Scientology. Handling the public, handling legal and handling other things. They're outward facing.

There you have your four-pin structure of your org drive. Those lines go very sleek.

Compiled from
LRH taped conference
"Programs Bureau and
FB Lines and Functions"
7309TC27 SO

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 MARCH 1977-1R
Addition of 20 March 1977
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Remimeo

Data Series 43-1R

EVALUATION SUCCESS

To show that evals on individual orgs and getting programs done *does* raise stats the following brief review is published:

Around mid-July I got on the eval approval lines for about a week and had orgs of one continent evaluated by some Flag evaluators.

We got several evals through, severely according to the Data Series rules.

Here are the results of 7 of them.

8. Program was reported fully done. Stats went up.
9. 18 July eval. Pgm was almost fully done. Finance got bugged. Org crashed 22 August 74.
10. 22 July eval. By 15 Aug stats had gone **up**.
11. 21 July 74 eval but not started on until 26 Sept 74 as Study Manuals were delayed on which eval depended. Org stats after eval began to be done went **up** and by the end of Oct hit highest ever almost across the boards.
12. 20 July 74 eval. Started on 10 Aug 74. Half-done. By 24 Oct stats went **up**.
13. 23 July 74 issue. Bugged. Not completed. Stats went up first couple weeks. Org crashed 24 Oct 74. (Eval was also cross-ordered by removal of CO.)
14. 23 July 74. Three-quarters done. Stats went **up**.

Thus 5 out of 7 of the above evals were successful.

The two that failed were obviously insufficiently broad as other matters got in the way of them. The evaluator could not have had the real situation. Means not enough preliminary work to find the area that should have been evaluated.

VERBAL TECH

Verbal tech on a DSEC should be severely handled if found.

Note that the evals as above were very *purely* supervised referring only to departures from the Data Series P/Ls.

Pure eval per Data Series 33R was the push on getting the evals done. I was simply demanding full Data Series P/L application.

The reason for verbal tech is Mis-U words!

FAILING EVALS

-It is pretty easy to tell if an eval is getting done or if it is failing. The two poor evals in the 7 just weren't watched fast enough by the evaluators. You cancel a failing eval fast and do a better one.

Failing to cancel or redo a failing eval on an org would be the real reason for that org continuing to go down.

SUMMARY

If you got 5/7ths of all our orgs purely evaluated, no nonsense with verbal tech, you would have booming Int stats!

Just like pcs-unprogrammed pcs fail-and pcs audited with hearsay tech fail! Orgs without evaluated, pushed programs for that org tend to fail. And evaluations done on hearsay tech are a waste of paper.

How about it?

A boom or crash?

It's up to **you**.

Compiled from
ED 552 Flag, by LRH
4 November 1974
EVALUATION SUCCESS

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Founder

As assisted by
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DATA SERIES EVAL DRILL 43-1R: EVALUATION SUCCESS

Data Series Evaluators Course
Drill Sheet for Data Series 43-1R
HCO PL 18 March 1977-1R
(Addition of 20 Mar 77, Revised 14 June 77)
EVALUATION SUCCESS

Drill 1: Determining Success:

- A. Write down which of the following eval results indicate a successful eval:
- a. Keokuk GI Eval: GI rose for three weeks after eval done, then crashed. Found eval wasn't even implemented. The ED disagreed with it.
 - b. Bongoville: PDC soared, as did VSD and Pd Starts. GI rose a little but is shakey.
 - c. Tripoli: Mission never sent. Stats stayed the same.
 - d. Jackson: Eval done on 4 March. Stats went up.
 - e. Pebble Beach: Eval on HGC implemented 28 July. WDAHs rose a little but then declined. VSD and # of Intensives remained in danger.
- B. Now write up what would have to be done with each eval mentioned above.

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(Taken from LRH OODs item
of 15 October 1973)
(Revisions in this type style)

Data Series 44R

SUPER EVALUATION

I have examined four evaluations recently and have found in each case that the evaluator had not gone to the trouble of looking in obvious places for data.

In each of these cases, personnel whose personnel folders had not been looked into and whose ethics files had not been examined were concerned. In the last one, a person was being proposed for promotion to a high executive position in an org while the stats for the past week demonstrated that his area was seriously downstat, *the matter even being mentioned on the current battle plans.*

It is not how much you read, it is where you look. In the Data Files, if one is examining the statistics of a division, one does not read all manner of reports from other divisions and other personnel. One has to be selective and right target to get his data.

Statistics (as fully outlined in statistical management PLs) are the dominant factors in an evaluation, and most evaluations begin on the basis of statistics which are either sufficiently high to merit examination so as to be reinforced, or are too low to be viable. These read in conjunction with other statistics usually give you an org situation.

When one discovers a series of outpoints, there is generally a situation underlying them.

From the statistical trail, or the gross outpoint trail, one can locate a situation, The situation is then evaluated by looking for and finding the exact data which applies to that situation. From this one can find his Why, and once this is found he can get a bright idea.

A program can then ensue which terminatedly handles that situation.

Evaluations cannot be done in any other way. The moment that you apply humanoid think to the subject of evaluation, you lose.

In the last evaluation I looked over, the evaluator obviously had not gone to personnel files, data files or any other files but had simply read some PR despatches written by the guy himself and had taken single-source data and decided to promote the person to the control of an area. Statistics demonstrated at once that the person's stats were down, that practice evaluations done on that very org existed, and that the ethics and personnel files of that person would never have suggested any promotion and on the contrary would have suggested demo-

tion. This would have made a very dangerous situation in the area, would have victimized a great many good people, and would have played hell with Flag statistics.

*Persons "evaluating" without having looked at the vital data concerned with their evaluation, are subject to a Court of Ethics on the charge of **false evaluation**.*

While this might be looked on some as a deterrent to evaluating at a// when evaluations are vital, remember that it is better to handle one person, the evaluator, than to tie up and maul a thousand people with a program based on a false Why

Evaluations not only can be done but are quite magical in handling things when the evaluator knows what he is doing and when he looks for the information he needs to evaluate in the places where that information exists.

It is out of correct and brilliant evaluation that high stats are made.

We have superlative tools, we must use them right.

Compiled from
LRH OODs item
15 October 1973
"Super Evaluation"

L. RON HUBBARD
Founder

Assisted by
AVU Aide,
Evals Officer and
AVU Verif Off, Flag

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DATA SERIES EVAL DRILL 44R: SUPER EVALUATION

Data Series Evaluators Course
Drill Sheet for Data Series 44R
HCO PL 20 March 1977R
(Revised 15 June 77)
SUPER EVALUATION

Drill 1: Where to Look:

- A. In the following, write down which sources of data you would use/look into.
1. Scene in Treasury is strange . . . C/B about to cross and no bills being paid. (You as evaluator are evaluating the scene from inside the org.) Which of the following would you do:
 - a. Ask the Dissem Sec where the money is going.
 - b. Examine the FPs for the last few weeks.
 - c. Check the files in Treasury to find out what shape they are in and what date-line system is in.
 - d. Look for backlogs in Qual Cramming.
 2. You're situated in a Management Org. One of the orgs you manage has suddenly stopped auditing anyone – at least they appear to have stopped because WDAHs crashed to zero for 3 weeks.
 - a. Look over the Weekly Dissemination reports.
 - b. Comb closely through all the reports in the files for the last 6 months.
 - c. Dig out the DofP and delivery reports for the last month.
 - d. Read the last few weeks worth of Staff Enhancement reports to see if staff are being audited instead of public.
 3. You're in a Management Org again. You find that HCO stat of Tech/Admin Ratio has crashed drastically. You receive a frantic telex from the Tech Sec that all her auditors are being routed out and could you please help.
 - a. Read over the Personnel reports.
 - b. Telex the org for more information on Div 6.
 - c. Telex out for a fast investigation of who is being routed out, why and by whom.
 - d. Dig through the Ethics and Personnel files of the new PCO.

- B. Now write down a few more places you should look into for data for Drill A 1-3 above.

Drill 2: Situations:

A. Write down which of the following scenes described below you would investigate further for a Situation:

- a. Yes Sir, the scene is really looking up this week. The auditors all got 12 hours in the chair, and the internes finally got some checkouts so should be auditing too in the next month or two. The DTS has put up the most magnificent scheduling board – took him all week, but it really enhances the HGC space. The DofP was on the phone to a few pcs this week – claims the DTS is not wearing his hat, but I don't know about that. The ED was all over my back – which bugged the hell out of me – I felt everything was going fine. WDAHs were up from 23 to 25.
 - b. There was a real fight at FP this week. We'd gotten orders down to re-do our FP No. 1 – and boy was it a mad scramble to fit everything in. I feel that I wasn't given enough for xerox paper because the HAS was very insistent that more was allocated to postage – which she got. The Dissem Sec won over the conflict between her and the Treas Sec on who would get a higher amount for Stationary – but then, Dissem with all those Letter Reges does use more stationary. The AGF commended all of us for a job well done – took a bit, but we did it!
 - c. Hey wow! I've never seen so many staff at study before. The SSO has been being an absolute terror about it – been using ethics gradients too. At first there was a lot of flak but now things have calmed down. We had 5 Hat completions this week and 2 SS IIIs!!
 - d. It's been very quiet in HCO this week. Thank goodness! Last week it was so noisy – but we cleared everyone **out out!!** The E/O now is only seeing people in the mornings (when all other HCO staff have their In Basket Time), the Recruiter has been moved to a back office where he won't disturb us with all his traffic. We had to take his phone out as it was ringing all the time – such a distraction. The Dir Comm has educated the org into delivering their own comm so he can concentrate on working with our two Mimeo personnel on getting out all the PTS A declares the E/O has been writing – he's real good at shunting them out of the org where they won't bug us. Ah! Here comes the Dir Pers with our coffee – now for a nice long coffee break. (Oh – by the way – I've confiscated all policy files in the org. People were dog-earing them too much.)
- B. Now write up exactly what you'd do to find the Situation in the examples you picked out as having underlying situations above. Include writing up what strings you'd want to pull to find the sit.

Drill 3: Personnel:

- A. The Dir of Training has just been Comm Eved off post. A replacement needs to be promoted. There are the following people in Dept 11. Who would you pick?
- a. JOE SCHMOE – Course Admin. OCA down on the right. Low IQ. Makes case gain, but is handling a PTS A Sit before he can complete his DRD – but the cycle has been dragging on for months. Stats – Normal, but volumes of complaints from students about missing materials so stat is suspect.
 - b. EDIE GARDEN – Basic Crses Sup. Stats in Affluence. OCA and other test scores fair. Is moving well in study on the HPCSC, makes case gain.
 - c. JACK SPLAT – Stats in Danger. Has a hard time getting students on schedule and on course at all. APT score rock bottom. Fat ethics file.
 - d. MIKE SPIKE – D/DofT. Stats are in Normal. Recently demoted from Tech O/O for being unable to recruit. Has a thick ethics file. Appears to be under going ethics change by stats though. C/S reports he makes little TA.
- B. Write up what/where would you look for data on personnel. Be specific.

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