

ORGANIZATION EXECUTIVE COURSE

BASIC STAFF VOLUME - OEC 0

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

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YOUR POST

A post in a Scientology Organization isn't a job. It's a trust and a crusade.

We're free men and women probably the last free men and women on Earth. Remember, we'll have to come back to Earth some day no matter what "happens" to us.

If we don't do a good job now we may never get another chance.

Yes, I'm sure that's the way it is.

So we have an organization, we have a field we must support, we have a chance.

That's more than we had last time night's curtain began to fall on freedom.

So we're using that chance.

An organization such as ours is our best chance to get the most done. So we're doing it!

L. RON HUBBARD

CO - Commanding Officer																				
HCO EXEC SEC									ORG EXEC SEC											
Executive Division 7			HCO Division 1			Dissemination Division 2			Organization Division 3			Technical Division 4			Qualification Division 5			Distribution Division 6		
Source	Existence	Conditions	Recognition	Communication	Perception	Orientation	Understanding	Enlightenment	Energy	Adjustment	Body	Prediction	Activity	Production	Validity	Improvement	Correction	Purposes	Clearing	Realization
Dept 21	Dept 20	Dept 19	Dept 1	Dept 2	Dept 3	Dept 4	Dept 5	Dept 6	Dept 7	Dept 8	Dept 9	Dept 10	Dept 11	Dept 12	Dept 13	Dept 14	Dept 15	Dept 16	Dept 17	Dept 18
Office of LRH	Office of HCO Exec Sec	Office of Org Exec Sec	Dept of Appearances & Personnel	Dept Communication	Dept of Inspections & Reports	Dept of Promotion	Dept of Publications	Dept of Registration	Dept of Income	Dept of Disbursements	Dept of Records Assets & Materiel	Dept of Tech Services	Dept of Training	Dept of Processing	Dept of Examinations	Dept of Review	Dept of Certs & Awards	Dept of Field Activities	Dept of Clearing	Dept of Success

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 APRIL 1969
(HCO PL 2 July 1964 Revised)
(Cancels HCO PL 25 Jan 1966, Issue III)
(Corrected and Reissued)

Remimeo

**BULLETIN AND
POLICY LETTER DISTRIBUTION**

Effective at once, the following is the policy on Distribution of HCO Bulletins and Policy Letters issued from WW.

**ORGS
REMIMEO**

(Remimeo means mimeo copies to be made by the Org)

Only an electronic stencil will be made of all Remimeo HCO Bulletins and Policy Letters and mailed to each Continental Org (or Zonal Org).

The Continental Org (or Zonal Org) is then responsible for running off HCO Bulletins and Policy Letters for their nearby Central Orgs. However, when an Org gets large enough it may have its own stencil sent to them to run off copies for their own staff and students.

A Continental Org (or Zonal Org) receiving a stencil as above is responsible for all copies to be issued to the nearby Orgs, which are dependent upon it. The local Org (if it hasn't been sent a stencil of its own) may not Remimeo and re-orders will be at charge payable by the local Org to their issuing Org at locally arranged prices.

**ORGS
NON-REMIMEO**

(Non-Remimeo means HCO Bulletins and Policy Letters which are intended for use but only by executives and therefore of limited distribution. It means not to be mimeoed again by the receiving Org.)

On Non-Remimeo a very few copies are sent to the Continental Orgs and they in turn distribute to their nearby Orgs.

There are two classes of Non-Remimeo: General Non-Remimeo and Limited Non-Remimeo. General Non-Remimeo distribution is based on 1 copy for Master files, one copy to LRH Comm, one copy to The Guardian or A/G, one copy each to HCO ES, OES, PES, one copy to the reference files of all HCO Bs and P/Ls kept in Reception for staff, one copy to the head of the Department concerned and one copy to the post in the Dept concerned.

Limited Non-Remimeo means that copies only go to Master files, LRH Comm, The Guardian or A/G, HES, OES, PES.

When compiling a mailing to a *stencil receiving org* of Non-Remimeo, one takes the number required by the local Orgs served by the Continental Org and sends that many to the Continental Org. In its turn the Cont Org retains enough copies for themselves (including the Cont Exec Council) and sends the correct number to each Org they serve.

These are the standard mimeo distribution symbols:

- Remimeo
- General Non-Remimeo
- Limited Non-Remimeo
- SH
- ASHO
- Franchise
- Students
- BPI
- MA (Magazine Article)

Other *special* distribution may be indicated such as SHSBC, or Class VIII.

REMIMEO

This indicates main technical or Policy material.

Received by the Cont Org (or Zonal Org) in stencil form, copies are run off for their staff, and for the staffs of their nearby Orgs and for their students as they wish. They keep the stencil on file for additional copies as needed. They file copies in their Master and general files in each Org including the receiving Org.

The stencil Orgs have considerable discretion in how many they run off, how many they send smaller orgs (but they must insure 1 copy for each staff member in the local Org of Remimeo issues), whether they issue to students or not. But they must keep the stencil for re-use and file in their own Master files with the copy clearly stamped MASTER COPY.

LIMITED NON-REMIMEO

It is usually important that this does not get wide distribution as it has to do with Org know-how, planning, etc, and could be misunderstood. So it is not Remimeoed or strewn about. It may be taken up in Staff meetings but that is about all. One *never* republishes a Limited Non-Remimeo in a magazine.

GENERAL NON-REMIMEO

The same as Limited Non-Remimeo but somewhat broader.

These usually deal with broader points of Admin or Tech of interest to one or two production departments as well as the LRH Comm, The Guardian or A/G, HES, OES, PES.

Again, they are never strewn about or broadly republished as they could be misunderstood.

FRANCHISE

Franchise receives for a small fee technological materials, up to his level of classification. The Franchise Officer WW receives one copy for his files and one copy for each Franchise holder he is going to mail it out to. See HCO PL 20 Feb 1969 for local org supply lines.

BPI

Broad Public Issue (BPI) is a designation that sometimes appears on a Policy Letter or HCO B. This follows the same distribution procedure as for Remimeo, with the exception that it is also put in 'The Auditor' and Cont magazines.

These policies have become necessary by reason of new lines coming into existence and various changes of the past needing clarification.

In recapitulation, mimeos may *not* be issued except as designated, *extra* copies may not be furnished except for *cash payment*, and paper and postage waste must be kept reduced. Fewer pieces make faster lines.

There's one exception to the above and that is the BULLETIN CHECK LIST.

This is issued *once each month*, before the 15th of the next month. It will be air mailed to all Scientology Orgs independently. No electronic stencil is cut for it. Two copies, one for the HES and one for the LRH Comm, are sent by air mail to each Scientology Org independently.

This cross-checks whether or not the mimeo distribution system is working. In listing all mimeos sent, the distribution designation of each is given on the Bulletin Check List.

Where a relay point temporarily breaks down, its related orgs will receive independent service direct until the matter is repaired, a matter which is up to the Dir Comm WW and LRH Comm WW to work out.

PERMISSION TO MIMEO

Nothing may be mimeoed or distributed on these lines unless it has been okayed by LRH, to prevent extraneous traffic from jamming the lines.

POSTAGE

Study to lighten postage, particularly air mail, for both World Wide and Cent Orgs.
Reduce it.

Revised for re-issue by:

LRH Comm WW – Rodger Wright
Qual Sec WW – Jim Keely
HCO Area Sec WW – Bruce Glushakow
Ad Council WW
LRH Comm WW – Rodger Wright
The Guardian WW – Jane Kember
for

L. RON HUBBARD
Founder

LRH:ei.cden

[Modified by HCO P/L 29 January 1970 Issue II, FREEDOM TO REMIMEO, in the 1970 Year Book]¹

¹ Note: Year Book 1970 is not available until now.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 8 SEPTEMBER 1969

Remimeo
Item 1 OEC Chksht

THE ORG EXEC COURSE INTRODUCTION

This course contains the basic laws of organization.

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

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

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

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

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

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

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

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

Of course there are hundreds of other "Pol Ltrs" that haven't been shown to the friend of the president. It takes years for new ideas to "leak" into public consciousness. It took five years for the medical professors in universities to begin to teach that aberration could come

from the "birth engram". In 18 years, only a handful of medical doctors accepted that mental image pictures caused aberration. In 19 years only a few medical doctors could also audit.

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

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

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

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

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

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

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

Any failure of these basics and policies is ignorance of them.

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

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

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

And I assure you that in a mis-organized society the individual loses out. Even dictatorships come about only because the citizen doesn't know basic organization. Thus authori-

tarian rule exists only to the degree that its subjects are ignorant of the fundamentals of organization.

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

L. RON HUBBARD
Founder

LRH:ldm.ei.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 MARCH 1967

Qual Div for action
Org Exec Course
Info Exec Secs Secs

ORG EXEC COURSE²

Effective date April 15, 1967

In addition to checkouts on HCO Pol Ltrs the Org Exec Course is expanded to include the following (with the former materials mentioned again):

1. A review of all former other admin activities pre-Scientology and disagreements all off. Also Remedy A & B on Admin words and subjects to floating needle.
2. *Complete* staff hat (regardless of staff status) with all comm colour flashes, how to write desp, comm centre, etc. Drills between two students or more.
3. Admin procedures (those in use, such as where in-out baskets sit, stale date, how to file, materials needed like stapler, staple puller, sellotape, etc at an exec's desk, how to send and receive despatches, where a telex is put on a desk, etc) so he can operate effectively and on a standard pattern. Sample desks and drills between two students or more.
4. A fast resume of materials we have on how to study.
5. A study of the pattern of the org including figuring out its evolution from 1950 from past Pol Ltrs, notes, guesses. All Pol Ltrs on pattern and theory of 7 Div Board. Ends on ability to draw current org board from memory with Divs, Depts, Sections rapidly.
6. All Ethics Policy Letters covering both theory and practice of Ethics with a study of the actual Ethics systems. Include Chaplain's Court.
7. Study of org Pol Ltrs regarding Board, then Exec Council, then LRH Comm data, Issue Authority, how to pass Pol Ltrs and EDs, then Ad Council full procedures.
8. Study of Pol Ltrs Division by Division.
9. Admin Know-How Pol Ltrs.
10. Remaining Pol Ltrs not covered above.
11. Relationship, admin and financial, of LRH to orgs.

² This policy letter was written before all the policy letters have been collected and the OEC volumes have been put together. The here mentioned "Org Exec Course" was a forerunner of the later course we call today the OEC.

12. A thesis of 500 or more words on the theory and practice of administration in Scn, why it exists and what would happen if it didn't.

The authority and action for the exact listings under the above headings is the Qual Div Organizer WW.

(Note to Qual Div Org. The Pol Ltrs have been divided by Divs at SH. Do not write new materials for this course, just gather and folder it and set up a sample Exec Desk for part 3 above. Copy my desk and equipment for the model of your practice desks. See any old SH WW LRH Comm for data on the last.)

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 SEPTEMBER 1969

Remimeo

STABILITY

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

The best guarantee of stability is administrative skill.

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

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

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

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

The torrents of laws and directives passed by legislators or even boards of directors are 90% of them made necessary by earlier failures in getting earlier laws or directives enforced.

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

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

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 OCTOBER 1969

Remimeo
BPI

ORGANIZATIONAL ENTURBULENCE

The enturbulence (commotion and upset) in an organization is directly proportional to the ignorance or absence of policy and purpose.

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

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

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

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

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

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

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

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

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

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

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

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

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Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 9 NOVEMBER 1968

(Corrects earlier P/L of same date and title.
In 4th para, 1st line, the word "flow" is corrected to "flaw".)

Remimeo

Important

STANDARD ADMIN

This is the first Policy Letter on **Standard Administration**.

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

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

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

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

So, just as we blasted our way to 100% results with **Standard Tech** so we can thunder straight through to victory using **Standard Admin**.

DEFINITIONS

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

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

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

Basics means "basic-s something that is basic: **Fundamental**".

Base means "the bottom of something considered its support".

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

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

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

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

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

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

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

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

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

An Army delivers blows to the enemy and gets recruits, material and pay from the government.

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

THE BEST ORGANIZATION

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

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

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

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

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

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

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

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

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

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

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

- (a) The basics of organizations
- (b) The purpose of the organization
- (c) The basic actions necessary in the organization
- (d) The potentials of the area in which the organization exists
- (e) The needs and desires of the area or people the organization serves
- (f) The economics on which the organization will operate.

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

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

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

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

So, in **Standard Admin** we are acquiring

- (a) A knowledge of basics
- (b) The basics that exist in and around a specific organization
- (c) The ability to handle those basics with such speed and certainty that it seems instinct.

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

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Founder

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VITAL DATA ON STUDY

One of the biggest barriers to learning a new subject is its nomenclature, meaning the set of terms used to describe the things it deals with. A subject must have accurate labels which have exact meanings before it can be understood and communicated.

If I were to describe parts of the body as "thingamabobs" and "whatsernames", we would all be in a confusion, so the accurate naming of something is a very important part of any field.

A student comes along and starts to study something and has a terrible time of it. Why? Because he or she not only has a lot of new principles and methods to learn, but a whole new language as well. Unless the student understands this, unless he or she realizes that one has to "know the words before one can sing the tune", he or she is not going to get very far in any field of study or endeavour.

Now I am going to give you an important datum:

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

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

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

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

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

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

That is why we have a dictionary. It will not only be the new and unusual words that you will have to look up. Some commonly used words can often be misdefined and so cause confusion. So don't depend on our dictionary alone. Use a general English language dictionary as well for any non-Scientology word you do not understand when you are reading or studying.

HOW TO USE A DICTIONARY

Some words that a student misunderstands and looks up can yet remain troublesome.

It's this way: The student runs across a word he or she doesn't understand. He or she looks it up, finds a substitute word and uses that.

Of course the first word is still misunderstood and remains a bother.

Example: (Line in text) "The size was Gargantuan." The student looks up Gargantuan, finds "Like Gargantua, huge." The student uses "huge" as a synonym and reads the text line, "The size was 'huge'." A short while later he or she is found still incapable of understanding the paragraph below "Gargantua" in the text.

The principle is that one goes dull after passing over a word one does not understand and brightens up the moment he spots the word that wasn't grasped. In actual fact, the brightening up occurs whether one defines the word or not.

But to put *another* word in the place of the existing words is to mess it all up.

The *correct* procedure is to look over, get defined well and understand *the* word that was used.

In this case the word was "Gargantuan". Very well, what's that? It means "Like Gargantua" according to the dictionary.

Who or *what* was Gargantua? The dictionary says it was the name of a gigantic King in a book written by the author Rabelais. Cheers, the student thinks, the sentence meant, "The size Was a gigantic King." Oops! That's the same mistake again, like "huge". But we're nearer.

So what to do? Use Gargantuan in a few sentences you make up and bingo! You suddenly understand *the* word that was used.

Now you read it right. "The size was Gargantuan." And what does that mean? It means, "The size was Gargantuan." And *nothing* else.

SUMMARY

Scientology words and their definitions are the gateway to a new look and understanding of life. Understanding them will help you live better, and will assist you along the road of truth that is Scientology.

L. RON HUBBARD

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HCO POLICY LETTER OF 9 SEPTEMBER 1969

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Org Exec Course Checks-
heet Page 1, Item 1B

HOW TO STUDY THIS COURSE

The entire checksheet of this course should be gone through *three* times.

That is a completion of the Course.

All Scientology Rules of Study and Student Conduct, as given in the Course Supervisor's pack (HDG), apply.

A checksheet may be added to, but only for a new student or one who has discontinued as incomplete and is resuming the course after a long absence.

All LRH Pol Ltrs from 1966 forward are added to the checksheet of 21 Sept 1967 amended 25 Nov 1967 or as indicated in a newly issued checksheet after the date of this Pol Ltr.

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

If the student bogs or is slow he should be sent to a Scientology Review for Administration or Study or Policy. The earlier course began with a Review but as it interrupted the fast flow system and many did not need it it was cancelled by LRH ED 691 Int.

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

In particular, beware of memorizing things without understanding them. What is true for you is true. The data here is for you and to help make a better world. You will often find that what didn't look right the first time, will appear in a wholly different light to you on your second time through.

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HCO POLICY LETTER OF 27 JULY 1969

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WHAT IS A CHECKSHEET

The "Checksheet" is a Scientology development in the field of study.

A **Checksheet** is a form which sets out the exact sequence of items to be studied or done by a student, in order, item by item, on a course. It lists **all** the materials of the course in order to be studied with a place for the student (or the person checking the student out in the case of a Starrate Checkout) to put his initial and the date as each item on the Checksheet is studied, performed or checked out.

The Checksheet is the *programme* that the student follows to complete that course. Every student is given a complete Checksheet at the start of a course. It is not added to after he has started working on it. It is in its final form when it is handed to him.

It may be added to for those who enroll later but is not added to during the course.

The data of the course are studied and its drills performed in the *order* on the checksheet. The student does not "jump around" or study the material in some other order. The materials are set out in the Checksheet in the best order for study by the student so that he covers all the material in logical sequence.

Further, following the exact order of the Checksheet has a disciplinary function which assists the student to study.

The student's initial beside an item is an attestation that he knows in detail **and** can apply the material contained in that bulletin, Policy Letter or tape, or that he has done and can do that drill. The initial of the supervisor or another student against a Starrated item is an attestation by him that he has given the student a Starrate checkout on the item in accordance with HCO Policy Letter of 14 May 1969 Issue II "How to do a Starrate Checkout" and that the student has passed.

The Course Supervisor **must** inspect students' checksheets daily to ensure that all students are following the checksheet in its correct set out order, and that the student is making good progress through it.

"Through a Checksheet" means through the entire checksheet – theory, practical, all drills – and done in sequence.

When a course consists of three times through the Checksheet, the student goes through three entire Checksheets once, theory, practical and all drills in sequence, completing that, and then goes through the entire next checksheet a second time, and then goes through a third checksheet fully a third time. There is no difference in what is studied and how it is stud-

ied the second and third times through – or any subsequent times through the Checksheet! It is done *fully* each time – theory, practical and all drills (including all study drills.)

RETRAINING

"Retraining" or "back to Course for retraining" or (per step [2] in handling a student who fails to get a good result – HCOB 16 July 69, URGENT – IMPORTANT) "Send student back to training" means that the student is sent to Cramming to get straight exactly what is missed and then back to Course and does **the entire course again**, three times through the checksheet if that is the course (such as the Dianetics Course.) No shortcuts or skimping is allowed on retraining, as a student who fails to apply one aspect of the course had a misunderstood which would have prevented him from fully grasping and understanding the other material on previous times through the Checksheet.

Also – **number of times over the material equals certainty and results** – a major study datum which has been proven beyond question in Dianetics and Scientology.

It is illegal to run *any* Course on any subject without a checksheet in Dianetics and Scientology.

Ens. Tony Dunleavy
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HCO POLICY LETTER OF 26 AUGUST 1965

Sthil Foundation
Students

SCIENTOLOGY TRAINING TWIN CHECKOUTS

(Excerpts from HCO Policy Letters of 4 October 1964
and 24 September 1964 rewritten)

In Scientology training we use a system called **Twin Checkouts**. Each student is assigned a "twin" to work with. The student studies his assigned material and is sometimes coached over the rough spots by his twin. When the student knows the material, he is then given a checkout by his twin. If he flunks, he returns to study and when ready gets a new checkout. When he passes, the twin signs the assignment sheet certifying that he has grasped it. The assignment sheet is turned in to the Course Supervisor at the end of the period.

BAD STUDY HABITS

Earlier forms of education suffer because of a habit. The habit is all one's years of formal schooling where this mistake is the whole way of life.

If the student knows the words, the teacher assumes he knows the tune.

It will never do a student any good at all to know some facts. The student is expected only to use facts.

It is so easy to confront thought and so hard to confront action that the teacher often complacently lets the student mouth words and ideas that mean nothing to the student.

All theory checkouts must *consult the student's understanding*.

If they don't, they're useless and will upset the student eventually.

Course difficulties stem entirely from the students' non-comprehension of words and data.

While this can be cured by auditing, why audit it all the time when you can prevent it in the first place by adequate theory checkout?

There are two phenomena here.

FIRST PHENOMENON

When a student misses understanding a word, the section right after that word is a blank in his memory. You can always trace back to the word just before the blank, get it understood and find miraculously that the former blank area is not now blank in the text. The above is pure magic.

SECOND PHENOMENON

The second phenomenon occurs after the student has gone by many misunderstood words. He begins to dislike the subject being studied, more and more. This is followed by various mental and physical conditions and by various complaints, fault-finding and look-what-you-did-to-me. This justifies a departure, a blow, from the subject being studied.

But the system of education, frowning on blows as it does, causes the student to really withdraw self from the study subject (whatever he was studying) and set up in its place a circuit which can receive and give back sentences and phrases.

We now have "the quick student who somehow never applies what he learns".

The specific phenomena then is that a student can study some words and give them back and yet be no participant to the action. The student gets A+ on exams but can't apply the data.

Demonstration is the key here. The moment you ask this type of student to *demonstrate* a rule or theory with his hands or the paper clips on your desk this glibness will shatter.

The reason for this is that in memorizing words or ideas, the student can still hold the position that it has nothing to do with him or her. It is a total circuit action. Therefore, very glib. The moment you say "*Demonstrate*" that word or idea or principle, the student *has* to have something to do with it. And shatters.

The thoroughly dull student is just stuck in the non-comprehend blankness following some misunderstood word.

The "very bright" student who yet can't use the data isn't there at all. He has long since ceased to confront the subject matter or the subject.

The cure for either of these conditions of "bright non-comprehension" or "dull" is to find the missing word.

But these conditions can be prevented by not letting the student go beyond the missed word without grasping its meaning. And that is the *duty* of the twin.

COACHING IN THEORY

Coaching Theory means getting a student to define *all* the words, give *all* the rules, demonstrate things in the text with his hands or bits of things, and also may include doing Definitions of Scientology terms.

The usual Course Supervisor action would be to have any student who is having any trouble or is slow or glib team up with a twin of comparable difficulties and have them turn about with each other with Theory Coaching.

Then when they have a text assignment coached, they give their twin a checkout. The checkout is a spot checkout, a few definitions or rules and some demonstration of them.

DEMONSTRATION

Giving a text assignment check by seeing if it can be quoted or paraphrased proves exactly nothing. This will not guarantee that the student knows the data or can use or apply it nor even guarantees that the student is there. Neither the "bright" student nor the "dull" student (both suffering from the same malady) will benefit from such an examination.

So examining by seeing if somebody "knows" the text and can quote or paraphrase it is completely false and *must not be done*.

Correct examination is done only by making the person being tested answer

- (a) The meanings of the words (redefining the words used in his own words and demonstrating their use in his own made up sentences), and
- (b) Demonstrating how the data is *used*.

The twin can ask what the words *mean*. And the twin can ask for examples of action or application.

"What is the first paragraph?" is about as dull as one can get. "What are the rules given about?" a question I would never bother to ask. Neither of these tell the twin whether he has the bright non-applier or the dull student before him. Such questions just beg for natter and course blows.

I would go over the first paragraph of any material I was examining a student on and pick out some uncommon words. I'd ask the student to define each and demonstrate its use in a made up sentence and flunk the first "Weller . . . let me see. . . ." and that would be the end of that checkout. I wouldn't pick out only Scientologese. I'd pick out words that weren't too ordinary such as "benefit" "permissive" "calculated" as well as "engram".

Students I was personally examining would begin to get a hunted look and carry dictionaries – **but they wouldn't begin to natter or get sick or blow. And they'd use what they learned.**

Above all, I myself would be sure I knew what the words meant before I started to examine.

Dealing with new technology and the necessity to have things named, we especially need to be alert.

Before you curse our terms, remember that a lack of terms to describe phenomena can be twice as incomprehensible as having involved terms that at least can be understood eventually.

We do awfully well, really, better than any other science or subject. We lack a dictionary but we can remedy that.

But to continue with how one should examine, when the student had the words, I'd demand the music. What tune do these words play?

I'd say "All right, what use is this text assignment to you?" Questions like, "Now this rule here about not letting pcs eat candy while being audited, how come there'd be such a rule?" And if the student couldn't imagine why, I'd go back to the words just ahead of that rule and find the one he hadn't grasped.

I'd ask "What are the 3 parts of the ARC triangle?" And when the student gave them, I'd still have the task of satisfying myself that the student understood *why* those were the 3 parts. I'd ask "How come?" after he'd given them to me. Or "What are you going to do with these?"

But if the student wasn't up to the point of study where knowing *why* he used the ARC triangle was not part of his materials, I wouldn't ask. For all the data about not examining above level applies very severely to Theory Checkout as well as to Practical and general Instruction.

I might also have a stack of paper clips and rubber bands and use them to have students show me they knew the words and ideas.

Theory often says "Well, they take care of all that in Practical." Oh no they don't. When you have a Theory Section that believes *that*, Practical *can't function at all*.

Practical goes through the simple motions. Theory covers *why* one goes through the motions.

I don't think I have to beat this to death for you.

You've got it.

DICTIONARIES

Dictionaries should be available to students in Theory and should be used in Twin Checkouts as well, preferably the same publication. Dictionaries don't always agree with each other.

No Twin should try to define English language words out of his own head when correcting a student as it leads to too many arguments. On English words, open a dictionary.

A Scientology dictionary will be available in a few months from the date of this bulletin as one is being rushed into publication.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 OCTOBER 1964
Reissued on 21 May 1967

Remimeo
All Staff
All Students
Tech Hats
Qual Hats

THEORY CHECK-OUT DATA

(Modifies HCO Pol Ltr of Sept 24, '64)

In checking out technical materials on students or staff, it has been found that the new system as per HCO Pol Ltr of Sept 24, '64 is too lengthy if the whole bulletin is covered.

Therefore the system given in Sept 24, '64 Pol Ltr is to be *used* as follows:

1. Do not use the old method of covering each bit combined with the new method.
2. Use only the new method.
3. Spot check the words and materials, do not try to cover it all. This is done the same way a final examination is given in schools: only a part of the material is covered by examination, assuming that if the student has this right the student knows all of it.
4. Flunk on comm lag in attempts to answer. If the student "er . . . ah . . . well . . .", flunk it as it certainly isn't known well enough to use. (Doesn't include stammerers.)
5. Never keep on examining a bulletin after a student has missed.
6. Consider all materials star rated or not rated. Skip 75%'s. In other words, the check-out must have been 100% right answers for a pass. 75% is not a pass. When you consider a bulletin or tape too unimportant for a 100% pass, just require evidence that it has been read and don't examine it at all. In other words, on those you check out, require 100% and on less important material don't examine, merely require evidence of having read.

THE "BRIGHT" ONES

You will find that often you have very glib students you won't be able to find any fault in who yet *won't* be able to apply or use the data they are passing. This student is discussed as the "bright student" in the Sept 24, '64 Pol Ltr.

Demonstration is the key here. The moment you ask this type of student to *demonstrate* a rule or theory with his hands or the paper clips on your desk this glibness will shatter.

The reason for this is that in memorizing words or ideas, the student can still hold the position that it has nothing to do with him or her. It is a total circuit action. Therefore, very glib. The moment you say "*Demonstrate*" that word or idea or principle, the student *has* to have something to do with it. And shatters.

One student passed "Itsa" in theory with flying colours every time even on cross-check type questions, yet had never been known to listen. When the theory instructor said, "Demonstrate what a student would have to do to pass Itsa," the whole subject blew up. "There's too many ways to do Itsa auditing!" the student said. Yet on the bulletin it merely said "Listen". That given as a glib answer was all right. But "demonstration" brought to light that this student hadn't a clue about listening to a pc. If *he* had to demonstrate it, the non-participation of the student in the material he was studying came to light.

Don't get the idea that Demonstration is a Practical Section action. Practical gives the *drills*. These demonstrations in Theory aren't drills.

Clay Table isn't used to any extent by a Theory Examiner. Hands, a diagram, paper clips, these are usually quite enough!

COACHING IN THEORY

There is Theory Coaching as well as Practical Coaching.

Coaching Theory means getting a student to define *all* the words, give all the rules, demonstrate things in the bulletin with his hands or bits of things, and also may include doing Clay Table Definitions of Scientology terms.

That's all *Theory* Coaching. It compares to coaching on drills in Practical. But it is done on Bulletins, tapes and policy letters which *are* to be examined in the future. Coaching is not examining. The examiner who coaches instead of examining will stall the progress of the whole class.

The usual Supervisor action would be to have any student who is having any trouble or is slow or glib team up with another student of comparable difficulties and have them turn about with each other with Theory Coaching, similar to Practical coaching in drills.

Then when they have a bulletin, tape or policy letter coached, they have a check-out. The check-out is a spot check-out as above, a few definitions or rules and some demonstration of them.

DICTIONARIES

Dictionaries should be available to students in Theory and should be used in Theory Examination as well, preferably the same publication. Dictionaries don't always agree with each other.

No Supervisor should try to define English language words out of his own head when correcting a student as it leads to too many arguments. On English words, open a dictionary.

A Scientology dictionary is available.

Remember that with Courses becoming briefer in duration, the number of bulletins and tapes which the student must know on a Star-Rated basis is also less.

General written examination for classification, however, remains on an 85% pass basis.

Be sure that students who get low marks constantly are also handled in Review, preferably by definitions of words they haven't understood in *some former subject*. Scientology is never the cause of consistent dullness or glibness.

Processing of this nature can be on an Itsa basis. It does not have to be Clay Table. Just finding the prior subject by discussion and discussing its words *usually blows the condition*. I've seen it change the whole attitude of a person in just 5 or 10 minutes of auditing on a "locate the subject and word" basis.

Therefore, definitions exist at Levels 0 and I, but not with Clay Table or assessment, only by Itsa. You'd be surprised how well it works and how fast. "Subjects you didn't like", "words you haven't grasped" are the discussion question.

The subject of "wrong definitions cause stupidity or circuits, followed by overts and motivators", is not easy to get across because it is so general amongst Mankind. There is a possibility that past lives themselves are wiped out by changing language, whether it is the same language that changes through the years or shifting nationality. But however that may be, don't be discouraged at the difficulties you may have in getting this principle understood and used in Scientology departments – the person you are trying to convince has definitions out somewhere also!

L. RON HUBBARD
Founder

LRH:jw.jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO BULLETIN OF 11 OCTOBER 1967

Remimeo

CLAY TABLE TRAINING

- Purpose:**
1. To make the materials being studied real to the student by making him **demonstrate** them in clay.
 2. To give a proper balance of mass and significance.
 3. To teach the student to *apply*.

The student is given a word or auditing action or situation to demonstrate. He then does this in clay, labeling each part. The clay **shows** the thing. It is *not* just a blob of clay with a label on it. Use small strips of paper for labels. The whole demonstration then has a label of what it is.

On the checkout, the student removes the overall label. The student must be silent. The examiner must not ask any questions.

The examiner just looks and figures out what it is. He then tells the student who then shows the examiner the label. If the examiner did not see what it was, it is a flunk.

Clay table must not be reduced to significance by the student explaining or answering questions. Nor is it reduced to significance by long-winded labels of individual parts. The clay *shows* it, not the label.

The clay demonstrates it. The student must learn the difference between mass and significance.

For example, the student has to demonstrate a pencil. He makes a thin roll of clay which is surrounded by another layer of clay – the thin roll sticking slightly out of one end. On the other end goes a small cylinder of clay. The roll is labeled "lead". The outer layer is labeled "wood". The small cylinder is labeled "rubber". Then a label is made for the whole thing: "pencil". On checkout, the student removes "pencil" before the examiner can see it. If the examiner can look at it and say, "It's a pencil," the student passes.

It might also be noted that checkouts on bulletins must also ask for demonstrations. Use paper-clips, rubber bands, etc. The examiner should ask questions that require an ability to *apply*. Give the student a situation and have him tell you how he would handle it.

Questions about what is rule "a" do not detect the glib student. Long-winded explanations on clay table put it back into significance, prevent the student from learning to apply, and prevent the student from getting the proper balance of mass, and do not blow confusion.

All checkouts must keep in mind that the purpose is application, not just getting a checksheet complete.

If clay table training is not brightening that student up, then the above is **not** being done. Someone is in such a rush that *real* learning is being put aside for the sake of speed.

This student has to *audit* with his materials. Don't let him fall flat by lousy checkouts and lousy demonstrations. A well done clay demo, which actually does demonstrate, will produce a marvellous change in that student. And he will retain the data.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 SEPTEMBER 1967

Remimeo
Academies
SHSBC

STUDY

COMPLEXITY AND CONFRONTING

In some researches I have been doing recently on the field of study, I have found what appears to be the basic law on complexity.

It is:

The degree of complexity is proportional to the degree of Non-Confront.

Reversing this:

The degree of simplicity is proportional to the degree of Confront

and

The basis of aberration is a Non-Confront.

To the degree that a being cannot confront he enters substitutes which, accumulating, bring about a complexity.

I found this while examining the subject of **Navigation** in order to teach it and clarify it.

I found that Man had based the subject on an incorrect primary assumption. All subjects have as their basis a point of first assumption. In Man's technology this is usually weak and non-factual which makes his technology very frail and limited. To reform a subject one has to find this primary assumption and improve it. This reforming of technical subjects is of great interest to us because our subject Scientology is advanced even beyond the space travel technologies of very high civilizations. Yet it is flanked on all sides by Man's corny antique technology in the field of physics, chemistry, "mathematics" and so on. This tends to hold us back somewhat. We strained his tech forward to get the E-Meter, the one thing we had to have.

In Navigation, man bases the whole subject on the assumption that one can't confront where he came from or is going or where he is. It assumes he is lost.

This is a basis assumption of non-confront. He can't directly see where he has been or where he is going at sea – it is so large – so he takes off from a point of no-confront in all his reasoning in the subject.

Therefore he goes into a series of symbols and begins to substitute symbols for symbols. This winds him up in a mass of complexity. One spends 90% of his time in studying this subject trying to find out what symbols the symbols are meant to represent. He says in his texts "G.H.A." On search we find this means "Greenwich Hour Angle". On further search we find this means what angle some heavenly body forms when related to Greenwich as Zero. On further search we find the idiocy that the navigator's clock tells angles in **hours** when all he needs is a *clock* face giving 360 degrees. This is of course complete nonsense. Why *hours*, and two sets of 12 at that (midnight to Noon and Noon to midnight) when what he is trying to find out is how many *degrees* of time have passed. He refers his time to the Sun which, because of the rotations of Earth every 24 hours, appears at an increasing number of degrees from Greenwich England as the day advances.

Because he starts from a no-confront of ship or plane position he then carries no-confront through the whole subject. If a man isn't lost as he begins to "navigate" he very often is when he finishes!

Actually no ship or plane is ever *lost* as to position. One knows he is on Earth and in what ocean and on what side of what ocean and the subject really should be one which merely lets one **correct** his position a bit.

Man in this subject of navigation even scorns direct observation (confront) and calls it "jackass navigation!"

In actual fact *real* navigation is the science of recognition of positions and objects and estimation of relative distances and angles between them.

The subject is made complex because it has become, in Man's hands, the substitution of symbols for symbols all based on the assumption that he can't confront his departure, his current spot or his point of arrival.

Out of this, with further study in other fields, I found that any complexity stemmed from an initial point of non-confront.

This is why looking at or recognizing the source of an aberration in processing "blows" it, makes it vanish.

Mental mass accumulates in a vast complexity solely because one would not confront something. To take apart a problem requires only to establish what one could not or would not confront.

The basic thing man can't or won't confront is *evil*.

These people who always rationalize evil behavior – "He wasn't feeling well which is why he murdered the policeman", etc., can be counted on to voice some theetie-weetie (goodie-goodie) justification for somebody's thoroughly evil conduct. Mr. X wrecks a house

and you remark on it and Miss Theetie Weetie will feel compelled to say, "Oh, Mr. X had a poor childhood and he didn't mean any wrong....." She can't confront the simple but evil fact that Mr. X is a complete dog. One feels his hair stand on end when Miss Theetie Weetie does this because one is observing a complete non-confront on the part of Miss Theetie Weetie. She is too unreal to do other than make one feel he has had an ARC Break.

One will also find that Miss Theetie Weetie leads a horribly complex life-adjusting her thinking to agree with "air spirits" and leaving her family because there might be mice in the basement.

When no-confront enters, a chain may be set up which leads to total complexity and total unreality.

This, in a very complex form we call an "aberrated condition".

People like that can't solve even rudimentary problems and act in an aimless and confused way.

To resolve their troubles requires more than education or discipline. It requires processing.

Some people are so "complex" that their full aberration does fully not resolve until they attain a high level of OT.

A large number of people de-aberrate just by the education contained in Scientology as they find in our subject the natural laws of life and seeing (confronting) them, "blow" huge holes in their complexities and aberrations.

Therefore the above laws are very important ones as they explain what aberration really is and why processing really works.

Aberration is a chain of vias based on a primary non-confront.

Processing is a series of methods arranged on an increasingly deep scale of bringing the preclear to confront the no-confront sources of his aberrations and leading him to a simple, powerful, effective being.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 25 APRIL 1963

Central Orgs

DUTIES OF A STAFF MEMBER

(Re-issued and slightly amended from HASI Pol Ltr of August 7, 1958)

Attach this bulletin to the inside front cover of your staff member hat folder.

1. Each staff member is responsible for seeing that organization policy is carried out. If – you see another staff member at variance with organization policy, it is your duty to advise them direct – if that fails, advise the Association Secretary.
2. Abide by the working hours of the organization – arrive on time, keep a set lunch hour. If you need to change your lunch hour, check with your department head³ for okay. A post not covered throws randomness into the organization.
3. Keep your own desk, equipment and quarters neat and orderly. See that papers are not scattered on your own desk and in your office.
4. If you see doors open with nobody on post, close or lock the door.
5. All staff members are responsible for seeing that their doors are locked in the evenings, lights turned off, recorders off, coolers off, cigarettes not left lighted. Leave your office clean and neat.
6. See that your supplies are adequate – order before you give out.
7. Make your daily pickups to and from the Comm Center, or see that this has been done by HASI or HCO Communicator.
8. If you change your residence or telephone number, report this information to personnel, your department head, Reception, and the person in charge of Evacuation Plan.
9. Know well the Organization Board. Know the various posts and who covers them.
10. Abide by the purchase order system of the organization.
11. Be courteous and helpful to students and preclears on our premises, and anyone else who calls by. Refer people to the correct terminal. Take responsibility to see that they get to the right terminal, even if you have to walk them to the terminal's desk.

³ Editor's note: The Org Board of 1963 had departments instead of divisions which are used today.

12. Abide by the Policy of Outside Auditing, i.e., HCO Pol Ltr of October 16, 1962, "No staff to Audit private pcs".
13. Keep your attire as presentable as possible. A good presentation to the public creates a good impression upon them.
14. If you see something around the premises which needs repairing, report it to the Director of Administration⁴.
15. Make your posts or post real to other staff members and the field.
16. Answer people's questions. Understand the question, answer it, make friends.
17. Attend Staff Meetings.
18. Keep your bulletins and policy letters in proper hat folders: Technical bulletins in a gold or orange folder marked "Technical Bulletins", your own hat bulletins in your hat folder or folders (blue) and all other bulletins not technical and not your hat, in your "Staff Member" hat folder (yellow).
19. Review your hat folders periodically. Refresh your memory regarding your duties. If they are not current, bring them up to date.
20. If you receive a dispatch which does not concern your post, re-route it. Do not attempt to handle any and every dispatch coming to you which is not your hat. (1) You are introducing randomness on your own post, and (2) you are handling something which another person should know and handle.
21. If you see another person off post, it is your duty to advise them direct. If this fails, advise their department head. Try to be helpful to them in this regard, not chop them. Help them get back on post.
22. If the Organization Board does not reflect the reality of your posts, report this to HCO.
23. If you occupy more than one post, and you find that you do not have enough time to devote proper attention to another of your hats so that the job is lagging or not getting done, it is your duty to iron this out with your department head in order to remedy the situation. If it is found that one of your posts is being neglected due to lack of time available to cover it, the department head may take this up with Dir Admin or Assoc Sec in order to get that particular hat worn properly. If a person has too many hats, or if the workload has increased to the point that one of your hats is not being worn due to lack of time to devote to it, much randomness can occur within the organization itself and in the field. If you occupy posts in several departments, always consult the department head under which your post exists.
24. You are responsible for following the **dispatch system** and the **colour flash system** of the organization (see HCO Policy Letter of April 8, 1958)⁵.

⁴ Editor's note: Is today Director of Department 9, Dept. of Records, Assets and Material

⁵ Editor's note: see also HCO PL 4 Jan 66 III Scn Orgs Communications System Dispatches

25. If you have questions concerning your duties on any post, check with your departmental head.
26. When you change posts, be sure to report to Personnel, Dir Admin and HCO Sec, so that your file can be changed accordingly.
27. To the best of your ability, help your fellow staff members. Staff members are a team, not opponents. If you see a person not doing his job, or doing it poorly, give him a hand – give him some suggestions for him to look over – this works better than merely chopping him up. Maybe he really doesn't know any better. It is to *your advantage* to assist your fellow staff members. When you assist them to do a better job, it results in a larger pay check for you. When you chop them in person or to their backs, you are cutting your own and the organization's throat. If you see how they could improve their job, tell *them*, not somebody over the back alley. Confront them. Help them.
28. Each staff member is responsible for the organization itself. For its physical appearance – its personnel – its performance. It cannot properly perform unless each staff member makes it do so.

L. RON HUBBARD
Founder

LRH:jw.rd

[HCO P/L of 7 August 1958 and this 25 April 1963 re-issue are substantially the same, the main amendments being the change of Org post titles reflecting Org Board evolution in the period.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 OCTOBER 1961

Revised 25 January 1967

Revised 7 March 1967

Sthil

NON-SCIENTOLOGY STAFF

Whether by fate or fortune, you have found yourself to be a member of a group that has an interesting technology and a definite set of standards of conduct.

Whether this is fortunate for you or unfortunate, you are yet a member of this group by the simple fact of working in it.

That you do not have any knowledge of its technology does not make you any less a member of this group.

You are only expected to uphold certain standards as a member of this group.

These standards are rather easy to understand:

1. This group has accepted you at face value. No one of this group will hold your past against you. A person entering a Scientology group is looked upon as a person whose conduct now is important, but whose conduct in the past is utterly unimportant.
2. This group is composed of people who want to get more able in life and to live a better life. These people have, unlike others, enough courage to face their own past and misdeeds and recover from them. Ordinary people most often run from their past or blame it on others. When you see a person upset in an auditing session, it is because he had enough nerve to try to face his past and get the better of it. Such people are stronger and saner than people who, like chips of wood, merely drift on life's river, or who cry and moan in the eddies that life has "done them in".
3. A person does not have to know Scientology to be a member of a Scientology group. They only have to believe people can be or deserve to be helped.
4. This group believes that honest people have rights and that dishonest people have sacrificed their rights by being dishonest. The definition of dishonesty is whether or not a person is trying to hurt his fellow human beings with malicious talk, hidden actions and injustice or outright crime.
5. This group frowns heavily on trying to prevent people from being processed by cautioning them against it, lying to them about it or just being ignorant of it.
6. This group believes that making a commotion around or talking around an injured person can hurt his chances of recovery. As this has often been proven to be true and can be demonstrated, members of this group do not talk to or around or make commotions around people who have just been hurt. They work quietly and silently to help the injured person.

7. A member of this group may be a member of any religion.
8. This group refuses to speak ill of Scientology or criticize it to outsiders.
9. This group will not talk about Scientology to members of the press.
10. There are the Code of Honour, the Code of a Scientologist and the Auditor's Code. All other group standards are wholly technical. There are no secret standards.

As a member of this group, you are expected to uphold these elementary standards of conduct.

You are quite welcome to know more about Scientology, about life, and about your life. But nobody is going to force you to study it.

Everyone on earth has problems. They would not be human if they didn't. Primarily Scientology helps people to come up to handling their problems instead of being handled by them.

Just suppose for a moment Scientology *really* worked. Just suppose it could really free men from pain and suffering and help them with their problems.

Just suppose people you like or know were in need of help and Scientology could give it to them.

Scientology can help you if you haven't done things to hurt its people.

But however that may be, by working at Saint Hill, you are a member of Saint Hill. Its standards are those of Scientology. This is a good group. Be proud to be here. We are glad to have you.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 FEBRUARY 1969R
(Revised 25 May 1973)

Remimeo

Press Policy

CODE OF A SCIENTOLOGIST

The Code of a Scientologist as per "The Creation of Human Ability" is withdrawn. It is reissued as follows:

As a Scientologist I pledge myself to the Code of Scientology for the good of all.

1. To keep Scientologists, the Public and the Press accurately informed concerning Scientology, the world of Mental Health and Society.
2. To use the best I know of Scientology to the best of my ability to help my family, friends, groups and the world.
3. To refuse to accept for processing and to refuse to accept money from any preclear or group I feel I cannot honestly help.
4. To decry and do all I can to abolish any and all abuses against life and Mankind.
5. To expose and help abolish any and all physically damaging practices in the field of Mental Health.
6. To help clean up and keep clean the field of Mental Health.
7. To bring about an atmosphere of safety and security in the field of Mental Health by eradicating its abuses and brutality.
8. To support true Humanitarian endeavors in the fields of Human Rights.
9. To embrace the policy of equal justice for all.
10. To work for freedom of speech in the world.
11. To actively decry the suppression of knowledge, wisdom, philosophy or data which would help Mankind.
12. To support the freedom of religion.
13. To help Scientology orgs and groups ally themselves with public groups.
14. To teach Scientology at a level it can be understood and used by the recipients.

15. To stress the freedom to use Scientology as a philosophy in all its applications and variations in the humanities.
16. To insist upon standard and unvaried Scientology as an applied activity in ethics, processing and administration in Scientology organizations.
17. To take my share of responsibility for the impact of Scientology upon the world.
18. To increase the numbers and strength of Scientology over the world.
19. To set an example of the effectiveness and wisdom of Scientology.
20. To make this world a saner, better Place.

L. RON HUBBARD
Founder

LRH:ldm:nt

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 MARCH 1969

Remimeo
BPI

SCIENTOLOGY IS A RELIGION

"Scientology is a religion in the oldest sense of the word, a study of wisdom. Scientology is a study of man as a spirit, in his relationship to life and the physical universe.

It is non-denominational. By that is meant that Scientology is open to people of all religions and beliefs and in no way tries to persuade a person from his religion, but assists him to better understand that he is a spiritual being..."

Mary Sue Hubbard
From Supplement to "Communication"
September 1964

The following definitions are from Webster's New Twentieth Century Dictionary (2nd Edition The World Publishing Company, Cleveland and New York-1959).

A. RELIGION (noun)

Derivation: from Latin religio (-onis) (religion), (piety), (conscientiousness), (scrupulousness), from religare (to bind back), re-, and ligare, (to bind), (to bind together).

(a) Any specific system of belief, worship, conduct, etc., often involving a code of ethics and a philosophy; as the Christian (religion), the Buddhist (religion), etc. (b) loosely, any system of beliefs, practices, ethical values, etc. resembling, suggestive of, or likened to such a system, as, humanism is his (religion).

B. RELIGIOUS (adjective)

Derivation: from Latin religiosus (religious). Of, concerned with, appropriate to, teaching, or relating to religion; as, a (religious) place; (religious) subjects.

Also

Careful; scrupulous; conscientiously exact; such as religion requires; as, a (religious) observance of vows or promises.

C. PHILOSOPHY (noun)

Derivation: from Latin philosophia; Greek philosophia, from Greek philosophos, from philos (loving), and Sophos (wise). Originally, love of wisdom and knowledge.

A study of the process governing thought and conduct; theory or investigation of the principles or laws that regulate the physical universe and underlie all knowledge and reality; included in the study are aesthetics, ethics, logic, metaphysics, etc.

The general principles or laws of a field of knowledge, activity, etc; as the (philosophy) of economics.

(a) A particular system of principles for the conduct of life;

(b) A treatise covering such a system.

A study of human morals, character and behaviour. The mental balance believed to result from this; calmness; composure.

Scientology is a religion by the very nature of its philosophy and system of Ethics, Technology, and Administration, all of which is designed and set up for life to free itself from entrapment, and restore total freedom to the spirit.

"But one of the oldest things that was ever given into the training of wise men that I know of was simply this – the basic faith in which the individual has been trained and the basic political allegiance of the individual must not be tampered with by the Order training him. And it was the Order itself which laid that down. That's an old, old one. They were training very wise men and that was the first thing that they made sure not to do. They did not tamper with these things. If the individual cared to alter these things himself nobody was even vaguely persuading him. It might be in the course of his study that he found certain things that men did laughable, or confusing, or he found certain things that men did remediable-but nobody was standing there trying to lead him into a higher religious or political conviction. And that is the case with Scientology."

Extract from Phoenix Lectures, by L. Ron Hubbard

(The celebrated lecture series given by L. Ron Hubbard to the Professional Course, Phoenix, Arizona, in July 1954.)

L. Ron Hubbard's treatise on Scientology as a religious philosophy and a religious practice is given in Hubbard Communications Bulletin (H.C.O.B) of 21 June, 1960 "Religious Philosophy and Religious Practice" (as revised 18 April, 1967).

It is highly important that all promotional literature and Church literature reflect the fact that Scientology is a religion.

For instance one promotional piece of recent time stated "Scientology is a philosophy and a science." There was no mention that Scientology was a religion.

If any statements are made in any literature which reflect that Scientology is other than a religious philosophy, an appropriate condition must be assigned to the party so making same.

Kevin Kember,
Policy Safeguard Chief WW

Jane Kember,
The Guardian WW

Mary Sue Hubbard,
The Controller WW

for

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 JANUARY 1968
(Reissued from LRH SEC ED 56 INT June 14, 1965)

Remimeo
BPI

POLITICS, FREEDOM FROM

1. I hereby declare Scientology to be non-political and non-ideological.
2. Politics and ideology may be no part of any decision to train or process individuals, and any such interrogation shall cease to be a part of any application for training, processing or membership.
3. This does not change any policy relating to suppressive persons. It does delete any words in any form which seek to bring about a statement of political allegiance or antagonism.
4. It must be kept in mind and brought forward emphatically that Scientology does not work in the absence of official control and no matter who sought to use its principles, has uniformly failed in the hands of non-Scientists and organizations not controlled by the Central Organizations of Scientology or myself.
5. The reason for this declaration is the consistent disaster visited upon her "allies" by the United States government and the efforts of that government since 1955, stepped up since 1963, to seize Scientology in the United States rather than forbid or stop it and the role played by the United States in inspiring the Victorian State attacks in Australia. Scientology technology is no longer offered to the United States government in any effort to assist her in political ends. Our participation extends only to our willingness to process U.S. officials as individuals unconnected with their political aims, if as individuals they are not debarred by other existing policies relating to treating the insane or our Ethics system.
6. All statements attacking any political entity or ideology are hereby withdrawn and cancelled in any lectures or literature.
7. Scientists may be members of any political group on this planet without restraint only so long as these individuals or that group do not attempt to seize Scientology for their own warlike ends and so make it unworkable or distasteful by invidious connection.
8. Scientology is for a free people and is itself on this date declared free of any political connection or allegiance of any kind whatever.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 FEBRUARY 1965
Issue II

General Non-Remimeo
BPI

POLITICS

Now and then you hear me speak derisively of governments and ideologies – including democracy.

If, by seeing I criticize an ideology, anyone seeks to believe I embrace its opposite, he has failed to get the point.

What political system could work amongst very aberrated people?

A democracy or a Communism would be a huge joke in an insane asylum. Well, isn't it?

The basic building block of any political system is the individual. One can seek to avoid this point by conceiving of the masses. But you can't have masses which aren't made up of single units. Therefore the single unit is the basis of a mass.

No political system applied to a colony of monkeys would have anything to govern but monkeys. That's plain, certainly.

A political system seeking to function amongst ignorant, illiterate and barbaric people could have marvellous principles but could only succeed in being ignorant, illiterate and barbaric *unless* one addressed the people one by one and cured the ignorance, illiteracy and barbarism of each citizen.

The collective think of apes is ape-think. A Fascism led by and applied to idiots would be idiot-Fascism.

So there is no reason to suppose *any* political system is any better than those who use it to govern or be governed.

The only difference in existing systems of politics is their relative values in giving the individual a chance to develop and receive a higher level of personal sanity and ability.

That rules out any system which witch hunts, freezes opportunity, or suppresses the right to improve by any workable system or suppresses a workable system.

Watching the U.S. and Australia fight Scientology with blind fury while supporting oppressive mental and religious practices proves that democracy, applied to and used by aberrated people, is far from an ideal activity and is only aberrated democracy.

Every human has in common with every other human the same reactive bank. This is the most they have in common.

The reactive bank – unconscious mind, whatever you care to call it – suppresses all decent impulses and enforces the bad ones.

Therefore a democracy is a collective-think of reactive banks. Popular opinion is *bank-opinion*.

Any human group is likely to elect only those who will kill them. That's concluded from actual 1950 experiments.

The group succeeds only by the efforts of individuals who rise above their banks and do their best for their fellows *despite* the vicious character of groups and the idiot nature of collective-think.

Believe in the individual being and work with him and you will find he is basically good.

Work only with a group and you work with collective-think which is basically bank and therefore evil.

Scientology gives us our first chance to have a real democracy.

By freeing from the worst aberrations each individual, one then achieves a group which doesn't react only on bank and which will be, like the individual, basically good.

For the bank was made to keep people who were not bad from going bad. It was a mistake. So it is bad.

We prove daily in Scientology that an individual freed of aberrations reacts more decently toward his fellows and that an individual, restimulated, acts worse; we prove that the individual under stress of aberration is unreasonable and an individual freed is bright.

So we can conclude on actual evidence that the first true democracy will emerge when we have freed each individual of the more vicious reactive impulses. Such beings can reason, can agree on decent and practical measures and be depended upon to evolve beneficial measures.

Until we have done that we will continue to be critical of human "democracy" – and any other political philosophy advanced upon Man as a cure for his ills.

A political philosophy can't audit. We can.

And don't be so sensitive to popular reaction. Just get on with making a saner world and it will all come out all right.

L. RON HUBBARD

LRH:jw.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 22 OCTOBER 1962

CenOCon
Franchise
Field

Re-Issue Serie No 2

THEORY OF SCIENTOLOGY ORGANIZATIONS

(Reissue of HCO Bulletin of September 21, 1958)

An organization is a number of terminals and communication lines united with a common purpose.

The actions of an organization can all be classified under the heading of particle motion and change. To analyze a post or a department or an organization, make a list of each particle it handles (whether types of bodies, types of comm or any other item) and follow each item from the point it enters the post or department or organization to the point it exits. If a particle isn't handled *properly* and passed along *properly* there is a confusion or a dead-end. To organize an organization requires more than theory. One has to inspect and list the particles and get their routes and desired changes of character enroute. Then he has to see that terminals and comm lines exist to receive, change and forward the particle. All types of particles belong to somebody, are handled some way, come from somewhere and go somewhere. There are no confusions when lines, terminals and actions exist for each type of particle.

Judgment and decision are needed in every staff post. If the handling of items are just "petty details" then so is your fellow man a "petty detail".

There are no labourers in a Scientology organization. We are all managers of these particles.

Routes of handling are not orders to handle but directions to go. A route is not necessarily correct for all cases. It is only correct for most cases. Robots can't handle livingness. Robot organizations and robot civilizations fail. They only *seem* to work – like the commie empire *seems* to work until you find out everyone is starving to death in it. A *perfect* organization is not a machine but a pattern of agreements. A route is only the *agreed upon* procedure. It is not only occasionally broken, it now and then should be. The terminals involved make the agreement or the route doesn't work. A route along terminals that never agreed is no route but a labyrinth. People agree to postulates they can understand and appreciate. Hence, a route and handling begins with a particle, develops with a theory, comes to life with an agreement and continues to work because of judgment and decision.

The routing, the comm lines, the pattern of an organization do not do the work. The work is done by living beings using good sense and skill. The organizational pattern only makes their work easier and lessens confusion and overburden. Governments, armies, big research bureaus reduce themselves down to routes and titles. They don't work. They don't do work. They allow for no human equation. Therefore, slave societies (composed only of routes and unthinking terminals) are always beaten eventually by free peoples. There is a point where routes and exact procedures become unworkable, just as there is a point, facing a volume of work, that individuality and no teamwork becomes unworkable. An optimum organization is never severely either one. Total individualism and total mechanization alike are impossible. So if you or your department or your organization seem to be too heavily inclined to either one, *yell* don't talk. A bad organization will fire you and you can do something more profitable. A good organization will listen. **But** – always have a *better* idea than the one in use. Grumbling, refusing to work don't work. A better idea, talked over with the terminals on either side of you, put down in concise writing, submitted, will be put into action in a good organization. Of course, there's always a chance that the new proposed handling throws something out of gear elsewhere. If it does, you have the right to know about it.

An "organization" doesn't get the work done. As an orderly plan it helps its terminals get the work done. The staff as individuals do the work. An organization can help or hinder getting the work done. If it helps, it's good. If it hinders, it should be examined thoroughly.

An organization can work wholly at "taking in its own laundry". All the work that gets done is the work generated inside the shop by unreal routes and weird changes of particles. This is a government circa mid-20th Century. Its highest skill is murder which in its profundity it makes legal.

A totally democratic organization has a bad name in Dianetics and Scientology despite all this talk of agreement. It has been found by actual experiment (L.A. 1950) that groups of people called on to select a leader from among them by nomination and vote routinely select only those who would kill them. They select the talkers of big deeds and ignore the doers. They seem to select unerringly the men of average skill. That is never good enough in a leader and the people suffer from his lack of understanding. If you ever have occasion to elect a leader for your group, don't be "democratic" about it. Compare records as follows: Take the person who is a good auditor, not just says he is. Take the person who has a good, not necessarily the highest, profile and IQ. Take the person who can grant beingness to others. And look at the relative serenity and efficiency of any past command he may have had. And even then you're taking a chance. So always elect temporarily and reserve the right of recall. If his first action is to fire people, recall him at once and find another leader. If the organization promptly prospers, keep him and confirm the election by a second one. If the abundance of the organization sags in a month or so, recall and find another. Popularity is some criterion – but it can be created for an election only, as in the U.S. Select in an election or by selection as an executive the person who can get the work done. And once he's confirmed, obey him or keep him. He's rare. But beware these parliamentary procedure boys and girls who know all the legal and time wasting processes but who somehow never accomplish anything except chaos. A skilled, successful leader is worth a million impressive hayseeds. Democracies *hate* brains and skill. Don't get in that rut. In the U.S. War Between the States militia companies elected their officers with great lack of

success in battle. They finally learned after tens of thousands of casualties that it was skill not popularity that counted. Why be a casualty – learn first. Democracy is only possible in a nation of clears – and even they can make mistakes. When the majority rules the minority suffers. The best are always a minority.

WHAT IS YOUR JOB?

Anything in an organization is your job if it lessens the confusion if you do it.

Your being exactly on post and using your exact comm lines lessens confusion. *But* failure to wear another hat that isn't yours now and then may cause more confusion than being exactly on post.

The question when you see you will have to handle something not yours is this:

"Will it cause less confusion to handle it or to slam it back onto its proper lines?"

Example: A preclear wandering around looking for somebody to sell him a book. You see him. The book sales clerk isn't there. The books are. Now what's the answer? You'll create a little confusion if you hand him a book, take his money and give it to the book sales later. You'll create confusion for your own post and the organization if you go chasing around trying to find "book sales terminal". You'll create a feeling of unfriendliness if you don't help the preclear get his book. Answer it by deciding which is less confusing. You'll find out by experience that you can create confusion by handling another's particles *but* you will also discover that you can create confusion by not handling another's particles on occasion.

The only real error you can make in handling another's particles is to fail to tell him by verbal or written comm *exactly* what you did. You stole his hat for a moment. Well, always give it back.

Remember, in a Scientology organization every *Scientologist* on staff potentially wears not just his own but *every* hat in the organization. He has to know more jobs than his own. Particularly jobs adjacent to his post. He often has to do more jobs than his own because those jobs have to be done and he sees it. A non-Scientology member of an organization is only limited in what he can do in the organization by lack of know-how. But the limitation is applicable only to instruction and auditing. But a Scientologist: he may find himself wearing any hat in the place including mine. And others may now and then wear his hat.

A staff member gets the job done of (1) his own post, (2) his department, and (3) the whole organization.

People who are *always* off line and off post aren't doing their own jobs. When we find somebody always off post and in our hair we know if we look at *his* post we'll find a rat's nest. So there are extremes here as well.

HOW TO HOLD YOUR JOB

Your hat is your hat. It is to be worn. Know it, understand it, do it. Make it real. If it isn't real it is *your fault* since you are the one to take it up and get it clean with an Executive. If he doesn't straighten it up so you can do it, it's still your fault if it's not done.

You hold a job in a Scientology organization by doing your job. There are no further politics involved – at least if I find out about it there aren't. So do your job and you've got a job. And that's the way it is.

But on post or off, we only fail when we do not help. The "public" only objects to us when we fail to help or when we fail to answer their questions. So we have two stable data on which we operate whether we are on post or not:

Help people!

Answer people's questions exactly!

When you don't you let everybody down.

NEATNESS OF QUARTERS

– THE PUBLIC KNOWS US BY OUR MEST –

A part of everyone's hats is keeping a good mock-up in people, offices, classrooms, quarters.

Keep your desk and your Mest neat and orderly. It helps.

And when you see things getting broken down or run down or dirty, fix them or clean them or if you can't, yell like hell on the right comm line.

THE DISPATCH SYSTEM

The Dispatch System is not there to plague you but to help you.

Except when you've got to have speed, *never* use an inter-office phone to another terminal. And never write a dispatch and present it and *you* at some other point at the same time. That's "off-line" just as a phone is "off-line". A good use of the organization's lines reduces confusion. The other guy is busy, too. Why interrupt him or her unnecessarily with routine that should go on the lines. You'll usually get an answer in the same day or at least in 24 hours. The organization's comm lines are pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

A comm line can be jammed in several ways. Principal of these is *entheta*. Ask yourself before it goes on the lines – It's bad news but is it necessarily important? Another is *overburden*. Too much traffic jams a line. Too long a dispatch doesn't get read. Another is too *little* data. That can jam a line but thoroughly. It takes more dispatches to find out what goes. An-

other way is to by-pass the line itself – this jams the terminal. The final way, in broad classes, to jam a comm line is to *put erroneous data* on it.

The last is a pet hate of Scientology people. Generally its form is "everybody knows". Example: "They say that George is doing a bad job", or "Nobody liked the last newsletter". The proper rejoinder is "Who is Everybody?" You'll find it was one person who had a name. When you have critical data omit the "everybody" generality. Say who. Say where. Otherwise, you'll form a bad datum for somebody. When our actions are said to be unpopular the person or persons saying so have names.

IN SUMMARY

A post in a Scientology Organization isn't a job. It's a trust and a crusade. We're free men and women – probably the last free men and women on Earth. Remember, we'll have to come back to Earth some day no matter what "happens" to us. If we don't do a good job *now* we may never get another chance.

Yes, I'm sure that's the way it is.

So we have an organization, we have a field we must support, we have a *chance*.

That's more than we had last time night's curtain began to fall on freedom.

So we're using that chance.

An organization such as ours is our best chance to get the most done. So we're doing it!

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Founder

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[Added to by HCO P/L 25 July 1966, *Allocation of Quarters—Arrangement of Desks and Equipment*, Volume 1, page 75.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 FEBRUARY 1965
Reissued 15 June 1970

Remimeo
Sthil Students
Assn/Org Sec Hat
Case Sup Hat
Ds of P Hat
Ds of T Hat
Staff Member Hat
Franchise
(issued May 1965)

Note. Neglect of this Pol Ltr has caused great hardship on staffs, has cost countless millions and made it necessary in 1970 to engage in an all out International effort to restore basic Scientology over the world. Within 5 years after the issue of this PL with me off the lines, violation had almost destroyed orgs. "Quickie grades" entered in and denied gain to tens of thousands of cases. Therefore actions which neglect or violate this Policy Letter are **High Crimes** resulting in Comm Evs on **administrators** and **executives**. It is not "entirely a tech matter" as its neglect destroys orgs and caused a two-year slump. **It is the business of every staff member** to enforce it.

ALL LEVELS

KEEPING SCIENTOLOGY WORKING

HCO Sec or Communicator Hat Check on all
personnel and new personnel as taken on.

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

The only thing now is getting the technology applied.

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

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

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

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

Getting the correct technology applied consists of:

- One: Having the correct technology.
- Two: Knowing the technology.
- Three: Knowing it is correct.
- Four: Teaching correctly the correct technology.
- Five: Applying the technology.
- Six: Seeing that the technology is correctly applied.
- Seven: Hammering out of existence incorrect technology.
- Eight: Knocking out incorrect applications.
- Nine: Closing the door on any possibility of incorrect technology.
- Ten: Closing the door on incorrect application.

One above has been done.

Two has been achieved by many.

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

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

Five is consistently accomplished daily.

Six is achieved by instructors and supervisors consistently.

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

Eight is not worked on hard enough.

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

Ten is seldom done with enough ferocity.

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

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

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

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

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

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

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

We will not speculate here on why this was so or how I came to rise above the bank. We are dealing only in facts and the above is a fact – the group left to its own devices would not have evolved Scientology but with wild dramatization of the bank called "new ideas" would have wiped it out. Supporting this is the fact that Man has never before evolved workable mental technology and emphasizing it is the vicious technology he did evolve – psychiatry, psychology, surgery, shock treatment, whips, duress, punishment, etc, ad infinitum.

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

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

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

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

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

When you don't do Seven, Eight, Nine and Ten actively, you are working for the Bank dominated mob. For it will surely, surely (a) introduce incorrect technology and swear by it, (b) apply technology as incorrectly as possible, (c) open the door to any destructive idea, and (d) encourage incorrect application. It's the Bank that says the group is all and the individual nothing. It's the Bank that says we must fail.

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

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

What happened here? Instructor A didn't jump down Auditor B's throat, that's all that happened. This is what he should have done: grabbed the auditor's report and looked it over. When a higher executive on this case did so she found what the Case Supervisor and the rest missed: that Process X increased Preclear C's TA to 25 TA divisions for the session but that near session end Auditor B Qed and Aed with a cognition and abandoned Process X while it

still gave high TA and went off running one of Auditor B's own manufacture, which nearly spun Preclear C. Auditor B's IQ on examination turned out to be about 75. Instructor A was found to have huge ideas of how you must never invalidate anyone, even a lunatic. The Case Supervisor was found to be "too busy with admin to have any time for actual cases".

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

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

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

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

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

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

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

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

When somebody enrolls, consider he or she has joined up for the duration of the universe – never permit an "open-minded" approach. If they're going to quit let them quit fast. If they enrolled, they're aboard, and if they're aboard, they're here on the same terms as the rest of us – win or die in the attempt. Never let them be half-minded about being Scientologists. The finest organizations in history have been tough, dedicated organizations. Not one namby-pamby bunch of panty-waist dilettantes have ever made anything. It's a tough universe. The social veneer makes it seem mild. But only the tigers survive – and even they have a hard time. We'll survive because we are tough and are dedicated. When we do instruct somebody properly he becomes more and more tiger. When we instruct half-mindedly and are afraid to offend, scared to enforce, we don't make students into good Scientologists and that lets everybody down. When Mrs. Pattycake comes to us to be taught, turn that wandering doubt in her eye into a fixed, dedicated glare and she'll win and we'll all win. Humour her and we all die a little. The proper instruction attitude is, "You're here so you're a Scientologist. Now we're going to make you into an expert auditor no matter what happens. We'd rather have you dead than incapable."

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

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

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

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

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

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

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

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

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

Do them and we'll win.

L. RON HUBBARD

Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 FEBRUARY 1965
(Reissued on 7 June 1967, with the word
"instructor" replaced by "supervisor".)

Remimeo
All Hats
BPI

SAFEGUARDING TECHNOLOGY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Squirreling is today destructive of a workable system.

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

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 OCTOBER 1968

Remimeo
All staff
All students

COURSE COMPLETION
STUDENT INDICATORS

When a student has finished a course, he should want the next course in training. If not, out Tech or out Ethics or both. Just as a pc's good indicators should be in wanting next level of auditing, so should a student's good indicators be in wanting next level of training. If this is not the case something missed by the supervisor or student or both the supervisor and the student.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 31 MAY 1968
Issue II
(Reissued from Flag Order 808)

Remimeo

AUDITORS

Auditors have since the first session of Scientology been the only individual on this planet, in this Universe capable of freeing man.

An Auditor is one who has been trained in the technology of Scientology. An Auditor applies standard technology to pre-clears.

At times some will forget or chose to ignore the fact that the Auditor is not just another fellow or a guy who works in Scientology. An Auditor is a highly trained specialist, no matter what level of Auditor. He or she is the only one who can give man the truth, that man knows.

An Auditor is to be respected. An Auditor is very important in Clearing this Planet, and this Universe. It's a big job and the Auditor will do it. All Auditors are appreciated.

Special designations and insignia are to be developed to distinguish the Auditor from others and signalize his class.

L. RON HUBBARD
Founder

LRH:rs

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 FEBRUARY 1964

CenOCon
Sthil

STAFF REGULATIONS AUDITING VERSUS JOB

(Effective on Receipt)

It is an Academy maxim that if an auditor feels warm to the touch he or she can audit. There is no excuse of CASE. "I can't audit today because my case ..." If this were not the maxim, a lot of auditing would never get done.

Now we are extending this to administrative staff members in Scientology organizations. Case is no excuse. If a staff member's breath can be detected on a mirror he or she can do his or her job.

Further, Case is not to be used as an excuse for errors or transfers off post or retraining or being ordered to the HGC, etc. Case is no excuse. Case is not a point.

This gives rise to the following regulations which become effective on receipt and which cancel any conflicting earlier policies.

A staff member may not be absent from his or her job to give or receive auditing during working hours. Exception only staff members whose job it is to audit. Exception: *Severe* temporary illness or physical injury.

A staff member may not be ordered to training or processing as a disciplinary measure or as an effort to improve performance on the job.

A staff member may not be transferred to another post or dismissed because of "Case Difficulties".

All disadvantageous transfers, suspensions or dismissals shall be made only by reason of actual performance of duties and the usual and easily recognized sins of omission or commission.

The individual staff member's preclear classification may be taken into account in appointments and promotions just as his or her auditor classification would be, but may not be taken into account as a cause for demotion, suspension or dismissal.

Whereas it is of interest that all Scientologists have their cases in good condition to the extent of conducting co-audits in the individual's own time in instruction and auditing, it is also true that Scientology organizations are not huge HGCs for staff members and have their own functions.

A staff member may not use his working hours for being instructed or trained and aside from Academy personnel whose job it is to train students, a staff member may not em-

ploy his or her staff time to instruct. Exception: Technical officers may give staff auditors instructions about their preclears or students, but no course or conference may be held for the purpose.

The possession of a certificate carries with it the responsibility of knowing the skills covered by it. Constant retraining within a level for which the auditor has already been classified is forbidden.

Staff members aspiring to the next higher classification should become part of evening or weekend courses teaching those skills. Enrolment in such courses may or may not be at the expense of the organization according to the decision of the Association or Organization Secretary.

Co-audit training or processing may not be undertaken during working hours.

An organization should arrange at its own cost the management of a co-audit for its staff members, providing all such training or processing is done in the staff member's own time.

Administrative staff members or executives may not audit during working hours unless specifically transferred temporarily or permanently to the HGC and no transfer shall be for less than one week, during which the duties shall consist exclusively of auditing and during which a minimum of 25 hours must be delivered.

A Director of Processing may not assign himself to audit individual pcs for full intensives.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 AUGUST 1964

Central Orgs
General Remimeo

GOOD WORKERS

It should be established as a matter of principle that the staff member who does a good job gets lots of processing and a person who is not doing a good job is given minimal processing.

Don't be held down by people who do a bad job just to be processed.

It pins the whole advance of the Org down to its lowest staff member's case.

An almost perfectly run organization will fail to get in income or give service if the reverse policy is used and if the whole effort to improve the Org is concentrated on processing only erring staff members.

You can only go a certain distance in improving an Org by processing staff members. Beyond that it deprives people of an incentive to do a good job.

People don't *have* to be aberrated and the best job deserves the fastest road to O.T.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 MAY 1961

Issue II

(Reissued on 21 June 1967)

Remimeo
All Staff
Tech Hats
Qual Hats

*A message to the Executive
Secretaries and all Org Staff*

QUALITY COUNTS

Clearing is now in the reach of every Scientologist.

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

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

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

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

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

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

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

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

I have made the grade technically in the field of research. Now it's time to drop all the booboo's and nonsense. All you have to do in an Org is release and clear people and turn out

auditors who can release people and keep in contact with the public and treat them well and you're over the top.

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

Right here and right now this policy is laid down in concrete with an atomic branding iron: **The first and primary goal of an organization is delivering the foremost technical quality that can be delivered in its area.**

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

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 MAY 1961

CenOCon

QUALITY AND ADMIN IN CENTRAL ORGS

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

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

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

Administrative personnel gets Scientology to the public, keeps the public happy and the organization solvent.

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

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

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

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

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

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

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

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

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

It is working out that goofs are of this magnitude:

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

Auditor has not the vaguest on how to handle rudiments;

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

Auditor has no clue about assessment;

Auditor just doesn't even report to session.

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

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

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

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

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

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

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

All staff members, Tech and Admin, of a Central Org, each one or altogether, has a right to demand that every tech person knows his business and does the job.

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

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

All staff personnel has a right to demand practical and functional releasing and clearing 1. of staff 2. of executives and 3. of the public who buys our service.

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

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 JULY 1966
Amended 19 March 1968

Remimeo

STAFF STATUS

(Corrects all earlier Sec Eds and Pol Ltrs)

The intentions of the staff status system and the conduct of it require a clarification as follows:

TEMPORARY

1. After two weeks' employment, if a newly hired staff member can obtain a written recommendation from his immediate superior, he can report to the Staff Training Officer in the Qualifications Division, give him the recommendation and receive the training materials for provisional. He can then study these and get checked out on them by the Staff Training Officer and if passed, get his Staff Status One, Provisional.

STATUS ONE PROVISIONAL

2. When the Provisional Staff Member has his Staff Status One, he can receive the materials for Staff Status Two from the Staff Training Officer and begin to study and pass them by check outs from day to day. When he has passed them all, he is given a written examination and, passing this, he obtains his Staff Status Two.

STAFF STATUS TWO

3. When a staff member has his Staff Status Two he can apply for the materials for Staff Status Three, executive rating, and so on up the Staff Status levels.

Obtaining an executive Staff Status does not ensure the appointment as an executive but makes one eligible for such appointment.

The one year service between One and Two is abolished.

Only a Staff Status Two is now eligible for contract.

Staff Status Two, if on contract, is entitled to free processing up to Grade V, a 50% discount on training and further processing and uniforms. No lower status has these privileges. This is true for all Orgs, SH, WW and AO.

A Temporary Status staff member may be dismissed, transferred or demoted without any Ethics action. Any person still a temporary status after 3 months on staff will be let go.

A Staff Status One must have been given an Ethics Hearing and found guilty of a misdemeanor or more in order to be dismissed but may be transferred without a hearing.

A Staff Status Two must be given a Committee of Evidence and found guilty beyond reasonable doubt to be dismissed and an Ethics Hearing to be demoted or transferred.

A deputy or acting appointment may be demoted without Ethics action, but only to the last permanent grade.

Staff Members may request transfer or demotion without Ethics action.

PENALTY

If a Staff Member breaks his Contract, leaving employ or going to a higher Org with Contract incomplete, he is then liable for **full payment** of all courses and processing he has received at **full rate** (not just 50%), and owes for all transport or expenses he may have been paid.

SECURITY CHECKS

Security Checks should be given any new staff on a meter.

When a theft or insecurity has occurred staff should consent to such a check and such a consent is contained in the hiring Contract.

CHECK OUTS

Any staff member receiving a check out from the Staff Training Officer and flunking is told to go off and study some more. The item being checked out is marked with a date and initial at the point just about where the flunk occurred and if the staff member comes for re-examination within one week, the item being checked out is simply checked from the last mark on. But if more than one week elapses the whole item must be examined again.

A staff member is only sent to **Staff Review Officer** for remedies if his flunks have been continual and he is not making progress at all.

A log, loose leaf, containing the names of a staff member per page is kept by the Staff Training Officer.

The Staff Training Officer may not hold any additional post than Staff Review Officer and if so check outs must consistently be at one period of the day and review another. If traf-

fic is too heavy not even this additional hat may be worn. If Staff Review Officer is singly held the holder may also audit staff, and do assists.

ORG BOARD

The Org Board must reflect the status of a staff member.

UPPER STATUS GRADES

Grades Three and above are given check sheets by the Guardian WW.

EVENING STUDY

Staff members should study in their own time not on the job. But they may be examined or reviewed while on the job.

L. RON HUBBARD
Founder

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ADDENDUM

per

HCO POLICY LETTER OF 22 AUGUST 1966

Issue III

Only a staff member with Staff Status Two is eligible for contract. Thus, before a Class VI may start his actual Internship period, he must come on staff and while working in the org, study for and attain Staff Status Two, at which time he will be eligible for both Internship (provided of course he meets the other requirements for Internship) and staff discounts.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 MARCH 1965

Remimeo

STAFF REGULATIONS

Excerpts from HCO Policy Letter of November 9, 1964
and November 26, 1964 (Revised) For Staff Hats

STAFF MEMBER LOANS

All loans to staff members from any organization or outside source must have the permission of the nearest Finance Secretary, before being granted or received. The Finance Secretary must also at once report the matter to Saint Hill. Exception is actual personal leases and/or Hire Purchase or Time Payment purchases by the staff member for his or her own use, and no monies may be borrowed by full- or part time staff members from past or present organizational students or pcs.

STAFF REGULATIONS

Any staff member accepting for training or processing any student or pc for his personal profit or for favours during his time of employment on staff, or *any HASI student or pc* for two years following will be subject to a Committee of Evidence and possible suspension of a certificate or certificates and awards and made to refund all fees so illegally received to the person who paid.

REPORTING OF UNUSUAL FAVOURS

Any unusual favours received by a staff member from organizational students or pcs must be reported to the HCO Area Sec who must at once report the matter via HCO Continental to HCO Sec WW. This includes uses of cars, apartments or receiving expenses as well as other favours.

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[Editors Note (Max Hauri) I was unable to find the HCO PL 9 Nov 64 as well as the HCO PL 26 Nov 64. The above paragraphs are excerpts from the HCO PL 19 October 64 Pricing Formula. There is a foot note in the HCO PL 19 October 64 Pricing Formula:

Note: In 34. STAFF REGULATIONS the phrase "*or any HASI student or pc*" has been added per HCO PL 26 November 1964. 7 (h), 38, 39 and 40 have been added per HCO PL 9 November 1964.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 MARCH 1965

General Non-Remimeo
Post Staff Boards
HCO Sec Hat
Sthil Scn Staff

STAFF MEMBERS AUDITING OUTSIDE PCS

It is expressly forbidden that executives or staff members of Scientology Orgs (which of course include Saint Hill) audit for pay any outside pcs while employed on staff in any organization anywhere in the world.

To do so with orgs on proportionate pay robs your fellow staff member.

Two executives have been relieved of post in the past two years for permitting this practice in their orgs.

If one has pcs they should be turned over to the org.

If staff works hard, pay, particularly under new promotion programmes, is very adequate. Pay only becomes inadequate when policy is out. To keep pay up, keep policy in.

Staff Auditors may only audit family and friends 8 hours per week without pay. This is the original rule, to save them from demands on their free time. This is sometimes interpreted wrongly as permission to audit 8 hours for fee. It is not so applicable. They must not receive pay for those 8 hours.

Just think what you would do in Scientology if I started working for pay outside orgs. Things would get really upset and, as proven by the slump all orgs take whenever I move about or take time off (it just happened again), we need all of us on the team. When I have audited pcs for pay, ever since there have been orgs, I have turned over every cent to the org I was in—they were just org pcs even when they applied to me. (I haven't offered to audit anyone for years but it would still be done that way today if I did.)

Failure to report instances where the outside auditing policy is violated is also reprehensible.

If you don't have enough money, do your job well enough to put all of us in clover. That's how I do it. Try it if you need extra money. It works.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 JANUARY 1966
Issue I

Remimeo
All Staff Members

STAFF MEETING

Staff Meetings should convene on the first Tuesday evening of any month at the Organization headquarters.

The Chairman of the Staff Meeting has always been and shall continue to be the Executive Director or his deputy, the LRH Communicator.

The business of the Staff Meeting shall be:

To gather agreement and permit staff origination on matters relating to personnel and duties. To suggest promotional, maintenance and organizational changes to the executives of the Organization.

For any staff resolution to be a staff resolution, a majority of staff members must be present, else there is no quorum. For any staff resolution to be passed or conclusively killed, a majority vote of those present is necessary. In case of a tie, only then does the Chairman vote.

Robert's Rules of Order may be applied or not by the Chairman to the Staff Meeting as the need of formality may seem to be indicated but in no case should the business of Staff Meeting be unduly retarded by the introduction of Rules for that purpose.

Staff Meeting resolutions should be made into minutes. These are presented to the Advisory Council for information and the Executive Director for approval before they become law.

Special Staff Meetings not on a regular meeting date may be called, (1) by the Executive Director or his deputy the LRH Communicator, or (2) by a Staff Member on three days' notice by posting a notice on the Comm Center Bulletin Board, stating the time (but not during business hours) and the exact business to be covered by the meeting and the meeting shall be convened only if a majority of staff then sign or initial such notice. Neither meeting shall have legal force if a majority of staff members are not present and if the Executive Director or his deputy the LRH Communicator is not in the chair. Resolutions of such meetings must proceed in the usual channels.

The Secretarial to the Executive Director shall take down and type all minutes of Staff Meeting.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 APRIL AD 15

Gen Non-Remimeo
Exec HATS
Magazine Article
Franchise
Field Staff Members Hats

CONTESTS AND PRIZES

In Scientology, we have a policy about **contests** and **prizes**.

The surest way to break a lot of hearts is to run a contest in which only a minority get prizes. That is very homo sap.

In Scientology we never offer minority type prizes.

Our **contest** must be planned so that **every entrant** gets a prize or *the* prize.

This comes from the nature of Scientology itself. Scientology is the only "game" in the Universe where everybody wins.

We must mirror this fact and punch it home whenever we can.

From this various policies develop: Scientology is open to all people.

In certificates and status the road is open to all Scientologists who can qualify level by level.

On any offering, anybody can have it if he or she qualifies.

We have lots of certificates and grades.

There are no exceptions. Anybody has a chance to go up in certificates, staff status and case gain and state of beingness.

Our posts are something else. Bill's top attainment is his recovery of self. His attainment is not becoming Joe.

Our posts we hold in trust as our appointed place. Though gained by ability, posts are not prizes. They are responsibilities we hold to help.

Therefore we do not seek each other's posts.

We respect the other fellow whatever his status and give him his right to win the biggest prize of all, himself or herself. That prize is won by dedicated exact application of Scientology and full support of our mission in our organizations and the public.

Organized, we can each one win the biggest prize that can be offered – a full recovery of self.

As a team, helping one another, respecting each other's posts, our seniors and juniors on staff, and following our admin and tech procedures, we keep the door open and make the grade ourselves – the Top can't be reached without help, without organization, without the policies that coordinate our actions and the exact technology we apply.

So we don't offer minority prizes. We symbolize in every contest an open door for case and status gain for all by giving everyone a prize in any "contest" we hold.

And we hold our posts, not as something to be contested for, but as a competent teammate in a strong and well coordinated operation in which each one does his job.

There is no greater game in the Universe than Scientology, for it is the only game in which everybody wins. And that places it far above all other games and makes it the game of games where everybody gets the ultimate prize of self – and sound companionship as well.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W. 1
HCO POLICY LETTER OF 2 JUNE 1959
Issue II

PURCHASING LIABILITY OF STAFF MEMBERS

All purchases by a Scientology organization must be done by purchase order, duly agreed upon and signed by those in authority before any purchase or contract may be binding upon the organization.

Should a purchase be made or a contract entered into for the organization by a staff member with no purchase order, the Association Secretary, Organization Secretary, HCO Secretary or person in overall charge of that organization may refute the purchase or contract and may require the offending staff member to pay for the purchase or contract out of his own pocket as a personally entered into arrangement.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 22 SEPTEMBER 1965

Gen Non-Remimeo

KEYS

When a person receives a key from the Key Officer, he or she must immediately sign for it in the key book.

If at any time a person leaves that space for which he or she has a key, then sometime during that same day, that person ***must*** take the key back to the Key Officer, who will then give the key to the new occupier who then signs for it.

If the Key Officer finds that a space has been taken over by someone and that he or she has a key which has not been signed for in the key book, then the previous owner of that space gets fined 10/- as he did not return the key to the proper source.

The new owner also gets fined 10/- as he is using the space illegally.⁶

A person is also fined 10/- if he or she loses a key.

L. RON HUBBARD

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⁶ 6/- that means 6 shillings in old money, just to make it clear, in 1965 we had pounds, shillings and pence. The symbols were £, /-, and d (denarii). I.e. £93.16.0 = Pounds 93, Shilling 16, Denari 0.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 8 SEPTEMBER 1965

Gen Non-Remimeo

SUPPLY OFFICER

All divisions should have a quantity of Internal Requisition Forms to be filled in whenever supplies are needed.

The person who requests the goods, signs his name at the bottom of the form and so does his department head. The exact reason why these goods are required should also be included on the Internal Requisition Form.

Only one type of requirement should be asked for on one form, e.g. "A Black Biro and a Red Biro". This would be OK as it is just on the subject of pens. But "A Black Biro and a ream of foolscap paper" should be entered on two forms. This shows how many items each division orders per week.

Do not order extravagantly – you can only write with one pen at a time; otherwise the Supply Officer has to do the cutting down of requirements and this can lead to unnecessary ARC breaks.

All Internal Requisition Forms should be in the Supply Officer's basket by 12.0 p.m. each day. If you have ordered goods since 12.0 p.m. the previous day, then you or a representative should go to the place appointed by the Supply Officer between 1.0 p.m. and 1.30 p.m., where the Supply Officer will issue the requirements.

The Supplies that are available at short notice are such items as: Folders of each division colour, paper of each division colour, black, red, green Biro pens, felt pens for poster work and make-up department, most envelopes, paper clips, drawing pins, typewriter ribbons, Sellotape, foolscap paper, ink for stamp pads, rubber bands, gummed labels and carbon paper.

However, if in doubt, present yourself at the appointed place between 1.0 and 1.30 p.m. The Supply Officer will then inform you if the requirement is in stock or if it has had to be ordered.

When a requirement has to be ordered, the Supply Officer will inform you when it arrives at Saint Hill. If it is a rush item, it can be issued as soon as it arrives, otherwise it is collected at the correct time.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 FEBRUARY 1964

All Heads of Organizations
HCO Secs
Dir Admin
Administrators and Super-
visors of Companies

THE EQUIPMENT OF ORGANIZATIONS

The person in possession of organization equipment is responsible for the equipment. On its loss or damage through carelessness or neglect the person in whose charge it had been *placed*, not only the person who damaged or neglected it, is liable to have to recompense the company or myself for the cost of the repairs or loss of the equipment or some portion thereof.

Stock cards for all equipment possession or issue in organizations shall be prepared by the administrative head of the organization. If equipment is not so accounted for and is lost or damaged the administrator of the company, not having a stock card of issue on it, becomes liable financially to the organization or myself for its repair or replacement.

The idea of "company property" is both stupid and dangerous. That which is "owned by everyone" is actually owned by no one and falls apart. A company, corporation or state does not live or breathe and so it cannot care for anything. The doubtless noble experiments of totalitarian communal states such as Cuba or Russia starve and fail because of this one *idée fixe*: only the state owns. That leaves nobody to have or take care of anything. Their enormous five year plans never materialize because their tractors will not run. Their tractors won't run because they belong to nobody. Saying they belong to the state is a way of abandoning them. A company can't really own anything since it has no concept of ownership. And you see how "company property" falls apart.

Look at it this way: You own those things that are in your charge. When you take over a position you become richer by the things that go with it. You stay rich as long as you keep them in good shape. You get poor to the degree they go bad or won't work or get abused because you incautiously lent them to a careless fellow worker. Righteous indignation because "you messed up *my* typewriter" or "you scarred up my auditing table" is not peculiar, it's quite in order.

Look around you and see what you own in your position. If two people use it, only one, even so, can own it.

It is curious that around orgs my own personal possessions are given good care. I never worry about my MEST being in org hands. And a lot of it is. If it's Ron's, it's taken care of. That's a long standing observation. But "company property" gets badly abused at times. If you figure that I own everything in Scientology and you own the things that go with your position, we'll have more and have it longer.

There are three kinds of possessions in Scientology organizations.

TITLE A: These are permanent installations, buildings, walls, radiators, anything fixed in place.

TITLE B: Valuable equipment which is not expendable. These are desks, typewriters, mimeo machines, blackboards, chairs, furniture, rugs, decorations, cars, etc.

TITLE C: These are expendables. Office supplies, paper, chalk, stencils, dust rags, mops, etc. They are issued on the understanding they will get used up.

In inventorying and making up cards of issue to persons in charge, Title A is issued to the head of the organization or department exclusively using them. Title B is made up to the head of the department or the person who is actually using them. Title C is issued to the person using the material.

Stock cards are kept on Title A and Title B. The administrative head has to have a signature for Title A and Title B as having given it to somebody who then signs for it.

No stock cards may be written as "Issued to Training Dept" or "Director of Training". They are issued to Richard Roe, the person himself. The main building is not issued to "Organization Secretary". It is issued to George George, a person who happens also to be Organization Secretary. A car is not issued to "Department of Materiel". It is issued to John John, who happens also to be Director of Materiel.

When a person is transferred, his possessions are signed for by the person, as a person, who takes over that position. And so long as the person who owned them has failed to transfer them to the new person, he or she can be charged up for them. Regardless of post transfers, the person on the Stock Card remains the owner and is liable for any loss or abuse until the possessions are actually signed for by somebody else.

If it exists somebody owns it and has signed for it. And until a new person signs for it the old owner is liable for it regardless of his whereabouts or new post.

Until it is signed for initially it is owned by the administrative head and if anything happens to it or it is lost, the administrative head is liable for it.

The stock cards should be stiff cards of good size kept in a box that fits them. There is only one card per piece of equipment. The card says where it is and what it is and when bought and has ample area for owning and transferring signatures.

Cards are prepared from Inventory and are checked by Accounts records.

A new acquisition brings about a new card which is then signed for.

The head of the organization is accountable personally for any losses up to July 1, 1964, which occurred during his term of office.

To dispose of Title A or Title B, or account for its loss, it is necessary to *survey* it. This is done by a board of three executives of departments who must see the equipment being disposed of or certify it as lost. A Survey Board is liable for any falsification of records.

In organizations that have no Director of Administration, the head of the organization acts in his capacity and is responsible for having Stock Cards.

We are pretty good withal on the subject of equipment. Its loss or damage is not one of our major problems. Only one organization, Johannesburg, has gone mad on the subject where one Senogles, temporary head of it, had a passion for "losing tapes and tape recorders".

However, we are expanding. Expansion needs some orderly ownership. There is not very much Title A and Title B about so it is not a very heavy task to organize it. If we straighten this out now, we'll save ourselves a mess later.

Further, at this time inventories for corporation transfers have to be done anyway, so we may as well get it all done at once.

L. RON HUBBARD

LRH:gl.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 NOVEMBER 1965

Remimeo

EQUIPMENT

Equipment of all types in HCO and the Org must be specifically assigned to divisions and departments and the Inventory Officer must have a signature for every piece of equipment in the organization.

No single piece of equipment may be across two or more divisions. Each piece must be wholly in one.

By equipment is meant any item costing more than £5 or \$10.

If a piece of equipment is lost or damaged or neglected there must be a division, department and a person that can be named.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 OCTOBER 1967
Issue I

Gen Non-Remimeo

OPERATIONAL, DEFINITION OF

A lot of trouble in the Sea Org comes from lack of grasp of what we mean by *Operational*.

Definition: **An item that is operational works well without further assistance or attention.**

This does **not** say that operational means something *works*. It works *well*. It works without assistance or patch up or holding on to it. It works without attention. It doesn't have to be continually watched.

The break down in mail comm stemmed in part from the Photocopier. The error was not in the copier. The error was in having something around that doesn't work well, needs continual attention, breaks down regularly. That comes from not reading or understanding the Ships Org Book. *Operational* was misunderstood. This Photocopier was wholly non-operational in that it had to be continually nursed, was operated in bright light and took up tons of time. Because it was there nobody simply typed a copy of the vital dispatches. One must **not** keep non-operational things around or they must be made operational by above definition.

Also the early Flag Order about fast communication being vital was not complied with.

A costly mess resulted from delayed comm. All because OPERATIONAL was not understood.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
LONDON
HCO BULLETIN OF 28 FEBRUARY 1957
Issued at Washington

ALL STAFF, U.S. and
LONDON

HATS

Every Staff Department head in every organization should have a folder in his desk in which to place all written material and bulletins which apply to his job.

This is not a casual action. It is vitally important. It is his "hat".

This folder should be labelled, for example, "Director of Processing", or "Indoc Instructor", or "HCO Secretary", or any such post.

The folder should then receive, after study, any policy letter or executive order or HCO Bulletin applying in general or in particular to that job.

If you do not have a complete hat, obtain from HCO or elsewhere the missing pieces.

Also, and this is very important, write up and paste into the front of the folder a full description of your job.

Only in this way can we have use of such orders and bulletins. Only in this way could you be relieved in an orderly fashion for a vacation or transferred to another post.

Please do this at once. Whoever is in charge of supplies can make a folder available to you.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1
HCO POLICY LETTER OF 5 MAY 1959

POLICY ON SEC EDs 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 Secs at once get staff members to realize the real role of Sec EDs and Hats and despite these to create the post continually and handle the problems of that post. HCO Secs 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 EDs 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

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 SEPTEMBER 1959
Issue II

CenOCon

HATS AND OTHER FOLDERS

There are three classes of folders permanently assigned to each staff member of HCO and the Central Org.

The first of these is a hat folder. In it should be included only the hat write-up and policies issued which directly relate to the individual post.

The second of these is a technical folder into which one places all technical bulletins issued. These must never be put in one's hat folder.

The third of these is an organizational folder. All bulletins and policy letters relating to one's job but only by reason of being a staff member are included in this folder.

These folders are the following colours for your info and ready reference:

- Hat Folders are Blue
- Staff Folders are Yellow
- Technical Folders are Goldenrod.

THE KEEPING OF THESE FOLDERS

The responsibility of keeping these folders straight lies with the individual staff member.

One must always have all the write-ups and policies governing his job ready to hand in his hat folder. The reason for this is basically to keep the structure of the organization in writing and straight for reference by the staff member. There is also a great advantage here in having a complete hat folder in one's desk when one is not present, for his duties and functions can be looked up and done by another when he is on vacation. Further, when one is promoted or posts are changed there is always a loss of the bits and pieces, and the person new on post needs constant guidance from the member leaving it unless all these bits are in the hat.

Random despatches, technical bulletins, general staff bulletins are never put in one's hat folder. To do so is to thicken the folder up to a point where it cannot be used for ready reference. This defeats the purpose of the hat folder for the staff member himself and for his possible temporary relief.

Letters and policies governing the fact of being a member of staff, such as rules and regulations of HCO or the organization and hours and schedules for this and that, all belong in the staff member folder. This should include no technical.

All technical bulletins, policy letters and other technical matters, and even one's own notes on the technical aspect of keeping one's job straight, belong in a separate technical folder which, accumulating, becomes very valuable to everyone.

This then is the way we keep our posts and positions and functions straight in HCO as well as in Central Organizations.

These three types of folders are stored handily in one's desk and are the only pieces of paper allowed in one's desk. (Never make despatches or comm material vanish off the lines and into a desk.)

If these three folders are in good order one has a ready method of checking over all sides of his job and all policies relating to his job. If one has his folders it is possible to break down his job into various parts when the volume of the post gets too high so as to have exact write-ups of instructions to pass over to newly acquired assistants.

Unless we have some visible record of our posts and functions we can easily get into a confusion of lines and actions, which has been known to bring chaos to an organization to say nothing of much extra work and Dev-T to its individuals.

We have long since found that the old time 'organization chart' was inadequate for our complex functions and actions. We have also found that memory is inadequate in the supervision of posts and functions.

Your attention to and care of these three types of folders is recommended.

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Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 JULY 1965
Issue III

Remimeo
Basic Staff Hats

ALL DIVISIONS

HATS, THE REASON FOR

HAT: Slang for the title and work of a post in an org. Taken from the fact that in many professions such as railroading the type of hat worn is the badge of the job.

Organization consists of certain people doing certain jobs.

Disorganization consists of each person wearing all hats regardless of assignment.

In a smooth organization that runs well and succeeds **each person wears his own assigned hat.**

When a person has a job that belongs to another hat than his own, he passes the job to the other hat.

Each staff member is a specialist. He specializes in his own hat.

When people wear only their own hats then one has terminals in the org. If terminals exist then communication can flow correctly. If communication can flow correctly then work gets done and the org can get in income.

Terminal – a point that receives, relays and sends communication.

If people present each wear any old hat or all the hats, then no terminals exist, no communication can flow properly, work can't get done and there is no income. There is chaos and it is an unhappy place.

In a green org staff members don't know what other staff members do. So they don't know where to send things so they do them themselves. Worse, they don't even know there is an org there. It is quite pathetic. Like rookie troops or militia or a mob. Of course the place goes broke.

You can tell a good executive. He only hands out despatches and work to the correct hats. A lousy executive hands the work to anyone handy, regardless of title. He's in apathy and doesn't know there's an org there.

The whole theory of successful organization is to have posts that only do specific things, to have sections and departments and divisions which specialize, and to have people who only wear their own hats and know who is wearing the other hats and send *their* work to them.

A train crew has a Conductor. He wears a Conductor's hat. It has an engineer. He wears the engineer's hat. It has a fireman. He wears the fireman's hat. Where do you think the train would get to if each of these three didn't know who were the other two? The Conductor wearing the engineer's hat would mean no fares. The fireman wearing the Conductor's hat would mean no steam. And the engineer wearing the Conductor's hat would mean no train going anywhere.

So beware of wearing other hats than your own, or of being ignorant of what other hats are being worn. For nobody will get anywhere and you'll find yourself overworked, dismayed and unhappy.

Each person to his own job and damn the fellow who tries to give you things which aren't your hat and doesn't know there's an org there.

Realize that the basic theory of organization is this:

1. So long as each knows and wears and works at his own hat only, things will be smooth.
2. And so long as each person knows what the other hats around him do, he can give them *their* work when it comes his way and all will be successful and smooth.

If you let somebody steal your hat (do your work for you that you are supposed to do) that person will soon have you in trouble or have your job so snarled it can't be done.

If you don't know who in the org is supposed to do what and make them do their own jobs when those drift your way, you'll be overworked like mad.

If somebody tries to get you to do something that isn't your job on the org board then **file an ethics chit for job endangerment**. For at the very least that person is reducing income by not knowing the lines and posts of the org.

When you are assigned an additional duty, make sure it is also properly in your department or division or you'll be messed up.

Don't permit people to mess up hats around you or *you* will be in chaos.

Only organization can make your job smooth. And wearing your hat and doing your own job and knowing and making other people wear only theirs and do their own job, is the total secret of organization.

L. RON HUBBARD
Founder

LRH:mh.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 JANUARY 1968

Remimeo
All Staff Hats

HAT WRITE-UPS AND FOLDERS - INSPECTION OF HAT FOLDERS

(Excerpts from HCO Policy Letter of January 10th, 1958 and May 13th, 1964 rewritten,
SEC ED 707 SH 385 WW 9 Aug 1966, SEC ED 100 LONDON 26 Jan 1959)

Write up your hat.

This applies to every staff member.

A copy is furnished the HCO Exec Sec WW.

By "Hat" is meant your job title and duties. It comes from Railway slang – the train-man wears one kind of hat, the conductor another – thus "Hat" equals what your job is.

A "Hat" is a permanent folder, in your possession, which describes your duties on your post in full and which contains policy letters which directly relate to that post. The folder must be completely up to date.

When writing up your hat, put down your Division and Department number. (Find yourself on the Org Board in the Comm Centre.) Then write down your post **title** (i.e., Mail Clerk, Cook, etc.). Then the **PURPOSE** of the post is to be given, followed by the **duties** of the post – to be numbered separately. This write-up is a brief but complete account of your current duties, i.e., exactly what you are doing on your post at the time, not what you are supposed to be doing or hope to do.

Write in the times things are done and where you work and who your immediate senior is.

Know your Hat – Make sure it is kept current. You are responsible for seeing that it is kept up to date.

Do not destroy old hat material. Forward anything now obsolete in your hat to the Hats Officer, HCO Div 1, Dept 1, for master filing.

If you do not know what to do with anything in your hat, send it to the Hats Officer, otherwise valuable details of the organization may be lost.

The Hats Officer may call upon any staff member at any time to deliver up his hat folder, in person, for immediate inspection.

If the hat folder does not completely describe the post it covers and the duties and procedure thereof, or if it is incomplete, or if it is in gross error, the Hats Officer may notify the Dir Income to debit the account of the person concerned to the amount of £2.10.0 sterling;

\$10.00 U.S., or equivalent in other currencies. If the folder is missing entirely, the fine shall be £6.0.0 sterling or \$25.00 U.S.

There is no limit to the number of times a folder may be called for or the number of fines save only that only one fine may be levied for each offence. Recentness of appointment shall be no excuse.

The Dir Income is authorized herewith to so debit a person's account on notification from the Hats Officer. Any funds so derived shall be made part of the Building Fund.

Scientology Organizations are complicated structures. The know-how is contained in its hats. The structure becomes unworkable when posts and duties become lost.

Proposed by a Board of Investigation

Len Regenass

Kevin Kember

Halldora Sigurdson

Tony Dunleavy : Qual Sec WW

Len Regenass : HCO Area Sec WW

Eunice Ford : HCO Exec Sec WW

Tony Dunleavy : Org Exec Sec WW

Ken Delderfield : LRH Comm WW

Joan McNocher : D/Guardian WW

Mary Sue Hubbard

The Guardian WW

for

L. RON HUBBARD

Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 JANUARY 1966

Remimeo
Staff Hat

Urgent

**LEAVING POST
WRITING YOUR HAT**

(A copy of this should be clipped to every transfer order issued in an org but failure to do so does not relieve the transferee of responsibility.)

On changing post, it is *vital* for the staff member (executive or general) to write up his or her hat for the post being vacated.

A copy is furnished the HCO Exec Sec WW.

A person is still considered to also be on any post he is vacating until:

- (a) A new person is provided for the post.
- (b) He or she has written up a complete hat giving the duties, lines and peculiarities of the post.
- (c) Turned the hat over to the new staff member and a copy to HCO Exec Sec WW.
- (d) Turned over all the equipment and supplies of the post and gotten a receipt for them signed by the new person on the post.
- (e) Sent a copy of the items in (d) to the Supply Officer.
- (f) Settled the new person in the post so that it is operating.

If these are not done, an organization goes to pieces on expansion as it loses its lines and terminals and functions through promotions.

Staff members not doing the above may be called upon as responsible for the actions, failures and materiel of a post for up to 2 years after leaving it and his or her pay may be debited for any losses or damages in the post vacated without complying with the above even though the loss or damage was done by a successor.

Note that a person ordered to a new post is also responsible (regardless of any other action by another to fill it) for seeing that the post is competently filled before he is legally off it. This is of long standing custom.

None of this exempts Personnel or executives from filling posts, writing hats or accounting for materiel or supplies. But the staff member leaving a post has the greatest responsibility.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 NOVEMBER 1962
(Re-issue of HCO Policy Letter of May 22, 1959)

CenOCon
Franchise
Field

Re-Issue Series (4)

CENTRAL ORGANIZATIONS EFFICIENCY

One could say with bitterness that the only place some Central Organizations show self-determinism is the HGC and then only on processes.

We are getting too big to refuse to make decisions locally. If we are going to bring self-determinism back to man, we'd sure as the devil better display it in ourselves and on our jobs.

Once the basic purpose of a post or department is known, only two things should then be necessary:

1. Self-determined and responsible continuous creation of department and post, and
2. Holding the communication lines rigidly in place.

No number of specific, detailed orders can remedy anything if these two are not in existence. Specific, microscopic orders on how the job is to be done is not only impossible but defeats the purpose of posts.

The unit depends utterly upon each department and post acting causatively. The more problems that aren't handled by the department or post receiving them, the more confusion develops.

It is my job to appoint or confirm people on posts, to map general strategy, to provide written communication and keep myself informed. If I am impeded in doing that job, we'll never make it. And floods of requests for decisions which are well within the power of central organizations to make defeats us in two ways:

1. It cuts my lines by jamming them and
2. Denies us general leadership and materiel.

When I appoint or confirm a Scientologist on a post, I say "There, he'll handle that area." I don't say "Now I've got some more nursing to do."

If we are to bring self-determinism to Man, we must be prepared to exhibit it ourselves. Defining self-determinism as it applies to departments and posts, is very easy – it is the willingness to decide and act in a causative manner toward the traffic and functions of that post. When we have a person on a post who is the total effect of that post, we have the post

caving in on him and the tendency to pull the organization in with it. Only when the person on that post can assume positive and effective *cause* do we have gains in dissemination, units, ARC and MEST.

There are two ways of being a total effect – just to fixate and act not at all, just to disperse and throw everything off with resultant confusion to all.

We *must* come to orderly cause point on every post. We must, we must, we must.

The full statement of function of every post is necessary or we have duplication of effort which we can't afford. But why beyond that do people demand decisions by others? Information they need. Traffic they need. A rigid communication system and exact lines they need, but decisions?

How psycho can you get? Given information and the purpose anybody can make a decision. Unless he's batty.

Right here and now I declare us to have become of an age to grow up.

Here we must decide, are we to have a Mussolini empire where only Rome could decide? Or are we to have tightly run departments and posts, taking their own causativeness over their functions and traffic.

True, I'm pretty clever about things. And I'm handy to have around. But I rebel at making slaves. If I cannot teach you to stand on your own two feet on your post, I've surely failed. You've got to be willing to be hanged for mistakes and not tremble for fear of making them. Be right on a majority of decisions, and don't be wrong on any important ones. But if you are you'll only be hanged. How come your neck is so precious when mine isn't?

Yes, it's important what you decide. Yes, it's the survival of your area at stake if you're wrong. But why be timid about it? The whole place will wither and die where you are if you aren't causative. The man or girl on the post is the one who puts life in it.

We have attained now

1. Our technical know-how
2. Our method of progress into the society – HAS Co-Audit
3. Our best form of organization (6 departments).

And we can only be stopped now by failure to be causative, correct and decisive on our posts.

We're playing for blood. The stake is Earth. If we don't make it nobody will. We're the sole agency in existence today that can forestall the erasure of all civilization or bring a new better one. If we aren't willing to be hanged for our mistakes we'll surely fry for them.

So, let's get causative, each and every one.

L. RON HUBBARD

LRH:gl.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 APRIL 1961

CenOCon

HOW TO DO A STAFF JOB

If you want a higher level of dissemination and a higher unit or salary, the way to obtain them is simple.

1. Do your own job.
2. Insist that the other staff member do his – but don't do it for him or her.

Example of error: HCO Sec is so busy being D of P or D of T, no hats or tech bulletins get checked. Result: randomness. Assn Sec is so busy being Dir of Accounts, no executive supervision and assistance occurs. D of P does so much Admin, no technical results happen. Etc., etc.

You can wear several hats. The point is, do *them*, not other hats.

Every time you do the other fellow's job for him or her, you cover up a camouflaged hole. People who are camouflaged holes make Dev T. The next thing you know you are protecting the ineffective, have a large number on staff and get no work done and get no unit.

Let the ineffective either sink or get audited. Don't protect them.

Do *your own* jobs.

Refuse to do the other fellow's.

Make ineffective staff members look like ineffectives by leaving the hole open, not hidden.

Don't hide bad work from executives. Your game is not to protect the goofballs but to get a show on the road.

So please do *your own* job and do it well.

Even if an executive asks you to do somebody else's job – don't. Say, instead, "Am I transferred?" If the answer is no, tell him to get lost. I'll back you up.

Do *your own* jobs. What are they?

And you'll see – you'll have wider dissemination and higher income.

Every hour you spend off post doing somebody else's job is an hour lost off your lines. They catch up with you. Only then could you become frantic, overworked, dispersed.

So *please*. Do your own job and let the other fellow reap the hurricane if he doesn't do his.

I do my own job. I have pretty exact hats. They are Research, Writing, Dissemination, Goals, Justice and higher level personnel. Every time a staff member goofs, it tends to roll on up and knock my hats sideways.

So please *handle* your own job. That way the world will prosper and so will we.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 12 SEPTEMBER 1967

Remimeo

Org Exec Course

POST, HANDLING OF

Handling your post contains an element which is easily overlooked but without which you may have many troubles hard to trace.

In essence you are wearing my administrative hat for that post.

You may wear the hat letter perfect and yet have a miss. As it is my hat really, no matter how small the post is, it has to be worn as I would wear it. The air and attitude of how it's worn is important.

Many an HCO Sec in the old days successfully got out of a tough problem by asking, "What would Ron do in this situation?" And did it and all worked out.

Therefore it is worthwhile to know how I would go about things.

I could detail for hours the admin indicators and admin technology I use. But you've got the bulk of it already in org policy letters.

There are only a few things I might add that would help.

One is that I work exclusively on the "Greatest good for the greatest number of dynamics."

I believe that to command is to serve and only gives one the right to serve.

I have to be, above all things, effective and cannot fall short of being effective or explain ineffectiveness away.

I never compromise with a situation to be agreeable.

In handling something I figure out if I want to play that game or not and if I don't I won't. And if I don't I will do anything needful to disconnect from it and if I do I will do anything I can to win it.

There is at least one, however, that is wildly out in many executives. And that is how I handle other posts.

My entire concentration is to put the person on a given post that possibly can handle it and then let him or her get on with it.

The difference is this: others put a person on a post and then hammer and pound him with orders as to how to handle it. If the appointee gets in trouble, others give him streams of orders and directions.

I don't. If a person has been trusted with a post I also trust him to handle it.

If he or she obviously can't, I find another person who possibly can.

I give a person on a post a lot of chances. I know posts are hard to handle. But if the statistic goes down and down and stays down, and no admin or tech advice has been of any avail, I don't hammer away with streams of orders. I just find another person.

This I know is a greater plus and minus than people easily tolerate. The plus is that I extend complete trust to an appointee. The minus is that, if the stat is down and **won't** come up, I find another person. There is no in between streams of directions or nagging.

Also, after a time, I grant that people can change and give a removed person another chance. I don't consider they will be bad forever. When I handle a situation that is bad I handle it according to the greatest good for the majority of dynamics. *Then*, when it IS handled, I usually try to pick up individuals who have had to be shot in the handling. I don't forget them.

You will see me handle situations ruthlessly and bring it all off and then you may not see that I try afterwards to patch up whoever had to be shot.

People also try to teach me that it is useless to try to salvage a gone dog, a low stat failure who had his chance. I refuse to learn it. I still try.

As time goes on I even love my enemies but after I have rendered them powerless to stop us.

I put a person on a job and let him or her get on with it. I don't act unless it is obvious the roof is falling in. Then I find somebody else who possibly can hold it. And also I patch up the fellow I had to remove and some day give him another chance. Evidence of this is all around.

I don't try to force a job to be held by streams of detailed instructions once failure is apparent. From the moment I see it isn't being held to the moment I appoint somebody new I will myself act to hold the post in any way I can, no matter how distant it is. But my attention is really on finding a new person to appoint and when that's done I get off the line and let him get on with it.

It makes a far more forceful organization to handle things this way and a far happier one in the long run.

A person always knows, with me, if his job is secure. If his stat is up, it is. I'll not admonish or permit him to be pushed about.

This may seem to be a brutal way to go about things but remember this: We are a few and we have an enormous area to salvage that long ago went down for the third time. If we fail it is improbable the job will ever again be done as, on evidence that the problem still exists, it has never before been solved in all the past long ages. So we can't really take chances. Not with the whole human race. So we do our jobs and see that our jobs are done. We have a trust which, if we fail it, condemns ourselves, our friends, our future to continued oblivion. So we mustn't fail. Or permit others to fail. And that is how and why we **are** getting the job done.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 22 FEBRUARY 1968

Remimeo

ETHICS AND ADMIN
SLOW ADMIN

The secret of any executive success is the ability to Complete Cycles of Action Quickly.

The operative word is **complete**.

Ability is the ability to complete a cycle of action, to handle the matter so it does not have to be handled again.

Referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or are afraid of responsibility. People who are afraid of taking responsibility are not executives. They are labourers.

An executive who doesn't handle but puts something on wait is also irresponsible. Slowing an admin line by not acting **now** is also suppressive.

Suppressives cannot complete cycles of action. They either act in an altered direction or they continue an action beyond any possible expectancy. In either case they do not **complete**.

Therefore this ethics policy is brought into being:

Executives who do not handle matters so as to complete them, who refer or slow admin are liable to a Comm Ev on a charge of out admin.

L. RON HUBBARD
Founder

LRH:jc.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 MAY 1968

Remimeo

HANDLING SITUATIONS

The only tremendous error an organization makes, next to inspection before the fact, is failing to terminatedly handle situations rapidly.

When I say terminatedly handle I mean finishedly handle. That it is handled and that's all, boy!

The fault of an organization's waffle, waffle, waffle, Joe won't take responsibility for it, it's got to go some place else, and all that sort of thing, is that it continues a situation. It just goes on and on and on until it finally gets somewhere, goes snap, and that would be the end of that situation. So what you ought to do is complete action now, in the first place.

The other day I was looking at why I used to have a high stat businesswise and cinewise and otherwise, and I suddenly realized I was peculiar in the vicinity in which I operated. I ended cycles, I could end more cycles in less time than any organization could dream up. In other words I was concluding actions.

Ending cycles doesn't consist of shooting people. It consists of seeing that it stays handled.

One of the things that has happened in the past is that I have had to rehandle. Situations I had handled became unhandled some place and I had to rehandle them again.

What you should specialize in is terminating the end of a situation, not refer it to somebody else.

If the situation comes up in your vicinity well, handle it – that is finish it off so that is the end of it.

Somebody comes along saying (natter, natter, natter). I've caught too many of these guys. Finally I handle the situation, if it hadn't been handled up to that point. He hadn't been handled up to that point.

When you have got this guy, handle him. Handle him, so that the fellow is handled from here on to the end of time. Don't try to patch it up so that it won't cause any trouble.

You have to be on the ball to do this, very much on the ball. An example was a dissatisfied steward. The guy was going around serving up spanners in the soup. He's going around, and he's going around and he's going around. Well, let's handle it right there, now, when he

wants the situation handled. The guy appears for his pay and that's it! Do you get the idea. It's finished right now.

Please quit continuing situations by reference. Handle! You can develop more traffic internally, more upsets, more ARC breaks, than anything you can mention by simply continuing to shunt the responsibility for ending the cycle of action. That is all it is, just a refusal to take responsibility for ending a cycle of action.

Somebody comes over to the Registrar to sign up. Does she have to refer to eight different terminals as to whether or not this person is permitted to sign up? No. She either signs the guy up or she doesn't sign the guy up.

Take responsibility for the various cycles of action. When you have taken responsibility for them, let's hear no more about them any place.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 APRIL AD 15
Issue III

Gen Non-Remimeo

All Divisions

HANDLING THE PUBLIC INDIVIDUAL

We have learned the hard way that an individual from the public must never be asked to **decide** or **choose**.

Examining experiences we have had, I finally saw there was a hidden datum we had not been aware of in our orgs and particularly in handling the public. I finally dug it up and here it is:

To decide one has to understand.

Examining our big org chart you can see quite plainly that Understanding is higher than the point of public entrance into processing.

Example: Mr. J is offered Particle A. He can accept it just because it is offered. He does not have to even perceive it or talk about it or recognize any condition. He needs to see only two things:

- (a) That it is being offered by somebody or something (source), and
- (b) that Particle A *exists*.

All you have to do is show him where to obtain it and that it exists. This is acceptance without decision. Therefore he can have it.

Example: Mr. J is offered Particle A *or* Particle B. Now we have an entirely different situation. Mr. J must *compare* Particle A and Particle B in order to see which is best. Therefore he must see where each comes from (source), that each *exists*, establish the *condition* of each particle, *communicate* with and about them, *perceive* them, relate them to each other (become *oriented*), *understand* them, be *enlightened* and finally decide (establish own *purpose*). If he can do this Mr. J can choose which he should have, A or B. If Mr. J can't do all these things, Mr. J is overwhelmed, gets confused and takes neither. One has asked Mr. J to jump up a lot of levels. Actually the ordinary Mr. J, when raw meat and even not so raw, would have to have a Grade IX Certificate to obtain a Grade I Certificate. And that of course is impossible.

The door, then, is *barred* utterly for the majority of people into *any* department or function or org, let alone the promotion and accounts functions. The moral is very plain. Never ask anyone in the public or field to Decide or Choose.

Erase from our org patter "Which do you want, Mr. J?" Don't ask which course, or what pin or what book or which auditor or what door or what time he or she wants to start anything or which door or which road or which membership.

Cultivate totally on a staff a didactic but pleasant approach. "Your intensive starts_____. " "This is your next book_____. " "Your next course should be taken on_____. " "Go to the third door." "I see you're a pc. You go up to the second floor_____."

Erase even the banal "What do you wish?" or "What can I do for you?" as even that throws confusion into it.

Example: Miss N has heard of processing. She wants some. She never did decide to want some. She just wants some. Now to ask her to decide anything about it blunts that purpose. It is a thin purpose. It quivers. Don't ask her does she want a book or want training or want a pin or want anything else. Say only "Ah. You want processing. That is a good thing to want. Be here on Monday and bring funds." That's all. For heaven's sakes don't sell her processing or books or alternate schedules or ask her if she can pay or anything. That want is frail at best. Don't crush it! *If* she says timidly, "I only have_____ funds," say, "Good. Bring them, you can owe the rest. Be here on Monday."

In short **make** Miss N **right** for **wanting**, thus intensifying the want. Make her **right** when she talks about money. Then, being right, she *can* come in Monday. Simple. Chances are, even if she works, she'll still come in.

When she comes in she says, "I'm Miss N. I'm here for my processing." Reception **must** say, "Ah. You're Miss N. Good. There's the Accounts window. Sign up there." The Accounts says, "Here's the slip. Sign here. Take the slip to Room _____." Reception says, "This way Miss N." Estimations says, "Let me have your Accounts receipt. Good. That's fine. Have you been processed before? No? Well, you soon will be. This way please. Your auditor is waiting." The Auditor says, "Over here, please." Adjusts the pc's chair, etc, and sits down and says, "Start of Session." At its end he says, "Be in this room at _____" for Miss N's next. And so on. When she gets her Grade Certificate she's told, "That means you're a Grade I preclear. Get the book _____ down in reception. It will tell you all about Grade II." Miss N throughout is never anything but 8c'd. The general promotion told her what to want by saying she could have it. She expresses the want. The org people say, "That's a good thing to want. You can *have* it." And give it to her.

That's all.

Just as you'd never ask a pc which command he wanted, you never ask the public individual to decide.

You can teach them anything, particularly the truth. But never ask them to decide.

By processing up through the grades this person will soon begin to see and be there and understand and decide. And she'll surely decide she's a Scientologist as it's true all the way!

This is new Admin tech.

You will see us knocking out now all requests to choose in all promotion and in all routing of the public in an org. If we do so we will succeed beautifully.

THE FUNDAMENTAL

There is an even deeper fundamental at work here. It is quite startling.

You cannot get a flow without agreement. Examine your ARC triangle and you'll see why.

This is why an org won't flow traffic when Policy is out or not formed.

That's why any policy, agreed upon, is better than points of individual decision on flow lines.

It's not that people can't decide in orgs. They can. But when a staff member makes an individual decision not laid out by policy, the flow *stops*. Thus all flow and traffic lines including people and money and despatches will flow smoothly and rapidly only so long as the decisions that can be made are also part of policy and are simple decisions.

The rapidity of particle flow alone determines power.

Thus an org's strength and its sphere of influence and domain are all regulated by the *speed* of flow, both inside and outside an org!

And an org particle inside or outside an org (promotion, books, people, money) flows as fast as it's free of independent, unagreed-upon decision points.

Example: A flow line can go to A or B. Unless policy says "If it's above 80 it goes to A. If it's below 80 it goes to B," then that particle becomes the subject of a decision that is not covered by policy and *the flow stops*.

You can have a lot of choices on a Comm line or traffic line but none may be random choices made by an individual at that moment. The flow will stop, not because the decision is wrong but because the next point on the flow doesn't know what it really is and so can't handle it except slowly or by stopping it at least to think it over.

An org full of individual *decision points* not covered by group understanding is no org at all and will fail. It is a bunch of individuals working at cross purposes – each person okay, but the combined strength of the "org" is only that of one person in a state of confusion!

When the public is *also* being asked to decide about coming into an org full of individual decision points you get a total collapse.

The new Org Board overcomes all this. It has the choices laid out by policy and org form and formula. So it can grow, will be easy to work in and will remain a happy place unless somebody puts in some new decision points not on the chart. The result will be stopped flows, no traffic, no money, no org.

Never put in an "Individual random decision point" on a chart! That's the moral.

Then all staff can look over and see easily on what's decided where.

A multiple decision point can work providing only that all the decisions to be made are already known to all. Take a Communicator. She has to make many "decisions" that are known in advance. Which basket does what dispatch go into? That's an easy multiple "decision" providing the Org Board is easy to read and staff understands it and is doing the jobs for which they are posted. The line stops when the posts cross or aren't being handled, or at an "individual decision point" not then easily knowable to the staff.

This was the main problem in working out the 1965 Org Board. For the first time even my own post was being clarified by the need for knowable decision. Every post on the Board is like that. And it was all worked out. It could not have been worked out at all unless I had found some of the most fundamental formulas of this Universe. The type of pattern used kept one org going for 80 trillion years, believe it or not. And to that were added some very basic laws that had been overlooked by that outfit and which caused its eventual decay. It couldn't correct itself!

We aren't actually radically changed by the Org Board as all our own customs are functional on it also.

But it will flow and prosper as long as the decisions to be made are known already.

Example: A bill disputed decision = deposit sum in Reserved Payment Account and get the bill straight then pay right amount.

Example: Policy says Blue Students. They seem to be aquamarine coloured not blue. Report it to the Inspection and Reports Dept with all data. Inspection and Reports inspects and reports to the Office of LRH and policy is adjusted everywhere. Now we can handle aquamarine coloured students – or see that the Office of Estimations is forbidden to wear sunglasses while estimating! And while the policy is under adjustment we stick by known policy until adjusted.

Frankly, the 1965 Org Board pattern, as posted, gives all the routing hats and therefore the "decisions" are already visible. If a flow stacks up or a basket fills, or trouble occurs, we have an overload or an absence or an injected "individual decision point".

Far from robbing anyone of self determinism, the 1965 board is welcomed by sighs of relief. Even I was glad to get my own work onto it. The whole room went bright when I cog-nited "Gee, this is what everyone is trying to do to me; make me an individual decision point!"

One puts one's *baskets* and one's "*hands*" into the lines and *acts* on the lines. One doesn't put his decisions on the lines as the lines then hit him! A postulate or a decision is too close to a thetan's identity! It confuses him and makes him feel *hit* personally by the Communications when he has to newly decide on each one. If the decision is already there, A or B, he can *then* route with his "hands", not with himself. If he is always newly and randomly deciding he gets carried eventually on down the comm line himself and goes off post! A thetan can handle a vast volume of action so long as he doesn't have to make a strange or fresh decision in each act. We can tell in orgs who is making fresh individual decisions as that person has to bring each of his own dispatches in personally. (We call it, "bringing a body".) He routes himself too! Only a Communication runner who is involved only with who and where can do this safely as her decisions are known beforehand. Thus she can move on lines with impunity. Note that she only stops when she has to figure out who has now gone where and why she was not informed! Otherwise a Communications runner could go through fire and war with impunity without a pause so long as the who and where are known. Thus an investigation's personnel cannot also be a communications personnel without going half mad! But an investigation's personnel with her set of "who to look for and where" can move swiftly too! They (the communications personnel and the investigations personnel) have entirely different previously *known* decisions to make. Both are who, wheres. But the comm who, where is the comm station of a known person. And the investigation who, where is composed of types of whos and reported wheres. The purposes are different. The comm personnel sees to whom and where and delivers. The investigation personnel sees what and finds out whom and where and reports. Other staff must know what decisions these two will make. Other staff sees a jam of traffic and will feel comfortable if a Communicator predictably sends an expediter to help clear the jam. Also, seeing a confused area, other staff will feel all right about it if an investigator pops up and finds out what and whom and reports it accurately for a predictable decision. Thus a staff trained in the pattern of decisions that will be taken by the various departments only complains when somebody green puts somebody else's traffic on their lines or leaps in investigating the maintenance men when it's a bulldog a pc brought to session that's howling. Things get *predictable*. One sees a pile of traffic growing, one knows an expediter will show up. One sees a student blowing, one knows an investigator will show up. One can live in a predictable environment. One gets nervy only in the presence of unpredictable decisions. Want to know why wog courts make people nervy? Who can predict a wog court decision? Who can even predict the sentence man to man for the same crime? It's not knowing that makes men stupid. Part of knowing is:

"In a given situation what should be decided?"

Only a new knowledge of universal laws has made it possible to make, such an org pattern, for its decisions are then basic in every person and the universe in which we live. We need only avoid bank dramatizations to own the lot.

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Founder

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[Note: The above Policy Letter was reissued on 13 October 1970 without change. A revision was issued on 15 December 1972 deleting the first page and a half. This revision should be studied in conjunction with Policy Letters on sales closing techniques which appear in the 1972 and 1973 Year Books.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 NOVEMBER 1965

Remimeo
Dissem Sec
HCO Exec Sec
Dir of Promotion
Promotion Staff

THE BASIC PRINCIPLES OF PROMOTION

The following points are a summary of the basic principles of promotion. It is important that you understand them and apply them in your promotion.

1. The *basic* principle of promotion is to drive in more business than can be driven off by a service unit or mistakes can waste. This applies to any promotion anywhere.

Never allow your standard of how many people should be brought into the org to be set by any other division or part of the organization. Promote as far above as possible the present operating capacity of the organization and you will win.

From this it follows that Tech or any other part of the Org can never tell the Dissemination Division when or how many customers to bring in or that "we can only handle 10 pre-clears this week". It is the job of promotion to drive in as many pre-clears as possible. It's up to Tech to find the space and the auditors.

In other words, promotion must be so huge and effective so that even if other divisions are blocking the line or driving people off so many people are being crowded into the org by promotion that it makes up for any waste done by other parts of the org. You get the idea. It's not flattering but it is the stable datum that successful promotion anywhere operates on. By the way, the error does not necessarily have to be within the org. A bus strike could temporarily prevent people from across town being able to start the HRS Course. Promotion should have promoted so much the Course is still full despite such an error.

The motto of promotion could be "we shall overcome – by numbers" ... "Despite any errors we bring in so many people into the org continually or sell so many books that even if the body registrar drives them off at gun point enough will get through to keep the statistics rising."

2. If a promotional programme does not seem to work find out where it is not being applied – don't Q and A and abandon the programme. Spot instead the non-compliance which is preventing it from going into operation.

3. Later promotional programmes will not work if earlier ones have not been executed. Example: the programme is to send out fliers to sell bla bla to all buyers of foo-foo's. But it turns out that the original programme to compile a list of the buyers of foo-foo's off old invoices was not done therefore a flier to sell bla bla can't be sent to buyers of foo-foo's. And

since the invoices were burnt up by some long gone suppressive (let's say) the original programme can't be carried out.

What to do?

Don't give up or abandon the programme of selling bla bla to buyers of foo-foo's. Get clever and dream up some other way of compiling the list you want. Maybe it's as simple as a notice in your local newspaper or a questionnaire to everyone in your files:

"Did you ever buy foo-foo's?"

SUMMARY

Having a successful promotional programme consists of getting it executed. If it seems to not be working, spot where it isn't being done. The non-execution could be years earlier in a former programme which was not executed.

We have had lots of workable programmes in Scientology. It takes no cleverness to dig them up and use them. There is no need to embark on new programmes until the earlier programmes are completed.

Let's take the Franchise programme as an example. The original order given to an ex-Franchise Sec years ago was to get all Franchise holders trained at Saint Hill. Years later we find that that order has only been partially carried out. The Franchise programme bogged down at exactly that point. Now, the whole matter is being handled by getting the current Franchise Officer to carry out the original order.

The cleverness required in promotion is not starting a new programme or carrying out a programme. But cleverness is required in getting an old programme executed when the means to get it executed no longer exist; such as when a mailing list has been lost and you need to devise a means of re-compiling the list.

Finally, promote until the floors cave in because of the number of people – and don't even take notice of that, just keep promoting.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 NOVEMBER 1965
Issue I

Remimeo
All Staff Hats

Qual Div Hat Check on all Staff

All Divisions

**THE PROMOTIONAL ACTIONS
OF AN ORGANIZATION**

(Contains 129 Actions that ensure
solvency and are vital in an org)

When one hears that an Org or a Division, a Department or Section or Person has been ordered to *promote*, the question can be asked "What does this mean?"

Some suppose it means get an incredibly brilliant new idea that has never been done before. Another thinks it means hiring an ad agency. Somebody else may think it means telling lies or working confidence tricks. It is none of these things.

Only in emergency promotion does one need new ideas and these most often consist of how to accomplish a long neglected action in some other department one doesn't have control over. The brilliance required here is how to get your part done anyway.

PROMOTION means, to make something known and thought well of. In our activities it means to send something out that will cause people to respond either in person or by their written order or reply to the end of applying Scientology service to or through the person or selling Scientology commodities, all to the benefit of the person and the solvency of the org.

Now do you see that a staff member *smiling* is sending something out that will make someone respond and think better of the staff member and the org. That comes under the definition of Promotion. A janitor making the steps clean is presenting something (the view of clean steps) that will make both himself and the org a bit better thought of. A mail clerk doing up a neat package is sending something out that will make the org well thought of. Do you see?

So *any* action that makes the staff member of the org visible and well thought of is promotion.

Furthermore *any* job in the org well done makes it possible for others to promote but not done makes it very hard to promote or makes it impossible altogether. Every task in the org contributes to promotion. And without promotion there is no job.

There are, however, very standard promotional actions which we concentrate on in an org.

ROUTINE PROMOTION

Through the years orgs have developed various standard promotional actions which invariably achieve results *if done*.

Today these actions are woven into the standard organizational pattern as administrative activities.

If an org follows the organizational pattern and does what the hats say, then it will be promoting with no further strain.

The promotion ideas and patterns as they now exist are never at fault. Only failing to do them is at fault.

Promotion only fails because of non-execution.

Without promotion one has insolvency.

Promotion without adequate delivery of service or commodity will eventually fail to deliver income.

THE PROMOTION ACTIONS

The Standard Promotion Actions of an Org, by Division and Department are:

(Note: There are other actions in these portions of the org. These are only the Promotional Actions.)

1. HCO AREA SECRETARY – Co-ordinates and gets done the promotional functions of Division 1.
2. DEPARTMENT 1 (Dept of Routing, Appearances and Personnel) sees that the org has a good clean appearance.
3. Sees that personnel are properly dressed, well-conducted and give the org a good tone.
4. Requires Reception to make known free introductory lectures to all callers.
5. Has books on display at Reception.
6. Keeps staff from collecting in Reception Centre and talking Scientology before callers.
7. Controls public notice boards of the org and makes sure they also feature org services available.
8. Routes people swiftly and accurately to the required services.

9. DEPARTMENT 2 (Dept of Communications) – Keeps a complete Address File in such shape that mailings are wide and sent to people who will respond. Never lets go of an address or a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
10. Sees that mailings go out promptly and on schedule.
11. Sees that internal despatches are swiftly delivered and are in accurate form.
12. Sees that letters and orders arrive safely and are quickly handled and not overlooked.
13. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
14. DEPARTMENT 3 (Dept of Inspection and Reports) – Sees that the org is there and functioning.
15. Sees that Suppressives and enturbulative elements do not block dissemination.
16. Sees that service is accurately given and that no squirrel tech is used.
17. Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling.
- 17a. Ethics gets case resurgences by finding the right SPs.
18. HCO DISSEMINATION SECRETARY – Co-ordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.
19. DEPARTMENT 4 (Dept of Promotion) – Issues magazines on schedule.
20. Properly presents services in ads in org magazines and mailings.
21. Does promotional pieces for Publications Dept.
22. Executes planned promotions as laid down in Sec Eds.
23. Compiles promotional pieces and programmes for issue to Scientologists.
24. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
25. DEPARTMENT 5 (Dept of Publications) – Sees that good quantities of books are in stock.
26. Sees that books and mimeos look well when completed.
27. Ships swiftly on receipt of orders.
28. Issues the technical and policy materials of the org to get in Pol and Tech.
29. Gets promotional pieces printed.

30. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
31. Sees that book fliers (handbills) are shipped out regularly to Scientologists and book buyers.
32. Sees that tapes are available and that presentation of them is of good tone quality.
33. Sees that any cine material is available and ready for broad use.
34. DEPARTMENT 6 (Dept of Registration) – Letter Registrar works to accumulate questionnaires and mail from those responding to promotion. Follows exact policy and gets out floods of mail to all possible proper candidates for service.
35. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
36. Uses Central Files to the limit to produce business and routes everyone in it individually in accordance with the routing sheet on the back page of Auditor 10, by employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.
37. Sends out questionnaires with all offers which detect people's plans for training and processing.
38. Accepts Advance Registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.
39. Does Phone Registration in City areas in addition to other registration actions such as Letter Registrar.
40. Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.
41. ORGANIZATION SECRETARY – Co-ordinates and gets done the promotional functions of Division 3.
42. DEPARTMENT 7 (Dept of Income) – Persuades payment of cash or increase in purchase whenever possible.
- 43 a. Collects outstanding notes by monthly statements.
- 43 b. Collects outstanding notes through Field Staff Members via Dept 17.
44. Gets all mail orders invoiced and/or collected so they can be shipped at once.
45. DEPARTMENT 8 (Dept of Disbursement) – Keeps bills paid in such a way that the org is in excellent credit repute. (Promotes with good credit rating.)
46. Gets salaries accurately and punctually paid to keep staff happy.

47. DEPARTMENT 9 (Dept of Records, Assets and Materiel) – Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.
48. Keeps materiel of org bright.
49. Acquires reserves to give a reputation of stability to org.
50. Keeps staff clothing issued and in good order (in those orgs providing uniforms).
51. TECHNICAL SECRETARY – Co-ordinates and gets done the promotional functions of Division 4.
52. DEPARTMENT 10 (Dept of Tech Services) – Makes the customers happy and glad to be there.
53. Gives brisk service.
54. Acquires for the org a reputation for swift and excellent handling of people.
55. DEPARTMENT 11 (Dept of Training) – Gives excellent training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
56. Routes dissidents quickly to Ethics and slows to Review.
57. Briskly and punctually schedules classes.
58. Accomplishes lots of completions.
59. Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.
60. Writes letters to possible prospective students to get the Academy (or College at SH) full. (This is an old, old activity of the D of T who never depends on Registrars or magazines.)
61. Makes sure the excellence of training that is there is bragged about in magazines, etc.
62. Gets students (Free Scientology Centre) to find new, raw meat pcs of their own around the town and audit them for student classification and gets them to bring such pcs in for Release examinations and declarations (during which they get routed through Registrar who presents the award) and refuses any for classification in cases already known to be a paying pc of some org or auditor.
63. DEPARTMENT 12 (Dept of Processing) – Gets excellent results on all pcs.
64. Becomes well known for standard tech.
65. Spots SPs and PTSs early and routes to Ethics. Routes bogged cases quickly to Review.
66. Takes responsibility for all cases in the whole area where the org is.

67. Makes auditors look and act professionally outside the HGC so people will have confidence in them.
68. Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.
69. Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.
70. Writes letters to possible pcs (the D of P has had this duty for 15 years).
71. [Deleted per P/Ls 15 Dec '65 and 4 Feb '66. Now appears as 85a.]
72. QUALIFICATIONS SECRETARY – Co-ordinates and gets done the promotional functions of Division 5.
73. DEPARTMENT 13 (Dept of Examinations) – Makes sure no untrained student or unsolved case gets past.
74. Finds the real errors in any failures (no student or pc ever gets upset if the actual error is spotted – they only get upset when a wrong error is found).
75. Refuses to get so concentrated on "validating people" that errors are overlooked for this backfires also.
76. Routes those passed quickly to Certs and Awards and those failed quickly to Review and routes any Ethics matters discovered promptly to Ethics.
77. DEPARTMENT 14 (Dept of Review) – Quickly repairs any flat ball bearings turned out by the Tech Division so they will be no discredit to org.
78. Gives brilliant standard isolation of any errors in students or pcs – discovers them with ease.
79. Repairs thoroughly.
80. Makes a continual effort to get failed cases in the field or ARC Broken Scientologists in for a Review.
81. Sends to Ethics all Ethics matters discovered. Cultivates an aura of effortless competence.
- 81a. Review makes the dissatisfied satisfied with the Org by remedying all tech misses.
82. DEPARTMENT 15 (Dept of Certs and Awards) – Issues credentials that will be seen around – pins that people will wear, certificates they will hang up, cards they will show.
83. Never issues anything falsely as it will be hidden or discredited.
84. Issues literature to all new releases and other completions that tells them what they have attained and what next to do and encourages them to do it.

85. Heavily promotes auditors outside the org to bring in their pcs for examination and Release declarations.
- 85a. Pushes along the Free Membership programme and makes sure Accounts sends a bill for the next year's Membership the moment the six months expires **and is its statistic.**
86. DISTRIBUTION SECRETARY – Co-ordinates and gets done the divisional promotion functions of Division 6 and makes Scientology and the org known to the broad public.
87. DEPARTMENT 16 (Dept of Field Activities) – Advertises to the broad public.
88. Advertises and holds Congresses, Open Evenings, etc.
89. Sees that the Introductory lecture and non-classed courses use no words that will be misunderstood and make people want to buy training and processing and offers it.
90. Furnishes lecturers to groups.
91. Gets books placed in book stores reviewed and in the public view.
92. Acquires new mailing lists.
93. Sends out excellent info packets.
94. Guides in new body traffic.
95. Works on the public not on the Scientologists already known to Divisions 1 and 2.
96. DEPARTMENT 17 (Dept of Clearing) – Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).
97. Keeps in touch with Franchise Holders and keeps them informed.
98. Carries out all FSM and Franchise activities and makes them head people toward the org.
99. Treats the whole departmental activity as salesmen are handled by any other business org.
100. Trains the FSMs and Franchise Holders and makes them financially successful.
101. Gets all commissions owed promptly paid to encourage earning more commissions.
102. Gives FSMs and Franchise Holders things they can use to disseminate and select.
103. Advertises and conducts an Extension Course.
104. Invites Scientologists to ask that Info Packets be sent to friends and relatives.
105. Finds and encourages the formation of Scientology Groups and Registers them and offers certificates.
106. Sends out mailings to Groups.

107. Registers Franchise Centre names.
108. DEPARTMENT 18 (Dept of Success) – Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving org.
109. Collects by letters or verbally successful applications of Scientology.
110. Issues stories of successful application.
111. Handles press.
112. Makes Scientology popular or the thing to do.
113. Sells Scientology to governments and broad social stratas.
114. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
115. Acknowledges the activities of Scientologists busy out in the world.
116. Appoints Committees of Scientologists in various areas and groups to advise on improvements of the civilization.
117. Encourages broad public (lay) memberships.
118. Gets spectacular wins posted on the Org's public notice boards.
119. Condenses wins into data of interest for mags and as handouts.
120. Makes a Catalogue of successes with various processings on various conditions.
121. Encourages and publicizes various applications of Scientology.
122. LRH COMMUNICATOR – Sees that Ron's postulates stick! Sees that his comms fly, look well and that Ron's (not EC's) EDs are complied with.⁷
123. DEPARTMENT 19 (Office of the Org Exec Sec) – Oversees and gets execution on all promotional actions and functions in his or her four divisions.
124. DEPARTMENT 20 (Office of the HCO Exec Sec) – Oversees and gets execution on all promotional activities in his or her 2 HCO Divisions and the Executive Division.
125. DEPARTMENT 21 (Office of LRH) – The Advisory Council closely watches gross divisional statistics and quickly acts to handle any division of low gross divisional statistic. Acts to get into action all dropped or neglected standard promotions.
126. The Advisory Council develops new ways of making old promotion as inherent in the org (detailed above) more effective and better executed. It never neglects old standard promotion to too strongly concentrate on new promotion.

⁷See HCO PL 22 May 1968 II [cancelled: Sees that Executive communications fly and look well and that promotional Sec Eds are followed.]

127. Primarily it handles Secretaries and acts through Secretaries of divisions to get all the promotion actions done.
128. As Financial Planning sees that pricing of everything sold is not too high to discourage the public and not too low to make the org insolvent.

These are the standard promotional actions of a Scientology organization.

Any org not in a high state of solvency and activity has omitted some or a majority of the above.

It is almost impossible to fail to succeed if one just does the listed actions.

There is a great deal of busyness connected with them. But they are essentially simple actions. Most of us have been doing them for years.

If there is any mystery felt about them, then one either hasn't read his policy letters or is in disagreement with promoting at all.

Actually it is too simple. I am often amazed when people want me to write tens of thousands of words to describe these actions.

The thing to do is do them. Then one quickly gets the "hang" of them. And they are easy.

As usually one at staff level is concerned with only one or two of these they are very easy to learn all about and do. The thing to know is (a) they exist, (b) they are essential actions and (c) their details must be done for them to succeed.

I have made no attempt here to review the org or old promotions. All I've done is write what I would expect to have happening in any org or division of any org if I wanted a successful org. I've listed things which, if missing, would cave in a Division or the HCO or Org portions.

A far more thorough analysis could be done. This is only a list of the *essential* actions. If less than these are done one will have poverty not prosperity.

If one can't get them done in an org, then there is something awfully wrong.

When a staff member is in a part of the org that is in emergency or danger, he, not being a high executive, often feels he can do nothing. This is foolish. Solvency is not made by high executives. It is made by doing one's own job.

Every action in every department is linked with promotion. To get out of emergency or danger one must first promote. That means, do the action that promotes in one's department or section or unit.

Solvency and org wins are made up of the small actions of the staff all added together.

Read again how promotion is defined. Read what is the promotional action of your immediate zone in your org. Ask yourself if you are giving it all you can. Then maybe you will understand whether you should be solvent or insolvent.

There is no other magic about it.

The one fatal error in promotion is to get so involved in worrying over things not your zone of promotion that you do not thoroughly execute your own role in promotion.

The most successful course of action you can follow is to do your part of the promotion in your own zone and do it so well it makes up for any shortcomings that might happen elsewhere in the org. Always promote more than can be wasted.

And also promote as a person and staff member. Even if you may not be an auditor, you never know what your smile, your helpfulness and your quick attention to another's confusion or difficulty might have cured.

Your actions and presence are meaningful and valuable too, you know.

L. RON HUBBARD

LRH:ml.rd

[Note: Deletion of Promotional Action 71 and addition of 17a, 81a and 85a have been done per HCO Policy Letters 15 December 1965 and 4 February 1966.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 AUGUST 1965
Issue II

Remimeo

CLEANLINESS OF QUARTERS AND STAFF
IMPROVE OUR IMAGE

There is no quicker way to depress income and public goodwill than to have dirty quarters and slovenly staff.

While we know it takes income to make a place look smart and to have elegant quarters, this is not the point of this policy letter.

Clean floors, walls, woodwork and service rooms require very little. Clean washrooms and proper paper towels and tissue are an ordinary requirement.

As the world goes more beatnik it is hard to keep up a standard of cleanliness and good order.

But it can be done.

And for the sake of income and goodwill it must be done.

The world has been educated by business to a tradition of clean quarters and smart service. We must at least equal that.

Staff should be uniformed in orgs that can afford it. A clean well dressed staff inspires confidence and begets the payment of bills and more service.

The private Scientology practitioner fails mainly on his personal lack of professional address to his clients and his personal dress is sometimes pretty grim. This is what costs him his income.

An org, to get anywhere at all, has to look like a real org and its staff must look like professionals. Until they can be uniformed, they can be clean.

Similarly, until you can have really swanky quarters you can at least have clean quarters, walls, WCs and things picked up.

A *clean* set of quarters and a neat, professional looking staff can increase your income by about 500%.

Improve our image.

L. RON HUBBARD
Founder

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 JUNE 1969

Remimeo
PRO Course
Checksheet
Div 6

THE ORG IMAGE

A poor org public image can cost an org 9/10^{ths} of its income thus greatly curtailing pay and facilities. It can lead to trouble with the area. It can reduce the expansion of Dianetics and Scientology to near zero.

When important people enter an org and find its premises messy, themselves and their requirements neglected, the org not only loses their fee, it also loses the important friends who would actively protect it.

If an org and its staff displays a downstat image, public confidence in Dianetics and Scientology is shaken.

By showing a good org mock up we are living examples of what Dianetics and Scientology can do.

There are several zones which comprise the org image.

1. Premises, particularly the entrances and interview and service areas. These should be neat, not cluttered up with baggage, paper, tattered notices or unsightly things.
2. Public comm lines. Letters and mailings should be correctly addressed with the right name and not sent to several addresses for the same person. The appearance and tone of any mailings and communications should be good and not offend. "Friendly and agreeable responses" was the first order I ever gave to an org.
3. Staff. Appearance and attitude to the public.
4. Service Delivery, assurances of.
5. Publicizing values of service.
6. Publications, appearance and suitability of distribution.
7. Alliances with suitable groups and leaders, with due regard to local "ethnic" values. (Publicly admired values.)
8. Eradication of enemies on public lines with due regard to local ethnic values (publicly detested values).
9. Alignment of promotion with things publicly admired and against things publicly detested.
10. Advertising, effectiveness, suitability and lawfulness of.

11. Membership expansion.
12. Group expansion.
13. Expansion planning of facilities.

Contemporary "Public Relations Officer" duties in business firms are not as embrative as the above 13 points. These are loosely classified as follows (quoted from their texts).

- "1. To keep management informed of public opinion, and of events and trends likely to affect its reputation.
- "2. To advise management on the policies and actions it should adopt in order to gain and keep public good will; and on the likely effects, in terms of public opinion, of any policies and actions dictated by other factors.
- "3. To apply public relations techniques to solve problems in which the company's reputation is at stake and to maintain a continuing, positive programme of action to secure good will, presenting the company in all its aspects to all its audiences by every appropriate means of communication.

"The executive side of the public relations man's work includes the company's relations with the press, radio and television; the production of many kinds of printed matter, including company reports, house magazines, wall charts, brochures and even books; films and film strips; exhibitions; the design of company stationery; the way a firm receives its visitors; a watching brief on the way it answers its telephone calls, writes its letters, handles complaints; its policy on donations to charity and an infinite variety of items beyond."

We often hear that we should hire a public relations firm to do all these things. The catch is that these firms have a high personnel turnover and new men on the "accounts" have to be rebriefed continually.

We have in the past hired contemporary professional PRO men **and they laid the foundation of our difficult times with PRO actions.**

In Dianetics and Scientology we have gone up against a totalitarian conspiracy using "mental health" to control populations. This was not a normal PRO atmosphere as encountered by business firms. It began with war where the enemy controlled all news media and governments.

We had to be very *very* good indeed *to live through it at all*. Our "public" does not understand this. They are accustomed to sleek untroubled firms selling them "Wheaties the Breakfast of Idiots" or "go Slow gasoline" or "You too can be insane".

So in Dianetics and Scientology we have a job in PRO which far exceeds the usual company demands.

In ordinary PRO actions we have not done too badly in the past. For instance our people handling Congresses make the U.S. Democratic Party Convention PROs look like rank amateurs.

The enemy has used all available PRO and Intelligence techniques to hold us back, and as the enemy also controlled many key government figures, this has been a very rough time.

That we are alive at all and expanding shows we have not done too badly. The enemy is definitely losing.

The reason for this is **Integrity**. By and large our people are sincere.

Word of Mouth is a public relations comm line *superior* to press, radio, television or Mr. Big.

Radio, press and TV only seek to create "word of mouth". This term means what people say to one another.

By standing for what people think is good and opposing what people think is bad greatly speeds **Word of Mouth**.

We will go as far as Dianetics and Scientology work in the hands of auditors and no farther.

The enemy, lacking integrity, word of mouth and workable tech has not won despite total control of governments, press, radio, TV and all standard PRO media, plus financing in terms of billions.

Thus we see that there are three commodities above contemporary PRO concepts. These are:

A. Integrity

B. Word of mouth

C. Workability and usefulness of product.

All the **PRO** advices and direction will not prevail if the above three things are not an integral part of "the company" PRO planning.

How much a **product costs** has some bearing on whether or not it is used. But unstabilizing prices, we have learned (such as a small increase) is utterly deadly. And reducing prices does not actually increase sales in our experience. The exception is the granting of 50% scholarships and giving certain courses as Field Staff Member prizes. And here it does seem that the **status** value outweighs the monetary saving appeal. Therefore **status increase** is a vital part of the product.

However, whether Dianetics and Scientology have been at war or not, the first 13 points are what we would consider routine PRO actions which, if neglected would result in heavy income losses.

A staff idling in reception, offhand handling of callers, wrong address or names misspelled drive off customers. Aside from simply blocking sign ups these points also **reduce customer status**.

As our organizations are built (due to tech concentration) on handling the individual, any PRO must be very alert to any point which would seem to the "customer" to diminish his status.

A PRO should himself look at the given points from the viewpoint of an important potential "customer". Would the org environment and handling attract or drive off an important person (let us say, the Mayor) as a "customer". If the answer is "yes" in any point, then the Org is losing up to 90% of its income through these PRO omissions.

If a staff is poorly paid or the premises are poorly furnished, cluttered or dirty then the error lies in either the 1st 13 or the above A, B, C points of PRO.

A PRO in advising actions to the EC (and he should have direct access to the Executive Council or Management) should be very wary of killing off the Org's vitality with too much militant control. The PRO also has the staff as a public. If one wants to clear sandwich-eating staff off reception the best way is to start a campaign for a staff lounge, get it and *then* forbid staff to clutter up reception.

The PRO in accomplishing PRO points is of necessity a creature of ideas even in getting his routine PRO actions done.

The enemy we have had gets very high points on 1 to 13 (omitting 4, assurances of delivery and 7 and 8 Ethnic points). Dianetics and Scientology orgs get rather low points on 1 to 13 (excepting 4, 7 and 8 which they do well).

Dianetics and Scientology orgs do well on A, B and C. The enemy utterly collapses on these.

If Dianetics and Scientology orgs did well on *all* points (1 to 13 and A, B and C) the battle would be won in very little time.

If a PRO is not working to bring points 1 to 13 and A, B and C all into full operation in his area, he is not doing his job. If he *is* doing all these things he is a very very valuable PRO and should be given every possible assistance on his job.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 11 DECEMBER 1969

Remimeo
PES Hat
Dir Ethnic Hat

(Important Org BD Change)

APPEARANCES IN PUBLIC DIVS

The Appearance of the Org and Staff is transferred out of Department One which becomes the **Department of Personnel and Routing** and may still be called RAP but should be changed on the org board.

In accordance with HCO Pol Ltr of 29 Nov 69 NEW PUB DIVS ORG BOARD.

Appearances comes under the Department of Ethnic Div 6, Dept 16, Ethnic Acceptable Appearance Section.

The Public Exec Sec therefore is directly responsible for the appearance of the org, its staff, its literature and publications so far as appearance and acceptability go.

Appearances never worked under Dept 1. "Image" is actually a PRO function and it is of vital interest to the Public Exec Sec as otherwise his promotion may be dulled or rendered null. Appearance can even cause him much trouble.

The **Image** of an org and its staff and its literature and publications actually is a form of projection into the public.

The reason it is in Dept 16 is that this is the first department of the Public divisions. Also it is something which has to be fitted into the values of the population where the org is located. They have definite ethnic ideas of what an org would look like, what a staff would dress like, what the literature should look like if any of these had a command position.

It is always easy when one has millions to spend to make a commanding image. The trick is to make it without its costing more than one can afford.

One has to make the money before one makes the full image.

There is much one can do and has to do at no financial cost or at a low price.

One can paint up a place with volunteer help for the cost of rented machines and materials.

Staff individual areas of responsibility ("Cleaning Stations") should be assigned via the HCO ES so that all areas of an org are covered. If one has a cleaning service this is still necessary as there is such a thing as litter. Newspapers, magazines, typewriters, machines no cleaning service handles these. That is staff action because it's staff use.

Where one does not buy the staff its clothing one can still insist on clean hands, fingernails and cut hair, bathed bodies and brushed teeth, polished shoes and so on. It's poor advertising indeed when a staff member is dirty and unkempt.

When one has money and an Ethnic survey has determined what the population thinks a professional looks like, one can buy the staff clothes that forward a highly professional image to create public respect and confidence. Remember in this survey as in all Ethnic surveys, one does not copy professionals in the society as they haven't done a survey. One is interested in looking like what the public thinks a professional looks like. This is moderated of course by what the staff will then be proud to look like.

Reception and staff manners are part of appearances.

An auditor's bad breath or body odor can cost you quite a lot of gained ground. So this is part of it also.

A noisy atmosphere near auditing rooms or in reception, radios playing, staff chattering can spoil an image.

Children flying about and babies' nappies hanging are about as far as you can get from a professional image. Do all right for the Congo maybe but even there I can't imagine a ju-ju being taken very seriously in a hut so equipt.

The way to spoil an org image is of course to subdue or kill what successful Scientology orgs have always been noted for a happy, friendly, busy atmosphere. So the use of heavy ethics to produce image compliance is murderous. Pride is the primary reason for good appearance.

So staff cooperation and enthusiasm for the project is worth thousands of conditions seeking to force them to work for an image. Modern schools are so backward they don't teach personal appearance, manners, cleanliness. And a lot of staff just don't know any better and have to be taught what they weren't taught in schools.

Fighting to obtain and improve a suitable image is inevitably quite a task. If the org had lots of money it could buy its image. But without lots of money the image has to be gradually built. Cleanliness and neatness are the primary building blocks to respect in most societies.

An org without money has to have an image to make money but an image costs money and the org hasn't any. That's a typical problem. "We should have a building like the new Life Insurance Skyscraper" leaves the problem unsolved. There is a gradient between. You can pay so much rent you just work for the landlord or the bank. Or the rent is so high you can't afford enough space to earn the rent. Problems like that crop up.

If the Tech Admin ratio of 2 Admin to 1 Tech is kept and even brought toward 1 to 1, and if promotion is excellent and effective and tech service and org service is good, it is easy to lay aside enough to earn new quarters. So the image can be improved.

Similarly literature quality is desirably very high. But its cost can rise to a point where it makes promotion too costly to be engaged upon. That has happened several times to orgs where they went overboard on too posh literature.

Quality of presentation of tape recordings sound quality definitely comes under Dept 16 now.

The org image is in the care of the PES. I trust he does well with it.

L. RON HUBBARD
Founder

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[Amended by HCO P/L 2 October 1970, Appearances Clarification, page 53.1

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1
HCO POLICY LETTER OF 6 JULY 1959
Issue II

Convert Sec E.D.
CenO

OUTFLOW

Outflow is holier, more moral, more remunerative and more effective than inflow.

The order of priority of staff action follows for any department or staff member:

1. Outflow to general public using any comm particle or body,
2. Inflow of income producing comm particles,
3. Outflow of finished work or reports to other org members,
4. Inflow of orders, requests, information from other org members.

Give priority in terms of time as above and increase your unit.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 JANUARY 1966
Issue III

(Revises HCO Policy Letters of 8 April 1958 and 13 December 1962)⁸

Gen Non-Remimeo

SCIENTOLOGY ORGANIZATIONS
COMMUNICATIONS SYSTEM:
DISPATCHES

An intra-organizational dispatch is a simple thing. You can keep a copy if you wish, but only one copy (the original) goes and comes back.

When writing a dispatch, address it to the **post** – **not** the person. (If a person changes post, or leaves, if you address the dispatch to the post, it will be received by the new occupant of the post, but if you address it to the person, then if the person leaves it may not be received and handled.)

Set up a dispatch as follows: (for information or advice) Example:

Mimeograph Officer

(date)_____

Supply Officer

Dear _____,

Your order of..... (message).

(complimentary close)

Signature_____

or for a request or an order:

⁸ both HCO PL's mentioned here have been cancelled in the meantime.

Mail Clerk

via Dir Comm

(date) _____

HCO Area Sec

Dear _____

Please see that.....(order or request).

(complimentary close)

Signature _____

This form is used so that when it is ready to be returned, an arrow can be drawn pointing to the post to which it is to be returned, eliminating the need to write it. If the message is one that should go in your hat, either put it in your hat and acknowledge sender, or write it up for your hat, returning the original to sender. If the dispatch comes to you from a junior always insist the junior has attested "it is okay". If you in turn wish to send it on, you too must attest "it is okay" and send it on. If it is not ok return the dispatch to the originator stating briefly why it is not ok.

The receiver handles the dispatch and retains the dispatch until such time as it has been completely handled. If it is a matter which involves days or weeks, you can dispatch the sender stating that such and such is being attended to and expected to be complete within a certain time –but retain the original dispatch until job is done, then return it to sender marked "**done**". Do not return the original with "It's being attended to". Originals only return with "**done**" or "Can't be done". Otherwise the communication stays incomplete.

When replying to a dispatch, put down the date of the message. Dispatches are handwritten. Executives, other than Exec Secs, should not have their dispatches typed by a secretary except where the dispatch contains large volume.

COLOUR FLASH SYSTEM FOR DISPATCHES AND LETTERS

The colour flashes for paper for divisions are as follows:

HCO Division 1 – Gold

HCO Division 2 – Light pink or violet

Division 3 – Deep Pink

Division 4 – Green

Division 5 – Grey

Division 6 – Yellow

Division 7 – Brown [Public Division Flash Colours

Division 8 – Orange added per HCO PL 23 May 1969.]

Division 9 – Blue or White

White paper is also used for letters to the field, business houses, Board minutes, and for manuscripts and research notes.

Copies of letters written are on the colour flash of the division writing the letter.

WRITTEN REQUESTS

If you have a request, put it in writing. Do not go to the person and expect him to carry your request around in his head. Personnel are not supposed to present their body, nor their body with a dispatch to other personnel except for actual conferences which are kept to a minimum. Few things need conferences. Dispatches take care of 99% of organizational business.

COMM CENTRE BASKETS

The Comm Centre contains a basket for each staff member. Each basket is tagged with the person's name and underneath the name is their post or posts. Each person is responsible for delivering his own dispatches to the proper baskets and for picking up daily his own dispatches. Do not fail to pick up your dispatches at least twice a day (once in the morning and once in the afternoon – make your own schedule). But do not let dispatches pile up in your basket.

In larger orgs a Comm Centre and separate Divisional Comm Centres may be instituted. The Comm Centre would consist of one basket for each division plus a basket for L. Ron Hubbard and an outer org **out** basket. Each divisional comm centre is placed in the divisional working area with a basket for each staff member in that division plus a divisional in-basket and a divisional out-basket. An HCO dispatch courier would be responsible for delivering dispatches into the divisional in-baskets and from the divisional out-baskets into the comm centre baskets. The sec sec is responsible for the distribution of dispatches from the divisional in-basket to staff members' baskets.

ORGANIZATION BOARD

Keep abreast of all post changes. As the Org Board is changed, the Comm Centre baskets are changed. Always know who is occupying what post so that when you deliver a dispatch you will always know whose basket it goes in. If you are not sure, check the Org Board.

RESPONDING TO COMMUNICATIONS

Handle your dispatches daily. Do not let them stack up on you. When someone sends you a dispatch let them hear from you. Do not get the reputation of 'I hesitate to send so and so a dispatch because I don't know when I'll hear from it, or if I'll ever hear from it.' **Do not let your dispatches dead-end.** When you let your dispatches (or letters) stack up on your desk, you are in actuality chopping the comm lines of the organization and in so doing chopping your own pay cheque.

ANSWERING LETTERS

Secretaries who type letters should always take care to staple the carbon copy on top of the incoming letter – do not use a paper clip. In answering letters, answer their questions. Give them the information they are seeking. Use the gradient scale method. **Do not fail to answer their questions.** If you don't know the answers, find out.

ORIGINATED DISPATCHES

The purpose of the secretarial unit is to type answers to letters. Most all intra-organizational dispatches can be handwritten: this saves time in putting them on tape (when you could be writing them yourself) and saves the transcriber's time for replying to letters. Stay in communication with other staff members and with our correspondents. If you don't handle your dispatches properly don't reply to the sender, as I said before, you are cutting your own pay cheque.

L. RON HUBBARD
Founder

LRH:ml.rd

(Note: The two earlier issues of 8 Apr '58 and 13 Dec '62 were the same basic issue as the above Policy Letter, with a few changes reflecting the evolution of the Comm System and the Org Board.

13 Dec '62 was a straight reissue of 8 Apr '58 – as part of the Reissue Series (7) – with minor changes such as the inclusion of a salutation in the dispatch example, and in the first paragraph under Comm Centre *Baskets*,

addition of a phrase, "(except in some larger Orgs, where there is a Communicator for this purpose)" after the sentence saying each person is responsible for picking up and delivering his own dispatches.

4 Jan '66, *Issue III* (above) gave *two* dispatch examples instead of one as given in both earlier issues, showing the different routing for information or advice and for a request or an order; added the second half of the paragraph after the second letter example re including the attestation "it is okay" on a dispatch; updated the *Colour Flash System* in line with the 7 Division Org Board, which in the earlier two issues had been based on *type* of dispatch, report, letter, carbon copy, etc. as opposed to Divisional colour flash; and deleted a second half of the paragraph entitled *Written Requests*, which read, "We have a Comm Centre where dispatches are to be placed. Place your dispatches in the person's basket, not in his hands. **It is anxiety about communication only that causes people to jump the lines.** There may be, however, a few exceptions: emergencies, or if you have a large article that would not fit into a Comm Centre basket. The point is, do not run around all day handing people dispatches, nor put them down on someone's desk. This tends to interrupt their work and causes confusion on the lines." It also added the second paragraph under *Comm Centre Baskets* re Divisional Comm Centres; and under the paragraph *Answering Letters*, after the sentence, "Give them the information they are seeking," deleted " – but do not try to sell them a course and an intensive if all they want is some information concerning an ad we are running."]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 MARCH 1966

Revised Reissue of HCO PL 15 Nov 1958

Remimeo
All Staff Hats
Staff Status 2 Check Sheet

All Divisions

THE THREE BASKET SYSTEM

All personnel assigned a desk and a specific stationary working space are to have a stack of three baskets.

The top basket, labelled "**in**", should contain those items and despatches still to be looked at.

The middle basket, labelled "**pending**", is to contain those items which have been looked at, but which cannot be dealt with immediately.

The bottom basket, labelled "**out**", is to contain those items which have been dealt with and are now ready for distribution into the comm lines again, or to files, etc.

L. RON HUBBARD
Founder

LRH:lb-r.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 22 JUNE 1964

Cent. Orgs
Franchise

Re Issue Series (19)

ORGANIZATION POSTS
TWO TYPES

(Re issue of London HCO Bulletin of April 24, 1959)

We have two types of posts in an organization:

1. Line posts.
2. Fixed Terminals.

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

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

A Fixed Terminal post stays in one spot, handles specific duties and receives communications, handles them, and sends them on their way.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 APRIL 1963

CenOCon
SHSBC Students
Franchise
Field

Re-Issue Series (12)

WHAT AN EXECUTIVE WANTS ON HIS LINES

(Re-issue of HCO Policy Letter of May 26, 1959)

There are only four things which an executive wants on his incoming communication lines.

These are:

1. Information
2. Appointments and dismissals of personnel for his action or confirmation.
3. Financial matters.
4. Acknowledgements.

He does not want on his lines:

1. Demands for decisions.
2. Backflashes and can'ts.
3. Entheta.

Demands for decisions are always indicative of irresponsibility; people want the executive to create the mistakes; and an executive can make mistakes if he is asked to make decisions distant from his zone of action equipped with insufficient data to make the decision correctly.

Backflashes, by definition, are an unnecessary response to an order. This can get fairly wicked. They are not acknowledgements, they are comments or refutals. Example: "Sell the bricks" as an order, is replied to by "Bricks are hard to sell" or "We should have sold them yesterday". This is a disease peculiar to only a few staff members. They cannot receive an order directly and are seeking to be part of the comm, not the recipient. This goes so far as senseless "Wilco's" or "I'll take care of it" when the executive only wants to know Is it done? Despatches or orders, in most instances, are held until completed. We assume that they got through or rely on other means of saying they didn't. Only a few situations require an acknowledgement to an order over long lines and all of these occur when there is doubt that the recipient is there.

In the matter of can'ts, an executive seldom orders the impossible and generally consults with people before issuing an order. A persistent "Can't be done" means "I am unwill-

ing". I have learned this the long way. Person A on a job, saying "Can't" all the time, changed to Person B, receiving the same orders, discovered to me that the job could be done since B, on the same post, receiving the same orders, never said "Can't" and the job did get done.

Entheta means embroidered reports. Data is data. It is not opinion. Data, not entheta, brings about action. All entheta does is cut the lines.

To jam an executive's lines is a serious thing to do. The result is a cut line. A bottle-neck is created by staff when staff jams a line to an executive. Eating up an executive's time and patience destroys harmony, dissemination and income.

Depending on an executive for petty decisions, is sure to jam lines and cost units.

The role of an executive is to plan and execute actions and to co-ordinate activities. To do this he gets people to do their jobs and establishes the overall plan of action. Only an executive can string lines and co-ordinate actions and resolve the jams that impede things. For an executive to decide for people decisions applicable only to the sphere of one job is folly.

WHAT AN EXECUTIVE'S LINES SHOULD LOOK LIKE

Information:

When a member of an organization does something of importance, he should always inform the executive after the fact. It is perfectly all right to take actions within one's organizational purpose. It is not all right to keep it a secret.

1. Do it.
2. Tell the right people and the executive by adequate communication at the speed necessary to the case.

Similarly, an executive ought to tell people his goals and plans and, when he does something of any importance to others, he ought to say so. The captain who tells the ship how the action is going saves a lot of nerves and useless motion.

Appointments and Dismissals:

Minor hirings and firings in a department by authorized persons should always be subject to confirmation at least after the fact. Major appointments and dismissals of key personnel must be okayed by a senior executive before the fact and action taken only on the senior executive's authority.

For example, it is a board action to appoint, transfer or dismiss an association secretary or an organization secretary. It is an executive director action to appoint or dismiss department heads and then only on the advices of an association secretary or organization secretary. It is an association secretary or organization secretary action to appoint, transfer or dismiss deputies or section chiefs. It is a department head's action to appoint or dismiss other staff but always, in every case, with permission from the next superior and information all the way up.

Finance Matters:

Consistent finance information as in advisory committee minutes and authority for changes and capital expenditures are an executive matter. My own authority is needed only on major changes of policy or expenditures and on extreme financial emergencies. Ordinary financial planning and routine actions are better handled locally by the association secretary, organization secretary or the director of accounts. I do need financial information. But where I have done planning and promotion and it is agreed upon, further handling of finance is handled under a blanket authority from me except for extreme financial emergencies or major capital outlays which are local matters.

These are the things I want on my lines. I change personnel as the answer where information is chronically withheld, where appointments and dismissals are irregular, or when an organization starts getting insolvent. Where people are continuously demanding that. I make the decisions they should be making, I again recognize other ills and again change personnel.

If we all understand what's wanted, we can do it,

Well, let's look this over and do it and win.

L. RON HUBBARD

LRH:gl.rd

[*Note:* No significant change was made when reissued.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 SEPTEMBER 1961
Issue I

Sthil

DESPATCH LINES

Every person must have a basket station.

Each domestic staff member has a single station located in the back hall.

Every office member or school staff member has a three basket station located by his or her desk.

Every office or school staff member must have a desk. The station baskets must be at that desk.

The staff member may also have a beanstalk properly labelled.

But all despatches and active work must be in the office staff member's station baskets or beanstalks and *no* work may be put in desk drawers or hidden off the lines that is active.

All active despatches must be delivered where they are going and must thereafter be visibly in stations or beanstalks under visible headings.

All *In*-baskets must be kept empty.

When an *In* is viewed but not done, it goes into the person's pending.

It *must* be possible to locate any active despatch on the lines whether it is a business day or not.

Keep your basket station straight. Keep your *In*-basket empty. And keep current work visible and where it belongs on the lines.

By the way, I can always judge the state of a department by the state of the station.

L. RON HUBBARD

LRH:jl.cden

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 MARCH 1965
Issue I

Remimeo

Staff Hats Orientation

ROUTING DESPATCHES

It is the concern of anyone sending a despatch or mimeo to route it accurately.

A major part of an executive hat is "routing".

A vital part of any staff member's duties is proper routing.

Our orgs are too big for routing to occur to Bill, Jane or Pete.

Route to the hat only, give its Department section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination.

Sign it with your name but also the hat you're wearing when you write it. You might be holding several hats. Which one wrote?

Just as a post office can't find wrong addresses, so neither can we. If you want your despatch to arrive, do the above.

When you get a misrouted despatch, look it over and see how it erred and return it to sender with a copy of this Policy Letter.

That way we'll take a lot of confusion out of our orgs.

There *is* an org there, you know. A lot of new staff go about for quite a while never noticing there is an org there that has posts and functions.

If we all route to the right hat from the right hat according to our org board, we'll make it a lot sooner.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 2 APRIL 1965
Issue III

Gen Non-Remimeo

HEED HEAVY TRAFFIC WARNINGS

Any department which has been warned of heavy traffic coming is to take steps to see that the department is adequately supplied with the materials necessary to handle the coming traffic.

A covert block on the line to stop or slow down a line over which an important flow is going, is the no-supply-block. Then everyone has to stop because there are no supplies, emergencies develop trying to get new supplies in, the flow on the line jams – it is all Dev-T.

Example: Promotion Department has a big programme which will involve a lot of mimeoing, and warns mimeo of coming traffic. Mimeo continues to order supplies in normal traffic quantities. The delay in delivery is greater than the supply mimeo has to hand (the heavy flow is already on the lines). Mimeo runs out of stencils. **Wham!** Emergency and the flow jams. Work time is lost, and the whole programme goes off its time schedule.

This same principle applies to additional personnel – i.e. warning of heavy traffic coming – additional personnel needed.

It's just a case of having a little foresight.

Lots of students or pcs coming up in a Division must also be a subject of warning.

Policy: **Warn** Org Sec of heavy increases or decreases in traffic volume so his division can **be ready**.

L. RON HUBBARD

LRH:wmc.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 JULY 1965

Remimeo
All Exec Hats

All Divisions

LINES AND TERMINALS
ROUTING

The most important things in an organization are its lines and terminals. Without these **in in an exact known pattern** the organization cannot function at all.

An Executive putting in new lines and posts or making changes in old lines or terminals **requires clearance from the Office of LRH** before the order can take effect.

Anyone following such an order, to alter lines and terminals in the org which are already established by policy who does not file a job endangerment ethics report (a statement that his or her job is being endangered by the illegal order of a senior) must share any penalty for such alteration.

People who haven't a clue about the org pattern throw it into chaos by altering the established pattern. Then the org won't work and goes broke quickly.

Therefore the most serious threat to the stability of an org is shifting lines with no understanding of what is supposed to happen.

The lines and terminals (hats) outlined in policy are based on long, hard experience. When they short-circuit the org ceases to function as an org and becomes a mad scramble.

When despatch and body routing charts laid down by policy are carefully followed, the org will function. When they are not, it won't.

A serious fault in any executive or staff member is unawareness of the *co-ordinated* functions of terminals, or complete unawareness of other org hats and functions.

A D of T trying to wear an Ethics hat, a Qual Sec shifting his internal lines, a Registrar who seeks to assign the hours of auditing would be enough in any large org to throw it into a jumble where nothing works or flows.

There *is* more to an org than one person wearing all hats plus another person wearing all hats, etc. Such an org just won't prosper.

The hardest job any top executive has is teaching the staff the lines and terminals and getting them followed. That is because green staff is unaware of the org itself, or its flow lines.

A lot of the time, when one sees a declining statistic, it is only that certain lines are out or being misrouted.

The lines *will* flow if they are all in and people wear their hats. If the body and despatch lines flow, the org will prosper. If they are disarranged, they won't flow and won't prosper.

No executive or staff member has any right to establish or alter terminals and lines without express written permission from the Office of LRH.

Believe it or not there will be people around in orgs who have no faintest concept of its pattern – or the existence of an org. And these will be the first to attempt large changes. And these are the first you should send to the staff training officer to get checked out on their posts.

It is an Ethics offence to issue orders altering lines without clearance from the Office of LRH.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 JULY 1966
Issue I

Remimeo
All Staff

DESPATCHES, SPEED UP

DESPATCHES, STALE DATE INTERNAL DESPATCHES

Any staff member receiving an internal org despatch that has been enroute more than three days (dated the fourth day earlier than date of receipt) must report the matter to the Director of Communications who must thereupon request the Director of Inspection and Reports to investigate and report to Dir Comm and order any resulting Ethics action.

If an internal despatch is received back by the originator more than six days after origin the same procedure must be followed.

If an answer to a despatch is not received back by the originator in a period of six days the same procedure is followed.

These time lags of 3 days and six days are to be considered extreme.

If damage results or expense occurs because an urgent message was not marked RUSH or if a RUSH message did not promptly arrive, the same procedure is followed.

EXTERNAL DESPATCHES

Any external despatch received with a date of 3 days earlier plus ordinary transmission time must be so reported to Dir Comm and the procedure is the same as Internal Despatches.

If a despatch is not answered in six days plus double transmission time, the same procedure is followed.

On Rush Despatches, any despatch older than 1 day is considered stale dated where telegraph or telex exists.

STALE DATE

The term "Stale Date" (used previously by banks on cheques) means any despatch or answer that is older than one should reasonably expect when one receives it or any answer

that is older in date from origin to answer or answer to receipt than one should reasonably expect.

VIAS

These regulations apply to all despatches and include all vias.

EXTRAORDINARY LOCATIONS

Locations which are not served by airmail, telex or telegraph are considered extraordinary locations and stale date occurs only when reasonable expectancy is exceeded.

TIME MACHINE

All orders or queries may go on Time Machine.

A junior may place queries or info on a Time Machine to a senior and may complain to Dir Comm re stale date.

A junior Org may place queries or info going to a senior Org on a Time Machine and may complain to Dir Comm re any stale date.

COPYING DESPATCHES

Anyone sending a stale date complaint to the Dir Comm must *first* answer or handle any despatch he is holding and send *it* to the Dir Comm with its answer.

Dir Comm copies or xeroxes the original and the answer promptly and sends the original on to its next recipient and uses the copy only for investigation.

ALL ANSWERS DATED

Answer notes on despatches and answers must hereafter be dated by the answerer.

All despatches are of course dated by the originator.

L. RON HUBBARD

LRH:lb-r.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 OCTOBER 1966

Remimeo
All Staff Hats
Dir Comm Hat
Dir I&R Hat
Inspections Officer Hat

STALE DATE REPORTS

When reporting a stale date to the Director of Comms, bear in mind that a weekend during which a staff member is not on post does not count as two working days in the routing of a despatch. A despatch dated Friday, October 7th and relayed by the next terminal on Monday, October 10th is not stale dated right there if the terminal was not on post on the 8th or 9th, and did not receive it till the 10th.

In order to pinpoint the exact source of any delay in handling and/or forwarding a despatch, all points through which it passes must not only initial and okay it, but date it as well. A series of initials tells the Director of I&R nothing as to which of them might be responsible for any delay and necessitates body traffic.

Where action required on a despatch will take such time as to make it impracticable for the originator to receive back his order or request within six days of the date of origin, the person carrying out the order or request must briefly acknowledge receipt of the despatch to avoid a stale date report on himself.

Such examples are where a Purchase Order is sent to Financial Planning by Purchasing Officer and where Printing Liaison Officer must obtain and get accepted quotes for the printing of materials.

The acknowledgement can be sent direct to the originator and should preferably put in the R factor as to what is being done.

Apparently losing sight of a comm cycle can be upsetting to a staff member. Keep him posted.

L. RON HUBBARD
Founder

LRH:lb-r.rd

HUBBARD COMMUNICATIONS OFFICE
1812 19th Street, N.W., Washington 9, D.C.
HCO POLICY LETTER OF 2 JULY 1959

Issue II

DEVELOPED TRAFFIC THE DELIRIUM TREMENS OF CENTRAL ORGS

There is a phenomenon which costs a Central Org two thirds of the effort of its staff members and executives.

Stemming from various causes and cured by Process S2 it nevertheless deserves notice as itself.

I have been working for 2 years on "Analysis of Organizations by Inspection of its Comm Lines." It is now a fairly complete little science in itself.

"Developed Traffic" is a statement you will begin to see now. It is condemnatory. The symbol DevT means on a dispatch, "This dispatch exists only because its originator has not handled a situation, problem or an executive order."

It also means, "Responsibility for your post very low." Also it means, "You should be handling this without further traffic." It also means, "You are manufacturing new traffic because you aren't handling old traffic." Also it means "For Gawd's Sake!"

Every time traffic is developed somebody has flubbed.

"Developed" Traffic does *not* mean usual and necessary traffic. It means *unusual and unnecessary traffic*.

Example: Dept Mat is told "Buy some chairs for the Academy." If this goes properly, the chairs simply get bought, the Dept Mat estimating students, state of exchequer and economical available materiel and arranging delivery. Dept Mat may have to ask a couple verbal questions of other departments to execute, but this is routine and necessary.

This can be used to DevT in this fashion. Issuing executive of order "Buy some chairs" is asked "How many?" "What style?" "How much?" "From what firm?" Or somebody else is asked these at length. Dept Mat is now worse than a camouflaged hole. Dept Mat is making the acquisition of chairs *costly* in terms of consuming dispatch time, other staff members' time, upset and delay. This is DevT.

DevT costs us the services of 66 ⅔ % of our personnel. Hence, large staff, no effectiveness.

Unwilling personnel always makes DevT out of every situation, problem, order and policy. Take unwilling personnel off the lines and traffic busyness drops by ⅔^{rds} and effectiveness increases by many times.

"I want a book," gets answered by DevT, gets shunted into other depts, gets mixed up in billing, makes an ARC break in field which develops *more* traffic. Let an unwilling, irresponsible person on our lines, a real victim, and we get enormously increased busyness, enormously lowered dissemination.

Look for DevT, Org Secs and HCO Communicators and shoot it from guns hard before we all get shot.

L. RON HUBBARD

NOTE: A request that a cook book be bought developed 29 dispatches in DC, all of major executive level. A presentation of a bill that the receiving terminal in the org knew was valid, and had money to pay, was used to develop 15 cables and 135 dispatches and almost wiped out the office. An incorrect price on an item caused 235 internal dispatches and major ARC breaks with central orgs. An order to mimeo a flyer for one city caused 1½ hours of flashbacks to an Assoc Sec. All persons authoring the DevT listed above are being suspended pending flattening of Process S2.

L. RON HUBBARD

LRH:bg.rd

HUBBARD COMMUNICATIONS OFFICE
37 Fitzroy Street, London W.1
HCO POLICY LETTER OF 7 JULY 1959

Central

STAFF AUDITING REQUIREMENT

(Modifying Earlier Directives)

An Analysis of proportionate pay plans has determined that more errors on the whole are being made by most staffs on it, than when straight pay prevailed. I take this then as an indicator that enough staff members in Scientology central orgs have money difficulties that they are influencing general income. Some of the errors made are enormously costly.

I have been studying this for many months and have made some conclusions.

First, that the errors and comm breaks are an unknowingly intentional effort on the part of some to deny themselves income. This is demonstrated by the fact that staff does not quit because of low units as often as staff members have quit in periods of high units.

I think proportionate pay gives an ample opportunity to a very self-invalidating staff member to deny himself and hence everyone money.

Some of the errors made in the past year surpass belief. The most serious of them have been aimed at grossly lowering income.

Recently I have been studying life sources and reactions in plants. I have gained data now which, on preliminary look, indicates that a plant becomes ill only pursuant to a series of shocks which make "it decide" it cannot survive. Only after that does it "cooperate" with disease. Up to that time it cannot seem to get ill. But when it does decide to die it takes itself and tries to take everything else around it into illness.

This bears itself out in human beings more obviously than in plants. Illness follows postulates to die.

Any channel toward non-survival is then taken. Proportionate income affords such a channel.

I first began this particular study when it was obvious that as large a staff as we had in DC and London it would not produce higher income of its own initiative.

I further noted that my own work and dispatch volume was heavier out of proportion to central org income of years ago. An analysis of my dispatches indicated that they were, from certain quarters, designed to stop us by presenting endless problems.

DC, left to its own devices, in 60 days went from solvent to \$19,000 in the red. The biggest bills were errors made by people who apparently punish themselves in their own personal lives with insolvency and who seem to be trying hardest not to survive.

Now all these factors could stem from many causes, the tone scale, etc. But there seems to be reason to believe that staffs as a whole are accepting the gross blunders of a few to such an extent that if myself and the members of the International Council as org officers were not continually alert, central orgs would vanish. This is happening when times are good. The errors being made are too obvious and too stupid to stem from carelessness. Low units do not happen. They are made.

I have now gone a little further and have found a process which knocks out the contra-survival postulates. The pity of it is, a person who *now* wants to live is being victimized by times he didn't want to. So my actions here are not accusative. They are, I hope, classifiable as "being effective". It eradicates the urge to be killed and proofs one against people who have that urge.

The process is "From where could you communicate to a victim". The process number is Process S2.

As by earlier cable this is to be run on *every* member of staff until flat. It may not take too long on most.

There are other benefits. Comm is restrained by a person who fears he will hurt something. And we can stand an upward grading of comm.

In the future, admit no person to staff until this process is flat. Exception, casual hirings for clerical or materiel posts ... but these may not be maintained on staff without being processed on above.

Once this process is flat, we will take the attitude that staff members do not have cases.

I could easily write a book of data on all this. The process itself is quite a triumph and can be used broadly.

But right now I'm concerned with the forward thrust of Scientology. It requires about two good staff members today to handle the errors of one indifferent one developing problems and traffic. The volume of work of our staffs could be done, therefore, by one third the people. If we salvage them all we could put out three times as much dissemination and have many times the income.

It's worth getting serious about. So let's get that process flat on everybody from me on down.

L. RON HUBBARD

NOTE: The process is best ran, by auditors on whom it is not flat, fully muzzled with the question phrased: "Think of a place from which you could communicate to a victim".

L. RON HUBBARD

LRH:gh.cden

[Note: The above 7 July '59 issue is the same basic Policy Letter as the 2 July '59 issue published in the First Edition, with some minor corrections and the addition of the Note at the end by LRH.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO BULLETIN OF 19 AUGUST 1959
(Re-issued as HCO Policy Letter of 29 May 1963)

CenOCon
SHSBC Students
Franchise
Field

HOW TO HANDLE WORK

Do it Now.

One of the best ways to cut your work in half is not to do it twice.

Probably your most fruitful source of Dev-T is your own double work.

This is the way you do double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

One of the reasons I can handle so much traffic is that I don't do it twice. I make it a heavy rule that if I find myself handling a piece of traffic, I handle it, not put it into a hold or a later category.

If I happen to be prowling through my basket in the Message Center Stack to see what's there, I do what I find there.

If I am given a message or a datum that requires further action from me, I do it right when I receive it.

This is how I buy "loafing time".

Now I'm not trying to hold me up as a model of virtue as the man who always does his job; I do many jobs and many hats; I am holding myself up as an ambitious loafer and as a buyer of valuable loafing time.

There's no need to look busy if you are not busy.

There is no need to fondle and caress work because there isn't enough of it.

There's plenty of work to do. The best answer to work of any kind is to do it.

If you do every piece of work that comes your way **when** it comes your way and not after a while, if you always take the initiative and take action, not refer⁹ it, you never get any traffic back unless you've got a psycho on the other end.

⁹ Encyclopedic Dictionary (1889): 7. to defer; to put off; to postpone

In short, the way to get rid of traffic is to do it, not to refer it; anything referred has to be read by you again, digested again, and handled again, so never refer traffic, just do it so it's done.

You can keep a comm line in endless foment by pretending that the easiest way not to work is to not handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.

So if you are truly a lover of ease, the sort of person who yawns comfortably and wears holes in heels resting them on desks, if your true ambition is one long bout of spring fever, then you'll do as I suggest and handle everything that comes your way when it comes and not later, and you'll never refer anything to anybody that you yourself can do promptly.

That people begin to point you out as a model of efficiency, as the thing expected to cop the next world's speed record, that articles begin to appear about the marvels you are creating, is all incidental. You and I know we did it so we could be lazy and not have to work. For it can be truly said that the way to all labor of a long and continuous grind is by putting off the action when the message is received and in referring it all to somebody else, that's the way to slavery, to tired muscles and tattered brains; that's the route to baskets piled high.

So come loaf with me.

Do it when you see it and do it yourself.

L. RON HUBBARD
Founder

LRH:jw.vmm.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 SEPTEMBER 1959
(Re-issued as HCO Policy Letter of 21 November 1962)

CenOCon
Franchise
Field

**COMPLETED STAFF WORK (C.S.W.) –
HOW TO GET APPROVAL OF ACTIONS AND PROJECTS**

THE MOST IMPORTANT PIECE OF YOUR HAT

There is an old term called "Completed Staff Work" which we will now employ in order to reduce Dev T and increase speed of action.

The term "Completed Staff Work" means – an assembled package of information on any given situation, plan or emergency forwarded to me sufficiently complete to require from me only an "Approved" or "Disapproved".

Here is what slows down approval and action and develops traffic: Somebody sends me a skimpy piece of information and demands a solution. As more information is required than is presented, I must then take over the person's Hat and assemble the missing data using my own time and lines. I must then dream up a solution and then order an action to be taken. This causes a slow-down on any action, causes my lines, already loaded, to be used for information assembly and brings about a feeling of emergency. My pending basket overloads and confusion results. This would be called "Incomplete Staff Work". It is incomplete because I have to complete it by:

1. Assembling the data necessary for a solution;
2. Dreaming up the solution based on written data only;
3. Issuing orders rather than approving orders.

If you are mad at your boss you can always ruin him with "Incomplete Staff Work". You forward him a fragment of alarming data without collecting the whole picture. This makes him do a full job of information collection. You give him no recommended solution. This makes him have to achieve a solution by remote examination of data; such solutions are often wrong as they are made without full data. Then you make him issue arbitrary and forceful orders that may ARC break some area and hurt his reputation. That's how to get even with a boss. And even if there's no intention of harming him, sending "Incomplete Staff Work" to your boss does harm him by making him send for information – getting despatches on already

crowded lines, by making him guess at the situation, by making him cook up solutions which may be unreal, and by thrusting him into the role of an arbitrary tyrant.

Now that we've seen the negative side, let us examine the positive side.

"Completed Staff Work" is an assembled despatch or packet which:

1. States the situation
2. Gives all the data necessary to its solution
3. Advises a solution; and
4. Contains a line for approval or disapproval by myself with my signature.

If documents or letters are to be signed as part of my action, they should be part of the package, all ready to sign, and each place they have to be signed is indicated with a pencil mark with a note in the recommendations saying signatures are needed.

Wrong example: A despatch from Canada saying "Central Organization here is spending large amounts". Look what I now have to do. I have to find out what is meant by "large amounts", who is doing it, if it is dangerous, figure out a way to curtail it and issue orders about it. None of this is my Hat. I am being forced to wear the Hat of the informing person.

Right example: I receive a packet (cable is no good and delays the situation's being handled as many more cables will be needed). This packet is covered with a despatch which says:

"145CA¹⁰. Central Organization here fast approaching insolvency. Data enclosed. I recommend: Director of Materiel be transferred to the post of Ext. Course Director that is now empty and that Jules Bentley be hired on the Dir. Mat. post at 25 units; that the Assn. Sec. be reprimanded for bad financial management and be ordered to budget his outgo; that a purchase order system be enforced; that a staff member ordering anything without permission have the item deducted from his pay; that the Dir of PrR¹¹ be given lessons in letter writing.

Approved _____

Disapproved _____

Signed: Jane

HCO Sec. Canada."

Attached are copies of Ad Comm reports showing insolvency, a summary of amounts spent in last two months, a summary of income for last two months, a list of trivial items bought lately at high cost.

¹⁰ A numeration system that has been used to track the numbers of telexes. In the given example the telex 145 send from HCO Canada is mentioned.

¹¹ Abr.: Director of Promotion and Registration

What I do then is check the approval line and sign. A cable is sent by my Communicator: "145CA2 OK best = Ron". The whole packet is airmailed back. But you must ask in your despatch to have a cable reply if you consider it that urgent.

On receipt of the cable the HCO Sec Canada issues the local Sec EDs and takes the other needed actions.

Action could occur because the data, solutions and orders were all assembled as "Completed Staff Work".

If you want to hold down your post or project don't insist on my collecting the data you should collect, dream up the solution you, more familiar with the scene, should achieve, and don't put me in a position of issuing unreal orders you can't then carry out.

We are a big team and a good one. I know any error on this in the past has occurred because you didn't know exactly what I wanted.

"Completed Staff Work" is what I want. Then you have your Hat, you can do more to help, and our lines can stay freer and faster.

There have been good examples of this in the past. Let's make the circumstances more general.

If you get the letters CSWP on an item it means "Complete the Staff Work, Please".

L. RON HUBBARD

LRH:gl.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 NOVEMBER AD 14

Remimeo
Sthil Staff

OFF-LINE AND OFF-POLICY
YOUR FULL IN-BASKET

(HCO Sec. Hat Check on all Executives and send me a despatch personally each time you have done so – 1 despatch per checkout.)

These two data are paramount in handling Scientology Communication Lines and your own In-Basket.

1. The first duty of an executive is routing properly and seeing that others route properly. If an executive does not do this, then the lines in his or her area will stack up and become so tangled that nobody can follow them or get through them. This reduces income and dissemination – producing traffic volume – and general effectiveness. By "routing properly" is meant to see that everyone around them routes properly. Forwarding something already improperly routed creates Dev-T and fails to handle misrouting where it is occurring.
2. Know and make known policy. The first thought of an executive in handling a despatch requiring a decision must be: "Is this already covered by planning or policy?" If the executive knows existing policy he or she will find that 99% of despatches "requiring decisions or solutions" are already cared for by policy and, the policy being unknown or non-existent, only *then* require "special handling". In short, if the matter is (a) covered already by policy, (b) if the sender should know that policy, or (c) if the first executive receiving the despatch knows policy, then the despatch should stop right there. This leaves flowing only traffic where policy does not exist or despatches about specialized matters.

The answer to put on a despatch demanding something already covered by policy is *not* some unusual solution. The answer on the despatch should be of two kinds – (a) to a person outside who would have no clue of policy, or (b) to somebody in an org who should know policy. In the case where (a) originates a query, the proper answer is "Policy on this is _____." In the case of (b) originating a query already covered by policy the answer is "Look up old (recent) policy on this."

To outside people, policy is largely unknown. Thus one has to look up the policy or recall it to handle. But such seldom have questions needing subtle points and field policy is

very well known in orgs such as "Give them what we promised if it was promised." "Keep entheta to a minimum" etc, etc. A simple "Sorry, it's against policy," is the simplest (and usually best) solution to outside wild queries or ideas. Why explain? You're not training a staff member.

Where a staff member is involved, it is expected he or she will know policy or can look it up.

If an executive gives the despatch querying for policy an "unusual solution" where policy already exists, then a problem will occur as this solution will clash with the *other* existing policy and the staff member goes spinning off to no-policy no-org. And the organization eventually becomes paralyzed. Any org that has an executive who doesn't keep up with policy and general planning and who is always replying to queries with unusual solutions of his own will soon find its income dropping out the bottom as it's being stuck on the track with counter-solutions. Soon, nobody will know what policy is, so in disagreement the org disintegrates. It is no longer an org – only a bunch of individuals working at cross purposes.

MISROUTING

Routing consists of forwarding a *proper* communication to its proper destination or, more pertinent to an executive, indicating how types of despatches are routed to staff members who route org despatches.

Misrouting would be misrouting indeed if one forwarded an improper despatch to anyone else and failed to shoot it back to its originator.

An improper despatch is one which hasn't any business on the lines. This is the soul of Dev-T (Developed Traffic) – the forwarding of improper despatches. One can forward all the proper despatches in the world without causing Dev-T. The moment one forwards an improper despatch *to anyone but the originator*, one has involved other terminals and blocked their lines too.

When you forward a despatch which should never have been written you become a party to the original Dev-T. Because the despatch *is* improper it will do nothing but snarl up In-baskets all the way along the line. The **only** correct action is to send it to the originator as improper.

IMPROPER

By improper we don't mean insulting or obscene. We mean:

- a) Has nothing to do with the person to whom it is sent or forwarded, or
- b) Is already covered by policy which should be known to the originator or the forwarding person.

Under a) we get nonsense despatches, despatches to the wrong people, obvious lies, "everybody says" despatches, despatches calculated only to make trouble, useless entheta and so on.

Under b) we have (A-HA! discovered!) the staff member who is ignorant of what's going on or what policies cover his or her post. We reasonably expect that, let us say, a Registrar has read those policies, old and new, that cover registration. From a general staff member we expect general planning to be at least known as general policy letters all go into his or her basket and so have been available.

OFF-LINE

A despatch is off-line when it is sent to the wrong person.

OFF-POLICY

A despatch is off-policy when originated by or forwarded by someone who should know that the matter is already covered by policy.

DEV-T

Traffic is developed (developed traffic, Dev-T) by originating *or forwarding an off-line or off-policy despatch to anyone but the sender*. This may seem obscure when we say a person *originating* an off-policy despatch should not send it to anyone but the sender – i.e. himself. He has the policy letters and general planning just as available to himself as they are to anyone in Scientology orgs. So querying by despatch about a policy that can be looked up is just being too lazy to look it up, isn't it? And putting the load on one's seniors to do one's own work.

When you forward an off-policy despatch to anyone but the sender, you, if you're an executive:

- a) Involve other lines and
- b) Fail to take the opportunity to spot a staff member weak on policy.

Your *duty* as an executive is to send the despatch to its source with orders to look up policy on this. Your duty is *not* to quote policy. He or she (the originator) is the one in mystery. Let the originator do the work. Nay, worse, prowl about that person a bit and see how bad it is and order if needed a full check out of the person on policy letters applying to his or her post. *That's* one's job as a senior executive. Not being a computer for the org that turns out answers.

Those staff members who habitually forward queries or something adequately covered in write-ups of their own duties to others are **dynamite** in an organization. The policy on

them has always been **they learn their job and do their job or they go**. We can't afford them. They *can cost us the whole organization*, and in two or three cases almost have.

They're too expensive when they don't learn their hats and general policy or push their duties off on others. *One* of them in an org costs at least *two* additional staff members to take care of their Dev-T and duties. Actual fact. Even where the Dev-T doesn't blow up an org. I could not possibly exaggerate their dangerousness to an org, fellow staff members and Scientology.

People who won't or can't learn policy or who continually alter it have not progressed case-wise to Level I. They cannot receive a comm so can't answer or respond properly and they do awfully wild things. They never dig what we're at, so they create a mess.

DUTIES OF AN EXECUTIVE

An executive keeps the organization on the road by getting people to get the job done. He may also have his own work and does that too and probably works very hard at it. But his *organization* duties are concerned mainly with enforcing proper routing and making people learn and adhere to policy. If an executive won't do that his post area or org is in a continual mess.

FLOODED IN-BASKETS

All you have to do is look at an Executive's In-Basket to know whether he or she is performing his or her *executive* duties. Although he or she may empty it daily, if there's much org traffic flowing through it you *know at once* that the person does not properly handle off-line or off-policy despatches.

This executive may be working day and night on the In-Basket. It's the *volume* of org despatches that says the executive is not handling off-line and off-policy despatches or who has not provided proper routing in his post area. Such an executive works himself or herself half to death and is still unable to get his people out of the red.

If the In-Basket is merely stacked up, and isn't being handled at all, it tells us that this person simply doesn't do any job at all but is kidding people. In actual experience when we find a stacked up, unmoving In-Basket we also find (a) pretended busyness or (b) just plain no action on post or (c) outright lies. But these conditions cause an area of upset in the org because *somebody else above or below* that person on the org board is unable to get his job done because of that "camouflaged hole" (means post not filled but only appears to be, thus leaving a hole in the line up). Such people *always* cause overwork by persons above or below them and are pretty dangerous to have around.

POLICY ON DEV-T

Our *policy* on finding an habitually full In Basket which never gets handled is to (a) attempt to get the person's hat on and if that fails (b) transfer them to a post they really can do and if they don't work there (c) dismiss. We don't ever add "processing" into our policy of handling such people as they are well below Zero and take too much work on them to make them useful.

Policy now regarding the executives who work hard but have fantastic staff despatch volume is (a) have them read this policy letter and if their volume doesn't reduce (b) hat check them on this policy letter and if their volume still doesn't fall to very little traffic (c) have them do the org board in clay, do Scientology orgs over the world in clay, do their post in clay and review all policy letters relating to their post and the org and planning in general.

The complaint is not that this executive isn't working. The complaint is that this executive is not putting his post area together and helping, through discipline of off-line, off-policy despatches to put an organization there and put Scientology across over the world.

Such an executive, freed of the burden of handling off-line and off-policy despatches will begin to do his own work industriously, will come out of protest and begin to handle and disseminate Scientology and will cease to flood Scientology lines by forwarding off-line and off-policy despatches.

Further, the executive will also supply routing directions for his general traffic that brings about a smooth flow in his unit or department or org or continent.

SUMMARY

You *never* send further an off-line or off-policy despatch. You *always* route it back to the source, the staff member who sent it.

On an off-line despatch you see to it that the source routes it properly whether it comes from above or below and that the originator of an off-line despatch from below studies the org board. On this last you must also be sure the org board reflects the actuality of the real organization and is functioning. When you skip doing that you can't of course get off-line routing cured as there isn't a visible line. Nobody has put the org board there to be known. Hence, lots of off-line despatches.

On off-policy despatches, you yourself must be familiar with policy in order to tell if something is covered *by* policy. In order to get somebody to follow policy you must of course be sure that the policy is available and that you have done everything you could to help get policy easily found and known. Time spent on the study of policy is very well spent. And when I ask for clarification of or existing policies in your area you should give that *top* priority *as you won't be able to do your job* unless you help on policy when needed. And the way to help on policy is to write up all the policies for your hat or area and send them to me if I ask for them so I can review and publish them. A group cannot function *at all* without agreed upon policy and of course *it can never grow*. Its In-Baskets get too full. There's no way to get

a post filled and working. There's no real comm, only Dev-T. The resulting confusion stops any expansion. So the org stays tiny and works madly and stays poor. No policy. All Dev-T. Each person present wears all the hats and also wears them all differently. That's not an org. It's a bunch of auditors pooling their confusions.

We are suckers for origination acceptance. Being trained auditors we are conditioned to letting people originate. But that's *in session*. You're not auditing when you're an executive. An improper despatch is actually not an origin at all. It's a confession that one isn't on staff or should be trained to come on staff. Such a "staff member" is still a field auditor knocking around in the org if he doesn't know policy. Critical, blundering, creating Dev-T, fouling up lines. Pretty grim. An executive's job is first to put an org there by providing comm lines amongst the group and from the org to public and public to org. That's the first, the very first responsibility of an executive whether Assn Sec or PE Director or D of T or any executive.

ROUTING

When routing arrangements are made *inside* the org – from staff member to staff member – we call it **organizing**.

When routing arrangements are made or communication invited from org to public and public to org we call it **promotion**.

The executive duties of an executive are primarily concerned then, with **organizing** and **promotion** and seeing that the arranged actions are executed.

Having put the lines there, the executive must see that they truly exist and go on existing. We call this "getting people's hats on" and "keeping people's hats on" inside the org, and public to org and org to public we call "making sure promotion is executed."

The bulk of any executive's job is seeing that things are *executed*. Seeing that lines are followed, policy followed, promotion carried out. Even the D of T, making sure students are taught only straight technology, is executing policy. The D of P, seeing that pcs get gains, is really only following policy and *making sure it is followed*.

For a very senior executive to actually forward further on a query he has received from a staff member the answer to which is already covered by policy is a *very* serious thing. Why? Because the action says this senior executive doesn't know policy, or at the very least isn't putting on the hats of his staff members and juniors and so hasn't got a functioning org.

For a very senior executive to forward an already misrouted despatch is a confession of the most gross ignorance of his or her own org board.

HARD WORK

It is not saintly then for an executive to merely work hard. In fact, where that work is mainly invested in handling the In-Basket, that hard work is just causing hard work in other places too. It is quite stupid to get tied down to an In-Basket full of staff despatches. The *only*

way this can happen (countless staff queries or infos) is by failing to spot off-line and off-policy despatches and return them to source, saying "Misrouted. See Org Board," for off-line. Or saying for off-policy, "Policy already exists on this. Look it up, please," or saying "This is contrary to general planning. Please look up recent policy letters."

MAKE THEM WORK

The surest cure for such floods of despatches is *always* to make the source work harder because he or she goofed by sending an off-line or off-policy despatch.

Some off-line off-policy despatches are originated out of pure laziness. "Takes too long to look it up, I'll ask the HCO Sec" is the usual line of thought. The poor HCO Sec, already too overworked to look up policy, gives in desperation an unusual solution. This really messes it up. The solution given can only be as good as the data offered and if that data is wrong, the solution is very wrong, and as the query originated in laziness it is probably wrong in data and so *any* effort to answer it at all will only louse things up.

Hence, it is contrary to the best interests of the org to give the source the proper routing for off-line despatches. If you do, you don't handle the real trouble – the staff member doesn't know it's an org yet and so will not be able to do his or her job. You *must* get that staff member familiar with the org board or you'll have betrayed the org. You see, *other* staff members also suffer with the off-line originations from this person. And as an executive you aren't protecting your own people from off-line origins if you don't handle the person doing it when spotted. Cure it and you help not just your In-Basket – you'll take a very heavy load off other staff members too. You see, yours isn't the only In-Basket in the org, and if you are an executive you're the one who *must* handle the routing for only you have the immediate authority to do so. Expansion depends chiefly on your taking that action.

On *off-policy despatches*, by which we mean the staff member doesn't know his policy and so does things contrary to it or wants to know if it is policy, why should *you* study up your policy letters? You are probably fairly well up on them. The person who isn't is the source of that despatch. So you *must* make sure that that person gets industrious on the subject of policy and burns some midnight oil on old and new policies and general planning.

So again, by your looking it all up for the offender, you cripple your organization by leaving uncared for an area in it that will goof. And that staff member's goof can destroy the whole org! That's no exaggeration.

Why are you working so hard as an executive to put the org there and make it grow if there aren't elements around that are destroying it? If there were no such elements your org would just grow and all your work would be promotional or service. That you are always continuously creating your department, unit or org or defending it somehow, means there must be something knocking it down. The symptom of that something is the off-line or off-policy despatch.

For you to be totally effective you yourself must know routing (the org board) and know policy and the general planning in progress.

And for an org board to be known it must exist and be real and must say what departments, units and staff members do.

And for policy to be known it must exist and be findable.

To make minor changes on an org board and double assign (2 or more hats to one person) is quite usual in an org. To make major changes such as Adcomm in Charge of HCO or training done by the Accounts Unit would be a gross violation of policy. And so your org board must to that degree be a standard org board. But you still have to do routing on it and provide routing for it.

To invent policies or supplement policies without sending them through channels as *completed staff work* (which means routed to the board, with all related policy letters clipped to the requested change and the new policy letter all written ready for issue) will break down the Scientology lines in that area.

You don't believe it? Australia got into its whole enquiry mess because the senior executives either did not know or follow the long standing policy concerning the prompt return of money to a dissatisfied pc. That cost the org thousands and thousands, a year of grief, and risked getting Scientology banned in Australia. A policy not known or altered is *death*. Not from me but from the community in which the org operates.

Still don't believe it? Washington D.C. either did not know or did not follow the explicit policy concerning receiving favours from preclears but only half-heartedly reported them to an uninformed HCO which didn't know or didn't follow the full intent and spirit of the policy and never told me as was implied in the original policy letter. The wife of that person giving the favours brought on the *whole* FDA mess that cost us tens of thousands and *two years* of grief and almost knocked out Scientology in the U.S.

Policy is survival for a group.

Only practical policy agreed upon and followed provides the ARC that is the life itself of any group. It's the mores, the policies, whatever you want to call them that makes a group or an organization alive and breathing.

Bad policy, bad mores, and you have a dying group, a dying organization. Governments whose policies are unreal are perishing. They act like criminals. There's where anyone gets his distaste for "policy" – he has looked at the policies of dying groups and is imitating how they are regarded.

But as in control there is good control and "bad control" so in policy there is good policy and bad policy. It has a bad name with some people. It bores them. They also kill groups. So if your organization is going to live it must have real, living policy and respect it and use it.

All right, so we're serious now. Org boards and policies must exist and be followed and the person who makes sure of that is a Scientology executive.

The clue to violations is the continuously full In-Basket, whether moving or not. If an executive's In-Basket is always full, then he or she either isn't (a) working at all or (b) is

working like mad but is not handling off-line or off-policy despatches by getting the lines in and the policy known.

You can't escape it, there it is.

There is nothing wrong with working hard as an executive. I do. There is nothing wrong with having lots of traffic through an In-Basket. A busy org does. There is everything wrong with an executive having a lot of staff traffic because 99% of it is off-line and off-policy and if you don't act to correct it you not only don't have time to breathe, you also will wind up with no income and no org.

Fact.

L. RON HUBBARD
Founder

LRH:jw.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 31 JANUARY 1965

Remimeo
Sthil Staff

DEV-T

(Adds to HCO Pol Ltr Nov. 17, 1964)

The commonest cause of **off-line** despatches is:

A staff member writes a despatch to himself but routes it to somebody else.

Example: Registrar writes a despatch to the Org Sec asking how to meet a quota of interviews. This is Dev-T because it is off-line. Why is it off-line? The staff member responsible for increasing interviews is the Registrar, not the Org Sec. Therefore the despatch should be routed to the Registrar and routing it to anyone else is misrouting. *Informing* the Org Sec, "I am doing so and so to increase the number of interviews" is quite in order, but it's a despatch containing a report, requiring no answer. The correct routing of a query about increasing interviews would be to the Registrar. Thus, the above example's routing would be the Registrar to the Registrar.

When a staff member generates a lot of despatches about his post, these are usually misrouted if they go to anyone else but himself. Since who else should wear that hat? Not the Org Sec or Assn Sec. Not the HCO Sec. Only the staff member himself or herself.

In orgs a goodly number of people think staff members senior to them also wear their hats. This is definitely not true. The Assn Sec or Org Sec does not wear every other hat in the org. If he does, he is a pretty poor organizer. And if he lets staff force him to, then he isn't much of a leader.

You can detect people who fear responsibility or consequences of their most ordinary actions by the number of despatches they send others which should only have gone to the staff member himself or herself.

It's the figures on the weekly report sheet, the volume of work accomplished, the resume of results that inform others about a hat and the activities and effectiveness of the person wearing it. An Org/Assn Sec only needs to look at these reports, not his in-basket, to know if posts are being held. It may make one feel grand and responsible when others *must* come to one for help on their jobs but it sure doesn't make a strong org to have "what-do-I-dos" flying up to the head of the org day and night. People exist who do their jobs without a lot of Dev-T about how to do them, what to decide, how to think. And people exist who do their jobs without getting everyone else in trouble.

OTHER PEOPLE'S HATS

There is another type of Dev-T which one encounters. And that is the origination of comm that should have been originated by someone else.

This has several guises. You see it in a usual form in Academies where some student is always asking questions "so that the others will understand". The student himself or herself understood the instructor but asks a question so "the others will understand also". This is, of course, a student trying to wear the instructor's hat or another student's student hat. I can usually detect this one and break it right there with "Are you asking because you don't get it or because you think the others haven't?" Such a student can lengthen study hours horribly without helping anyone a bit.

A staff member occasionally tries to originate for another hat than his or her own. It is easily detected. The despatch has to do with the Academy but is from the HGC, etc.

Such a despatch is usually misrouted also. It is sent to a department head or the HCO Sec or somewhere. Trying to handle it gets pretty deadly as it's a double snarl.

The originator shouldn't have originated it and also should have sent it elsewhere if he or she did originate it. If the HGC thinks it has to wear the Academy hat then the despatch should go to the Academy and nowhere else. At least send it to the hat it most concerns.

This gets even more snarled when it jumps an org – to wit, an HGC staff member originates a despatch *for* the Academy and sends it *to*, let us say, the National Central Org. In the other org, unfamiliarity with the org board of the originating org can cause action to be taken. It isn't noticed that the HGC is talking for the Academy.

When action is taken other than returning the *off-origin despatch* to its sender, a great many evils can result. The least of them is that it gets the sender in trouble when acted upon.

Example: A staff auditor proposes to the Assn Sec that students be trained better in 8c because of a recent HGC flub. The Assn Sec jumps on the DofT. The DofT privately pounds the staff auditor into the ground.

Ill feeling in orgs usually stems from these *off-origin* despatches.

In the above example, the staff auditor should have taken it up emphatically on the basis of a flub in the HGC with the DofP who then would take it up with the DofT still on the basis of an HGC flub. Then it has a chance of straightening out. You see, lacking data, the person originating an *off-origin* despatch usually assigns wrong cause. In the above example it may have been certification at fault, not the Academy at all. One can drown in a sea of errors on these off-origin despatches. Basically what ails governments is their dependence on spy reports, police reports, etc. The reporting person does not wear the hat which should have originated.

When a staff member does not himself originate when he or she should, it will show up in the OIC reports and in emergencies. It is handled by putting on the person's hat, auditing or personnel transfers, not by off-origin despatches.

Did you know you can let an entheta despatch drop right there and create less entheta by doing so? Try it sometime.

Not all off-origin despatches are entheta, of course.

Part of this type of despatch is of course off-zone. Perth originating for Sydney. Or Los Angeles originating for New York. Or Assoc Sec London (as once happened years ago) doing business *only* in Australia. Or LA getting pcs only from Nevada. Here one sees somebody operating for the wrong zone or for only part of their whole zone. On a smaller look, a staff member doing only part of his job produces a similar result. And somebody doing another staff member's job is another version of it.

Off-origin despatches or work can make an awful lot of Dev-T – not always pleasant.

ORG BOARD DEV-T

An out of date Org Board can cause Dev-T.

A staff that doesn't have a well done Org Board cannot help but make Dev-T.

An Org Board is what we use instead of Appointment lists inside orgs. If it isn't posted on the Org Board, it hasn't been appointed. Why? Because an appointment is effective only if its work will be routed to it. If nobody knows about an appointment, then how can anything but Dev-T occur?

Thus prime preventers of Dev-T are:

1. A well done Org Board.
2. A complete Org Board containing all appointments.
3. A staff checked out on the Org Board.
4. All new staff checked out on the Org Board.
5. No appointments existing that don't appear on the Org Board.

A *lot* of Dev-T occurs because some people are insufficiently aware of the existence of an org. They think "we're all here together working". They don't realize everybody in the org does a different job than the rest.

There is no one so eager to reorganize everything as a new staff member who has yet to discover the org board and its purposes.

And there is a flood of Dev-T from anyone who:

1. Doesn't know the org board well and who
2. Hasn't got his own hat on.

Obviously, to reduce Dev-T and keep one's In-Basket within reason, one must:

1. Have a complete and well-done Org Board up to date and known, and
2. Get individual hats on.

Otherwise people will misroute continuously – sending their own bits to others and flooding wrong others with despatches.

HATS

Given a good Org Board with the purpose of each post stated and the whole thing well known to staff, lengthy and complex hats become less important.

Hats, complete ones, *are* important and of value.

But did you know that a staff member will do best if he has to *evolve* his own hat before he reads up on it or afterwards?

The way to do this is on a Clay Table.

Take a very fundamental statement of the staff member's job – a complete, simple statement. Then, have the staff member:

- (a) Work out the org in relation to the field and public in clay;
- (b) Work out his job in clay in relation to the rest of the org;
- (c) Work out his job in clay in relation to his job and himself.

After a staff member has done that (labelling every bit of everything he makes), and then done (a), (b) and (c) again, most of those misapprehensions and not-knows that cause Dev-T will be gone.

And it pays off in the time spent by increased effective volume and decreased Dev-T.

Very little Dev-T is caused by viciousness or mean intent. It's just the accumulations of (1) Not-knowns and (2) Afraid to dos.

Cure them.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 8 FEBRUARY 1965

Remimeo
Sthil Staff

DEV-T ANALYSIS

(Continues HCO Pol Ltrs of 17 Nov '64 and 31 Jan'65)

Probably the basic reason for the expansion of bureaucracies is Dev-T.

When Admin staff in one of our orgs begins to exceed Tech staff then it is obvious that a lot of Dev-T is on the lines. Proof of this is the continual finding that an increase in Admin staff does not lead to an increase in income but on the contrary often heralds an era of decreased gross income.

Within reason, you must not increase Admin staff numbers until you have thoroughly hunted down all Dev-T and taken adequate remedies for it.

When a government sees a lot of despatches it thinks it needs a lot of people. These, making more Dev-T, then seem to need many more people, etc. The cure for a lot of despatches without a lot of new income showing up is a brisk analysis of the org's comm lines.

This is simply done.

1. Look around for constantly full and not emptied In-Baskets. When you find one in which the traffic does not move, look the post over carefully and decide which one of the following to do on the basis of what you find on that post (a) educate or (b) replace. If, when (a) is done, the basket again remains as before, do (b).
2. Look into people's baskets for despatch and letter dates. If you find a basket where these are quite old, find out why and make up your mind what to do about it on the basis of what you find.
3. Look into drawers for cached despatches, letters, etc. If you find a drawer full, realize somebody is staying clean on the boards by hiding what should be visible. Find out why this violation is occurring and act accordingly.
4. Look over the traffic flow of the principals of the Org (Assn/Org Sec, HCO Sec) and analyze their traffic on the basis of the number of off-line, off-policy, off-origin despatches. Note what staff members are doing these and act accordingly.
5. Make the principals of the org keep logs of off-line, off-policy, off-origin despatches and also bodies brought with despatches. After one week, take these logs and, as they spot the Dev-T artists in the org, act accordingly.

The main thing to know is never get reasonable about Dev-T. If it doesn't cure by education or other means, then you have no choice but to act. The sooner you act, the better for everyone.

NO WORK

The Anglo-Saxon race has a crazy spot on the subject of work. The whole ambition is to *not* work.

This is quite at variance with several other races and normal thetan behaviour.

Easily the greatest source of Dev-T is non-compliance or no-comm.

You can say all you want about despatches and analyze them thoroughly and with benefit to all.

But the most deadly conditions, the things most likely to produce the greatest floods of traffic in the long run are non-compliance and no-comm.

One or the other of these is the basis of any emergency.

So in analyzing traffic to increase income and efficiency, be very alert to the points of non-compliance and no-comm.

In our ordinary despatch system these are not easily spotted as we seldom keep copies of our despatches.

The way to locate these spots is by questioning the principals of the org and getting a list of:

1. Emergencies of the past 3 months and what departments and personnel were most closely connected to them.
2. Present time problems of the principals with the org and the names of the staff members most closely connected with these.

Compare lists 1 and 2. You will find that there are names common to both these lists.

Query what despatches remain unanswered by these persons or what orders have not been complied with. This selects out one or two people.

You now have the basic sources of Dev-T in the org which cause more visible Dev-T to build up.

Act accordingly. And don't get "reasonable".

Principals seldom realize that their softness on bad Dev-T offenders works great hardship on other staff members. The real overt is against other staff members by not acting effectively to locate and reduce Dev-T.

As an example, I know of an instance where two staff members' non-compliance and neglect of orders cost an org £20,000 *cash* in one year alone and brought the org to a point where only heroic action saved it. Only two out of 50 were responsible. The other 48 were

working their heads off trying to make a go of things. These two, by non-compliance with despatches, with no-comm, sabotaged all promotion and the entire PO system and nobody could tell how it was happening. When they departed, not only the losses vanished but org income *doubled*.

So don't ever get soft where you see non-compliance or unanswered despatches. You're looking at trouble and future emergencies that may wipe out the org.

DEV-T ANALYSIS

You can pretty well size up a whole org just by watching its despatch lines and baskets.

If you were very skilled at this, you really wouldn't need to move out of the communicator's chair to spot every bad and good point in the org.

Without analysis by Dev-T, an org is carried on the backs of a few desperate staff members.

Why do it the hard way? Watch and handle Dev-T sources and you'll be able to breathe again.

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HCO POLICY LETTER OF 13 OCTOBER 1965

Remimeo
All Executives

**DEV-T DATA –
EXECUTIVE RESPONSIBILITY**

Executives may not OK anything done or to be done below their level unless their immediate junior has also stated or attested with initial that it is OK.

Unless one can fix responsibility for actions there is no responsibility anywhere and the whole show goes to pot.

Never let a junior say, "Is this OK?"

Always require the junior to state or initial, "This is Okay" on all work, actions or projects.

An organization permitting a lot of "Is this OK?" will soon go to pieces. Things are or aren't OK. Make them say so. Hang them if it's a false attestation.

"Is this okay?" is Dev-T and should be chitted as such.

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HCO POLICY LETTER OF 5 JANUARY 1968
Issue I

Remimeo

**DEV-T SERIES,
PART OF OVERFILLED IN-BASKET
BAD NEWS**

If an executive is trying to do his or her job and looking ahead and handling things and yet is being hit constantly with bad news and problems and has his In-Basket loaded continually

(a) he is getting non-compliance and false reports

and

(b) his juniors are not getting his orders executed

and

(c) his juniors are not putting in ethics but leaving it all to him.

What he sees is bad news and hard to handle items and an overfilled In-Basket.

He does not see (a) (b) and (c) above as they are out of view and often blurred by efforts by juniors to **look** and **sound** active in his sight while actually really loafing and goofing or outright betraying him.

This is the most senior datum in all Dev-T policy – that

if you are being hit back by lines you are trying to handle then you have unseen non-compliance and false reports on your lines.

Therefore, to remedy this situation, when an Executive is being knocked about by his lines, bad news, disasters, etc. and he feels PTS he must apply this formula mercilessly

(A) make the penalties for non-compliance and false reports too gruesome to be faced and enforce them

(B) locate and discipline the juniors who do not execute or do not get one's orders executed

and

(C) sack every junior who will not put in ethics in their own area on their own.

The *only* reason an otherwise competent and industrious executive gets hit by bad news and has an overloaded In-Basket lies in (a) (b) and (c) above and the only effective remedy is (A) (B) and (C).

It takes far more ethics and far steeper enforced penalties to make an organization work than Scientologists have been using.

If you don't learn and use the above you will not be a big success and your life will be miserable and your post untenable.

We work in a jungle of non compliance and false reports called the wog world. Our ethics must be proportional to our ability to do good or we will all vanish.

You must give attention to this Pol Ltr or you'll *never* cure the Dev-T on your lines. It all comes from Non-Compliance, False Reports and your juniors patty-caking around and not getting in Ethics on their own, no matter **how** it may look from your post.

Of course your lawyers and accountants "know best" and have **out-ethics** and therefore give you the most trouble as they are outside your control perimeter as "experts" and so you have more legal and accounts problems than others. This Pol Ltr still applies to them too.

You **can** function as an Executive if you do your job and do (A) (B) and (C) above. Otherwise, lord help you, your juniors will get you shot by (a) (b) and (c). A good fellow is a dead good fellow when he's dead. So being a good fellow is **not** the solution to getting a job done. The solution for an Executive is (A) (B) & (C).

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 27 JANUARY 1969

Remimeo

DEV-T SUMMARY LIST

(Add to Dev-T Policies)

The following list is a summary of items which Develop (Increase) Traffic. It is based on years of experience with the subject of Dev-T.

1. FALSE REPORTS

A report that is false can cause greatly increased useless action including at times Bs of I, despatches verifying it, etc.

2. NON-COMPLIANCES

Failure to comply with an order can set an emergency flap going which crowds the lines with despatches. One consequence of non-compliance when repeated over a long period is to move a large number of Targets into PT in a sort of frantic jam. Catastrophes can occur because of non-compliance.

3. ALTERED COMPLIANCE

Something was introduced or changed in the orders which made them non-optimum. This sometimes wastes and repeats all earlier traffic.

4. NO REPORTS

The scramble to find out if something has been done increases traffic. This includes lack of data forwarded as it should have been. It causes as well anxiety and uncertainty.

5. COMM FORMULA UNUSED

All orders out answers in are on the Comm Formula. Failing to answer the question asked can triple traffic.

6. INFO FAILURE

Those in charge fail to brief their juniors. These then have no idea of what's going on and develop other traffic in conflict. Reversely, juniors fail to inform seniors of data they have.

7. LACK OF CSW

Failure to forward an assembled package of information on any given situation, plan or emergency or failure to forward complete information on any despatch, sufficiently complete to require only an approved or not approved, slows down approval and action and develops traffic. It often requires returning for completed staff work, or the senior concerned must take over the person's hat and assemble the missing data using his own time and lines. And thus traffic develops.

8. SUPPRESSION ON LINES

Lines get closed by arbitraries so that vital info does not get through or vital action is not ordered.

9. CROSS ORDERS

Juniors issue so many orders unknown to a senior and *across* his lines that a senior's orders are obscured or lost. Things get very confused, very active but non-productive.

10. PRESENT TIME ORDERS ONLY

Basic Programmes or standing orders or policy go out by not being enforced. PT orders only are being forwarded or handled. This eventually balls up in a big wad and an organization vanishes. Primary Targets go out.

11. NON-EXISTENT TARGETING

Targets are not set, major targets are unknown. Actions are then unproductive.

12. UNREAL TARGETS

Targets are set and worked on which are not derived from any useful major target.

13. CROSS TARGETS

The senior's target system is neglected due to conflicting targets being set on lower levels.

14. BUGGED TARGETS

A target develops bugs in its forwarding which are not seen or reported. The target stalls. A furious traffic burst may eventually occur to redo it and catch it up.

15. HOBBY HORSES

A staff member can "ride his favourite hobby horse", ordering and complying only in his favourite area, neglecting areas of greater importance. His orders often cross-order and distract from important targets and create Dev-T, vital actions being neglected.

16. STALEDATED ORDERS AND DISPATCHES

Staledating delays action, often important, and creates anxiety and emergencies. New (developed) traffic results in an attempt to get an answer or compliance.

17. FORMULA EVASION

Areas or persons fail to follow the conditions formulas assigned or actually indicated and pursue the wrong or no formula.

18. INCORRECT CONDITIONS

Incorrect conditions are assigned or assumed with consequent ball up of lines.

19. HAT DUMPING

This is referring everything to someone else. It greatly increases traffic without producing.

20. CHANNEL SKIPS

Something is not forwarded in channels but skips vital points and if acted on confuses the area of the points skipped.

21. VIOLATED PURPOSE

A Division, Dept or staff member or materiel used for things it was not organized to do. It disrupts its normal lines.

22. BACKLOGGING

If traffic or bodies begin to be backlogged one can stall completely just handling the queries about the backlog without getting anything really done.

23. OFF-ORIGIN

(Statements and Despatches)

A terminal originates something not its hat.

24.OFF-LINE

Despatches or orders are passed in a manner to deny info on record.

25. INCORRECT ORGANIZATION

The Comm System or procedures are not organized so as to be easily used. They are either not organized at all or are made too complex to be useful.

26. ORG BOARD DEV-T

An out-of-date Org Board can cause Dev-T. A staff that doesn't have a well done Org Board cannot help but make Dev-T. A staff that doesn't know the Org Board will make Dev-T.

27. UNTRAINED STAFF

Staff not grooved in on the lines mainly deal in Dev-T and although they even look busy seldom accomplish much.

28. UNPRODUCTIVE PERSONNEL

Keeping a personnel on a post who is a flagrant Dev-T source.

29. PEOPLE WHO PRESENT PROBLEMS

Problems presented by juniors when solved by a senior cause Dev-T because the source of the problem usually won't use the presented solution either.

30. HAVING TO HAVE BEFORE THEY CAN DO

Projects stall "because of FP" or "because it would be nice to have a _____".

31. PERMITTING DEV-T

The biggest single goof anyone can make is failing to recognize something as Dev-T and going on to handle it anyway. One's basket soon overflows. The reason for "overwork" and "heavy traffic" is usually traceable to permitting Dev-T to exist without understanding it or attempting to put the Dev-T right.

32. LACK OF EXECUTIVE RESPONSIBILITY

Is this OK?

Executives may not OK anything done or to be done below their level unless their immediate junior has also stated or attested with an initial that it is OK.

Unless one can fix responsibility for actions there is no responsibility anywhere and the whole show goes to pot.

Never let a junior say "Is this OK?" Always make him state or initial "This is OK" on all work, actions or projects.

"Is this OK?" is Dev-T and should be chitted as such.

33. EXECUTIVE ENTURBULENCE

An executive is seldom hit unless he has had non-compliance on his lines. He is almost never hit if he polices Dev-T. When an executive is hit by a catastrophe, he should handle it and **at once check up on dev-t and handle it**. I keep a daily log of Dev-T and who and what every time I find my lines heavy or there is a threatened catastrophe. Then I handle the majority offenders.

34. USING DEV-T AS AN EXCUSE TO CUT LINES

An executive must really know what Dev-T is and really say what the exact Dev-T was in order to reject or handle Dev-T.

35. CATASTROPHES

A catastrophe occurs by lack of prediction of a possible circumstance. Those things planned for do not become catastrophes. Catastrophes **usually follow a period of excessive Dev-t.**

The above make a great many motions necessary where only the one correct one was needed.

Thus a crew or Org can look *very* busy when it is only handling Dev-T. It will get nowhere. Real Targets are not done. Tempers go bad. Staff and crew are overworked.

Also when I get Dev-T on my lines I know that it is despite various screenings. If *I* get it, then it must be 100 times that for the fellow who has no such admin defenses.

I routinely run a Dev-T check on my lines and advise all officers and executives to do the same.

The way to handle this is **Review** and **classify** all targets into their types as per three recent Policy Letters.

Find and note all instances of Dev-T as above with the person who did them.

Turn in **knowledge reports** or ethics chits concerning them.

Concentrate on **completing** proper targets set as per the recent Policy Letters.

Only report completions.

Work to get **completions**. Then we'll get the job done.

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HCO POLICY LETTER OF 30 JANUARY 1969
Issue II

Remimeo

DEV-T SUMMARY LIST ADDITIONS

Adds to HCO P/L 27 Jan '69 (add to Dev-T Policies)

An actual example of Dev-T (*Developed* Traffic) follows:

A warm wind came up and the heating system on the "MV APOLLO" was no longer required to be on. A message was sent to the Engine Room to "turn off the heat".

The order was not complied with.

The order was repeated some time later to a steward to send a messenger to the Engine Room and tell them to "turn the heat off the fans". The messenger was not sent by the steward, but the steward instead told the I & R (Inspections and .Reports) of the Engine Room who was making his inspection rounds, to turn *down* the heat.

Again the order had to be repeated, this time to a messenger who went to the Engine Room and gave the order to "turn the heat off the fans" to the Engineer of the Watch.

He replied, "We turned it *down* a short while ago!"

The messenger accepted this ***almost*** and reported back to the senior executive, who again had to send the messenger to repeat the order to "turn off the heat". This time the messenger returned with the compliance that the heat had been turned off.

Four times the message had to be repeated before compliance was reported.

Developed Traffic.

From the above some new forms of Dev-T can be isolated.

36. ACCEPTING AN ALMOST

The messenger accepted the ***almost*** of turning *down* the heat. The order was to turn it *off*.

An executive or communicator or messenger who accepts and forwards an "almost" is permitting Dev-T.

Orders given are to be executed and reported **done**, not to be nearly done or almost done.

A *communicator* can often be tripped up by this form of Dev-T. It is most easily spotted by insisting that the original order or orders be returned with the compliance so that any terminal on the line can tell at a glance *what was ordered*, and *what was done*.

37. FAILURE TO GET AN ORDER CLARIFIED

Upon questioning it was found that the messenger had not fully understood what was required and passed this uncertainty on to the Engineer of the Watch.

38. IRRELEVANT INFORMATION

The Engineer of the Watch, when told to "Turn the heat off the fans", gave the messenger the irrelevant information, "We turned it down a short while ago".

A later check revealed that he did indeed comply and turn the heat off but failed to inform the messenger of this, giving her only the irrelevant information that they had earlier turned it down.

This form of Dev-T can also take the form of forwarding to a senior large quantities of irrelevant information, jamming his lines, and reducing his productiveness. The opposite of this, of course, is failure to inform one's seniors of relevant data (see P/L 27 Jan '69, Dev-T Summary point 6).

39. REASONABLENESS

A staff member or executive can be "reasonable" and accept reasons why something cannot be done, accept incomplete cycles as complete, and fail to follow through and get completions.

All of which results in further traffic. This form of Dev-T is best handled by knowing and applying HCOB 19 August '67, "The Supreme Test" [Volume 7, page 362].

The supreme test of a thetan is his ability to make things go right.

40. FAILURE TO TERMINATEDLY HANDLE, REFERRAL

The only tremendous error an organization makes, next to inspection before the fact, is failing to terminatedly handle situations rapidly. The fault of an organization's wobble, wobble, wobble, Joe won't take responsibility for it, it's got to go someplace else, and all that sort of thing, is that it continues a situation.

What you should specialize in is terminating the end of a situation, not refer it to someone else. Complete the action now.

41. FAILURE TO COMPLETE A CYCLE OF ACTION AND REFERRAL

One of your most fruitful sources of Dev-T is your own double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

If you do every piece of work that comes your way **when** it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you've got a psycho on the other end.

You can keep a comm line in endless ferment by pretending that the easiest way not to work is to not handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.

Complete the action, do it now.

42. FAILURE TO RECORD AN ORDER

Failing to make an adequate record of an order given, losing or misplacing the order can result in endless Dev-T.

The original orders being lost or not recorded at all, wrong items are purchased, incorrect actions are taken, cross orders are given, and a tremendous waste of executive time and money occurs straightening the matter out.

This is one of the most serious sources of Dev-T.

43. UNCLEAR ORDERS

An executive giving an unclear order puts uncertainty and confusion on the line right at the very beginning of the cycle of command.

The safe way on an important programme or action is to Target it.

44. MISUNDERSTOOD ORDERS

Orders misunderstood by the recipient will not be properly complied with as the order was misunderstood. The incorrect or no action following will require further traffic to correct.

As an executive, originate clear precise instructions and orders.

As a junior, duplicate the order, and never fail to clarify if you have misunderstood.

45. RELAYING AN ORDER IN A CONFUSING MANNER

Communicators and messengers can create Dev-T and foul up actions by poor relay of information.

46. CLEANING CLEANS

Doing something that is already done or ordering something to be done already done.

47. REPEATED TRAFFIC

The same traffic repeated to the same executive is Dev-T. Often takes the form of information or compliance reported by telex and then the *same* information being sent by despatch. There are times when a telex is followed by a more lengthy despatch or report, but this should only occur when *extra* information is really needed.

48. FAILURE TO WEAR YOUR HAT

A person on one post not doing that post but doing every other post creates endless Dev-T, all despatches and origins being off-origin and he covering the hole of his own post.

The person himself is the Dev-T.

49. UNUSUAL SOLUTIONS

Requests for authority to depart from the usual are dangerous when okayed as they then set up areas of difference and cause policy to wander and misfit at the joints.

Juniors who propose unusual solutions generally don't know the policy or orders anyway.

The proper thing to do is order a checkout on the appropriate policy.

50. REMOVING PARTICLES OFF THE LINE

Apart from being a serious offense, taking comm particles off another's desk or out of their In-Basket or off the comm lines causes Dev-T, and lost time in searching for the missing particles and can sabotage projects or actions, vital data being missing.

51. SLOW COMM LINES

Despatches held up on lines cause other despatches to be originated about the same subject, causing Dev-T to both sender and recipient.

The power of an organization is directly proportional to its speed of particle flow (letters, despatches, telexes, bodies).

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HCO POLICY LETTER OF 27 OCTOBER 1969
Issue I

Remimeo

Admin Know-How No. 23

DEV-T

The entire, complete and only major source of Dev-T is ignorance or failure to grasp **Confusion and the Stable Datum** as covered fully in "Problems of Work" (and LRH Tapes of 1956).

Unless an executive or staff member fully grasps the basic principles of Confusion and a Stable Datum then the org board is completely over his head, the reason for posts is not understood and Dev-T becomes routine.

A post on the org board is the **Stable Point**. If it is not held by someone it will generate confusion. If the person that is holding it isn't really holding it, the confusion inherent in that area on the org board zooms all over the place near and far.

Any executive getting Dev-T knows at once what posts are not held because Dev-T is the confusion that should have been handled in that area by someone on post. With that stable terminal not stable, Dev-T shoots about.

Excessive transfers in an org promote fantastic Dev-T as the posts do not really get held as people are on them too briefly. "Musical chairs" (excessive transfers) can destroy an org or area.

The remedy is to get people trained up (OEC) to handle their posts, to get people on post who do handle their posts.

An essential part of such training is a *study* of "Problems of Work" and a full grasp of how a stable terminal handles and prevents Confusion. If the person cannot fully grasp this principle, he is below the ability to conceive of terminals and barely able to perceive lines. He cannot communicate since there are no terminals to him.

REMOTE AREAS

If an area remote from an executive does not contain a stable point to which he can send his comm and get it handled, then his comm only enters Dev-T into the area and he gets back floods of despatches and problems but no real handling. The area is not organized and does not have people in it who have grasped "Problems of Work" or how it applies to an Org Board or even why there is an Org Board.

Communicating into a disorganized area without first organizing it to have at least one stable terminal is foolishness.

An Org Board is that arrangement of persons, lines and actions which classifies types of confusions and gives a stable terminal to each type. It is as effective as its people can conceive of terminals and understand the basic principle of Confusions and Stable Data.

A good executive arranges personnel and organization to handle types of actions and confusions. He does not broadly Comm into disorganized areas except to organize them.

Any area which gives an executive excessively Developed Traffic (Dev-T) is an area where the persons supposed to be the stable terminals in that area are *not* holding their posts and do **not** understand what they are or why and do not know what an Org Board is and have never understood the Scientology fundamental known as Confusion and the Stable Datum. They are **not** doing their post or organizing their areas.

An executive's evidence of this is the receipt from there of Dev-T.

The executive's action is to get somebody **there**, get him to understand Confusion and the Stable Datum and how it applies to posts as Stable Terminals, get him trained up and use that now stable point to handle further confusions.

If an executive goes on handling Dev-T of people who are not stable terminals that handle their areas, **he will be forced to work harder than if the post were empty**. At least if it were empty, he would get only the confusion of that area. As it is if the post is improperly held and wobbly he gets not only the area confusion but also the enturbulation of the wobbly incumbent.

Volumes could be written about this subject. But there is no reason whatever not to be able to grasp the fundamentals concerning confusion and stable data, confusion and stable terminals, apply it to Org Boards, to areas and to expansion.

Chaos is the basic situation in this universe. To handle it you put in order.

Order goes in by being and making stable terminals arranged to handle types of action and confusion.

In organizing units, sections, divs, depts, orgs or areas of orgs you build by stable terminals.

You solve areas by reinforcing stable terminals.

Executives who do not grasp this live lives of total harassment and confusion.

The whole secret of organization, the whole problem of Dev-T, the basic ingredient of all expansion is contained in this.

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HCO POLICY LETTER OF 4 NOVEMBER 1969

Remimeo

Dev-T Series

DEV-T GRAPHED

Confusion and the Stable Datum is graphed on every org board.

The stable terminals are at the top of every section, department, division or portion of the org, as seen on the org board.

If you consider each area small or large as a **box containing pushed actions and restrained confusions** and its In-Charge or executive the Stable Terminal that makes this happen you will really grasp what Dev-T is. Dev-T occurs when the stable terminal of a box on the org board is not stable but is itself a confusion.

There are five major conditions on an org board, one right and four wrong.

The *actions* that should be pushed in any box on the org board are labeled on the org board as belonging to that box. The Confusions that are supposed to be handled in that box are easily deduced.

A stable terminal pushes the actions that belong to his area on the org board and handles or suppresses the confusions of that area or aligns them with the correct flows.

Many people do not relate an org board to reality or understand that it itself is a pattern which handles flows and actions and dispenses with confusions. However its stable points must be stable and held as stable terminals or the org board gets into confusions and develops Dev-T.

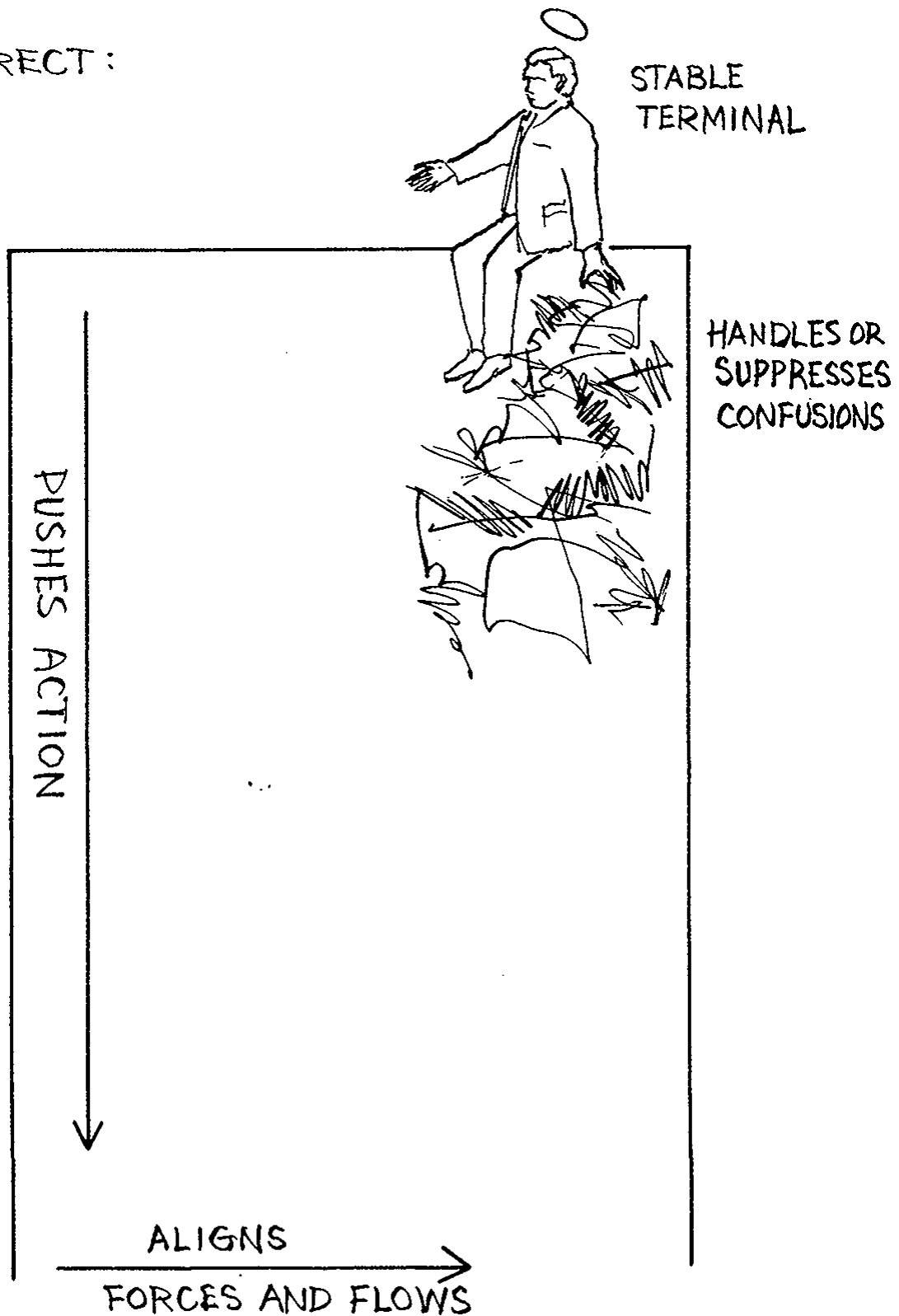
All Dev-T is a result of the above violations of staff members being stable terminals.

If you study this and really understand it you will have made a big break through in grasping the science of organization.

L. RON HUBBARD
Founder

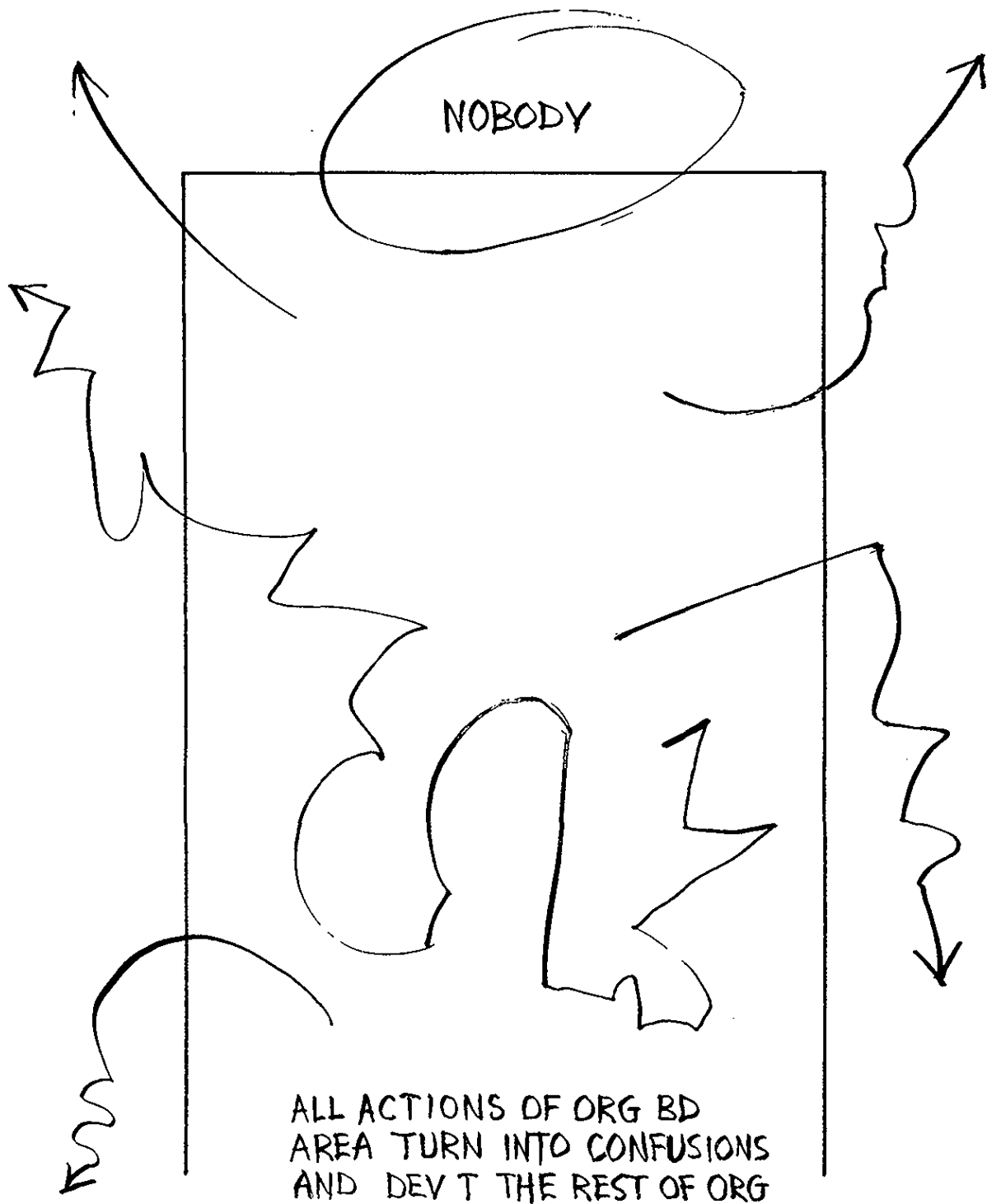
LRH:rs.ei.rd

CORRECT :

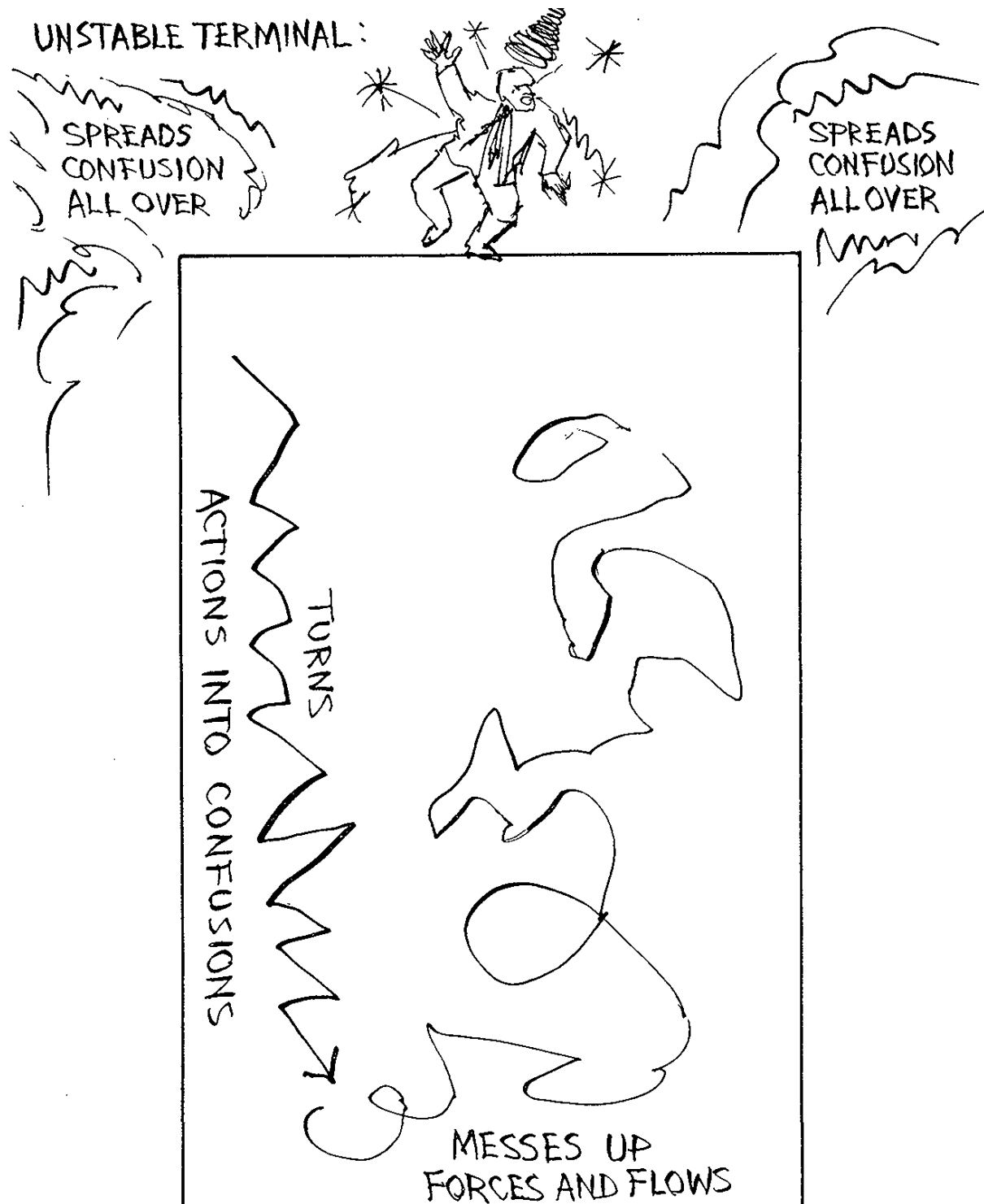


All will go smooth when all Org Posts are like this.

MISSING TERMINAL:

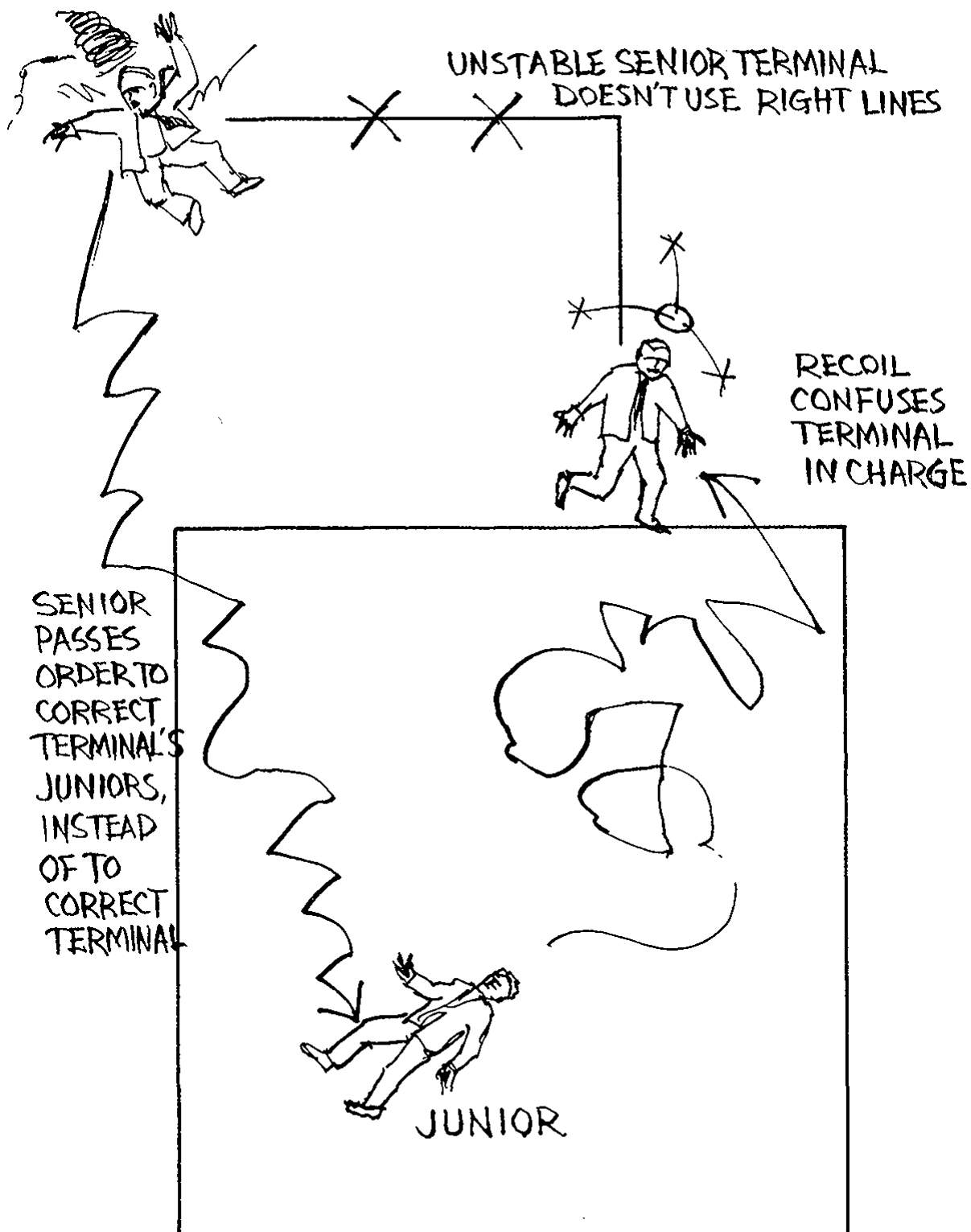


Get somebody on Post.



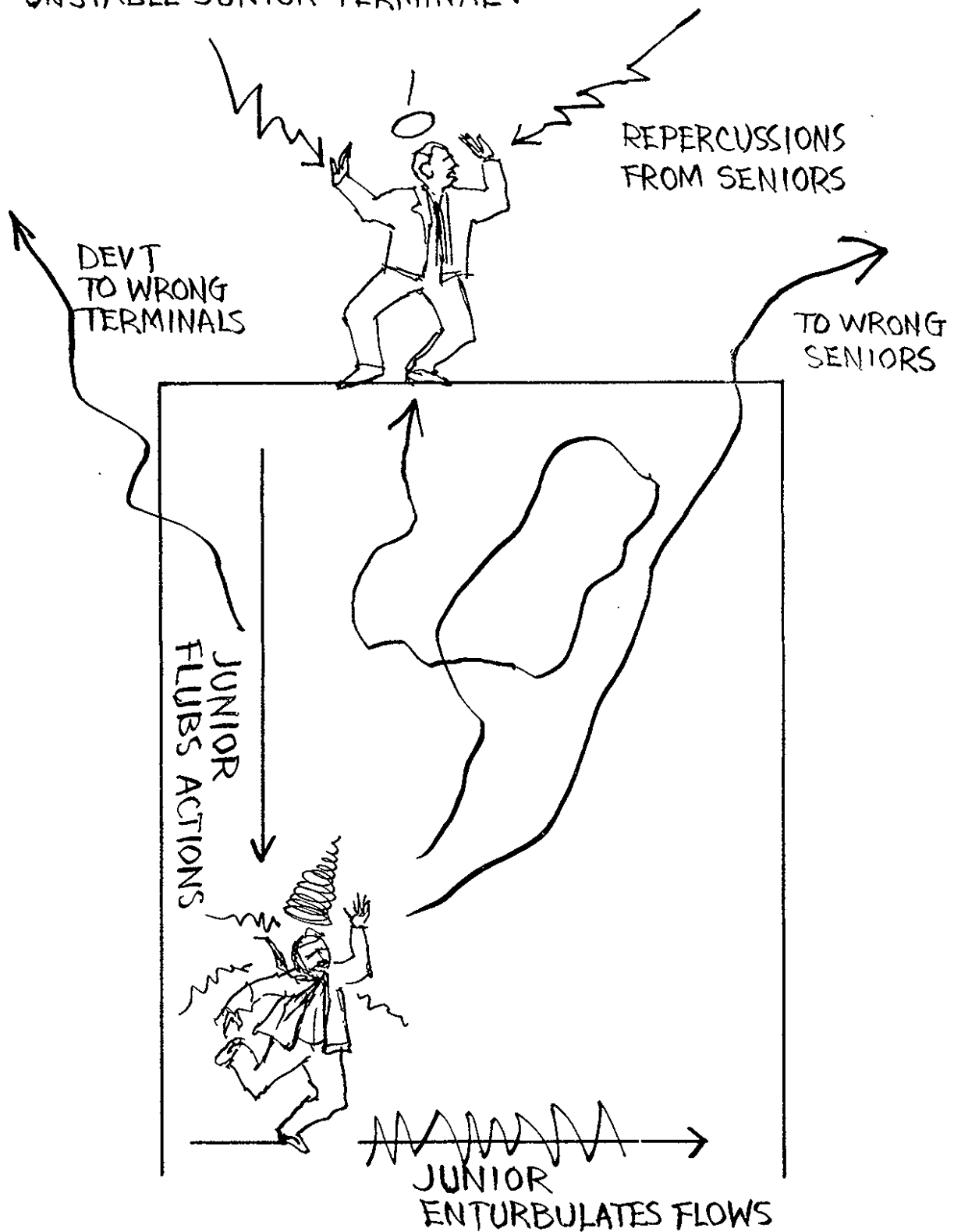
Train and process and get is hat on.

UNSTABLE SENIOR TERMINAL:



Train on OEC, defend your post.

UNSTABLE JUNIOR TERMINAL:



Get his hat on him.

[End HCO PL]

The Overt-Motivator Sequence

A lecture given by L. Ron Hubbard
on the 3 April 1962

Thank you.

What is this?

Audience: April the 3rd. The 3rd of April.

3 April? By golly, you're right. One lecture, Saint Hill Briefing Course, 3 April A.D. 12, and I haven't got anything to lecture you about because I got a withhold.

Female voice: What is it?

Male voice: Tell us. Well?

Yeah, I got a withhold.

Male voice: What's it about?

Are you interested?

Audience: Yes!

Well, I haven't prepared it or revved it up, but I've been taping a Class IV.

Audience: A-a-hhhh.

And I finally just tipped it over – just tipped it over on Class IV, and so forth, and now I got it taped. I've been fooling with this for some time – what do you do with 3D Criss Cross items and that sort of thing?

And what do you know? (This is all I'm going to tell you. This isn't a lecture on the subject.) The only thing I was withholding is that the solution to what you do with 3D Criss Cross items, of course, is the resolution of what makes the overt-motivator sequence; and I've suspected this for some time. And I just got some processes and so forth, here, which undo the overt-motivator sequence. I think it's absolutely fascinating. And the withhold in this lecture would be the fact that I, out of my own interest and so forth, would normally talk to you garrulously about this particular action, because I'm terrifically interested in it – the overt-motivator sequence. How the hell did it ever get that way, you know? And can it be undone? I've been asking that question for ages. Instead of having to run it, can't you undo it? Because I know it'd be a junior phenomenon, see? And sure enough, apparently you can undo it. And so that's a good piece of news.

So anyhow, I'm not going to give you any more about that in particular right now. End of withhold. I'm delighted, you see, because if you think of running out all the things which you have done and from which you are suffering at the present time, you see, when you run these out one by one, and selectively on the whole track, it becomes one of these things like running out every engram on the whole track. It's just an impossible action, it's so long and arduous.

You take Jim over there, for instance, or you take Dick or somebody like this, and you get all of these overts – you get the idea? We won't even mention Peter. [laughter] You get these fantastic numbers of overts. And if you're going to suffer from every overt you have ever committed – see, that's impossible. I mean, mathematically, on one lifetime, you'd be dead a dozen lives over, don't you see? And if you got a motivator for every overt, for instance, and so forth, how could you live?

So I've been fooling around with a lot of combinations that have to do with energy and MEST-universe ideas, and ideas and that sort of thing, and it's – comes out rather well. And apparently it's a very junior idea to prevent people from attacking.

And I have now told you about all there is to know about it, even though I would love to go on discussing it for a long time. It's just a mechanism to do just that one thing – nothing else. That's it. Well, end of withhold.

I'm terrifically interested in the Class IV. You have no idea. This has practically laid me in my grave trying to get this thing done, because you start going over the top of the whole Goals Problem Mass, and just not-is the lot, and sit around and look it square in the teeth, and reserve aplomb in one way or the other, it's something like living in the middle of the living lightning, don't you know? And like to got my head kicked off on this one. But that's about all it amounts to. It's fascinating, isn't it?

And it's just a mechanism. It is not even an axiom. See, it's nothing. Because every way you look at it, it can't be. It'd be impossible. And there wouldn't be any way by which this could be.

You see, if the only thing that ever affected anybody was you, in the final analysis – you get this now – then you would have a perfect alibi for everything you had ever done to anybody. Don't you see that at once you have never done anything to anybody? You see? So therefore, looking at that, that makes it look pretty specious, you know? You say, "Well, that's – that's kind of a gag."

And now, if nobody ever was affected by anything except what they themselves did, do you realize you have never talked to anybody anyplace?

Audience: Hm-mm. Yeah.

See? So from all these sides... You know, I've told you for years, the overt act-motivator sequence was limited. You know, I knew it was limited, but I couldn't find the entrance point of how the hell you ran it out. And I imagine I must have tried at least, oh, I don't know, fifteen hundred, two thousand combinations trying to blow this thing down just as itself, so – that is, that would run, that would run on a case. Just nothing would, except itself.

You look at it from numerous other angles, and it becomes impossible. If only you have ever affected you and nobody else has ever affected you, numerous things then apply. And amongst those things, you wouldn't even be able to keep the same time track. See, there's a lot of things wrong with the overt-motivator sequence. I've known that these things weren't reasonable. But I knew at the same time that everybody had fallen for this malarkey and that everybody responded to it.

Well, if everybody responds to it and everybody has fallen for it and it processes – you ask a fellow what he's done, and this immediately relieves things. And his withholds and all that sort of thing – these things are all pertinent to this. And they all relieve, don't you see? I mean, you can work with this; you can operate with this.

So it doesn't wipe out all processes which do things with it. Doesn't wipe out Prep-checking. You can sit down and prepcheck somebody, you know. And that's fine. But how about just knocking the whole ruddy computation in the 'ead? And now I have just opened up a nice, wide-open, twelve-pass express highway that does. It is just a mechanism to prevent people from attacking. That's all.

And handled in that fashion in processing, why, it all becomes very explicable – runs, in other words. Like to kill you, running it.

But I don't wish to leave you in mystery. I'll give you a specific process: "What shouldn't A attack?" "What shouldn't you attack?" That should carry you well enough. Of course, to keep in communication with the subject, why, you have to add attack, you know? And then because that won't be explicit to some people, you will have to get synonyms for attack. These are the usual complications which arise when you release a process.

So if you do an overt assessment of the Overt Secondary Scale¹², it'll probably give you a better word for your one particular pc. But it would be on the basis of "should" and "shouldn't." But this, of course, could be expected to be modified to "could" and "couldn't" and "have" and "haven't." You see the variations – these are the normal variations through which a process goes.

But if you just got somebody to list, who was sitting in a whole bunch of motivators and overts and so forth – just list what they shouldn't attack, just as easy as that... That, you should remember, was the lead-in. It might not be the final process that you run, but that was the lead-in on the research level which gave the result and made, all of a sudden, the overt-motivator phenomena look, of course, as corny as Christmas tinsel. It's just a mechanism by which people have dreamed up ways and means to prevent other people from attacking. That is all.

Of course, you don't want people attacking you, so of course you tell them that you shouldn't be attacked. And you tell them how you shouldn't be attacked, and then you tell them what they shouldn't attack, don't you see? And what you overlook is, at the same time, they're teaching you what you shouldn't attack – the same time you're doing this. So eventually it looks like you have an overt-motivator sequence.

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See, the most sensible thing in the world is, is there's certain things which you, in a human body, shouldn't attack. And the lesson which you learn from the physical universe: that if you attack these things you get hurt. And that is the basic mechanism and the learning-ness which underlies all the overt-motivator phenomena. See?

Well, then, if you don't believe me, take your fist sometime and start a buzz saw up, and – oh and let's not be quite that violent, lawn mower will do – and hit the lawn mower in the blades while it is running. Well, as far as that's concerned, just find a nice, rough stone wall and haul off and hit it, and you are immediately taught this lesson: that you shouldn't attack it. Because it reduces your havingness, of course.

So you teach yourself the lesson that you shouldn't attack, and then this goes into a philosophic wingding. And the philosophic wingding comes after this fact. You see, after you've learned that you shouldn't stick your paws into lawn mowers and shouldn't kick paving blocks, and various things – when you've learned all these things – why, of course you've learned the remainder: that is, what you do unto others will happen to you.

That's not true at all. That's a philosophic extrapolation from the fact of what you do you get recoils from. And it comes back to the basic law of inertia – Newton's law of inertia. It's a physical universe law: says what you hit hits back. It's as simple as that.

Now, you can build this up philosophically, that if you say something critical of Joe, Joe is going to say something critical of you. And if you say something critical of Joe, why, then you can be hurt by Joe's criticism.

But a withhold is basically nothing more than your unwillingness to attack or your unwillingness to be attacked. And that's all a withhold is.

You can take any withhold a person has got: if he gives you this withhold, you could ask him, "Well, what shouldn't attack you about that?" and run that off. And then, "What shouldn't you attack in this particular way?" – any phraseology you care to use. Your withhold is going to evaporate.

See, your withhold system also takes care of it, but there it is. It's quite fascinating.

I'm sure you will excuse my absorption with this particular scene, in view of the fact that it is the single complication that makes your case awfully complicated. You get so that you won't bawl out cops and you go around being good, and all kinds of wild things accumulate as a reason for this.

Personally, I've never learned this too well. It's not that I've been particularly bad in that particular thing, but nobody has ever really taught me I shouldn't attack. I mean, it's been rather hard to grapple with the thing. People have tried. People have tried.

But I'll give you a little hyster – historical note – a little hysterical note here, which you might find amusing. Hasn't anything to do with the price of fish.

One of the points where this broke down was, I was examining what on the track I felt worst about. I wasn't getting audited; I was trying to find out what I felt worst about, see – you know, that I had done. I was trying to bracket this thing, this overt-motivator sequence, you see? And it was necessary that I do this and get studying it, and I've been very reticent

about this recently for this reason: is it looked for a while that doing anything to anybody's mind was the most destructive thing you could possibly do. That's quite interesting. I was studying that, you know, and I got the bad auditor, and so forth. And I went on and looked at this even further, and taking responsibility for somebody else's mind, and that sort of thing, it looked like it was a pretty bad show, see? So that looked awfully bad for auditors.

Well, I wasn't trying to disprove this, and you can get quite a jolt out of this by running it on somebody – "Whose mind have you helped?" or something like that, you know. And you would think offhand that this would be what tangled up your wits, you see – would be helping somebody or doing something with their mind.

And I went through a little period there of looking this thing over, and it had a limited workability, and it did make some sense one way or the other, and fortunately proved to be not true at all.

It is the energy involved. It's the attack on the energy involved. It's the attacking of energy. And it's not even bad to attack energy. It's just that you have tried to convince people, and people have tried to convince you, that it was very bad to attack energy. So you become allergic to energy.

The definition of being good – as long as I find myself talking about this – the definition of being good is the definition of being overwhelmed, you see? A person who is good is overwhelmed.

I first began this study nautically in this life. It was a naval study with me. There's one thing: I'll hold something that bugs me, that I don't understand and I'll put it in a bull pen. And I'll put it over on the side. And I'll say, "This green puzzle doesn't fit with these pink pieces, you know? What is this thing, you know?"

Well, one of those things was the fact that every fighting man I ever had under me was always in bad with other people at a time when they needed fighting men. And the only people that were getting any pats on the back with the shore patrols and so forth were people who weren't worth a damn. I mean that – just weren't worth a damn. There was definitely something wrong here.

I'd have six or seven sailors out of a couple of hundred, you know, and they'd – man, action be engaged, one of those fellows (I don't think the period could have been longer than about a minute or thirty seconds, or something like that), he was at the wheel correcting the course, he was up on the gunnery platform correcting the training of the guns, he was down studying the chemical recorder, and he was handling the engine room telegraphs; and while he was doing all this, he was carrying on a conversation with me.

And on almost any ship I ever had in action, there'd not be more than four or five people on the ship that would help me fight her.

And you had this enormous supernumerary, you see, out there. That always bugged me, because these boys were the boys who were always in trouble. The people didn't like these fellows. They were always in bad. They weren't particularly bad people, but they were just always in trouble.

I've seen it now, you know? Some fellow – God, he'd have hash marks, and he'd have gold chevrons and eagles, you know, clear up to his shoulder, and he'd come aboard, you know, reading Horace or something, you know? He'd walk aboard with his package of laundry or something or other, and check himself in at the gangway and go below and put away his book and his nice, clean uniform. And his record would be beautiful and he'd always say "Yes, sir," and everything would be so nice. And he was a very pleasant fellow and not very obtrusive. Nice man, you know, and so forth. And he'd have all of the bonuses, you know? And he'd have all of the stuff that anybody ever awarded anybody. Service records, you know: "laudable," "terrific," "marvelous," you know, and just rave notices in this damn thing.

And in action you would just have to knock him out of your road. That was all. Always be in your damn road. "Go on up forward someplace and you know – stand down there with the damage control party. Don't get in the road." You know, some totally ineffective function. Get him out of the road. Ammunition passer – maybe you'd get the ammunition there and maybe you wouldn't, you see? But there'd just – oh! There'd just be dozens of these guys, see, just dozens of these birds, drawing all the pay, getting all the pats on the back.

And then here would be these madmen: always in trouble, always upset. When the ship was engaged, it would have sunk without them. Well, there's something here, see?

These weren't necessarily bad men. Looking them over, they weren't criminals, nothing like that, but just nobody liked them. This fact used to stick in my craw. I used to study this. I did an awful lot of studying of men and life and things like this, and it's something I didn't quite understand. But the shore patrol just loved these other fellows. I never knew what to do with them – use them for spare anchors or something like that? It wasn't that I didn't have their loyalty and affection; I did. But action would be engaged, they would be just as calm as they always were.

And you study men under stress and men in various guises and men under various actions of this particular character, and you find out that the world has built up a series of superstitions about people. And they're not facts – they're superstitions. They hardly even are dignified as findings.

Your animal psychologist has categorized the whole lousy lot. I mean, he's got them all. His textbooks are nothing else but the mirage of ought-to-be, see? There's no facts in there. It's just a bunch of ought-to-be.

He tells everybody, "Beware of anybody who is active." Isn't that interesting? "Beware of anybody who is active." You will find in the civil-defense manuals of the United States government, in that area delegated to (ha!) psychology, that the whole provision that they have made is for anybody who gets active: and if a citizen were to start flying around and talking about what should be done or what shouldn't be done or blaming the government or saying anything like this, he is the one you have the butterfly nets for. And this is why you have psychological units in civil-defense teams. They're the butterfly-net people, and they're supposed to pick up these guys who get active. And that's exactly what it says.

I'm not minimizing this or I'm not stretching it or – I don't have to. I mean, it's a marvelous example of "be good." You see, the whole U.S. civil defense system is based on the idea that there is a thing called the government which is composed of people (which already

is silly), and they're going to take over the country at the moment of an attack, see? They aren't there now. They're not part of the people, and they're not human, you see? And they're parked up someplace in Canada along the DEW line or down in Mexico or out on some island – and they don't exist there now. And at the moment of an attack, nobody is supposed to do anything but be taken over by the government. That's what you're supposed to do in an attack.

Consider it absolutely fascinating! It's just as bad as Eisenhower's design for the Normandy landing. I mean, there was nothing worse than that. I didn't know this until the other day. I'm going to write a book on it. I'm going to call it "The Great Myth." You see, I was a Pacific amphibious warfare officer before these Normandy landings occurred. And there are certain ways you're supposed to make landings. Well, they didn't make them that way at Normandy ha-ha! They killed men instead.

So anyhow, I didn't know it was that bad. But this is some more of your the-government-knows-all sort of a situation and "no individual is going to do anything." You got that? No individual – we're not going to count on any individuals. The government is going to do these things. You get the idea? The government is going to. Somehow or another, totally disassociated from anything that is made out of skin and blood, see, this is all going to be attended to.

So the government teams are going to take over in certain zones of the city, and so on. And it's all worked out. And the only thing they've overlooked is these people are people. And apparently, looking over the Normandy beachhead landing schedule, there weren't going to be any people involved and there was going to be no war involved. I think this was interesting – those two oversights that they made.

As early as 1941 I noticed something that probably nobody has noticed, that I might comment on, and – that war is the antithesis of organization. And if you organize in some dim hope that when battle is joined that organization is going to prevail, you're going to lose your war, because then it breaks down to the being, the person, the man on the job. And the other schedules never go off right. They just never, never go off right.

The fellow who is supposed to be there at 5:61, well, I can tell you from experience that he is never there till 5:00 and 61, if he appears at all. And if the whole intricate machinery depends utterly upon this man pushing a button at 5:61, man, you've had it. Because this – look, this fellow is flesh and blood. This fellow is die-able. And war is the antithesis of organization. War is chaos. And the only thing that you can organize for is chaos. And if you're going to organize it, organize for chaos; and that's the only way you can organize.

And if you're going to organize for chaos, there's one thing that you must count on utterly: the individual. There can be no great third-dynamic shadow which suddenly spreads out across the land and makes everything all right. Who are these beings that are going to take over the middle of these huge cities and set it all to rights after the bombs have landed? See? Who are they? Well, they're human beings. Well, by that very fact, you can count on the fact that some of them are going to be missing.

Now, in space opera we very often tape this better than they do on planets. Very often – very often – they have relatively indestructible dolls, relatively indestructible robots. But they're forced into building these things by this other factor: the extreme destructibility of

individuals and beings in areas of disaster. And even in space opera these fellows disappear. Oh, I love one of these. It's like the – I don't know what battle that was; I don't know what the Union called it. It was one of the first battles that Grant fought. The Confederate general was Johnston – very early, out in the West someplace or another.

But the only thing the poor Confederates did wrong was draw up a wonderful plan of battle; the most marvelous, intricate plan of battle you ever saw. At these times these regiments were going to be there, and this was going to be there, and everything was going to be there, and it was all going to be marked out this way.

And of course, they do all this for a battlefield nobody has been on yet, don't you see? They lost. We got clobbered.

This Normandy beachhead: Demolition teams had twenty minutes to knock out all the underwater obstacles on the whole of the Normandy beach. Pfft!

In the Pacific we used to spend three days and use certain tools, but they didn't do it over there. They had a schedule, and it ran off – bzzzzzt! And for seven minutes this happened and then seven minutes this happened. No part of this schedule is pinned to an actual event, don't you see? No part of this schedule is pinned to anything having happened. It's only pinned to the clock. Do you see that?

You get how mad this will get after a while, see? Unless you pin something to an event and say "Seven minutes after this happens or has occurred, then you start the next event" – well, you can do that. But you for sure can't say "At 6:00 this happens, and then at seven minutes after six this happens, and at fifteen minutes after six this happens, and at 6:30 this happens." Well, you can count, you see, on whatever is happening at 6:15 has probably not quite arrived and is probably taking place at 6:35. So the team that is enroute to do this thing at 6:30 runs into the team that hasn't done what it was supposed to do at 6:35, and – ooooooh!

Don't you see what happens? A confusion is an untimed, uncontrolled area. Well, you've only got one guy. You've only got one guy. I don't care how many textbooks you write or how many psychologists you give degrees to, you've, in the final analysis, only got one thing. And that is a being, an individual being. That's the only thing you've got.

Now, he may have responsibilities, and he may have dynamics and he may have a lot of other things, but that's all you've got and don't forget it.

You know, I can see some South American reformer, some Simon Bolivar. A great guy, Simon Bolivar. No doubt about it whatsoever. And this is not what he did, but I can see some lofty, ivory-towered character, and he says, "Now, let's see. Our people should do this. And our people should do that. And the government should do this. And the government should do that. And then all will work out to a marvelous utopia. Yes. So here is the schedule."

Well, man, I'd let that poor fellow in on something: He is working with the individuals he is working with, and he is working with nobody else.

Now, every once in a while somebody runs an ought-to-be on me on organizations. And I noticed from an essay Peter wrote one day over a telex spontaneously – oh, it's a snide piece of thing. You can't mock up a thetan. But they run it on other people besides me.

And people are always saying to me, "Well, why don't you get some 'good people' in central organizations?" That's a hell of a slam, isn't it? People on the outside, "Why don't you get some 'good people' in Scientology?" you see?

Where's this fantastic reservoir called "good people"? [laughter] Where is it?

Well, I can tell you the last one to have a monopoly on it is the United States government or any other government. They don't even know that it might exist.

But all of their actions are based on the fact that in some mysterious way "good people" are suddenly going to occur without anybody doing anything about it, you know. Just from somewhere, "good people." It's as pathetic as the Greeks sitting down at a battle one time, as it talks about in Plutarch's Lives, sacrificing and making auguries until the right moment to repel the attack, you know? Greeks are just falling in windrows on all sides of this dumb bunny, and he's busy slitting the guts of birds to find out if it's all right to make the attack, you see? "No, that liver isn't all right. Give me another bird." Slit him up. "No, that liver isn't all right." Man.

It's what's known as being auguried to death. Even a private commented on it and went down into history.

No, there isn't any such reservoir. There isn't any such reservoir, and that's basically what everybody has got on automatic at this particular time. They've basically got it all on automatic. "Good people." That's what they got on automatic. All the systems are geared for "good people."

Government selection. Military selections. School teachers. Everything else. Any body that you can think of, it's all geared to the fact that from some mysterious reservoir someplace, some "good people" are going to come along and pass some examinations, and it'll all be all right.

Brother, one of these fine days, St. Louis or Chicago, or somebody... The rest of their atomic plan, by the way, depends utterly on the fire engines coming from Chicago to take care of St. Louis, and the fire engines from St. Louis going to Chicago to take care of Chicago.

It never occurred to these dumb – ah, that... [laughter] never occurred to them that any elementary atomic planning would cause the bombing of St. Louis and Chicago simultaneously.

So anyway, they got it all figured out that from some mysterious reservoir, why, these minutemen of steel, impervious to all excitement, are going to show up. And what are they going to do? What's their first instruction with regard to people? That to take anybody who is doing anything – see, any private citizen that isn't duly authorized, you know, isn't wearing the magic badge, Fifth Fire Brigade or something, or the Royal Atomic Defenders of the Gasworks, or something – if he hasn't got the right badge and he's trying to say to people, "Go down that street there because it's still open," if he's standing there at the corner doing this,

then the butterfly squad has orders to pick him up. He's the man they want – in the nearest hoosegow, quick.

And that is what the psychologist in an atomic war is being trained to do: to pick up the active person. I consider this fabulous, you know? I studied civil defense in the United States, and then my stomach gave out. Actually, there are probably only about five thousand people in the United States that know anything about disaster relief, and not one of those people has ever been called to the civil-defense department, which I consider very, very interesting. They were the people who handled civil defense in the various war theaters under chaos, and so forth.

But these beautiful organizations, man: "Yeah, George, Bill and Pete will go in Joe's car three and a half minutes after the first alarm, from the south entrance of the building." Oh, no, you know? You can see it now: They never get out of the car park. Just one of the things that happened: Bill didn't bring his car to work that morning. See?

You're dealing with beings, you're not dealing with punched-tape card systems and that sort of thing. You're dealing with individuals. And I don't care whether you're trying to make a perfect government or if you're trying to make a perfect civilization or a more livable world or anything else, the basic building block with which you build is an individual, and there is no other building block. God isn't a building block; government isn't a building block; the Society for the Prevention of Cruelty to Uniformed Cats isn't a building block. None of these things are building blocks. It all comes down to the individual.

Is he any good or isn't he? And that's the other question. Is he competent or incompetent? United States today – not roasting the United States, particularly – recently passed a rule that no officer could be promoted until his wife had been passed on by the admiral.

Well, I suppose I've been an admiral a few times in my past lives, but I never went that far to make... [laughter] Honest. I never had to go that far. I didn't. I never had to go that far. You just look around: There's this pretty girl; it's a pretty girl. All right. And you used to say "Whhst!" you know, like that. You never had to pass a law under Congress that part of an officer's fitness report was the availability – I mean, excuse me – [laughter] the niceness of his wife.

I can just see that wife now, out there on the bridge of the destroyer, steering like mad during the battle, can't you? I can see it now.

Oh, man, how decadent can you get? What's that got to do with it? And yet I've seen officers and officials and organizational people promoted simply because they could slap better on the back and hold more liquor more asininely than anybody else around. So of course they get promoted.

No, it's competence. If you want to get something done, you depend on the competence of an individual, not his socialness or whether he's a good fellow. It's "Can he do his job?" That is all. Can he do his job?

Now, yes, it is true that an individual can be so mean and so vicious and so something or other that he gets in the road of doing his own job. Never met one myself, but I'm sure that can exist.

No, an individual is either competent or incompetent.

Now, when an individual ceases to be able to run his own life, you always can have communism. You can always have these group idiocies which take responsibility for conduct out of the hands of the individual and place it in the hands of some God-awful, God-help-us monster whereby everybody decides this. Everybody decides what he's supposed to do and what he isn't supposed to do, and whether he can spit, and whether he can breathe, and so forth.

But let me ask the burning question: Who's going to tell him? See? You get the point. This is the idea they never think. They never think this one other step. After you've destroyed all the individuals, who's going to tell them? They never think of that one.

It's a fascinating point. It's the automaticity of competence, the automaticity of this vast reservoir of competence, which somehow or another is always going to rise up someplace.

One of the ways they meet this is they've got everything all geneticized. You know, you raise good horses? You know, if you breed the right mares with the right stallions, why, you get an intelligent horse. I don't think anybody has ever been able to make animal husbandry work, but it's still a popular superstition. If you make being a horse so uncomfortable that no thetan – no self-respecting thetan – will have anything to do with it, you'll have a bunch of creep horses. [laughter] You will, too! You can see them at the horse show now, misbehaving.

All right. Now, the basis of the individual is his ability to observe and make decisions and to act. And that is ability: his ability to observe, to make decisions, and to act. He has to be able to inspect and know what he is looking at – what he is looking at. He has to be able to make a sensible summary of what he is looking at, and he has to be able to act in accordance to what he's inspected.

Now, I don't care if you go into the field of study. This is true of a student, this is true of a soldier, this is true of anybody: If he can't observe and can't make decisions about what he observes, why, he's in bad shape. He's in a bad way, very promptly.

Well, he couldn't help but be. I mean, if you knock out any one of those points... All right. He can observe and he can make a decision, but he can't act – in any way, shape or form cannot act on his data: You've got a fool.

Now you take somebody who can observe all right and see what he's looking at, but is unable to make a decision before he acts. He's a nut.

Now you've got somebody that's perfectly competent to make a decision – perfectly competent to make a decision – and perfectly competent to act, but always does so without observing anything. You've got a catastrophe, man! That's a catastrophe.

You got Congress. Congress is always building a man-of-war. You know, in 1896 they were building a square-rigged, line-of-battle, wooden man-of-war. They actually appropriated money enough to build that thing. They couldn't observe where they were. They kind of slipped on the time track. So anyhow, you got these various things.

Now, the only way you could have a good country, from my point of view... Well, you can have all kinds of systems. Doesn't matter how many systems you have. The world is system-happy right now. My God, the one thing we don't need is one more governmental system. They haven't got a good one, and they probably could use one, but actually they haven't got the fundamental on which you would build a system.

And the fundamental you'd build a system on would be an individual. I don't care how many communisms or "Engelsisms," or something, that you dream up, you're never going to have a utopia. You can Plato-ize day and night for years and never come up with a utopia that would work unless you have individuals who are able to observe, to decide and to act.

I'm sure that Mussolini, taking people who were – they had been pretty badly knocked around over a long period of time. He was making his way, but they were still having to make all the decisions in Rome. All the decisions had to be made in Rome. And the only trouble with a fascist government in a small town was they could maybe observe and they could maybe act, but they had to telephone Rome for the decision.

Well, the funny part of it is, you see, Rome wasn't there to observe and Rome wasn't there to act. So this got looking pretty weird, and their – a government like that gets pretty unwieldy. Nevertheless, they were making their way forward until they finally got knocked in the head. They got knocked in the head because individually they hadn't come up along the line into enough determinism yet to actually stand on their own two feet.

The main thing I'm trying to say is, here, that just if you haven't got the individual, you have nothing! And if you go in the direction of a system, if that system isn't designed to eventually make individuals, then it's a system which will fail. And it's the only kind of a system that you dare embark upon.

You embark upon any other system that ends up in slavery or ends up in the total subjugation of individual ability to observe, ability to decide and ability to act – if you impede any one of those three things – you're going to find yourself with a slave society on your hands. I don't care how many labels the thing has. So the only system that is justified is any stopgap system which pushes people forward in this direction.

I know I myself am rather proud of the fact that the dispatch traffic to me from any Central Organization of five years ago consisted easily of five hundred pieces of paper for every one I get today. Isn't that interesting?

The volume used to be fantastic! You know, "Ron, can I spit?" Man, it'd just be about that bad. And that has just cut down and cut down and cut down and cut down, because all the time we're working in the direction – we have this tremendous advantage. Of course, individuals are becoming more independent and more capable of observation, and so forth. I don't go on the basis that it's all right for them to make terrible blunders and knock everybody in the head before they learn how to walk. But I would incline slightly in that direction, that it was better for them to make a few mistakes than to be guided every minute of the time.

Their cases are coming up the line, everything is coming up. From where I sit, we're making it just this way. We're getting more and more autonomy. Our communication lines are longer and longer. We are acting, oddly enough, more and more in concert, which is rather

fantastic, you know? I mean, the further apart we seem to be moving, the more in concert we are seen to be acting; and the more we get good individuals, the more coordination and agreement we have. Isn't that peculiar?

The reason you have an organizational form and the reason I lay down organizational forms is basically (1) on experience, and (2) to get agreement amongst organization members so that they can move forward.

But I myself, in the early days, was the first one to scoff at any need of organizational form, as any old-time staff member can tell you. I used to say, "Oh, for Christ sakes, you're not going to make me define that!"

Well, yeah. So there's an interim in which a system can exist, but that system gradually goes out of the way to the degree that individuals are brought up to being able to observe, to decide and to act. And it's the only way you can make any progress, from my point of view.

Now I daresay, if I were to talk to some professor of "learnedology" in Spinbin U., who had a socialist penchant about it all, I imagine that I wouldn't talk this way. I would probably talk to make my point with him, because I amuse myself with those jokers. And he would be selling me the great value of the system, and I possibly would never even dare tell him what I thought or the truth, because his realm is in the never-never land of nowhere.

I well remember one debate that I had with such a character. He was one of the leading socialists of New York. And before the evening was over, in front of a bunch of intellectuals, he had admitted and declared, and had now begun to stand up for this one interesting fact; he had progressed from "socialism is wonderful" down to this interesting fact: that the only way that you could make socialism work was to kill every man, woman and child in the world. I finally got him to agree to this and was all set to go on forward on a program to put it into effect, when he suddenly found the garden path down which he had been led. But he still had agreed that this was correct.

How he got there was, of course, just by total specious spuriousness; you know, making him agree by shades, to agree by this, to agree by that. But it was all on this basis, that you couldn't have an individual. See?

Obviously, you see, you have a socialism, why, then obviously you couldn't have an individual. If you had to have the socialism, socialism must exist because you couldn't have an individual. And then, of course, I led him on, on this gradient scale, and then finally he realized that the only way it would really work was to kill every man, woman and child in the world. And then it would really work. You might really have a socialism. And he was quite sold on the program. That's known as brainwashing by gradients.

But you see whereof I speak here.

Now, if we have systems which depend utterly on making people good, we can never get out of the soup. But we can't have systems which make everybody good if we mean, by this, blind acceptance of a now-I'm-supposed-to without inspection, without decision, but only by action. If we totally concentrate on an action, an automatic action, and if we call that automatic action "being good" – see, you see an old lady crossing the street, so you're being

good, you must help the old lady cross the street. "So now I'm supposed to help the old lady across the street." You get the idea?

She just got through shooting her daughter-in-law in the guts, you know, and she's carrying the .45 in the bag. But that's beside the point. "Now I'm supposed to," you see? Without observation, you're supposed to act in certain set patterns. That is what they call being good.

And the only way that is achieved is by overwhelming a person with energy. You overwhelm a person. You show him that he will get into too much action – more action than he can stand – if he does not concur with this action. In other words, he chooses to have this minor act or actingness, see; he chooses this minor actingness in lieu of all of this *rwooooooooooooorwooooooooor*, see, of *krwow*, see?

You know, the way to make little Johnny eat his peas is to take a whip, don't you see, and to whirl it around in the air a few times and hit him across in the behind and scream at him real loud. Well, that is action he cannot confront, isn't it? So you get him to not confront this action in order to do the action of eating his peas. See how that works?

There are other ways you go about this, of total loss, total ostracism: "You're going to be expelled from school if you don't study... if you don't study..." Oh, I don't know what they study in a school. I've never been able to find out, but, "If you don't study it, why, you're going to be expelled, and your father and mother will never speak to you again and they won't feed you, and you'll be thrown into the gutter, and socially you will be totally ostracized." And that's what an E, F or G grade would mean when you're in the fourth or fifth grade, see? You're ostracized.

As a matter of fact, this even works on you, see? I use it simply on the basis of you better get a rush on, or something of the sort. You don't take it that way. You take it on ostracism – "Ron is mad at me," and so on. I never feel that way at all.

No, it's the out-create of action which brings about the fixed actingness that we know as "being good." See, "We can create more action and energy than you can, so therefore your only choice is to fit into this small actingness and energyness pattern." You got the idea? Well, you get into this on the basis of coordination. You coordinate the actions of quite a few people. Yeah, you can snarl them into line and so forth; it has a certain workability. But it only works up to the basis where they know it works or where they know it should work that way, or something.

In other words, it'll only work in the direction of consulting their observation of things. If they can now observe that this is workable, or that they would do it anyhow, and they would have decided to have done it anyhow, and got on this actingness, then perhaps you would be justified for a while in saying, "Ra-ra-ra-ra-ra-ra, and I'm going to out-create you until you do so-and-so, and so forth." You get the idea? "I can shout louder than you can, so therefore you're going to do this actingness." You get that?

Ah, but that is not the road the world follows. The world follows a total different one. It's "Regardless of whether this is reasonable or unreasonable or anything else, man, you're going to do it and you're going to be blind to everything else from there on." We call it "faith." We call it "discipline."

They used to take a soldier who deserted from his post and stand him out in front of the rest of the troops and shoot him down, or spreadeagle him on a wheel and beat him to death, or hang a sailor over the gangway and slash him to death, or just, you know, something like this. A Sunday – you'd never go to church on Sunday three hundred years ago but what you didn't pass some guy in the stocks who had been doing something or other, been drinking beer or something like that on a Saturday night, or some other criminal action.

In other words, there were various actions by which more energy was thrown at the individual than he thought he could confront. This is the idea of making people good, do you see?

So therefore, he fixed in this pattern of action because it was a choice of either fixing in this pattern of action or trying to face all of this unfaceable and unfrontable energy. Do you follow me?

That's being good.

Now, when you have a totally disciplined nation, you have a total failure. A nation which would make everybody good and sacrifice every individual characteristic in it, sacrifice everybody's observingness, everybody's decidingness – you got a complete end product: complete failure. That's what you'd wind up with – a complete flop. And there's where every old civilization goes, and that is why they become *old* civilizations. That is why they decay, that is why they become decadent. Because people just become gooder and gooder and gooder, by which we mean they observe less and less and they decide less and less.

You have this fellow walking down the middle of the street taking a certain mincing gait and so forth, not because he thinks it's anything, but because he's supposed to do it because his ancestors did it.

Oh, you can think of thousands of examples of this sort of thing. And when you finally get a totally decadent, totally gone society, it gets licked up by any chaos that hits it. It can be overwhelmed. By what?

Well, if everybody in it was trained to be good by being trained that they couldn't confront certain energy masses, then of course any hostile energy mass that shows up can conquer it.

So an old civilization is set up by its own premises to become conquered, and you have the cycle of civilizations. And that is how they age and that is how they die.

Now, the way an individual ages, the way he dies, is to give up his power of observation and his power of decision, and acts on the basis that he cannot do as much as he used to be able to do, he can't stand as much as he used to be able to stand. And he attributes this to advancing age. He never attributes it to being able to stand less. The source of advancing age is being able to stand less. Advancing age is not the cause of being able to stand less.

In other words, aging is caused by a lessening ability to confront action. That is all. It's not because the person can't, but he merely ages because he believes that he can't. Do you see how that goes?

See, it's a reverse, look. Well, if the way age is regarded at the present time doesn't solve old age, which is that an individual gets less and less active the older he gets (do you see that one, the less active, you know, the older he gets, the less active he is) – if they follow that through uniformly, let me point out to you that this does not result in a knock-out of old age. So it couldn't possibly be true. See, if everybody believes this implicitly, it couldn't be true. Because, boy, they really believe that one. The medicos and everybody else believes that one.

The reverse is true: that a person gets as old as he is incapable of confronting energy, whether it's a civilization or an individual or anything else.

You hear of somebody coming off the beaches at Dunkirk with his hair turned white as snow. Yes, well, he aged. Well, why did he age? Well, he looked at a lot of fury and ran away from it. See why? See how that is?*

By the way it's now past – its about four minutes past your leavingness time. Do you want me to let you go on schedule? Cause we had the (line?)

Audience: No.

Are you being polite?

Audience: No.

Okay.

Well now, the age of the individual is established by his ability to regard action.

The concern of an individual with action is coaction or attack of action. You can act with or you can attack an action, or you can avoid the attack of an action.

In other words, you either have a lot of energy which you are merely utilizing, or you're attacking energy or being attacked by energy. See, I mean, turning the band saw on and off and sawing up some lumber probably never made anybody insane yet. But attacking everybody because they saw up lumber with band saws and going on a considerable vendetta on the subject, and then shooting all those people, or something like that, or being shot at in return – that will cause an aberration, because it singles one out from his natural ownership and responsibility of the universe.

An individual is first as big as the universe, and then he selects out half of it to fight, and so becomes half the size of the universe; and then selects out half of the remaining universe to fight, and so becomes one quarter the size of the universe; and then selects out half of the remainder to fight, and so becomes one eighth the size of the universe. And I could go on and enumerate these steps, but why should I when here you are?

Your size in relationship to the universe is directly determined by only one thing: is the amount of randomness you care to confront in the universe, or the amount of attack you think you're subjected to or care to subject the universe to. That determines your thetan size. That's how big you are as a thetan. It's how much you feel you can take on, or how much you feel may take you on.

* Editor's note: the following 6 lines are missing in the Golden Era audio version.

Now, let's look at the mathematics of a civilization. We have 100,000 people in this particular civilized strata – let's take some ancient civilization of no great size – 100,000 people in this civilization. And at first we say to these 99,999 people, other than self – we say to these fellows, "Well, I am as good as any of you and can take any one of you on. And maybe even take on two or three of you, or six or eight or twelve or fourteen. Who knows? In fact, I'm liable to take on anybody who messes me up." And they think this way equally, see? And they're liable to take it out on you, too, you see? But – so on.

And then one day somebody breaks his neck or breaks his brain or something – some other vital part – and he can't fight. So he invents justice. And then he gets some other fellows that are pretty weak, and they band together, and they invent this thing called "justice." And that is, justice consists only of this: that when the one individual, when the one individual errs, all other individuals in the society are banded together against him. And in the final analysis, that is justice.

You go out here and you lay your hand on a man's shoulder: that's an assault. So you have every member of the entire British Isles, collectively called the government, issuing a summons for your arrest. That makes you versus the government. Right?

Now, look. You were willing to take on one or two or three or four, or five or six, or when you were feeling good one morning, maybe ten or twelve. But now you're opposed with the idea of some tens of millions.

I love this gimmick: "The people versus John Jones." Where the hell are these people? Well, they're a collective nonsense that was dreamed up by a bunch of birds who couldn't fight. That's about the only thing you can say about it.

Now, we expect in a group of men you will get a leading order of hens. I'm sorry to mix the metaphor, but... We expect this. We expect this.

You turn a bunch of knights loose in a tourney, and they're all going to wind up with a champion and a bird who disgraced himself, and between the rest of them, the rest are going to be stretched out on a gradient scale of who can lick who. But they very, very seldom form a council to go against all the knights of the realm this way, until they get into an order of knighthood or something like that. And they only get into orders of knighthood when a lot of them have been licked. And then you get orders of knighthood. Up to that time, nobody bothers, see? Do you see how this works?

But think over this proposition called civilization. It's rigged so that the individual, if he commits a fault, finds himself pitted against every other being in that whole realm.

And that, he conceives – I don't know really why he conceives this, by the way – but he conceives this a too-many-ness. So he is overwhelmed and he is good and he obeys the law of the realm – not because he thinks it's a good law, not because he observes that it is right or not because he's decided upon it; but he just obeys the law of the realm.

I used to always be able to put this into effect. You race out down the highways and you're trying to bring law and order to an area; you hang a bunch of guys to the nearest trees. See, you just catch some birds that have been cutting purses or burning farms, or something

like that or – it doesn't matter much where you get the bodies. But hang them up on some scaffolds and trees, very visibly, you see? And law and order spreads in all direction.

That's because you and maybe four or five men-at-arms are more than any robber band. And you are law and order. You get the idea? And it's just simply the matter – it's this equation: "You rob somebody, without any reason, we will hang you as soon as we can catch you." You see, this simple, simple equation, simple arithmetic. So they stop robbing people. See, people who would rob people tend not to rob people because they figure that guy, and so forth, will overwhump us. You get the idea?

Now, when you get old and you get creaky, and the climate of France and England has at last entered your bones to the point of arthritis, you of course subscribe to justice, and you invent this thing. Instead of you there with a strong right arm, you see, you say, "Well, look, 'the people' will get after you." See, a considerable police force. But it's "the people" who will get after you, and you're being hung by "the people."

I never really bought that sort of justice. Any justice that I ever brought to an area was exactly this other type of justice, as crude as that may be.

"All right, you robbed the coach, we're hanging you."

And guy would say, "Well, my laws and my rights, and the Magna Carta, and so forth," and he'd go right on talking right up to the time when you pulled the rope check.

But I'd always let them know that it hasn't anything to do – "This is a peculiarity of mine. We have peace in this area. And we're going to have peace in this area. And we're going to have lots of peace in the area, not because you want it and not because the people want it, but just because I say so." And in that way may have escaped a lot of motivators and overts, because it was honest.

I'd always hated this other idea. I knew there was something wrong with this other idea. I couldn't quite figure out what was wrong with the other idea.

But isn't it a masterly gimmick? Look it over as a mechanism. You do wrong, and instantly you are going to have as your enemy several tens of millions of people. Isn't that a muchness? Huh?

Well, all "goodness" is brought about by force, whether individually delivered or delivered collectively. And goodness is never brought about by philosophic persuasion.

Three guys observe that they get a lot of planting and hunting done as long as they don't knock each other's heads off. They observe that one day they knock each other's around, and they don't get so much hunting done the next day, and they say, "That's a stupid idea. Let's have some peace and declare war on somebody else."

Well, all right. That's an incipient and a quite proper civilization, because it's based upon the fact that they have observed, they have decided, and that is the way they act.

"Ah, but, you see, law and order and justice actually are the best things, and they're the best principles, and you should be a very lawful person, and – or your father and I will hate you. And uh... we uh... And you see that policeman down the street. Well, he'll arrest you.

And there are thousands of them." And I wouldn't say any duress had ever been brought against you to be good.

Now, and one of the oddities of it is that man is basically good. This is the oddity. But that he gets a synthetic bad valence. He gets a synthetic valence. He gets a mocked-up "baddy," see? And then he can get into this valence of being bad, and after that you have bad men. It's quite amazing.

If you don't believe this, process somebody someday on the basis of bad valences. And you'll find out these are the wildest synthetic valences you ever saw in your life. They're described to him, they are borrowed from him, they're his concept. You realize every 3D Criss Cross item is either some life that you yourself have lived, or its oppterm is merely your ideas of somebody else. There isn't a somebody-else in the whole bank. Do you see? There's never a somebody-else. It's only you and your ideas of. No oppterm of any kind whatsoever.

Now, what does this all add up to? Well, it adds up to the fact that if man is basically good the only thing wrong with him is his imprisonment in evil. But the evil is false. This is quite interesting. If the evil is false, what would happen if you set him free? He becomes good.

Ah, then what witchcraft has been worked here? We tell a fellow he is evil, and we convince him one way or the other that he shouldn't attack, because other things are good and he is evil.

And we just have another civilization mechanism.

And one of the ways of phrasing it is that everything done by you will be revisited [visited] upon you. That's karma.

"You will pay for everything you have ever done": that's karma. And a lot of people get the overt-motivator sequence mixed up with karma. They are not the same thing.

The overt-motivator sequence means that you have to lay yourself open to feeling bad about something – to a motivator – with an overt. That's true, too. But do you know how it's true? It says there's an area you mustn't attack. And that becomes the keynote and the whole swan song of a people: There are things you mustn't attack.

The only reason that wall is stably there for you and can trap you is because somewhere down deep you consider it sacred. Did you know you considered the wall sacred? But you do. You have certain sacred valences; they mustn't be attacked. You've convinced everybody they mustn't be attacked.

The priestess: She walks up the temple steps and turns around to the multitude, and she says, "Peace," and they serve her up for stew. She's a religious figure. She shouldn't be attacked.

The toughest valences you are holding on to in 3D Criss Cross are the same woof and warp of this civilize structure. They are merely mechanisms to prevent you from being attacked.

And that's why you have withholds. The reason you withhold something is to prevent yourself from being attacked. You've all done something at some time or another, anyone has

done something at some time or another, in a civilization, where this civilization mechanism goes into effect. You would be attacked if it were known, see? You'd be attacked if it were known. You know that.

I can think of dozens of police forces, not only in this galaxy, that would love to have my name and address right now. As a matter of fact, they have it. Well, come to think about it, the shoe is slightly on the other foot.

But we've got a matter here of the sacredness of beingness. You got the idea? A good, nonattackable beingness. Hoo-hoo! That's the thing, see?

Only trouble is, we fall for the other unattackable beingnesses around us. People are horrified when they hear me giving the Christian church what-not. Every once in a while we get fantastic comments on this subject. I don't see it myself, although I've had ample reason to believe that people get upset about this. See? I believe people get upset about this; I don't believe you shouldn't attack it. I think all mechanisms of slavery should be attacked.

Now, the basic mechanism by which people are persuaded not to attack is to show them that attacking will hurt them. And that is the whole lesson they try to teach in war. You go over a parapet and across an open field up against machine guns, and if you're damn fool enough to have a meat body with you, you're liable to get some holes in it, you know? The air is liable to start going through where the bullets went. You see that? That's a bum thing you're doing, you know? You get punished for attacking.

But you kick a stone and you'll get punished for attacking. But why does a stone hurt you? Well, you must consider that it shouldn't be attacked. You must consider that the MEST universe should not be attacked. Well, look-a-here, it's here. Nobody has as-is-ed it. So obviously it's under the curse of no attack. See, you mustn't attack. It attacks you though, doesn't it? I think that's fascinating. Every once in a while a cliff falls on your head, something like that, but you mustn't attack it. Sounds to me like a wonderful mechanism for keeping a universe going.

But now we move into the overt-motivator sequence, having observed that if you attack into the teeth of spitting machine guns, you get your guts full of lead. Having observed this, it is very easy, you see, that any evil act you do to others will be visited on you. See, after a guy has had the first lesson – you know, he kicks the stone, the stone hurts him; he's charged the machine gun, and the machine gun has shot him – then that he will harm himself for knocking somebody's block off.

And the next thing you know, there he is with a withered arm. Didn't even hurt him actually. This bird was a totally defenseless goof, and he walked along and he went pow! you know? And the other guy's head fell right straight off, you know? The next thing you know, the guy has got a withered arm. You want to cure it as an auditor, you run out the knocking off the other fellow's head. Well, I'll be a son of a gun, his arm all of a sudden works! Because you've created a miracle.

There's a further miracle that you could create. How come it got withered just by knocking off somebody's head? Now, it didn't even hurt his hand! Where did that mechanism come from? And that's the overt-motivator sequence. Where did it come from?

It comes from this one mechanism of "You attack things, you will be hurt." And if you can teach enough people that, you have a civilization. But they will all be enslaved, they will all be trapped; and none of them will be able to clearly observe, to clearly decide or to decisively act. And they will all sooner or later go crazy.

Now, when I have said these few choice words, I've described everything there is really wrong with the human mind. There isn't anything else. There's no other outstanding phenomena, in the final analysis. Once you know the basic phenomena of Scientology – that is, the as-ising and energy and pictures and what the universe is composed of, and the Axioms and things of this particular character – you get down to that as far as processing is concerned, the only thing that you've got in your thetan bank at the particular moment that is giving you an awful lot of trouble is something you know you had better not attack.

The consequences of attack overweigh you so heavily that you will not attack it. Otherwise it will disappear. If you attack it, it will disappear. That's one penalty, but it is the only penalty. There are no other penalties. All other penalties are totally imaginary, and at this stage of development of Scientology can be considered so, wholly and completely.

I'm not now giving you processes to run on this. I'm trying to get you to understand this philosophically – understand it, on the head end, that there is no liability for attacking anything, but there is tremendous liability for not attacking. There's tremendous liability.

That sounds like we're going to make a lot of vicious people. [laughter] Well, if they all become vicious before they come good again on the other end, I'll just have to live through it, and so will you, because that's the way it is.

But there is obsessive attack – people could no longer control their ability to attack; there's all kinds of species of wildness and gyratingness and upsettiness and so forth. They're all misemotional and none of it under control. Overt attack never got anybody in trouble. Never – really never did.

The only thing that you ever lose when you do that is some havingness or something like that. It's about the only thing. But if it's a havingness you don't want, what's the difference?

Well, that doesn't erase the fact that the overt-motivator sequence, you understand – that doesn't erase the fact that it works. You can take it apart, you can get withholds, you can do all these things which you know how to do. I have just been busily trying to get to the root of the structure and find out exactly how it stood, and so forth, to find out if it could be swept away when we reach into Class IV with 3D Criss Cross items. And I find out that it can be swept away, and the residuals and so forth of the bank have as their common denominator things that must not be attacked, reasons why one shouldn't attack, reasons why one shouldn't be attacked, reasons why one shouldn't attack others, ways and means of restraining oneself from attacking others, etc., etc., etc., ad nauseam. You understand?

And out of this you get all kinds of minor things like criticism, and you get all this kind of thing. And you also get overt-motivator sequence. But it's just one phenomena amongst many. Okay?

Thank you very much for staying over. Good night.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 JUNE 1968

Remimeo
Flag Order

ETHICS

The Purpose of Ethics is

to remove Counter-Intentions from the environment.

And having accomplished that the purpose becomes

to remove Other-Intentionedness from the environment.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter-Intention.

One has an intention to expand the org. An "expert" says it is difficult as "The building society...". The impulse is to then handle the problem presented by the "expert", whereas the correct **ethics** action is to remove his Counter-Intentionedness or Other-Intentionedness. If he were an **expert** he would simply say "OK. I'll handle my end of the expansion".

There are many ways to handle counter and Other-Intentionedness.

There is a fine line between Ethics and Tech.

The point where a thetan goes mad is very exact. It is the point where he begins to obsessively stop something. From this the effort becomes generalized and he begins to stop lots of other things. When this includes anyone who or anything that would help him as well as those people and things that help, the being is *suppressive*. His intentions counter any other intention, particularly good intentions.

Other-intentionedness comes from unawareness or dispersal. It is handled by removing things which disperse others. Offering bottled medicine to cure "the blues" is a direct distraction. It is the purveyor of the distraction who is the target.

The person who enters on Scn groups to then sell other-answer is of course an enemy.

However we go about accomplishing the above is the *action* of Ethics. The above is the purpose.

L. RON HUBBARD
Founder

LRH:js.cden

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 MARCH 1965
Issue III

Gen Non-Remimeo
Post Org Public Boards

HCO (Division 1)

Justice

OFFENSES & PENALTIES

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a Code of Discipline which we have almost always more or less used, made plain for everyone to see, with limits against over-punishment and recourse for those who are wronged.

Accordingly this Code of Offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse brings everyone to uncertainty and risk at the whim of those in command.

There are four general classes of crimes and offenses in Scientology. These are **errors, misdemeanors, crimes and high crimes**.

1. Errors.

Errors are minor unintentional omissions or mistakes. These are

- auditing "goofs";
- minor alter-is of tech or policy;
- small instructional mistakes;
- minor errors or omissions in performing duties and admin errors not resulting in financial loss or loss of status or repute for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, Classifications and Awards may not be cancelled or suspended or reduced for an Error. The offender may not be transferred or demoted or fined or suspended for Committing an Error. No Committee of Evidence may be convened because of an Error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of Misdemeanor.

2. Misdemeanors.

These are

- non-compliance;
- discourtesy and insubordination;
- mistakes resulting in financial or traffic loss;
- commissions or omissions resulting in loss of status or the punishment of a senior;
- neglect or gross errors resulting in the need to apply the Emergency Formula to their person, section, unit, department, organization, zone or Division;
- knowing and repeated departures from standard technology, instructional procedures or policy;
- continued association with squirrels;
- abuse or loss or damage of org materiel;
- waste of org materiel;
- waste of funds;
- alteration of senior policy or continued ignorance of it;
- consistent and repeated failures to wear their hat regarding Dev-T;
- refusing an E-Meter check;
- refusing auditing when ordered by a higher authority;
- disturbing a course or class;
- disrupting a meeting;
- the discovery of their having an undisclosed criminal background in this lifetime;

- the discovery of an undisclosed tenure in a mental hospital;
- processing a known Trouble Source or the family or adherents of a Suppressive Person or Group;
- omissions resulting in disrepute or financial loss;
- inadequate or declining income or traffic in a section, unit, department, org, zone or Division;
- assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or Division;
- failure to acknowledge, relay or comply with a direct and legal order from an executive staff member;
- Auditor's Code breaks resulting in a disturbance of the preclear;
- failure to follow the Instructor's Code resulting in disturbed students;
- contributing to a crime;
- failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post;
- refusing to testify before a Committee of Evidence;
- showing contempt or disrespect to a Committee of Evidence when before it;
- destroying documents required by a Committee of Evidence or refusing to produce them;
- withholding evidence;
- false swearing on a signed statement or form;
- impeding Justice;
- refusing to serve on a Committee of Evidence;
- refusing to vote while a member of a Committee of Evidence;
- misconduct;
- issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority.

Such offenses are subject to direct punishment by order and for a staff member the punishment is the assignment of a personal condition of emergency for up to three weeks and

for an executive staff member the assignment of up to a three months personal condition of emergency.

Personal conditions of emergency reduce pay or units one third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a Committee and punishment by direct order – one or the other.

However if any of these offenses become the subject of a Committee of Evidence the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be cancelled.

Non staff or field or franchise Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be re-classed as Crimes by a Convening Authority.

3. Crimes.

These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are

- theft;
- mayhem;
- harmful flagrant and continued Code Breaks resulting in important upsets;
- non-compliance with urgent and vital orders resulting in public disrepute;
- placing Scientology or Scientologists at risk;
- omissions or non-compliance requiring heavy intervention by seniors consuming time and money, with Dev-T;
- failure or refusal to acknowledge, relay or execute a direct legal order from an International Board Member, or an assistant board member;
- being or becoming a Potential Trouble Source without reporting it or taking action;

- receiving auditing while a Potential Trouble Source;
- withholding from local Scientology executives that he or she is a Potential Trouble Source;
- failing to report a Potential Trouble Source to local HCO;
- organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior;
- being a knowing accessory to a Suppressive Act;
- using a local Scientology title to set aside the orders or policies from the International Board;
- following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board;
- not directly reporting flagrant departures from International Board policy in a section, unit, department, org, zone or Division;
- being long absent from post while a senior executive without advising the board member of his or her division;
- permitting a section, unit, department, org, zone or Division to collapse;
- not taking over as a deputy in a crisis not otherwise being handled;
- passing org students or pcs to outside auditors for private commission;
- using an org position to build up a private practice;
- taking private fees while on staff to audit outside pcs, run private courses, coach or audit students or org pcs;
- embezzlement;
- taking commissions from merchants;
- reselling org materiel for private gain;
- using an org position to procure personal or non-Scientology funds or unusual favours from the public, a firm, student or pc;
- impersonating a Scientologist or staff member when not authorized;
- inciting to insubordination;
- instigating a local power push against a senior;

- spreading destructive rumours about senior Scientologists;
- pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions;
- not reporting the discovery of a Crime or High Crime to Saint Hill while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence;
- refusal to accept penalties assigned in a recourse action;
- refusal to uphold discipline;
- getting another staff member disciplined by giving false reports about him or her;
- overworking an executive by ignoring one's duties;
- falsifying a communication from higher authority;
- falsifying a telex message or cable;
- causing a staff member to lose prestige or be disciplined by giving false reports;
- seeking to shift the blame to an innocent staff member for the consequences of one's own offenses;
- protecting a staff member guilty of a Crime or High Crime listed in this code;
- stealing or seducing another's wife or husband;
- committing offenses or omissions that bring one's senior staff member, unit, department, org or zone official to personal risk and/or a Committee of Evidence, civil or criminal court;
- wilful loss or destruction of Scientology property;
- making out or submitting or accepting false purchase orders;
- juggling accounts;
- illegally taking or possessing org property;
- causing severe and disreputable disturbances resulting in disrepute;
- obtaining loans or money under false pretenses;
- condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or Division to a state of collapse;
- holding Scientology materials or policies up to ridicule, contempt or scorn;

- heckling a Scientology Instructor or lecturer;
- falsely degrading an auditor's technical reputation;
- impersonating an executive staff member;
- pretending Scientology certificates, classifications or awards not actually held to obtain money or credit;
- selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter);
- using Scientology harmfully;
- not bringing a preclear up through the grades but overwhelming the preclear with high levels;
- processing or giving aid or comfort to a Suppressive Person or Group;
- knowingly using Scientology to obtain sexual relations or restimulation;
- seducing a minor;
- neglect or omission in safeguarding the copyrights, registered marks, trademarks, registered names of Scientology;
- issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another;
- issuing any Scientology data under another name;
- condoning the suppression of the word "Scientology" in its use or practice;
- allying Scientology to a disrelated practice;
- neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Crimes are punished by convening Committees of Evidence and may not be handled by direct discipline.

Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, Classifications or Awards may not be cancelled for a crime.

4. High Crimes.

These are covered in HCO Policy Letters March 7, 1965, Issues I and II and consist of publicly departing Scientology or committing Suppressive Acts.

Cancellation of Certificates, Classifications and Awards and becoming fair game are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

L. RON HUBBARD

Founder

LRH:jw.cden

CANCELLATION OF FAIR GAME: The practice of declaring people FAIR GAME will cease. FAIR GAME may not appear on any Ethics Order. It causes bad public relations. This P/L does not cancel any policy on the treatment or handling of an SP. (From HCO P/L 21 October 1968.)

COMMITTEE OF EVIDENCE (COMM EV): A fact finding body composed of impartial persons properly convened by a Convening Authority which hears evidence from persons it calls before it, arrives at a finding and makes a full report and recommendation to its Convening Authority for his or her action. (From HCO P/L 7 September 1963, COMMITTEES OF EVIDENCE.)

[The above Policy Letter has been added to by HCO P/L 12 July 1971 Issue III, OFFENSES AND PENALTIES-ADDITION, and HCO P/L 29 July 1971 Issue III, PENALTIES FOR THE HIRING OR RECRUITING OF INSTITUTIONAL OR INSANE PERSONS, the latter being modified by HCO P/L 21 July 1972 Issue IV, STAFF QUALIFICATION REQUIREMENTS FOR HIRING CANCELLED. – Note of Max Hauri: HCO PL 21 Jul 72 IV is currently not available. Probably the BPL 1 Feb 75 I STAFF QUALIFICATION REQUIREMENTS ENFORCED is the replacement of it.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 MARCH 1965
Issue II

Remimeo

HCO (Division 1)

Justice

Staff Hat

**RIGHTS OF A STAFF MEMBER,
STUDENTS AND PRECLEARS TO JUSTICE**

1. HCO is the Justice agency of Scientology and Scientologists in addition to other functions.
2. All matters of internal Justice in orgs, Committees of Evidence and complaints are taken to the HCO personnel so indicated on the Org Board.
3. All Scientologists and staff members in accepting posts or membership agree to abide by the HCO Codes. These include the Justice Codes.
4. HCO Justice applies to all Scientology and Scientologists.
5. When we say *Legal* matters we mean outside law and law agencies such as attorneys, civil courts, suits, contracts and corporation and copyright matters. This comes under Division 3.
6. When we say JUSTICE we mean HCO, Division 1, Internal activities such as Committees of Evidence, internal enforcement and discipline. Scientology Justice safeguards the rights of Scientologists, prevents injustice, prevents punishment by whim, and brings order. Before the Justice Codes, discipline was inequitable and often unjust. The HCO Justice Codes bettered this by making offenses and penalties known and milder. HCO Justice prevents wrongful disgrace, demotion, transfer or dismissal and protects the staff member's reputation and job from being falsely threatened.
7. In a Condition of Emergency assigned to a Department or org, staff members may be subjected to demotion, transfer or dismissal as the Assignment of the Condition of Emergency suspends the Justice Codes. There is no recourse, then. In addition, offenses may still be made the subject of Committees of Evidence. The thing to do is not get into such a state. Lessened traffic and other matters all found on the OIC charts of each week are the *sole* evidence used to assign a Condition of Emergency. A Condition of Emergency cannot be assigned unless these graphs show a declining condition.
8. When the org or department is not in a Condition of Emergency, the protective Justice Codes are in full force.

9. A staff member who believes he has been falsely wronged (unless a Condition of Emergency exists in his department or org) may request a Committee of Evidence of HCO with himself as an Interested Party and this *must* be granted him. He must however agree to abide by its findings. It can restore any lost pay in cases of injustice but not damages. No senior executive in the org may be named as an Interested Party in matters of recourse requested by a junior but below the level of Executive Councilman may be called as witnesses. An Executive Councilman cannot be called before *any* Committee of Evidence by anyone in his or her org including other Councilmen of that org. Only a senior org may call Executive Councilmen of a junior org before a Committee of Evidence and then only for a crime or high crime and then only in the premises of the senior org. Do not then seek to name Executive Councilmen as interested parties in any Committee of Evidence and do not seek to name any member of any senior org in any Committee of Evidence requested by anyone in an org junior to it.
10. If a staff member wishes to sue a fellow staff member or right a wrong he or she may request a *Civil* Committee of Evidence of HCO. HCO usually [appoints] *one* senior staff member on which the two contenders can agree. The senior staff member holds a session or sessions and both contenders must abide by his findings and award of any money or damages or return of property. There is no further appeal. A *Civil* Committee of Evidence follows the same procedure and has the same rights as any other Committee of Evidence. A Civil Committee of Evidence may not be called by contending co-auditors. These must seek out the D of P and abide by the D of P's advice.
11. Students or pcs may not request Committees of Evidence for causes occurring during a course or an intensive but may appeal in writing to the Division 2 Service Executive. They must report matters covered under the Justice Code, however, to HCO.

There are no student rules and regulations except the Justice Codes. All others are abolished. The penalties that can be awarded are for an error, an instructor reprimand, for a misdemeanor, a pink sheet which must be completed before classification is given, for a crime, one to three weeks at the student's expense in the HGC. A Committee of Evidence can also be convened on a student or preclear for offenses as covered in the Justice Codes.

12. In times of stress, commotion, riot or threats to person, an HCO personnel may instantly deputize any other Scientologist merely by saying loudly, "HCO. Bring Order," making it known in any way that the Scientologist or Scientologists present should intervene or act. Any Scientologist whose help is thus commanded at once becomes deputized by Division 1 by the fact of required assistance and may not be charged before a Committee of Evidence for any act committed in rendering assistance to HCO during the period of stress and must be protected by the organization from any civil authority and the organization must pay any fines or expenses incurred or reasonable costs for damage to dress or hospital aid. When the incident is over, the HCO personnel must say, "HCO thanks you for bringing order," thus ending the deputization.

An HCO Personnel requiring an eviction of a person or persons from a premises or meeting or area need only point to the person or persons and say, "HCO. Order!" Any

staff member or Scientologist present is instantly deputized as above and must act promptly to carry out the eviction or be liable under Justice Codes when failing to do so. This can be used in any circumstances, no matter how mild the offender even down to slovenly or unauthorized persons on the premises or in any office. When the person or persons are removed, the HCO personnel removes the deputization by saying, "HCO thanks you for order." These orders apply even when the person causing a disturbance is an officer, director or councilman of another division and none may be disciplined for complying but may be liable under Justice Codes for not doing so.

13. When personnel of other divisions foresee stress or danger, while they themselves have ample authority in their own divisions to handle their own personnel, where Scientologists in general are involved, they may not take Justice in their own hands as it is a Division 1 HCO hat and Divisions must not cross in functions. Where mixed divisions or not staff persons are concerned they should be careful to have an HCO personnel present or available, a wise precaution in event of the possibility of charges or Committees of Evidence resulting, in which case an HCO personnel as a witness would bear weight.

L. RON HUBBARD

LRH:ml.cden

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 17 MARCH 1965
Issue III

Gen Non-Remimeo

HCO (DIVISION 1)
JUSTICE HAT

ADMINISTERING JUSTICE

There are some things to firmly keep in mind when you have to use HCO's Justice function:

1. Only the criminally inclined desire a society in which the criminal is free to do as he pleases.
2. Only the criminally inclined are frightened enough of Justice to protest and complain that it exists.
3. Without order nothing can grow or expand.
4. Justice is one of the guards that keeps the channel of progress a channel and not a stopped flow.
5. All reactive minds can exert pain and discomfort on a being. They demand the suppression of the good and the production of the bad. Therefore, in administering Justice, restrain just a trifle more than a bank can compel a bad action. The external threat need be just enough to make the internal pressure to do wrong the lesser of two discomforts. Judgment lies in how much external restraint to apply.
6. Decent people are in favor of Justice. Don't confuse the opinion of the majority who wish it with the snarls of the few who fear it.
7. A person who is dramatizing his criminal intent can become very angry if he is not prevented from hurting others.
8. A thetan is good. He invented a bank to keep others good. That mechanism went wrong. And that's why we're here.
9. In a session you would keep a burglar from bursting in the room and disturbing the preclear. In Scientology you keep offenders out so we can get on with our session with society.
10. Look up the person who rails against Justice most and you will have the one you have been looking for.
11. The only overt in handling Justice is not to work for the greatest good of the greatest number.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 MARCH 1965

Gen Non-Remimeo
M.A.
Post Bulletins Board

THE JUSTICE OF SCIENTOLOGY
ITS USE AND PURPOSE BEING A SCIENTOLOGIST

The reason we have Justice Codes is to have justice. We don't want or need injustice.

When we have no codes, "justice" can be anything any authority cares to make it.

We have had too much caprice passing for justice. It is time we had justice.

Committees of Evidence work. I recall one Tech Director accused of tampering with a student. I was told he was about to be disciplined and sacked. I stopped that action and had a Committee of Evidence convened. Accurate testimony revealed the story false and the Tech Director innocent. Without that Committee he would have been ruined. I know of other instances where a Committee found the facts completely contrary to rumour. Some are guilty, most are innocent. But thereby we have justice and our necks aren't out. If a person is to keep the law, he or she must know what the law is. And must be protected from viciousness and caprice in the name of law. If a person doesn't keep the law knowing well what it is he or she hurts all of us and should be handled.

The enturbulence of the society around us is fantastic. There is no just civil law left, really. It is that lawless and disorderly condition in the society about us which makes it hard for us to work. Shortly we will be even more powerful. That power must not be lawless or we will have anarchy and dismay, enough to stop our growth.

If we have a superior law code and legal system which gives real justice to people we will swiftly flow easily over the society and everybody will win.

Where we fail to apply our own administration, technology and justice procedures to the society around us (let alone Scientology) we will fail.

There is too much truth in our lives not to cause a social upheaval. Therefore, let us have justice and expand into higher order, not plunge the world into darkness because our power as a group struck innocent and guilty alike.

A Scientologist must understand his own justice system. Without understanding again there will be no justice.

Already the following points need correction in the uninformed person concerning our justice.

A Committee of Evidence is not a court. It is simply a fact-finding body with legal powers, convened to get at the facts and clean up the ARC Breaks caused by rumour. When it has the truth of it, then a Convening Authority acts – but only in exact accordance with a Justice Code.

Our justice really rehabilitates in the long run. It only disciplines those who are hurting others and gives them a way to change so they can eventually win too – but not by hurting us.

A Scientologist who fails to use Scientology technology and its administrative and justice procedures on the world around him will continue to be too enturbulated to do his job.

That sounds extreme to anyone.

But if you look it over, you will find that the "power" of the "Society" and "State" is pretended and is made from an effort to be powerful where they actually lack power. Our situation is quite the reverse. Ours is the power of truth and we are capable of power as a group, having power as individuals due to processing and power of wisdom due to superior technology.

Therefore when we grant too much beingness to their "power" we are granting validity to a falsehood and so it recoils on us.

We are in short, knocking our own heads off by failing to use our knowledge and authority when we administer or handle our fellow man or society. It's like refusing auditing to somebody or not making it possible. It's also investing a lie with power. Society is losing ground because its "power" is based on a pack of falsehoods. We will lose ground if we empower those lies.

There's real magic to be seen here. For instance every upset we have is traceable to our not knowns or failing to apply our technology and Admin and Justice procedures to the society around us and its individuals, firms and groups.

This is worse than you think. A Scientology executive not handling Dev-T (Developed and unnecessary traffic) from a government in accordance with our Dev-T policies when it was off-line and off-policy recently caused an upset. A government official was off-policy (his own bureau's) and the Scientology executive did not follow our procedure of (a) send it back to source (b) correct the policy error and (c) inform his superiors when results were not obtained. You say, "But that's wild! Run a government by Scientology Admin." Well, all I know is that it caused trouble when we didn't.

Evidently it's not "them" and "us". It's just "us" and a false "them."

So all we have to do is to get their hats on and they're us.

Failure to take our usual justice actions on offenders against us will result in eventual chaos. What matter if they don't appear before the Committee of Evidence we convene on them? How do we know they won't? How could the Victoria Parliament ever come right if we failed to (a) Convene a Committee of Evidence (b) Follow our legal procedures?

No, they just stay "they".

Has anybody informed the F.D.A. of our amnesty? Well, did you know the F.D.A. was looking for a way out of their mess for fear we'd sue for a million? They'd drop the E-Meter case if they thought we wouldn't sue.

How do we know if we don't try?

So therefore we must use Scientology tech, Admin and Justice in all our affairs. No matter how mad it sounds, we only fail when we don't.

And therefore every Scientologist should understand his own tech, codes and procedures.

Some Scientologists believe when a Committee of Evidence is convened that they are at once suspended.

Nobody can be suspended or punished by the convening of a Committee of Evidence. It's there to find the truth. Only when its findings are submitted to its Convening Authority and where the Convening Authority acts can anyone be suspended or transferred or demoted.

Don't react to Scientology Justice as though it were "wog" law. In society's "courts" one is given the works and truth has little bearing on the findings. A mean judge or clever attorney and small legal errors decide a lot of their cases. Wog courts are like throwing dice. There is huge cost and publicity and punishment galore even for the innocent.

So we must preserve our Justice.

And use it.

That's the main lesson. If we don't use it in all questions where the truth of the matter is in doubt we'll just go on being wogs.

If we don't exhibit our science as a group and show a good example, what can we achieve?

So let's grow up to our own technology and take responsibility for it.

And wear our hats as Scientologists to the world.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 APRIL 1965
Issue III

Gen Non-Remimeo
BPI
Mag Article

SCIENTOLOGY MAKES A SAFE ENVIRONMENT

We're working to provide a safe environment for Scientology and Scientologists in Orgs everywhere.

The dangerous environment of the wog world, of injustice, sudden dismissals, war, atomic bombs, will only persist and trouble us if we fail to spread our safe environment across the world.

It starts with our own orgs. They must be safe environments.

Only good tech and justice can make the Org environment safe. Like an auditing room, we must be able to work undisturbed by the madness at our doors.

We can make every org a safe island then by expanding and joining those orgs, bring peace and a safe environment to all the world.

It not only can be done. It is happening this moment. Push it along. Support policy, good tech and justice.

L. RON HUBBARD

LRH:mb.cden

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 10 APRIL 1965

Remimeo
All Staff
Sthl Staff
Post Bulletin Bd
All new Staff Members
Hats

DISMISSALS, TRANSFERS AND DEMOTIONS

It may not have come to the notice of all staff that HCO Justice policy letters forbid staff members being sacked, demoted or transferred.

Only persons with "Temporary" or "Probationary" status can be dismissed as they are not staff completely as yet. Only persons with Acting or Deputy status can be demoted as the appointment is not permanent.

All others, to be demoted, transferred or dismissed without their consent must be called before a Committee of Evidence. If the findings of the Committee recommend dismissal, demotion or transfer, only then may it be done.

A Committee of Evidence is convened by the Office of LRH through the HCO Secretary and is composed of 5 other staff members like yourself. Its purpose is entirely to obtain evidence and recommend action which the Office of LRH then modifies or orders. No other Justice actions or punishments exist in this org than those found in Justice pamphlets or Letters.

If a person is wrongly dismissed, demoted or transferred he or she may request a Committee of Evidence from the HCO Secretary and may have recourse. A person so requesting may not also request their seniors to also be tried but evidence may be obtained from them (seniors). If your seniors have acted outside the Justice Codes they can be handled in exactly the same way by higher authority.

Your job is secure. It is also covered by the Justice Codes of HCO. These are found in HCO (Hubbard Communications Office) Policy Letters which arrive in mimeograph form in the HCO Secretary's Office and which are also being made available in booklet form.

Keep the Justice Codes for a secure job and a peaceful organization.

L. RON HUBBARD

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[Amended by HCO P/L 12 July 1971 Issue III, APPOINTMENT OF HCO AREA SECRETARIES, in the 1971 Year Book. – Max Hauri – Mentioned issue is currently not available.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 29 APRIL 1965
Issue II

Remimeo
BPI

ETHICS

PETITION

The right to petition must not be denied.

It is the oldest form of seeking justice and a redress of wrongs and it may well be that when it vanishes a civilization deteriorates thereby.

Therefore these policies apply:

1. Any one individual has the right to petition in writing any senior or official no matter how high and no matter by what routing.
2. No person may be punished for submitting a petition.
3. No two persons or more may simultaneously petition on the same matter and if so the petition must at once be refused by the person petitioned. Collective petition is a crime under Ethics as it is an effort to hide the actual petitioner and as there may be no punishment for a petition collective petition has therefore no excuse of safety and is to be interpreted as an effort to overwhelm and may not be regarded as a petition.
4. No generality may be used in a petition such as a report of collective opinion unspecified as to identities. This is to be interpreted as an effort to ARC Break a superior and the petition must be refused.
5. Only one person may petition on one matter or the petition must be refused.
6. Threat included in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
7. Discourtesy or malice in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
8. If a "petition" contains no request it is not a petition.
9. There may be no special form for a petition beyond these policies.
10. A petition which cannot be deciphered or understood should be returned to the sender with a request that it be made legible or comprehensible, but this should not be interpreted as a refusal or acceptance of the petition.
11. A copy of a petition seeking justice against another person or group must be sent that person or group to qualify the request as a petition. No action may be taken by the person

or group but he or they should append the copy to their own statement of the matter and send it at once to the executive being petitioned.

12. Petitions are normally directed to the heads of activities such as the head of a portion of an org (HCO or the Org in the persons of the HCO Executive Secretary and the Organization Executive Secretary) or the Continental Heads of orgs or to Mary Sue Hubbard or L. Ron Hubbard.
13. Petitions may not demand Committees of Evidence or punishment for executives but may only state what has happened and request the matter be righted.
14. A petition is itself and is not a form of recourse and making a petition does not use up one's right to recourse.
15. All petitions delivered in person verbally or in person with a note particularly when this restricts a senior's freedom of motion, must be refused.
16. HCO Secretaries or Communicators receiving petitions directed to be forwarded to higher executives which do not comply with these policies should append a copy of this policy letter to the petition and return it to sender. The sender should then reform the petition into acceptable form and return it on the same channels. When receiving his petition back with this policy letter attached to it, the sender must not assume it has been refused and become apathetic. He or she should realize that a favour has been done for a petition in violation of these policies would have to be refused by the person to whom the petitioner addressed it and that by rewording or complying with these policies the petition now has a chance and will undoubtedly be given courteous attention. A petitioner should consider himself fortunate if a discourteous or collective or threatening petition is returned as it would not be regarded as a petition by the executive to whom it is addressed and might colour his or her opinion of the petitioner, perhaps obscuring some real wrong which might well have received attention.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 MAY 1965

Remimeo

Ethics

PETITIONS

(Add to HCO Pol Ltr 29 April 1965)

No person under sentence or awaiting a Committee of Evidence may validly petition the Office of LRH.

A petition may only be submitted before or after the full course of Scientology Ethics has been taken.

As all Ethics actions such as a Committee of Evidence are reviewed, in effect a line already exists due to the Ethics action and the facts will be on it.

Therefore a communication from a person under legal sentence from Ethics Officers or a person named in a Comm Ev may not petition. Ethics actions must be permitted to take their course.

A protest from Ethics actions worded as a petition routinely causes further investigation as the "petitioner" is actually only protesting Ethics actions and is handled as such.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 MAY 1965

Issue I

Remimeo
Staff Member Hats
Executive Hats

STAFF MEMBER REPORTS

Staff members must personally make certain reports in writing.

Failure to make these reports involves the executive or staff member not making a report in any offense committed by a junior under him, or, in case of job endangerment, by a senior over him.

These reports are made to the Ethics Section of the Department of Inspections and Reports.

The report form is simple. One uses a clipboard with a packet of his division's color-flash paper on it. This includes a piece of pencil carbon paper. This is the same clipboard and carbon one uses for his routine orders.

It is a despatch form addressed simply to the Ethics Section. It is dated. It has under the address and in the center of the page the person or portion of the org's name. It then states what kind of a report it is (see below).

The original goes to Ethics by drawing an arrow pointing to "Ethics" and the carbon goes to the person or portion of the org being reported on *by channels* (B routing).

The following are the reports required:

1. *Damage Report.* Any damage to anything noted with the name of the person in charge of it or in charge of cleaning it.
2. *Misuse Report.* The misuse or abuse of any equipment, materiel or quarters, meaning using it wrongly or for a purpose not intended.
3. *Waste Report.* The waste of org materiel.
4. *Idle Report.* The idleness of equipment or personnel which should be in action.
5. *Alter-is Report.* The alteration of design, policy, technology or errors being made in construction.
6. *Loss or Theft Report.* The disappearance of anything that should be there giving anything known about its disappearance such as when it was seen last.
7. *A Found Report.* Anything found, sending the article with the despatch or saying where it is.
8. *Noncompliance Report.* Noncompliance with legal orders.

9. *Dev-t Report*. Stating whether off-line, off-policy or off-origin and from whom to whom and subject.
10. *Error Report*. Any error made.
11. *Misdemeanor Report*. Any misdemeanor noted.
12. *A Crime Report*. Any crime noted or suspected but if suspicion only, it must be so stated.
13. *A High Crime Report*. Any high crime noted or suspected but if only suspected must be so stated.
14. *A No-Report Report*. Any failure to receive a report or an illegible report or folder.
15. *A False Report Report*. Any report received that turned out to be false.
16. *A False Attestation Report*. Any false attestation noted, but in this case the document is attached to the report.
17. *An Annoyance Report*. Anything about which one is annoyed, giving the person or portion of an org or org one is annoyed with, but the Department of Inspections and Reports and a senior org are exempt and may not be reported on.
18. *A Job Endangerment Report*. Reporting any order received from a superior that endangered one's job by demanding one alter or depart from known policy, the orders of a person senior to one's immediate superior altered or countermanded by one's immediate superior, or advice from one's immediate superior not to comply with orders or policy.
19. *Technical Alter-is Report*. Any ordered alteration of technology not given in an HCOB, book or LRH tape.
20. *Technical Noncompliance Report*. Any failure to apply the correct technical procedure.
21. *Knowledge Report*. On noting some investigation is in progress and having data on it of value to Ethics.

These reports are simply written and sent. One does *not* expect an executive to front up to personnel who err. One *does* expect an executive to make a report routinely on the matter, no matter what the executive also does.

Only in this way can bad spots in the organization be recognized and corrected. For reports other than one's own collect and point out bad conditions before those can harm the org.

These reports are filed by Ethics in the ethics files in the staff member's folder or in the folder of the portion of the org. A folder is only made if Ethics receives an ethics report.

Unless the staff member is part of a portion or an org that is under a State of Emergency, **five** such reports *can* accumulate before Ethics takes any action. But if the report is deemed very serious, Ethics may take action at once by investigating.

If a State of Emergency exists in that portion of the org or org, **one** report can bring about a Court of Ethics as there is no leeway in an Emergency condition.

The most serious reports, which are the only ones taken up at once, are technical alter-is, noncompliance, any false reports, false attestations, no-reports, misdemeanors, crimes and high crimes. The others are left to accumulate (except in Emergency when *all* reports on that portion or org are taken up at once).

CLEANING THE FILES

An amnesty for a portion or an org or a general amnesty can be declared by the Office of LRH Saint Hill. An amnesty will be effective up to a date three months before it is issued. The ethics files are therefore nullified previous to the date declared in the amnesty.

An amnesty signalizes a feat of considerable moment by a portion of an org or an org or Scientology.

An HCO Executive Letter can compliment a portion of an org or an org and wipe out the ethics files of the portion of an org or the org complimented. An award is usually added for the persons responsible.

An assignment of a State of Normal Operation after an Emergency (but not assigning Affluence) cleans the portion of an org or the org's ethics files.

An *individual* may clean his own file by approaching Ethics and offering *to make amends*.

The person may be shown but may not touch his ethics files which are always kept locked when the office is empty. The person should present a written and signed *amends project petition* to Ethics. Ethics attaches the person's file to it and sends it safely to the Office of LRH "Ethics Authority Section." If accepted as adequate amends by the Office of LRH, it is authorized by the "Ethics Authority Section" and returned to Ethics which places it on its "projects time machine."

When accomplished the *amends project* is taken off the time machine and forwarded to the Inspections Section which inspects and verifies it is done and sends all to the Office of LRH "Ethics Authority Section" which then authorizes the retirement of the reports on the person.

If the project comes off the time machine without being done, the matter goes at once to a Court of Ethics.

Any *amends project* must benefit the org and be beyond routine duties. It may not only benefit the individual. Offers to "get audited at own expense in Review" are acceptable

as auditing will benefit everyone. "To get trained at own expense up to _____ and serve the org two years afterwards" is acceptable amends. But the person's staff pay is also suspended entirely during any auditing or training undertaken as amends. "To get another department's files in order on my own time" would be acceptable amends. Getting a celebrity into Scientology would be acceptable amends. No work one would normally do himself on post is acceptable amends. A donation or fine would not be acceptable amends. Doing what one should do anyway is not amends, it is the expected. No org funds may be employed in an amends project.

No amends are thereafter accepted if the person has failed to complete an amends project since the effective date of the last amnesty applying to the person's portion or org.

Any bonus *specifically given by the person's name* also cleans the person's ethics files without comment.

The responsibility for handling the cleaning of files is that of the Ethics Section of the Department of Inspections and Reports which notes amnesties, compliments and specific bonus awards and handles its ethics files accordingly.

No *amends projects* may be accepted except through the Office of LRH, and a superior may not bring a junior who wishes his files cleaned by *amends* into Ethics and assist him to make the proper project applications. It must be voluntarily done by the junior.

No amnesties, compliments or bonuses may be made or declared except by the Office of LRH and authorized also from Saint Hill.

L. Ron Hubbard
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 MAY 1965
Issue II

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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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 AUGUST 1965

Remimeo
All Staff Hats
Inspection Officer

THINGS THAT SHOULDN'T BE

If you see something going on in the org or incorrect that you don't like, and yet do not wish to turn in an Ethics chit, or indeed don't know who to report, **write a despatch to the Inspection Officer.**

Tell him what you have noticed and give him what data you can.

The Inspection Officer will then investigate it and make a report to the right executives or turn in an Ethics chit on the offending persons himself.

Don't just natter if there's something you don't like.

Tell the Inspection Officer. Then something can be done about it.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 27 AUGUST 1965

Sthil Staff
Students
Preclears

**HOUSING STAFF,
STUDENTS, PRECLEARS**

Any staff member, student or preclear living in rented quarters is to be held responsible for leaving the quarters in as good condition as he found them. This of course doesn't include normal wear and tear.

If a claim is presented by a landlord, and the Scientologist feels it is unjust it is a matter for the Inspection Officer to inspect and decide.

If the Scientologist is found to be at fault, the non-payment of such damages will become an Ethics matter. The intention is that justice be given both the Scientologist and the property owner. Therefore damages may be awarded a property owner, but should be in proportion to the actual damages done.

There are many Scientologists living in East Grinstead and with the course expanding, there will be a lot more in the future. Housing is limited already. There is no need to further this condition by creating bad will with the local property owners. This Policy is in keeping with our Scientology justice codes.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 SEPTEMBER AD 15
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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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 NOVEMBER 1965

Remimeo
All Staff

REPORTING OF THEFT AND ACTION TO BE TAKEN

When a theft occurs in the Organisation, a routine set of actions should occur. These actions are as follows:

1. The person discovering the theft goes immediately to the Ethics Officer and makes a full verbal report of the article/articles stolen, when they were last there – who was responsible for their safety – and any further data that he has on it.
2. The Ethics Officer writes down all details of the theft and the articles stolen.

In the cases where large objects such as a machine, car, or the building has been broken into and something taken, he calls the Police immediately giving full details of the theft.

3. The Ethics Officer then makes a Xerox copy of the details of the theft and takes it to the Insurance Officer, *Dept of Records, Assets and Materiel, Org Division*.
4. The Insurance Officer takes the Report and immediately notifies the Insurance Company with which the article was insured.

These actions should be done speedily as in some cases unless a theft is reported immediately to the Police and the Insurance Company, the Insurance is not collectable.

It is the responsibility of the Insurance Officer to see that all articles of value are insured.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 DECEMBER 1965
Issue III

Remimeo

ETHICS CHITS

When anyone receives an Ethics Chit which the recipient feels is incorrect, the answer is not to issue another chit naming the person that issued the first chit. Such action merely sets up a vicious circle of Ethics Chits going between two persons.

The purpose of Ethics is to get Technology and policy in and get the org going, not to start slanging matches. Therefore if anyone receives an Ethics Chit, he or she should first take a good look at his or her actions and see what needs to be done in order to avoid a repetition of the offence.

If, however, after careful consideration they consider the chit really unjustified, they should politely despatch the Ethics Officer, stating briefly their reasons, supported where possible with data and ask for the chit to be withdrawn.

If, in light of the data received, Ethics is satisfied that the chit was incorrectly issued, he/she can return the chit and explanation to the originator asking for the chit to be withdrawn. If the originator decides now to withdraw the chit after seeing the explanation he returns it to Ethics requesting cancellation and Ethics removes the chit from the file.

If the originator is dissatisfied with the explanation the chit should not be withdrawn. The originator sends the despatch and chit back to the *Ethics Officer* with 'To Ethics – File' written on it. Ethics infos the receiver and files. In this case, the receiver can if he wishes appeal by despatch to the Ethics Officer and ask for a hearing. Thereupon, the Ethics Officer calls both the originator and the receiver (unless the originator is a Secretary or above) to his office and, taking only the facts set out in the receiver's despatch to *Ethics*, makes a quick investigation.

The Ethics Officer then makes one of the following adjudications:

1. Have the Ethics Chit destroyed.
2. Have the Ethics Chit destroyed and if he finds that the Chit was carelessly or incorrectly issued (bearing in mind what information was available to the originator at the time of issue).
3. Order the Ethics Chit to remain on the file.
4. Take up all the receiver's Ethics Chits and hold the hearing accordingly.

If the originator is a Secretary or above the Ethics Officer and the receiver visit the Secretary in his Office for the hearing on appointment. But a Secretary or above need not

grant the appointment at all if so inclined. In such a case the hearing is held without the originator in the Ethics Office.

No person may be penalized for issuing an Ethics Chit.

This policy letter is retroactive from this date. In other words old chits may be protested as above.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 MARCH 1966
Issue I

Remimeo
Guardian Hat
Exec Secs Hat
HCO Area Sec Hat
Dir I & R Hat
All HCO Hats
LRH Comm Hat

REWARDS AND PENALTIES
HOW TO HANDLE PERSONNEL AND
ETHICS MATTERS

The whole decay of Western government is explained in this seemingly obvious law:

When you reward down statistics and penalize up statistics you get down statistics.

If you reward non-production you get non-production.

When you penalize production you get non-production.

The Welfare State can be defined as that state which rewards non-production at the expense of production. Let us not then be surprised that we all turn up at last slaves in a starved society.

Russia cannot even feed herself but depends on conquest to eke out an existence – and don't think they don't strip the conquered! They have to.

Oddly enough one of the best ways to detect a Suppressive Person is that he or she stamps on up statistics and condones or rewards down statistics. It makes an SP very happy for everyone to starve to death, for the good worker to be shattered and the bad worker patted on the back.

Draw your own conclusions as to whether or not Western Governments (or Welfare States) became at last Suppressives. For they used the law used by suppressives: If you reward non-production you get non-production.

Although all this is very obvious to us, it seems to have been unknown, overlooked or ignored by 20th Century governments.

In the conduct of our own affairs in all matters of rewards and penalties we pay sharp heed to the basic laws as above and use this policy:

We award production and up statistics and penalize non-production and down statistics. Always.

Also we do it *all* by statistics – not rumour or personality or who knows who. And we make sure every one has a statistic of some sort. We promote by statistic only. We penalize down statistics only.

The whole of Government as government was only a small bit of a real organization – it was an Ethics function Plus a Tax function Plus a Disbursement function. This is about 3/100ths of an organization. A 20th Century government was just these 3 functions gone mad. Yet they made the whole population wear the hat of government.

We must learn and profit from what they did wrong. And what they mainly did wrong was reward the down statistic and penalize the up statistic.

The hardworker-earner was heavily taxed and the money was used to support the indigent. This was *not* humanitarian. It was only given "humanitarian" reasons.

The robbed person was investigated exclusively, rarely the robber.

The head of government who got into the most debt became a hero.

War rulers were deified and peacetime rulers forgotten no matter how many wars they prevented.

Thus went Ancient Greece, Rome, France, the British Empire and the US. *This* was the decline and fall of every great civilization on this planet: they eventually rewarded the down statistic and penalized the up statistic. That's *all* that caused their decline. They came at last into the hands of Suppressives and had *no* technology to detect them or escape their inevitable disasters.

Thus, when you think of "processing Joe to make a good D of P out of him and get him over his mistakes" forget it. That rewards a down statistic. Instead, find an auditor with an up statistic, reward it with processing and make *him* the D of P.

Never promote a down statistic or demote an up statistic.

Never even hold a hearing on someone with an up statistic. Never accept an Ethics chit on one – just stamp it "Sorry, Up Statistic" and send it back.

But someone with a steadily down statistic, investigate. Accept and convert any Ethics chit to a hearing. Look for an early replacement.

Gruesomely, in my experience I have only seldom raised a chronically down statistic with orders or persuasion or new plans. I have only raised them with changes of personnel.

So don't even consider someone with a steadily down statistic as part of the team. Investigate, yes. Try, yes. But if it stays down, don't fool about. The person is drawing pay and position and privilege for not doing his job and that's too much reward even there.

Don't get reasonable about down statistics. They are down because they are down. If someone was on the post they would be up. And act on that basis.

Any duress levelled by Ethics should be reserved for down statistics.

Even Section 5¹³ investigates social areas of down statistic. Psychiatry's cures are zero. The negative statistic of more insane is all that is "up". So investigate and hang.

If we reverse the conduct of declining governments and businesses we will of course grow. And that makes for coffee and cakes, promotion, higher pay, better working quarters and tools for all those who earned them. And who else should have them?

If you do it any other way, everyone starves. We are peculiar in believing there is a virtue in prosperity.

You cannot give more to the indigent than the society produces. When the society, by penalizing production, at last produces very little and yet has to feed very many, revolutions, confusion, political unrest and Dark Ages ensue.

In a very prosperous society where production is amply rewarded, there is always more left over than is needed. I well recall in prosperous farm communities that charity was ample and people didn't die in the ditch. That only happens where production is already low and commodity or commerce already scarce (scarcity of *commercial* means of distribution is also a factor in depressions).

The cause of the great depression of the 1920s and 1930s in the US and England has never been pointed out by Welfare "statesmen". The cause was Income Tax and government interference with companies and, all during the 1800s, a gradual rise of nationalism and size of governments and their budgets, and no commercial development to distribute goods to the common people, catering to royal governments or only a leisure class still being the focus of production.

Income tax so penalized management, making it unrewarded, and company law so hampered financing that it ceased to be really worthwhile to run companies and management quit. In Russia management went into politics in desperation. Kings were always decreeing the commoner couldn't have this or that (it put the commoner's statistic up!) and not until 1930 did anyone really begin to sell to the people with heavy advertising. It was Madison Avenue, radio, TV and Bing Crosby not the Gre-e-eat Roosevelt who got the US out of the depression. England, not permitting wide radio coverage, never has come out of it and her empire is dust. England still too firmly held the "aristocratic" tradition that the commoner mustn't possess to truly use her population as a market.

But the *reason* they let it go this way and the *reason* the great depression occurred and the *reason* for the decline of the West is this one simple truth:

If you reward non-production you get it.

It is *not* humanitarian to let a *whole* population go to pieces just because a few refuse to work. And some people just won't. And when work no longer has reward none will.

It is far more humane to have enough so everyone can eat.

So specialize in production and everybody wins. Reward it.

¹³ See "Section 5" in the Modern Management Technology Defined

There is nothing really wrong with socialism helping the needy. Sometimes it is vital. But the reasons for that are more or less over. It is a temporary solution, easily overdone and like Communism is simply old-fashioned today. If carried to extremes like drinking coffee or absinthe or even eating it becomes quite uncomfortable and oppressive. And today Socialism and Communism have been carried far too far and now only oppress up statistics and reward down ones.

By the way the natural law in this Pol Ltr is the reason Scientology goes poorly when credit is extended by orgs and when auditors won't charge properly. With credit and no charge we are rewarding down statistics with attention and betterment as much as we reward up statistics in the society. A preclear who can work and produces as a member of society deserves of course priority. He naturally is the one who can pay. When we give the one who can't pay just as much attention we are rewarding a down social statistic with Scientology and of course we don't expand because we don't expand the ability of the able. In proof, the most expensive thing you can do is process the insane and these have the lowest statistic in the society.

The more you help those in the society with low statistics the more tangled affairs will get. The orgs require fantastic attention to keep them there at all when we reward low society statistics with training and processing. The worker pays his way. He has a high statistic. So give him the best in training and processing – not competition with people who don't work and don't have any money.

Always give the best service to the person in society who does his job. By not extending credit you tend to guarantee the best service to those with the best statistics and so everyone wins again. None is *owed* processing or training. We are not an Earthwide amends project.

No good worker *owes* his work. That's slavery.

We don't *owe* because we do *better*. One would owe only if one did worse.

Not everyone realizes how Socialism penalizes an up statistic. Take health taxes. If an average man adds up what he pays the government he will find *his* visits to medicos are *very* expensive. The one who benefits is only the chronically ill, whose way is paid by the healthy. So the chronically ill (down statistic) are rewarded with care paid for by penalties on the healthy (up statistic).

In income tax, the more a worker makes the more hours of his work week are taxed away from him. Eventually he is no longer working for his reward. He is working for no pay. If he got up to £50 a week the proportion of his pay (penalty) might go as high as half. Therefore people tend to refuse higher pay (up statistics) as it has a penalty that is too great. On the other hand a totally indigent non-working person is paid well just to loaf. The up statistic person cannot hire any small services to help his own prosperity as he is already paying it *via* the government to somebody who doesn't work.

Socialisms pay people *not* to grow crops no matter how many are starving. Get it?

So the law holds.

Charity is charity. It benefits the donor, giving him a sense of superiority and status. It is a liability to the receiver but he accepts it as he must and vows (if he has any pride) to cease being poor and get to work.

Charity cannot be enforced by law and arrest for then it is extortion and not charity.

And get no idea that I beat any drum for capitalism. That too is old-old-*old* hat.

Capitalism is the economics of living by non-production. It by exact definition is the economics of living off interest from loans. Which is an extreme of rewarding non-production.

Imperialism and Colonialism are also bad as they exist by enslaving the population of less strong countries like Russia does, and that too is getting a reward for non-production like they did in Victorian England from all the colonies.

Parasitism is Parasitism. Whether high or low it is unlovely.

All these isms are almost equally nutty and their inheritors, if not their originators, were all of a stamp – suppressive.

All I beat the drum for is that the working worker deserves a break and the working manager deserves his pay and the successful company deserves the fruits of its success.

Only when success is bought by enslavement or rewards are given to bums or thieves will you find me objecting.

This is a new look. It is an honest look.

Reward the up statistic and damn the down and we'll all make out.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 MARCH 1968
(HCO POLICY LETTER OF 31 OCTOBER 1966 Issue II
Amended and reissued)

Remimeo
Staff Status I
Check Sheet

Administrative Know-How

General for all Staff

JOB ENDANGERMENT CHITS

If you are given orders or directions or preventions or denied materials which makes it hard or impossible for you to raise your statistics or do your job at all, you **must** file a job endangerment chit on your next highest superior.

If you are admonished or ordered to a hearing for **not** doing your job and having low statistics and have **not previously** filed a job endangerment chit at the time it occurred, you have no defense.

You should not come to a hearing as a defendant and *say* you were prevented or inhibited from doing your job. Unless you have filed a job endangerment chit previously when your job was endangered the statement **may not be accepted** by the Hearing Officer or the Comm Ev.

POLICY

Most people who have trouble with policy or admin do so simply because they don't know it or can't or don't use it.

Such a person can be told anything and tends to take it as fact.

Policy exists to speed the wheels and make a job do-able.

But sometimes one has a senior who continually says this or that is "against policy".

Always respectfully ask for the date of the Policy Letter and to see a copy of it.

Then you will know that what you propose is or is not against policy. If no policy letter can be produced or if what you proposed is **not** against policy and is still refused, you must file a job endangerment chit.

WHERE TO FILE

Formerly only one copy was written. This is now modified.

Using carbon paper, make an original and two copies. Send one copy to the person being filed on.

Send two copies to the ethics officer.

The Ethics Officer will file one in the file of the person named and one in the file of the person writing the chit. These copies must be carefully preserved in event of a comm ev or hearing as they are necessary defense papers.

WHAT TO FILE

Full details, without rancor or discourtesy, must be given in the report, including time, places and any witnesses.

VEXATIONS FILING

Anyone filing job endangerment chits on superiors or equal or juniors must be able to back them up.

One cannot be given an Ethics Hearing or Comm Ev for a false job endangerment chit unless it contains a willful and knowing false report which endangers somebody else's job. But even so, no Ethics Hearing may be ordered for the fact of filing, only for a willful and knowing false report.

So if your facts are straight there is no slightest risk in filing a job endangerment chit. On the contrary, it is dangerous NOT to file one. For then one has **no** defense.

PERSONAL MATTERS

Sometimes a staff member is imposed on in such a way as to prejudice his job such as having to do off line favours.

This is an occasion for a job endangerment chit.

If one is threatened with punishment if one files a job endangerment chit, one must then file a second chit based on the threat.

If an org as a whole seems to refuse job endangerment chits or ignore them, one can be filed with Worldwide simply by sending it direct to "HCO Ethics Worldwide, Saint Hill Manor, East Grinstead, Sussex."

WRONGFUL DISMISSAL

Dismissal without following proper procedure of a Hearing may be sued in the Chaplain's Court, Division 6. If no Chaplain's Court exists in the local org then one surely does in the Continental Org and one can file such a suit there or at Saint Hill.

CHITS BY SENIORS

Seniors let down by juniors had better file job endangerment chits before calling a lot of Ethics actions. Staff members are seldom willful, they are just unknowing. Senior chits on juniors should carry a copy to the junior on channels as well as Ethics.

FALSE REPORTS

When one finds he has been falsely reported upon he should file a job endangerment chit.

HEARINGS ON CHITS

Ethics action is not necessarily taken because a chit has been filed on one. But if too many chits occur in a staff member's file, an investigation should be ordered and only if the Board so recommends does Ethics action then occur.

STATE OF MIND

Don't sit around muttering because you are being kept from doing your job.

And don't be timid about filing a job endangerment chit.

Don't accept orders you know are against policy or at least unworkable. File a job endangerment chit.

There is no vast **They** weighing you down. There is only ignorance of policy or misinterpretation or arbitrary interference.

If you are willing to do your job, then *know* your job and do it. And if you are being shoved off so you can't do it you **must** file a job endangerment chit.

You have a right to do your job, you know.

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[*Note:* The reissue expanded the section under "Where to File".]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO BULLETIN OF 26 DECEMBER 1968

Remimeo

(Note: This data is turned out as an HCO B *and* a Pol Ltr [issued as each one] as may apply very broadly in both the OEC and Level IV or above Courses.)

THE THIRD PARTY LAW

I have for a very long time studied the causes of violence and conflict amongst individuals and nations.

If Chaldea could vanish, if Babylon turn to dust, if Egypt could become a badlands, if Sicily could have 160 prosperous cities and be a looted ruin before the year zero and a near desert ever since – and all this in **spite** of all the work and wisdom and good wishes and intent of human beings, then it must follow as the dark follows sunset that something must be unknown to Man concerning all his works and ways. And that this something must be so deadly and so pervasive as to destroy all his ambitions and his chances long before their time.

Such a thing would have to be some natural law unguessed at by himself.

And there *is* such a law, apparently, that answers these conditions of being deadly, unknown and embracing all activities.

The law would seem to be:

A third party must be present and unknown in every quarrel for a conflict to exist.

or

For a quarrel to occur, an unknown third party must be active in producing it between two potential opponents.

or

While it is commonly believed to take two to make a fight, a third party must exist and must develop it for actual conflict to occur.

It is very easy to see that two in conflict are fighting. They are very visible. What is harder to see or suspect is that a third party existed and actively promoted the quarrel.

The usually unsuspected and "reasonable" third party, the bystander who denies any part of it is the one that brought the conflict into existence in the first place.

The hidden third party, seeming at times to be a supporter of only one side, is to be found as the instigator.

This is a useful law on many dynamics.

It is the cause of war.

One sees two fellows shouting bad names at each other, sees them come to blows. No one else is around. So *they*, of course, "caused the fight". But there *was* a third party.

Tracing these down, one comes upon incredible data. That is the trouble. The incredible is too easily rejected. One way to hide things is to make them incredible.

Clerk A and Messenger B have been arguing. They blaze into direct conflict. Each blames the other. **Neither one is correct and so the quarrel does not resolve since its true cause is not established.**

One looks into such a case **thoroughly**. He finds the incredible. The wife of Clerk A has been sleeping with Messenger B and complaining alike to both about the other.

Farmer J and Rancher K have been tearing each other to pieces for years in continual conflict. There are obvious, logical reasons for the fight. Yet it continues and does not resolve. A close search finds Banker L who, due to their losses in the fighting, is able to loan each side money, while keeping the quarrel going, and who will get their lands completely if both lose.

It goes larger. The revolutionary forces and the Russian government were in conflict in 1917. The reasons are so many the attention easily sticks on them. But only when Germany's official state papers were captured in World War II was it revealed that *Germany* had promoted the revolt and financed LENIN to spark it off, even sending him into Russia in a blacked out train!

One looks over "personal" quarrels, group conflicts, national battles and one finds, if he searches, the third party, unsuspected by both combatants or if suspected at all, brushed off as "fantastic". Yet careful documentation finally affirms it.

This datum is fabulously useful.

In marital quarrels the *correct* approach of anyone counseling, is to get both parties to carefully search out the *third* party. They may come to many *reasons* at first. These *reasons* are not beings. One is looking for a third *party*, an actual *being*. When both find the third party and establish proof, that will be the end of the quarrel.

Sometimes two parties, quarreling, suddenly decide to elect a being to blame. This stops the quarrel. Sometimes it is not the right being and more quarrels thereafter occur.

Two nations at each other's throats should each seek conference with the other to sift out and locate the actual third party. They will always find one if they look, and they *can* find the right one. As it will be found to exist in fact.

There are probably many technical approaches one could develop and outline in this matter.

There are many odd phenomena connected with it. An accurately spotted third party is usually not fought at all by either party but only shunned.

Marital conflicts are common. Marriages can be saved by both parties really sorting out *who* caused the conflicts. There may have been, in the whole history of the marriage, several, but only one at a time.

Quarrels between an individual and an organization are nearly always caused by an individual third party or a third group. The organization and the individual should get together and isolate the third party by displaying to each other all the data they each have been fed.

Rioters and governments alike could be brought back to agreement could one get representatives of both to give each other what they have been told by *whom*.

Such conferences have tended to deal only in recriminations or conditions or abuses. They must deal in beings only in order to succeed.

This theory might be thought to assert also that there are no bad conditions that cause conflict. There are. But these are usually **remedial by conference unless a third party is promoting conflict.**

In history we have a very foul opinion of the past because it is related by recriminations of two opponents and has not spotted the third party.

"Underlying causes" of war should read "hidden promoters".

There are no conflicts which cannot be resolved unless the true promoters of them remain hidden.

This is the natural law the ancients and moderns alike did not know.

And not knowing it, being led off into "reasons", whole civilizations have died.

It is worth knowing.

It is worth working with in any situation where one is trying to bring peace.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 FEBRUARY 1969

Remimeo

An Ethics Policy Letter

JUSTICE

In an extension of 3rd Party technology (see HCOB of THIRD PARTY LAW) I have found that false reports and suppression are very important in 3rd Party Technology.

We know as in the above HCOB that a Third Party is necessary to any quarrel. Basically it is a 3 Terminal Universe.

In reviewing several org upsets I have found that the 3rd Party can go completely overlooked even in intensive investigation.

A 3rd Party adds up to suppression by giving false reports on others.

In several cases an org has lost several guiltless staff members. They were dismissed or disciplined in an effort to solve enturbulation. Yet the turbulence continued and the area became even more upset by reason of the dismissals.

Running this back further one finds that the real 3rd Party, eventually unearthed got people shot by **False Reports**.

One source of this is as follows:

Staff Member X goofs. He is very furious and defensive at being accused. He blames his goof on somebody else. That somebody else gets disciplined. Staff Member X diverts attention from himself by various means including falsely accusing others.

This is a 3rd Party action which results in a lot of people being blamed and disciplined. And the real 3rd Party remaining undetected.

The missing point of justice here is that the disciplined persons *were not faced with their accusers* and were not given the real accusation and so could not confront it.

Another case would be a 3rd Party simply spreading tales and making accusations out of malice or some even more vicious motive. This would be a usual 3rd Party action. It is ordinarily based on False Reports.

Another situation comes about when an executive who can't get an area straight starts to investigate, gets 3rd Party False Reports about it, disciplines people accordingly and totally misses the real 3rd Party. This enturbulates the area even more.

The basis of all really troublesome 3rd Party activities is then **False Reports**.

There can also be **false perception**. One sees things that don't exist and reports them as "fact".

Therefore we see that we can readily run back an investigation by following a chain of false reports.

In at least one case the 3rd Party (discovered only after it was very plain that only he could have wrecked two divisions, one after the other) also had these characteristics:

- 1.Goofed in his own actions;
- 2.Furiously contested any knowledge reports or job endangerment chits filed on him;
- 3.Obsessively changed everything when taking over an area;
- 4.Falsely reported actions, accusing others;
- 5.Had a high casualty rate of staff in his division or area.

These are not necessarily common to all 3rd Parties but give you an idea of what can go on.

After a lot of experience with Ethics and Justice I would say that the real source of upset in an area would **be false reports** accepted and acted upon without confronting the accused with all charges and his or her accusers.

An executive should not accept any accusation and act upon it. To do so undermines the security of one and all.

What an executive should do, on being presented with an accusation or down stats or "evidence" is conduct an investigation of false reports and false perceptions.

An area is downstat because of one or more of the following:

1. No personnel;
2. Personnel not trained;
3. Cross orders (senior orders unattended because of different junior orders);
4. Area doing something else than what it is supposed to do;
5. An adjacent area dumping its hat;
6. False perception leading to false stats;
7. False reports by rumour or misunderstanding;
8. False reports from single rare instances becoming accepted as the condition of the whole;
9. False reports on others defensively intended;
10. False reports on others maliciously intended (real 3rd Party);

11. Injustices cumulative and unremedied;
12. Actions taken on others without investigation and without confronting them with their accusers or the data.

This is a list of probable causes for an upset or downstat area.

SECURITY

The personal security of the staff member is so valuable to him apparently that when it is undermined (by false accusations or injustice) he becomes less willing and less efficient and is the real reason for a PTS condition.

JUSTICE

The only thing which can actually remedy a general insecure feeling is a renewed faith in justice.

Justice would consist of a refusal to accept any report not substantiated by actual, independent data, seeing that all such reports are investigated and that all investigations include confronting the accused with the accusation and where feasible the accuser, **before** any disciplinary action is undertaken or any condition assigned.

While this may slow the processes of justice, the personal security of the individual is totally dependent upon establishing the full truth of any accusation before any action is taken.

Harsh discipline may produce instant compliance but it smothers initiative.

Positive discipline is in itself a stable datum. People are unhappy in an area which is not *well* disciplined because they do not know where they stand.

An area where only those who try to do their jobs are disciplined encourages people to hide and be inactive.

But all discipline must be based on truth and must exclude acting on false reports.

Therefore we get a policy: Any false report leading to the unjust discipline of another is an act of **Treason** by the person making the false report and the condition should be assigned and its penalties fully applied.

A condition of **Doubt** should be assigned any person who accepts and disciplines another unjustly on the basis of a report which subsequently turns out to have been false.

This then is the primary breakdown of any justice system – that it acts on false reports, disciplines before substantiation and fails to confront an accused with the report and his accuser before any discipline is assigned, or which does not weigh the value of a person in general against the alleged crime even when proven.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 DECEMBER 1969

Remimeo
All Exec Hats
HCO Area Hat
I & R Hat

ETHICS, THE DESIGN OF

It is very easy for a staff member and even an Ethics Officer to completely misunderstand Ethics and its functions. In a society run by SPs and controlled by incompetent police the citizen almost engrammatically identifies any justice action or symbol with oppression.

Yet in the absence of true Ethics no one can live with others and stats go down inevitably. So a justice function must exist to protect producers and decent people.

To give you an example, when a little boy this life, the neighborhood a block around and the road from home to school were unusable. A bully about five years older than I named Leon Brown exerted a very bad influence over other children. With extortion by violence and blackmail and with corruption he made the area very dangerous. The road to school was blocked by the 5 O'Connell kids, ranging from 7 to 15 who stopped and beat up any smaller child. One couldn't go to school safely and was hounded by the truant officer, a hulking brute complete with star, if *one didn't* go to school.

When I was about six I got very tired of a bloody nose and spankings because my clothes were torn and avidly learned "lumberjack fighting" a crude form of judo from my grandfather.

With this "superior tech" under my belt I searched out and found alone the youngest O'Connell kid, a year older than I, and pulverized him. Then I found alone and took on the next in size and pulverized *him*. After that the O'Connell kids, all 5, fled each time I showed up and the road to school was open and I convoyed other little kids so it was safe.

Then one day I got up on a 9 foot high board fence and waited until the 12 year old bully passed by and leaped off on him boots and all and after the dust settled that neighbourhood was safe for every kid in it.

So I learned about justice. Kids would come from blocks away to get help in their neighbourhood. Finally for a mile around it was a safe environment for kids.

From this I learned two lessons:

1. Strength is nothing without skill and tech and reversely, without skill and tech the strength of brutes is a matter of contempt.

2. Strength has two sides, one for good and one for evil. It is the intention that makes the difference.

On further living I found that only those who sought only peace were ever butchered. The thousands of years of Jewish passivity earned them nothing but slaughter.

So, things do not run right because one is holy or good. Things run right because one makes them run right.

Justice is a necessary action to any successful society. Without it the brute attacks the weak, the decent and the productive.

There are people who suppress. They are few. They often rise up to being in charge and then all things decay. They are essentially psychopathic personalities. Such want position in order to kill. Such as Ghenghiz Khan, Hitler, psychiatrists, psychopathic criminals, want power only to destroy. Covertly or overtly they pay only with death. They arrived where they arrived, in charge of things, because nobody when they were on their way up said "No". They are monuments to the cowards, the reasonable people who didn't put period to them while they were still only small bullies and still vulnerable.

Ethics has to get there before tech can occur. So when it doesn't exist or goes out then tech doesn't occur and suppression sets in and death follows.

So if someone doesn't hold the line, all become victims of oppression.

TWO SECTIONS

The Ethics Section is in Department 3. This department is called Inspection and Reports.

In small orgs there is only one person in that department.

Primarily his duties consist of Inspecting and Reporting to his divisional head and the Executive Council.

That is the first section's function.

When inspection reveals outness and reports (such as graphs or direct info to the EC) do not result in correction **then** it is a matter for the second section.

The second section of Department 3 is Ethics.

Now it is an Ethics matter. If correctly reported outnesses that threaten the org are **not** corrected then one assumes that suppression exists.

Because he has files of damage reports and chits and because he can see and investigate, the Ethics Officer locates **who** is causing outnesses and suppressing the org. By condition assignments, publication and Comm Evs he gets in Ethics.

It occasionally happens that it is someone high up in the org. It sometimes happens his seniors or the EC scold him for daring to report on things or to them. Then he knows the suppression is high up and he is delinquent in duty if he does not report it to the next highest org and if no action there right on up to the Sea Org. Anyone removing him for daring to report the factual results of his inspections can be severely handled by upper organizations. The Ethics Officer can only be in trouble if he fails to do his job and keep in Ethics.

Hitting people with conditions is such a small part of Ethics that it is almost an abandonment of post. Letting people be hit with wrong conditions is a Comm Ev offense.

Letting an SP collapse stats or an org is a shooting offense.

An Ethics Officer uses Ethics to protect Ethics upstats and keep the stats up and to smoke out crimes that push people and stats down. It is a simple function.

The basic duties of Dept 3 are what it says. Inspection and Reports. These alone usually work. When they don't and stats fall or people fall off the org board, one goes into Ethics actions.

You don't let incompetent and suppressive people on staff in the first place and you crowd Ethics in on them if they're found to be there.

You **don't** confuse an executive's effort to get the stats up with suppression.

The E/O is making the environment safe so that production can occur and service can be given. He is making it unsafe for those who by neglect or continual errors or suppression push stats down and get good staff members to leave.

If none of this is well understood and yet someone is making it impossible to work, find a 9 foot high board fence...

The E/O must know his Ethics policy. He must understand why he is there.

And the rest of the people in the org should understand it too.

L. RON HUBBARD
Founder

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The Five Conditions

A lecture by L. Ron Hubbard

given on 25 May 1965

Thank you.

What's the date?

Audience: twenty-five.

Twenty-five May AD 15, Saint Hill Special Briefing Course. A meter with a gray face. Isn't that interesting looking meter.

All right, I have a little bulletin – bulletin to give you, a couple of bulletins. And one of those bulletins is that Mary Sue is late today. [laughter]

Now, there's a rumor going about that if you're being processed in the HGC as a student, you can't come to lectures or something like that. That's false.

Let me give you a clue – this is the little bulletin you have. I'll give you a clue on the way we have to operate in Scientology: If it isn't written, it isn't true. And you just put that down and you'll get along fine in organizations and everywhere else. If it isn't written, it isn't true.

Somebody says this, that and the other thing; you say, "Well, have you got it in writing?"

And they say, "Well, no, as a matter of fact, (something)." Well, then it isn't true and that's that.

This, by the way, had to come into being. The first place I know of it was when we were down at 2600 Hoover in Los Angeles in 1950, and people used to walk in off the street and say, "Ron said to give me fifty hours of processing," or something like that, and by George, they would. [laughter]

There's very often some misunderstood statement or a rumor line or something like this is passed on verbally. And frankly it – even if it was uttered verbally it should have been in writing. So once more, if it isn't written, it isn't true.

You find out that when things are moving very fast, a whole bunch of verbal orders will get mixed up in the thing that other people aren't aware of and suddenly, why, nobody in the organization can agree with anybody else because the verbal orders are standing in the road of everything, and it just all breaks down. So you have to have that rule, and you have to make it stick.

Now, the other one is that Saint Hill had to be declared in a condition. Now, a declaration of a condition is something new, and you will soon find it applying to the course. And the bulletins are all practically written – the policy letters are all practically written on this, but I haven't had a chance to finish them up or sign them or something of the sort. But we've been using this, nevertheless, for some little time and that is, strictly, a condition is an operating state. Organizationally, it's an operating state.

And oddly enough in the MEST universe there are several formulas connected with these operating states. And if for instance, England, the British government, knew these or the United States government knew these, they wouldn't get into very much trouble. But as it is, they don't know them and they get into a great deal of trouble.

There are apparently certain formulas which have to be followed in this universe or you go appetite over tin cup.

I'll give you an idea of the Emergency Formula – the Emergency Formula... Of course, we're more accustomed to being in a state of Emergency on this planet than we are in any other state. And nevertheless, there is a certain way that you handle an emergency. And an Emergency status is declared simply and only by a down statistic; that is to say, the statistics went down. And it doesn't matter what statistics; if they were supposed to go up and they went down, why, that's an Emergency.

Now, the reverse can take place. The reverse can take place. Let's take the number of students in a unit. Let's say it keeps going up and it kept going up and it doesn't go down. Do you see? Then, obviously, the students aren't being graduated from the unit at the same rate they're being put into the unit, so there must be a slowdown in that unit of some kind or another. So that will create a State of Emergency, too.

So it's the desirable statistic has not been attained. And the statistic which should go down goes up or the statistic which should goes up goes down.

Now, let's take the gross income of an organization at large. That has to do with a, let us say, a drop. And it's a consistent drop: One week, we don't pay any attention to it; two weeks, we start paying an attention to; three weeks, why, and then we jolly well pay an attention to it. Don't you see? And if it consistently does this in an organization and shows down, down, down for four consecutive weeks we declare them in a State of Emergency.

Now, the declaration is issued by Secretarial Executive Director, which is a positive order. In other words, it's a written, posted order; people are not left in the dark concerning this State of Emergency. You just had a unit on this course go into a State of Emergency. Now, there are several policy letters connected with this which I won't particularly bother to delineate. But there are certain actions which one has to undertake when a State of Emergency is declared.

The first of these actions is, well, you can say promote – that applies to an organization. To an individual you'd better be – say produce. That's the first action. Regardless of any other action, regardless of anything else, why, that is the first thing they have to put their attention on.

Very often you will find out that the moment that the emergency was noticed... Well, let's take you: You find your money is going downhill at a great rate, and you're not getting as much money in as you should have been getting in and there's less and less money and so forth. Well, you actually are in a State of Emergency.

Now, the proper thing to do, according to Mr. Wilson, a thetan that wandered in from someplace... Well, he did. He had an ambition to end Britain. And that's libel and slander so we'll have to cut it off the tape. But anyway, he really made this statement: He says England should be a fourth-class power. And he's making his postulate. You didn't know that he said that? Oh yes, man. That's a matter of publicized public statement, made right after leaving the United States before he was elected.

Anyhow, he's making it. But now, you see, he finds the organization called the government in a poor state economically, so he economizes.

The United States government does this all the time. As soon as they find out that their treasury balance doesn't equal their *squidawoof* and the ideas of the secretary of the treasury that he just got from the first cell of the Communist Party or wherever it is – or wherever they get their ideas.

The United States government, you know, runs its economics today straight off Karl Marx' *Das Kapital*. If you don't believe it, read *Das Kapital*, if you can. Now, that sounds awfully rabble-rouse and very extreme, but it happens to be a very banal statement. It's even been noticed by the *Wall Street Journal*. The formula of economics in *Das Kapital* is "From each according to his ability to pay and to each according to his need." Socialism. That's the formula of taxation contained in Karl Marx's *Das Kapital*, written about 1879, something like that. See? And the governments of the world are following this today. And these capitalistic governments are having a ball with this.

Well now, supposing when they find that they're going broke they economize. Supposing they take that as their first step. *Ahhhhh*. Every time they recover from an emergency they will be smaller and less able. If that's all they do. Do you follow? They have violated this actual formula of Emergency. There *is* an actual formula of Emergency. It *does* exist in this universe. It's in the woof and warp of the universe itself. And its first line is – its first line is – the first broad, big action which you take is *promote*.

You better jolly well promote. And that carries with it on the part of an individual or factory the idea that he better make his intentions known, and so on.

Now, after you have promoted and after you've got that well in hand, you economize. But you have to do that first. Don't bother about economy; bother about promoting.

Exactly what is promotion? Well, look it up in the dictionary. It's making things known; it's getting things out; it's getting oneself known, getting one's products out or something like this.

In the form of an artist, the idea – he finds he's – his statistics are shot. He suddenly looks up one day and the bank balance is down to nothing and that sort of thing and the landlord is camping on the first landing and so forth. Well, he's – he must first and foremost promote.

He better take those three academy paintings that he was busy dabbling with, and he better sit up all night long and finish those things real fast. He better wrap all those other paintings that he'd already finished; he better get them off to a gallery awful quick. And he better call up a press boy of some kind or another and say, "I am having an exhibition." See, and it didn't matter how many pounds, shillings or pence he had to borrow to make the phone calls or put the ad in the paper or get a – some literature printed that he was having an exhibit. You see, that didn't matter. *Promote*, man. Let's get it up there; let's get it out there; let's get the lines straightened up, see? *Huuh!*

Now economize. You follow?

And then – I'm giving you the very rough formula. And then he's got to prepare to deliver. Now, he actually during his promotion could have sold a half a dozen paintings. Well, then he economizes, and then he paints them and delivers. Got the idea?

So it's in that action. And when you find your statistic is down you first have to promote, and when you got your promotion well in hand then you better economize, and then you jolly well better prepare to deliver.

And that's the one-two-three. If you do it backwards, you've had it.

Now, there's another condition known as Affluence. And this is one of the most dangerous conditions there is and nobody recognizes it as such. Let's take – let's take some fellow on the south side of the northeast side of lower Chicago. And he's always been going along with twenty-five cents in his pocket. That was about the most money he ever had in his pocket. And all of a sudden, he gets in a crap game and he wins ten thousand dollars. Well, what's his normal operation? *Whoa! Huh!*

I remember a famous movie Victor McLaglen paid – played in, that showed a beautiful rendition of this. It was *The Informer*. And he's paid a huge sum of money for turning in one of his fellow Irish Republican Army soldiers. And he just blows this, don't you see? It's a marvelous example. The first impulse somebody gets when they get that much is to – is to get very rich indeed.

So what's this fellow on the lower east side of south Chicago's lower north side – what's this fellow do? Oh, well, he buys himself a house, the future payments of which are going to be \$175 a month. He buys himself a car, the future payments of which are going to be... He's got all the down payments for these things, you see? He buys himself a watch. He lays out a bunch of clothes that he doesn't need. And he neglects to pay off anybody that he owes. And his ten thousand dollars is gone. He now owes another twenty thousand and he hasn't got a prayer of paying that off. He's violated the condition of Affluence. And the state of Affluence Formula has been definitely, wildly violated.

Now, the first thing you must do in Affluence is economize – just right now: You got ten thousand bucks. You didn't expect it from anyplace. You didn't know it was going to be there, and so forth. Just quickly cover it up with your hat and economize. Say, "Where are we wasting money?" [laughter] Bang! You must, just at once.

And then make very, very, very sure that you don't buy anything that has any future commitment to it. Don't buy anything with any future commitments, don't hire anybody with any future commitments, nothing. See, that's all part of that economy. Clamp it down.

Get every bill that you can possibly scrape up from anyplace, every penny you owe anywhere under the sun, moon and stars, and pay them. Pay every bill is your next big broad step. Pull everything down in all directions until you've got it down to as close to zero as you can get or zero.

Now, invest the remainder in service facilities; make it more possible to deliver. See, service facilities.

And part of the formula is to discover what caused the condition of Affluence and strengthen it. You see? Move your operation or what your life or you're doing, and so forth, slightly over, so that it admits this zone and area of affluence.

Now, if you do those things and so forth, why, life will look like a dream. But you notice that the condition of Emergency, if handled at the beginning with economy, would inhibit getting out anything in order to produce enough money to raise the statistic. So if you went into a condition of Emergency and economized instantly, you either might always remain in this condition of Emergency or if you recovered from it you would find your organization was smaller or you were smaller or you had less scope, because you have applied the state of Affluence formula to the condition of Emergency.

And all you've got to do is misapply one of these formulas – be in condition B and say you're in condition A, or continuing condition A when you have moved into condition B; in other words, be operating on the wrong formula – and you'll wrap the organization up. You'll wrap it up.

And part of the Emergency Formula, since... These things will be published in great detail. Actually, there's about thirteen steps to one of these formulas. There are certain major points. These are the ones I'm taking up.

If for instance, you didn't – you went into a condition of Emergency and then you didn't change – after you'd promoted, you didn't make any changes in your operation – well, you just head for another condition of Emergency, see? So that has to be part of it. You better change your operating basis. You better do something to change the operating basis, because that operating basis led you into an Emergency, so you sure better change it.

But Affluence – Affluence: You must have been doing something awful right to get in that much money. Well, you jolly well better discover what it is! That's the search that you go into. At its proper numbered slot, you go into a search and overhaul anything and review it all. After you've provided some service facilities and you're straightened up, and that's the end of all of that big kettle of money that came in, then you had just better look-look-look-look-look-look. What the devil did cause this? Because you may have the wrong idea of what caused it. It might have been a complete fluke, or it might have been this or that.

But you better – better hunt and research and look at it and watch it very carefully and say, "Aaah, yes, yes! That's because I st..." Well, in the case of a painter, you see: "That's because I started being nice to editors' and painters' and art gallery people's wives. That was that

program I went out on last month of 'Be nice to the hostess.' *Hm*. So after this I'm always going to be nice to the hostess." Don't you see? Oh, it works like a bomb, see? Gorgeous. After that, nice to the hostess, conditions of Affluence happen every now and then. You follow? It'll be some screwball thing of this particular character.

You might have thought that it was because the world was suddenly more conscious of art. That had nothing to do with it, see? Until somebody can define what art is, the world is not likely to become more conscious of it. [laughter]

So here is a – here is a case where you could go into a – an operating condition unknowingly, pay no attention to it, keep running as though you were in another operating condition, and all of a sudden just go appetite over tin cup; the whole thing just crashes and you don't quite know what happened to you. It's all a big mystery. But if you know these operating formulas (of which, by the way, there are five), why, you're jolly well – well-off.

The lowest, most basic of them and the most snarly one is the condition of Emergency. When you're in a State of Emergency, boy, that's snap and pop.

Well now, part of a condition of Emergency contains this little line of "you've got to stiffen discipline" or "you've got to stiffen ethics." To an individual this would simply mean, well, not go down to the pub every Friday night, you know? Let's stiffen up the discipline; let's stay home and grind the midnight oil away, you see? Let's stay home and do one's homework or something. You get the idea? Discipline stiffened up. Be a little more regular on the job. Work a little harder. Something of this sort, see? Don't goof quite so much. Don't make so many mistakes. This would be part of that operating action.

And, as a net result, organizationally, when a state of Emergency is assigned, supposing the activity doesn't come out of that emergency. Regardless of what caused the emergency, supposing the activity just doesn't come out of the emergency, in spite of the fact that they have been labeled state of Emergency, they have been directed to follow the formula, they have been told to snap and pop and get that thing straightened out, and they're still found to be goofing; the statistic is going down and continues to go down and so forth. What do you do? There's only one thing left to do and that's discipline, because life itself is going to discipline the individual. Life itself is going to discipline the individual very cruelly and savagely.

Living in another age, in a less socialistic period, why, the net product of it was starving to death. In a business, why, it'd be going into bankruptcy, see? It's a crash situation.

And it usually winds up in an ethical situation. Fellow who's starving to death will quite normally steal. Bankruptcies wind up in bankruptcy courts. It becomes an ethical situation whether one likes it or not. You've got justice staring you in the teeth.

So, the rule of the game is that if a state of Emergency is ignored and the steps are not taken successfully (do you understand "not taken successfully" is different than "not taken"?), why – and the condition is continued, then you get an announcement after a while that the condition has been continued. And if the condition is continued beyond a specified period of time, why, that's it. It has to walk forward into an ethics matter. Because how else could you straighten out that activity? There must be somebody goofing like crazy, sitting on most of the comm lines, do you see? There – you've got some ethical problem involved with it.

There's somebody who won't function. Do you see? There's somebody who's got the brakes on so that you can hear – smell them smoke. And so you walk forward into an ethical situation.

Now, the state of Normal Operation is the second condition and that is supposed to be just normal operation. It means not "stability." You could call it a condition of stability and it probably should be called a condition of stability except for this one little factor: This universe does not admit of a static state – not using our definition of the word static – but it won't admit a no-increase, no in... no-decrease. You cannot have a condition in this universe where there is no increase and no decrease. That's a totally stable condition; there is no such thing in this universe from one end of it to the other. It's – there isn't anything that always remains the same.

You take some of the hardest substances there are, which oddly enough are plutonium and some other such elements; those things diminish, you see, or explode. You take lead. You say, "Well, lead will stay there a long time." Well, I invite you to look at the lead on some churches, and so forth, and you'll find out that it's diminishing. As hardy as the element is supposed to be it's still diminishing.

And you take a tree or a body after it attains its supposed size and so forth, why, it actually doesn't have a long period of an absolute plane. You see, it's either increasing, increasing, increasing and when it goes into that plane, and so forth, you'll find out that it's really decreasing. So that very old people have actually shrunk in size.

You understand, I'm not talking about this from the viewpoint of "it is right." I'm just saying this is the way the universe is rigged. I'm giving you some laws that I managed to strip out of this universe. And where the agreement of beings and their interlockings of organizations and materiel and that sort of thing – where these things function, well, you'll find out they're governed by these universal laws.

These are quite interesting because they over – they completely knock out economics as we have known it. And they supplant a different operating basis for economics. We don't expect to be teaching anybody these things, particularly, but we certainly are interested in using them ourselves. They're very valuable data.

The condition of Normal Operation, then, is not one of stability. And therefore, I'm not going to call it "stability," – although it's probably supposed to be called "stability" – because it can't be. Normal Operation must be a reg... routine or gradual increase. And there must be a regular, routine, gradual increase. And if there is no gradual increase there will not be a condition of stability. You cannot have a total, even state of existence which does not eventually fall on its head. The second you get this even state in this universe, it starts to deteriorate. So a state of stability would eventually deteriorate.

Well, to prevent a deterioration you must have an increase. That increase doesn't have to be spectacular but it has to be something. There has to be a bit of an increase there.

Well, the way you maintain an increase is when you're in a state of Normal Operation you don't change anything – you don't change a blessed thing. You just let it go and you're very benign about the whole thing. Ethics are very mild. The justice factor is quite mild and

quite reasonable, don't you see? And there's nothing very desperate going on, you see? There's no savage actions taken particularly. People come to – sitting around in an old shirt or something like that. Well, let them sit around in an old shirt. Maybe that has part of the increased statistic. You're not sure, see? But don't go plowing around.

Now, what you do do is you very carefully examine every slightest rise in a statistic. Every time a statistic betters – let me put it more accurately – every time the statistic betters then look it over carefully and find out what bettered it, and then do that. That's the only changes you make. And every time a statistic worsens slightly, quickly find out why and remedy it. And you just jockey those two factors: the statistic bettering, the statistic worsening. Repair the statistic worsening and you'll find out inevitably some change has been made in that area where a statistic worsens. Some change has been made. You better get that change off the lines in a hurry. And what – when you find that a statistic is bettering, something like that, you better find out *how* it is bettering.

You very often find out it may depend on an individual. You maybe got a new – a new person on some post, or something like that, and they're doing extremely well, you see? Well, one of the ways to better it is pat them on the back and hold them up as an example, don't you see? Give them a little bump in pay, something of this sort, don't you see? But increase that statistic.

We've sent out a mailing or we've done something or we've approached somebody or we've talked to a different type of person recently, and suddenly our statistic is a little bit better. Well, we'd better add it up very carefully that we talked to this type of person, and without abandoning what we were doing before, also do this other one. Do you see?

And therefore, you will find that your statistic is just – keeps bettering and the worsening statistics tend to fall away. And you just keep riding this horse on that sort of a jockey basis. It's just a very nice – it isn't a – it isn't a lazy operation; it's a very alert one. You watch your – you watch your statistics.

Now, let me give you an example of how I speak of this organizationally. Of course, we have OIC boards and that sort of thing to watch statistics by and everything has to be staticizable. That is to say, you've got to be able to get a statistic on anything, anywhere in an operation. If you can't, why it's all on rumor and God knows what all, and you very soon will be in trouble. Maybe your own life is only in trouble because you don't staticize it.

Very seldom does a clerk, for instance, ever look at his pay as a statistic. If some fellow, for instance, has been getting nothing but that same paycheck now for the past two or three years, that's a State of Emergency. Do you follow? Although the statistic hasn't dwindled, that's the other way you can get into a State of Emergency because sooner or later that's going to dwindle; that's going to crash.

You never saw anything quite so silly. We've got a couple of organizations which never rise and never fall. And sure enough, after about two or three years of never rising and never falling, one of them had a hysterical cable in here the other day that it couldn't pay its rent. See?

Oh, well. Without anything dramatic occurring it had gotten itself into an emergency, see? The statistic hadn't even visibly declined. It was just the fact that here was this line – level – level – level – level – level, no increase over these years. *Poof*. All of a sudden, *bang*. It's into some kind of a State of Emergency that has sneaked up on it, you see?

The State of Emergency that would sneak up on it, to somebody that had a gross income across here, happens to be in the woof and warp of the universe itself. You have things like inflation; things become less valuable. So if you had the same income, it won't buy as much. And actually that was a declining statistic. Do you follow? I mean, although it looked level, it was really declining. The civilization around it was growing so it didn't have the relative importance to the civilization around it that it should have had. See? So it wasn't really level at all. And all of a sudden there it is in an emergency – can't pay it's rent.

So the individual clerk who has been dragging down X number of dollars per week over the past three years and has had no rise of any kind whatsoever – no rise, no prospects of a rise or anything like that – does not realize that he is looking at catastrophe. He thinks he's looking at security, the idiot. But for sure, if he has had no change of any kind in pay status for that period of time, he's looking at a personal emergency, if only because inflation itself will catch up with him. His twenty-five cent pieces now don't buy as many cigarettes as they used to, so it's actually a declining statistic. In the expansion of the world around him and the crowd that he is moving with, and so forth, their statistics are changing and his isn't. There's more recreation available to be purchased by his fellow man, but he isn't now getting more money with which to purchase the recreation. See, these little tiny factors will enter in to his life and although he hasn't watched it at all, he sees this level statistic and doesn't realize he's in a state of Emergency.

Well, how does he get out of a state of Emergency? Obviously, ask Mr. Wilson – economize. Oh, you treat it as a state of Affluence, huh? Well, look, whether he knows it or not, he is acting as though he's in a state of Affluence. And if he tries to follow the thing by first economizing without promoting, he's going to then get all of the consequences of Emergency. If you start applying one of these condition formulas to the wrong condition, you will get into operation the consequences of the one you *are* applying, you see – the one you are in. It's being neglected. So that if you want to *really* go into an Emergency, be in an emergency and apply an Affluence Formula. In Emergency apply Affluence Formula – boy, you're in Emergency! It'll crash you. Do you follow that? And all of that is hidden and out of view.

We're not talking now about something that's just dreamed up or that's a good idea. This was what lay in back of the operation of the machine called the physical universe. If these things didn't occur – whether amongst living forms or organizations or chemicals or rocks or something like this – if these – these actions didn't occur, one kind or another... How – it is very hard to see. Yet they are there. Matter follows these formulas. Other things follow these formulas, you see?

Now of course, they become a little more flexible when you apply them to life, and there's a little more life can do about it. Just to have – doesn't lie there like a – like a rock and simply erode, see? Life has more volition and so can apply the condition very definitely.

So here – here let us take a condition of Normal Operation – individual is in Normal Operation, apparently, and then the curve no longer goes up and it lies there level; everybody feels secure; they all feel it's all going all right. Twitterwit and Featherbrain & Company Solicitors – they've *always* been there, see, so they will *always be there*, of course. And much to their astonishment they wind up in a bankruptcy court. And how the devil did they get there, because their income had never changed? They say, "How'd – how'd it happen?" you know? "*Hu-uh!*"

So life is very fateful and life is very fantastic and life is very incomprehensible. Well, they didn't know the laws, and that was the real law they should have been following. Twitwit and Featherbrain & Company, and so forth, had no business having a totally even income since 1832. [laughter] They didn't do anything to improve it, it was in a – in – going into an Emergency. And it will eventually react as though it's in an Emergency. And because they're ignoring handling an Emergency, of course, it becomes a *real* emergency. And the next thing you know, why, there's...

They don't ever know how this happens to them, by the way. There's one of the most famous boot makers in the ent... in the – in England – Peel – went by the boards the other day. So help me Pete, they have made boots for royalty since time immemorial. Probably Henry VIII had his boots made at Peel & Company, see? Fantastic. They did this fabulous job of boot making. They're no longer amongst us. And they blamed it on all kinds of things. They blamed it in all different directions. The funny part of it is that they were so apathetic about the whole thing, they didn't even bother to sell the name of the company. Any fool could have bought the name of the company and turned a line of Boston-made – Lynn, Massachusetts-made shoes and stamped them "Peel." And – that's what they did to Stetsons. You can no longer really get a Stetson that's a Stetson. Dobbs, or somebody, bought up Stetson, and they just stamp "Stetson" on the hats.

Well, they were so apathetic about this whole thing and it was so incomprehensible to them, they just suddenly went out of business, you know? They did. Well, along about – along about 1835 at the very latest they should have started advertising. [laughs] It didn't matter how many – how many royal feet were covered by Peel boots, see? That – royalty and so forth. They probably never even thought of giving somebody five thousand pounds or something like that to wear the name of the company on his boots in white letters or something, you know? I mean, they – however crude it was they thought of nothing. Do you see?

And that's how civilizations go to pieces. Civilizations generally don't know these formulas and they go *bzzzt!* "Well, there's always been a Roman Empire. There will always be a Roman Empire." Actually the Roman Empire went into Affluence, tried to treat it as Normal Operation and disappeared from the ken of man. The Affluence they went into was brought about by Julius Caesar. He expanded the empire's borders fantastically, suddenly and immediately. He also violated the normal operating procedure of the Roman Empire which was Pax Romana: build the roads, keep them open and keep peace everywhere and trade with everybody and rule nobody – to hell with them. And that was the way the Roman Empire was doing, and it was doing all right. They'd been going like that for, oh, a long time.

All of a sudden this bird comes along, and he gets the idea of conquest. He was doing a rehearsal for Hitler or somebody. And he gets this idea that the thing to do is expand the borders and get rich and make everybody rich and make everybody rich *suddenly*, without any basic structure or anything. So oh my God, he was taking in this area, that area and the other area – this very area right here was tremendously affected by this nut.

It was typical, by the way, as I was telling you the other day about how they follow people who haven't got good sense. There was an epileptic homosexual. God almighty. Marvelous. How in the hell anybody would listen to him I wouldn't know. But you're probably not aware of the fact that the main battles fought for the possession of the British Isles were fought just a few miles from Saint Hill here, over in the Ashdown Forest. They were just over the hill over here.

Well, this nut did such things as take the British Isles, which for years and years – decades – had been getting Roman pottery and Roman cloth and Roman coins; and the old Phoenician tin ship line, and so forth, was coming into the south here. They were in trade, don't you see? And this channel over here, you could jump across it if you felt not too heavy one day. And the stuff had been coming over from Europe. And the British Isles here were in very close communication with the (quote) Roman Empire (unquote). They were – the civilization was very nice and they were very enamored with this new civilization. (It looked new to them.)

And they, for instance, had an older civilization that they were going on which you found remnants of in Ireland. Well, it was over here fairly strong and it had wicker chariots and things like this. And this new civilization looked good to them. That pottery looked good, and those togas, they looked real good and so forth. And they actually would have lined up on the shore the way people do occasionally with Scientologists in a group, you know? They want to know all about it, you know? What is all this? You know? And so on. And if you haven't got a suppressive present, why, they get you talking for hours.

The British would have lined up on the beach down here if they'd heard the Romans were coming over to show them how to fix up a few things, you know? They would have said, "Hurrah," you know? "Hello, how are you?" you know. "Gosh," you know, "been waiting for you for a long time. Me, I know some Latin. Listen," you know? "*Pax vobiscum*," you know?

No, this nut Caesar, he gets – he gets some little baskets or something they call ships and sails across this. And he lands on the beach in a hostile battle array and has got to find somebody to fight. And he finds some people to fight. And of course they fought him because it looked sure like an invasion. He had himself a ball, and then for some hundreds of years, why, you had this country stumbling along and trying to intervene in the politics of the Roman Empire, and outside the Roman Empire but inside the Roman Empire, and occasionally running the Roman Empire. Oh, wild.

Affluence. He all of a sudden got this tremendous quantity of territory, tremendous quantities of peoples. Did it all wrong way to. Didn't deliver really. He gave them slavery, not Roman civilization. They didn't treat it by the formula of Affluence. They just squandered the

wealth of the empire on this so-called conquest of new wealth and that was the end of the Roman Empire. And it after that...

Certain other political factors existed in the world. The Chinese, by the way, about the year one, licked the Russians. That's not well known but – the Russians haven't publicized it. They've said more about inventing TV than they have about that particular thing. But the Chinese licked them, and it fought them down to a nub. And they retreated – the Russians did – and they actually vacated and evacuated all of Siberia. And the Chinese drove them straight down into what is now the Urals and so forth. Boy, they were running and they were running hard, you know? They were scared. And they were sufficiently powerful even so... China was at the height of her civilized might, you see? About the – that was the *real* thing that occurred in the year zero. It wasn't Christ, it was this cataclysm.

And in went the Chinese and out went the Russian people, and they hit over into this area of Poland. And they kept hitting against that area. And they took all the peoples that were in the area of Poland and central Europe, and so on, and that actually had been on this side of the Urals, and so on, and those people were just forced out of their homeland by these new people that had been chased down, defeated by the Chinese.

And those people then migrated south, and they kept migrating in waves and fighting, and so forth. And they were actually streams of refugees, and they kept crossing the Danube, and so forth. And the Roman, he didn't know what this was all about. If he'd been smart he would have treated this as a new affluence of some kind or another, he wouldn't have fought these people. They frankly were not in a warlike state of mind. They were defeated – they had been defeated by the peoples the Chinese had defeated, you see?

Oh, they were without household goods or bread or any other doggone thing, and they were coming down in streams. And then they'd get organized somewhere up around the German forests or somewhere down into France somewhere, and they would form into an area that was trying to find some way out. And the Roman Empire barred their retreat from these Russians that had been chasing them out. And that actually is, apparently, the real basis of the – oh, things like the Vandals and other erasures of Roman history. These birds were just driven down on the empire. And they had all sorts of wild adventures, and so forth. But it wiped it out.

But the Roman, by that time – he couldn't stand up to anything. He probably could have handled these people politically if he'd still been operating on his old basis of *Pax Romana*. He'd still have been trying to keep the peace and keep the roads open. He would have said, "Yeah, well, there's a lot of country over there that doesn't have anybody in it. Why don't you people go over there," you know? Something like that. Instead of that he had to hold down this phony empire that Julius Caesar had put together that gave him boundaries. Up to that time he'd owned the whole world without putting any signposts on it, don't you see?

Julius Caesar went out and gave them affluence by putting up some signposts saying "This is Roman territory." So they couldn't handle these barbarian invasions and they're no longer with us. I don't know if you haven't noticed recently, but I noticed in the last war that nobody was ever very worried about being faced by Italian troops. Broke their backs.

Now, these various conditions... And there, there historically, was a huge condition of Affluence which was begun and which wound up appetite over tin cup.

Now, furthermore, the Russians didn't do all right on their defeat because they went into an emergency but didn't promote. See? They didn't – they didn't follow any kind of a formula. Well, you have to dream up what they'd have to do, you see? They would have had to have promoted something:

"We are useful to you Chinese," don't you see? Or "People of the Balkans, we come in peace," you know or something. They – all they did was just walk out there defeated and everybody they ran into, cut his head off you know? *Uh-uhh*. They didn't know much about formulas.

But you can get yourself in one of the most remarkable appetite-over-tincup states that you ever cared to be in, in your life: just apply the wrong formula to your own personal existence. This doesn't just apply to big organizations, big civilizations – applies to the individual. You go into one of these conditions, you're in it without knowing. You've got to be in one or another of these conditions, you see? There isn't any other con – there isn't this thing of no-condition. And you're in one or another of them.

And the funny part of it is, a state of Emergency – you know, a state of Emergency continued is still a state of Emergency, only it's worse. And that state of Emergency not recovered from with no Emergency Formula ended is *worse*. And then – that condition is continued and so forth; it's worse! There is no condition of "emergency over, because everything is dead." That's one of the horrible things to look at in this universe: nothing ends.

You could probably take any pc and get the – get the tail end of some duel he had at some unimaginable point of the past and you find out to some degree the duel is still going on. It's quite interesting. He never really gave up, you see? He was killed in the duel but he never – never really gave up. You see? The total persistence of the universe is one of the most amazing features of it. It *will* persist. Survival of anything and everything is the God and watchword by which it functions.

So what about this guy? He's in a condition of Emergency – and he becomes – he used to be a bank president and becomes a clerk. All right, he's still in a condition of Emergency, and he doesn't repair that as a clerk so he becomes a skid row bum. Well, he's still in a condition of Emergency, and he doesn't repair that so he becomes negative skid row bum. And then he goes down to a point where he still can't – he can't even pick up a body or function in any way whatsoever, so he's *still* in a condition of Emergency. At no time along the line does he pull out of this condition of Emergency. He's still trying to handle it as the wrong condition or something like that.

You want to know what the dwindling spiral is: It's really just applying the wrong formula to an existing situation. And that'll give you a dwindling spiral every time. And the handiest one to go into, of course, is Emergency because when the others aren't repaired or handled properly, why, Emergency then occurs. That's why we know far more about Emergency than the other states.

Now, there's a condition of Power Change...

I might as well tell you the other two conditions. There's – the first one is the state of Emergency. The next one is the state of Normal Operation, parenthesis (stability) – but don't be fooled by the word, thinking it's level. The next one is a state of Affluence. And the next one is a state of Power Change.

And the state of Power Change is the – where you have a company running all right, let us say, but the general manager has been hired by some other company because he has such a successful record. Now, this is one of the most mishandled states anybody ever heard of. You know, you get that cliché. "The new broom sweeps clean"? Well, it doesn't only sleep queen [sweep clean], man, it just sweeps everything out.

You're always getting a condition whereby Mr. Sykes has taken over now in the main central bank, and he has left the branch bank where he has been so successful. And his job is taken over by Bill Smithers. And Bill Smithers moves into this little local branch position, and the new broom sweeps clean. He violates the formula almost always. It just seems to be sewn into his makeup to knock it off. And it's just ignorance, you see? Well, he makes changes.

Now look, the little bank must have been doing all right if its boss was able to take off to become a manager of a bigger bank. Must have been doing okay, huh? Well, if that little bank was doing all right and if it was in a state of Normal Operation – which it normally would have been in for anybody to have been promoted out of it – this new bird coming in: Actually, life is a beautiful song if he follows the condition formula, and there – that's perfectly easy. You just *don't change anything*. Power change: don't change anything. Just because power has changed, don't change anything.

Now look, it applies to the individual on the basis that the new manager of this little district bank – the *new* manager of the little district bank – has been, previous to that, the chief cashier. Well, he's had a power change, see? He's from chief cashier to manager of the little local bank. Well, what do they normally do? What does a wog normally do when he runs into this situation? Well, you know very well, the wife has to have a bigger house and they have to have a better car, don't they? That's obvious. He's got to be the part, hasn't he? He's got to have more – better clothes to live up to this. It's obvious.

He's got to have – he's got to have a better front, you know? And they have to have more social affairs and make more social contacts, don't they, which makes it less possible for anybody to get his job done, don't you see? Also runs up a nice bill of expenses on entertainment and all this sort of thing. But if it were only that, it would simply be the individual violating it. He goes ahead and violates the formula for the local bank.

Well, it's always irritated him, the fact that he has had to say "Good morning, governor," or something, when the manager came in, you see? This has always irritated him and he hasn't got any better sense than to alter the operating procedure. So when he comes in he doesn't let his new chief cashier say "Good morning, governor," don't you see? He decides that this had better be that he is met in the office with most of the papers of the day. So the chief cashier is supposed to be in the office with most of the papers of the day. Well, he never gets a chance, then, even to hang up his hat. He's hit with all the papers, don't you see? And he gets all the chitchat of the bank before he can even breathe.

So this makes him a little bit sore, so he gets mean to people in his immediate vicinity and spoils the morale, see? So people make a few more mistakes than they ordinarily would have made in adding up the figures. And then there's this new rule about the tea break. He has decided that he had better put the tea break from *lufluf* to *blu-luf* see, and this is a big change. And then there's another change and there's another change and there's another change and there's another change. The new broom is busy sweeping a bank clean of being any bank. And the next thing you know there's no bank. See, its statistic goes *psheew!*

So you want to ask, why is it when they have moved off Bill Smithers to become the head of the whole chain, do they have such a hell of a time replacing him in the local – local area? Well, it isn't that the guys that replace him are stupid or incapable of doing the job or something. It's just they don't know this formula.

What a song it is to inherit a pair of successful boots. That is really a song. There's nothing to it. Just step in the boots and don't bother to walk. [laughter] And this is somehow or another considered by people reprehensible, you see? You're supposed to strike out on your own. You're supposed to put your own personality on the... Bull! Put on the boots, but don't walk, man.

You just sit around for a while. Just sit around. And people want things signed – you know, immediately, that you're going to get – all of the pressure points in the organization are going to come to you at once, and – the fellow who had it before you had all these pressure points. But he must have resisted them successfully because they're – still exist. See there? See? So anybody wants anything signed that your predecessor didn't sign, don't sign it. That's an easy rule to follow, isn't it? This absolutely is the laziest position that anybody could ever occupy. And that's the only way it can be occupied – with total laziness. *Don't do anything!*

Keep your eyes open, learn the ropes and, depending on how big the organization is, after a certain time, why, see how it's running and run it as normal operating condition. If it's not in anything but a normal operating condition just apply the normal operating condition to it. Go around and – besides the little routine that's done, why, go around and snoop around and find out what made it a little bit better that week, you know, and reinforce that. And what worsened a little bit and take that out that made it worse, you see, and just sniff around. By that time you're so – you're so well acquainted with the operation, you know everybody by his first and last names, and you know this, that and the other thing, and you know where all the papers are, and you know the favorite dodges, and you've seen all these things happen, don't you see? And frankly, the operation will just keep on moving on up. It would move ahead very successfully.

Because quite normally there are only two kinds of replacements, only two circumstances – not conditions – but there are only two circumstances which require replacement: the very successful one or the very unsuccessful one. So the place was probably not in a condition of Affluence. It was probably in a condition of very steady Normal Operation for a long time which eventually came to the fifth – the fifth one which is Power. And the fifth condition, unless there is some other condition I've overlooked in it, is Power – the condition of Power.

Now, this fellow, in operating this bank, had operated under normal operating conditions, coped with all of its emergencies, didn't go blooey in all the affluences, and so forth. And he finally got into a position where he himself had assumed a position of power in the eyes of his own superiors.

See? He must be quite a bloke. He must be extending the activities of his organization all around. And he is operating at a position of where, for instance, power – well, somebody asks him for his position or opinion on something or other, and he says so-and-so and so-and-so. Well, his position of power is simply that they say, "Oh, yes, well, that's the way it is?" Even his superiors, you see?

In other words, the operation was running so well, and so forth, he eventually found himself in a position of power. And so the reason he gets promoted is, of course, he's outgrown the zone that that power matches, so they move him up to a higher power position. Quite elementary in its actual look. It – he'd inevitably move up to a higher power position anyway.

And when he does so he would leave, of course, an operation which was – which was in a position of Power. That would be its actual condition quite normally. When the fellow was promoted creditably, then the organization he leaves behind must be in a condition of Power.

If the organization is in a condition of Emergency, well, then God knows what you do. Now, the fellow who walks into the boots of somebody who has left it in disgrace... Very often there are two or three replacements before they finally set it down and stabilize it. Because every once – one of these guys will – well, they try to act – maybe their – maybe in the last job they had they inherited a condition, you see, of normal operating condition, see? And they found out they didn't have to do anything and it all came off all right. So the next one they inherit – they inherit, it's in a condition of Emergency. Its statistics have gone to hell, causing the boss to be fired. So they decide not to do anything, you see? Ooh. No, no, no, no, no. All he's got to do when he inherits one in Emergency is nothing extraordinary – it's just apply the state of Emergency Formula to it, which is *immediately promote!*

"Oh, statistics down? Oh well, let's see, what do we normally produce around here? We produce eggs. All right. Eggs. Good. Who do we use for our advertising? We've got an advertising manager or an accountant anyplace? Or we – any firm that advertises for us?"

They say, "Well, Smythe & Company has been our advertising firm for the last hundred years."

"Oh, wait a minute. This organization is in Emergency in spite of them. Well, we're going to get a new one. But meanwhile, Smythe & Company can turn out this campaign, and I'll also get somebody else to turn out a campaign, too."

"Smythe & Company, get out the standard campaign. That – the one that last produced a lot of egg selling. Now, repeat that whole campaign."

But the fellow says, "Oh, you mean, you wanted the girls with the bows on their..."

"I won't – I don't care whether they had bows on their hair or not. Just repeat the campaign! That was the last point of success. So get that one out quick. Can you – can you get that out? Any time – where the – in the next... Well, I'll give you lots of time; you've got until yesterday."

"Oh," the fellow says, "but you haven't paid your last account," and so forth.

"Well, we – I – that's – that's something else. I haven't got anything to do with that and neither do you. The only chance you ever got to get your account paid, son, is just to get out that advertising campaign *flash* and so forth. And if you don't get out the advertising campaign *flash*, why, you lose our account, and you're also going to lose your bill. So take your choice."

They say, "He speaks sooth."

So they get a promote out, don't you see? And he meanwhile – meanwhile gets ahold of another firm that's going to replace this other firm, and he says, "Get out an egg campaign. Right away. Sell lots of eggs."

And the fellow says, "We've always had an idea about selling egg campaign. We have a radio ad, and this rooster comes in and winks, you see?"

And you say, "How's he going to wink on the radio?"

"Well," they say, "well, we had it worked..."

"Well, good. Put on the whole program. That's right. That's it. Fine. Fine."

And the board of directors, a bunch of old fuddy-duddies or something, are sitting around saying, "But how are you going to pay for all this?"

"Pay for it?"

See, they're trying to put the Emergency formula into the Affluence formula, and so forth.

"Well, fine. We'll – I'll give you a complete memorandum on that. I'll give you a memorandum on that by next Monday. Yes, sir! Yeah, we'll give you a complete memorandum on the whole thing." ("Grace, copy something out of an economics textbook or something, would you?") [laughter] "All right, very good. Now..." See, he also handles that by promote. He's going to give them something, don't you see?

And then after he's got this firm over here putting on the last successful campaign, he's got a new firm that is going to take their position if the new firm succeeds – when he's got all that promotion out, then he sits down to his desk and works all night long, every night and gets out *the* promotion that's going to save the bacon. Got the idea? On *all* lines and regardless of *any* expense. And then he makes *sure* that it happens. And then the next thing you know that organization's curve starts going up.

Elementary. Sometimes it takes longer. Sometimes it's sooner. Sometimes you hold your breath for a long time: Your promotional period is just week after week after week. "Oh my God, that last promotion didn't bite. Let's get something new here. Let's get something

going." You know? Keep it up until you all of a sudden see the statistic start to recover, and then economize.

And then just say, "All right, no purchase orders. Nothing. Nobody can have anything. No, I don't – can't pay any bills. I'm awfully sorry. Nobody can pay any bills. I mean – no, we can't buy anything. You say they're going to cut off the water tomorrow; well, I don't know how we'll bathe." [laughs] Just shut it off right there.

And then say, "How the – where the hell..." We haven't even thought of this up to this point: "Now, where are we going to get some eggs?" Horribly enough that's the only *possible* way it can be done. If you work it in reverse and worry about getting the eggs before you sell any eggs, you're going to go crash in this universe before you have an opportunity, don't you see? So now you've got a new fantastic and frantic condition which you are now going to have to enter in on.

"Where are we going to get the eggs?"

"Why, I thought you knew, Joe."

"No, I didn't know." [laughter]

Big conference with juniors, "Are there any eggs?"

Somebody says, "Well, there are Irish eggs. Nobody has ever sold those over here before."

"Oh yeah? Irish eggs. *Hmm!* I thought we had lots of eggs."

"Oh, no, no, no, no. You – you forgot, the thing that caused the emergency, and that sort of thing, was because hen-bite got loose amongst the hens and they all died."

"Oh, is that so?"

But you see, now, it requires real frantic, fast operating skill with which to get a supply. And if you're very, very clever, why, the first order that comes in from the big wholesaler for eggs you immediately fill it. How that happened is a concatenation of miracles, don't you see? But you fill it. You make good there because you – your next thought is to prepare to deliver and in the lag – when your promotion was going out and everything else – in that lag you are actually able, then, to prepare to deliver. See? So you conference with your juniors and so forth.

"They got lots of eggs in Ireland. They haven't been able to sell any eggs in Ireland for some time. You know there used to be a tariff and it more or less got uncanny to import eggs from Ireland, and so forth. They're – and they don't use them anymore."

"Why?"

"Well, because they're brown eggs."

"Oh, yeah? Well, I thought... They're brown eggs. Well – how white – white eggs. Let's see, white – eggs are white and brown. All right. Very good. And do housewives have anything against white eggs?"

"Well, no. As a matter of fact, they used to have a superstition that brown eggs were healthier and made better cakes, or something. They – in old cookbooks you used to see occasionally 'Brown egg...' You know? 'You use six brown eggs for this particular type of cake.'"

"No kidding? And they have brown eggs in Ireland. All right. Good. We've got all of that propaganda going. We've got all that campaign going, and so forth. We will release another propaganda campaign now that brown eggs... And we'll quote old Betty Kettlebottom's recipe for brown eggs. [laughter] Yeah, yeah. We'll fix that up, and here we go, and here's – and we'll get in the Irish eggs."

And the wholesaler calls up and he says, "Say, those eggs you just shipped us, they're brown eggs."

And you say, "There's no additional charge." [laughter] "They're not dyed; they're natural."

And he'll go, "Are they?" and accepts the brown eggs.

That's how the universe goes together, and that's what fast management of an existing area is. And anybody by knowing these formulas, actually, could apply them to his personal life in a very wonderful fashion.

I'll repeat them again for you: There's the condition of Emergency – the state of Emergency, same thing; the Normal Operation; of Affluence – state of Affluence (sudden peaks of income); and Power Change, where the guy comes off; and the last one is Power – and the condition of Power. And a condition of Power Change merely means the old boss and the new boss. That can play hob.

Very often we have gotten into this in Scientology. Because I've left an operating area and it's been taken over by somebody else, we've gotten into a condition of Power Change. And instead of sitting back quietly, why, whoever inherited the boots changed some of the things that I had going, don't you see? They didn't reinforce them, and the area would go *bzzt!* And they couldn't quite tell why it had gone down so fast, and it – attributed it to my magic personality. Well, there might have been something to that, I will have to admit. But actually, it wasn't actually attributable to that at all.

It was that during the time I was there I had certain operating lines moving, and nobody kept those same lines moving exactly the way I kept them moving. And of course, Power Change – somebody else took over the control of that immediate area, why, they'd move those lines, they'd make changes, they wouldn't keep those lines flowing. If the guy had been very clever, he would have gone through the exact same routine of every day that I went through. He would have signed nothing that I wouldn't sign. He wouldn't have changed a single order. He would look through the papers that had been issued at that period of time – these are the orders that are extant – and he would have just gotten busy as the devil just enforcing those orders. And his operation would have increased and increased and increased and increased.

Now, when an operation, then, after I leave it does collapse – you know, it goes downhill (it doesn't ever totally collapse, but it goes downhill) – then you know very well what happened after I left. Somebody changed all the orders. See, it wasn't that the public

responded badly or something like that. It's just that somebody must have shifted all of the orders. That's all. Very elementary. You can trace it very easily, you see?

But the condition of Power is quite interesting. And that, of all of them, is the most fascinating – not because one is particularly power-happy but because it is peculiar. It's peculiar in that it apparently belies what you would normally think and expect to do as a Operating Thetan, because that is a condition of Power. And moving up into that condition of Power you have to follow its formulas.

Now, I've written its formulas down. I'm not going to try to quote those formulas to you at the present moment – I don't have the full list and I might tell you a little bit wrong. But I will tell you this about it: is what you mustn't do is disconnect. Isn't that peculiar? That's the first law of a condition of Power is *don't disconnect*. That will bring about catastrophe for both you and anybody else.

Now, look at what might happen. Here we have an operating Scientology organization – we can see it organizationally very easily – and it's operating pocketa-pocketa-pocketa-pocketa-pocketa-pocketa. And after a while, some of the boys get the idea "Why are we demanding any money from preclears? After all, we've been operating in this area for some time; only our currency is used in this area. Why charge anything? Furthermore, we can mock up and put in place and haul in from the granite quarries outside the town all the building material we want. Why are we buying anything?" See?

And a bunch of these birds get pretty eager beaver and they start to do it themselves. And then they say, "Well, we really don't have to have any students or preclears." And it's the violation of that formula alone which brought about implanting, trapping and an antagonism toward thetans – the violation of the state of Power. And the first thing it is, is don't disconnect.

You'll find out that people whine and complain about this. How about the big boy who becomes the big boy, and he's been a local boy in some town, and all of a sudden he becomes a big boy. And he's highly powerful on Wall Street. And he never again speaks to any of his friends in the old home town. Jesus, those people resent that. That is so much the matter of the thing that I can tell you personally that it's almost impossible to speak to them. That is to say, if you've been in an area where you've been very well known and you suddenly become, oh, you might say, become a celebrity or something like that – these people won't believe that you want to talk to them, you see? They're so used to having the formula violated. You get the idea?

You'll find that you've been to Saint Hill, and you've – you're in the org, and you go back. And you've always had a good time talking to Josie Ann, and so – the receptionist and so forth. And you'll find out that, although she'll chatter with you and that sort of thing, she has a feeling like you're quite superior now. It's going to be you who has to break down the communication barrier that's erected. You'll find out that very often these people have drifted off from you.

And you wait until you've gone through VII, and you've gotten yourself well up the line on Clear, and you can handle Power Processes, which gives you total dominion over any type of case there is. Now, we haven't talked about your state of case; we've just talked about

what you can do and the reputation of what you've got or what you are – just that, you see? We're not talking about you being able to do anything beyond your business, see? Wow! One of your hardest jobs will be not disconnecting. You'll find out there are certain people around who are now absolutely sure that you don't any – want to – any longer want to talk to them. And you start communicating with these people, and they will give you some of the weirdest reactions: Some of them flash back at you. Some of them are too respectful of you. Some are very propitiative of you. Your conversation quite commonly starts out with "Oh, I thought you would have forgotten all about me." This is quite weird, you see?

In other words, beings in the universe fully expect that you're going to violate the first position of the Power condition, which is disconnect. They think you're going to disconnect.

Well, let's supposing this organization got itself so that it was totally self-sufficient: it didn't have to train anybody; it didn't have to process anybody; it didn't have to do a thing. Next thing you know, this community, anywhere around it, is going to think of nothing but implantation, stakes, violating any freedom that a thetan might have. They're going to become *very* suppressive. They're being denied service for one thing. No bridge was put in.

One of the most *dangerous* things we could do – if we just wanted to blow up everybody in this room, there's one terribly dangerous thing that we could do: We could just not make what we know available. For instance, to have the Power Processes being performed at Saint Hill, and let's limit them totally to staff at Saint Hill. Huh! Somebody is going to get upset. Well, they get upset enough when you don't let everybody do them. You're not willing to sit still, you see, and watch somebody out in Keokuk process somebody into the ground because nobody star-rated him on the bulletin, don't you see? Because we have no way of star-rating somebody in Keokuk on these bulletins.

So we keep it corralled just to that degree and you'll see a little bit of natter. But actually the public at large, and so forth, in responding to me on this sort of thing, quite well accepts the idea that certain of these materials, the better – the stronger, tougher of these materials should be in trained hands. They think that's a good idea. And that's as far as we go. Yes, we say they should be in very trained hands and that we should have an ethics of their proper application. That's about the only thing that worries people. They're still available, don't you see? People can still get these things, and so forth. We haven't disconnected.

Supposing I announced, "Well, I walked across the bridge now, and I've given you some materials and so forth, and I'm leaving. I've got an appointment at the Central Galaxy, and so forth. It's about time I reported back anyway – I've got to collect my back pay." You'd see some wild things occurring. You'd be just a little bit amazed at how wild they would be. You say, "Well, it doesn't make much difference because after all he's given us all the materials, and he's done all this and he's all done that, and so forth," and so on. I say, "Well, I'm Clear now, and I'm moving on up to OT, and so forth. And hope – wish you people some luck. Bye."

Back in the old days, when I'd get dis... I would never get discouraged particularly but I'd just get to thinking about my own concerns and that sort of thing, and I told some people, "I'm not going to be around forever," and so forth. And I've had several people immediately

break down and cry and get upset and a couple of others get angry, and so forth – a very misemotional mess. Do you see?

No! Power! Position of power! Don't disconnect. Even though you're promoted to general from colonel of a regiment, don't be such a fool as to think that you can totally disconnect from that regiment. Because the only way you can't disconnect from the regiment is to disconnect from it. You can't just deny your connections. What you've got to do is take ownership and responsibility for your connections.

Now, the condition of Power is the guy going into a condition of Power or the organization going into a condition of Power. And the condition of Power Change – that state – is actually a fellow assuming a condition which has been held from Power. You get the difference? You're replacing Bill, who was in a condition of Power. He was actually in the condition of Power. Now, when he moves off, disconnects – when he's gone – then the Power Change is who took over. Do you see? That applies to taking over a post, do you see? Or the upgrade of the power of an organization also is covered under that same formula, weirdly enough.

And then this post up here of the assumption of this state of Power, and so forth, is governed by its own formula. And the first thing it's got to do is make a record of all of its lines. And that's the only way it will ever be able to disconnect.

Now, for instance, if you were a very, very succ... I'll give – show you this applies big and small, see? Supposing you were a very, very successful – you were a very, very successful Receptionist in an organization, and you were so successful that you were made the Registrar or something, see? Supposing something like this went on.

Well actually, that is an upgrade of power, isn't it? Now, you don't permit the person who takes over the post to operate in a condition of Power Change unless you make a total record of your post. So on a condition of Power, the first thing you have to do is write up your whole post. And you'll find out if you don't write up your whole post, you're going to be stuck with a piece of that post since time immemorial. And a year or so later somebody will *still* be coming to you asking you about that post which you occupied, because you didn't write up your post. Do you see? So you made it possible for the next bloke in – whether he does or not, that's beside the point; but you've made it possible for the next fellow in to assume that state of Power Change, of changing nothing, because you've shown what was there, so he knows now what not to change. You got it?

But if you didn't write it up, then he could change it, and you're being pulled back to that post continuously. And that's the surest way in the world to be snapped in against some old post that you have held, and that's how never to get away from a post. It's just, don't write up the post of Reception, and go ahead and take the post of Registrar. And don't be very surprised, however, if you spend 50 percent of your time answering the telephone while being a Registrar.

And you say, "What wonderful mechanics are involved here. This – these new – these new people that take over these Reception posts, they're just girls and they're no good and they don't care..." Now, let's make sure before we start being too critical: Did we ever write up this post, Registrar? Did we ever really leave the post? Did we leave it in a condition that it

could be left? And then, did we just negate the whole post after we left it, or occasionally did we walk by and say, "How's the post coming?" See?

It's no sudden disconnection, man. That's what it really amounts to. Don't go disconnecting. This is one of the most foul tricks that this universe plays at this particular time, is permit death. They have a thing called the last will and testament, and that's a bequeathment. Who the hell cares about the bequeathment; how about the bird's lines? See?

This guy is the school janitor, and he says, "Well, the world can get along without the school janitor," and so forth. "And it's not important," and you know? And he kicks the bucket. And "I leave my – I leave my Sunday suit to the garbage man," you know? And he thinks he's done his job, see? How's he get a time track. *Hmph-hmph-hmph-hmph-hmph!* He just never wrote up the hat of janitor so it could be occupied. In other words, he didn't take responsibility for his former situation; not having taken responsibility for it, he's stuck with it. It was his former position, and he didn't take responsibility for it so, of course, he's stuck with it. Naturally.

He should have written up, instead of the last will and testament... He says, "Oh, oh, I've got TB now and I'm kicking the bucket. And the doctors have promised me that they're going to kill me in a few days." [laughter] "What should I do?" You know? What should he do? There's only one answer, man. There's only one answer. He'd better write up his post. It isn't whether or not he's in a condition of Power Change or not; he's in a condition of Power with relationship to the janitor. See?

He may be doing poorly personally and may be in another personal condition. He may be personally in a condition of Emergency, but as far as his post is concerned, he's in a position of Power. He is *the* janitor. And he just ought to get that old stub of a pencil and that old account book and sit down – and lie down and somehow or other get himself comfortable enough to say, "Ya empties the ashes every Tuesday. And you'll find the fuse on switch box number 17 is always blowing..."

And he – responsibility is, write the thing up and get it into the hands of the guy that's going to take care of it. *Now* if the other guy doesn't take care of it, that's *his* track, brother, that's not yours. Do all you can to make the post occupiable. Sooner or later somebody is going to come along and occupy the post properly.

Condition of Power Change: that might go appetite over tin cup two or three times until somebody sees this old account book. "What's this?" "Well, that's old Sammy's write-up of his job." "Oh, 'Switch box number 17 – 16 goes out – .' Well, I'll be a son of a gun, it does, too. Hey, where's this? 'Every Tuesday, that's the best time.' Oh good. Of course, this stuff about the hot water doesn't apply. We've had a new boiler since." Well, they had to have a new boiler because they didn't apply the old hat. You get the idea?

So one, in his own personal life and in operation of a post, a state of an organization, a state of a family, state of a civilization or the state of a planet or a sector, well of course, all comes under the heading of the states of condition. And if they're in one state of condition, operate into another, they for sure will fail.

These will be issued in the not-too-distant future in the form of a very exact bulletin giving you a number of exact steps for every one of them. There are quite a few steps, one right after the other. And they can be applied by cross-relating them to an individual; they'll be written up mainly for an organization, of course. But they can be applied crossways to that.

And one of these days, students – in the not-too-different future, I think probably by Tuesday of next week – students will be declared in a condition of Emergency if their statistic goes down. That's the statistic of the number of passes. So you're going less examination and more statistic, you see?

Your statistic goes down and that's what determines whether or not you go to Review. state of Emergency, don't you see? What do you have to do in a state of Emergency? Well, it's covered exactly in the state of Emergency. And you find out if you follow the state of Emergency, why, you come out at the other end smiling and smelling like a rose. [laughter]

The – it is a wonderful fact that those things did exist and that they do regulate existence, regulate life, and that life can therefore be followed. But I invite you to do one thing after these are issued and you get an opportunity to study them. I invite you to do one thing, and that is take some existing civilization aspect, take the course of existence of some government and estimate that government's state, see? Find out what state that government really is in, and then watch the newspapers for the measures which that government is taking. You'll go into stitches.

Contained in these is why the British Empire has become smaller. Every time they went into a State of Emergency or a state of Affluence, then they would assume the wrong formula. And the second that they assumed the wrong formula, of course, they'd emerge at the other end of the situation smaller. That's always the case: You want to become smaller – just always apply the wrong condition. Apply the wrong formula and you'll get it every time.

Now, the United States has got a bunch of formulas going right now. I don't know what they're operating on at the present time. But it's quite interesting – it's quite interesting. It would be, rather, a quite interesting mental exercise just to estimate what condition are they in, see? What should be the assigned condition? Now, that's the assigned condition; what's the formula? All right, the formula is so-and-so. Well, what are they doing? And you'll generally find out they're in some other wild condition that had nothing whatsoever to do with the condition that they are in. And then you wonder why statesmen fail and wars happen and things get worse and civilizations go by the boards, and why the Dominican Republic flag will be flying over the White House any day now.

Anyway, I think you can have some fun with this. But much more important than this, you could probably set yourself up as a business advisory bureau that would actually bring out of the woods any failing business in the world. You could set yourself up as an adviser – just using these states, see, and doing nothing but urge that they be taken, don't you see? Boy, they'd think, how wise, how wise you are, don't you see? And, "How does he know those things?" And once – if we did this, then we would supplant... I'm not advising anybody to do this. It's just a gag. We use it operationally ourselves. But a fellow by the name of Keynes, Lord Keynes, is the top dog in today's economics. And he only has one law and that's *increase want*. That's his law: *increase want*. And I've worked that out economically. If you increased

want – if you wanted really to increase want, you'd just have to starve everybody to death, and you would have reached and attained the end product of Lord Keynes' central law.

And as far as I can see, that's about as far as anybody has gotten on states of condition in modern civilization. And I hope we can do a bit better.

Thank you very much.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 23 SEPTEMBER 1967

Remimeo
Page 1 of every Hat

**NEW POST FORMULA -
THE CONDITIONS FORMULAS**

Every new appointee to a post begins in non-existence. Whether obtained by new appointment, promotion or demotion.

He is normally under the delusion that now he is "*The*" (new title). He tries to start off in power condition as he is usually very aware of his new status or even a former status. But in actual fact *he* is the only one aware of it. All others except perhaps the personnel officer are utterly unaware of him as having his new status.

Therefore he begins in a state of non-existence. And if he does not begin with the non-existence formula as his guide he will be using the wrong condition and will have all kinds of trouble.

The Non-Existence Formula is

1. Find a comm line
2. Make yourself known
3. Discover what is needed or wanted
4. Do, produce and/or present it.

A new appointee taking over a going concern often thinks he had better make himself known by changing everything whereas he (a) is not well enough known to do so and (b) has-n't any idea of what is needed or wanted yet. And so he makes havoc.

Sometimes he assumes he knows what is needed or wanted when it is only a fixed idea with him and is only his idea and not true at all and so he fails at his job.

Sometimes he doesn't bother to find out what is really needed or wanted and simply assumes it or thinks he knows when he doesn't. He soon becomes "unsuccessful".

Now and then a new appointee is so "status happy" or so insecure or so shy that even when his boss or his staff comes to him and tells him what is needed or wanted he can't or doesn't even acknowledge and really does go into non-existence for keeps.

Sometimes he finds that what he is *told* is needed or wanted needs reappraisal or further investigation. So it is always safest for him to make his own survey of it and operate on it when he gets his own firm reality on what is needed or wanted.

If the formula is applied intelligently the person can expect to get into a zone of by-pass where people are still doing his job to fill the hole his predecessor may have left. This is a Danger Condition – but it is the next one higher than non-existence on the scale. If he defends his job and does his job and applies the Danger Formula he will come through it.

He can then expect to find himself in Emergency Condition. In this he must follow the Emergency Formula with his post and he will come through *it*.

He can now expect to be in Normal Operation and if he follows the formula of that, he will come to Affluence. And if he follows *that* formula he will arrive at Power. And if he applies the Power Formula he will stay there.

So it is a long way from Power that one starts his new appointment and if he doesn't go UP the scale from where he really is at the start, he will of course fail.

This applies to groups, to organizations, to countries as well as individuals.

It also applies when a person fails at his job. He has to start again at non-existence and he will build up the same way condition by condition.

Most failures on post are occasioned by failures to follow the Conditions and recognize them and apply the formula of the condition one is in when one is in it and cease to apply it when one is out of it and in another.

This is the secret of holding a post and being successful on a job or in life.

Here are the formulas of conditions given in order of advance upward:

NON-EXISTENCE

1. Find a comm line
2. Make yourself known
3. Discover what is needed or wanted
4. Do, produce and/or present it.

DANGER

1. By-pass (ignore the junior normally in charge of the activity, handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger Condition.
4. Handle the personnel by Ethics Investigation and Comm Ev.

5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

EMERGENCY

1. Promote, that applies to an organization. To an individual you had better say produce. That's the first action regardless of any other action, regardless of anything else, why that is the first thing you have to put their attention on. The first broad big action which you take is promote. Exactly what is promotion? Well, look it up in the dictionary. It is making things known; it is getting things out; it is getting one's self known, getting one's products out.
2. Change your operating basis. If for instance you went into a condition of emergency and then you didn't change after you had promoted, you didn't make any changes in your operation, well you just head for another condition of emergency.

So that has to be part of it, you had better change your operating basis, you had better do something to change the operating basis, because that operating basis lead you into an emergency so you sure better change it.

3. Economize.
4. Then prepare to deliver.
5. Part of the Condition of Emergency contains this little line – you have got to stiffen discipline or you have got to stiffen Ethics. Organizationally when a state of emergency is assigned supposing the activity doesn't come out of that emergency, regardless of what caused the emergency, supposing the activity just doesn't come out of the emergency, in spite of the fact they have been labelled a state of emergency, they have been directed to follow the formula, they have been told to snap and pop and get that thing straightened out, and they are still found to be goofing, the statistic is going down and continues to go down, what do you do? There is only one thing left to do and that is discipline because life itself is going to discipline the individual.

So the rule of the game is that if a state of emergency is ignored and the steps are not taken successfully then you get an announcement after a while that the condition has been continued and if the condition is continued beyond a specified time, why that's it, it has to walk forward into an Ethics matter.

NORMAL OPERATION

1. The way you maintain an increase is when you are in a state of Normal Operation you don't change anything.

2. Ethics are very mild, the justice factor is quite mild, there are no savage actions taken particularly.
3. A statistic betters then look it over carefully and find out what bettered it and then do that without abandoning what you were doing before.
4. Every time a statistic worsens slightly, quickly find out why and remedy it.

And you just jockey those two factors, the statistic bettering, the statistic worsening, repair the statistic worsening, and you will find out inevitably some change has been made in that area where a statistic worsens. Some change has been made, you had better get that change off the lines in a hurry.

AFFLUENCE

1. Economize. Now the first thing you must do in Affluence is economize and then make very very sure that you don't buy anything that has any future commitment to it, don't buy anything with any future commitments, don't hire anybody with any future commitments – nothing. That is all part of that economy, clamp it down.
2. Pay every bill. Get every bill that you can possibly scrape up from any place, every penny you owe anywhere under the sun, moon and stars and pay them.
3. Invest the remainder in service facilities, make it more possible to deliver.
4. Discover what caused the Condition of Affluence and strengthen it.

POWER

1. The first law of a Condition of Power is don't disconnect. You can't just deny your connections, what you have got to do is take ownership and responsibility for your connections.
2. The first thing you have got to do is make a record of all of its lines. And that is the only way you will ever be able to disconnect. So on a Condition of Power the first thing you have to do is write up your whole post. You have made it possible for the next fellow in to assume the state of Power Change.

If you don't write up your whole post you are going to be stuck with a piece of that post since time immemorial and a year or so later somebody will still be coming to you asking you about that post which you occupied.

3. The responsibility is write the thing up and get it into the hands of the guy who is going to take care of it.
4. Do all you can to make the post occupiable.

POWER CHANGE

There are only two circumstances which require replacement, the very successful one or the very unsuccessful one.

What a song it is to inherit a successful pair of boots, there is nothing to it, just step in the boots and don't bother to walk. If it was in a normal state of operation, which it normally would have been in for anybody to have been promoted out of it, you just don't change anything.

So anybody wants anything signed that your predecessor didn't sign, don't sign it. Keep your eyes open, learn the ropes and, depending on how big the organization is, after a certain time, why see how it is running and run it as normal operating condition if it's not in anything but a normal operating condition.

Go through the exact same routine of every day that your predecessor went through, sign nothing that he wouldn't sign, don't change a single order, look through the papers that had been issued at that period of time – these are the orders that are extant and get as busy as the devil just enforcing those orders and your operation will increase and increase.

Now the fellow who walks into the boots of somebody who has left in disgrace had better apply the state of emergency formula to it, which is immediately promote.

Wishing you success.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 7 FEBRUARY 1970

(Adds to HCO Pol Ltr 23 Sept 1967,
New Post Formula, The Conditions Formulas)

Remimeo

DANGER CONDITION
2ND FORMULA

The Danger Condition for the person assigning the condition has been long known and published.

However, out of all the original formulas conditions published, **Danger** is the only condition which has not had a formula for the person or activity to which it was assigned. There are therefore **two Danger Formulas**.

One is for the person who *assigns* the condition. This is (as originally released)

1. Bypass (ignore the junior normally in charge of the area, handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger Condition.
4. Handle the personnel by Ethics Investigation and Comm Ev.
5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the situation from recurring.

That formula, fully valid, is for a senior. If he doesn't follow it, he will always be in trouble.

But how about the person, unit, org or activity to which the Danger Condition was assigned?

The one on the receiving end has not had a formula to follow.

I have worked out the **Second Danger Formula**, meaning the formula applied by the person, unit, org or activity which has been assigned a **Danger Condition**.

- A. List the consequences if the situation had remained unhandled.
- B. Work out any conflicts of orders which prevent compliance and production and get them adjusted.
- C. Work out any misunderstandings and get them clarified.
- D. Survey and improve comm outflow and inflow.
- E. Reorganize MEST (Matter Energy Space and Time) more efficiently.
- F. Work out means of becoming more secure.

- G. Present the completed formula in writing as above to the one who assigned the condition for permission to upgrade.

All these actions A to G apply to the subject and area of the person, unit, org or activity, whichever has been assigned the **Danger Condition**.

Above all, be sincere, courteous and honest in applying the formula.

L. RON HUBBARD
Founder

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[Note by Max Hauri: By the HCO PL 9 April 1972, CORRECT DANGER CONDITION HANDLING the above issue is cancelled. I consider the issue of 9 Apr 72 as a mechanical substitute for the TWC kind of handling in this issue. A professional Ethics Officer should take the HCO PL 9 Apr 72 into account.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 JANUARY 1968
Issue II

Remimeo

Ethics

Dev-T

Pol Ltr #2 in Every Hat

CONDITIONS ORDERS EXECUTIVE ETHICS

Any executive may assign any condition and improve any condition he assigns to any person immediately junior to him on his command channel or within his own office or area.

To assign or improve a Condition it is only necessary to write the order and send it to Mimeo or the duplication unit which duplicates it and sends the copies to Dir Comm for issue.

The Ethics Officer files these in the Ethics Files and a copy in the file of the issuing executive.

The E/O must see that the order is complied with and the formula followed. The issuing executive must also demand compliance.

In event of a down statistic of an executive's area of control, the absence of personally issued Ethics Conditions Orders may constitute grounds for removal on a charge of out-ethics in his area.

An executive who tolerates non-compliance, false reports or down stats in his control area without taking personal ethics actions as above is not an executive.

An order so issued is called a "Conditions Order" and is published on the divisional flash colour paper not goldenrod.

Where a Mimeo or duplication line jams, an executive may post the order in his own handwriting on the staff notice board, filing two copies with the E/O, all on his division's colour flash paper, using carbon paper and clip board.

No executive may be removed for issuing Conditions Orders but may be removed for not issuing them in the presence of non-compliance, false reports or down stats.

An executive is defined as anyone in charge of an org, part of an org, a division, a department, a section or a unit.

As Scientology now brings **total** freedom, it must also have the power and authority to bring total discipline or it will not survive.

Heavy In-Baskets, inability to get things done, down stats failures all stem from non-application of ethics. If Ethics is in one can get in Tech. If Tech is in one can get in Admin.

Fast flow depends on a total flow without inspection. Therefore Ethics has to be very harsh when errors occur otherwise the whole line stops.

Students and pcs are also subject to Conditions Orders from their supervisors and auditors.

L. RON HUBBARD
Founder

LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 APRIL 1965

Remimeo

EMERGENCY, STATE OF

When an org or portion of an org has consistently down statistics (O.I.C.) or numerous non-compliances or offences, it is declared to be in a **State of Emergency**. This can be assigned to a unit, sub-section, section, department, division or the entire organization. It is not assigned to a person.

A small flag on a pin is placed on the org board at the end of the org board name of the portion or organization. The flag is bright red.

The condition is assigned *only* by the Office of LRH.

Flags are also used for other conditions assigned. These too are assigned *only* by the Office of LRH.

Conditions including Emergency are ended when a new condition is assigned or just ended. This is done *only* by the Office of LRH.

To end an Emergency condition the portion of Scientology to which it is assigned must follow closely the Emergency Formula. On *any* condition assigned, its formula must be followed scrupulously and the steps taken must be reported one by one by the most senior person in the portion. In the case of an org in Emergency the reports are made to the Office of LRH Saint Hill by the HCO Executive Secretary or HCO Area Secretary in the absence of an HCO Executive Secretary.

In addition to following the Emergency formula closely, the following policies apply to the portion in a State of Emergency:

Ethics Stiffened

1. A report of an error, misdemeanour or crime on any staff member in that portion counts as five reports in other conditions and is acted on by a Court of Ethics at once.

Credit Worthless

2. The credit of the portion is worthless and it may have only those bare things necessary to carry out the Emergency formula so that it can promote or deliver.

No New Personnel

3. *No* personnel may be added to the portion in a State of Emergency. No new people may be hired on for the portion in a State of Emergency. No personnel may be transferred to a portion that is in a State of Emergency unless an incumbent is transferred off, and in such a way that the personnel of the portion does not increase in number.

Rights

4. Precedent and privilege are suspended for the officers and staff members of a portion in a State of Emergency.

Status

5. No staff status may be increased in a portion in a State of Emergency.
If the State of Emergency is continued beyond the allotted time period, then these policies apply:
6. Deputy, Acting and Provisional assignments and appointments are cancelled throughout the portion.
7. The fact of having been part of a portion which did not recover is filed in the personnel files of each staff member present in that portion at the moment the State of Emergency was assigned, and the statement is made on a red sheet of paper.
8. The executive personnel will be ordered before a Committee of Evidence to the end of removing them from the portion or demotion. In the case of an org this is done by a senior org and in the case of Saint Hill by the Office of LRH.

The State of Emergency is a serious condition. For it takes a series of serious blunders to reduce statistics or bring about local infamy or a public or press smear campaign.

The State is not idly assigned and is assigned only after a steadily declining statistic or a series of non-compliances or offences resulting in overwork for seniors of the org or near catastrophe.

Persons newly transferred into a portion in Emergency or promoted in it are governed by these policies:

9. Persons newly transferred into a portion in Emergency are only affected by the State if they succumb to their working conditions and cease to do a normal job of work.

10. An executive newly transferred to a portion in a State of Emergency is not personally liable to Ethics unless he or she fails to submit Executive Reports on what is observed and new offences found in the portion.
11. Taking charge of a post in an Emergency portion by new assignment and bringing that post up to normal operation is credited in the Office of LRH personnel records on a white sheet with blue ink and counts heavily in new appointments from Saint Hill.
12. A person in the portion to which the State of Emergency has been assigned at the time it was assigned who is promoted, is only assigned temporarily, but if he or she succeeds in restoring the post's statistics in a reasonable time period, the fact is noted in the Office of LRH personnel records, but the fact is also noted that the person was already in the portion at the time of Emergency and must be cleared of any suspicion that the original Emergency was not traceable to him or her before the assignment can become an appointment.

HOW TO PREVENT AN EMERGENCY

13. Don't accept illegal orders from anyone that are contrary to policy.
14. Do not let the orders of a higher superior be changed by one's immediate superior. Always follow the higher superior's orders and request to see them in writing when in doubt.
15. Don't "cover up" for others. Report offences to Ethics in writing.
16. Report any immediate superior's illegal orders or alter-is as an effort to endanger one's job and statistics.
17. Do your post by the book.
18. When you actually can't apply a policy report it at once to the Office of LRH Policy Review Section *with all data* (not conclusions) so that it can be reviewed intelligently and meanwhile apply it as best you can.
19. Handle Dev-T (off-line, off-origin, off-policy) by sending it back to sender and reporting it to Ethics.
20. If you see people standing about loafing when they should be working report it to Ethics.
21. Report things that need improving to your Secretary or to your Executive Secretary.
22. Don't let technology slip for technology going out is the only basic circumstance in your portion of an org or the org that can put it beyond rapid recovery. Report all alter-is or technical omissions or offences to Ethics promptly.
23. Do your own job as well as you possibly can and aside from making required reports let the rest of your portion or org get on with it.
24. If you are not being permitted to do your assigned job by being pulled off it or by being given off-policy orders or by letting an immediate superior endanger your job with

illegal orders or alter-is, report it to my office at Saint Hill as well as to your own Ethics Section, even if you have to go outside the org and off channels to get the report (with your home address on it) to me; for there is no surer way to bring about or continue an Emergency Condition than by failing to comply with the exact orders being issued in an effort to end it.

We have the whole world to handle now. We must set a high example of teamwork and dedication if we are to bring it off.

The scraggly militia usually go down before the regulars in any campaign. The regular is not even better, man for man, than the militia. The regulars know how to operate as a team. They have confidence in one another. And even when numerically inferior they bring off victory over a rabble by co-operation and discipline amongst themselves.

We are very very few in numbers compared to two and a half billion wogs. We can easily make it technically the world around *if* we are a high precision team in a superiorly organized organization.

At the moment I write this policy letter, in the Case-Cracking Section at Saint Hill we are handling *every case* from psychotic or neurotic to release in 8 to 35 hours.

The technical impact of this alone is enough to tear Man's faulty organizations to ribbons.

To that fact (itself enough) add the actual attainment of real clearing. Once more there goes Man as he has known it.

To that add the upper structure of OT and there goes an aberrated Universe.

And *only* if we ourselves are a highly functional precision team can we hope to stand up.

We are just at the end of our Dissemination Phase and just at the beginning of our Organization Phase (the Third Phase as you can see on the Org Board). Our militia days are over.

We have no choice whatever except to become the best organized precision team that has ever been known.

Therefore we must be able to recognize, assign and handle any Emergency that arises in our midst.

L. RON HUBBARD

Note: Man's organizations never recognized the need for statistics and the recognition of Emergency or its signs. Therefore, for instance, a government bureau, in a Condition

of Emergency, is given the right to buy anything it wants (thus breaking the government, as Emergency type people always have to have before they can do) and is given the solution of putting in personnel and more personnel "to get the work done" when actually it was Dev-T of those already there that brought about their Emergency. Thus one realizes one must never pour in more and more personnel when a statistic goes down. One must change the situation, not multiply the numbers of those involved. It tells us at once that Man is, therefore, least efficient in his biggest bureaus! And that his least efficient organization must be his largest organization – you have it – the government. An organization should only increase in size as things get better and never when things get worse.

LRH:wmc.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 SEPTEMBER 1965
Issue III

Gen Non-Remimeo

MAILING LIST POLICIES

(Preserved policy from former Policy
Letters which have been cancelled)

The elementary Emergency formula for a down org is:

1. Promote Promote Promote.
2. Then change bad spots and re-organize.
3. *Then* economize, cut off all Purchase Orders except postage, communications and rent.
4. Get ready to Deliver to the people who will be coming in as a result of the promotion and deliver.

To promote you must have a full mailing list. Anyone who failed to get his mailing list back off old invoices will probably make about thirty or forty thousand pounds less between now and Christmas – which is punishment enough for not following my late '64 orders where the job was skimped.

I see two orgs that are limping also have a very small mailing list. Any connection?

Rush the project ordered in '64 wherein you culled your addresses back from old invoices and you'll have lots of people and money again. Scientologists never get truly lost.

Then get onto Book Promotion, put a return self-address card for "more info" in the back of every book you sell and get your list up both from the book sale and the card. Omitted that?

Look over the earlier 1965 Policy Letters that define promotion. That's all it is.

But promotion is successful when you use books to front for you and a flop when you don't. If you think promotion is costly it's because the money isn't invested in getting books sold. Books are your first line of promotion.

Re-organize your book department if it doesn't slam back a book at every orderer within 24 hours of the receipt of the order. Why be poor all the time?

1. Place ads
2. Get mailing lists from anywhere.
3. Get mailing lists by selling books.
4. Sell more books to them.

5. Have good processing available for them and say so loudly.
6. Have good training available for them and say so loudly.

Do just those things and do only those things and you'll be 10 times your size with a lot more pay.

It's very easy. Why keep doing it the hard way?

I'm interested in review that only those orgs are poor which haven't been following my direct orders. Well, anybody has a right to be poor, I suppose, if he has an appetite for it. Personally I don't care for it. It must be a carefully acquired taste. As a brand new idea in those orgs that are struggling, why not get rich by doing what Ron says?

HANDLING NEW ADDRESSES IN CENTRAL ORGS AND OFFICES

Starting right away, this is the drill for new book buyers. This drill also will be kept in and followed.

1. A person buys a book personally or by mail for *the first time*.
2. The invoice is made out with the name and address bright and clear on all copies.
3. One copy goes to shipping or books whether mailed or just handed out.
4. One copy goes to own Address. (This is true of all orgs including City Offices. Whatever is done with remaining invoice copies is according to standard accounts procedure.)
5. Address cuts a plate or stencil and puts a *date* on it and a designation like BB 3/3/65, meaning the person bought a book on 3/3/65.
6. This plate is put in File A and receives whatever goes out to File A for six months.
7. Any *new* invoice, indeed *all* invoices, go to Address. If a BB in File A buys more books or training or processing Address obliterates the BB 3/3/65 on the plate or stencil either by just flattening it on a metal plate or cutting a new stencil in case of less durable stencils and puts it in the regular active files.
8. The Distribution Secretary must not place whole lists in the hands of Field Staff Members but may send prospects to Field Staff Members of proven value to the org.

CITY OFFICES

City Offices must send a copy of the invoice of all memberships it sells or issues free to the Continental Office that issues the Continental Magazine. It must also send a copy of all other invoices for whatever service, including book sales, to the Continental Office, so that these people can get the minor issues of the Continental Magazine, plus any other promotional mailings that go out from the Continental Office. As the City Office, has collected the membership money for the memberships that the Continental Office is servicing with magazines, and as the Continental Office does promotion for the City Offices, the senior org draws on the junior org's Book Acct for promotion in the junior org's area.

A City Office must maintain some sort of an Address unit, and Central Files. Until it has funds for buying addressing equipment, it keeps a card file for each name in its Central Files which is anyone who has bought service (includes PE) or bought books, with appropriate abbreviations on the card to match tabbing of a full Central Org Addressograph. Of course, in such a case, when a mailing is to be done by the City Office, then it will be necessary for someone to type duplistickers from this card file – but that is still an address unit functioning. As it can accumulate funds for equipment, it can get an Elliott addressing machine or some other piece of inexpensive equipment for addressing. It is not conceived that an Addressograph would be secured until the City Office had reached full Central Org size. The silk screen Elliott Addressograph is probably cheaper and easier to use than duplistickers even as one can write one as fast as a duplisticker.

The names and addresses of City Offices must be carried in each issue of every magazine mailed by the Continental Office, and other broad promotional pieces.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 SEPTEMBER 1965

Remimeo
Advisory Councils
Advisory Committees

All Divisions

STATISTICS FOR DIVISIONS

(Note: We will call the Advisory Council the Ad Council, never AdCoun,
to avoid any errors in confusing it with AdComm)

Each whole division has a statistic on which it is judged as to condition.

While this gross divisional statistic does not cover all the statistics of the division, it is the primary *divisional* statistic.

An ADVISORY COUNCIL meeting can be very brief if it has these statistics tallied by AdComms and plotted and submitted by OIC. Then when a gross divisional statistic is up the Ad Council can find out why and reinforce what caused the rise. And when a gross divisional statistic is down, the Ad Council can go through all the remaining statistics of that division and take action accordingly. Thus the Ad Council need not cover *all* the statistics of an org at its meeting. Only the gross divisional statistics and take action only when these vary widely up or down.

The Advisory Committees of the Divisions record all statistics but headline in their report their gross divisional statistic for quick reference. They include *all* their statistics, headline their gross divisional statistic.

The gross divisional statistics are:

Exec Division 7 –

Gross Income of the Org.

This of course reflects best the total Org operation and is what the Exec Division is promoted or demoted for so it is the Division 7 Gross Statistic.

HCO Division 1 –

Total Org Letters In - Total Org Letters Out.

As HCO has personnel, Ethics and such matters, if they do their job there is a heavy outflow in of all mail types for HCO and the Org and a heavy outflow out from all divisions. If the Personnel Officer gets hard workers and puts their hats on and if Insp & Rpts and Ethics

are quick off the mark and if the HCO Area Sec runs a good division and handles all about, the Letter In – Letter Out will tell the tale. HCO sees to it, Org pours out letters and mailing pieces.

**HCO Dissem Division 2 –
Number of new Enrollments of Students and Pcs
for the week, and gross Book Sales.**

Although this division has Registration, magazines, etc, etc, all these add up to enrollments, which of course is the final result of all magazines, letters, promotion and advance enrollment. Book sales are our oldest index of future business.

**Org Division 3 –
Credit collections vs Bills paid.**

It will be seen that gross income is established by many in the Org but collections as a special income is purely the Org Division's. Bills paid require gross money in, so reflect the gross – no money in, no bills paid. This is a dual statistic which shows the industry of the division in general. It even touches materiel as no bills paid equals no supplies. Monies paid into Reserve Payment do not count as Bills Paid.

**Tech Division 4 –
Number of Students and Pcs completed in the week.**

The number enrolled is really only partly the Tech Division's as if they give good service they will get enrollments. However, the *completions* are the real index of a Tech Division and show up any weakness of the division. So their statistic is only total completions of courses and auditing. This of course includes graduations from any course and completion of any *result* for the pc that brings a Grade Cert or just ends intensives.

Completed of course means only certified or classed or graded. However completion of a 25 hour intensive which satisfied the pc (no review at end even if one occurred before the end) counts as a pc completed. Five hour rehabs which did not result in a Grade are not completions. Five hour assists bought as assists are done of course in Qual and so are not a Tech statistic.

**Qual Division 5 –
Cash Collected by reason of the Division for the week.**

This division's certs and grades and awards are all really the Tech Division's work. But we early found that a Qual Division's various services were paid for when good and not when bad. So this division's gross statistic is how much *cash* was paid – not later collected, for *Qual* Division services.

Dist Division 6 –**Number of field staff member commissions paid/****number of new addresses added to CF both for the week.**

This dual statistic reflects a healthy Dist Div. The number of new addresses added to CF means of course *new* people buying things from the org. Therefore its advertising quality and basic services can be judged even though assisted by other divisions as well. The number of field staff commissions paid reflects its leadership of field staff members.

New people is the business of the Dist Div.

SUMMARY

There are many other statistics, many even more important than these. But these gross statistics tell one at once if the Division Secretary is alive and has his division functioning. Thus they provide indicators by which management can be done.

The AdComms of course handle *all* their statistics.

The Ad Council handles the gross divisional statistics looking for steep ups (to assign affluence) or steep downs (to assign emergency).

Gross Income only hereafter influences the Exec Division and is assigned from Saint Hill. All other divisions are assigned conditions by the Ad Council in accordance with the gross divisional statistics.

L. RON HUBBARD

LRH:ml.rd

[*Note:* The last sentence under HCO Div 1 has been added per HCO P/L 15 December 1965.]

[Considerable evolution of the Statistics for Divisions has occurred since this policy was first written by LRH. As of August 1973, the following P/Ls have amended the above issue:

27/4/67	Tech Division Statistic, OEC 1-345, 4-10
22/9/69	HGC Statistic, OEC 1-357, 4-12
29/3/70	Tech and Qual Stats Revised, 1970 Year Book
17/6/70 II	OIC Change - Cable Change, OEC 1-359
5/2/71 III	FEBC Executive Director Org GDSes, 1971 Year Book
5/2/71 V	Org Gross Divisional Statistics Revised, 1971 Year Book
12/3/71 II	Treasury Divisions GDSes –All Orgs, 3-5

2/8/71 III Hatting Points GDS Change, 1971 Year Book
18/9/71 AOLA Division 6 Defined, 1971 Year Book
5/12/71 Statistics – Dissem Division, 1971 Year Book
10/2/72 III & revised reissue of 12/6/73
Higher Org – New Name to C/F Definitions, 1972 & 1973 Year Books
7/6/72 AO and AOSH Money for Training – GDS for Quals, 1972 Year Book
5/4/73 All Orgs – Two Additional HCO GDSes – Tech/Admin Ratio and Personnel
Points Stats, 1973 Year Book]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 JANUARY 1966
Issue I

Remimeo
Exec Sec Hats
Secretary Hats

HOLD THE FORM OF THE ORG
DON'T BRING ABOUT DANGER CONDITIONS

As long as executives fail to hold firm the form and channels of the org, their own posts *and* the org will be a confusion. Worse, it will cease to exist.

Executives *must* insist upon the privileges and responsibilities of their posts and not permit by-pass and misrouting.

The whole org is run on statistics. It is not run on rumours. The more you follow statistics and the less you listen to rumour the better off you will be.

Orders are issued to form the org and better statistics and that's all. There are no other reasons for orders, chits and upsets. Actions which don't increase statistics should be eliminated. Irrelevant orders and chits having nothing to do with statistics should never be issued.

To hold the form of the org it is vital that:

1. The AdCouncil minutes only order Secretaries and only on Gross Divisional Statistics as they appear.
2. Executive Secretaries order and chit only Secretaries.
3. That Secretaries order and chit only Directors.
4. That Directors only order and chit Section Officers.
5. That Section Officers only order and chit persons In Charge or, if there are none, the staff directly under them.
6. Exec Secs and Secretaries can cross chit.
7. Directors can request and chit only via Secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

SEC EDS

Sec Eds issued by the AdCouncil may only change Secretaries as personnel. They can advise the Secretary on personnel but may not demote, transfer or dismiss a Secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status 1).

An AdComm's orders forwarded to the Office of LRH for a Sec ED always go via the AdCouncil. But again an AdComm may only order Directors and may not demote, transfer or dismiss a Director's personnel.

A Director should order Officers.

Officers should order In-Charges.

When personnel is assigned directly to an Executive such as a personal secretary, one may of course order or chit that person directly as there is no command echelon.

REASON

Danger Conditions are handled on By-Pass. Where a Danger Condition is assigned, the senior can by-pass anyone to get the job done and does.

The Conditions in sequence are:

6. Power
5. Power Change
4. Affluence
3. Normal Operation
2. Emergency
1. Danger
0. Non-Existence.

By-pass creates a Danger Condition which drops into Non-Existence from any level.

It is true of all Conditions that if you use one lower than you are in you will bring the *next* lower one about. If you use the Normal Operating Formula when you are in Affluence you will certainly descend into Emergency.

Therefore if you are in Normal or Emergency Condition and start by-passing you will quickly descend into Danger Condition (statistics will drop steeply) and achieve the only Condition below Danger which is Non-Existence.

Thus if you by-pass you infer the Condition is Danger when it isn't. And you drop the org or any portion of it into Non-Existence.

So don't by-pass unless you *are* in Danger Condition. A Danger Condition exists where statistics show continuing emergency or a steep steep fall. If a Danger Condition exists, you handle the situation, by-pass anyone at all and then the personnel who ignored it. So if

you by-pass all the time (Exec Secs issuing orders to Directors, Secretaries ordering Officers, Directors ordering general staff members) you will infer a Danger Condition and get non-existence of the Section, Department, Division or the whole activity.

Moral: Only when a Danger Condition exists should a senior by-pass the command chain, so if you are only in Emergency or only in Normal Operation or even Affluence **don't by-pass** or you will crush statistics.

SUMMARY

Learn your Org Board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't by-pass (except in Danger Condition).

Don't infer a Danger Condition that doesn't show on a graph.

Hold the org firm by holding its lines and chain of command firm.

And you will prosper and expand.

L. RON HUBBARD

LRH:ml.rd

[*Note:* The sequence of Conditions listed above has been amended to include *Emergency*, and the paragraph immediately following this list has been added, per HCO P/L 8 February 1966, Issue II.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 JANUARY 1966

Remimeo
Executive Hats

DANGER CONDITION

The Conditions of Operation are (6) Power, (5) Power Change, (4) Affluence, (3) Normal, (2) Emergency, (1) Danger and (0) Non Existence.

The formula of a Danger Condition is:

1. By-pass (ignore the junior or juniors normally in charge of the activity and handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger Condition.
4. Handle the personnel by Ethics Investigation and Comm Ev.
5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger Condition is normally assigned when:

1. An emergency condition has continued too long.
2. A statistic plunges downward very steeply.
3. A senior executive suddenly finds himself or herself wearing the hat of the activity because it is in trouble.

PERSONNEL

In Step 4 of the Danger Formula one has to call in Ethics to investigate and must order a hearing and also a Comm Ev as indicated on any person or persons whose negligence or non-compliance brought the situation about.

EXAMPLES

Example 1

The AdComm of the Distribution Division never orders or takes effective action to remedy the gross divisional statistic which has been at continuing emergency level for some time.

The Org Exec Sec is being pulled in to handle the situation as the statistic's continuous low will swamp the org eventually and no reasonable advices from the Org Exec Sec have been accepted or used despite the continuing danger to the org from that Division.

The Org Exec Sec therefore acts personally with personal work and (1) By-passes the Secretary, (2) Gets the FSM programme going and ads placed and a Congress scheduled and advertised all on an urgent basis, all on a by-pass of existing channels, (3) Has the Division assigned a Danger Condition, (4) Orders an Ethics investigation of all personnel in the Division and brings any persons whose non-compliances or crimes were responsible before a Committee of Evidence including the Secretary, (5) Appoints personnel and reorganizes the Distribution Division, (6) From the Ethics Investigation and Comm Ev, sifts out any needful policy or change and forwards it to the Office of LRH for consideration for issue.

Example 2

The Letters in – Letters out statistic takes a very steep dive (perhaps only $\frac{1}{8}$ th the former number). The HCO Area Sec instantly acts to (1) By-pass all lines, (2) Get mailings out urgently, put expeditors on writing letters, get a magazine in the mails, all off her own bat, using anyone to hand, (3) Demand the Dissem and Dist Divs be put in Danger Condition and if refused cables LRH, (4) Order an Executive Ethics investigation of all areas of outflow that would be responsible for org outflow and demands of the HCO Exec Sec a Comm Ev on any personnel found by investigation to have been negligent or non-compliant with policy concerning letters and any kind of mailing out, and failing to get such assignment cables LRH, (5) Demand new personnel on key outflow posts, (6) Recommend any firm policy outgrowing from the investigation and Comm Ev to the Office of LRH.

Example 3

The Tech Sec suddenly discovers he or she is totally wearing the D of T hat and statistics are falling in that Dept although there is a D of T. The Tech Sec has already attempted to get the D of T's hat on many times. The Tech Sec then: (1) By-passes the D of T, (2) Immediately handles the Academy on a personal full time basis to sort out the students, establish precise schedules, get in proper check sheets and routes slow students to Cramming and nattery ones to Ethics and gets completions going, (3) Gets the Department assigned a Danger Condition, (4) Demands an Ethics investigation and a Comm Ev on personnel on whom non-compliance or crimes are discovered, (5) Gets a new D of T and/or Supervisors, (6) Recommends any firm policy found required in the Ethics Investigation or Comm Ev.

EXECUTIVE DIRECTOR

When I find a hat forced upon me despite all efforts of mine to handle it previously and which I have then to handle, I follow the Emergency formula.

When an org is in general danger or a dangerous situation has arisen, I follow the Danger Condition Formula.

By the time anything gets to a point where I have to wear the hat, statistics on it must have been bad for some time and I find by experience that non-compliance will be discovered inevitably, which is why the situation rolled all the way up the lines to me.

As Danger Condition is handled by a by-pass of those who were supposed to handle it, then I also by-pass in assigning a Danger Condition, which is to say, the Condition is assigned not by chain of command but by direct Sec Ed.

SUMMARY

Emergencies when they continue are usually caused by crimes or negligence and are always accompanied by non-compliance.

A continued emergency inevitably results in real catastrophe for higher executives. It causes them heavy overwork at the very least. Sometimes a danger condition threatens finally the whole org unless handled.

In the current society the manager or executive has no recourse to law or the culture. Errors can be made or omissions can occur unknown to him, which actually can threaten not only his job but his person.

The usual action in our organizations is to let things run as long as they run well. When they begin to show poorer statistics an Emergency Condition is assigned and we usually talk it over with the person who is head of that activity, and try to help. If the condition continues we warn. And if the statistics still go down, we usually transfer and find somebody else. At the point where a senior executive finds he is being made to look bad by continued emergency on a lower echelon, he has no choice but to assign a Danger Condition. The head of the activity is not always removed but certainly must be investigated. If permanent, it takes a Comm Ev to remove or transfer.

It will always be found that non-compliance with policy and orders has for some time existed. It will sometimes be found that lies and false reports also existed. And one always finds negligence and idleness and inattention where statistics continue to go down.

It is *very* bad to assign a Danger Condition or to By-Pass *unless* the statistics are continuing to go down or have continued at a dangerous level for some time without real improvement.

A senior executive is soft in the head if he thinks statistics just *stay* down. They are *always held* down hard. Emergencies don't just happen because someone is idle. Emergencies are made actively. It takes a lot of counter-effort to jam an org's flows – if you don't believe it then measure it by the effort *you* exert trying to get things going. What's pushing back so

hard? Emergencies are *made*. They don't just happen. And any hearing in an area where statistics just won't come up will reveal not mere negligence but actual crimes as well.

The senior executive's only protection is to handle the bad situation and follow the Danger Condition formula.

If that seems ruthless, it still is necessary if one is to be at all successful.

ASSIGNMENT

Only the Adcouncil, an Executive Secretary or Secretary may assign a Danger Condition. A Director or Officer may request one on their sections or personnel.

If one was incorrectly assigned and statistics were in fact up it will of course come out in the hearing.

L. RON HUBBARD

LRH:ml.rd

[*Note:* The original mimeo issue of this Policy Letter omitted *Emergency* from the Conditions of Operation in the first paragraph. *Emergency* has been included here per amending HCO P/L 8 February 1966, Issue III.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 JANUARY 1966
Issue I

Remimeo
Staff Hat

DANGER CONDITION, WARNING
THE JUNIOR WHO ACCEPTS ORDERS FROM EVERYONE

It has been found in the hearings on personnel after a Danger Condition was assigned that:

A personnel under you who accepts orders from anyone who comes along who has any rank will put your section, department or division and *you* into a danger condition automatically.

This operates as a permanent by-pass.

If you allow it or don't catch it in time, your statistics will fall like a shot duck.

Therefore if you find a junior going off lines for his orders and not refusing all orders from others you *must* put him in a Danger Condition. For if you don't you will soon be in one yourself.

Danger Condition is a very funny thing. It actually exists as a natural phenomenon in organizations, hitherto undetected.

If by-pass of command channels occurs, the exact formula will begin to operate whether anyone says so or not. And the only cure for this plague is to follow the formula itself. *That* works. Nothing else does.

Be careful of that junior who accepts anyone's orders. He or she is like a charge of dynamite under an executive. Someday it will all blow up.

Juniors must follow the orders of their own seniors or Danger Condition results.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 FEBRUARY 1966

Issue II

Gen Non-Remimeo
Exec Sec Hats
LRH Comm Hat

Exec Div

DANGER CONDITIONS
INSPECTIONS BY EXECUTIVE SECRETARIES,
HOW TO DO THEM

An Executive Secretary who does not get around his or her divisions now and then and see what is going on can make a lot of mistakes.

Inspections are desirable. But when an Executive Secretary makes one he or she commonly issues an order or two, and if this is done without that division's secretary being present it is a 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. Issue 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.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 JANUARY 1966
Issue III

DANGER CONDITION
RESPONSIBILITIES OF DECLARING

By-Pass = Jumping the proper terminal in a chain of command.

If you declare a Danger Condition, you of course must do the work necessary to handle the situation that is dangerous.

This is also true backwards. If you start doing the work of a post on a by-pass you will of course unwittingly bring about a Danger Condition. Why? Because you unmock the people who should be doing the work.

Further, if you habitually do the work of others on a by-pass you will of course inherit all the work. This is the answer to the overworked executive. He or she by-passes. It's as simple as that. If an executive habitually by-passes he or she will then become overworked.

Also the Condition of Non-Existence will occur.

So the more an executive by-passes, the harder he works. The harder he works on a by-pass, the more the section he is working on will disappear.

So purposely or unwittingly working on a by-pass, the result is always the same – Danger Condition.

If you *have* to do the work on a by-pass you *must* get the Condition Declared and follow the formula.

If you Declare the Condition, you must also do the work.

You must get the work being competently done, by new appointment or transfer or training or case review. And the condition is *not* over when the hearings are over. It is over when that portion of the org has visibly statistically recovered.

So there are great responsibilities in declaring a Danger Condition. These are outweighed in burdensomeness by the fact that if you **don't** declare one on functions handled by those under you which go bad, it will very soon catch up with you yourself, willy-nilly and declared or not you will go into a Danger Condition personally.

There's the frying pan – there's the fire. The cheerful note about it is that if the formula is applied you have a good chance of not only rising again but also of being bigger and better than ever.

And that's the first time *that* ever happened to an executive who started down the long slide. There's hope!

There is one further footnote on a Danger Condition. I have carefully studied whether or not HCOBs and Policy Letters and actions by me were by-passes. And a search of statistics refutes it as when I give the most attention to all echelons of an org wherever the org is, its statistics rise and when I don't they fall. Therefore we must assume that advice is not a by-pass, nor is a general order by me.

Where there is disagreement on a command channel I am trying to forward *then* a by-pass occurs.

So we can assume correctly on experience and statistics that danger conditions occur only when there are fundamental disagreements on a command channel.

If you yourself then ferret out the disagreement ones of those under your orders you will clear your command lines.

Review can always find disagreements when they exist with a meter.

Where Danger Conditions are declared, the declaring executive should make an effort to find the disagreement with himself, policy, the org or Scientology as a basic Review action on persons found responsible for a Danger Condition. The only errors are not to look for them and not to find all the disagreements the person has on the subject of his superiors and post, policy, technology or orders.

This is why a low leadership survey grade person can be counted on to put wherever he is in danger. His disagreements are too many and he doesn't execute and thereby secretly puts his superior into by-passing and a danger condition inevitably occurs.

It needn't occur.

We have the data, now.

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HCO POLICY LETTER OF 1 FEBRUARY 1966
Issue 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 fill 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 Secs. If they are slaving, make them put on somebody to unjam their lines. They'll straighten the rest out.

So a *paused* statistic comes from the jammed lines of the topmost executives and is best remedied by easing them.

An org today is *not* run on personalities. It's run on statistics. All orders are based on statistics. The old personality system used by the business world and military is as yesterday as the rack and almost as cruel. Go modern. Use statistics only.

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HCO POLICY LETTER OF 23 FEBRUARY 1966

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Executive Hats

APPOINTMENTS AND PROMOTIONS

When a staff member is promoted, the principle will be solidly held that if the post just vacated by him or her goes into Emergency or Danger Condition within 90 days the promotion is to be suspended and the staff member is to resume his or her former post.

It is obvious that a post which is not well organized or is held up by personality alone will slump if changed.

A staff member being promoted may therefore object to the personnel officer concerning a successor he does not believe capable.

The staff member being promoted has a dual responsibility – to learn his new post and to write up his old hat and break in his successor properly.

In expanding organizations our greatest liability is promotion. It is vital and necessary, but it tends to lose lines and leave a messy lower strata in the orgs which can swamp them.

This follows as well Policy on undoing changes which occurred just before a slumped statistic.

The Advisory Council and AdComms must always look at this factor of persons promoted off a post just before a slump as the probable best reason for the slump.

Similarly a person taking over a new post is in a Power Change Condition and must not alter anything or do anything rash until enough time passes for him to appreciate what the new post is all about. Most slumps following after a promotion occur because the new occupant of the old post has either lost the post's lines or has made some brand new order that applies to nothing real. There is no majesty and innocence like ignorance. The first day of a yacht under a new owner is the hardest day of its life as he throws all the bits overboard that propped open the hatches thinking they were kindling wood, tries to hoist the sails with a can opener and runs the engine on the galley fuel.

A staff member is rarely promoted unless his statistic is good. That means the old post he leaves is in good shape. If the old post slumps under a new appointee then that new appointee must have thrown away the lines and ordered the main cabin turned into the sail locker and the engine into the anchor. It will take the old holder of the post weeks to get it running again and he is obviously the only one that can. Further, he goofed in letting an incapable or fast change artist fill his former shoes and he didn't yell when he noticed next day that the keel had been hoisted as the mainsail as soon as he, promoted, left his old post.

New brooms love to sweep clean. Especially the competent orders of old brooms.

Taking over a post in danger or emergency is a feather in one's cap when it rises to normal under new management.

Taking over a post in normal operation and getting it into emergency or danger requires a lot of stupid changes or no work at all and should be the subject of an Ethics hearing.

But also, the old holder of the post *must* be returned to it regardless of holes left at the top for otherwise a hole exists below and the org will sink into it.

I speak from long, hard experience. Time and again I have had to resume a post I had left because it collapsed. So I have become very careful of who succeeds me on a post. Very careful indeed. And I train them individually and heavily no matter what new post I now hold. The bigger we get the more I get promoted so I have to keep it up.

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Exec Sec Hat
Sec Hats
LRH Comm Hat
Director Hats

DANGER CONDITION DATA
WHY ORGANIZATIONS STAY SMALL

The size of an organization depends upon this law:

A large organization is composed of groups. A small organization is composed of individuals.

If you really understand this principle and use it properly you will be able to have a large organization.

There are other factors such as (1) the desirability and quality of one's commodity, (2) the able promotion of it, (3) the ability of the heads of groups in the organization to catch dropped balls and (4) the close following and comprehension of the policies of the organization and its groups.

But the gross monitoring law is as above. When one does not know this and apply it one has a small, semi-bankrupt organization that overworks everyone and underpays.

This rule applies to a planet or a nation and is most readily seen in these gross terms. A planet with nations will be far more prosperous than a planet with one central government governing the individuals of a planet.

Socialism fails (and it always fails) because of two factors:

- (a) The government seeks to run the individual, and
- (b) Socialism unmocks *companies*.

At this writing the prosperity difference (and there is one, Russia currently starving) between the democracy of the US and England and the Super Socialism of Russia is that the "West" still has companies and the "East" (Russia and China) have abolished them. Russia seeks to run the individual. It has collective farms, etc., but they won't leave a manager alone – to manage – they govern his workers.

To the degree that England and the US tax the individual and seek to govern him they will dwindle in size.

England at this writing is undergoing one unmock of the whole empire solely because it is by-passing the manager and the governor and directly seeking to govern individuals through income tax, "benefits", etc.

The US is about to come to pieces. Like all big countries on the way out it never looks so good as when it is already about to fall apart. The US is by-passing the states and US companies and is therefore putting the governors, managers and the states and companies in Danger Condition. This, unrepaired, will unmock states and companies and collapse the sub-group on which the big group called the US depends for an organization is composed of groups. Non-Existence is the Condition just below Danger. A Danger Condition carried on too long drops down scale to non-existence. A large group made up of non-existences is of course non-existent itself. Thus by-pass by the heads of a big organization of the heads of its internal small organizations works toward non-existence. It is really quite simple. To make an organization get smaller all one has to do is by-pass the sub-groups and run the individuals only and the org will collapse or struggle along at near-collapse **no matter how bright its manager may be or how hard he or she works or how bright the staff is, or how good the product**, the violation of the law in the second paragraph will decay.

Fantastic, isn't it?

All one has to do to make an organization grow is apply the law that a large organization is composed of groups. It is **not** composed of individuals.

In absolute proof of this, in a tiny org it is always observed that everyone there wears each one all the hats. It is a madhouse of individual cross-endeavour. Show me an org that stays small and I will show you an org where every staff member is wearing all the hats in the place. They can't grow because they violate the law that a large organization is composed of groups.

Russia, just yesterday sweeping the world has begun to lose ground and her empire withdraws. Russia won't allow companies. She *never says* to the head of Georgia "Get your statistics up, bub" and leaves him to it. Instead she governs the Georgian individual with spies, secret police and even income tax and is more apt to shoot the head of Georgia if his statistics do rise as he is then looked on by a paranoid central government as capable enough to be a menace. Russia once governed via cells and did so as long as she was expanding. Now she has Income tax! Russia expanded despite bad management solely because she was composed of cells and collectives – but she went too far and erased the individual entirely, so, though growing she starves. Her groups were mainly dedicated to politics, not production, which is a frailty of governments anyway. But the basic group is composed of individuals. (For heaven's sakes don't tell Russia as we don't want her growing – tell her she must govern her individuals individually and she'll vanish. You can tell the US, if you like, but only because no president yet ever listened to anything except his popularity poll and with only a four year career, isn't likely to. In the US, the government itself vanishes regularly and only the companies, with plenty of interference, keep the civilization going.)

England's sad old empire was great as long as India was run by the East India Company, etc. etc. Its colonies and dominions did fine right up to the moment the government in Westminster and Whitehall started to run the natives as individuals, by-passing the company controlled colonies. Then the "Empire" started to go broke because it never was a political empire but a commercial one. As a political empire it uniformly failed until about 350 years ago it began to charter companies to rule and govern foreign lands. Then it got an "empire".

When it began to by-pass its company heads and set up crown controlled governors and then by-pass these it ceased to be an English Empire and it looks today that soon there won't even be an England. It could not control even one colony the moment it started to govern individual colonial citizens on a by-pass of the colonial companies.

You can use the same argument they use. That "concentrating only on groups is hell on the individual". Marx used that line. Well it isn't true. When you get too big a group the individual in it, suffering the whole pressure of the state suffers. The reverse is true – "by concentrating only on groups the individual is protected and prospers".

Now we get to the philosophic question in the law, how large is large, how small is small.

Oddly this is easily answered, unlike most philosophic conundrums. You have to have the answer to "how big should a group be in order for the individuals in it to be effectively managed without oppression in order to get the job done". That asks and answers it. A correct group size is one where the individuals in it are not made too small by the group being too large. This is a ratio question. The Government of England! and the individual Englishman are of incomparable magnitude. What the hell can Joe Cockney a citizen do against the Government of England! Nothing! So Joe Cockney goes to pieces. You can't have a comm line between a Billion horsepower motor and one grasshopper! Something is going to explode and it isn't the Billion h.p. motor. It's the grasshopper. Therefore when the management unit is too big the individual (despite all the protection laws in the world) becomes apathetic and can't work or doesn't see himself as important enough to bother about.

So what is a proper sized basic group?

A group is a proper size when the individuals in it can easily approach the manager of that group on a familiar friendly basis and be sure he knows what they're doing and why and if they're doing it.

The individual in that group is not oppressed. His charm counts. He feels up to arguing with that manager. The executive (with a deputy on his side) feels up to confronting the rest of the group. His own personality counts.

The only reason you have strikes and labour unions is that this group law has been violated. Too many individuals in the group for them to know intimately their manager on a friendly co-operative basis.

This is all Marx is about. Marx is really a protest against too big a group solved by creating a protective state (an overwhelmingly large group) that "rescues" the individual! So Communism is a mess. For by making a state group one overwhelmed the individual and sure enough the only criticism of Communism that a Communist will tolerate is that it has too big a "bureaucracy" by which he means too big a government for an individual to confront. Communism goes even further. It abolishes the individual utterly! It *forces* him to be a group. And that is very bad for individuals are the building block of the small group. So Marx neither knew nor solved the basic, problem of government. He didn't know the above 2 laws about organizations and groups so Communism, supposed to solve individual oppression, is the most individually oppressive form of Government on this planet.

How many individuals can effectively compose a group?

It depends on the ability of the manager to handle men on an individual basis. This varies. But such men or women as can handle a large number are very, very rare. So we take a *safe* answer.

A fairly safe answer is six – the manager of the group plus five individuals, one a deputy manager.

This is determined by the answer to this question:

How many subordinates are you willing to work with on the job? Five others is about all you'd care to stretch it. Two others would be too comfortable – even too dull. But you can stretch it up to five.

Thus we could stretch out an org composed of groups of six persons – a manager, a deputy and four – making 6 maximum in each group.

And you now have the size of the largest building blocks it takes to make a big org. Six persons in each.

If we pyramid this we have (each maximum):

- 5 staff members and their In-Charge as a unit;
- 5 units and the section executive in a section;
- 5 sections plus the department's director in a department;
- 3 departments and the secretary, a deputy and a communicator in a division;
- 4 divisions in a portion and the Org Exec Sec and a deputy and a personal sec;
- 3 divisions and the HCO Exec Sec plus her deputy and a personal sec in the HCO portion.

Or with a full Exec Division set up:

- 4 ES Comms in an Office for the Org Exec Sec and a personal sec;
- 3 ES Comms in an Office for the HCO Exec Sec and her personal sec.

But we build *downwards* by groups of six if we expand further, rarely exceeding 5 and an Executive.

You see then that the moment the HCO Exec Sec starts handling Address in Charge, the jump is too great as it puts Address in Charge up against the equivalent of the total executives of units and sections of HCO! It makes his group too big. It makes him too small (being such a small part). He gets rattled, feels oppressed, tends to snarl because he is overwhelmed – his group is too big so he is too small. Simple as that.

So long as an Executive only handles 2, 3, 4, 5 people he *can* handle his job because they know him. The people under him can handle *their sub-groups* so long as they contact only 2, 3, 4, 5 people and themselves.

For instance, so long as there are only 5 Continental Orgs, Exec Sec Communicators will feel comfortable, providing the Continental orgs have each 2, 3, 4, 5 orgs under them and have in their turn ES Communicators.

So proper organization for expansion builds in blocks of 6 maximum – 5 + an executive. That can be 5 groups plus an Executive as you go up or 5 staff members plus an executive as you go to the bottom.

Wherever this is violated the organization (whether a nation or a company or us) will dwindle. Where it is kept, the organization will grow.

I warn you that 5 plus an executive sized groups is hard work, even a strain at times, but it can be done. 6 or 7 + an executive is quite too much. And a Government vs Joe Doakes is a complete smash as Joe is only maybe 1/70,000,000th as big as the Government!

So never by-pass. Completely aside from the true mechanics of the Danger Formula where by-pass results in non-existence, it is hell on the Executive *and* every member of the organization to have continual violation of the maximum groups size.

If an executive feels overworked, even with all Dev-T cared for and policed, then that executive has below him violations of group size *and is* by-passing some point that should have an executive below him, with a group under that executive. The overworked executive is trying to handle more than five other people directly. (Five staff members or five group executives.)

It's like boxes in boxes in boxes. But in this case 6 boxes at the most fit comfortably.

If a department has 8 sections under its director, then we have to group the sections by giving the Director 2 who each control 4 sections. This is a very comfortable director for he has a group of 2 + the director. He can loaf. But his assistants will sweat. So add 1 assistant and divide the department's sections into 3 groups, 3, 3 and 2 and you will have a more efficient department.

That's the way you juggle it about to prevent overwork by Executives and overwhelm of individuals.

If you want to increase efficiency on a 5 + executive group, always make one of the 5 a deputy and slightly senior to the other 4. The four can then approach the deputy to see if they should approach the executive on matters they feel uneasy about. This adds a gradient.

There are various ways to juggle this about. An executive with 7 sections can take 3 himself and give a deputy 4, etc. Lots of ways to do it but just stay at or below 1 + 5 if you can.

The senior to the group exec is not counted as a member of the group.

Here and there we violate this. A Comm Ev is not as acceptable as a Hearing because one person faces more people. Jury trials are a horrible strain and a cruelty because one has to face about 14 people! (Judge, prosecutor, jury.) Too many!

So those are the laws which underlie organization.

But you can have it all on the org board and not practise it and collapse. If an Exec Sec is approaching 15 staff members past their executives, it can wreck the place as the staff members go into apathy, the secretaries go into non-existence and bang! no org.

So completely aside from Danger Condition, violations of *following* proper group organization will bring any organization, a planet, a state, an org, into a mess.

This is what underlies the decline and fall of civilizations: the state begins to govern the individual!

An organization is composed of groups not individuals. And that truth followed and practised in the flesh as well as on paper will bring about a happy civilization, a happy nation and a flourishing org.

SUMMARY

A large organization is composed of groups, a small one is composed of individuals.

The primary difference between the opulent West and the starving East is that the West still permits companies. This means to some extent the Western nations are composed of groups so they are still somewhat successful.

A group is a proper size when the individuals in it can easily approach the manager of that group on a friendly basis and be sure he knows what they are doing and why and if they are doing it.

More than 5 persons plus their executive tends to be too large a group.

The persons under an executive can of course be executives of groups. And the five persons below each of *those* executives can be executives of groups.

If things aren't organized this way the *individual* is crushed. The executive is crushed by overwork and the persons under him are overwhelmed.

By-pass of an executive, aside from putting him in danger, overwhelms the members of his group and makes them do less and makes them feel attacked and lessens their sense of their own power.

2 + an executive is also a group but the executive is not really working to capacity.

With all Dev-T cared for an executive will be overworked if he is over more than four subordinates.

The principal reason orgs stay small is no matter how fancy their org boards they do not actually practise what is on the board but by-pass or pay no real attention to command lines and so in actual practice are only one or two oversized groups – which results in them

staying small and being overworked and also underpaid as their system in actual practice is inefficient.

The moral is, practise proper grouping as provided by the org pattern, never by-pass and so expand and have a happy staff.

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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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LEADERS reissued as an HCOB; as well as existing in HCO PL form.)

Admin Know-How

THE RESPONSIBILITIES OF LEADERS

A few comments on **Power**, being or working close to or under a power, which is to say a leader or one who exerts wide primary influence on the affairs of men.

I have written it this way, using two actual people to give an example of magnitude enough to interest and to furnish some pleasant reading. And I used a military sphere so it could be seen clearly without restimulation of admin problems.

The book referenced is a fantastically able book by the way.

THE MISTAKES OF SIMON BOLIVAR AND MANUELA SAENZ

Reference: The book entitled:

The Four Seasons of Manuela by Victor W. von Hagen, a biography.

A Mayflower Dell Paperback. Oct 1966. 6/-

Simon Bolivar was the liberator of South America from the yoke of Spain.

Manuela Saenz was the liberatress and consort.

Their acts and fates are well recorded in this moving biography.

But aside from any purely dramatic value the book lays bare and motivates various actions of great interest to those who lead, who support or are near leaders.

Simon Bolivar was a very strong character. He was one of the richest men in South America. He had real personal ability given to only a handful on the planet. He was a military commander without peer in history. Why he would fail and die an exile to be later deified is thus of great interest. What mistakes did he make?

Manuela Saenz was a brilliant, beautiful and able woman. She was loyal, devoted, quite comparable to Bolivar, far above the cut of average humanoids. Why then did she live a vilified outcast, receive such violent social rejection and die of poverty and remain unknown to history? What mistakes did she make?

BOLIVAR'S ERRORS

The freeing of things is the reverse unstated dramatization (the opposite side of the coin) to the slavery enjoined by the mechanisms of the mind.

Unless there is something to free men into, the act of freeing is simply a protest of slavery. And as no humanoid is free while aberrated in the body cycle, it is of course a gesture to free him politically as it frees him only into the anarchy of dramatizing his aberrations with NO control whatever and without something to fight exterior and with no exteriorization of his interest he simply goes mad noisily or quietly.

Once as great a wrong as depraving beings has been done there is of course no freedom short of freeing one from the depravity itself or at least from its most obvious influences in the society. In short one would have to de-aberrate a man before his whole social structure could be de-aberrated.

If one lacked the whole ability to free man wholly from his reactive patterns, then one could free man from their restimulators in the society at least. If one had the whole of the data (but lacked the Scientology tech), one would simply use reactive patterns to blow the old society apart and then pick up the pieces neatly in a new pattern. If one had no inkling of how reactive one can get (and Bolivar of course had no knowledge whatever in that field), there yet remained a workable formula used "instinctively" by most successful practical political leaders.

If you free a society from those things you see wrong with it and use force to demand it do what is right, and if you carry forward with decision and thoroughness, and without continual temporizing you can, in the applications of your charm and gifts, bring about a great political reform or improve a failing country.

So Bolivar's first error, most consistent it was, too, was contained in the vital words "you see" in the above paragraph. He didn't look and he didn't even listen to sound intelligence reports. He was so sure he could glow things right or fight things right or charm things right that he never looked for anything wrong to correct until it was too late. This is the ne-plus-ultra of personal confidence, amounting to supreme vanity. "When he appeared it would all come right" was not only his belief but his basic philosophy. So the first time it didn't work, he collapsed. All his skills and charm were channeled into this one test. Only that could he observe.

Not to compare with Bolivar but to show my understanding of this:

I once had a similar one. "I would keep going as long as I could and when I was stopped I would then die." This was a solution mild enough to state and really hard to understand until you had an inkling of what I meant by keeping going. Meteors keep going – very, very fast. And so did I. Then one day ages back I finally was stopped after countless little stoppings by social contacts and family to prepare me culminating in a navy more devoted to braid than dead enemies and literally I quit. For a while I couldn't get a clue of what was wrong with me. Life went completely unlivable until I found a new solution. So I know the frailty of these single solutions. Not to compare myself but just to show it happens to us all, not just Bolivars.

Bolivar had no personal insight at all. He could only "outsight" and even then he did not look or listen. He glowed things right. Pitifully it was his undoing that he could. Until he no longer could. When he couldn't glow he roared and when he couldn't roar he fought a battle. Then civic enemies were not military enemies so he had no solution left at all.

It never occurred to him to do more than personally magnetize things into being right and victorious.

His downfall was that he made far too heavy use of a skill simply because it was easy. He was too good at this one thing. So he never looked to any other skill and he never even dreamed there was any other way.

He had no view of any situation and no idea of the organizational or preparatory steps necessary to political and personal victory. He only knew military organization which is where his organizational insight ceased.

He was taught on the high wine of French revolt, notorious in its organizational inability to form cultures, and that fatally by a childhood teacher who was intensely impractical in his own private life (Simon Rodriguez, an unfrocked priest turned tutor).

Bolivar had no personal financial skill. He started wealthy and wound up a pauper, a statistic descending from one of the, if not the, richest man in South America down to a borrowed nightshirt to be buried in as an exile. And this while the property of Royalists was wide open, the greatest land and mine valuables of South America wide open to his hand and that's not believable! But true. He never collected his own debt of loans to governments even when the head of those governments.

So it is no wonder we find two more very real errors leading to his downfall. He did not get his troops or officers rewarded and he did not aim for any solvency of the states he controlled. It was all right if there were long years of battle ahead for them to be unpaid as no real riches were yet won, but not to reward them when the whole place was at his disposal! Well!

The limit of his ability consisted of demanding a bit of cash for current pay from churches – which were not actively against him at first but which annoyed them no end – and a few household expenses.

He could have (and should have) set aside all Royalist property and estates for division amongst all officers, their men and his supporters. It had no owners now. And this failure cost the economy of the country the tax loss of all those productive estates (the whole wealth of the land). So it is no wonder his government, its taxable estates now inoperative or at best lorded by a profiteer or looted by Indians, was insolvent. Also, by failing to do such an obvious act he delivered property into the hands of more provident enemies and left his officers and men penniless to finance any support for their own stability in the new society and so for his own.

As for state finance the great mines of South America, suddenly ownerless, were overlooked and were then grabbed and worked by foreign adventurers who simply came in and took them without payment.

Spain had run the country on the finance of mine tithes and general taxes. Bolivar not only didn't collect the tithes, he let the land become so worthless as to be untaxable. He should have gotten the estates going by any shifts and should have state operated all Royalist mines once he had them. To not do these things was complete, but typically humanoid, folly.

In doing this property division he should have left it all up to officers' committees operating as courts of claim without staining his own hands in the natural corruption. He was left doubly open as he not only did not attend to it, he also got the name of corruption when anybody did grab something.

He failed as well to recognize the distant widespread nature of his countries despite all his riding and fighting over them and so sought tightly centralized government, not only centralizing states but also centralizing the various nations into a federal state. And this over a huge land mass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even foot bridges repaired after a war of attrition.

A step echelon from a pueblo (village) to a state, from a state to a country and a country to a federal state was only possible in such huge spaces of country where candidates could never be known personally over any wide area and whose opinions could not even be circulated more than a few miles of burro trail, where only the pueblo was democratic and the rest all appointive from pueblo on up, himself the ratifier of titles if he even needed that. With his own officers and armies controlling the land as owners of all wrested from Royalists and the crown of Spain, he would have had no revolts. There would have been little civil wars of course but a court to settle their final claims could have existed at federal level and kept them traveling so much over those vast distances it would have crippled their enthusiasm for litigation on the one hand and on the other, by dog eat dog settlements, would have given him the strongest rulers – if he took neither side.

He did not step out and abdicate a dictatorial position. He mistook military acclaim and ability for the tool of peace. War only brings anarchy, so he had anarchy. Peace is more than a "command for unity", his favorite phrase. A productive peace is getting men busy and giving them something to make something of that they want to make something of and telling them to get on with it.

He never began to recognize a suppressive and never considered anyone needed killing except on a battlefield. There it was glorious. But somebody destroying his very name and soul, and the security of every supporter and friend, the SP Santander, his vice-president, who could have been arrested and executed by a corporal's guard on one one-hundredth of available evidence, could suborn the whole treasury and population against him, without Bolivar, continually warned, loaded with evidence, ever even reprimanding him. And this brought about his loss of popularity and his eventual exile.

He also failed in the same way to protect his military family or Manuela Saenz from other enemies. So he weakened his friends and ignored his enemies just by oversight.

His greatest error lay in that while dismissing Spain he did not dismiss that nation's most powerful minion, the Church, and did not even localize it or reward a South American separate branch to loyalty or do anything at all (except extort money from it) to an organiza-

tion which continually worked for Spain as only it could work – on every person in the land in a direct anti-Bolivar reign of terror behind the scenes. You either suborn such a group or you take them out when they cease to be universal and become or are an enemy's partner.

As the Church held huge properties and as Bolivar's troops and supporters went unpaid even of the penny soldiers' pay, if one was going to overlook the Royalist estates, one could at least have seized the Church property and given it to the soldiers. General Vallejo did this in 1835 in California, a nearly contemporary act, with no catastrophe from Rome. Or the penniless countries could have taken them over. You don't leave an enemy financed and solvent while you let your friends starve in a game like South American politics. Oh no.

He wasted his enemies. He exported the "godos" or defeated Royalist soldiers. They mostly had no homes but South America. He issued no amnesties they could count on. They were shipped off or left to die in the "ditch" – the best artisan in the country among them.

When one (General Rodil) would not surrender Calloa fortress after Peru was won, Bolivar after great gestures of amnesty failed to obtain surrender and then fought the fort. Four thousand political refugees and four thousand Royalist troops died over many months in full sight of Lima, fought heavily by Bolivar only because the fort was fighting. But Bolivar had to straighten up Peru urgently not fight a defeated enemy. The right answer to such a foolish commander as Rodil as Bolivar did have the troops to do it, was to cover the roads with cannon enfilade potential to discourage any sortie from the fort, put a large number of his own troops in a distant position of offense but ease and comfort and say, "We're not going to fight. The war's over, silly man. Look at the silly fellows in there, living on rats when they can just walk out and sleep home nights or go to Spain or enlist with me or just go camping", and let anybody walk in and out who pleased, making the fort Commander (Rodil) the prey of every pleading wife and mother without and would-be deserter or mutineer within until he did indeed sheepishly give up the pretense – a man cannot fight alone. But battle was glory to Bolivar. And he became intensely disliked because the incessant cannonade which got nowhere was annoying.

Honors meant a great deal to Bolivar. To be liked was his life. And it probably meant more to him than to see things really right. He never compromised his principles but he lived on admiration, a rather sickening diet since it demands in turn continuous "theatre". One is what one is, not what one is admired or hated for. To judge oneself by one's successes is simply to observe that one's postulates worked and breeds confidence in one's ability. To have to be told it worked only criticizes one's own eyesight and hands a spear to the enemy to make his wound of vanity at his will. Applause is nice. It's great to be thanked and admired. But to work only for that? And his craving for that, his addiction to the most unstable drug in history – fame – killed Bolivar. That self offered spear. He told the world continually how to kill him – reduce its esteem. So as money and land can buy any quantity of cabals, he could be killed by curdling the esteem, the easiest thing you can get a mob to do.

He had all the power. He did not use it for good or evil. One cannot hold power and not use it. It violates the power formula. For it then prevents others from doing things if they had some of the power so they then see as their only solution the destruction of the holder of the power as he, not using power or delegating it, is the unwitting block to all their plans. So

even many of his friends and armies finally agreed he had to go. They were not able men. They were in a mess. But bad or good they had to do something. Things were desperate, broken down and starving after 14 years of civil war. Therefore they either had to have some of that absolute power or else nothing could be done at all. They were not great minds. He did not need any "great minds", he thought, even though he invited them verbally. He saw their petty, often murderous solutions and he rebuked them. And so held the power and didn't use it.

He could not stand another personality threat.

The trouble in Peru came when he bested its real conqueror (from the Argentine), La Mar, in a petty triumph over adding Guayaquil to Columbia. Bolivar wished to look triumphant again and didn't notice it really cost him the support and Peru the support of La Mar – who understandably resigned and went home, leaving Bolivar Peru to conquer. Unfortunately, it had already been in his hands. La Mar needed some troops to clean up a small Royalist army that was all. La Mar didn't need Peru's loss of Guayaquil – which never did anybody any real good anyway!

Bolivar would become inactive when faced with two areas' worth of problems – he did not know which way to go. So he did nothing.

Brave beyond any general in history on the battlefield, the Andes or in torrential rivers, he did not really have the bravery needed to trust inferior minds and stand by their often shocking blunders. He feared their blunders. So he did not dare unleash his many willing hounds.

He could lead men, make men feel wonderful, make men fight and lay down their lives after hardships no army elsewhere in the world has ever faced before or since. But he could not use men even when they were begging to be used.

It is a frightening level of bravery to use men you know can be cruel, vicious, and incompetent. He had no fear of their turning on him ever. When they finally did only then he was shocked. But he protected "the people" from authority given to questionably competent men. So he really never used but three or four generals of mild disposition and enormously outstanding ability. And to the rest he denied power. Very thoughtful of the nebulous "people" but very bad indeed for the general good. And it really caused his death.

No. Bolivar was theatre. It was all theatre. One cannot make such errors and still pretend that one thinks of life as life, red-blooded and factual. Real men and real life are full of dangerous, violent, live situations and wounds hurt and starvation is desperation itself especially when you see it in one you love.

This mighty actor, backed up with fantastic personal potential, made the mistake of thinking the theme of liberty and his own great role upon the stage was enough to interest all the working, suffering hours of men, buy their bread, pay their whores, shoot their wives' lovers and bind their wounds or even put enough drama into very hard pressed lives to make them want to live it.

No, Bolivar was unfortunately the only actor on the stage and no other man in the world was real to him.

And so he died. They loved him. But they were also on the stage too, where they were dying in his script or Rousseau's script for liberty but no script for living their very real lives.

He was the greatest military general in any history measured against his obstacles, the people and the land across which he fought.

And he was a complete failure to himself and his friends.

While being one of the greatest men alive at that. So we see how truly shabby others in leaders' boots amongst men must be.

MANUELA SAENZ

The tragedy of Manuela Saenz as Bolivar's mistress was that she was never used, never really had a share and was neither protected nor honored by Bolivar.

Here was a clever, spectacular woman of fantastic fidelity and skill, with an enormous "flaire", capable of giving great satisfaction and service. And only her satisfaction ability was taken and that not consistently nor even honestly.

In the first place, Bolivar never married her. He never married anybody. This opened up a fantastic breach in any defense she could ever make against her or his enemies who were legion. So her first mistake was in not in some way contriving a marriage.

That she had an estranged husband she had been more or less sold to was permitted by her to wreck her life obliquely.

She was too selfless to be real in all her very able plotting.

For this marriage problem she could have engineered any number of actions.

She had the solid friendship of all his trusted advisers, even his old tutor. Yet she arranged nothing for herself.

She was utterly devoted, completely brilliant and utterly incapable of really bringing off an action of any final kind.

She violated the power formula in not realizing that she had power.

Manuela was up against a hard man to handle. But she did not know enough to make her own court effective. She organized one. She did not know what to do with it.

Her most fatal mistake was in not bringing down Santander, Bolivar's chief enemy. That cost her everything she had before the end and after Bolivar died. She knew for years Santander had to be killed. She said it or wrote it every few days. Yet never did she promise some young officer a nice night or a handful of gold to do it in a day when dueling was in fashion. It's like standing around discussing how the plainly visible wolf in the garden that's eating the chickens must be shot, even holding a gun, and never even lifting it while all one's chickens vanish for years.

In a land overridden with priests she never got herself a tame priest to bring about her ends.

She was a fantastic intelligence officer. But she fed her data to a man who could not act to protect himself or friends, who could only fight armies dramatically.

She did not see this and also quietly take on the portfolio of secret police chief. Her mistake was waiting to be asked – to be asked to come to him, to act. She voluntarily was his best political intelligence agent. Therefore she should have also assumed further roles.

She guarded his correspondence, was intimate with his secretaries. And yet she never collected or forged or stole any document to bring down enemies either through representations to Bolivar or a court circle of her own. And in an area with that low an ethic, that's fatal.

She openly pamphleteered and fought violently as in a battle against her rabble.

She had a great deal of money at her disposal. In a land of for-sale Indians she never used a penny to buy a quick knife or even a solid piece of evidence.

When merely opening her lips she could have had any sequestered Royalist estate she went to litigation for a legitimate legacy never won and another won but never paid.

They lived on the edge of quicksand. She never bought a plank or a rope.

Carried away by the glory of it all, devoted completely, potentially able and a formidable enemy, she did not act.

She waited to be told to come to him even when he lay dying and exiled.

His command over her who never obeyed any other was too absolute for his own or her survival.

Her assigned mistakes (pointed out at the time as her caprice and play acting) were not her errors. They only made her interesting. They were far from fatal.

She was not ruthless enough to make up for his lack of ruthlessness and not provident enough to make up for his lack of providence.

The ways open to her for finance, for action, were completely doorless. The avenue stretched out to the horizon.

She fought bravely but she just didn't take action.

She was an actress for the theatre alone.

And she died of it. And she let Bolivar die because of it.

Never once did Manuela look about and say, "See here, things mustn't go this wrong. My lover holds half a continent and even I hold the loyalty of battalions. Yet that woman threw a fish!"

Never did Manuela tell Bolivar's doctor, a rumoured lover, "Tell that man he will not live without my becoming a constant part of his entourage, and tell him until he believes it or we'll have a new physician around here."

The world was open. Where Theodosius, the wife of Emperor Justinian II of Constantinople, a mere circus girl and a whore, ruled harder than her husband but for her husband behind his back – and made him marry her as well, Manuela never had any bushel basket of

gold brought in to give Bolivar for his unpaid troops with a "Just found it, dear" to his "Where on Earth . . . ?" after the Royalist captives had been carefully ransomed for jail escapes by her enterprising own entourage and officer friends. She never handed over any daughter of a family clamoring against her to Negro troops and then said, "Which over-verbal family is next?"

She even held a colonel's rank but only used it because she wore man's clothing afternoons. It was a brutal, violent, ruthless land, not a game of musical chairs.

And so Manuela, penniless, improvident, died badly and in poverty, exiled by enemies and deserted by her friends.

But why not deserted by her friends? They had all been poverty-stricken to a point quite incapable of helping her even though they wanted to – for she once had the power to make them solvent. And didn't use it. They were in poverty before they won but they did eventually control the land. After that why make it a bad habit?

And so we see two pathetic, truly dear, but tinsel figures, both on a stage, both far removed from the reality of it all.

And one can say, "But if they had not been such idealists they never would have fought so hard and freed half a continent", or "If she had stooped to such intrigue or he had been known for violent political actions they would never have had the strength and never would have been loved."

All very idealistic itself. They died "in the ditch" unloved, hated and despised, two decent brave people, almost too good for this world.

A true hero, a true heroine. But on a stage and not in life. Impractical and improvident and with no faintest gift either one to use the power they could assemble.

This story of Bolivar and Manuela is a tragedy of the most piteous kind.

They fought a hidden enemy, the Church; they were killed by their friends.

But don't overlook how impractical it is not to give your friends power enough when you have it to give. You can always give some of it to another if the first one collapses through inability. And one can always be brought down like a hare at a hunt who seeks to use the delegated power to kill you – if you have the other friends.

Life is not a stage for posturing and "Look at me!" "Look at me." "Look at me." If one is to lead a life of command or a life near to command one must handle it as life. Life bleeds. It suffers. It hungers. And it has to have the right to shoot its enemies until such time as comes a golden age.

Aberrated man is not capable of supporting in his present state, a golden declared age for three minutes, given all the tools and wealth of the world.

If one would live a life of command or one near to a command, one must then accumulate power as fast as possible and delegate it as quickly as feasible and use every humanoid in long reach to the best and beyond his talents if one is to live at all.

If one does not choose to live such a life then go on the stage and be a real actor. Don't kill men while pretending it isn't real. Or one can become a recluse or a student or a clerk. Or study butterflies or take up tennis.

For one is committed to certain irrevocable natural laws the moment one starts out upon a conquest, either as the man in charge or a person near to him or on his staff or in his army. And the foremost law, if one's ambition is to win, is of course to win.

But also to keep on providing things to win and enemies to conquer.

Bolivar let his cycle run to "freedom" and end there. He never had another plan beyond that point. He ran out of territory to free. Then he didn't know what to do with it and didn't know enough, either, to find somewhere else to free. But of course all limited games come to end. And when they do their players fall over on the field and become rag dolls unless somebody at least tells them the game has ended and they have no more game nor any dressing room or houses but just that field.

And they lie upon the field, not noticing there can be no more game since the other team has fled and after a bit they have to do something and if the leader and his consort are sitting over on the grass being rag dolls too, of course there isn't any game. And so the players start fighting amongst themselves just to have a game. And if the leader then says, "No, no" and his consort doesn't say, "Honey, you better phone the Baltimore Orioles for Saturday", then of course the poor players, bored stiff, say, "He's out." "She's out." "Now we're going to split the team in half and have a game."

And that's what happened to Bolivar and Manuela. They had to be gotten rid of for there was no game and they didn't develop one to play while forbidding the only available game – minor civil wars.

A whole continent containing the then major mines of the world, whole populations were left sitting there, "freed." But none owned any of it though the former owners had left. They weren't given it. Nor were they made to manage it. No game.

And if Bolivar had not been smart enough for that he could at least have said, "Well! You monkeys are going to have quite a time getting the wheels going but that's not my job. You decide on your type of government and what it's to be. Soldiers are my line. Now I'm taking over those old estates of mine and the Royalist ones near by and the emerald mines just as souvenirs and me and Manuela we're going home." And he should have said that 5 minutes after the last Royalist army was defeated in Peru.

And his official family with him, and a thousand troops to which he was giving land would have moved right off smartly with him. And the people after a few screams of horror at being deserted would have fallen on each other, sabered a state together here and a town there and gotten busy out of sheer self protection in a vital new game, "Who's going to be Bolivar now?"

Then when home he should have said, "Say those nice woods look awfully Royalist to me, and also those 1,000,000 hectares of grazing land, Manuela. Its owner once threw a Royalist fish, remember? So that's yours."

And the rest of the country would have done the same and gotten on with the new game of "You was a Royalist."

And Bolivar and Manuela would have had statues built to them by the **ton** at once as soon as agents could get to Paris with orders from an adoring populace.

"Bolivar, come rule us!" should have gotten an "I don't see any unfree South America. When you see a French or Spanish army coming, come back and tell me."

That would have worked. And this poor couple would have died suitably adored in the sanctity of glory and (perhaps more importantly) in their own beds, not "in a ditch".

And if they had had to go on ruling they could have declared a new game of "Pay the soldiers and officers with Royalist land." And when that was a gone game, "Oust the Church and give its land to the poor friendly Indians."

You can't stand bowing back of the footlights forever with no show even if you are quite an actor. Somebody else can make better use of any stage than even the handsomest actor who will not use it.

Man is too aberrated to understand at least 7 things about power:

1. Life is lived by lots of people. And if you lead you must either let them get on with it or lead them on with it actively.
2. When the game or the show is over, there must be a new game or a new show. And if there isn't somebody else is jolly well going to start one and if you won't let anyone do it the game will become "getting you."
3. If you have power use it or delegate it or you sure won't have it long.
4. When you have people use them or they will soon become most unhappy and you won't have them any more.
5. When you move off a point of power, pay all your obligations on the nail, empower all your friends completely and move off with your pockets full of artillery, potential blackmail on every erstwhile rival, unlimited funds in your private account and the addresses of experienced assassins and go live in Bulgravia and bribe the police. And even then you may not live long if you have retained one scrap of domination in any camp you do not now control or if you even say, "I favour Politician Jiggs." Abandoning power utterly is dangerous indeed.

But we can't all be leaders or figures strutting in the limelight and so there's more to know about this:

6. When you're close to power get some delegated to you, enough to do your job and protect yourself and your interests, for you can be shot, fellow, shot, as the position near power is delicious but dangerous, dangerous always, open to the taunts of any enemy of the power who dare not really boot the power but can boot you. So to live at all in the shadow or employ of a power you must yourself gather and USE enough power to hold your own – without just nattering to the power to "kill Pete", in straightforward or more suppressive veiled ways to him as these wreck the power that supports yours.

He doesn't have to know all the bad news and if he's a power really he won't ask all the time, "What are all those dead bodies doing at the door?" And if you are clever, you never let it be thought **he** killed them – that weakens you and also hurts the power source. "Well, boss, about all those dead bodies, nobody at all will suppose you did it. She over there, those pink legs sticking out, didn't like me." "Well," he'll say if he really is a power, "why are you bothering me with it if it's done and you did it. Where's my blue ink?" Or "Skipper, three shore patrolmen will be along soon with your cook, Dober, and they'll want to tell you he beat up Simson." "Who's Simson?" "He's a clerk in the enemy office downtown." "Good, when they've done it, take Dober down to the dispensary for any treatment he needs. Oh yes. Raise his pay." Or "Sir, could I have the power to sign divisional orders?" "Sure."

7. And lastly and most important, for we all aren't on the stage with our names in lights, always push power in the direction of anyone on whose power you depend. It may be more money for the power, or more ease, or a snarling defense of the power to a critic, or even the dull thud of one of his enemies in the dark, or the glorious blaze of the whole enemy camp as a birthday surprise.

If you work like that and the power you are near or depend upon is a power that has at least some inkling about how to be one, and if you make others work like that, then the power-factor expands and expands and expands and you too acquire a sphere of power bigger than you would have if you worked alone. Real powers are developed by tight conspiracies of this kind pushing someone up in whose leadership they have faith. And if they are right and also manage their man and keep him from collapsing through overwork, bad temper or bad data, a kind of juggernaut builds up. Don't ever feel weaker because you work for somebody stronger. The only failure lies in taxing or pulling down the strength on which you depend. All failures to remain a power's power are failures to contribute to the strength and longevity of the work, health and power of that power. Devotion requires active contribution outwards from the power as well as in.

If Bolivar and Manuela had known these things they would have lived an epic, not a tragedy. They would not have "died in the ditch", he bereft of really earned praise for his real accomplishments even to this day. And Manuela would not be unknown even in the archives of her country as the heroine she was.

Brave, brave figures. But if this can happen to such stellar personalities gifted with ability tenfold over the greatest of other mortals, to people who could take a rabble in a vast impossible land and defeat one of Earth's then foremost powers, with no money or arms, on personality alone, what then must be the ignorance and confusion of human leaders in general, much less little men stumbling through their lives of boredom and suffering?

Let us wise them up, huh? You can't live in a world where even the great leaders can't lead.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 24 JULY 1967

Remimeo

FIXED PUBLIC CONSUMPTION OF PRODUCT

Any Scientology organisation (or any organisation) which is working in any way upon a fixed statistic of consumption will eventually fail. By "fixed consumption" is meant estimates of the public's consumption of product as a limit on production.

There are several ways to "fix a consumption statistic". These are:

1. Provide just so many auditors for the HGC to agree with expected pcs.
2. Schedule just as many courses in the Academy as one thinks there will be students.
3. Provide just enough quarters to handle the expected quantity of business.

Unless one disregards the expectancy and unless one simply furnishes all the service one can, regardless of past statistics, the org will go downhill.

Several orgs work on the basis that there is just so much business and that one must only cater to that. Sydney, Auckland and some others have gone so far as to hold a one student course with hours arranged to fit that student. Joburg has in the past let the pc decide how and when he is to be audited and has had a registrar assigning the hours (with 35 auditors on the payroll and pcs getting 2 hours each a week, 35 auditors were delivering only 100 auditing hours a week!).

Any org that does not simply provide good uniformly scheduled service will fail.

Let us have an example of a car industry working on a fixed consumption statistic. The directors look up the last year and see that 1,000,000 cars were bought. They decide then, for this year, to make 1,000,000 cars. As they keep doing this year to year they eventually begin to make less and less cars and one day go out of business.

That is **not** the way to go about it.

What the directors should have done was ignore the last year's stat and call in the head of production and ask, "How many can you make this next year?" The guy says, "2,500,000". The Board says, "Good. Make them." Then the Board calls in their Distribution Division and says, "Tell the dealers they will get 2 and ½ times as many cars next year so be sure and get ready to sell them." And the Board calls in the letter reg and says, "Write every owner of one of our cars that he is going to be very pleased with his next model. And mail a magazine to all of them once every two months tracing the new model's development."

Now, in practice of course no car industry has any letter reg or Central Files of customers and their Dist Div is a sort of list of dealers so that Board couldn't do that. But a Scn org can!

Now let us examine the exact same procedure in a Scientology org if it were followed.

Wrong way: The Exec Council sees how many students and pcs were trained and processed last year and arranges to train and process that many this year. The registrar working alone must keep up some quota so begins to make special deals in desperation.

The org goes downhill. Like Auckland, Sydney and Joburg did.

Right way: The Exec Council calls in the Tech Sec, Director of Training and Director of Processing and Director of Tech Services and says, "What is the maximum number of students and pcs that we can handle?" These executives figure it out and say, "500 students and 210 pcs." The Exec Council then tells them to do it, and calls in the Dissem Sec and says, "Have your people contact and sign up 750 students and 350 pcs in the coming year." They call in the Dist Sec and say, "Double the names in CF." They call in the HCO Sec and say, "Get in Ethics in this whole area and also locate and give us a list of all failed cases in the past three years." This last list they give to their Field Staff Members with orders to offer a free S&D and get the people in.

The Exec Council does **not** work on a fixed statistic of last year or any year. It **does not consider it is stopped by a fixed consumption**. It does not try to limit its business to expected business.

Of course it is silly to think there is any limit on the people who are to be trained and processed. We have not even touched the 3,000,000,000 potential Scientologists on this one planet.

If you schedule a continuous course in the Academy and teach it, it will fill up. IF you don't break it into arbitrary periods. People who run a course every six weeks or every year always eventually fail. You have to run a continuously enrolling course.

At Saint Hill we held to enrolling every Monday for many years. Then a couple years ago I ordered enrolment on arrival (any day of the week) and *enrolments increased*.

If the service is there it will be used. If it is there only by wait it will not be used.

Sometimes you have to teach a full course to an empty Academy for weeks or months when you start this, but given good, well and precisely scheduled classes and all tech *in*, the place will fill up and stay filled.

Sometimes HGC auditors sit around for weeks with no pcs after a full HGC is organised but they will eventually have pcs if the service is there.

There is **no fixed consumption**.

When you do not provide the service first, it will not be used. You cannot drum up business unless the service is certain. The best way to have certain service is to provide it before it is demanded. Then, as it exists, it will be used.

You can promote before your service is complete only so long as the service will be there when demanded.

In general org management it is very easy to fall for a fixed consumption idea and limit everyone to it. The only sure way to proceed is to operate with maximum possible service while bringing maximum pressure to bear on the Dist and Dissem Divisions to fill the place up.

There is no limit to the number of students and pcs. Why limit the sign ups?

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 6 OCTOBER 1967

Remimeo

CONDITION OF LIABILITY

Below Non-Existence there is the Condition of Liability. The being has ceased to be simply non-existent as a team member and has taken on the colour of an enemy.

It is assigned where careless or malicious and knowing damage is caused to projects, orgs or activities. It is adjudicated that it is malicious and knowing because orders have been published against it or because it is contrary to the intentions and actions of the remainder of the team or the purpose of the project or org.

It is a *liability* to have such a person unwatched as the person may do or continue to do things to stop or impede the forward progress of the project or org and such a person cannot be trusted. No discipline or the assignment of conditions above it has been of any avail. The person has just kept on messing it up.

The condition is usually assigned when several dangers and non-existences have been assigned or when a long unchanged pattern of conduct has been detected.

When all others are looking for the reason mail is getting lost, such a being would keep on losing the mail covertly.

The condition is assigned for the benefit of others so they won't get tripped up trusting the person in any way.

Such a person, assigned a "Condition of Liability, may not wear any insignia or uniform or similar clothing to the group and must wear a dirty grey rag tied around the left arm.

The formula of liability is:

1. Decide who are one's friends.
2. Deliver an effective blow to the enemies of the group one has been pretending to be part of despite personal danger.
3. Make up the damage one has done by personal contribution far beyond the ordinary demands of a group member.
4. Apply for re-entry to the group by asking the permission of each member of it to re-join and rejoining only by majority permission, and if refused, repeating 2 and 3 and 4 until one is allowed to be a group member again.

CONDITION OF TREASON

When one knowingly takes the pay or favours of a group's or project's enemies while appearing to be a friend of or part of the group or project, the Condition is Treason.

The formula for Treason Condition is:

1. Deliver a paralyzing blow to the enemies of the group one has worked against and betrayed.
2. Perform a self-damaging act that furthers the purposes and or objectives of the group one has betrayed.
3. Inform the group, project or org one has betrayed of one's previous betrayal and 1 and 2 above and petition each member for forgiveness.
4. Abide by their reaction or decision.

CONDITION OF DOUBT

When one cannot make up one's mind as to an individual, a group, org or project a Condition of Doubt exists.

The formula is:

1. Inform oneself honestly of the actual intentions and activities of that group, project or org brushing aside all bias and rumour.
2. Examine the statistics of the individual, group, project or org.
3. Decide on the basis of "the greatest good for the greatest number of dynamics" whether or not it should be attacked, harmed or suppressed or helped.
4. Evaluate oneself or one's own group, project or org as to intentions and objectives.
5. Evaluate one's own or one's group, project or org's statistics.
6. Join or remain in or befriend the one which progresses toward the greatest good for the greatest number of dynamics and announce the fact publicly to both sides.
7. Do everything possible to improve the actions and statistics of the person, group, project or org one has remained in or joined.
8. Suffer on up through the conditions in the new group if one has changed sides, or the conditions of the group one has remained in if wavering from it has lowered one's status.

CONDITION OF ENEMY

When a person is an avowed and knowing enemy of an individual, a group, project or org, a Condition of Enemy exists.

The formula is:

1. Examine oneself and one's mind or have it examined to be sure that one's attitude is not based on prejudice or aberration or mere similarity to something else.
2. Decide if one's reaction to the individual, group, project or org is based on one's personal fear or the urging of others or on actual menace.
3. Assume the Condition of Doubt and apply its formula.

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Founder

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[The *formulas* for the Conditions of Enemy and Treason given above were modified by HCO P/L 23 October 1967, *Enemy Formula*, page 245, and HCO P/L 16 October 1968, page 247, respectively. The *penalties* (grey rag, etc) associated with the above conditions formulas were cancelled by HCO P/L 6 October 1970 Issue III, *Ethics Penalties*, and reinstated by HCO P/L 19 October 1971 (corrected & reissued 22 Oct 71), *Ethics Penalties Reinstated*, and then later modified by HCO P/L 16 November 1971, *Conditions, Awards and Penances*. These Policies can be found in the 1970 and 1971 Year Books. A corrected *table of Conditions* is given in HCO P/L 14 March 1968 on page 247.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 OCTOBER 1967
Issue V

Remimeo

**CONDITIONS ON ORGS OR DIVISIONS
OR DEPTS CLARIFICATION**

If an Org or Division or Department is assigned a Condition below Normal Operation as a whole entity, it applies to all staff members at once

except

those individual staff members who can immediately show in person the Org's Ethics Officer their true statistic as being Normal Operation or above.

The Org's E/O issues at once an Ethics order in a form to upgrade these individuals promptly.

Form of Conditions Change —

ETHICS OFFICER ORDER

Org _____ Date _____

The (Org) (_____ Div) (_____ Dept)
having been assigned a general Condition of _____ ,
on inspection of the statistics of _____ (name)
_____ (post) his/her condition is upgraded to

(If this order obtained by false statistic or misrepresentation, a Condition of Non-Existence will be assigned.)

Signed _____
Org Ethics Officer

This is placed in the staff member's file and that staff member assumes the upgraded condition, not the general condition.

If the statistic however is ever proven to be false or the order obtained by misrepresentation or coercion or bribe or favor, the staff member is then placed in a Condition of Non-Existence for one week or until the N-E formula is followed whichever takes the longer.

The heads of the Org, Division or Dept may never be so upgraded. They may protest directly for a re-evaluation to the assigners with statistical proof, meanwhile assuming the assigned condition. In protesting they also send copies of all stats and order to the Int E/O.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 OCTOBER 1967
Issue VI

Remimeo

Ethics

FAILURE TO FOLLOW OR APPLY CONDITION

Any executive failing to assign or enforce Conditions penalties below normal is himself assigned the condition he or she should have assigned until that post's stats are up (not necessarily that person's as transfer may be needed).

Any staff member failing to apply the formula or the penalties of a Condition assigned unless relieved by the E/O or the assigning authority or review of actual stats shall be downgraded one Condition level.

If he or she still fails to follow the downgraded formula and penalty within 24 hours of receipt of the downgrade, it is downgraded one more and so on.

Sagged stats or crimes or high crimes are inexcusable. Seniors must always seek to raise stats and prevent crimes and high crimes by Condition Assignments the moment they are aware of the sag or the crime or high crime.

Staff members who see in their own sagged stats a Condition coming up should act *fast* to get the stat up up before a Condition has to be assigned.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 OCTOBER 1967
Issue I

Remimeo

Admin Know-How

CONDITIONS, HOW TO ASSIGN

Every post and part of an org must have a statistic which measures the volume of product of that post. The head of a part has the statistic of that post.

Every post or part of an org has a product. If it has no product it is useless and super-numerary.

An Exec Sec has the products of his or her portion of the org. The first product of an Exec Sec is of course his or her portion of the org's divisions. If the portion itself does not exist then of course the Exec Sec has no stat at all as an Exec Sec even if very busy – so he or she is not an Exec Sec despite the title. This is true of a department head, a section head and a unit head. One can't really be the one in charge if the thing one is in charge of doesn't exist. Also things that don't exist themselves can have no product.

The whole rationale (basic idea) of the pattern of an org is a unit of 3. These are

Thetan



Mind → Body → Product

In Division One the HCO Sec is the thetan, Department One the **Mind**, Department Two the **Body** and Department Three the **Product**. The same pattern holds for every division.

It also should hold for every department and lower section and unit.

And above these it holds for a portion of an org.

In the HCO portion of the org we have the HCO Exec Sec as the thetan, the Exec Div (7) as the **Mind**, Division One as the **Body** and Division Two as the **Product**. And so with other parts of an org. They always go

Thetan



Mind → Body → Product

Now if you know and understand and can apply this you can not only plan or correct an org or one of its parts, you can also assign Conditions correctly. You need data gained from inventories or counts of items or the statistic assigned and drawn.

It is *not* enough to only follow graphs. That is a lazy lazy lazy no confront method when used alone. Graphs can be falsified, can be too fixed on one thing and can ignore others unless you read all the graphs of the part you are interested in.

Graphs are a *good indicator* and should be used wherever possible. **But** you must also keep in mind that it requires **all** the graphs to be wholly accurate in a Conditions assignment and the most accurate Conditions assignment possible and that the graphs must be based on **actual** figures.

So, to begin, you look at the graphs. You look for recent ups and downs. Then you look for trends (long range drifts up or down). Then you look for discrepancies.

Like high enrollment-low income, high letters out, low enrollment weeks later.

It is safe enough *at first* to simply assign moderate conditions (Emergency, Normal, Affluence) by the current ups and downs of the graphs. This should result in *expansion*.

Expansion (product increase) is **the whole reason** you are assigning conditions in the first place, so you expect reasonably that if you assign conditions by graph you will get *expansion*.

Now, after a while (weeks or months) you see you *are* getting expansion so you go on assigning conditions by graph. An Exec Sec would also inspect the physical areas of Dangers and Affluences as a matter of course.

But let us take the reverse case. You assign conditions by graph (and inspections of Danger and Affluence) and what you are assigning conditions to **doesn't** expand!

Well, now we get to work. There is something wrong.

The first thing that can be wrong is that what you are assigning conditions to really doesn't exist. The Director of Comm does not have a Department of Comm. He has only a messenger-telex operator, no way to handle his other departmental functions and answers the phone himself.

So, finding no Department **regardless of other reasons** ("can't get staff" "income too low" "no quarters") you bang him with a Condition of Non-Existence. Because he obviously doesn't exist as a Dir Comm, having no Comm Dept. (Non-Existence is also assigned for **no use** and **no function**.)

Now, if this assignment to the Dir Comm of Non-Existence – with no further help from you, mind – does not result in a Comm Dept in a reasonable time you assume he doesn't want one to be there and you assign a Condition of Liability.

You don't *explain* it all away. That's what *he's* doing so why imitate him?

You don't say, "He's just overwhelmed – new – needs a review – natter natter figure-figure." You simply **assign**!

He **still** doesn't get a Comm Dept there.

You inspect. You find the Ethics Officer isn't enforcing the Liability penalty ("Pete is my pal and I..."). So you assign the Ethics Officer a Condition of Liability as he gets, naturally, what he failed to enforce.

Now they mutiny and you assign a Condition of Treason, shoot both of them from guns and fill the posts.

The new incumbents you tell, "The boys before you aren't here now and aren't likely to be trained or processed until we get around to the last dregs so we hope you do better. You begin in Non-Existence. I trust you will work your way out of it at least into Danger before the week is out. As you are just on post, the penalties do not apply for Non-Existence. But they will after 30 days. So let's get a Dept of Comm and an Ethics Section."

Now of course, if the E/O had to be shot from guns, Dir I & R is at once assigned a **Danger Condition** complete with penalties as that section was in his/her Dept.

If there's no HCO (Div 7, 1, 2) part of the Org the LRH Comm of that org yells for the next senior org to act. And if there's no LRH Comm the next senior org should see that it's gone by lack of stats or reports or expansion and act anyway.

Now you say, "But that's ruthless! No staff would ...

Well, such a statement reasoning is contrary to the facts.

The only time (by actual experience and data) you lose staff and have an unstaffed org is when you let low stat people in. Low stat personnel *gets rid of* good staff members. An org that can't be staffed has an SP in it!

Orgs where Ethics is tight and savage grow in numbers!

Man thrives oddly enough only in the presence of a challenging environment. That isn't my theory. That's fact.

If the org environment is not challenging there will be no org.

We help beyond any help ever available anywhere. We are a near ultimate in helping. At once this loads us up with SPs who would commit suicide to prevent anyone from being helped and it lays us wide open as "softees" to any degraded being that comes along. They are *sure* we won't bite so they do anything they please. Conditions correctly assigned alone can detect and eject SPs and DBs.

So if we help so greatly we must also in the same proportion be able to discipline. Near ultimate help can only be given with near ultimate discipline.

Tech can only stay itself where Ethics is correctly and ruthlessly administered. Admin like ours has to be high because our orgs handle the highest commodity – life itself.

So our admin only works where tech is **in**. And our tech works only where Ethics is in.

Our target is not a few psychiatric patients but a cleared universe. So what does **that** take?

The lowest confront there is is the Confront of Evil. When a living being is out of his own valence and in the valence of a thoroughly bad even if imaginary image you get an SP. An SP is a no-confront case because, not being in his own valence, he has no viewpoint from which to erase anything. That is all an SP is.

But the amount of knowing havoc an SP can cause is seen easily if only in this planet's savage cruel wars.

An executive who cannot confront evil is already en route to becoming suppressive.

Next door to the "theetie-weetie" case is the totally overwhelmed condition we call SP (suppressive person).

It is so *easy* to live in a fairyland where nothing evil is ever done. One gets the image of a sweet old lady standing in the middle of a gangster battle with bodies and blood spattering the walls saying, "It's so nice it's only a boy's game with toy guns."

The low statistic staff member who never gets his stats up *is making* low stats. He isn't idle. It's a goody-goody attitude to say, "He just isn't working hard." The chronic low stat person is working **very hard** to keep the stat **down**. When you learn that you can assign conditions and make an org expand.

When stats **won't** come up, you drop the Condition down. Sooner or later you will hit the **real** condition that applies.

Conversely as you upgrade conditions you will also reach the condition that applies. Some staff members are in chronic *power*. Who ever assigns it? They take over a post – its stats soar. Well, to measure just stats of the post taken over as his condition is false since his personal condition is and has been *power*. And if it is power, then that personal condition should be assigned.

That is very easy to see.

But what if you have a personnel who whenever he or she takes over a post the stat collapses!

Well you better assign that one too. For just as the one in Power *works* to maintain up stats, the one in the lower condition, whether one cares to confront it or not, works too and is just as industriously collapsing not only his own post stats but also the stats of posts adjacent to his! So he is at least a Condition of Liability as the post if vacant would only be in Non-Existence! And as somebody next to it might do a little bit for it, it might even get up to Danger Condition, completely unmanned!

DISCREPANCIES

When there are discrepancies amongst statistic graphs **some** graph is false.

When you find a false graph you assign anyone **who** falsified it intentionally and knowingly a Condition of Liability for that action is far worse than a non-compliance.

And you had better be alert to the actual area where the false graph originated as it has a tiger in it. Only physical inspection of a most searching kind (or a board if it is distant) will reveal the **other** crimes going on there. There are always *other* crimes when you get a false report. Experience will teach one that if he really looks.

RECIPROCITY

It is more than policy that one gets the condition he fails to correctly and promptly assign *and* enforce.

It's a sort of natural law. If you let your executives goof off and stay in, let us say, a Danger Condition yet you don't assign and enforce one, they will surely put **you** in a Danger Condition whether it gets assigned or not.

Remember *that* when your finger falters "on the trigger".

That natural law stems from this appalling fact.

We didn't, a long long time ago, get in Ethics. We goofed. And the whole race went into the soup where it remains to this day.

And if we are to live in this universe at all, at all, we are going to have to get in Ethics and clean it up.

Whether that's easy to confront or not is beside the point. The horrid truth is that our fate is **far** more unfrontable!

Now we have to have highly skilled Tech to bail us out. And I assure you that tech will never get *in* or be used beneficially at all unless

1. We get Ethics in, and
2. Unless Scientology orgs expand at a regular rate.

Only then can we be free.

So that's how and **why** you assign and enforce conditions. It's the only way everyone finally will win.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 23 OCTOBER 1967

Remimeo

ENEMY FORMULA

(Modifies HCO Pol Ltr of 6 Oct 1967
on Lower Conditions Formulas)

The formula for the Condition of Enemy is just one step:

Find out who you really are.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 8 FEBRUARY 1968
Issue I

Remimeo

ADMIN KNOW-HOW #18
STATISTIC RATIONALIZATION

"Rationalizing a statistic" is a derogatory term meaning finding excuses for down statistics.

Finding excuses or reasons why a stat is down does NOT bring it up and at best is a scathing comment on the lack of foresight or initiative of the executive in charge of the area.

What is wanted is (1) prevention of stats going down and (2) quick action to bring them up.

Being reasonable about their being down should be regarded as **agreement with their being down**. Which is, of course, suppressive.

"Well, the letters out stat is down because we were paying a girl so much per letter and 'policy' stated we could not hire anyone so we fired her and that's why letters out is down."

That was an actual rationalization given in Wash D.C. for the collapse of the org last year.

To begin, there is no such "policy" and surely no policy exists to have down stats. So, here the felony is compounded by seeking to blame policy for a down stat which for sure revealed the action as a suppressive effort to rationalize (and get away with) a down stat.

The only reason stats are down, ever, is because somebody didn't push them up. All other reasons are false.

IDÉE FIXE

Some people have a **method** of handling a down stat which is a fixed idea or cliché they use to handle *all* down stat situations in their lives.

These people are so at effect they have some *idea* sitting there "that handles" a down statistic.

"Life is like that."

"I always try my best."

"People are mean."

"It will get better."

"It was worse last year."

They **know** it isn't any use trying to do anything about anything and that it is best just to try to get by and not be noticed – a sure route to suicide.

Instead of seeking to prevent or raise a declining stat in life such people use some fixed idea to *explain* it.

This is a confession of being in apathy.

One can always make stats go up. Hard work. Foresight. Initiative. One can always make stats go up. That's the truth of it, and it needs no explanations.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 14 MARCH 1968

Remimeo

CONDITIONS

The following is the corrected table of Conditions:

Power

Power Change

Affluence

Normal Operation

Emergency

Danger

Non-Existence

Liability

Doubt

Enemy

Treason (below Enemy) is defined as Betrayal after trust. Formerly was differently placed and defined as accepting money.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 16 OCTOBER 1968

Remimeo

(Reissued from Flag Order 1474
of the same date)

TREASON

The formula for the condition of Treason is

Find out that you are.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 20 APRIL 1969
Issue II

Remimeo

HATS, NOT WEARING

The formula for Treason is very correctly and factually, "Know **that** you are".

It will be found, gruesomely enough, that a person who accepts a post or position and then doesn't function as it will inevitably upset or destroy some portion of an org.

By not knowing that he is the _____ (post name) he is committing treason in fact.

The results of this can be found in history. A failure to be what one has the post or position name of will result in a betrayal of the functions and purposes of a group.

Almost all organizational upsets stem from this one fact:

A person in a group who, having accepted a post, does not know **that** he is a certain assigned or designated beingness is in **Treason** against the group.

L. RON HUBBARD
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LRH:ja.ei.rd

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 12 OCTOBER 1962

Central Orgs
Franchise
Field

Re-Issue Series (1)

**BASIC PURPOSES OF
A SCIENTOLOGY ORGANIZATION**

(Taken from HCO Policy Letter of Nov. 27, 1959 and HCO London Letter of Jan. 9, 1958)

L. RON HUBBARD, FOUNDER. Purpose: To develop and disseminate Scientology. To support and assist Scientologists. To write better books. To act as a court of appeals in all organizational disputes. To form and to make official policies and orders affecting the Founding Church.

FOUNDING CHURCH OF SCIENTOLOGY (HASI). Purpose: To disseminate Scientology. To advance and protect its membership. To hold the lines and data of Scientology clean and clear. To educate and process people toward the goal of a civilized age on Earth second to none. To survive on all dynamics.

FOUNDING CHURCH CONGREGATION. Purpose: To communicate to the congregation the principles and philosophy of Scientology. To ensure for each individual an awareness of their health, happiness and immortality through good training, processing and fellowship.

HUBBARD COMMUNICATIONS OFFICE. Purpose: To be the office of LRH. To handle and expedite the communication lines of LRH. To prepare or handle the preparation of manuscripts and other to-be-published material of Scientology. To keep, use and care for LRH's office equipment. To assist the organizations of Scientology and their people. To set a good example of efficiency to organizations.

PUBLIC RELATIONS (under HCO). Purpose: To maintain and increase good public relations for the organizations of Dianetics and Scientology.

EDITORIAL DIRECTOR (under HCO). Purpose: To keep material in publications within Organization Policy, and to prepare publishable material.

HCO COMMUNICATOR. Purpose: To keep the communication lines flowing and the files in order in HCO.

HCO BOARD OF REVIEW. Purpose: To validate for full results every certificate ever issued in Dianetics and Scientology. To be the final authority on any certificates to be issued. To be the final authority on Clear certification.

ORGANIZATION SECRETARY. Purpose: To get people to get the work done. To enforce the policies and advise the Board.

LEGAL. Purpose: To make legal the actions of the organizations of Dianetics and Scientology and safeguard their public and private interests.

ADVISORY COUNCIL. Purpose: To advise the executives of the organization as to needed changes and policies. To act as a meeting ground for department heads. To assemble and report the statistics of finance and action to the Executive Director. To advance ideas for promotion and improvement.

STAFF MEETING. Purpose: To gather agreement and permit staff origination upon matters relating to personnel and duties. To report on performance of duties. To suggest promotional, maintenance and organizational changes to FC executives.

TECHNICAL DIVISION

TECHNICAL DIRECTOR. Purpose: To ensure good training and processing, good service and ARC inside and outside the organization.

ACADEMY OF SCIENTOLOGY. Purpose: To train the best auditors in the world.

TRAINING ADMINISTRATOR. Purpose: To keep the materials and comm lines of, the Academy in good order. To keep a Roll Book. To prepare and collect certification materials.

COMMUNICATION COURSE. Purpose: To give people a reality on Scientology and to teach the communication formula by Dummy Auditing.

HUBBARD GUIDANCE CENTRE. Purpose: To do more for people's health and ability than has ever before been possible and to give the best auditing possible. To help people.

PROCESSING ADMINISTRATOR. Purpose: To handle the persons, communications and materials of the HGC to the end of improving and continuing the quality and business of the HGC.

SCIENTOMETRIC TESTING IN CHARGE. Purpose: To give all and any tests or exams that may be required to any department or organization or personnel, and to keep and file results accurately to assist research and presentation, and to have test materials in abundance to hand.

PERSONAL EFFICIENCY FOUNDATION. Purpose: To make a better worker of the worker, a better executive of the executive, a better homo sap on all dynamics.

ADMINISTRATIVE DIVISION

Purpose: To ensure good and accurate communication inside organization. To handle business and administrative affairs. To ensure good working quarters and conditions for and good work from organizational personnel.

DEPT OF PROMOTION & REGISTRATION. Purpose: To procure students and preclears by actual, direct and personal contact using personal letters and assuring an adequate number of students and preclears.

RECEPTION. Purpose: To create and maintain good communication and service amongst staff, students and public.

DEPT OF MATERIEL. Purpose: To hold in readiness and good repair all the communication materiel, files, addresses, furniture, equipment, quarters and transport necessary to adequate function of the organization.

DEPT OF ACCOUNTS. Purpose: To keep the business affairs of the organization in good order, to maintain the good business repute of the organization and to see to it that the business activities of Scientology are up to date in an excellent condition. To make sure that income exceeds outgo.

DISBURSEMENT CLERK. Purpose: Break down income into proportions; validate bills; issue checks.

L. RON HUBBARD

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[*Note: The original 9 Jan '58 issue had *Advisory Committee* in place of *Advisory Council*, giving the same purpose as above, except that the person to whom statistics of finance and action were reported was the *Association Secretary*. The 27 Nov '59 issue changed *Advisory Committee* to *Advisory Council*, giving the same purpose as above. HCO P/L 9 Sept '64, entitled *Purpose of AdComm*, amended this purpose saying:*

"Sometimes organizations tend to forget what the basic purpose of an AdComm is.

The original purpose is amended as follows:

'To advise the Assoc/Org Sec on Promotional Matters relating to the various Departments.'

This purpose should be read at the beginning of every AdComm meeting held in all Orgs. It should be prefaced, 'This meeting is held to advise etc.' - L. RON HUBBARD"]

Org Board and Livingness

A lecture given by L. Ron Hubbard

on the 6 April 1965

Thank you.

Well now, today – today is a red-letter day. Today is quite a day. This is about the first day I ever brought notes to a lecture. So I want you to mark this down. And what is the date?

Audience: April 6, AD 15.

April 6, AD 15. So you want to mark that date down: "Ron brought some notes to the lecture."

Now, today – you have been hearing a lot about organization and reorganization and re-re-reorganization. And I'm about to give you a talk on the new org board for all organizations over the world. And you will find that your notes on this will probably be fairly scrambled. The whole thing will be published in *Auditor* 8 – the whole org board – and there will be HCOB – pardon me, HCO Policy Letter 3 April 65 released, which gives the basic organization in detail. And there's a lot of stuff gone in on this, and actually I've been working on practically nothing else for weeks. Of course, I've been working on everything else for weeks, too, you see? But my concentration has been on this, and it sort of stopped the – nobody will believe this. People are somewhat alarmed with the number of policy letters coming out and so forth. Those are parts of the new hat book, and they're simply being released to get them out so they won't cause randomness, because when we send the new hat books off to the printers, we'll – probably we'll have them in 68-1970, and that – a bit of missing data between now and then might prove very catastrophic here and there.

So you notice that around orgs and so forth these things are being released as just General Non-Remimeo. Non-remimeo means that they're cut on a stencil and just run off and a few copies are sent to each org.

Anyway, you will be seeing a lot of this org board. And I'm merely pointing out to you about this, that there is something about it to understand. There's a great deal about it to understand. And the first – the first is that the org board does not change regardless of the size of the organization. It may get longer at the bottom, but it doesn't change in its significant characteristics, departments, divisions or anything else. They remain constant, and it doesn't matter if it's a Class Zero Org consisting of three guys trying to lift their heads up off the pavement as an organization. or an organization of 200,000 staff members; it would be the same org board. And I know that startles you, but I almost told you the real figure: two billion.

This board is – this board has a lot of back history, and it is a refined board. And I may as well tell you the truth here amongst us girls. This is a refined board that I spoke to you about in an earlier lecture of an old galactic civilization. And you say what's that doing amongst us? Well, we applied Scientology to it, and found out why the civilization eventually failed. They lacked a couple of departments and that was enough to mess it all up. And they only lasted eighty trillion. We'll be going a lot longer than that, so we want to get something substantial. We don't want these temporary fly-by-night affairs, you know.

Matter of fact, practically every government of this planet has fallen on its head before it was even heard of. They go up and vanish so quick that history is practically unable to keep track of them. I'll bet you – I'll bet you – just yesterday; just the other day: 1500 B.C. – you cannot tell me the primary civilization which was in exist... That's right, I thought you couldn't. You don't know what government was in power in Europe and the Middle East in 1500 B.C. You see? Just that little, tiny, tiny span of time. What is that, thirty-five hundred years. You don't even remember. Temporary. Makeshift. Didn't understand. Nobody had ever been to school about org boards; didn't know anything about it.

Now, actually there've been lots of schools about org boards. They didn't have Scientology, but they did have org boards. There have been some of the wildest org boards that have ever been invented. Don't consider the United States Army has any org board; it doesn't. Armies don't have org boards; they have *command charts*! *Hmph!* You want to see the picture of a suppressive person, look at an org board of a military organization. It goes: commanding general, adjutants, officers, nobodies. Everyplace except the Mexican Army. And that has commanding generals, and that's all. [laughter, laughs] It'll be like our City offices using this board for the first time, and it'll look like the Mexican Army because everybody'll be top brass. Two ranks of top brass.

Now, our org board – our org board is erected to stay there, and therefore has been worked out very carefully against various known philosophic principles, so that it is itself a philosophic machine and in a very short time you're going to see this org board in a Comm Center, where the public is able to walk by it, become a jam spot. I can – I can assure you it's going to become a jam spot, and you're going to get little despatches from communicators saying, "Can't we put the org board behind a door or something, so we can get some work done?" No, that isn't the thing to do. It's just make the Comm Center bigger – you see, elementary – and just put a duplicate board in there the public can stand in front of. Say on it, "Don't look at this board; look at that one," you know, so as to get them out of the road, because you're not going to be able to keep people off of this board.

That sounds very funny, very funny. How come an organization board could suddenly move up into such prominence? Well, you'll see before this lecture is over.

Now, the main thing to know about these things is a command chart is only one tiny, two-bit little function; that's a minor function of an organization chart. Because an organization chart must take care of *function*, and it must take care of the *activity*, and it must take care of *what happens*. And you look on an army's organization board and you don't find anyplace to refer a lost battle. Well, that's pretty interesting. What do you do with lost battles? I can just

see an army signalman trying to put a lost battle someplace in an army org board. He's trying to look for the guy's basket. Where do we send this lost battle?

Now, let me tell you why they fail. This is the principle, and this is a principle of this universe: *If the function is not expressed, it will be worn unknowingly by everybody.* And you can write that down in letters of fire right on the frontal structure where it comes to organizations – right on the front of your skull so you can look at it as a thetan. Write it backwards, of course, so that you can look at it properly.

The function that isn't expressed is worn by everybody. This, therefore, becomes very important when I say, "Where do you put the lost battle?" Well, just that all by itself, and that's a very minor point, would of course eventually defeat the organization with such a board, because its decay is on automatic. But of course man's reactive bank being the way man's reactive bank is, of course he'd invent such an org board.

Now, where you have, then, one of these org boards, you have a frailty that goes along which is almost the same order of magnitude as what I just told you – the function which isn't expressed on the org board is worn by everyone unknowingly, see (and you can make a note of that because that's very important) – is the other monitoring function which gives us bureaucracies, and that is: *When you put a box on an org board, it will be filled.* And that is at war with the other function.

Now, let's look at these two contradictory data, and they are almost of comparable magnitude. If we don't express the function on the org board, it will be worn unknowingly by everyone. And the other datum, if you put a box, a square or a function on an org board, they will assign people to it. Inevitably and invariable, you will find this to be the case. Those two things then are at war and have not been solved by organizations of the past.

So, in the effort to stay within the realm of possibility with regard to personnel – economic possibility, population possibilities and so forth, within that realm – then they drop functions off the org board because they can't have an organization that big, because this again is a hidden datum that people will fill the box. They'll put somebody in that box. You got a box there; it says, "Adjutants – Adjutant's Boot Shiner." Oh, you'll find an Adjutant's Boot Shiner show up. He may be totally unnecessary. Maybe adjutants have ceased to wear boots, but he'll be there. And if they've neglected to take mules off of the US Army charts, you're going to find mules and mule helpers and mule holders and mule curriers, and I'll bet you there's some place in the United States Army right now that's just got *tons* of mules. I'll just bet you.

And I'll bet you in reforming the cavalry charts when they turned them over to mechanized – people who like animals don't like machines, so they turned over the cavalry and mechanized it, you see, on the theory that cavalry goes across countryside or something. But they forgot to take the spurs off the officers, don't you see? So, therefore, I know definitely that they forgot to take some spots out of their org boards. And you're going to find some mighty peculiar things if you went sneaking around a cavalry regiment today. They're mechanized. They're in tanks, you know, and they got motorcycles and armored cars and jeeps, and all that sort of thing – officers still wearing spurs. They sure raise the devil with tank upholstery, too, getting in and out of tanks. [laughter] But if you – if you looked around there, you

would see some peculiar things. And if you went and look at their org board, why, it isn't there.

Now, if there are – no tank repairmen, or anything like that were provided for, you wouldn't find them there.

Now, oddly enough, man, when he works as a team, must have policy or he is not a team. He cannot work as a team without policy, so all he works as is a bunch of individuals. Even bad policy, you see, will at least make a team out of him. Do you follow? It isn't whether the policy is bad or good. It's does it exist and is it followed? Fortunately, I don't write policy on the basis "any old policy is better than no policy," but it so happens... (There'll be somebody cursing his head, unable to get this through his skull at some time or another. Probably going to remember this line on the tape and hold it up to me. You probably better cut it out.) But that's true. Any policy is better than no policy because that is what makes the team. It's simply the agreement. It's the extant agreement, and if there isn't an extant agreement, then you have individualized action.

When you get individualized action, even though this is occasionally very spectacular and very successful – which hangs the auditor in a lose – in a win, you see, and then makes him lose afterwards... This very spectacular individualization of action within the rest of the team, weirdly enough, even though it occasionally wins a battle, in actual fact does more harm than good. Because it sets an example of breaking policy, which then breaks up the team.

The worst team you ever wanted to see is one composed of "all-stars" taken at random as the starring players, with spectacular individualities from each of the winning teams of a country. I don't care what game you're playing, if you want a really stinking team, get those boys, because they're running according to the different policies of their different coaches, don't you see? And they are already, by "all-star" players, preselected as doing something that was very noticeable, which means they didn't even follow their own team policy. So now you group all these fellows together in a mess, and each one – each one is magnificent and a collective mess. And they probably could be licked by any little batch of high-school kids on the same game, who *were* welded together by policy. "When Bill does that, I do this. That's it. That's play sixty-four. What's play sixty-four? Well, when Bill does that, I do this and then Joe does that." That's just policy.

Now, you see, if they were facing some individuals who were very, very good individually, and those individuals they were facing had no policy, do you see that these three guys on the organized team could easily defeat the other team because they're defeating – there actually, in basketball, would be five men against one, not a team. In other words, each member of an unorganized team – each member of an unorganized team – is standing naked and alone. And so any small group, no matter how small, as long as it's more numerous than the one, can rather easily defeat one.

So we in Scientology, compared to the world's population, are a relatively small group. We tend to be a lot of ruddy individualists, which is fine in our private life, but our organizational actions must be coordinated. And if we knitted together our organizational actions and our functions across the world, and we had a good similarity of action, good du-

plication from organization to organization, and then we grooved this in and put this together very nicely... Who else on this planet is following policy? Nobody. Even the commies, who are the closest to organized people, have such rifts about policy that nobody knows whether to follow Lenin's policy or Stalin's policy or Khrushchev's policy or the new coexistence policy, see, or the old revolutionary policy – whatever that was. And you probably do not realize that there are about – well, I know – I know myself of three or four brands of communism, and therefore I would say there are probably three or four hundred, you see, because I'm not a – I'm not a – to use a difficult word – a "buff" on the subject, you know?

You ever hear of a fire buff or a police buff? He's the fellow, whenever he hears the police sirens, goes out and jumps in his car, you know, and follows the police car. Or he's the fellow that follows the fire engines to the fire. And he's – the railroad buff – why, he's always down looking for old steam engines and so forth, and he's asking for a ride on the cowcatcher or something like that. "Buff." I'm not a communist buff. I don't – I don't follow them up very much because it won't be necessary, see? I just don't like to become a buff to an impermanent fixture. There's no future in it. And they're really not long for this world.

Why? Well, there's two good reasons why. One, they themselves – they themselves aren't that good. They're a temporary Earth civilization. One of these temporary things that goes away in, what? A flicker of an eye and they're gone, see? Up one minute, down the next. Disappeared. Down-the-drain type of – type of operation. So they couldn't be going very long, and their duration alone doesn't make them very worthy as an opponent, see?

They wouldn't be... Now, you say, "What do you mean 'duration' – they wouldn't be here long? They'd be here long enough." Well, maybe they'd be here long enough for atomic fission, but we're working on that one, too.

Now, the point I'm – the point I'm trying to make out is that if you were better organized, and then organizations were better organized, you wouldn't have to do anything spectacular about the other organizations. Do you follow? This will not, then, engage you in a war with the other organization. We don't want a war with these organizations. And oddly enough, I have traced every single blowup we've had back to a *wild* departure from policy – very simple, primary, known policy.

Melbourne blew up on the refund policy. They just didn't follow any part of the refund policy. That's rather incredible. Our policy is when somebody – somebody isn't satisfied and so forth and wants his money back, we promptly give him his money back. We also tell him, "Well, you're through with Scientology," but that has nothing more to do with it. We don't want to stand around taking his money and giving it back and taking his money and giving it back. The devil with that. It's too hard on the Accounts Department. So we just say, "All right. You've had it. There's your money. Bye-bye." And that's been policy since heck was a pup. And Melbourne didn't give the man his money back. No-o-o. And when they did give him his money back, they didn't follow the rest of the policy. They didn't get a quitclaim from him. So he turned right around and sued them. They gave his money back and he sued them. Pure idiocy. Then, Melbourne is rather expert at departing from policy, and you needn't cut that off the tape. [laughter]

That's where they come a cropper, you see? They are not part of the team. And you will find all the symptoms of individuation present, which is they yammer at the other teams, see? They cuss the other teams out. They're always getting ARC broke about the other teams, do you see? And they just individuate more and more and more and follow policy less and less and less and all of a sudden they aren't there anymore, unless somebody intervenes with heavy cavalry.

Now, if we're going to make our forward progress – we have a lot of good organizations through the world, of which Melbourne is one of them now. (I have now acked them.) The situation is that these are placed in rather strategic areas. They're placed in strategic areas to spread a sphere of influence.

And when those spheres of influence meet on their own borders, we don't want them to be different and create a ridge; we want them just to flow smoothly out and meet. You follow? It's all rigged to do so.

Now therefore, if we are a good team, and if we watch our individual cases, and we come right on up the line as people, as beings, and we *also* are part of the team, then we won't get into all the trouble we got into as roaring, screaming individuals way back on the track. In other words, we can make it all the way because we've kept order all the way.

Right now we could turn people loose... It used to dismay me – I've already faced this problem – it used to dismay me when I would clean somebody up as a case, and then he'd get into busy-busy-busy activity of some kind or another and go tearing off in a big busyness and not do anything for the forward motion. Because normally he would go out there and he would go for a while and he'd be all right, but after a while, why, he'd sort of cave in – loneliness and other things, you see? This was a bum show. So obviously, then, we weren't making our way with his case.

So we find out that case stability depends upon the smooth organization of individuals. See? Sensible as that. And then we'll be able to make it all the way. And without an organizational shove back of that, then the guy goes up, and I don't care whether it's a thousand years – I don't care whether it's ten years, a thousand years or ten billion years – why, there he is in the theta trap, or there he is going downhill again, or there he is with all this stuff plastered all over his face, and he can't figure out what it is, and he's now forgotten how to run 8-C or Touch Assists. Well, you see, it'd be a temporary affair, and like an Earth government, wouldn't be worth doing.

Now, it isn't that anybody is trying to weld everybody together to the end of time, but I should say offhand that every person and being, and so on, who is going up with Scientology ought to take Scientology up with him. Seems only fair. And then you'll find things will work out fairly smoothly and very easily.

Now, what do you fall back on when you come a cropper all by yourself out in the far reaches of this particular planet? What do you fall back on? You fall back on an organization. You fall back on me. How could I be there at all if there wasn't an organization to take care of the action? Do you see?

So an organization is not a necessary evil or not some reason why, and so forth. The organization is there to serve Scientologists and to handle the thing and the public and spread it out and so forth. There's lots of reasons why it's there, but this isn't a lecture on purposes. But remember that it is a coordinated activity and therefore, it must be very close to flawless. Because once you put one of these things in brass and start it – you know, you put it in concrete and you start it rolling – if it's almost right, you've had it, because it will become an all-devouring monster and fail by the germs of its own destruction. And the thing that destroys almost any organism is its own germs. It's the things it laid in. It's the things you did, not what were done to you.

The only way you can come down is for having made a mistake yourself. There must always be that prior mistake. Sometimes it's very slight. Sometimes you couldn't possibly have hoped to have predicted the action would go the way it went, but it did go in some fantastic tangent to the way you expected it to go from that particular point and you had made a mistake, and there one starts down. You make enough of those things and you're really going down. But it takes quite a few.

What's interesting is an organization watching its general income curve go down, doesn't realize when I look at it I am not looking for a *thing* that is making it go down. I'm looking for the hundred thousand. I'm looking for the gross errors, but the lots of them. They're not really ever composed of one major error, one howling, major error. That – if you go around looking for that, you make the same mistake that has been made by every philosopher that I have ever read. He's made a mistake. It's contained on this chart. And what's contained is this:

He says, "What you must have is understanding." "What you must have is understanding," says the old philosopher. "Now please, please, please, please. What you must have is understanding..."

Boy, that is an error that I myself fell into and have carried on for a very long time, until I was drawing up this org board the other day and recognized the flaw. It's understandings. It's plural.

It's a sort of a trick. You look at something and you're trying to understand this thing. You're looking for one big thing to understand. And it isn't composed of one big thing to understand; it's got about fifteen or twenty little ones. That's the biggest – probably the biggest single bug there is in philosophy anywhere – that philosophers looked for understanding. They looked for an understanding. I can tell you quite frankly there's 265 times 6 *separate* dynamic urges in man – separate, basic, principal dynamic urges in man. 265 times 6. And there's 265 times 6 times 18 separate causations. Now, the big understanding there is that they exist. And the other understanding is, is it was an effort to make them so numerous that nobody could embrace them.

Well, all right, let's get to the next point on this org board rather slippily and rapidly. I hope I've made my point that there is some necessity for organizational action. It must be smooth; there must be policy.

The next point is that it must be comprehensible. It's got to be knowable. If there were no system by which it went together, it would put everyone who read it on a memory basis. If

it didn't cross-categorize and if it didn't do various things, if you weren't – couldn't classify various types of communication, various types of duties or functions and so on, it'd just become a madhouse. It'd be chaos itself. So *the org board must express the functions, duties, sequences of action and authorities*, and boy, that's a lot to express.

On a two-dimensional board you're going to express the potential duties, well, of a couple of thousand staff members and bring it down to one staff member. And the one staff member is not going to be any different than the two thousand, two-hundred thousand, two million, two-hundred million, two billion staff members. See? What are we looking at? Boy, that's a philosophic conundrum, isn't it? Enough to give you a headache to think of it.

How are you going to take an organization that would accommodate and define and delineate the duties – this was the – this was the principle on which I operated – of two billion staff members and reduce it down to one staff member? Well, actually, when I first started out it would go up to about a hundred staff members. You could get it as big as a hundred before you needed a brand-new org board – and that means the organization would have to be torn apart and thrown away – or you could bring it down to three and that's as low as you could get it. You could only get it to three.

And I was stuck between three and a hundred or thereabouts. And I said that isn't good enough, and I started cracking me brains trying to figure out – might as well crack my brains; I don't want to get damaged myself. So I said – I set myself the artificial problem of making it so that it would go up to two billion (this is totally just theoretical, just so I'd have a *bzzzt* figure, you know, big) and down to one person. And that was the span of action, duty, function, organization and form.

Well, that's why you're going to see people looking at this org board and jamming up things and so forth: because – hold your hat – it gives the cycle of raw meat to OT. It gives the cycle of actions a person would undertake from the public. So it became a public org board, too, because the public looking at it enters from the left and proceeds straight on through to the right. That's all. And it must take care of him properly all the way along the way. It must therefore be the way. It must therefore be the route.

Now, following the laws and principles of how you make a channel and what you do to keep the channel rolling and keep an impulse on the channel: You must of course have an impulse into the channel. The edges of the channel must be held firm. The barriers in the channel must be removed. The noncompliance of forwardings in the channel have to be taken care of, and the distractions must be removed from the borders of the channel. And there must be some place for something going down the channel to arrive at. Must be a place for it to start from and a place for it to arrive at. And we have defined life, and life without that channel won't exist. That's livingness. Livingness is going along a certain course, impelled by a purpose and with some place to arrive.

It consists mostly of removing the barriers in the channel, holding the edges firm, ignoring the distractions and reinforcing and reimpelling one's progress along the channel. That's life and that's this org board. It's dreamed up with malice aforethought to put somebody on it and shove him straight through. It's rigged – it's rigged to remove the distractions, rein-

force the edges, pick up the barriers, take care of the noncompliance, reimpulse any particle on the line with a place for it to go. It does all these things.

Now not only that, it gives you all the levels that will now exist for the Gradation program; all the levels for the Gradation program. And this is where Clear fell out of the hamper suddenly after all these years. Suddenly took a look at it and found exactly where Clear fitted. Clear is a sort of a baby OT. He hasn't learned to walk yet, but frankly there's nothing, nothing to erase between Clear and OT except the physical universe. His next bank, of course, is the physical universe. And I don't think he's going to go around and erase that in a hurry, but he could go before it or go after it, couldn't he? He wouldn't have to erase it. But that's a Clear. A Clear is a baby OT. So that occurs on the board. Well, you take a baby; he's in beautiful condition, but he sure as hell can't walk. Did you ever notice? You follow?

He is Clear as a bell, you know. I mean, you could ring him and he'd gong for hours. Beautiful condition. He's got lots of experience if he could only call on it. I ran into this head-on myself. I don't know if you've read the bulletin yet or not. Is it in your hands?

Audience: Yes.

Yeah, all right. I don't know what you thought about that. Gave you a terrible shock, I imagine.

But a Release, we've been looking at release for a long time. It's very funny. I've never been able to get anybody to check out a Release or a Clear. They have big arguments – big arguments about a Release. There's only one question they had to ask, but they'd never seem to be able to say that anybody was really Release. And big arguments ensued about Clear. Well of course, I had to be within shooting range of this exact position on the forward travel, and so forth, before I could suddenly say, "Ah, for God's sakes. Ah, what the devil." You know? I got all the right answers, and we got the right answers all the way to the top. That's what's so funny, you know? Nineteen fifty-fifty-two, Philadelphia Lectures, you know? This is very funny. They tell you all about an OT.

Creation of Human Ability, published here in England ages ago, got the steps in it which you now undertake. Of course, you can't take those steps with a reactive bank in your road, because it reactivates the bank and the bank shoves you back down again. It's wild business. You see? So there it was and I looked it right. So I decided, "Well, Ronnie," I said, "the only thing you can do is just confess. Just fess up to it. All right, that's the way it is." Because we'll leave it to the universities to make popularity with data, and we ourselves fare best when we simply tell what we know when we know it. And this is a case in point.

[For the 2nd time in the lecture, a jet plane flying overhead can be heard] (That's one of these new jet fighters; they're practicing. Well, we haven't got any OTs in the class to go up and give him the idea how to land, so we'll go on.)

So these points have to show up on this board. They have to be taken care of on this board, because this board isn't taking care of one kind of being. It isn't taking care of thetan-wog-class, spun-in X-2, see? I'll be a son of a gun if the board isn't taking care of all of these types of beings. And they're different types of beings as they go on up the line, don't you see? They'll act differently and they'll behave differently, so therefore we had to move up in the

direction of accommodating this fact, and so the easiest way to do that and so forth was simply to express the various stages on the org board itself and match them to the departments of the org board. So you find each department of the org board expresses one of these conditions.

Now, I knew nobody else would want to take the original basic point on the horizontal line, so I did. And that's the first organization that we ever had in Scientology. And that was the Office of L. Ron Hubbard, and that's Department One, you see? That's the Office of L. Ron Hubbard. That's the old Phoenix, Arizona office I first put together, and it eventually became HASI. Well, what's more elementary than that? And I tried and figure out what else would go on this, because I knew there was something a bit odd here, and so on, and I suddenly realized we had forgotten a piece of our own track – in Scientology track. And that was the first organization of Scientology, and strangely enough, it is still functioning. It functions just exactly like that.

And when we tried to straighten out Saint Hill here the other day, we found out that the only things wrong – I found out, the only things going wrong here in my perimeter is that the lines which are always in on the Office of L. Ron Hubbard never had been connected at Saint Hill. But they were trying to go in all the time, but nobody had connected them up. There's always an LRH Communicator, and he normally – he has lots of multitudinous duties of one kind or another. And the – such a person – such a person has a lot of things to do. And this person has – well, he handles signatures for one thing, and authorities and signatures. And you'll see these things coming in, and they're typed up in various parts of the organization. They're scattered all over the organization.

People wonder, "Well, how long am I going to have this line?" You know? "It doesn't seem to belong..." Well, it belongs in the Office of L. Ron Hubbard, of course. It's a letter written up for my signature, or it's a certificate for my signature, or it's something else for my signature. That's just one of these many functions, see? There are a whole bunch of these little things. There is "Where is my file of policy letters," don't you see? There's that kind of a function. There's all kinds of little functions of this particular character that doing without them and scattering them around the organization elsewhere winds everybody kind of up in the soup.

Now, therefore, that stuff is all corralled and that's under the first department. But the main thing to know about the first department is that it is an issuance of conditions. We have some conditions now which are hung around people's heads because – for this excellent reason: that if they exceed a condition, if they try to be in one condition when they're in another condition...

I'll give you an idea. They try to be in a Condition of Emergency when they're in a Condition, let us say, of Affluence – you know, they got lots of money, and they try to act like they're in a Condition of Emergency, they will very shortly be in a Condition of Emergency. Do you see? And reversely, weirdly enough, if they are – try to be in a Condition of Affluence while they're in a Condition of Emergency, boy, will they be in a Condition of Emergency.

I found a whole bunch of formulas here of one kind or another which regulate the steps which should be taken – these are basic policy – they regulate the steps that should be

taken for any given condition of an organization or its department. So the name of that area is conditions, and that's the point of conditions. And that announces conditions, but of course, if you Hobson-Jobson this around, when somebody comes in, what does he tell you about? He tells you about conditions. He tells you about his conditions, or he tells you about the conditions of the world. He's always got a condition in mind. And that's what lies from there off the board into raw meat, you see?

You have – the first cognition is that there is a condition. That's the first thing a person has got to learn: that there is a condition. The world is drifting around; they think there are lots of people who take care of the mind, and they think there are lots of doctors around that heal everything, you know, and they think there are governments that are taking care of their citizens. They're in some happy little theetie-weetie dream, you know? And they've never really looked at the conditions, you see? This guy is going around and he isn't the least bit aware of his own condition. Not even the least bit aware of his own condition. You know what's going to happen to him? Do you realize that very shortly he'll be dead? That's the condition he's in. He's going to die. And do you know that you could look somebody right straight between the eyes and tell that with the greatest of truth. He's going to die. It seems so ordinary to a human being that he should die that it doesn't ever occur to him as a condition. It's a condition of his day-to-day life. He's getting older, so he's going to die.

When you say this to somebody, it puts him into a little bit of a state of shock. You say, "You're going to die. That's the condition you're in. You're going to die." And do you know the whole medical profession and all insurance companies have built all of their business on that one statement: "You're going to die." That's the condition. That's the condition of the human race.

So it actually goes from death, see, into the first part of our board, which is, we say, "At this point of the board it's not necessarily true that you're going to die. Yes, well, if you keep on going the way you are, you're going to die; but it's not necessarily true at this part of the board. You don't *have* to die. And that's a condition of Scientology, see? You don't have to get sick, and these things don't have to happen to you. In other words, conditions can be bettered." You get somebody to realize his condition and so forth.

So we get a whole new battery of processes, by the way, that come out underneath this thing that we've always taken for granted and which has made it difficult for us to sell the individual Scientology. And by applying those various processes, you, becoming accomplished in these things, will be able to walk out on the street and tag somebody. And it doesn't matter whether you tag him or he tags you, why, in short order, if you handle this thing right, you're just looking at a Scientologist right there. Because what have you done? You've put him into the first condition, which is a realization that such a thing as Scientology exists, and that's the first condition you're trying to establish in a being. And it gives you the drill of exactly how you do this to anybody, whether he's a paranoid or a nut. And the only person you wouldn't convince and so forth would be somebody who was utterly unconscious, like a psychiatrist. Now – the fellow is too far gone. You can't talk to a dead man about it because he isn't there.

Now, this isn't a matter of death. These conditions can be very high. And the funny part of it is that all processing from that point there on always contains a condition. This is, then, in common to the remainder of the chart. So as you move in from left to right, this one always carries along slightly with it.

But after you've had a condition, what have you got to do? Well, an old-time auditor like you ought to know you'd better communicate with it, so that is our next department. And we have the Department of Communications, and the name of the level is communications. That's all.

Now that we've got the guy so he knows a condition and he can communicate, he can now find out some more by perceiving. So the next point is perception. The next department must be perception, and that is the Department of Inspections and Reports. Elementary. If you think it over for a moment, you'll find out that communication must precede perception. Very, very delicate little point here.

Now the next line after this is orientation. After you've perceived, you know where you are. So you have something known as orientation. You can orient yourself. If you're ever having a nightmare, all you've got to do is open one eye and find out where you are, and you cease to have a nightmare. Most elementary process I know of. And so it is in life. This fellow comes along and he's been having nightmares up to this point that he calls life. And he then, being aware that conditions can exist, and being able to communicate with those conditions, perceives, and so orients himself and finds out that he has been living in a thing called a nightmare. You see he would, just like that. So that these earlier stages, now, are walking along with us, see? We haven't met this next one yet, but there it is.

In the next step, after one has achieved orientation, is of course understandings. But orientation weirdly enough is the Department of Compilation. After you see where you are, you note it down. After you put a few of these notes together and so forth, they add up to a compilation of orientation, and you can hand them to people and they can orient themselves, don't you see? But you can't hand them to people without understandings. You've got to compile them into understandings, do you see? Organizationally we're tracking. You get – I'm subtly shifting from case to organization, don't you see?

Understandings, of course, is what else but the Department of Publications. They would, of course, publish what's to be understood. Do you follow?

But a preclear – he had run into a condition, he communicated with it, perceived what it was, oriented himself in it, now he would understand it. So his level at this point would be understandings. He would be able to attain understandings, and not, for God's sakes any more – please, we've had the error too long – he doesn't attain at that point understanding. He unders... he gets understandings. And his understandings, of course, have been compiled under orientation: He took notes and he put them all together and they became understandings. Well, of course, they can become published. He can now say, "Look what I understood." He can now tell people what he understood. He can now tell himself what he understood. And I think that's all understanding is, is telling yourself.

So, we now run into the next department, which is really the Department of Promotion, called Department of Prom-Reg – Promotion and Registration. And that's Prom-Reg, but

what do you guess it's under? It's under purposes. That's all a Prom-Reg ever handles, by the way. They're handling people's purposes. If they ever handle anything else but their purposes, they're in trouble. If they don't alter, change, shift or enforce purposes, they don't ever get anybody to appear anyplace on a course or in an organization. As far as the pc is concerned, why, he has arrived at purposes.

And if you count these very carefully, conditions is one, communications two, perception is three, orientation four, understandings is five and purposes is six; which puts our PE and HAS off the chart where it belongs and reorients by taking advantage of the missing five that we had without changing anything but a few class numbers, gives us our same certificate scale and holds stability on R6, which everybody knows most. They don't pay much attention to the rest of the numbers, but R6 they do pay attention to.

And Department of Prom-Reg is the sixth department, and it also happens to be the sixth level and it's also the sixth grade, which – that's the sixth pc grade, and that's the sixth auditor grade, don't you see? And what has he achieved at that point? Well, he's gotten rid of all the false purposes and he knows what his purposes are. And he's achieved a state of Clear. Now, that's all HCO. We have got no further now than HCO. And HCO is a double-barreled-department division and it's the only one there is.

I'll track back. There are numerous other of these things, but I'll have to cut you in on what this is all about here. And the numerous othernesses of all this is that HCO has always had a post called HCO Dissem Sec – HCO Dissemination Secretary. And the HCO Secretary takes care of the conditions, communications and perception. In other words, takes care of the Office of L. Ron Hubbard, the Department of Communications – that's everybody in the org's communications, not just HCO – and the Department of Inspection and Reports, which includes of course OIC and cable data and justice and Committees of Evidence and lawyers and – anything that you would inspect and report on, see, is contained in that area. So it's very easy to understand what is grouped under that.

You'll see somebody studying this board wondering where something goes and then all of a sudden he goes clink. Well, of course, it couldn't go anyplace but there, and sure enough it goes there. In other words, it's a board that lends itself to understandings.

So the Dissem Sec takes over at the Department of Orientation. The HCO Dissem Sec takes over at the Department of Orientation and has the remaining three departments which are, of course, Compilation, Publications and Promotion. Now, frankly, you could say, "Well, why do we call all that HCO?" Well, actually it can't work by itself because the original formula which led us into Scientology was, having known the conditions, I found it was necessary to communicate with them in order to perceive, orient myself in them, and with the resulting understandings find out what my purpose really was.

And so that was a formula, and it was the original formula by which we moved in. But I have put the thing in order, not as it was expressed at that time – it was expressed nearly like that – but I put the thing in order so that it is clarified. So if it led to this much technology, it must have been a whale of a purpose. Must have been quite a purpose in itself, and to knock it out at this particular time would probably be to knock the whole basis out from underneath everything. So we keep that as HCO, and we say that's all HCO. But HCO now has two secre-

taries, but one is not the HCO Secretary. She's still top dog. You've got the HCO Dissem Secretary taking care over Department of Compilations and having three departments under her.

Now, the three departments, the first three departments under the HCO Secretary, are Division One. That's Division One, and that simply means communications. That's their speciality because it's the center action of it, and that's the communications division, but you would call it the HCO Division merely because we know it as that over long periods of time.

Now the next one, Division Two, which takes care of the Department of Compilation, Publications and Promotion, would be the Dissemination Division – *Division*. Dissemination Division. The division has three departments. Now, you'll see the purpose for these very shortly.

Now, there are six of these divisions. That's a lot of them. And we're going to find something very weird that they missed way back on the trackspace operaesque. I will explain to you what it is. It's a staggerer. And that is, all you've got to do is cross two divisions on a hat, and from that point on, you have jammed the ability of the organization to expand. And that is the secret.

To the degree that you then cross hats on this chart – that is to say, somebody tries to wear a hat of Division Two and a hat of Division Four – if you carefully, in actual experience, look over the thing very carefully and wonder why in the name of God everything is going to pieces and everybody seems to be very upset and so forth, you look over the org board very fast and you'll see that Josie Ann is on HCO Dissemination and also on Field Activities. And that seemed logical to somebody, but somehow or another it is absolutely jammed into a horrible mess. And you go in and look at her basket, their comm station, and you will find out that it is stacked so you just can't see over it. The lines lock at these points and six is irreducible.

Actually the six is irreducible. You can't call it really an organization until it has six people in it, one for each division. And the degree that it won't expand is the degree that you cross those divisional hats. And when an organization gets just so big, you cross departmental hats at your peril. When it's very small, you can cross departmental hats; but when it gets very big or just mediumly big, you start crossing departmental hats, you'll find out that all the traffic is piling up at that point. They're just making a horrible logjam.

In other words, what I'm talking about here is we've got six separate activities and these separate activities – as you look into them – these separate activities go on a basis of... Your first one is communication. Now, if you don't have – see, that's Division One (we call it HCO) – you don't have communication, why, you're in pretty bad trouble. Have you ever noticed anybody who was out of communication? I think that you very possibly have used the word occasionally. Well, he's in pretty bad shape. But if somebody doesn't disseminate at all, they never put out, they could be in communication but they never give out anything. They would talk to you, but they never give anything out, one way or the other. You'd find that was pretty bad, and they'd be pretty sick. So that's actually One and that's Two. Dissemination, then, would be Two.

And then if we look this over very carefully, if somebody isn't neatening the organization together, if there isn't an Organization Division, there's nobody looking after the organization.

Well, the organization then wouldn't be there. It'd just be these other divisions floating out into the air, you see? So you've got to have an Organization Division and that's Three.

And – I want to write it big enough so that you can see it, or I'd string them all out in one line the way they should be.

And you then come in here and you've got to have a – you've got to have a Technical Division, because that's what we're in. That's the know-how. And even if you were making beans or spaghetti, you'd still have to have a Technical Division. Why? Because this is the – this is what you do! It isn't what you know. That's clear back up in the other line, see? But it's what you do. That's the technical activity, and we're particularly in technical, so therefore, it's the doingness of the technical, not the technical sitting there all by itself, don't you see? And that, of course, is Four.

And your next lineup, immediately after your technical, is the point that has been missed in all org charts on this planet and back to eighty trillion years ago. You can't make a product – just make a product. That is not possible. Times change, things alter. You can't just say it's a product. And nobody does, oddly enough, but they don't have it on their org boards. And sooner or later they neglect it. They've got to qualify the product. Got to qualify it. They've got to say, "This is how it behaves, and this is what it does," and then they got to go back and straighten up in the manufacture of the product anything that went wrong in making the product that made it fall down in qualification so that it couldn't meet the conditions which it was going to be used under. Do you see? So this was an absolutely vital step.

And no factory actually does miss this. When they do miss this, they've had it. They keep pouring out automobiles. I think – I think once in a while... The Lincoln, the Lincoln car of – I think it was about the 58 model or the 59 model – this was missing. And they sold those things madly (to important people, too, because it took that much to buy it), and just gave themselves the worst name you ever heard of, because out that thing went, and its electrical connections promptly started failing all over the place. It had never had any inspection on put-together, and the distributors hadn't got this step on their org board in their garages, and so on, out through the country, so they filled up their service bays and showrooms with non-running Lincolns. You couldn't repair any Lincoln because all the Lincolns they'd sold had come back. Nothing could move on the line because, the qualification step having been missing, you now had the whole product unmoving. Even if it did go out, it was rejected. So they left this up to the public; so the public was doing this step. You see, somebody had to wear the hat. You follow that? And inevitably somebody has to wear the hat if it's missing on these things. It's very, very amusing. So that's your Qualifications Division, and it – I'll go into what composes it, but that's the outfit that takes care of that little step.

And then you've got here your Distribution Division which is Six. And it's very funny that we would have a Distribution Division. That sounds very weird, because you have to make up your mind what we're distributing.

And it's very amusing. You go over this lineup – I mean the stuff I've been over here the last few weeks – I say it cracked my brain. I didn't want to get in the road of it. Spare myself. Just fantastic numbers of small points that would keep coming up and have to be answered, like "What do we as Scientologists make?" "What do we produce?" "Are we – is an

organization marketing Scientologists?" And you know, it's not! It's not even vaguely. An organization is simply selling Scientology.

And you say, "Well, wait a minute. Wait a minute. Then what is Scientology?"

Scientology is the ability to change conditions. Pretty interesting, isn't it? You got that? Scientology is the ability to change conditions; the technology of how you change conditions. That's it. And we've been wearing that by changing Scientology. [laughs]

Now, I hate to put it into this kind of category and so forth, but if we were selling soap powder and somebody said, "Well, what's this do?" Let's say that he was a bog-wog out from the wog-bogs, and – bogwalker from the middle of Bogtown – and he said, "What's this stuff do? It's pretty. It's kind of sticky to the hand, and what's it do?" and so forth.

And you say, "It is a marvelous preparation!"

"Yeah," he says, "What's it do?" and so forth.

And you say, "It's beautiful. It's very beneficial."

He says, "What's it do?"

We have to tell him eventually that it is something that changes shirts from dirty shirts to clean shirts. And we would only miss if he didn't know that a clean shirt was desirable. And out in the public we're dealing with a bunch of very dirty wogs. [laughter] They don't know that a clean shirt is desirable. Before something can be sold, it has to be able to do something. Well, we know a lot of things Scientology can do, but a lump-sum statement of what it can do comes back from the beginning of this channel that we go through here. It can change conditions.

It's pretty interesting because anything that could change any conditions anywhere would have to be a very, very well regulated group because it'd tend to fly to pieces with the greatest of ease. We'd have to be able to be a group so that we could decide amongst us what conditions were to be changed eventually. And if we ourselves didn't decide this but we all went off individually changing conditions, it would look pretty chaotic. Because the weird part of it is, is we've got in our hands the universal solvent. It'll dissolve anything.

Well, what do we put it in? Well, we'd better put it into an organizational form and decide what we're going to dissolve with it, because we are the only things that could hold it. Nothing else could. We're the only things that could carry it, hold it, handle it or do anything else with it.

What's very hard for people to see, then, is they haven't got the flakes of soap. But it could be described to them very easily. But you'd first have to, in the Department of Condition, indicate to them that clean shirts were desirable. "Today's man wears clean shirts!" You got that?

And do you know you have numerous agencies propagandizing just the reverse in the field of the mind? "Be glad you have a dirty mind! All artistic impulses come from your dirty mind!" [laughter] "Buy our dirty minds!" It's quite remarkable, but it's true. There's books right out there on the stands at Smith's that – you can at least order them through Smith's –

selling you the idea of how marvelous it is to be nuts. Man's halfway bought the idea, so we've got a long way to start.

I remember some Scientologist that was working down in the middle of Africa... The main point is to know where you start. When you know where you start, you can promptly start. You get the idea?

Some Scientologist working down in the middle of Africa in soil conservation, so forth, finally found out what was wrong with the soil conservation program – is, the natives to which the government was seeking to teach soil conservation didn't know that soil conservation had any value of any kind. Soil conservation – the preservation of their land – had to be sold to them because they were a nomad tribe, and they had already had a solution to it. Every time the soil unconserved, you moved. And they didn't recognize they were running out of Africa to move into. So that had to be taught to them. But that couldn't be taught to them because they were out of communication. So you had to play the condition against the communication against the condition against the communication, and you all of a sudden got somewhere. And they were able to move up the program.

But it was basically a condition – condition had not been seen, viewed, indicated, felt, experienced. But at that level, it sort of has to be by osmosis. You see, you haven't got much communication. That's what takes genius, you see? You haven't got much communication, you haven't got much perception involved with the thing and yet somehow or another – this is what you are up against, you see – somehow or another you've got to get through to the bloke that clean shirts are desirable. Do you follow that?

Well, it's very funny, to – very, very amusing if you come right down to it, to compare Scientology to a box of soap. But let me tell you something: If you were trying to sell the Kohinoor diamond, you had certainly better get into the marts of trade and find out how they're purveyed. Just how would somebody go about selling anything? Do you see? How would you disseminate anything? How would you handle anything? You would have to figure out what the lines were, not in the marts of trade but just what existed amongst man. You'd have to be quite real, otherwise you'd be sitting in a little island, completely divorced from the rest of existence – a very undesirable condition. How many auditors are sitting around the world right now in little islands, totally enclosed and barricaded against the world one way or the other for not being able to communicate, see? All you've got to do is show them how to indicate – to the wog or anyone – how to indicate that a condition of clean shirts is desirable, see? And then show them: org board, clean shirt – *pzoom*.

And they say, "Hey-y-y."

And you wait. Somebody will be rushing in to tell you, "I just had the damndest idea. Do you know what I've just found out? Huh! You know, when you talk to people it makes a difference."

Big four-star... And now you'll know what you've been trying to process, see? It's worse than this. I'll tell you more about it very rapidly here.

But these are your divisions. These are your six divisions, and those six divisions add up in this particular direction. If you cross any of these lines, if you cross two of these lines, if

you've got communication-dissemination crossing, I assure you that your dissemination out is going to block your communication in. If you had all of your mailings, for instance, running only on your org despatch lines you're not going to – not going to hear from anybody. So your dissemination would have been in vain.

Now, when it comes to organization, if there isn't somebody holding the organization there financially, mest-wise, its buildings and that sort of thing, you're going to be in trouble, that's for sure, because there's going to be no place to sit. Now, that doesn't bother an OT, but this organization also contains, at its left-hand end, raw meat, and they sit down.

Now, if you don't produce anything – if you don't produce anything – and there's no activity going on this thing, you never wind up with anything to distribute. That's obvious. But here, if you don't look over the qualifications of what you're distributing and so forth, you'll wind up with no distribution either. But the funny part of it is that every time you let a person who trains students examine them, something goes wrong. One of the oldest policies we have. So we can't cross those two divisions.

Once more in this, let's suppose this fellow, this fellow was crossed entirely with technical. You know, the Distribution Division made up all of the product. I don't think they'd distribute anything. Furthermore, if this fellow wasn't actually a Distribution Division and so forth, he would change the product. Do you see? So actually over here he's got to hold that product just as it is. That's what he is distributing. That's what's coming off the assembly line and that's what he's distributing. Do you see? And so that's got to be a held standard and a distributed action.

Now this, oddly enough, you could – if you understood this thing from A to izzard – you could probably walk into Gestetner's or Standard Oil or something and start explaining this to some executive, and there'd be further executives and the vice-presidents and general managers, and you would stand about eighteen ranks deep in their top officers before you stood up. Because they look at this stuff and they say, "Oh, my God." You know? "Oh, my God, yes. Oh, yes!"

Well now, what's all this, "Oh, yes?" You can take your own life on this org board – you can take your own life, all the (this isn't a completed org board) – you can take your own life and you can find out what one of your divisions is missing. You, personally! See? What one of your divisions is missing? Is it your Dissemination Division? Well, what does dissemination add up to with you? I don't know, but you can reinterpret it into your own actions. Your Organization Division, maybe that's missing. You know, everything is all chaotic, or maybe your Technical Division, your service or action or production, or what you're producing. Maybe you're not making anything. Maybe you're distributing nothing that you have made. Don't you see? Your Production Division or – which is about the same as your Technical here. This is just Hobson-Jobsoned over into the Scientology organization, don't you see? But this is activity.

Now, your next one over here, maybe you're not qualifying what you make. Maybe you don't say, or maybe you don't pick it up as it comes off the line, say, "That rings, that's a good one," you know? "That rings, that's a good one." Maybe you aren't qualifying anything you are doing, don't you see? Maybe as it comes down the line, you say, "That rings," and it

doesn't ring at all, and you don't have any place to put it. [laughter] You wind up wearing nothing but bum things that don't ring. [laughter]

And then after you've got a product – after you've got a product – do you know that some people don't distribute it? You know, they leave it right there. If you ever want to see somebody get stacked up, it's somebody whose Distribution Division is out. And that's pretty catastrophic.

Now, just to go over this very rapidly – and this probably really is several lectures – we got here – we got up as far as purposes, and that was the level six. But the rest of the lineup I will just read rapidly. There is the Department of the Organization. It takes care of financial planning, it takes care of papers and that sort of thing, and balance sheets and records and inventories and all that sort of thing. And then you've got your Department of Finance (our old Department of Accounts) and so on. But what is this thing, Department of the Organization? Now what part of existence does it occupy? Well, it occupies direction, of course. After you – but by level, after you've got purposes all cared for, boy can you have direction. Interesting, isn't it?

And then when we've got the direction cared for, why, direction, going in any direction, requires energy or makes energy, and so energy is your Department of Finance in an organization here. And then, the funny part of it is that do you know you have to apply energy to a body to make the body work something in order to get activity. Some way or another you've got to apply your energy to something, so the body of the organization is the Department of Materiel. Elementary, but that holds all the buildings and places and repairs them and cleans them and cares for things and of course personnel, as a body, is materiel. Not as a thetan, but as a body they're materiel. So you have to feed them and house them and do various things like that.

Now we get into – there's a missing point here which has got to be drawn in – this is Estimation. And do you know that anybody who engages in activity (which is the next step) without estimation is in a hell of a time. Did you ever try to engage in an activity without estimating? Just try it sometime. Reach for doorknobs that aren't there, step for step landings which are one step up from where you thought they were. You're going to have an awful time very shortly.

So you've got to have body, estimation, activity. And by getting body, estimation, activity, production, you determine a result. You don't determine a product. In other words, after the body has acted – you see, after you've estimated and it's acted – what are you going to get? You're going to get a result. Why are you going to get a result? You – why don't you get a product? Well, that's the mistake people make. They think that they get a product. They don't get a product at that stage, they get a result, you see? So here's your result and now we've got to have – and this title here Hobson-Jobsons around – we've got perfection or correction. It could be either way, but correction isn't quite it. We actually have, at this point, review. We've got to review this thing. And after we've gotten through with reviewing it, we then have a product.

Now, we've got a product. And what do we do with a product? Well, you know, you could have a product and not do anything with it, as I said before, so we have to clear it. And

that is the wildest pun that is on this board because, of course, clearing really belongs clear down here. That's OT. But we have to have it there because that action is a case, because at that point we had better start clearing somebody else. And that's what starts the whole thing over again. So it's a self-feeding, circular machine, not a flat one. You follow? We get our Field Staff Member system and so forth. So clearing the product, we get more to clear. So that, of course, is the Department of Clearing.

Now, any function which we have ever had fits rather neatly in this structure. We can put it almost down with the greatest of ease. There's more can be said about this. It can be written up more precisely. Probably be able to read it for a long time. But the funny part of it is, you can take *this* level, this conditions, communication, perception, orientation, understandings, purpose, direction, energy, body, activity, production, result, review, product, clearing – you can take that one *brrrrrt* and you can analyze whether you're doing good or bad. You can take that and you can say, "How – where are my activities falling down? Where are my activities falling down?" And you just take that, *brrrrrr*, and you'll spot one, and you'll be very happy with it until the following day when you find out you hadn't paid any attention to that one. And the next thing you know, it has done a complete analysis for you of the life you are living and what you're doing. And it's just as neat...

And if you're holding a post or something of that sort – do you see, that would straighten up your life, if – and even on – life on a job – but if you were holding down a post, you weirdly enough would have to have here the departmental functions. You, an individual, would have to have each one of the departmental functions in order to get rolling. So the figure on this is six, sixteen. Six, sixteen. There are six divisions; there are sixteen departments, and so each department then has primarily six sections with sixteen subsections, each one of which now may have six divisions with sixteen subdivisions. But it doesn't matter whether you have a staff member, a department, a section, a division, a little unit detached out to take care of the Swami Bami Hospital that the medical profession has just surrendered. There are still stethoscopes and uncoiled bandages lying down on the front lawn from the battle that was fought there, and they've surrendered, and you send a little unit over to take care of this place, you see?

You're going to be able to barely get away with it if you detach somebody from Divisions One and Two, another somebody from Divisions Three and Four and another somebody from Divisions Five and Six. Their lines are going to jam very shortly, but you could just get away with it. It's a good temporary hit-and-miss proposition, but the funny part of it is you really – to hold the place – you're going to have to have six people there. You're going to have to have Division One, Division Two, Division Three, Division Four, Division Five and Division Six represented. You will see how that works out. But if you're going to hold it any length of time and so forth, and if you're actually going to have a going concern, then you're going to have to have their proper departments underneath those divisions. Otherwise you start going mad.

And then if you're going to hold it for a long time and it's going to expand, well then, by George, you're going to have to have the six subsections under each department. And then if you're really going to go for broke, you're going to have to add the sixteen factor underneath that. In other words, the whole board goes crisscross. It's always the same board; it al-

ways expands in exactly the same direction, and you have actually six divisional hats. You have six divisional hats and each divisional hat knows all the departmental hats. You can train anybody in on this, and you can train people in with a little bit on the other divisions and a great deal on his own division. It only gives us six hats, with of course one staff member hat.

And that is the organization that's going to carry us along the line. Now, it's – you say it hadn't been released. Well, it's been released. We've been working on it for fifteen years. And we had a ball in putting this thing together, and we know more about organization than we can shake a stick at. We've tried practically every form known to man, and in putting this thing together, ways we have jammed, the mistakes we have made are just suddenly coming into view as exactly why they were made and so on.

This is going to be put together and will be released as an actual org board in the near, very near future. And we'd put it out like this: it's going to have classes of orgs, and that merely depends – we have solved the thing. We say there are two admin members for every tech member, and that is how big the organization can be.

You can put two admin on for every tech you put on and if you just keep that up, then it gets up – a certain number of people, gives you a certain class of org, don't you see – but then you just say, "Everybody below you and every function below you is – you're responsible for." We don't say there are missing hats in this organization; we say, "Every hat below you, you're responsible for. Every empty hat below you, you're responsible for at any given time." So it wouldn't matter how big the board got; every hat below them, don't you see?

We've only got one HCO Secretary. She's got three departments under her. God knows, how many other things. And you say, "See all those functions? They're yours." She eventually will get somebody to handle one, and the functions below that person, don't you see, and the functions below that. So it's very simple to work out who, what is where. And it's a functional board, and it crisscrosses, and it should work out rather smoothly.

Be posted here, by the way, in a matter of about thirty days in most organizations. But you will see the public around taking a look at it. And may I recommend to you this org board. May I recommend to you – look over its sixteen departmental significances with regard to your own life and look over the sixteen departments with regard to what you are doing in life. And I think you are ready for a lot of cognitions.

Now you say, "What happens above Clear?"

Well, actually an OT goes through all those upper stages.

Thank you very much.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 MAY AD 15
Issue III

Gen Non-Remimeo
Hang Near New Org
Board varnished
over or relettered

ORGANIZATION

THE DESIGN OF THE ORGANIZATION

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

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

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

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

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

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

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

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

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

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

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

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

A forming org, unable yet to function fully, is a **Class Zero Org**. It is only at Recognition and gives a Class Zero Course only and uses only Grade Zero processes. When it can give a Level 1 Course and use Grade 1 processes it is a Class 1 Org. And so on. The HGC of the org may not process above the class allowed in the Academy. The Review Case Cracking Unit only may use processes above the class of the Org and then only when its Review personnel are so authorized by Saint Hill.

There are two tendencies Man has that this board resolves.

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

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

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

In expanding, each department acquires seven sections, every section then acquires seven sub-sections, every sub-section acquires seven units.

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

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

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

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

THE LEVELS

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

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

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

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

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

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

Thus we leave behind us a Bridge.

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

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

L. RON HUBBARD
Founder

LRH:mh.jp.cden

[*Note: See HCO P/L 15 December 1969, Class of Orgs, OEC 0 page 254, which cancels classes of Orgs and permits any official Org to "perform and teach any Class or Grade up to IV".*]

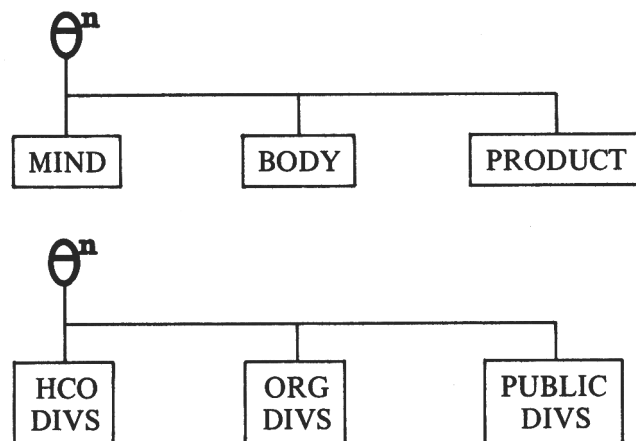
HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 26 OCTOBER 1967

Remimeo

THE PUBLIC DIVISIONS

This Policy Letter founds THE PUBLIC DIVISIONS.

The theory of the Org Board is basically



We have hitherto had only the Mind and Body (HCO and Org Divs) in an Org. Consequently we have not expanded fast enough into the Public.

Our task is to make a cleared civilization. As we have not provided for the public on our org board, it tends to become another determinism.

In order not to redo or alter the 1965 on 7 Division pattern we will leave all that valid up to a time an org has more than 50 staff members.

At that time the org must have 3 Public Divisions instead of just one Div (6) devoted to it.

Thus when an org gets over 50 staff members, its divisions become 9. It is then called a **Nine Div Org**.

The 3 new divisions are **headed by the Public Executive Secretary**.

Former Division Six is simply expanded with each Dept becoming a Division with added functions.

The Division then becomes

DIVISION NINE – Executive Div

Dept 27 — Office of LRH

Dept 26 — Office of HCO ES

Office of Org ES

Dept 25 — Office of Public ES

DIVISION ONE – HCO Div

Dept 1 — Routings Appearances & Personnel

Dept 2 — Communications

Dept 3 — Inspections & Reports

DIVISION TWO – DISSEM Div

Dept 4 — Promotion

Dept 5 — Publications

Dept 6 — Registration

DIVISION THREE – TREASURY

Dept 7 — Income

Dept 8 — Disbursements

Dept 9 — Records, Assets & Materiel

DIVISION FOUR – TECH Div

Dept 10 — Tech Services

Dept 11 — Training

Dept 12 — Processing

DIVISION FIVE – QUALIFICATIONS

Dept 13 — Examinations

Dept 14 — Review

Dept 15 — Certs & Awards

DIVISION SIX – Public Planning

Dept 16 — Public Planning

Dept 17 — Public Communications

Dept 18 — Public Reports

DIVISION SEVEN – Public Activities

Dept 19 — Facilities

Dept 20 — Activities

Dept 21 — Clearing

DIVISION EIGHT – Success

Dept 22 — Expansion

Dept 23 — Population

Dept 24 — Success

The various sections of old Div 6 are then spread under 3 divisions controlled by the Public Executive Secretary.

The full functions of the new departments are expressed in the purpose of the Public Executive Secretary.

To help LRH contact and process the public and public bodies and to make and guide the government of a civilization.

(Note: I am designing these 3 divisions also so they can stand alone and form the org board of a small org or Franchise holder who will then add the earlier two parts [HCO and Org] when he comes up to Academy level.)

L. RON HUBBARD
Founder

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[Amended by HCO P/L 12 September 1968, *The Public Divisions*, Volume 6, page 11.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 DECEMBER 1969

Remimeo

Urgent

CLASS OF ORGS

(Cancels any Pol Ltrs or Eds or orders to
the contrary including HCO PL 6 Feb 66.)

There is no such thing as a *classed* official org.

Any official org (not a Franchise or Gung Ho group) can perform and teach any Class or Grade up to Class IV.

This includes Standard Dianetics HDC and HDG.

Only an official org can teach Academy Courses and qualify students for Scientology certificates.

HDG can **only** be taught by an official org. (This qualifies Supervisors to teach HDC elsewhere.)

Dianetic Certificates can only be issued by an official org even when the course is taught elsewhere.

The difference between an official org and a Franchise or a Mission is that an official org is looked to as a distribution point for source, runs on policy, is responsible for its area and looks to its Continental Org and WW for policy.

It maintains the quality and standard of tech. It sets a standard for instruction.

If it maintains its ratio of Admin personnel to Tech (auditors and supervisors) on a 2 Admin maximum for every tech person and inclines toward 1 Admin to 1 Tech, and promotes well, maintains a professional image, develops no backlogs and delivers excellent service and cares for its field with ARC it should be far better paid and more solvent than any Franchise.

The idea of a "Public Division Org" is not very good. It is far better to develop a full org as in LRH ED 49 INT, ORGANIZATION PROGRAM NO. 1.

So long as an org functions crisply with the services it can deliver and defends itself as per Assistant Guardian actions, it can become very prosperous, serve its community and do its large share in bettering the community and doing its share in clearing the planet.

L. RON HUBBARD
Founder

LRH:rs.eg.rd

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 49R INT

9 December 1969

Revised 14 September 1969
as per LRH ED 58 INT

ES Hats

ORGANIZATION PROGRAM NO. 1

L. Ron Hubbard

EXECUTIVE DIRECTIVE

HCO ES for activation

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

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

LESS THAN FIVE STAFF

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

If the org has less than 3 persons in it bring it up to 3 persons or it isn't an org.

Appoint this much org board

HCO ES OES PES

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

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

These three beings give you the first glance at the 2 to 1 Admin-Tech ratio. An org may have 2 or less Admin personnel to every Tech personnel (auditor or instructor). There must never be more than 2 Admin to 1 Tech.

No matter how many functions you see on a 9 division Org Bd each one of the above is responsible for all the major functions which appear in his org portion.

This org board goes down to as few as 3 staff members as above or as high as thousands.

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

HCO ES – Form of org, Reception, Registration, Procurement letters, Central Files, Ethics, Personnel, Appearance of org and staff, any LRH Comm and Assistant Guardian duties, Communications, Legal.

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

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

PES – The Public Executive Secretary – Public Exec Sec works to get **new** people. He does not work on people who have already bought something unless they are dissatisfied or ARC Broken with service and muddying up his field at which time he severely gets the HCO ES to bring them in and smooth them out and the OES or a higher org (preferably) to handle them as a tough case. If the HCO ES fails to handle or the OES has out tech, the PES can have a very hard time of it. By low level public courses, lectures, Sunday Services, Invitations and contacts and book sales, the PES gets people into the org, drives them in in a number of ways. When they are in and getting some service the HCO ES signs them up for higher level higher priced auditing and training. The PES also runs group processing sessions and co-audits and schedules such activities. As soon as possible he gets in a Field Staff Member Program using persons who have had service. Getting people to give their success stories is part of it. **The PES gets out a twice monthly news letter to his FSMs telling them what is being successful and what is not. He coaxes franchises to select to his org and gives them advice, particularly based on what other franchises are doing well. He keeps himself informed of what is succeeding and keeps others advised of it and keeps the picture cur-**

rent with continual reobservation. He also sells memberships as well as books, tapes, meters, insignia. Methods of getting new names and getting people into the org vary. One follows the formula of pushing what was successful and dropping what wasn't. However, all of the above functions are accomplished by the PES. He is also the PRO and seeks to establish PRO Area Control meaning keeping the area handled so the org is well thought of no matter how hard this is to do where there is an active enemy or a muddled up field or a hostile press.

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

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

ALL AUDITORS ACTIONS

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

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

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

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

The above describes a 3 man functioning org. Yet it also describes all orgs. It is a circle. The HCO ES, *mind*, routes people to the org's *body*, the OES, who routes them to the PES as FSMs and the product of the basis of a field. From a field stimulated by processed trained people the PES routes new people to the HCO ES and around it goes.

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

The cycle is only interrupted by inattentive or poor service resulting in ARC Breaks in the field which if not handled end expansion. Even the attacks of competitors and the press have never stopped this circle. Only inattentive service or staff inattention to functions or

poor service halts it. **An org that believes anything else is deluding itself.** Thus organization and function is everything.

THE BIGGER ORG

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

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

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

One of these is an auditor. One is a typist. As you must never exceed 2 to 1 of Admin-Tech ratio and if possible keep it below that (it's less the bigger the org so that a fifty staff member org has half its staff in tech and will go awry financially if it doesn't have half in tech) as regards these two additional, the auditor goes to the OES for auditing and training help and the typist goes to the HCO ES to help write letters to people in CF.

Now let us say we have 5 non tech staff applicants show up. Obviously 4 will have to go into pre-staff tech training but one can go to the PES temporarily.

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

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

COMBINED HATS

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

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

As the Guardian's Office is very successful, in areas under pressure we try to keep this "single-hatted" on its own line to the Gdn WW. It is a catch-all front line troops org correction sort of hat.

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

Where there is an LRH Comm single-hatted the org would have to be a 40 or 50 staff member org.

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

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

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

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

SHRUNKEN ORGS

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

The only real reasons an org shrinks is because it

- (a) Followed illegal or destructive orders from above.
- (b) Failed to do its job as an org as outlined in the earlier part of this paper – in other words was disorganized.
- (c) Failed to give good service and got its field muddled up with ARC Breaks.
- (d) Didn't outflow (letters, magazines, had no PES functioning).
- (e) Didn't train or process its own staff.
- (f) Didn't look or act sufficiently professional in staff member appearance and conduct or in quarters.
- (g) Let huge backlogs occur without giving fast good tech service.
- (h) Monitored its rate of sign up against what a lazy OES was willing to get handled or would arrange to get handled.
- (i) Let its Admin-Tech ratio go kooky.
- (j) Was subjected to internal suppression which blew off good staff and lost its safe environment without anyone locating the SP.
- (k) Let itself be raided of auditors by the call of big money in Franchise.
- (l) Let staff procurement be turned into freeloading.

To resolve these or other troubles one has to

- A. Confront what it was.
- B. Remedy it vigorously.
- C. Get in the pattern and actions given in this ED **now now now**.

REORGANIZATION

To use this ED to reorganize an org or to increase its effectiveness, restudy the basic functions of the HCO ES, OES and PES as given here, consider that these three people are the working people of the org and need assistance. Don't consider them executives. Consider the HCO ES with her hands full of interview-registration-comm-Ethics functions, consider the OES as having his hands full of pcs and students and doing accounts between Case Supervision and lecturing and consider the PES scrambling around the area selling new people the idea of coming in for service and running an FSM sales staff organizing groups and placing and collecting for books in bookstores and you see them in the expected light, acting but needing help. If you see these as high status orderers of destiny with uncalled hands operating from mysterious forces with incomprehensible requirements, the org is up the chimney already. We at the top of Scientology work and work hard. And the duties are as roughly outlined at the beginning of this ED. All the way to the top I still C/S case folders or keep tabs on the C/Sing for pcs around. I still drive students to complete. I intervene when your books show cash-bills reversed. I work in the other two ES sectors, actually work in them and do my own research – writing hats besides.

Right this moment, I am handling your org personally.

The first question I'm asking, "Have you got Ethics Program No. 1 basically done?" Right away get the results packaged and sent off.

The second question, "Have you got a backlog in Tech or Qual? How many auditors anywhere in the org? OK, get an All Auditors going now, today!"

The third, "What's the state of ARC Breaks in your field? OK PES round them up and get them to the HCO ES and then into Qual to get their overts pulled. Overts? You heard me. Overts. Then put in their Life Ruds."

The fourth question, "Where's your Ethnic survey, PES, on what people think staff should be dressed like? To look more professional. Get it done, and on HCO ES orders get the money squeezed out of the OES and buy some outfits for the Ethics Upstats and reliable contracted execs. And get this place cleaned and neated up."

The fifth question, "What's your outflow? That's not good enough. Get it organized – magazine, Info packs, letters from letter reg. All hands onto any stuffing-mailing cycle."

The sixth question, "How neat and complete is your CF? Get any and all folders out of mothballs and get a project going on it as you can."

The seventh question, "What state is your Address in? Good. Work it over so it is the exact index of your CF as you can. Meanwhile use it."

The eighth question, "What's your Tech-Admin ratio? All right, get the trained auditors into Tech and Qual and off Admin posts. Assign one to HCO ES and one to PES up to a 2 to 1 ratio and put the rest on full time training. Get personnel staff member procurement going right away of people who will be Ethics upstats. OK, let's post it up holding as many posts stable as we can but double triple hatting them where we can't cover."

The ninth question, "How is Staff Training Program No. 1 going? All right, smooth those out. Soon as they're ready get this staff audited."

The tenth question, "What students do you have on courses that are slow or blowey? All right Registrar here's HCOB 23 November 69. OES to Starrate it for action on the Tech Auditors and Registrar to sell each slow student a five hour Student Rescue Intensive."

The eleventh question, "Have you got your staff broken contracts list? Turn it over to the HCO ES's people for further action. Oh, you say some of the VIIIs you trained up were lured off by a higher org and Franchise? Well, we'll make do here and audit with what we've got and I'll pass the contract breaker names to the Sea Org for their further attention, poor souls."

"You say what do you do with the bill collectors and the enemy and the half complete project on surveying salesmen? Well, I'll tell you. You turn those over to the respective Exec Secs each comes under and the enemy to the Guardian's Office and get the show on the road. You'll never clear the planet sitting around here worrying. Remember the old maxim? When all else fails, do What Ron Said."

Love,
Ron

L. RON HUBBARD
Founder

LRH:rs:gal

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 DECEMBER 1969
Issue II

All Dissem Hats
All Public Div. Hats

HOW TO CLEAR YOUR COMMUNITY ILLUSTRATIONS

The following illustrations are the basic steps in Clearing your community.

These steps are covered in detail in HCO Pol. Letters in the Org Exec Course.

The Illustrations must be prominently displayed in Numerical order in the Central Files area, the Letter Registrar area and the Division 8 Department 22 area in your org.

Sets of these pictures are to be printed up by Pubs Org for display purposes in the above areas.

Pubs Org should also have these printed photo litho as a small picture book for FSMs.

W/O Cathy Cariotaki
F/Expansion Officer

&

W/O Richard Gorman
F/Artist

for

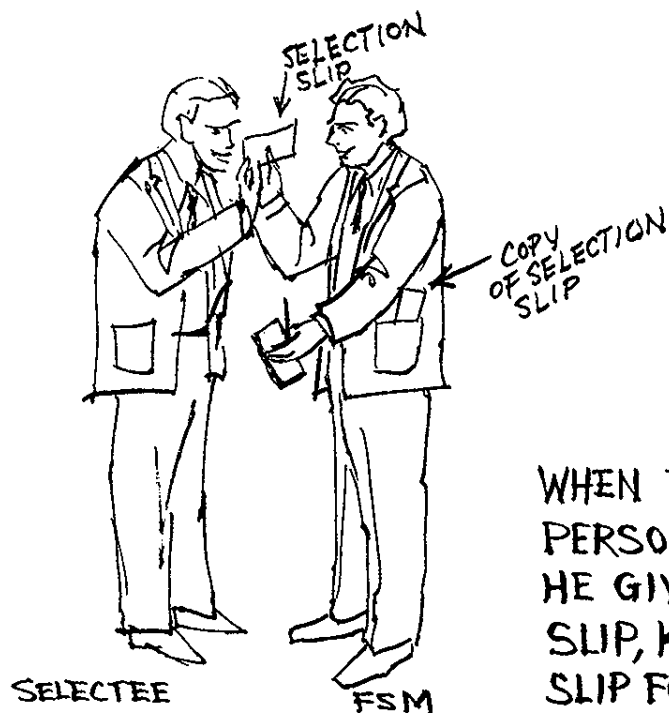
Lt. Cmdr. Diana Hubbard
CS-6

for

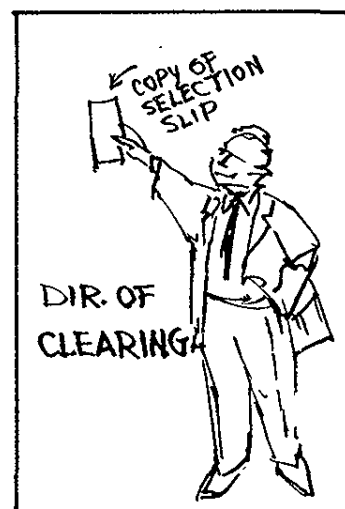
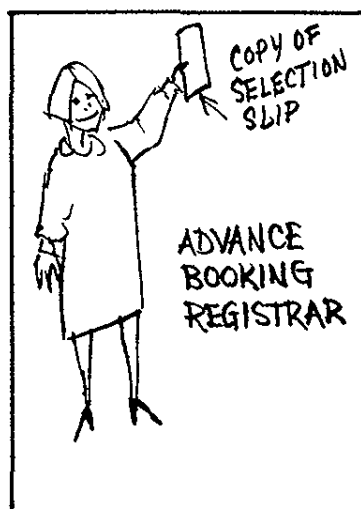
L. RON HUBBARD
Founder

LRH:DH.RG.CC.rs.rd

THE FSM MAKES PERSONAL CONTACT, GETS PEOPLE INTERESTED AND SELECTS THEM FOR ORG SERVICES.



WHEN THE FSM SELECTS A PERSON FOR ORG SERVICES HE GIVES HIM A SELECTION SLIP, KEEPING A COPY OF THE SLIP FOR HIMSELF AND SENDING COPIES TO THE DIR. OF CLEARING AND THE ADVANCED BOOKING REGISTRAR.



THE FSM FOLLOWS UP HIS CONTACTS BY:



SELLING THEM BOOKS



HANDING OUT INFO PACKS

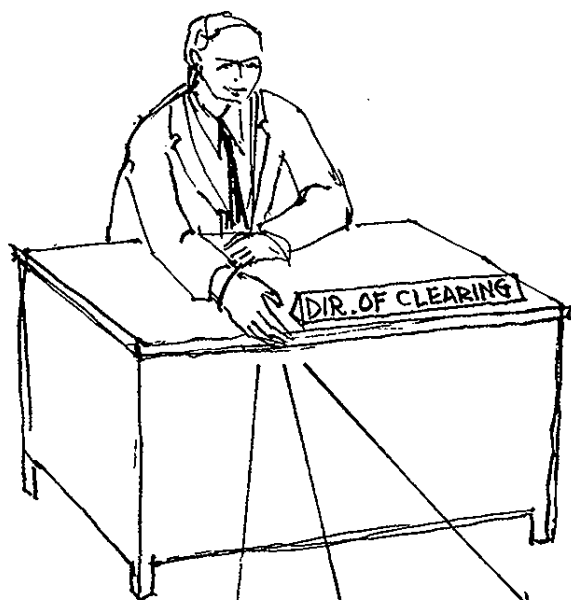


WRITING LETTERS



RUNNING A GROUP

DIV. VI HANDLES PEOPLE WHO HAVE NEVER BOUGHT ANYTHING FROM AN ORG.

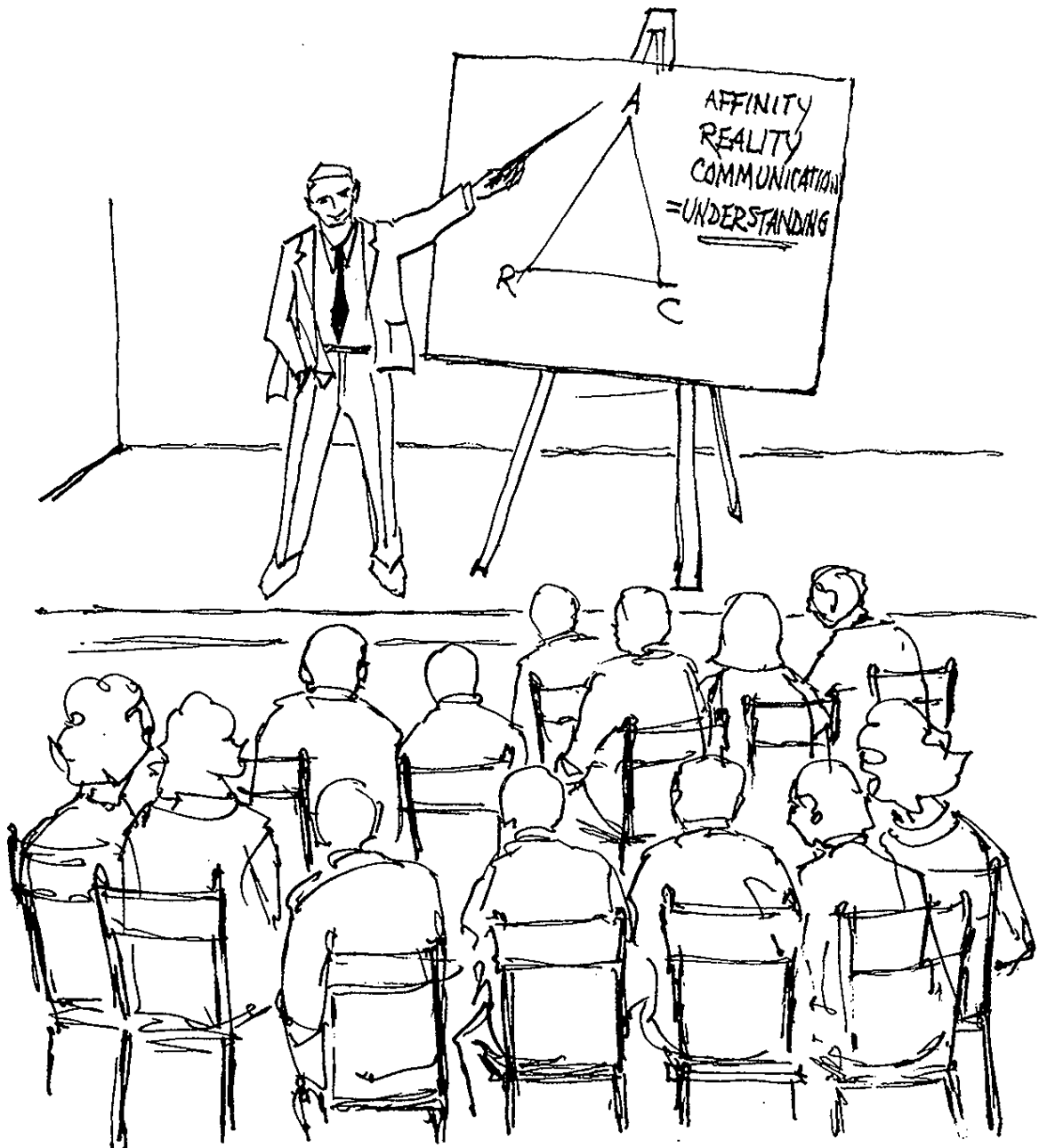


THE DIR. OF CLEARING
SENDS OUT A SERIES OF
3 INFO PACKS TO NAMES,
CONTACTS, GROUP LISTS
AND FRANCHISE LISTS
WHO HAVE NEVER BOUGHT
ANYTHING FROM THE ORG.

EACH INFO PACK SELLS A BOOK
HAS A SHORT ARTICLE ABOUT
SCIENTOLOGY AND A BOOK
ORDER FORM.



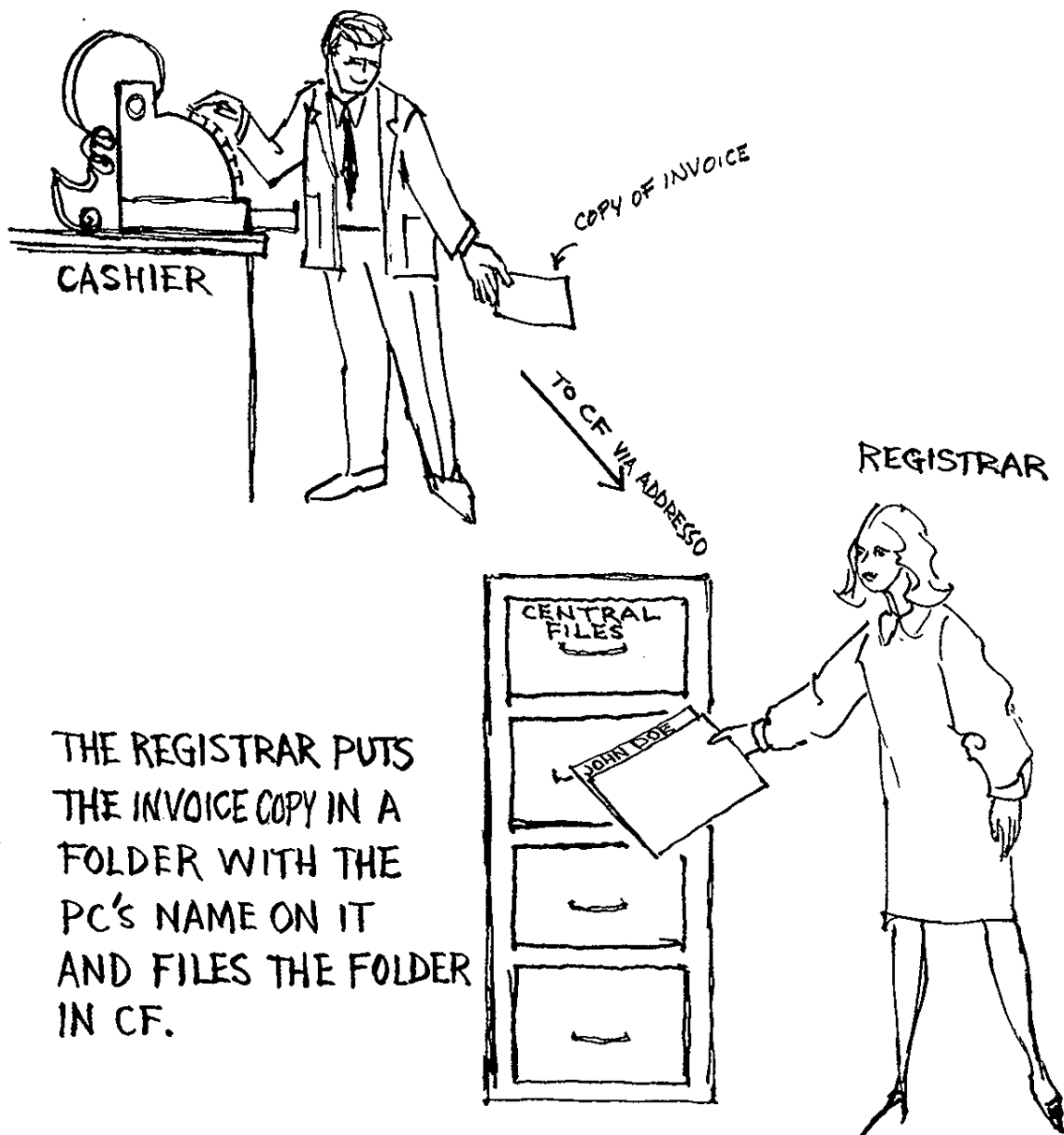
DIV. VI INVITES THE PUBLIC TO COME IN
FOR A FREE LECTURE, (P.E. COURSE).



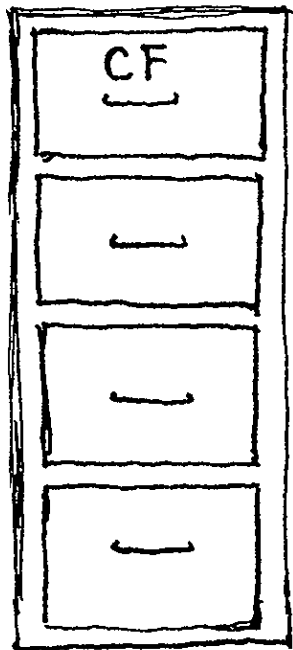
DIV. VI SELLS THEM A BOOK AND HAS
A REGISTRAR AVAILABLE TO SIGN THEM UP
FOR AN ORG SERVICE.



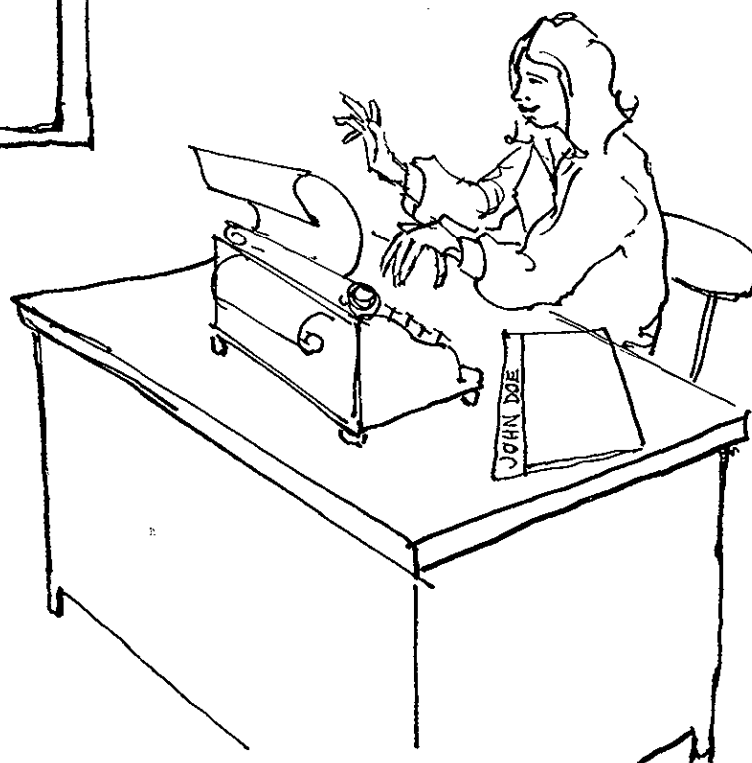
WHEN A PERSON BUYS SOMETHING FROM
THE ORG, THE CASHIER MAKES OUT AN INVOICE
WITH THE PC'S NAME ON IT AND SENDS A COPY TO
CENTRAL FILES IN DIV. II.



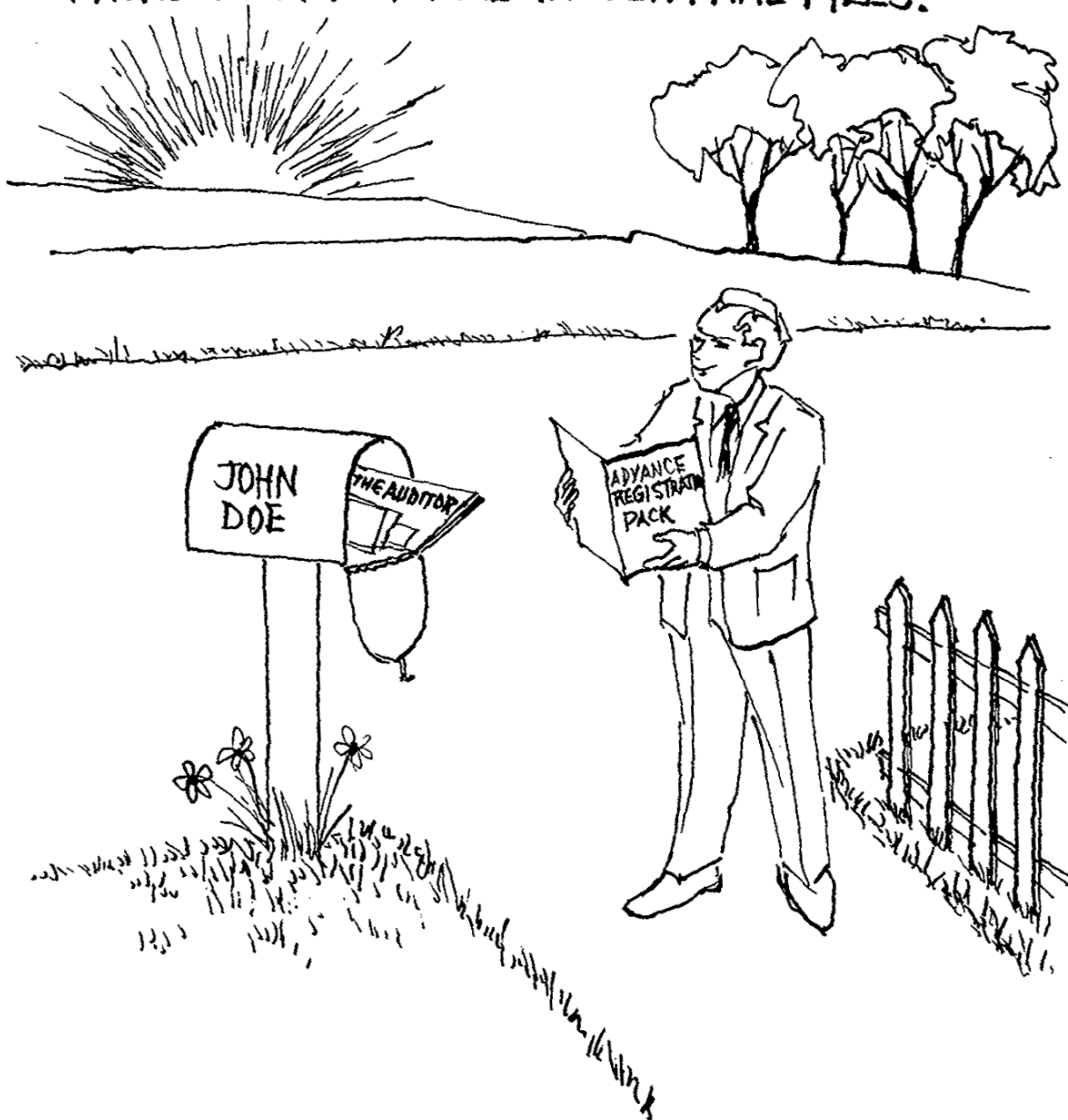
DIV II HANDLES PEOPLE WHO HAVE BOUGHT SOMETHING FROM THE ORG.



A LETTER REG WRITES TO ALL NAMES
IN CF KEEPING THE COMM. LINE IN,
ANSWERING QUESTIONS, OFFERING
SERVICES AND HELPING WITH THE
PROBLEMS OF EACH INDIVIDUAL.



DIV. II SENDS OUT MONTHLY MAGAZINES; FLYERS
SELLING BOOKS, TAPES, TRAINING, PROCESSING,
CONGRESSES ETC., AND ADVANCE REGISTRATION
PACKS TO ALL NAMES IN CENTRAL FILES.

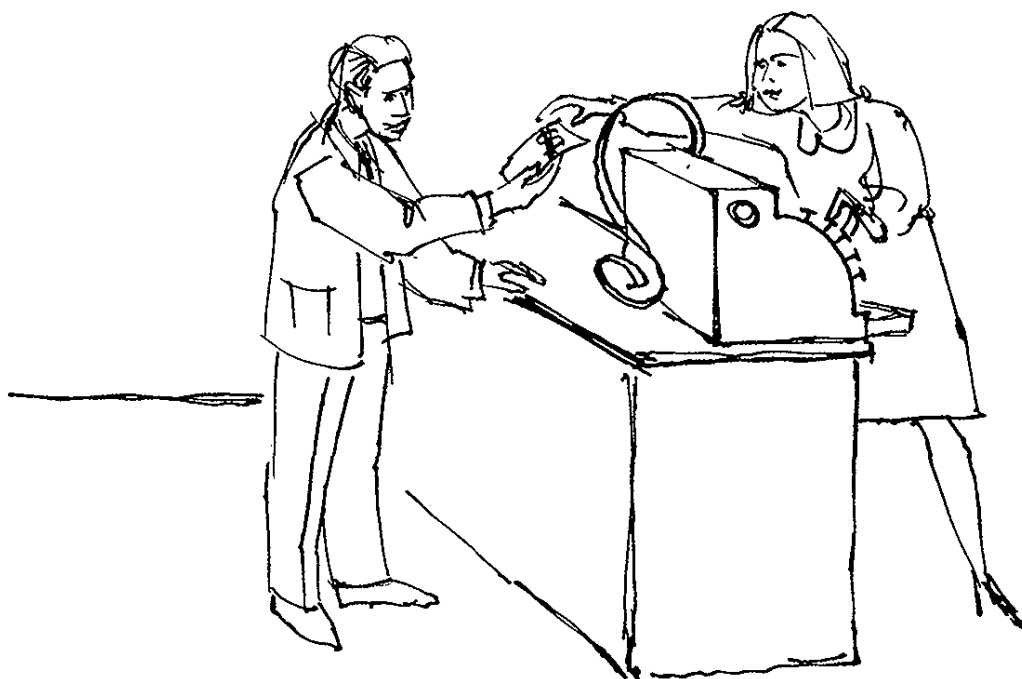


THE PC COMES INTO THE ORG FOR A SERVICE



SIGNS UP WITH
THE REGISTRAR

PAYS THE CASHIER

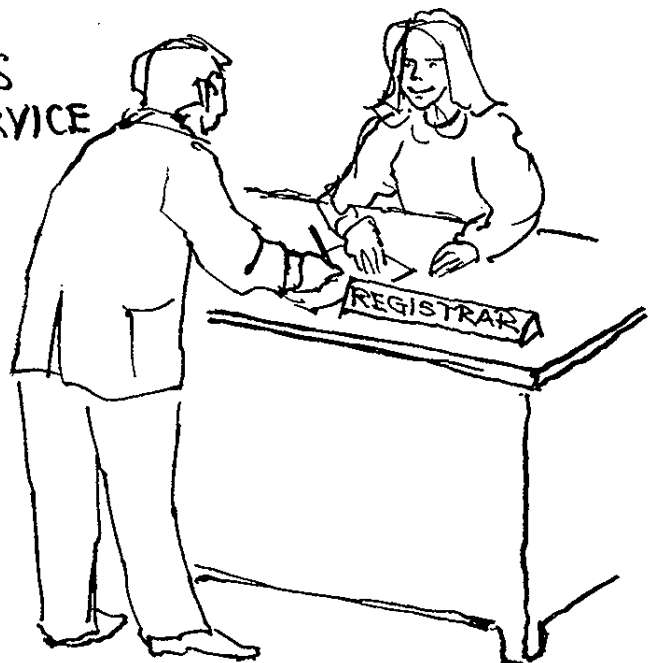


RECEIVES SERVICE FROM TECH DIVISION



SATISFIED PC SIGNS UP FOR ANOTHER SERVICE

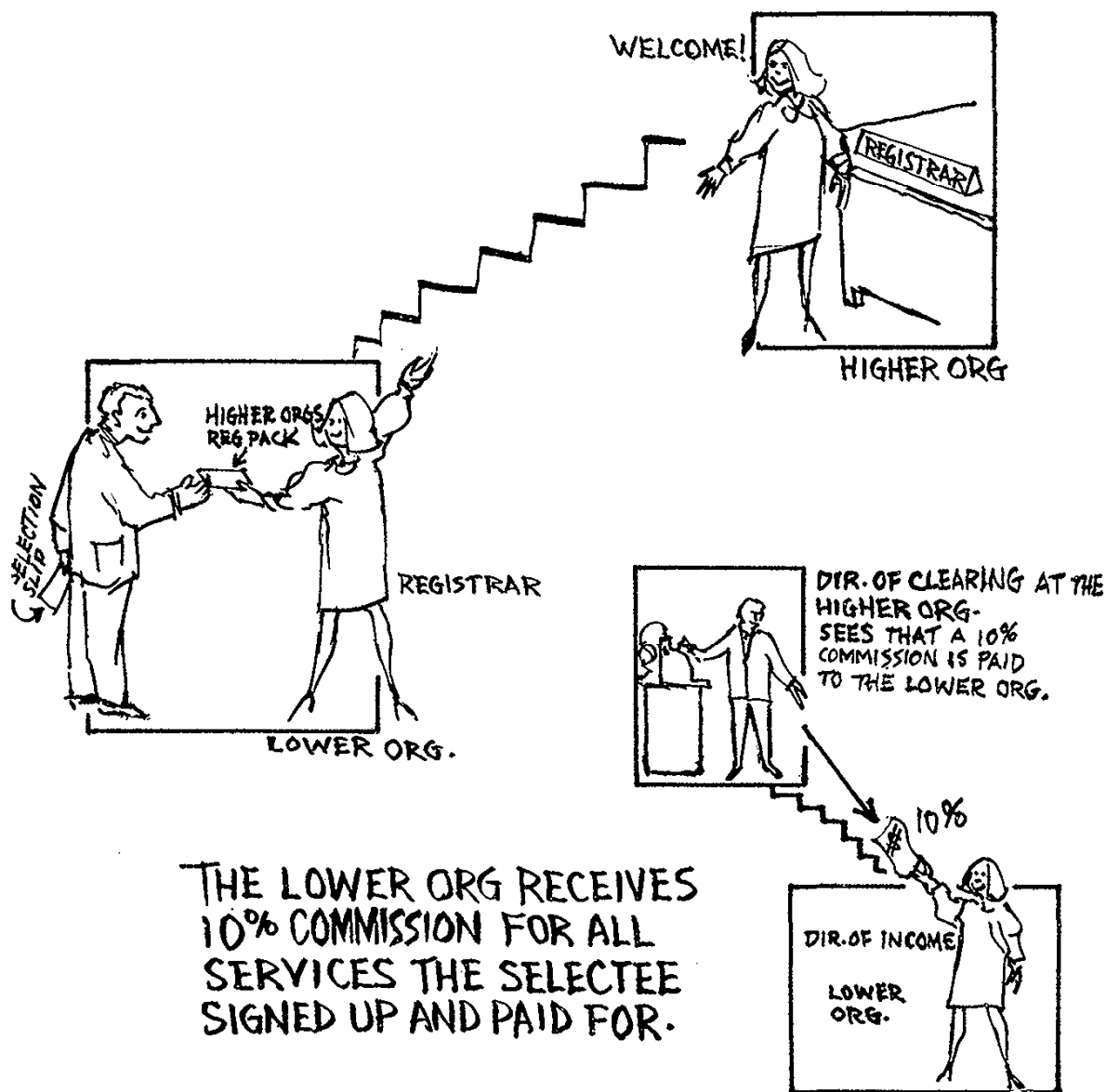
(IF NOT SATISFIED,
PC IS SENT TO QUAL.)



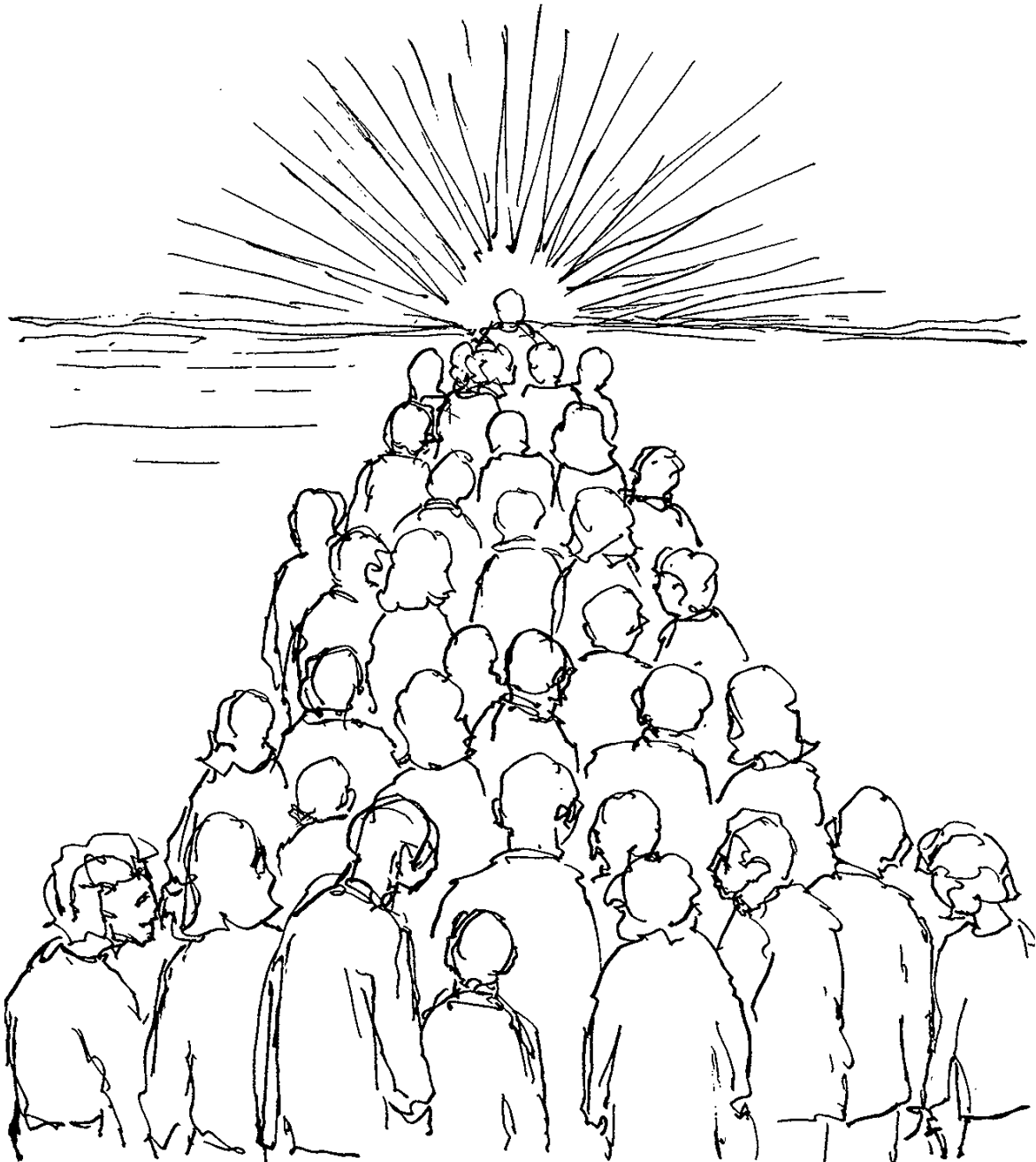
SATISFIED PCs GET THEIR FRIENDS INTERESTED,
SELL THEM BOOKS, AND SELECT THEM FOR ORG SERVICES



WHEN A PERSON HAS PURCHASED THE SERVICES
AVAILABLE AT A LOWER CLASSED ORG., THE
REGISTRAR OF THAT ORG. SELECTS THE PERSON FOR
MORE ADVANCED SERVICES AT A HIGHER CLASSED
ORG.



SOON THE WHOLE COMMUNITY IS PROCEEDING
ON THE ROUTE TO CLEAR AND OT.



HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 SEPTEMBER 1965

Remimeo

ONLY ACCOUNTS TALKS MONEY

(HCO Policy Letter of March 15, 1965 Revised)

Scientology organizations are *service* organizations. Now, it goes without saying, that service costs money. So please don't equate service with the idea that it is all give away. People expect to pay for good service, and they do pay for good service, unless you barrier the line, or by some foolish handling, convince them otherwise.

It is the job of the Distribution Division to find people to communicate to, and the job of the Letter Registrar to communicate to these on an individual basis and to promote to them the service that best suits their needs and goals, and the job of the Advance Scheduling Reg to see that they are scheduled for that service and to help them get to the org for it, and the job of the Body Reg is to see to it that when they get to the org, that they are signed up and routed to that service, and when they have had it, to see that they did, and to bridge them to further service. The whole operation here is to **channel people to the proper service, and when they have received that service, to channel them to further service**. Now, the above org personnel, knowing about the Road to Truth and hence knowing an infinity more about the person usually, than he or she knows about himself or herself, must take responsibility for this and channel them and keep them on the Road until the person cognites and reaches for the rest of the Road himself. Even then, they must now and then be kept from falling into pitholes, side paths, etc, that the confusions and randomities and distractions of life present.

But none of this has anything to do with money, except that such services are expected to be paid for. Money is an Accounting function. When money is a concern of a Registrar, and "How is he going to pay for this" and "We have got to keep our units up", and "Gads, I have got to write up a note form now", and "That's going to cost him too much", when any Registrar's concern is all about money, money, **money, money, money** – he or she gets all inverted into what are we going to get out of it, instead of what the person is going to get out of it. In all his years of auditing, which exceed anything any of the rest of us have even dreamed about, Ron has *never* talked to the guy who wanted some auditing or whatever about money. Yes, it was understood it was going to cost something and what it would cost, but that was the end of it. Ron's concern was for the guy and getting him better, and he was not even remotely worried about the money, and the money rolled in because he got the guy better. Sometimes he was paid in eggs and cheese, but the guy was wanting to pay because he got service. Ron never had a problem about money, and he never talked about money. The Registrar's concern about money barriers the line for someone coming in, and that's an overt any Scientologist recognizes – to barrier the line of someone coming into Scientology. When a Registrar answers up to someone's desire for service with a confused mess concerning money,

that confusion is a barrier. And if a Registrar's concern is on money instead of service then her communications are going to communicate a confusion, and barrier the line. It amounts to an alter-is, so **Registrars are forbidden to talk, write or think anything about money.**

Well, how about money, then? How does this get handled?

Simple. **Money is an accounting function.** It is the proper concern of Accounts. (Div 3 – Dept of Income.)

With Accounts, money is simply collected. Accounts collects from the person the amount of the price of the service desired. That is all there is to it. It collects the amount, invoices it and routes a copy of the invoice through the org lines to the Division that the service is to be delivered in, so that they may know it is all right to go ahead and deliver the service.

The Invoicing Cashier in Department 7, Division 3 is at post preferably in a wicket. This is exactly like a theatre ticket front, complete with the glass window with the hole (small and awkward) in it to talk through and the hole at the bottom to slide money through. Any accounts office door, if up front in the org, can be fixed with a half door to look like this. It would not at all be out of place for the cashier to wear a green eyeshade, and have a *very* detached attitude about anything except money or money matters. Very businesslike. Posted on the outside of the wicket or immediately in the area on display signs are the prices for books, materials and services offered by the org. If the cashier is asked for data, he points to the proper sign.

A person coming into the org first comes into Reception. If the person wants a service he or she is routed to the Body Registrar. The Body Reg talks about and signs the person up for service. If the person has a question about the cost, the Body Reg says "You will need to talk to Accounts about that" and routes them to the Invoicing Cashier, who shows them the prices on the display signs. When the Body Reg has signed the person up for the service on proper contract and release forms, the person is routed to the Invoicing Cashier for paying. When paid the white copy of the invoice goes to the person, and the pink copy is routed immediately to the Division the service is to be performed in – generally Tech (pink gets routed to Dept 10 – Tech Services) – or Qual (pink gets routed to the Invoicing Officer of Dept of Review).

The Invoicing Cashier (Dept 7) always expects for the service to be paid for i.e. expects cash, not credit. The subject of credit must not be brought up by the Invoicing Cashier. For example, the question would be "Are you going to pay this by cash or check?" – **never** "Is this going to be cash or credit?" If the person is going to ask for credit, then it must be his origination. In the event it is asked for, then it must have the Org Sec's OK, who before giving it, must check the person's past credit record with the org. People who have a bad payment record on their org bills must not be extended further credit. When credit is extended, a proper note must be signed at 12% interest if not paid in 90 days and they must sign the debiting invoice.

When the service is completed with the person, the last person he sees on the org lines is the Body Registrar, who channels the person to further service.

The Reception area, Invoicing Cashier, and Book Store should be located close to one another. If someone comes in wanting a book, he or she is routed to the Book Store in which

books are on display, but separated as to if they are for Beginners or Advanced Scientologists. The books for Beginners and to the public books should be prominently marked by Display signs. When the book or books are selected, the person pays the Invoicing Cashier and receives their invoice (white). The book must be paid for before it is handed over to him or her. The pink invoice is marked 'Book Store-Delivered' and routed at the end of the day to the Shipping Department for entry on the Book Dept Income Sheet and then to the 'Shipped' records.

The Book Store should be close to the Reception area but remember that to have Reception selling books is crossing Divisions. Reception only routes. However, in the immediate Reception area should be Display posters on books, Free Introductory Lecture, BS Course, graphs, and other promotional material – all prominently displayed. If someone comes in asking "What is Scientology", the Receptionist routes him to the Free Introductory Lecture by giving him an Invitation, and routes him to the Book Store for a book that covers Beginning Scientology. The Receptionist is forbidden to try to explain Scientology or processing. If someone comes in not knowing what they want, but that they want to talk to someone about Scientology, the Receptionist routes them to the Body Reg to channel them into a Service.

The Letter Registrar may not talk money. However, he or she may enclose rate cards for org services and book price lists.

So please each Division do its own work. Registrars – channeling to service; Reception – routes; and only Accounts talks money.

L. RON HUBBARD

LRH:mh.rd

[See also HCO P/L 3 August 1970, *Registrars May Now Talk Money-Only Accounts Talks Money Details*, in the 1970 Year Book; HCO P/L II March 1971 Issue I, *Registrar Invoicing Line*, Volume 2-page 349, Volume 3-page 268; HCO P/L 26 October 1971 Issue II, *Statistic of the Body Registrar*, and HCO P/L 2 February 1972, *Invoicing Clarification*, in the 1971 and 1972 Year Books.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 21 NOVEMBER 1968

Remimeo

SENIOR POLICY

We always deliver what we promise.

L. RON HUBBARD
Founder

LRH:ei.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 JULY 1968

Remimeo

GROSS INCOME SENIOR DATUM

The size not the quality of an org's mailing list and the number of mailings and letters to it determines the Gross Income of an org. If this is not known as a Senior Datum to Exec Secs and kept in by them their condition is treason.

L. RON HUBBARD
Founder

LRH:js.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 18 NOVEMBER 1969
Issue I

Remimeo
Pub Div Hats
Div 2 Hats
HCO ES Hat
OES Hat
PES Hat

CENTRAL FILES

VALUE OF THE GROSS INCOME OF THE ORG AND WHY

The easy way orgs give away their Central Files or pieces of them to other orgs indicates a complete miss on their value.

The average file folder in a CF file never costs less than \$10 a folder to obtain.

When you think of all the work and mailings of the Public Divisions and realize that the direct Product of that thought and activity is a CF folder you begin to get some idea of what it cost to have a folder to file.

The gross income catastrophes that follow giving another org the CF folders of its area are fantastic. One check showed Wash DC dropped and lost around \$27,000 Gross Income in about one quarter after it gave away pieces of their CF to small East Coast US orgs which didn't even have the facilities to use them.

SH left half a ton of US CF folders in London unshipped to the US for a long time. The astonishing thing is the tame presentation of at least \$280,000 worth of folders to ASHO with no thought of making any deal.

Jbg some years ago "misplaced" its basic 6500 CF address list and lost the files utterly. It took 2 years to find the list (they had left it in an old attic) and then for 2 more years did nothing with it. Stats down all the time of course.

Treasonable propaganda to the effect "it's an old file" "those names aren't hot anymore" encourage the disuse and disposal of CF files.

Yet a 5 year old file where the person has been written to dozens of times can suddenly come alive, the person walking into the org.

I have seen dozens of "disposed" "inactive" files worked over and produce thousands of dollars.

So a file is worth at least \$10 or more to get but it is worth hundreds when continually written to.

An org's potential fortune, its potential gross income is its CF. So what would you think of a staff member or executive who simply gave away big pieces of the gross income.

Well, think the same thing of someone who gives away CF folders. Or who lets their address go stale. Or who fails to keep them up and work them over.

In the US if anyone changes his address, the Post Office only keeps the change of address card for 6 months. DC, failing to mail to a 40,000 CF list two or three times a year lost 27,000 of those names because the people moved, the address change at the PO got torn up and nobody could be reached anymore.

The process by which you get your Gross Income, your portion of proportionate pay and which pays for further dissem and PRO and service is not a mysterious action. People don't just walk in out of the blue.

The Public Divisions get people into CF (by definition, CF is "people who have bought something from an org"). Then Div 2 gets them into higher services by Ltr Reg or phone actions. Then upper orgs get them into upper services by paying FSM commissions to the lower orgs.

It can get very baffling how this simple and **only** source of gross income can be so missed that an org gives away its CF.

Even if "that folder" has bought everything that org has, it is still worth a 10% FSM commission to the org who owns it if that org selects it and sends it literature.

Honest, believe me, this is the only route by which you get in gross income:

1. Public Div actions
2. Div 2 actions
3. Good service actions
4. FSM to upper orgs.

There isn't any other route for all other routes also have to follow this route. Even Pub Div FSM selections come back into CF for further action after first service.

Public Div actions mean "New names to CF."

Is CF then only able to sell to "new" names? If so your Division II isn't worth scrap-ping. Or your Divs IV and V need a hammering for having out-tech and muddying up a field.

Listen: There is no other route to Gross Income than via CF.

Aside from dead people or people who want off the list or people who move with no address change **there is no valid CF age**.

Address of course is the CF index as well as who gets the magazine.

"Yes", somebody says, "but SIOUX Falls is West of our territory... And the org there said..." Listen, I wouldn't give another org the time of day if *my* org got the CF.

Stop being so big hearted with your org's future gross income.

An OES, worried about having enough money to keep the org going and provide services would be amazed to find out what would happen to his GI if he forced this Pol Ltr to be checked out on the whole org. I'll bet better than 90% of staff haven't a clue as to how or why or by what route they get **any** income at all. It's all in this Pol Ltr.

L. RON HUBBARD
Founder

LRH:rs.ei.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussed
HCO POLICY LETTER OF 27 DECEMBER 1972

Remimeo

SPEED OF SERVICE

(LRH ED 805 INT of 11 January 1968 issued as Policy)

In the matter of courses and students **Speed** of service is of vital importance.

The prosperity of a business is directly proportional to the speed of flow of its particles (despatches, cables, goods, messengers, students, customers, agents, etc.).

To prosper, service must be as close to instant as possible.

Anything which stops or delays the flows of a business or delays or puts a customer or product on **wait** is an enemy of that business.

Good management carefully isolates all stops on its flow lines and eradicates them to increase speed of flows.

Speed of service is of comparable magnitude to quality of service and where exaggerated ideas of quality exist they must become secondary to speed.

Only then can a business prosper.

L. RON HUBBARD
Founder

LRH:nt

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 MARCH 1968
(HCO Policy Letter of October 29, 1959 Issue II
amended and re-issued)

All Fran. Hlds.

SERVICE

It has come to my attention that some Central Orgs are not quick to furnish service and co-operation to Franchise Holders or Field Auditors, and also that these are sometimes upset with Central Orgs.

It is not true that Franchise Holders are all out to destroy Central Orgs.

It is not true that all Central Orgs are out to do in Franchise Holders.

Both Central Orgs and Franchise Holders are inter-dependent. Further, I have never intended Scientology Orgs or Groups to be bits of third dynamic each opposed. For nine years Dianetic and Scientology Orgs and Groups have tended to individuate to my sorrow.

We will win if we are Scientology not a lot of isolated groups.

The watchword is **Service**.

I don't care how many rules you break if they're broken to give unselfish service to one another and the public. We live for service not for rules.

If the combined power of all of us and all organizations were exerted as a shoulder to shoulder effort we would take this planet just as we are and with no more than we know.

"Competition" is a trick of the weak to fetter the strong.

Where there's a group to be helped or a preclear to be processed or a student to be trained, see that it's done and if it gets done don't count the costs in broken rules.

We are essentially an evolutionary group. All of us together. We must not fetter ourselves beyond increasing our own efficiency, nor must we entangle our purposes with arbitrary laws which do not further our cause.

Service is the watchword. Orderly service is preferable to disorderly service but any service is better than no service.

We are essentially breakers of "now-I'm-supposed-to's". Don't fall into our own new rituals so hard that we are no longer brave and effective.

Worldwide we are doing better today because of orderly comm lines and administrative patterns, we are making more headway and suffer less confusion, but don't worship our rituals. Be as orderly as you can. Follow our rules as best you can. But a rule can be wrong and service and our mission can never be wrong.

Use the rules until they prevent you from doing your job. But if these stop you, then to hell with the rules! Get the show on the road!

L. RON HUBBARD
Founder

LRH:jc.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 25 MARCH 1963

CenOCon
SHSBC Students
Franchise
Field

Re-Issue Series (11)

A MODEL HAT FOR AN EXECUTIVE

(Re-issue of HCO Bulletin of September 19, 1958)

— **Primary** —

To accomplish the purposes of the organization and/or his department on a continuing basis by the use of adequate organization and personnel.

To get people in his or her department or organization to get the work done.

To understand the jobs of staff members and to get them to ably wear all of their hats.

— **Secondary** —

To gain compliance with old or create new standard policy as necessary and to gain compliance in particular with the policy laid down by the Board and the policy already existing in standard hats.

Planning of campaigns and activities to create new or fulfill old demands and to utilize thereby personnel.

Personnel: Improving his personnel's understanding of their posts and duties and improving their interest and activity on that post.

Acquiring new personnel as needed on that post.

Adjusting work burden.

An executive must realize that this is his whole hat as an executive and that any other activity in which he is engaged than the above is another hat and should be written up as such and is no part of his executive hat. He must also be certain that an adequate amount of his time is spent filling his executive post, not another post he holds as a staff terminal.

See HCO Bulletin of August 27, 1958, entitled "Executives of Scientology Organizations".

The task of an executive is to put hats on people. Therefore, he should be very careful not to violate hats by introducing emergency programmes which pull off hats or by "temporarily" pulling people off post to do jobs not covered by their hats. If he has such jobs not covered by hats he should make provisions for their accomplishment in existing hats or create new hats.

Executives should not write critical or confusing dispatches to terminals having to do with their performance of duty.

Such matters as conduct or rearrangement of post should be taken up with the terminal directly. The only writing is done after the fact of arrangements.

Wide open comm lines such as we have cannot tolerate critical, confusing or distempered dispatches. There is no reason here to learn by experience what is already known – entheta on free comm lines can disturb an organization's comm system beyond belief. This applies equally to dispatches from terminals to executives.

In the case of an executive in one part of the world having difficulty with the conduct of a terminal in another part of the world, do not dispatch the terminal. Dispatch instead the executive in that part of the world closest to the terminal – explain the situation to that executive and have him take it up personally with the terminal. Even in a local operation, if you cannot interview the terminal in question, do not send a critical dispatch to him. Have the nearest executive to the terminal take it up with that terminal. No dispatch goes directly to such a distant terminal.

**(The above is fact; the following is my opinion
and may be considered controversial:)**

Anyone will discover, in actually dealing with people, that these factors dominate:

1. People are willing to do their best and will until hammered about it.
2. Most causes for complaint are based not on misconduct but on misunderstanding.
3. Only personal contact can restore understanding.
4. Written criticism or anger is rarely repaired by more writing. A breach opened by writing is usually susceptible to being healed only by personal contact. The moral is, therefore, don't open the breach with a distempered dispatch.
5. Don't let a detected error drift. Take it up and correct it when found.
6. Don't accumulate "bad marks" against a terminal before acting. Forget old "bad marks" when they have been corrected.

7. A terminal has his side of the story. As the person on the job he has more valid data than the executive. Listen and question before you decide you're outraged.
8. The only capital an executive has is the *willingness to work*. Preserve it. No person can be driven to labour – as every slave society has found out. They always lose. When a man is whipped, that work he then does still stems from his willingness alone. Anger made it smaller.

Terminals that are confused and have gone wrong are patched up just as an auditor patches up an ARC break. The terminal is also conscious of his own overt acts and thoughts.

The only persons an executive cannot handle are those Who continually say or dramatize: "It can't be done". These persons are already spoiled by bad 8c in life. No matter if the person is the attorney or the accountant or the head sweeper, if his response to all solutions offered is, "It can't be done" (either stated or acted out) the executive has only two answers: order him to intensive intensives or fire him. Short of this action, the executive has no other course to take. Threats, penalties, scoldings, all accomplish nothing.

We have then three classes of possible personnel:

1. The willing
2. The defiant negative
3. The wholly shiftless.

To handle these we have three classes of action only and none in between. (An authentic case of white is white and black is black.)

Class One (above): Handle them as outlined here with understanding, intelligence, helpfulness, courage and compassion.

Class Two (above): Process only, or fire.

Class Three (above): Process only, or fire.

Class two and three are non-employable. Why burden the staff or economics of the organization with them.

The Willing include the overbearing, the meek, the swift, the slow, the efficient, the worried. Threats and punishing regulations do not help them – only hurt the innocent with the guilty. Tight scheduling, insistence, reason, crispness, and ARC help them.

The Unwilling are bait only for auditors or the unemployment bureau. Leave a post vacant rather than hire them. You'll wish you had.

Don't confuse a clash of personalities, independence and lack of subservience with unwillingness to do. The military does this and look at it! If you only want a staff that won't talk back, join the army – they punish people for communicating or deserting. Some very high class bastards can do some high class jobs.

The Unwilling only do or say "can't" no matter what solution or task is offered. Usually they don't talk. Sometimes they are models of meekness. But like a hunting dog that won't kill chickens, they are no good to you. If they're out of your organization or department, you have only the willing left – so why look further in executing than being decent. The man

who doesn't appreciate it isn't with you anyway. So that leaves only one code of conduct for an executive to follow, the one outlined here. His personnel hat excludes the Mr. No and Miss Can't and Master Flop. An executive needs as much discipline and anger as he lets the Unwilling in. The first principle of an executive is to accomplish the goals of the organization and department. He must employ the Willing and maintain ARC. And remember that there's an R in it.

A quarter of a century of leadership in this life has taught me that the only underprivileged posts there are, are posts of leadership. As one rises on the scale of authority his flaws magnify and so does his power to hurt and destroy. It would take an archangel to be a perfect executive. Despite the trying nature of an executive post it yet must be filled – and filled with understanding, intelligence, helpfulness, courage and compassion. When a lack of these enters upon an organization's comm lines, the organization sickens and is gone – just as our world at large is doing.

Our staff are willing. I believe in them and trust them. Nobody could ever do the job we're all doing – but we're doing it.

A hundred thousand years of future are looking at us – we can only measure up by doing our jobs as best we can today – with understanding, intelligence, helpfulness, courage and compassion – to the greatest good of the greatest number of dynamics. It is a large order – but the first to fill it must be our executives.

HOW TO ISSUE INSTRUCTIONS TO PERSONNEL

1. Have a definite clear-cut and correct estimate of situation.
2. Make a precise, properly communicative statement in writing of exactly what you want done.
3. Reissue 2.
4. Reissue 2.
5. Reissue 2.

There are no other steps.

Every time you issue a direct, precise and orderly order you may generate a confusion. It runs out as the order is repeated over and over. The "reasons why" "the order is hard to duplicate" is the run off of a confusion. Don't Q & A with the confusion. Just issue the order again while maintaining good ARC.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 25 OCTOBER 1968

All Execs
Remimeo
Org Exec Course
Introductory

Important

ADMIN KNOW-HOW

When trying to get stats up you must realize that what **got** stats up will **get** stats up.

Using new, unusual experiments can crash your full intention.

In *new* Programmes the **bugs** have not been worked out. It's like a newly designed piece of machinery. The clutch slips or the h.p. is sour.

New programmes are undertaken on a small scale as **Pilot Projects**. If they work out, good. Spot the bugs, streamline them and prove them. Only then is it all right to give them out as broad orders.

So it isn't good for an EC to hand out strings of orders. Or for an executive to start a lot of new projects.

There is a thing called STANDARD ADMIN. It comes from the Policy Letters.

When we produced the wild, soaring tech stats with the Sea Org Class VIII Auditor programme **it was by putting in the exact processes and grades**. By going *Super Standard* we got 100% case gain.

It is the same with Policy. If you get an org in with Super Standard Policy – Promotion, form and Admin – the stats **soar**.

TELEX ORDERS

Instead of sending out a mad avalanche of orders on Telex, an exec should only send the number and date of the Pol Ltr he wants in **and then should ride that one order** until it *is* in.

To choose **what** Policy Letter is of course the trick. One has to know something about the Conditions of the org before sending the order.

Trying to get all pol ltrs in at once can also swamp an org. "Get on Policy" is a meaningless remark. Get on such and such a Policy, if it is obviously out, is a very valuable action.

GENERAL EXEC ACTIONS

EDs are there to say **what** policy should be concentrated on, not to give *new* orders.

An Executive who is wise, gets in Policy on a gradient (little by little, building it up higher and higher, keeping the old in while adding in the new).

To understand how to do this, one must be able to conceive of basic outnesses. It requires real genius to discover how gross and how basic an outness can be.

An Exec pounds away with a high level policy on how to do accounting. Is his face red when he finds the reason for the muddle is that there isn't anyone in the division!!!

Once we almost "did our nut" trying to find what outness had unmocked an org. All sorts of involved conclusions were reached. All manner of orders given without any improvement. And then "murder outed". **Every** registrar in the org had been removed and no new ones appointed. The public couldn't find anyone to sign them up.

I once sent a Continent into Power simply by discovering that it had not appointed people to the posts of Exec Sec in any org! How "out" can it get? As soon as Exec Secs were appointed, the whole Continent went into Power.

I once read an ED which (a) removed all executives but one and then (b) gave 20 complex orders "to be done at once". The one remaining personnel could not have executed *any* of them. I at once cancelled **all** EDs not issued by myself and shortly up went the stats.

Wondering why no mail is ever mailed does not call for a complex policy. It calls for a policy about the form of the org, how it must have Exec Secs, Divisional Secs. For there to be no mail going out can only mean there's nobody on post!

A Divisional Sec trying to get in his division's policy must look first for **gross** outnesses. They are never small. And then he must get them in by Policy. Then they'll stay in.

There **is** a *Standard Admin*. It deals in simplicities. People are on post. Particles flow. Promotion is done. Tech is delivered. The org board is up and is followed.

If policy isn't in at *that* level of largeness, it will never go in on higher points.

Knowing an org inside out is also knowing who to tell to do what and what policy to get in when. It's like knowing how to drive a car. It won't go if you don't know where the ignition switch is located. Policy outnesses occur and unusual ideas are put forth only by those who don't know what is usual in the first place.

Like Standard Tech, in Standard Policy the results come from getting in the basics and doing them well.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 7 MARCH 1969

Remimeo

ORGANIZATION

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

Organisation is the sub-division of actions and duties into specialised functions.

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

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

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

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

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

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

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

1. Handle it
2. Organise the group to handle such things and do their jobs.

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

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

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

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

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

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

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

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

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

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

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

Honest.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 DECEMBER 1969

Remimeo
Executive Secretary Hats
Executive Hats

Cancellation of HCO PL 19 July 1963
and London Sec ED May 4, 1959

Cancelled by HCO P/L 28 July 1971,
Admin Know-How No. 26

EXECUTIVE DUTIES

(The cancelled PL and Sec ED above stated that an Executive "got people to get the work done." This principle has been found to result in some Executives believing they were not supposed to work. It is an old management definition. Much more experience on the subject in Scn orgs and the Sea Org show the following to be more fundamental and more workable.)

An Executive handles the whole area while he gets people to help.

An Executive in charge of an org would "single-hand" (handle it all) while getting others to handle their jobs in turn.

This gives a practical and workable approximation of what top stat executives actually do do.

The executive who sits back and waits for others to act when a situation is grave can crash an entire activity.

Essentially an Executive is a working individual who can competently handle any post or machine or plan under him.

He is a training officer as well. He designates who is to do what and sees that a training action is done by himself or others to be sure the post will be competently held. An executive who accepts the idea that if a person has a school degree in "waffing Woggles" or sewing on buttons he can at once be trusted to waff woggles or sew buttons is taking a personnel by recommendation, not by his experience with the personnel whose work-organization potential has never been tested under that executive. A camouflaged hole (undetected neglect area) may very well develop in such a circumstance, which can suddenly confront the executive with a time consuming disaster.

Thus an executive accepts help conditionally until it is demonstrated to be help, and meanwhile does not relax his control of a sector below him until he is sure it is functioning.

In this way an executive is one who does and backs off spots continually. He could be said to always be doing himself out of a job by getting the job competently done. However, in actual practice as post personnel does shift, he has to be prepared at any time to wade back in and put it right.

The Supreme Test of an Executive (as in the HCOB Supreme Test of a Thetan) is to **Make Things Go Right**.

To the degree he can maintain his observation, communicate and get supervision done (see HCO PL on the Key Ingredients) he can achieve production or service and satisfy users.

As observation is often faulty, especially over long distances, as Communication is not always received or studied and as supervision is often absent, the Executive must develop a sensitivity to indicators of outnesses and systems to correct them.

A very good Executive knows how to "play the org board" under him. He has to know every function in it. He has to know who to call on to do what or he disorganizes things badly.

An Executive also has to know neighboring org board arrangements in the same org, the org board of allies and of enemies.

An Executive has to know what users need and want and furnish it. When normal and routine posts fail under him, the Executive is of course forced into Non Existence as an executive, has to find what is needed and wanted and produce it. He applies the whole Non Existence formula to the situation.

Only if he does not handle fully once he does see an outness does an Executive go into Liability.

An Executive deals with the frailty of human variations and distractions. When these engulf his area and he is confronted with the fruits of alteration and non-compliance, of posts not held and duties suddenly found left undone, it is up to the Executive to get them done any way he can. Having handled he applies the Danger formula (or lower as it appears) to the neglected area.

An Executive has to be somebody who cares about his job and wants to get things done. If he only wishes the title for status he is of course heading himself and his area for disaster and it could be said that such an executive, not meaning to do the job but only wanting the title, is in Doubt or lower on the third dynamic.

The Executive thinks of the area and organization first and repairs. Then he thinks of the individual and straightens him out.

An Executive who is worker-oriented winds up hurting all the workers. The workers depend on the organization. When that is gone they have nothing.

An organization cannot have more taken out of it than is being put into it. Efforts to bleed an organization of more blood than it has destroy it.

The preservation of his organization is a first consideration of an Executive.

In an Executive's hands an organization or one of its areas must be "VIABLE." That is, it must be capable of supporting itself and thus staying alive. When his area is parasitic, dependent on others outside it, without producing more than it consumes, the area and its workers are at severe risk and in the natural course of events will be dispensed with, if not at once, eventually.

Thus an Executive is someone whose own sweat and energy keeps an organization or an area of it functioning. In this he earns and uses help and they in turn take over executive roles in their subordinate areas and keep them alive and producing.

An Executive is in the business of **survival** of his area and its people and providing with service or production an abundance which makes the area, his own services and that of his subordinates valuable.

If an Executive so functions his own survival and increase is guaranteed even by natural law. If an Executive functions for other reasons it is certain the ground will vanish from under him eventually again by natural law.

An Executive is in fact a worker who can do all and any of the work in the area he supervises and who can note and work rapidly to repair any outnesses observed in the functioning of those actions in his charge.

The best liked executive who is most valued by his workers as someone they need is an executive who functions as described above. One who seeks to survive on favours given and does not otherwise measure up is not in fact regarded highly by anyone.

Whatever ideology one finds himself in, the above still applies. The way to the top may well be marrying the boss's daughter, but the way to stay there still requires the elements described herein. As bosses' daughters are few, a sounder way is to learn all the jobs well and study this policy and just become an Executive.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 29 MARCH 1965
Issue II

Gen Non-Remimeo

ADMINISTRATION FLOWS AND EXPANSION
THE FAST FLOW SYSTEM

We have introduced many new principles in administration in recent policy letters. Here is one which if left out would cause mystery.

This is the principle of traffic flows we now use. It is called the **Fast Flow System of Management**.

A being controlling a traffic or activity flow should let the flow run until it is to be reinforced or indicates a turbulence will occur and only then inspects the part of the flow that is to be reinforced or is becoming enturbulated and inspects and acts on only that one flow.

This principle would operate on a committee of 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.

L. RON HUBBARD

[LRH NOTE: Study this. Shows why of OIC.]

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 6 FEBRUARY 1968

Remimeo

ORGANIZATION - THE FLAW

I looked for a long time for any flaw in the idea of organization. It does have a flaw.

The basic flaw in organization is **Inspection Before The Fact**. That means inspection before anything bad has happened.

Violations are so harmful they destroyed every great civilization – the Roman, the British, the lot. For every flow is slowed or stopped.

The prosperity of any organization is directly proportional to the speed of its particles – goods, people, papers.

World trade, world shipping, world prosperity is dying only because of the cumulative effect of inspection before the fact. Passports, customs, safety regulations, general government interference before anything bad has occurred add up to a **Suppressive Society** and therefore, soon enough, a dead one.

Penalty *after* the fact has occurred disciplines the criminals and does not pull down the majority to criminal level.

Scientology organizations must never lose sight of the reason organizations have decayed.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 23 APRIL AD 15

Remimeo
All Staff Hats
Sthil Staff
Exec Hats

All Divisions

Use: Executives should keep a stack of these 23 Apr AD 15 Pol Ltrs near their desk and staple one to every despatch or report received which violates it. Circle para violated and return to staff member.

(Changes HCO Pol Ltr on CSW slightly in that conclusions or solutions are no longer acceptable from a junior to a senior, only data.)

PROBLEMS

The most senior organizational policies there are follow:

1. **Never** solve the problem any junior presents to you. **Never never never never never never.**
2. **Always** investigate for the true cause of the trouble. **Always always always always always always.**
3. **Solve** only the problem you find after very careful investigation of the whole matter and after you have examined all possible causes of the problem.
4. **Never** solve a problem that has already been solved in general policy.
5. **If** someone thinks the policy is wrong or is itself the source of the problem then (a) he or she must be made to fully read the policy (b) demonstrate what it is supposed to solve (c) look over the problem he or she thinks the policy is wrong on to find the actual causes of the problem he or she is trying to solve.

The primary aberration in situations that are being mishandled is:

6. The person is unable to recognize source.
-

Example: A person A sees another B drop a wall mirror and break it. A puts in a purchase order specifying thicker glass. B next day drops a chair down steps and A puts in a PO for new stair carpeting. B a week later runs a car into a wall and A proposes a different design

for the wall. If this kept on and B was never singled out by A or A's seniors, then dozens of unusual solutions are entered into the org, not just POs but policy changes as well! Why? A is "below source" and doesn't recognize the causes of his problems. Therefore his solutions are alter-is of existing situations and result in alter-is of tech, policy and orders. Soon the area around A is in a complete confusion. What about B? He probably generalizes with "they said" "everybody knows" etc on entheta and so remains "invisible" behind his generalities. B can be spotted best by damage reports whenever damage occurs. As they are filed as a statistic in B's file, it soon becomes a visible datum. The cause of confusion in A's area is not A. It is A's inability to perceive *causes*. Thus any system which isolates actual causes disentrubulates a group and makes unusual solutions unnecessary and only then can policy *go in*.

Therefore we get some other very senior org policies:

7. **Never** accept a conclusion from a junior. **Never**.
8. **Always** demand facts of a junior. **Always**.
9. **Never** take a generality from a junior.
10. **Always** challenge any conclusion a junior offers.
11. **Never** act on a junior's data until you have fully investigated the situation.
12. **Always** investigate until you find the basic policy violation that started the problem in the first place.

TECHNICAL

13. Making Scientology work on pcs and students is the **only** way you can salvage org situations.
14. If Scientology is not applied exactly per HCOBs and tapes technical will "go out" and within a few months the area will be spinning with unusual solutions.
15. The fastest way for a technical executive to become overworked is to violate the policies in this policy letter.
16. The fastest way for a technical executive to get into trouble and a mess is to accept an auditor's conclusions and propose a solution.

Example: An instructor says, "Process R00¹⁴ doesn't work on certain cases. When these cases come on course could I please order them to Review auditing?" Serious blunder by a senior, "Yes." Why? Because the instructor isn't capable of spotting an ARC Broken student – can't confront ARC Breaks. Therefore quite often the instructor lets R00 be run on an ARC Broken student. The correct technical executive action, and the **only** correct one on re-

¹⁴ Note: R00 is the process on Grade 0, Grade Zero Quads 0-0

ceiving such a report, is to promptly personally investigate. Investigation even of the students' case folders would disclose that the instructor ignores ARC Breaks from comm cycle blunders by new student auditors, that the instructor won't give ARC Break assessments (who else could give one on a Zero Level course?) but sometimes runs R6 EW on the students under the guise of "an assist for a misunderstood word". I think that's enough trouble to get the instructor's senior into a hurricane of trouble if only from blown students and no new enrolments! (This is an actual example. The final result was a Comm Ev for the technical executive and the instructor, the first for proposing and alter-ising policy and technology, the second for forcing auditing [rather than doing assessments] on Zero Level students. The Comm Ev had to be ordered at the request of their tech senior because neither would accept orders to remedy the above conditions but just kept on fouling up students.)

NON-COMPLIANCE

18. If you think for one moment that a staff member who won't or can't follow clear, definite policy, will follow your orders either, you dream.
19. The first thing you know about an off-policy type personnel is that none of your instructions are being carried out either, usual or unusual.
20. Look, if they can't apply vividly clear policy, they sure can't apply a brief order.

SUMMARY

21. You can conclude that where you have a personnel who cannot perceive the causes of things you will have a continual spinning mess. None of the problems presented for solution are the actual problems that exist. In A and B above, the problem presented was "How to get more durable things." This could not be solved because it was the wrong problem and didn't exist. The right problem was "How to get B to stop breaking everything in sight." A senior, not seeing B at all (not being around B), accepting a problem and a conclusion from a junior (A) soon is involved in endless discussions over "How to get more durable things." This never solves. Because it wasn't the problem. Further, any order the senior gives A is also never put into effect without wild alter-is. Why? A, unable to see sources, can't see the senior as a source either and really takes his orders from anyone who comes along! Students, pcs, the garbage man.
22. The basic problem of management then is the problem of cause blindness. People in the org who cannot see cause cannot solve problems, for to solve a problem one must see what is causing it!
23. And the solution to all this lies in the policies in this policy letter.
24. And auditing people up to an ability to perceive and perceive the causes of things is the primary solution to all problems.
25. Until you get them there you use any mechanism necessary to follow orders. Only in that way will they ever make it.

26. When tech goes out, when HCOBs aren't followed or tapes known and used exactly, the Road Out is blocked.
27. Nobody has any right to a bank.
28. For when they are permitted such a right they block the road for the rest.
29. The only person you could completely trust is a Clear. And unless the clear is also trained in Scientology tech and admin also you could never accept his vote on org matters. That's the truth. And that's why we're going to make it all the way.
30. If we're determined we will make it, we will make it.

L. RON HUBBARD
Founder

LRH:ml.rd

(Note: By Organizational Policy is meant that policy which makes the organization into an organization and keeps its flows fast and its design uncomplicated. In absence of these policies the design becomes altered and flows cease and the org dies.) [Note: The mimeo issue of this Policy Letter and the First Edition of Volume 0 skipped the number 6 in the numerical sequence. The text above and the earlier texts are identical; only the numbering has been altered to include the skipped 6.]

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 1 MAY 1965
Issue II

Remimeo
Exec Hats
Comm Hats
D Insp & Rpts Hats

ORDER BOARD AND TIME MACHINE

Executives must have and use an "Order Board".

In Scientology if it is not written it is not true. That's a major policy.

It applies to all.

Every order an Executive issues must be in writing.

He does this on a Clip Board. There is a sheaf of paper on it of his Division's colour. It has a sheet of pencil carbon and a ball-point slipped through the top of the clip. It can have a hook on the back to slip on a belt for persons walking about. This is the Order Board.

Even when one gives a verbal order it is also written down.

The executive keeps no copies of his orders. This is done by the Department of Inspection and Reports.

The original is handed to the person being ordered. The other is sent to the Inspection section of the Department of Inspection and Reports. If one is away from his Comm station, the carbons are left on the Order Board until one returns, when the copies are all sent to Inspection.

COMMUNICATOR ACTION

The carbon of an order is sent to Inspection because it is obviously a carbon copy and an order. It is not otherwise designated.

An original sent through the Comm Lines is obviously an original order as it is not a carbon. It is simply delivered to the addressee's basket.

JUNIOR'S ACTION

The person receiving the order does it, says he has (or couldn't) on the original order he received and sends it **to inspection**. However even if he sends it to his issuing superior the Communicator sends it to Inspection only.

INSPECTION ACTION

Inspection has a Time Machine. This is a series of baskets advanced one basket every morning.

A carbon of an order is placed in today's basket.

When the original comes in, the carbon is dug out of the basket (by date and colour flash) and original and carbon are clipped together and routed to the issuing executive.

Orders not complied with in one week of course fall off the Time Machine by appearing in the basket being emptied today. (It was filled one week ago and advanced once each day.)

A copy is made of the order and it is sent to Ethics for filing in the staff member's Ethics folder and counts as a report against the staff member.

The carbon is returned to issuing Executive to show his order has not been complied with, so that he can handle the situation. No report from the Executive is required in this instance as a copy is already in Ethics.

The Executive should investigate or ask Ethics to do so if the matter is of considerable importance.

If an original is returned to Inspection which has no carbon, it is copied and held and the copy is sent to the Executive with a "Sir, there is a lost carbon of your order. Did you fail to turn one in?" This disciplines a forgetful executive. When Inspection receives the answer it attaches the original to it and sends it back to the Executive.

VERBAL ORDER

A junior may report a verbal order to Ethics as it places his statistics and job in danger by leaving it open to have it said the order was otherwise.

PROJECT ORDER

If something requires more than two weeks to do it is a *project* and cannot be ordered without clearance from the Office of LRH Design and Planning Authority section. If a project has been okayed it has a number and its number must be put on the order as Project Number —.

Inspections file projects in their own files. This is also Time Machined by one month's emptying of a file drawer or one year's emptying of a file drawer. Projects run only for one month or one year and must be routinely inspected by Inspections which then reports to the Office of LRH with any progress or lack of it.

URGENT ORDERS

Orders marked Urgent by an Executive are entered into a one day time machine and handled in one day as described above for one week.

L. RON HUBBARD

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[Added to by HCO P/L 19 February 1972, ORDER BOARD AND TIME MACHINE ADDENDUM.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 30 APRIL 1969

(Reissued from Flag Order No. 407 of January 23, 1969, same title)

Remimeo

ORDERS AND RESPONSIBILITY

Orders occur where responsibility has failed.

Non-Compliance only occurs when orders have had to be issued.

False reports only occur where ignorance of data or avoidance of orders occurs.

And the down spiral begins when responsibility has failed.

I don't think I need overrun this by drawing further pictures.

L. RON HUBBARD
Commodore

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 15 DECEMBER 1969
Issue II

Remimeo
All Staff

Urgent

Orders, Query Of

It occasionally happens that an order is issued or a policy is enforced or is found to exist which if put into full effect in a certain area would result in loss or destruction.

Someone told to man up, for instance, all Admin departments, sees that this would upset the Tech-Admin ratio.

Instead of putting the order into effect he should query the order with

- A. The name of the issuer and the exact order.
- B. The reason it would result in loss or destruction if put into effect.
- C. A recommendation resolving the problem the order sought to solve.

Non-Compliance as a method of avoiding a destructive order is very risky. It is far, far better, in writing, to make the above submission.

Going ahead and putting the order into effect even though it means loss and destruction without advising anyone is itself very destructive.

Sometimes a policy is interpreted incorrectly so that if one put it into effect fully as interpreted, loss and destruction would result. An instance of this was a type of course omitted from a policy letter. Someone did not query but instead closed the course and refunded thousands in advance payments. This was a misinterpretation of the policy which was only discussing course levels. The correct action of one and all would have been to have queried.

Another instance was an order that cancelled out and fired the personnel of a letter registrar because a fixed pay rate was being paid. The org followed the order and promptly went into debt as this was the only typist available and her dismissal was destructive of all income. Half a dozen people at least should have queried the order before executing.

A policy written for an affluent large org is pushed on a tiny org. It executes even though it doesn't seem correct. The result is destructive.

The very meaning of policy can be shifted by re-interpretation. When this is done and is seen to be destructive anyone following the re-interpretation is just as guilty as the mis-interpreter. The correct action is query.

Even "You're fired" can be an incorrect order and can be queried if done as above.

"Your Class VIII is appointed HCO ES Canada." Great. But you know you've only got one VIII. To permit the order to be carried out is destructive. An order placing your best auditors into Admin leaving Tech crippled should have the living daylight queried out of it even by the janitor.

It does not relieve one of responsibility when one executes a destructive order. The one who follows it is in fact far more guilty than the issuer since the one following it is right there, able to **observe** whereas the issuer may not be.

The Query should go to the issuer formed as ABC above. If it is still insisted upon and still is destructive send it and all particulars to the nearest Sea Org unit. Label it **destructive order** and ask for help in handling. Refuse meanwhile to put it into effect.

No one can be Comm Eved for querying an order in proper form.

Using this Policy to avoid routine actions plainly not resulting in loss or destruction WHICH NOT DONE do result in loss or destruction can result in an investigation and the one who refused the order can be held at fault for any resulting destruction.

This policy mainly applies to new, non-routine orders or attempted changes.

Placing an org or person in an incorrect condition comes under this policy.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 19 JULY 1965

Remimeo

All Divisions

**POLICY,
HOW TO HANDLE PEOPLE WHO QUOTE POLICY
TO SHOW YOU THEY CAN'T FOLLOW IT**

Some orgs will find that certain personnel will use policy to stop action.

When these just don't want to do their job, although it's easily understood in Policy Letters, they tell you certain policies are wrong or can't be followed.

The best and only effective way to handle this is to say:

"Since you are an expert on policy, permit me to ask you a few questions." Take up a Pol Ltr applying to their post and start doing a hat check on it.

Since such a person is using policy to stop action and show policy wrong, a rebuttal such as the above will adequately discourage the practice.

If people won't work, they throw out lines and find ways to use policy to discuss it.

Policy is valuable.

But **all** policy exists solely to get the job done and establish points of agreement that permit flows of traffic.

When traffic doesn't flow and somebody says, "Policy so and so prevents it," then Hat Check at once and you'll be amazed to find they don't even know enough of it to disagree with it.

Disagreement with policy is disagreement with getting the job done. And is always accompanied by total lack of data on the policy being quoted.

It's a sure cure.

L. RON HUBBARD

LRH:ml.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 NOVEMBER 1969
Issue II

Remimeo
All Hats
Applies to all SO Units and
Scn Orgs and Groups
Franchise
FSMs
LRH Comm Hat
E/O Hats

COMPLIANCE VS DISCUSSION

Effecting compliance to LRH orders can often require liaison with another post or posts on the Org Board to co-ordinate the correct actions called for by the order.

Speed of action often necessitates that such liaison be conducted verbally.

They should be brief and to the point whether verbal or written. There is no need to extend discussion beyond the point of agreement and understanding of others' or another's actions on the same order and of how they affect one's own actions and priorities. The order *is* what it is.

If it is difficult to reach agreement and understanding you can be quite sure that something in the LRH order (OR in an earlier LRH order in the same area or to the individual now having difficulty) has been not received, not understood, or has been alter-ised.

This fact must be recognised early before the situation gets out of hand. The major indicators are

- (a) nothing concrete can be arranged to be done after a certain point,
- (b) and discussion goes around and around indefinitely,
- (c) somebody says, "Well, because of this important significance over here, we have to do something else..." or words to that effect, which can be very very convincing.

They can occur between executives and executives, between executives and juniors, between juniors and juniors.

The **only** action that will restore order into the confusion is the re-establishment of the **Stable Datum** already placed into the time and place – the *exact* LRH order or statement – which will allow form and event to occur.

If the parties concerned cannot successfully re-establish the exact LRH order as the Stable Datum on which to agree by simply looking at it again, then they *must* go to their near-

est LRH Communicator who will get the LRH origination correctly duplicated either by use of duplication drills or by request for clarification if there is a genuine query.

For any Scientologist to knowingly permit a confusion on or misduplication of an LRH order, programme or directive to persist without communicating about it to the LRH Comm is a serious Ethics offense against the group and Mankind and should be handled as such where poor performance, emergency or catastrophe results therefrom.

The number of staff members and field members who take care to exactly duplicate and carry out Ron's intentions is very large and they are each highly appreciated.

There is no reason why this shouldn't include all of us. You are invited to see that it does include *all* of us. The LRH Comms and Ethics Officers particularly.

Ken Urquhart
CS-7

for

L. RON HUBBARD
Founder

LRH:KU:ldm.ei.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 3 NOVEMBER 1966

Remimeo

ADMINISTRATIVE KNOW-HOW

LEADERSHIP

Leadership is one of the most misunderstood subjects in Man's dictionary. But it is based almost solely on the ability to give and enforce orders.

An order or directive is necessary to bring about co-ordination of function and activity without which there could be disagreement and confusion.

In an organisation there is more than one person functioning. Being of comparable rank and having different purposes (hats) they can come into conflict and disagreement in the absence of a plan or order or directive. So, without orders, plans, programmes, one does not have an *organisation*. One has a group of individuals. We see in earlier policy letters that a group composed only of individuals cannot expand and will remain small.

Oddly enough, such a group will also remain unhappy. It will have a low affinity with the public and each other and if you know the Affinity-Reality-Communication triangle, you will realise that all three points drop if one does. Agreement being the basis of Reality, you will find a group of individuals will disagree with each other and have a low Reality on what they are doing or what to propose and even what to do.

Most people confuse a "taut ship" with a harshly led ship. Actually harshness has nothing to do with it. The right word is *positiveness*.

If a group is led by someone whose programmes and orders are very positive, then the group has a chance of going into agreement with one another and so their Affinity improves and so does their Communication and Reality.

So if one issues *no* orders, a group will remain a group of individuals, out of agreement with each other, will do little and will remain small or at least non-expanding.

Bill, of equal rank to Joe, cannot give an order to Joe nor vice versa. Thus no orders exist between them. Occasional agreements do occur but as their jobs are different, they rather tend to disagree on what is important.

A person with a senior standing to both Bill and Joe can give the two an order and this becomes the basis of an agreement.

The order doesn't even have to be liked by Bill and Joe. If they follow it, they thus "agree" to it and being in agreement on this they get Reality and Communication on it as well.

Even poorly thought out orders angrily given, if issued and enforced, are better for a group than no orders at all. But such orders are the low end of the scale.

Positive, enforced orders, given with no misemotion and toward visible accomplishment are the *need* of a group if it is to prosper and expand.

The group is full of "good fellows". This does not give it success. The group is full of plans. These do not give it success.

What it needs are positive orders leading to a known accomplishment. Many obstacles can exist to that accomplishment but the group will function.

We call it "leadership" and other nebulous things, this ability to handle a group, make it prosper and expand.

All leadership is, in the final analysis, is giving the orders to implement the programme and seeing that they are followed.

One can build this up higher by obtaining general agreement on the how, why and what of programmes. But to maintain it there have to be orders and directives and acceptance or enforcement thereof – else the group will fall apart, sooner or later.

Positive orders and directions on positive programmes inevitably cause expansion.

Being wise or a good fellow or being liked, does not accomplish the expansion. People in the group may be cheerful – but are they going anywhere as a group?

So the whole thing boils down to:

Positive directions and their acceptance or enforcement on known programmes bring about prosperity and expansion.

No or weak orders bring about stagnation and collapse.

The ideal is to have programmes with which the whole group or a majority agrees fully. Then to forward these with positive orders and obtain compliance by acceptance or enforcement.

But regardless of the enthusiasm for a programme, it will eventually fail if there is no person or governing body there to issue and enforce orders to carry on the programme.

Thus we have the indicators of a very bad executive whose group will disintegrate and fail no matter how cheerful they are with the executive.

Bad leaders:

1. Issue no or weak orders,
2. Do not obtain or enforce compliance.

Bad leadership isn't "grouchy" or "sadistic" or the many other things man advertises it to be. It is simply a leadership that gives no or weak orders and does not enforce compliance.

Good leadership:

1. Works on not unpopular programmes

2. Issues positive orders
and

3. Obtains or enforces compliance.

These facts are as true of a governing body as they are of an individual.

A typical example of a bad governing body, at the present stage of its formation at least, is the United Nations. It has great ideas about how better Man should be perhaps, but

1. It issues a confused babble of orders when it issues any
and

2. It issues orders for which it can obtain little or no compliance.

Note that it is also insolvent, at war within itself and that it has not made a dent in its prime programme, the prevention of war.

However these things come about, they are nevertheless true. It is a very poor governing body and far more likely to vanish than expand.

You can count completely on the fact that an executive or a governing body that does not adhere to not unpopular programmes, that does not issue positive orders and does not obtain or enforce compliance will have down statistics.

And you can be sure that an executive or governing body that formulates or adheres to not unpopular programmes, that issues positive orders and that obtains or vigorously enforces compliance will have up statistics.

Wisdom? Popularity? These unfortunately have little or nothing to do with it.

The way to have up statistics, a prosperous and happy group is far more simple than complex Man has ever realized.

L. RON HUBBARD
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LRH:jp.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 4 DECEMBER 1966

Remimeo

Admin Know-How

EXPANSION
THEORY OF POLICY

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

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

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

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

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

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

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

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

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

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

PRODUCT

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

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

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

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

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

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

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

Britain of the 20th Century actively sought to contract her empire and did so to the tune of internal economic catastrophe.

SINGLE PRINCIPLE

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

If as ours is, the product is very beneficial and if we continue to produce and deliver the demand is assured. In this we are fortunate. And we are also fortunate that try as they will no squirrel is ever able to duplicate our product since one variation (that of changed brand) leads to others and they promptly have neither product nor demand – that observation is itself empirical. No squirrel has lasted more than 2 or 3 years in the past sixteen years. And there

have been many. That they squirrel shows enough bad faith to drive away the public the moment the public hears of the original.

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

All our policy then is built on **expansion**.

It assumes we wish to survive.

And it stresses the production and delivery of a straight non-squirrel product.

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

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

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

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

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

INTERPRETATION OF POLICY

The organisation then has all its policy rigged to expand.

It takes many things to ensure expansion.

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

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

For example, policy bars the entrance of the healing field. This is solely because there is too much trouble with the occupiers of that field and only outright war (with no demand) could solve them. This seems to be a brake on expansion. It is only a brake on expanding by war in the absence of demand. Therefore the right way to expand is to gradually build up general public demand, let experience by the public see that we heal and when the demand is there and howling for us, reinterpret the policy or abolish it as a brake to expansion. As one can only expand by external demand for the product, if one seeks to expand in the absence of a specific demand for the product, one has war and war doesn't lead to expansion any more than burning heretics and other brutalities expanded the Catholic movement.

So one interprets policy against Proper Expansion that is proper.

CORRECT EXPANSION

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

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

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

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

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

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

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

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

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

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

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

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

If we were dependent as nations often think they are on boundary expansion on one planet, or into one planet's populations as companies think they are, we would have brakes on expansions due to territorial or population limitations alone. But we are not likely to encoun-

ter such barriers for a period of time so long we can consider our expansion potential as infinite – and are the only organisation that honestly can so consider. We are not conquering land in the government sense anyway.

OVER-EXPANSION

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

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

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

There are several ways one can "over-expand". They all boil down to over-extended administration lines in a *single* administrative unit.

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

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

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

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

The mind must operate to form a body. This body is the Mest (Matter Energy Space and Time) and staff of the organisation.

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

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

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

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

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

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

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

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

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

In the presence of huge escalating affluences one must analyse what is causing them and reinforce them. **But** one must also see what new **kind** of traffic is being added.

If one finds a new **kind** of traffic then one sets up a sub-organisation unit to handle it which is complete in itself.

If we are now getting "business men" in quantity we set up, under the control of the original organisation:

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

If we then were to find the now unit, struggling to form itself into 7 divisions on its own by now, gets a lot of demand and statistics on an Org Exec Course, it must cease to gratuitously coach it and set up its "Business Academy" teaching the Org Exec Course as Dept 10, appointing a thetan, mind, body and achieving a product "trained business men" and see that units to support it occur in other divisions and an Ethics unit to prevent blunting of demand and re-aberration. This can even go backwards. One sets up in Dissem a unit called "Business Course Project Promotion Section" and stimulates the demand and then when it is there puts in its Department 10.

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

So over-expansion is only under-organisation in the main.

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

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

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

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

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

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

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

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

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

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

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

Scientology organisations are designed for expansion.

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

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

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

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

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

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

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

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 DECEMBER 1966

Gen Non-Remimeo
Execs SH
Org Exec Course

ADMIN KNOW-HOW
HOW TO PROGRAMME AN ORG
SAINT HILL PROGRAMMES

In past years we have had many problems resulting in programmes as follows: The sequence of *major* programmes at Saint Hill:

To provide a home for LRH and family in Commonwealth area so Commonwealth area could be organised and made self-supporting.

To provide admin facilities for LRH in Commonwealth area.

To make Commonwealth area self-supporting regardless of US funds or customers. (Not yet resolved.)

To train technical and admin staffs for Commonwealth orgs.

To make Commonwealth outer orgs run on their income without their using all the bills sums owed SH or Ron as part of their operating funds.

To find financial support for SH activities resulting in the SHSBC which also accomplished the next above.

To handle Commonwealth activities and organisations and also handle US activities. (Solved by Telex and OIC and later the Exec Div WW.)

To establish SH general broad promotion. (Solved by The Auditor.)

To provide facilities for administering critical high level Tech such as Power Processes. (Solved by SH HGC.)

To organise SH so it could be administered (made needful by '63-'64 collapse of multiple corporative set-up). (Solved by 7 Div System completed by end of 1965.)

To refine the Qual Div to prevent all "failed cases", train staff and improve Tech.

To get Reports of Tax, etc. off continual crash programmes. (Solved by Treasurer but incomplete of any guarantee of chartered accountant compliance.)

To get field auditors to cooperate and stop conflicts with orgs (FSM programme). To refine the Tech Div. (Finished about August 1966.) To get in smooth operation on Ethics system.

To operate the Clearing Course and to assembly line Clears. (Still under refinement but more or less complete.)

To establish and operate OT Course. (Just now under development.)

To beat back continuous attacks by suppressives in the 3rd and 4th dynamics. (Solved by establishing Intelligence Branch.)

To train up staffs at SH and in outer orgs by Staff Status and Org Exec Course. To improve the Cash-Bills ratios of orgs. To safeguard income once earned by better financial planning.

To reform Ad Councils into representative bodies (now complete with the formation of an Executive Council).

To assemble all Scn materials. (Flopped by reason of non-compliance but lately re-instituted.)

Dictionary Project to prevent misunderstood words. (In sporadic and jerky action to this day.)

To handle legal situations which built up by non-compliance by attorneys internal and external in org. (Under solution by forming Guardian Legal Branch.)

To improve and maintain affluences. (Just begun.)

To help Scientology dissemination and attack more broadly to prevent such quantities of legal defense. (OT Activities programme just begun.)

To safeguard, continue and expand all Scientology orgs. (Worked on a bit, not really concentrated on except for Cash-Bills and Staff Status.)

General improvement of finances. (OT Activities.)

Buildings for Scn orgs. (OT Activities.)

To establish better audio-visio educational facilities. (Barely begun.)

These have been and are the major programme steps which have been implemented or are under development at Saint Hill since 1959 and forward to the end of 1966.

Some of the years covered acquired names such as:

1965 — The Year of Organisation.

1966 — The Year of the Clears.

1967 — will probably be the Year of the O.T.'s.

It will be noted that each of these programmes solved a self-evident problem.

It must be realized then that these problems did exist.

If the problems exist again, remember there was already a solution programme and usually it has only been dropped and the problem reappeared because it had been dropped. The proper directive action is to re-implement and improve the solution which is to say in the case of SH, the carrying out of the successful programmes noted above.

Ad Councils are always advancing new programmes and often it is only an old programme dropped out that needs re-instituting, not a new solution. Certainly an old problem has cropped up again.

There have been other programmes of course. Many solutions to old problems and of major importance, are found in Policy Letters. Some programmes although necessary have never been successfully implemented. There was the motion picture programme but it is dogged by technical bugs and became part of the Audio-Visio programme now being attempted. There has been the re-write of all books programme but I've been too overworked to attempt it.

Other future, self-evident programmes will come into being. They will only fail if earlier programmes, dropped out or not given reorganisation when needed, bring old problems into view by exposing them. All the problems underlying the programme solutions above still potentially exist, held in abeyance only by the programmes.

The best way to form programmes is to isolate *actual* problems at any level of operation and solve them either by removing elements that make them or by instituting a programme. Sensible planning tends toward both actions.

An unsuccessful programme usually will be found to be solving the wrong problem or is itself an improper solution to an actual problem.

If you want to establish the validity of a new programme offered by someone, ask him what problem it is seeking to solve. You can then see if you already have a solution to the problem, but most often you will see that no clarified idea of the problem existed and so the solution is poor or inadequate.

The common problem of an org is not the development of programmes but failure to execute existing ones.

Another difficulty with orgs is that they often alter the existing programme so that it no longer resolves the problem the programme was set up to handle. A current example is magazines. Magazines exist to solve the problem of public unawareness of an org. An org has no space unless it is sending out anchor points to make it. And it is in non-existence for its *Scientology* public unless it mails magazines regularly. Magazines do not develop much new public – that is another, largely unsolved, problem. Magazines exist to continue the awareness of the existing *Scientology* public. Now as these people are already aware of *Scientology*, the awareness one is trying to develop is that of the org and its services. Recently Continental magazines began to issue only *Scientology data*. The ads making the *Scientology* public aware of the *org* were toned down and omitted and the Cash-Bills ratio worsened in orgs. The orgs started toward non-existence. Significantly the trend was begun by a someone who did not like orgs but was in favour of *Scientology*. Issue Authority erred in not looking at old

magazines and comparing them to the current layout. There was a vast difference. No ads in current ones. The programme had been altered.

Artists are taught to be "original" and to alter. Yet successful artists painted the same picture their whole lives under different names. These just seemed new.

To change, alter or drop a programme one must know what the programme was there to solve. Just change for change's sake is mere aberration (making the lines crooked).

It's a good exercise for a senior executive to list the problems the org really does have. To know the programmes of an org that are *in* is to see what problems an org *would* have if they were dropped.

It's healthy to revert a programme now and then by meticulously examining how it was originally when it was very successful and then put it back the way it was originally. This is done not by adjusting lines but by looking up old magazines, old policy, old despatches and issue pieces, even old tapes. What did it used to consist of? If it is no longer successful:

- (a) the programme was altered or dropped and
- (b) the org will have a problem it once had long ago, or
- (c) (rare) the causes of the problem have been removed and the problem no longer exists.

There's lots of trial and error in developing a programme. That's why any *new* programme should only be a "special project" for a while, off the org main lines really, under special management. If a "special project" starts to show up well in finance (and only in finance), then one should include it "in" with its new staff as an org standard project.

To run new programmes in on existing lines is to disturb (by distraction and staff overload) existing programmes and even if good the new will fail and damage as well existing programmes.

Provide, then, staff and money to pioneer a new programme as a "special project". If you don't have money or staff to do this you would do far, far better simply looking over the problems the org faces and get in the *old* programmes that handled them. These are known winners and don't forget, they cost a lot to find and prove as *the* thing to do. And they took a long time.

Take the Central Files, Letter Reg set-up in orgs. That's a standard programme. Developed in London and D.C. in the mid '50s. If you dropped it out, an org would fail. The problem is "how to achieve special individual contact with *existing* clientele and maintain *existing* already developed business." One large firm, I was told the other day, that has put in our 7 division system was stunned to find they had *never* contacted their existing business clientele. They only had done business with *new* clientele. This cost them perhaps 200,000 sales a year! They promptly put in our CF-Letter Registrar system with a vengeance.

In their case (as in a forming or reorganised org) they weren't even aware of the problem and so had no programme for it.

It is often the case that one can develop a programme that removes the need of some other programme. If one removes the factors that make the problem, one can dispense with the programme that solves it. But this is so rare it is non-human in most instances.

For instance, doctors are a public solution to the problem of human body illness. If one removed this problem, one could remove the "doctor programme" safely. That's why doctors sometimes fight us. We are thought to be working to remove the problem to which they are a programme. One would have to have more than a better *cure*. One would have to remove in the 4th Dynamic (Mankind) the *causes* of illness. These would not be what people think they are as the problem persists and so does the "doctor programme" in the society. It can't be the right problem. Only enough is known of the causes of illness to make the problem *appear* to be handled. Actually the bad statistic of ill people is rising. We have entered the field in research only far enough to know that suppressives make people ill but that's a sufficient departure to make it an Ethics problem, not one in treatment! By extension of this theory one might find this problem not caused by Pasteur's germs but by suppressive groups. In that case one would increase ethics programmes. Eventually, if this solved it, the "doctor programme" would be diminished as no longer the only solution.

The above is not a statement of intention or a plan. It is an example of how an old standard programme can become less important. Note that one would have to (a) state the problem better than it had been stated, (b) isolate causes of the real problem, (c) institute a "special project" to handle *those* causes, (d) see if the problem was now better handled, (e) abandon it if it didn't handle the problem or (f) make it a standard programme if it did prove effective, (g) diminish the old programme.

So just dropping a proven programme (without going at it as above [a] to [f]) can be a catastrophe as it can let in an old problem when one already has quite enough problems already.

Abandoned programmes that were successful are currently the main cause of orgs being in any difficulty.

You can always make an org run better by studying old successful programmes and getting them back in.

If you were to take the above list at Saint Hill, the major SH programmes since 1959, and simply *revert* them (make them more like the original) and reinforce them, income would probably double.

If we abandoned as few as five of these the SH org would undoubtedly collapse.

If we added six new programmes directly into the org without seeing the problem to be solved we could distract staff to a point where the old standard programmes would suffer and the org would collapse.

Sometimes, even in our orgs, we enter new arbitraries which make new problems we don't need. Those are the sources we can do without. If we didn't routinely abolish such org-generated problems we would fade away in a year.

Therefore we cherish and forward the existing programmes we have and study them continually to be sure they don't "go out".

This is not a list of the *problems* faced at Saint Hill, it is a list of solutions. For these programmes may accidentally be solving problems we cannot yet clearly state.

This is not a list of all major programmes in Scientology. These are found in the Policy Letters of past years and particularly 1965.

This is a list of the major SH programmes for use by SH executives and as an illustration to others on how to programme and to show them that as Scientologists we use our knowledge of the mechanics of life, problems and solutions, to govern programmes.

If *all* the problems we faced were only ours only we could of course simply audit them out. But we exist in a 3rd and 4th Dynamic which is not merely aberrated but quite batty. This thrusts problems on us (finance, international ignorance and intolerance, religious and psychiatric cults, suppressive governments, retarded or misused scientific technology, lack of human dignity and a host of other factors).

We exist therefore in a rather madly tossing sea, beset by numerous counter currents.

As we grow we can remove vicious causes that make our problems problems. Only then can we begin to drop certain programmes as the problems will cease to exist. But at this writing those problems do exist and holding them in check are numerous solutions we call programmes.

Where one of our standard programmes fails through lack of recognition we then see a problem charging in on us demanding crash programming by higher executives.

When we let uninformed or worse people put in new arbitraries or solutions that solve no problem we disturb old programmes and soon have heavy trouble through unnecessary programming. (Watching a new inexperienced Ad Council propose "programmes" is a painful experience to a trained and effective executive. These proposed measures look silly because they confront no real problems of the org and are dangerous because they will distract the org from correct existing programmes of which the new Ad Council seems blissfully unaware.)

When an org doesn't know its programmes it can get pretty silly and deeply in trouble. If it also knows its problems it is fortunate.

But any Scientology org is rich in programmes already proven and tested and in exact drill. If it just keeps these going it will win even if it doesn't see the problems.

As it wins the org expands, can afford more assistance, is less under duress. Then it can begin to examine the problems themselves (still keeping the solution as a programme) and possibly remove some of the causes of the actual problem. Only when the problem is gone can one drop a programme.

A *Scientology* org is best fitted to do this as its staff is going up tone by processing and is more and more able to confront and see source. Therefore it eventually can remove the causes of its problems since it can (a) see the problem and (b) see the bad sources which make the problem.

Until it *can* see, it is not safe to drop any of the solutions. And as orgs are a channel or a way in themselves they always will have a bottom strata of people who cannot yet see the problems and so need explicit programmes to follow. As the lower strata moves up, a new

lower strata, by expansion, takes its place so there is no real end to programmes until the day comes when the Universe is sane.

And that's not tomorrow or even the day after.

But we *are* making steady, relentless progress in that direction. Mainly because of our programmes, well applied.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 24 DECEMBER 1966

Issue II

Correction and Addition

Gen Non-Remimeo
Execs SH Org Exec Course

ADMIN KNOW-HOW
HOW TO PROGRAMME AN ORG
CORRECTIONS AND ADDITION
SEQUENCE OF PROGRAMMES CORRECTION

The Sixth SH programme from the top on page one states, "To find financial support for SH activities resulting in the SHSBC *which also accomplished the next above*." This does not refer to "next above" but to two above, "To train technical and admin staffs for Commonwealth orgs." The Saint Hill Special Briefing Course was founded (a) to train tech and admin staffs for Commonwealth orgs and (b) was found to be the solvency factor of Saint Hill which was being looked for.

"Next above", "To make Commonwealth orgs run on their income without using all the bills sums owed SH or Ron as part of their operating funds" has only partially been solved and the SHSBC was not founded to solve it although it helped. The 7 Div system began to solve it (financial independence of outer orgs) but only where a *good* Qual Div was put in first and all area failed or overrun cases were picked up. It is notable that Sydney and Adelaide, reported by Auckland to have put in *no* Qual Div even after 2 years of urging, were low orgs on the totem pole. Others that did get in a Qual Div and pick up their failed cases and overruns improved very markedly. So the solution to solvent outer orgs that could run without using SH or Ron's income lay in (a) establishing a fine Qual Div, (b) picking up their area's "failed cases" and also repairing *all* overruns, (c) training their staffs on tech and admin in the new Qual and (d) putting in a fine Tech Div. Those that really did that are going very well. Sydney, which butchered cases once by overrun R2-12, evidently completely neglected the programme and remains insolvent.

ADDITION

To make a simpler statement of What is a Programme, the following is offered:

1. The org has a problem relating to its function and survival.
2. Unless the problem is solved, the org will not do well and may even go under.

3. The *solution* is actually an org activity or drill. We call this a **Programme**.
4. To find and establish a *programme*, one conceives of a solution and sets it up independent of org lines with its own staff and finance as a **Special Project**.
5. When a special project is seen to be effective or, especially, profitable, it is then put into the org lines as worked out in the "special project", bringing its own staff with it.
6. The usual place to carry a special project is under the Office of LRH or the Office of the HCO Exec Sec or Office of the Org Exec Sec. Programmes go in their appropriate departments and divisions, one to six, not seven.

OVERHAULING A PROJECT

When a programme goes bad, gets altered to a point of unworkability or carelessly conducted or is dropped without orders to do so, two things may happen.

1. The Exec Sec (or LRH, Guardian or Asst Guardian or LRH Comm) over that division puts the executives which should have seen to the programme in **danger** Condition and personally pushes to get the programme back in as a programme.
2. If this fails, the Exec Sec (or LRH, the Guardian or Asst Guardian or the LRH Comm) hauls the whole programme into his own office as though it were a new special project, gets it personnel and finance and sets it all up and then gives it over to its correct dept and division.

The second step comes about when one finds any non-compliance in doing (1) above. As a Danger Condition was already set up and the Exec Sec (or other senior) is handling it on a by-pass already, if one *still* can't get the programme restarted there is no other action one can take than pulling the whole thing into one's own office. For sure somebody has a foot on it. Although we can try to find WHO has, this is no reason to continue to stall the programme. After a Danger Condition on a programme has existed for a while with no change of activity, one is wasting one's time to keep pushing on a via. The *easier* course is simply to say, "As Address has been in Danger for some time and still continues to goof, I, the HCO Exec Sec, hereby take Address into my office in Division 7 where I will personally straighten it out and meanwhile the Ad Council is to nominate for the Exec Council a new HCO Area Sec."

In actual operation – I often do (1) above – call a Danger Condition on a programme that is not functioning, handle it personally and use Ethics action on those by-passed.

Sometimes when (1) doesn't work, I realize there is interference still and haul the whole section into my office as a function of my office. It may stay there quite a while. Then I will put it elsewhere as a complete section transfer. Sometimes after the transfer I again have to haul it back. Usually that's because it went into the wrong place in the org. If you put a section in the wrong dept or division it just won't function. The exception is the Exec Div and anything can be put in there for a while.

The common error in (2) is to forget one has it and forget to transfer it when formed up properly. If one looks over what hats he is wearing one usually finds a programme or two

he has been handling and which he ought to finish up in final form and put into the org proper.

In theory any exec or even an In-Charge can do (1) & (2) above.

If (1) doesn't work then do (2). The main mistake is to forget to complete the action of (2) by putting the programme back in place in the org. To prevent that from happening, when you do (2), change it also on the org board. Then it stays in view. Otherwise one forgets and soon begins to feel overworked.

Almost any executive is holding on to a special project or two or even a programme. So one should routinely look over one's own hats and re-find these and complete cycle on them.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 14 JANUARY 1969

Remimeo

Starrate on all Execs

OT ORGS

What it takes to make an org go right is the intelligent assessment of what *really* needs to be done, setting these as targets and then getting them actually fully **done**.

We have all the data necessary to make orgs boom.

Therefore we find that when they don't, these faults must be present:

1. Completely unreal analysis of what needs to be done to make things really go.
2. Cross orders – juniors setting other targets *across* vital targets.
3. Non-compliance with vital target accomplishment.
4. False reports on actions or false data concerning targets.
5. Failure to doggedly follow through on one action and get it done fully and completely.
6. Distractions leading to any of the above.

MAJOR TARGET

The desirable overall purpose being undertaken. This is highly generalized, such as "To become an auditor".

VITAL TARGET

By definition a **Vital** Target is something that must be done to operate at all.

Man's worst difficulty is his inability to tell the important from the unimportant. "Every target is the same as every other target" is part of A=A=A.

It takes good sense to be able to survey an area and find out

1. What **must** be done.
2. What **shouldn't** be done.
3. What is only desirable to be done.
4. What is trivial.

As Man all too easily specializes in stops he tends to stress what **shouldn't** be done. While this enters into it, remember that it's a **stop**.

Stops all occur because of failed purposes.

Behind every stop there is a failed purpose.

A stuck picture or a motionless org are similar. Each has behind it a failed purpose.

There is a law about this – all you have to do to restore life and action is to rekindle the failed purpose. The stops will at once blow.

That law (it comes out of OT VIII materials) is so powerful it would practically revive the dead!

It applies to orgs.

It applies to cities or nations.

When you diverge from a constructive purpose to "stop attacks", the purpose has been abandoned. You get a *stop*. The real way to stop attacks is to widen one's zone of responsibility. And pour the coal on the purpose. Thus all attacks one makes should be in **the direction of enlarging one's scope and augmenting basic purpose.**

Thus, in the case of Scientology orgs one should attack with the end in view of taking over the whole field of Mental Healing. If our purpose was this then it had to be this on all dynamics. We only got into trouble by failing to take responsibility for the whole field!

We'll win back by reasserting that responsibility and making it good.

Targets, to that degree, are purposes.

Purposes must be executed. They are something to **do**.

OT

Let us look at the definition of OT – cause over Thought Life Form Matter Energy Space and Time.

As one falls away from that one becomes a **spectator**, then one becomes an effect. Then one is *gone*.

One causes things by *action*. Not by thinking dim thoughts.

One can be doing an **In-Basket** as simply a spectator.

In the society today *spectatorism* is very common. Magazine writers, reporters write weird pieces that look at how odd things are. The writer doesn't understand them at all. He just watches them.

Spectatorism is not so low as total effect.

The total effect – no cause – person has mainly a case. He doesn't even *look*.

Thus there is a gradient scale of OT. It's not an absolute. One is as OT as he can **cause** things.

One of the things to cause is target attainment. When somebody can push through a target to completion he's to that degree OT.

People who don't push targets are either just spectators or they are total effect.

ORG STATE

An Org is somewhere on the OT scale. Any org is. Of any kind.

An org can figure out the vital targets and push them through to completion or it can't.

It's a gradient scale.

An org succeeds or fails to the degree its individual executives and staff members can measure up to the OT formula: Cause.

Scientology orgs must become cause over their environments.

They do this by each executive and each staff member *accomplishing* targets, small and large.

Thus:

- (a) if the targets of what **must** be done to operate at all are set and
- (b) are carried out with no non-compliance and
- (c) if no false reports are entered into it,

Then

That org is way high on the OT scale

And it will conquer its entire environment complete.

That's really all there is to it.

One way to fail at it is do (a) with things that are so general that they invite no doingness.

Some guys are so bad off they set targets like "Move the Mountain" and give one and all a big failure. Since there's no way to do it and probably no reason to either, that's an SP target. So what **must** be done means just that. What is vital and necessary. Not what is simply a good idea.

Here's some **must** targets as examples:

- A. Get Tech delivered 100% in the org itself.
- B. Get the public aware of its being delivered and wanting it.
- C. Get the admin machinery in to get the public in and out.

Or another series:

- D. **Get** 10,000 trained auditors into the org field.
- E. Get the public aware of the project and wanting training.
- F. Set up terrific 100% snap-pop courses to handle the flow.

Or another:

- G. Get a £100,000 reserve cushion.
- H. Get all Accounts staff and Executives checked out on Finance Policy.
- I. Shove the throttle down on promotion.
- J. Deliver fantastic service.
- K. Get enough tech people in training to handle the flows.
- L. Find bigger poshier quarters to handle the flow *when* it rises.
- M. Get all staff onto the OEC to diminish flow line flubs.

You get the idea.

An exec who is just a spectator to his In-Basket flow is doing nothing but cultivating Dev-T.

You can assess the situation.

You can drive targets home to full completion.

Every executive and every staff member is somewhere on the OT Scale. And he can rise higher just by setting up the targets and plowing them through to done, done, done.

Yes, it requires ideas. But ideas come from interested looking and sizing it all up before you set the target in the first place.

You can even raise an org by gradients so as not to overwhelm it. Set and *make* small targets. Then bigger and bigger ones.

Well, you get the idea.

It's the **Org's** road to OT.

L. RON HUBBARD

NOTE: This Policy Letter has been corrected as per HCO P/L 23 January 1969 OT ORGS CORRECTION.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 16 JANUARY 1969

(Reissued from Flag Order No. 1734,
same date and title)

Remimeo

TARGETS, TYPES OF

There are several **values** of targets. Not all targets are the same value or importance.

There are, in any org "understood" or continuing targets which came from FOs or Pol Ltrs and Mission Orders.

PRIMARY TARGETS

There is a group of "understood" targets which if overlooked, brings about inaction.

The first of these is

somebody there

Then

worthwhile purpose

Then

somebody taking responsibility for the area or action

Then

form of organization planned well

Then

form of organization held or reestablished

Then

organization operating

If we have the above "understood" targets we can go on **but if these drop out or are not substituted for** then no matter what targets are set thereafter they will go rickety or fail entirely.

In the above there may be a continual necessity to reassert one or more of the "understood" targets **while** trying to get further *targets* going.

VITAL TARGETS

Under this heading comes **what we must do to operate at all**.

This requires an inspection of both the area one is operating into and the factors or materiel or organization with which we are operating.

One then finds those points (sometimes **while** operating) which stop or threaten future successes. And sets the overcoming of the vital ones as targets.

CONDITIONAL TARGETS

It is interesting that one can go into an art type "perfection" with targets and groom up Primary Targets *far* beyond the need to accomplish purposes.

You've seen chaps work all their lives to "get rich" or some such thing in order to "tour the world" and never make it. Some other fellow sets Tour the world and goes directly at it and *does* it. So there is a type of Target known as a *Conditional* Target: If I could just then we could and so accomplish This is all right of course until it gets unreal.

There is a whole class of Conditional Targets that have no IF in them. These are legitimate targets. They have lots of **will** in them, "We *will* and then"

Sometimes sudden "Breaks" show up and one must quickly take advantage of them. This is only "good luck". One uses it and replans quickly when it *happens*. One is on shaky ground to count on "good luck" as a solution.

A valid conditional Target would be

"We will go there and see if the area is useful."

All conditional targets are basically actions of gathering data first and if it is okay, then go into action on a vital target and Operating target basis.

This could add up like this:

CT I – Survey Lower Slobovia to see if it would be a suitable place for an org.

This survey done, if it is positive one then goes into Primary Targets and Operating Targets.

The Primary Targets would be

- | | |
|-----------------------|---|
| Lower Slobovia One: | Appoint Local Organization Officer here for Lower Slobovia. |
| Lower Slobovia Two: | Form up Lower Slobovian Org – Personnel. |
| Lower Slobovia Three: | Train up Org – Staff Training Officer. |
| Lower Slobovia Four: | Translate texts. (Translation Section) |
| Lower Slobovia Five: | Finance Formation. (Finance Section) |

Lower Slobovia Six: Transport LS Org. (Transport Section)

Lower Slobovia Seven: Prepare LS bldg in LS **before org arrives** – LS Org Officer.

Thus we would establish Lower Slobovia. **And it would all go off well to the degree the primary targets were made, done, completed.**

Primary Targets setting on Lower Slobovia would fail if some primary target were omitted in the first place (never set) or if the Conditional Target findings on LS were a false report.

Thus we are very hot on "false report" and very hot on "non-compliance".

OPERATING TARGETS

An operating target would set the *direction* of advance and qualify it. It normally includes a scheduled **time** by which it has to be complete so as to fit into other targets.

Sometimes the time is set as "**before**". And there may be no time for the event that it must be done "before". Thus it goes into a rush basis "just in case".

To get all the Shoe Salesmen in Boston enrolled on a PE Course would be an operating target. This would *then* go into the framework of a *primary target* as to the remaining targets set.

Operating targets often look like "basic purpose". They can come before or after primary targets. But an operating target has its *own* series of Primary targets. To enroll all the shoe salesmen you need somebody in charge of it, a PE Supervisor, literature, a handbook for salesmen, etc. etc. which are all set as Primary targets.

Sometimes an elaborate Operating and Primary Target series falls apart because there was no Conditional Target set, i.e. to find out if Boston had any salesmen and *which* types were responsive. You might find the Operating Target had been set with no inspection.

So, again, we can move backward and find that an Operating Target needs a Conditional Target ahead of it – to wit, an inspection.

PRODUCTION TARGETS

Setting quotas, usually against time, are *production* targets.

These often fail because they are unreal or issued for other reasons than production (i.e. propaganda).

As *statistics* most easily reflect production, an org or activity can be so **production target** conscious that it fails to set Conditional, Operating or Primary Targets. When this happens, then Production is liable to collapse for lack of planning stated in other types of targets.

Production as the only target type can become so engulfing that Conditional Targets even when set are utterly neglected. Then Operating and Primary Targets get very unreal and stats go **down**.

You have to inspect and survey and gather data and set operating and primary targets before you can set production targets.

A normal reason for down statistics on production is the vanishment of Primary Targets. These go out and nobody notices that this affects production badly. Production depends on other prior targets being kept *in*.

PROGRAMMES

Programmes are made up of all types of targets coordinated and executed. **On time**.

Programmes extend in time and go overdue to the extent the various types of targets are not set or not pushed home or drop out.

Programmes fail only because the various types of targets are not executed or are not kept in.

SUMMARY

You can get done almost anything you want to do if types of targets are understood, set with reality, held in or completed.

People whose own purposes have failed often cannot either set or complete targets. The remedy is to rehabilitate their own purposes which then blows off the stops.

People who stop targets actively have failed so badly that they can only think in terms of stops.

This whole subject of Targets and purposes is probably a large one. These are just rough notes and the naming of the different types which is itself a considerable advance.

It is of help in grasping what is going on and gets one somewhere.

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Issue II

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Remimeo

PLANNING AND TARGETS

(There are at this writing 3 HCO Pol Ltrs of near date on this subject of Targets. The area has never before been examined or written up as a philosophic subject.)

Plans are **not** targets.

All manner of plans can be drawn and can be okayed. But this does not authorize their execution. They are just plans. When and how they will be done and by whom has not been established, scheduled or authorized.

This is why planning sometimes gets a bad name.

You could plan to make a million dollars but if when, how and who were not set as targets of different types, it just wouldn't happen. A brilliant plan is drawn as to *how* to convert Boston Harbour into a fuel tanker area. It could be on drawings with everything perfectly placed. One could even have models of it. Ten years go by and it has not been started much less completed. You have seen such plans. World's Fairs are full of them.

One could also have a plan which was targeted – who, when, how – and if the targets were poor or unreal, it would never be completed.

One can also have a plan which had no **Conditional Target** ahead of it and so no one really wanted it and it served no purpose really. It is unlikely it would ever be finished. Such a thing existed in Corfu. It was a half completed Greek theatre which had just been left that way. No one had asked the inhabitants if they wanted it or if it was needed. So even though *very* well planned and even partially targeted and half completed, there it is – half finished. And has remained that way.

A plan, by which is meant the drawing or scale modeling of some area, project or thing, is of course a vital necessity in any construction and construction fails without it. It can even be okayed *as a plan*.

But if it was not the result of findings of a Conditional Target (a survey of what's needed or feasible) it will be useless or won't fit in. And if no funds are allocated to it and no one is ordered to do it and if no scheduling of doing it exists, then, on each separate count it won't ever be done.

One can define *Planning* as the overall target system wherein all targets of all types are set. That would be *complete planning*.

COMPLETE PLANNING

To get a Complete Plan okayed one would have to show it as:

- (a) A result of a Conditional Target (survey of what's wanted and needed).
- (b) The details of the thing itself, meaning a picture of it or its scope plus the ease or difficulty in doing it and with what persons or materials.
- (c) Classification of it as Vital or simply useful.
- (d) The Primary Targets of it showing the organization needed to do it.
- (e) The Operating Targets showing its scheduling (even if scheduled not with dates but days or weeks) and dove-tailing with other actions.
- (f) Its cost and whether or not it will pay for itself or can be afforded or how much money it will make.

Complete Planning would have to include the Targets and the Plan of the thing.

Thus, by redefining words and assigning labels to target types we can get a better grip on this.

A *Plan* would be the *design* of the thing itself.

Complete Planning would be all the targets plus the design.

Thus we see why some things don't come off at all and why they often don't get completed even when planned. The Plan is not put forward in its *Target* framework and so is unreal or doesn't get done.

Also it's a great way to lose or waste money.

Sometimes a Conditional Target fails to ask what obstacles or opposition would be encountered or what skills are available and so can go off the rails in that fashion.

The whole subject of Plans, Targets and target types is new in the realm of analyzed thought.

It is a subject to "get the feel of" and "learn to think concerning" rather than a fully "canned" subject.

But if these points are grasped, then one sees the scope of the subject and can become quite brilliant and achieve things hitherto out of reach or never thought of before.

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Issue I

Remimeo

TARGET TYPES

(Note: This is a developing subject, new in philosophy.
It is part of the philosophy Scientology.)

You should learn the names and types of targets for quick use and classification of what you are trying to do.

Major Target - The broad general ambition, possibly covering a long only approximated period of time. Such as, "To attain greater security" or, "To get the org up to 50 staff members".

Primary Target - The organizational, personnel, communication type targets.

These have to be kept in. These are the terminals and route and havingness and org; board type targets. Example: "To put someone in charge of organizing it and have him set remaining primary targets". Or, "To re-establish the original comm system which has dropped out".

Conditional Targets - Those which set up **either/or** to find out data or if a project can be done or where or to whom.

Operating Targets - Those which lay out directions and actions or a schedule of events or timetable.

Production Targets - Those which set quantities like statistics.

Program - The complete or outline of a complete target series containing all types.

While there may be other types of targets, these (more fully described in HCO P/L 14 Jan 69, 16 Jan 69, 18 Jan 69 and Correction HCO P/L 23 Jan 69 and this one, HCO P/L 24 Jan 69) should be studied and every target set should be classed as one or more of the above.

"Complete Planning" and "Programmes" are synonymous at this time and **Programmes** is the preferred word.

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Issue II

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PURPOSE & TARGETS

(This is No. 5 in the Target Series)

Out of data of OT VIII has come some material that cannot be relegated to that level. It is minor to that level but major to our operations.

The reason we are fought where we are fought is contained in its major part in Purposes.

Purposes often fail and wind up in *stop*.

Stopped purposes can then be dramatized.

In Scientology we use (quite correctly) **freedom**. While not the most basic purpose **to be free** is a common purpose to all thetans.

This tends to key in (restimulate), in some persons, the stop of being free. They themselves wanted to be free. They were stopped, they dramatize the **stop** of being free and try then to stop us. We restimulated (keyed in) their own purpose to be free or free others and where we are opposed the person or persons dramatizes the stop or disagreement.

Also where we not only restimulate the stop but oppose and deny him *as well*, we get an enemy.

We are then stopping stoppers. While this is necessary to save the day, it is *preventable* if begun early enough.

The psychiatrist is not the only "freedom stopper" we will ever meet. Many people who have been in healing and mental treatment in the times before we came along had only failures. So anything offered to them (including their own) will be looked on as a failure at best or at worst a fraud.

That it really *can* be done in Scientology is not only outside their reality but regenerated the failed purpose they have had to be free and free others and they dramatize **stop**.

While this is not the total reason (interrelations also restimulate ethnic values meaning customs) it is a big reason for dedicated opposition to us.

We restimulate their failed freedom efforts and they dramatize what stopped *them*. So they irrationally seek to stop Scientology.

This would also be true for products of a commercial nature. It is good advertising technology.

Freedom is one of the buttons that gets us forward. It is also the button that restimulates the opposition into efforts to stop us.

In dissemination then to such people, theoretically one need only get them remembering when *they* wanted to be free or free others to blow their stops. But as they may have many crimes now built up on top of it some may just spin.

But in all discussions with persons opposing Scn, one should try the approach of getting them to remember their efforts to be free or to free others and let them talk. As you listen you will realize they were without Scientology to help them and they didn't have a chance.

Led in from that point you *may* get a very receptive person.

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Remimeo
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Admin Know-How No. 22

THE KEY INGREDIENTS

When we look at organization in its most simple form, when we seek certain key actions or circumstances that make organization work, when we need a very simple very vital rundown to teach people that will produce results we find only a few points we need to stress.

The purpose of organization is **to make planning become actuality.**

Organization is not just a fancy complex system, done for its own sake. That is bureaucracy at its worst. Org boards for the sake of org boards, graphs for the sake of graphs, rules for the sake of rules only add up to failures.

The only virtue (not always a bad one) of a complex unwieldy meaningless bureaucratic structure is that it provides jobs for the friends of those in control. If it does not also bring about burdensome taxation and threatened bankruptcy by reason of the expense of maintaining it and if it does not saddle a people or production employees with militant inspections and needless control, organization for the sake of providing employment is not evil but beyond providing employment is useless, and only when given too much authority is it destructive.

The kings of France and other lands used to invent titles and duties to give activity to the hordes of noble hangers-on to keep them at court, under surveillance, and out of mischief out in the provinces where they might stir up their own people. "Keeper of the Footstools" "Holder of the Royal Nightgown" and other such titles were fought for, bought, sold and held with ferocity.

Status seeking, the effort to become more important and have a personal reason for being and for being respected gets in the road of honest efforts to effectively organize in order to get something done, in order to make something economically sound.

Organization for its own sake in actual practice usually erects a monster that becomes so hard to live with that it becomes overthrown. Production losses, high taxes, irritating or fearsome interference with the people or actual producers invites and accomplishes bankruptcy or revolt, usually both even in commercial companies.

Therefore to be meaningful, useful and lasting, an organization has to fit into the definition above:

To make planning become actuality.

In companies and countries there is no real lack of dreaming. All but the most depraved heads of companies or states wish to see specific or general improvement. This is also true of their executives and, as it forms the basis of nearly all revolts, it is certainly true of workers. From top to bottom, then, there is, in the large majority, a desire for improvement.

More food, more profit, more pay, more facilities, and, in general, more and better of whatever they believe is good or beneficial. This also includes less of what they generally consider to be bad.

Programmes which obtain general support consist of more of what is beneficial and less of what is detrimental. "More food less disease" "More beautiful buildings, less hovels" "More leisure less work" "More activity less unemployment" are typical of valuable and acceptable programmes.

But only to have a programme is to have only a dream. In companies, in political parties, useful programmes are very numerous. They suffer only from a lack of execution.

All sorts of variations of programme failure occur. "The programme is too big." "It is not generally considered desirable." "It is not needed at all." "It would benefit only a few." Such are surface reasons. The basic reason is lack of organization know-how.

Any programme, too ambitious, partially acceptable, needed or not needed could be put into effect if properly organized.

The five year plans of some nations which are currently in vogue are almost all very valuable and almost all fall short of their objectives. The reason is not that they are unreal, too ambitious or generally unacceptable. The reason for any such failure is lack of organization.

It is not man's dreams that fail him. It is the lack of know-how required to bring those dreams into actuality.

Good administration has two distinct targets

1. To perpetuate an existing company, culture, or society.
2. To make planning become actuality.

Given a base on which to operate, which is to say land, people, equipment and a culture, one needs a good administrative pattern of some sort just to maintain it.

Thus 1 and 2 above become 2 only. The plan is "to continue the existing entity". No company or country continues unless one continues to put it there. Thus an administrative system of some sort, no matter how crude, is necessary to perpetuate any group or any subdivision of a group. Even a king or headman or manager who has no other supporting system to whom one can bring disputes about land or water or pay is an administrative system. The foreman of a labour gang that only loads trucks has an astonishingly complex administrative system at work.

Companies and countries do not work just because they are there or because they are traditional. They are continuously put there by one or another form of administration.

When a whole system of admin moves out or gets lost or forgotten, collapse occurs unless a new or substitute system is at once moved into place.

Changing the head of a department, much less a general manager and much, much less a ruler, can destroy a portion or the whole since the old system, unknown, disregarded or forgotten, may cease and no new system which is understood is put in its place. Frequent transfers within a company or country can keep the entire group small, disordered and confused, since such transfers destroy what little administration there might have been.

Thus, if administrative shifts or errors or lack can collapse any type of group, it is vital to know the basic subject of organization.

Even if the group is at effect – which is to say originates nothing but only defends in the face of threatened disaster, it still must plan. And if it plans, somehow it must get the plan executed or done. Even a simple situation of an attacked fortress has to be defended by planning and doing the plan, no matter how crude. The order, "Repel the invader who is storming the south wall," is the result of observation and planning no matter how brief or unthorough. Getting the south wall defended occurs by some system of administration even if it only consists of sergeants hearing the order and pushing their men to the south wall.

A company with heavy debts has to plan even if it is just to stall off creditors. And some administrative system has to exist even to do only that.

The terrible dismay of a young leader who plans a great and powerful new era only to find himself dealing with old and weak faults, is attributable not to his "foolish ambition" or "lack of reality" but to his lack of organizational know-how.

Even elected presidents or prime ministers of democracies are victims of such terrible dismay. They do not, as is routinely asserted, "go back on their campaign promises" or "betray the people". They, as well as their members of parliament, simply lack the rudiments of organizational know-how. They cannot put their campaign promises into effect not because they are too high flown but because they are politicians not administrators.

To some men it seems enough to dream a wonderful dream. Just because they dreamed it they feel it should now take place. They become very provoked when it does not occur.

Whole nations, to say nothing of commercial firms or societies or groups, have spent decades in floundering turmoil because the basic dreams and plans were never brought to fruition.

Whether one is planning for the affluence of the Appalachian Mountains or a new loading shed closer to the highway, the gap between the plan and the actuality will be found to be lack of administrative know-how.

Technical ignorance, finance, even lack of authority and unreal planning itself are none of them true barriers between planning and actuality.

Thus, we come to the exact most basic steps that comprise administration.

First is **Observation**. From beginning to end observation must serve both those in charge and any others who plan. When observation is lacking, then planning itself as well as any and all progress can become unreal and orders faulty and destructive. Observation in essence must be **true**. Nothing must muddy it or colour it as this can lead to gross errors in action and training.

Next is **planning** itself. *Planning* is based on dreams but it must be fitted to what is needed and wanted and what men can do, even with stretched imaginations or misgivings. Planning has to be targeted and scheduled and laid out in steps and gradients or one will be laying railroad tracks that pass through oceans or boring tunnels in mountains that do not exist or building penthouses without putting any building under them to hold them up.

The essence of planning is **communication** and the *communication* must be such that it can be understood and will not be misunderstood. For unless those who oversee and those who do know what their part of the plan is, they cannot execute their share and very well may oversee and do quite some other action, leaving a monstrous gap and even a structure that ate up their time and funds but now has to be torn down.

The next is **supervision** and supervision is dually needful. It serves as a relay point to which plans can be communicated and from which observations as reports can be received; and it serves as the terminal which communicates the plans as orders and sees that they are actually done. This gives one the genus of the Org Board as a central ordering point which has other relay ordering points taking care of their part of the whole plan or programme. These points are often also the points which care for local occurrences which must be handled and their frailty is that they become so involved with local occurrences, oddities and purely local concerns that they do not or can not give any attention to receiving, relaying and overseeing their part of the main plan.

Then there are the **producers** who *produce* the service or the structure or the product required by the plan. Many plans are marvelous in all respects but putting somebody there to actually DO the required actions that make the plan real. The primary fault is to use persons who already have projects and duties to which they are committed and, with their local knowledge, see must be continued at any cost but who are forced to abandon existing programmes or duties to start on this new activity, solely because the new activity has the stress given it in orders and the old activities are seemingly ordered left alone. Old companies and old countries could be said to be "that collection of incomplete and abandoned projects which is confused and failing".

Finally there is the **user**, those who will *use* or benefit from the programme when it is realized and completed. When planning fails to take this element into account, only then can the whole programme fail utterly for it, regardless of dreams, labor and expense, is finally seen to be of no value anyway. Thus all great programmes begin with an understanding or a survey of what is needed and wanted and a nose and value count of those who will use it and a costing action in time, labor, materials and finance, compared to the value of it, even if only aesthetic, of those who will use it in any way if only to know they have it or to be proud of it or to feel better or stronger because they have done it.

Thus one gets the points which are the true administrative points:

1. **Observation** even down to discovering the users and what is needed and wanted.
 2. **Planning** which includes imaginative conception and intelligent timing, targeting and drafting of the plans so they can be communicated and assigned.
 3. **Communicating** which includes receiving and understanding plans and their portion and relaying them to others so that they can be understood.
 4. **Supervision** which sees that that which is communicated is done in actuality.
 5. **Production** which does the actions or services which are planned, communicated and supervised.
 6. **Users** by which the product or service or completed plan is used.
-

Administrative Systems or organizations which lack at least the rudiments of the above system will not bring off the dream and will accumulate an enormous lot of uncompleted actions. Not a few failures, bankruptcies, overthrows and revolutions have occurred because one or all of the above points were awry in an existing organization.

The amount of heroic executive overwork which comes from the omission of one or more of these vital essential points accounts for the ulcers which are the occupational disease of those in charge.

When some or all these points are awry or gone, an executive or ruler or his minister is reduced to an anxiety which can only watch for the symptoms of bankruptcy or attack or revolt.

Even if so reduced, an executive who fends off disaster while getting in a system which satisfies the above points has an enormously bettered chance of winning at long last.

The dual nature of an administrative system or an organization now becomes plain.

Let us pry apart 1 and 2 above. The effort to hold an existing organization together is really different than trying to get a plan into actuality. In practice one *has* an organization of some sort. It has functions and it has local concerns and problems. And it has programmes and actions from past control centrals or which were locally generated.

To push in upon this plans which, no matter how well conceived or intentioned, are additional to its load will cause a great deal of confusion, incomplete projects left dangling and general upset.

To place new programmes into action, two prior actions are necessary

- A. Put in a whole new system paralleling the old existing system.

- B. Survey the old system and its existing programmes to preserve them, eradicate them or combine them with the new plans.

To leave A and B undone is to court disaster. Whether one is aware of the old programmes or the old organization or not **they remain and will continue** even if only as a pile of undone, unsorted papers nobody knows where to file or as a pile of odd unfinished masonry some future generation can't identify or will identify with scorn of administrations in general.

New leaders are sometimes looked upon as a worse scourge than a foreign enemy and new patterns of rule are often subjected to overthrow simply because they did not, out of ignorance or laziness, do A and B above.

One sometimes finds a company unit or a military officer left in some unheard of place for years, at continuing expense, guarding or nibbling at some project in a bewildered or philosophic fashion.

The activity remained unremembered, unhandled when a new broom and new planners entered the scene.

This can get so bad that a company or a nation's resources can be broken to bits. The old plans, disorganized, not known, discredited, are superseded by new plans and new ambitions. The old plans are in the road of the new plans and the new plans prevent old plans from completing. The result is an impasse. And the men in charge, even at the level of junior executives, become even more puzzled and bewildered than the workers and begin to believe no new plans can ever be done, blame the ignorance of the populace and the cruelty of fate and give up.

All they had to do was put in a complete new parallel system as in the 1 to 6 outline above for their new plans and to meanwhile preserve and continue the old system while they survey for preservation, eradication or combination of it. It is sometimes even good sense to continue old projects to completion currently with new projects just to maintain stability in the company or country and somehow find new finance and new people for the new plans. It is often far less costly than to simply confuse everything.

Furthermore, all **new** and untried plans should have **Pilot Projects** which by test and use must be successful before one incorporates them and their new workers into the old system as a parallel dependable activity.

A "chicken in every pot" as a campaign promise could easily succeed if organized as in 1 to 6 above.

There is a lot to organization. It requires trained administrators who can forward the programmes. But a "trained" administrator who does not grasp the principles of organization itself is only a clerk.

At this current writing Man has not had administrative training centers where actual organization was taught. It was learned by "experience" or by working in an organization that

was already functioning. But as the principles were not the same company to company and nation to nation, the differences of background experiences of any set of administrators differed to such a degree that no new corps could be assembled as a team.

Thus it was said to require a quarter to a half a century to make a company. But the number of ineffective bureaucracies and national failures which existed stated clearly that there were too few skilled administrators and too few training activities.

Man's happiness and the longevity of companies and states apparently depend upon organizational know-how. Hiring specialized experts to get one out of trouble is a poor substitute for knowing what it is all about in the first place.

Organization is actually a simple subject, based on a few basic patterns which if applied produce success.

If one would dream and see his dreams an actuality, one must also be able to organize and to train organizational men who will make those dreams come true.

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Remimeo

PROGRAMMING

(Reissue of HCOB 12 Sept 1959; refer also to HCO Pol 4 Dec 1966 "ADMIN KNOW-HOW – EXPANSION, THEORY OF POLICY" and HCO Pol 24 Dec 1966 Issue II "HOW TO PROGRAMME AN ORG".)

Dianetics and Scientology have never suffered from lack of programmes. There have always been programmes. And there will always be better programmes and maybe for dissemination purposes, the **perfect** programme.

But what happens to all these programmes?

Alas, I found out the facts of this some years ago, and out of it came the organizational pattern which is working so splendidly in Central Orgs. But the facts that I found out all had to do with execution of programmes.

We get a wonderful idea. It's a slayer. It will tear the tops right off the skyscrapers and send them in for a book. And months later we wonder what happened to this marvellous programme.

Well, I'll tell you what happened. Nobody did it.

That's the swansong of almost every programme that gets thought up. It was great, but nobody did it...

And before you think I'm being critical of all the Staffs, I'll give you the rest of my findings on this subject.

Programmes didn't get done because everybody was so overloaded with what they were already doing that they didn't have a chance to start the new programme no matter how good it was. Programmes were already in the run. Many of these were so fundamental – such as sale of books or answering letters to incoming preclears and students – that nobody could start on the new programme. And as a result the new programme didn't get started no matter how marvellous it seemed to be.

The reason Executives used to keep pulling people off post all the time was this thing programming. The Executive had, he thought, a better idea or was trying to carry out an old idea. And to get it going he would draft the whole staff to do it and the basic programmes would go begging.

Do you know that nearly every function of a Central Org was at one time a brand new wonderful programme? Well, it was. And this gradually sifting out of activities brought us to a rather final form with one more step to go and that step is programmes, a Department of Programmes. A Department which can carry through new or stunt programmes without bringing the whole place in ruins by tearing everybody off their standard programmes.

Programming is important enough to pay a lot of attention to. And there is a lot of gen about it. And the gen all adds up to no matter how many programmes you have, each one consists of certain parts. And if you don't assemble those parts and run the programme in an orderly fashion, it just won't spark off. These are some of the principles about programmes. And you had better have them because your new HAS Co-Audit Course is a programme and has to be done like a successful programme. And your preclears are a programme and have to be done like a programme. If you don't know these facts of life, here they are:

- Maxim One:** Any idea no matter if badly executed is better than no idea at all.
- Maxim Two:** A programme to be effective must be executed.
- Maxim Three:** A programme put into action requires guidance.
- Maxim Four:** A programme running without guidance will fail and is better left undone. If you haven't got the time to guide it, don't do it: put more steam behind existing programmes because it will flop.
- Maxim Five:** Any programme requires some finance. Get the finance into sight before you start to fire, or have a very solid guarantee that the programme will produce finance before you execute it.
- Maxim Six:** A programme requires attention from somebody. An untended programme that is everybody's child will become a juvenile delinquent.
- Maxim Seven:** The best programme is the one that will reach the greatest number of dynamics and will do the greatest good on the greatest number of dynamics. And that, my people who want to become victims by going broke, includes dynamic one as well as dynamic four.
- Maxim Eight:** Programmes must support themselves financially.
- Maxim Nine:** Programmes must **accumulate** interest and bring in other assistance by virtue of the programme interest alone or they will never grow.
- Maxim Ten:** A programme is a bad programme if it detracts from programmes which are already moving successfully or distracts staff people or associates from work they are already doing. Doing that is adding up to successful execution of other programmes.

Let us now take a squint at this all in one piece. *Wrong example:* We decide to run an ad in the Hatmakers' Weekly to attract people into the PE Course. We place the ad. We forget the time this special course is to start. We have nobody there to answer the phone on inquiries on the Course. We have nobody there to greet the people and make them feel at home when

they arrive. We have nobody to instruct the Course. We get a bill for monies three weeks later that we can't pay.

Right example: We decide to hit the hatmaker trade as a source of PE. We rule out seven other programmes in favour of this one. We have a staff meeting on it and get everybody in on the existence of this programme. We see that we have made a lot of money from Co-Audit enrolments and we earmark this to pay for the advert, for the salary of the person who will run the programme. We appoint a special person to administer this programme. When the advert has been placed and appears, our person appointed to it goes on to it full time. Reception is genned again to send all hatmaker calls to this person and to refer to this person all hatmaker bodies. All persons who may also be acting as Reception are genned with this data. The person appointed doesn't sit back to wait for the business to come in. This person reaches for hatmakers with letters and phone calls. This same person that has been contacted by the hatmakers is then on deck the zero hour evening to greet them all and get them into their seats and make sure the instructor is there and to instruct it himself if no instructor appears. If the programme is sweepingly successful in terms of new enrollees, then we make sure we leave the person appointed for it in the first place right on duty pushing hatmakers into the PE. And we have a programme. And it was successful. And we got somewhere.

A pitiful wrong example of the above was when I was running the first Am College PE as the experimental set-up some years ago. We started to get in longshoremen by the squad. And they brought in other longshoremen. The person in charge thought longshoremen were low cast and tried to get intellectuals instead, thus switching off the programme. You never saw a programme dwindle quite so fast as the longshoremen did. The correct action would have been to notice that longshoremen were responding heavily and to put somebody maybe even out of their ranks onto the payroll to pressure away at longshoremen. A million pound programme was let go up in a puff of nowhere.

A wonderfully right example is the Director of Processing staff auditor set-up of a Central Organization. That was once just a programme. It prospered. It's still with us. Every field auditor looks at it with envy and snarls and tries to copy it. But he doesn't programme. He is doing everything else in the shop. He can't programme a special clinic drill with his attention everywhere at once. It's now thoroughly against the law in a Central Organization to let a Director of Processing take preclears. That's how far it goes. And we get wonderful results and all is well and the only squawks you hear about HGCs are from pure green-eyed jealousy or maybe an occasional real goof that the Central Organization jumped on days before anybody else did.

Programming requires execution. It requires carry-through. It requires judgement enough to know a good programme and carry it on and on and to recognize a bad one and drop it like hot bricks.

There's nothing wrong with the will to do amongst Scientologists. Now let's see if we can't up dissemination by adherence to good, steady programming that wins.

L. RON HUBBARD
Founder

LRH:rs.rd

[Note: This Policy Letter was also earlier issued as HCO P/L 20 August 1969 with abbreviation of the words Director of Processing to D of P, Organization to Org, Preclears to PCs, and Department to Dept. The above issue eliminated these abbreviations.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 5 MARCH 1965

Issue II

Remimeo

POLICY: SOURCE OF

According to Webster's New World Dictionary:

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

The last definition is the one we use. According to the World Book Encyclopaedia Dictionary, the one we most use (published by Field Enterprises Educational Corporation, Merchandise Mart Plaza, Chicago, 54, Illinois, USA):

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

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

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

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

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

The International Board is composed of three Board Members, L. Ron Hubbard, Chairman, Mary Sue Hubbard, Secretary, and Marilyn Routson, Treasurer. It is the controlling board of Scientology.

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

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

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

Policy for all divisions and orgs is made as above.

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

Other officers issue Administrative Directives in place of policy letters but these may only forward policy.

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

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

Almost all policy has been developed by actual experience.

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

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

Technology is covered in HCO Bulletins.

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

No one else may issue or authorize an HCO Bulletin.

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

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

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

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

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

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

The only other official paper from L. Ron Hubbard and HCO is the HCO Executive Letter, usually a direct executive order or a request for a report or data or news or merely in-

formation. It is not policy but should be answered if an answer is requested. It is blue ink on green paper.

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

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

The other Divisions (2 and 3) have other means of comm, with other colour flashes.

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

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

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

L. RON HUBBARD
Founder

LRH:jw.rd

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 MARCH 1965
ISSUE III

Gen Non-Remimeo
DIVISIONS 1,2,3

THE STRUCTURE OF ORGANIZATION

WHAT IS POLICY?

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

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

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

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

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

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

On the other hand, policy, to fit and be of benefit, must be itself born out of great insight and familiarity with the facts. Government policy is usually written by clerks who have never heard a shot fired in anger. Therefore almost all current government policy is completely silly. Nobody can apply it as it fits nothing and just gets everyone in trouble. Therefore a quick person with good judgement in the field and in the real situation can get through only by following his own policies and insights. This is easily mistaken for a dull person acting against policy that is good.

But even dull policies provide wide agreement as a basis for work co-ordination and so something happens on a larger scale. Individual policy making on every post is the defini-

tion of chaos. Thus even bad policy is usually more workable than individual policy and can make stronger orgs.

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

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

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

No policy existing makes small non-expanding departments or orgs.

Policy good or bad existing but not followed makes chaotic departments or orgs and causes shrinkage. Good policy based on actual situations experienced followed well makes an expanding department, org or civilization.

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

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

Expansion formula:

- 1. Provide good policy.**
- 2. Make it easily knowable.**
- 3. Be strenuous in making sure it is followed.**

This is the most broad possible formula for expansion.

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

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

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

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

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

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

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

Take a Navy, to get a more distant comparison. If a Navy has the Basic Purpose of defending a nation and its citizens and expanding their scope, and if the policy is the guiding principle behind all other policies and if these in turn are developed from experience and made known and followed, then oddly enough even new inventions or new philosophies of state could not prevent that Navy from doing its job and expanding the nation. The US Navy might very well have won the war with Japan in its six weeks if those who headed it in Washington had not been mere political puppets subject to every Congressional and Presidential whim. The text books were very clear about what the Navy should do. But King, Nimitz and Short, the Admirals involved, had been chosen by whim, favoritism and capacity for liquor, not by raw statistics of "good Navy activity". They had been trained at an Academy where the basic principles of "Good Navy" and raw statistics on personnel had not been used to choose an Academy head or Instructors. So King, Nimitz and Short, as Admirals *listened to current political rumours or whims* (being only confirmed in political not naval policy) and so let Pearl Harbour happen. How? Their own naval text books said "During times of negotiation with an unfriendly state, the position of the fleet should be at sea, whereabouts unknown." That is line one of the Navy textbook on Tactics and Strategy. Where was it? In Pearl Harbour during many days of hostile negotiation between Roosevelt and the Japanese – the most dangerous naval rival. Where were King and Nimitz? At a cocktail party with the politicians. Where was Short? Giving his all ashore, having given his men full weekend liberty and having ordered all ammunition stowed below for a coming Admiral's inspection. So Pearl Harbour could happen. But did the humans learn? No. True, Short, acting on his Washington orders notwithstanding, was removed and eventually court-martialed. But King and Nimitz took over the whole Navy for more than four heartbreaking years of "promote by political whim" "what policy?" and defeat in battle after battle until aircraft turned the tide of war and the army and an atom bomb finally finished it. Now the Navy is really no more. A few subs. A few patrol ships. The rest in mothballs. People think the Navy is small now because of new weapons. No, it is small because it (a) didn't clearly express its Basic Purpose, (b) didn't educate its people well in the policy it did have, (c) let political opinion shift it about, (d) chose its officers by rumour, cabal and social presence and (e) forgot its texts when the emergency loomed. Result, long war, now no Navy with anything – officers palling with men, ships in the bone yard. Could the Navy have done its job in 1941? Yes. Had its original policies regarding officer training and selection been followed ruthlessly despite all politics over the years. King, Nimitz and Short would not have been in charge or would have acted by policy had they been. The fleet would have been at sea during negotiations and the strike on Pearl Harbour would have been a Jap bust. The fleet would have been there to knock out the Jap in his own home ports. The war might have ended with Japan in the first six weeks. The point is not whether it is good or bad to have a Navy. The point is that here is an actual organization and an actual occurrence.

Therefore one can learn that:

An individual, species, organism, organization, to succeed, survive and expand in influence must have a formulated **Basic Purpose**.

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

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

Policy is a rule or procedure or a guidance which permits the **Basic Purpose** to succeed.

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

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

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

Those that were unsuccessful in assisting the Basic Purpose became *bad policy*.

Ideas or procedures that distracted from or balked the Basic Purpose were called *offenses*.

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

Therefore *Policy* is derived from successful experience in forwarding the Basic Purpose, overcoming opposition or enemies, ending distractions and letting the Basic Purpose flow and expand.

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

Policy based solely on bad rumours, unverified, which may or may not reflect actual existing conditions or which is laid down at the insistence of some self-interested person or minority without taking the rest of the group into account is very destructive policy simply because it does not match the conditions which actually exist and so, in *itself*, may impede or distract from the Basic Purpose. An example of this is legislation by legislators who, other-

wise uninformed, act because of pressure groups, minority riots or simply sensational press that seeks not legislation but simply to feed the appetite of a disaster hungry public.

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

Sub-Purposes are the purposes of the various sections or parts of the being, organism, group, race or species which forward the Basic Purpose. They must amplify, qualify and/or describe the action or procedure of the part of the whole in a brief and crisp way so as to hold them in function in their support of the Basic Purpose. They could also be called, the **purpose of a part of the whole**, or as we use them, the purpose of a post, unit, department or an org with a special function. When one hears of the **purpose** of his hat or section, unit, department, org or Division, he is observing the **Sub-Purpose** of a part of the whole organism which is vital to the action of forwarding the **Basic Purpose** of the movement. Indeed he may never know what the **Basic Purpose** really is and only know the **Sub-Purpose** of his own hat, section, unit or department. However, by studying the various **Sub-Purposes** of several hats or sections he could probably figure out the **Sub-Purpose** of the Department and by studying the various **Sub-Purposes** of the departments of an org he could probably guess at the **Basic Purpose** of the whole being or organization or movement. If study of **Sub-Purposes** either fails to locate any or ends in being unable to relate them into any large **purpose**, one is of course studying a disorganized movement.

One can change a **Sub-Purpose** (cautiously indeed) or add parts with new **Sub-Purposes**, and leave a movement (a) unaffected, (b) increased in scope, or (c) decreased in size and influence. One can, up to a point, add Policies on and on, limited only by the ability to get them known and leave an organization or movement (a) unaffected, (b) increased in readiness to meet emergencies, or (c) crippled. The wisdom of the policy and whether or not it was a successful solution to some actually possible confusion or crisis determines whether or not it should be added or deleted. Foresight plays a large role in formulating a **Sub-Purpose** or a Policy. These two are never wholly the product of chance or experience; indeed they may be 80% wise foresight and 20% experience and still be good useable **Sub-Purposes** or Policies. Twentieth Century Science sought to discount wisdom entirely and beings and organiza-

tions were educated or developed with no **Sub-Purposes** whatever and all policies were developed either by clerks, teachers or legislators inexperienced in any part of life or were taken from past experience only with no refinement of any wisdom. The failures of governments and systems and races in the first half of the Twentieth Century were wholesale and the wars frequent and senseless.

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

Mismanagement or misgovernment of self, an organization, group or state would then consist of failing to forward the **Basic Purpose**, not grasping and specifying **Sub-Purposes**, and not experiencing and formulating policies to strengthen successful ideas or actions that forward the **basic** and **Sub-Purposes** and impede ideas or actions that retard them and not recognizing actual enemies or oppositions or planning and carrying out successful campaigns to handle them. Failing in any of these actions the individual, group, organization, state, civilization, race or species will falter, fail and die.

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

The game of life has the formula of having and forwarding a Basic Purpose and supplemental Sub-Purposes.

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

1. Conceiving, recognizing, testing and codifying successful ideas, actions and procedures that forward the Basic Purpose and retard its opposition;
2. Making these policies known and in greater or lesser degree understood; and
3. Getting these policies followed.

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

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

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

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

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

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

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

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

The psychiatric or school test alike are written and administered by people in ivory towers who again have no contact with the organization's real environment. Statistical as they may try to be, such tests are utterly worthless. They are not on-the-job statistics. They are classroom or laboratory statistics. They are definitely cooked data. And when used for per-

sonnel and promotion they cook a lot of careers. And by putting eggheads on post, they cook a lot of parts of an org if not the whole thing. They have some small value in determining someone's quickness or slowness, but the conditions are too unreal and the necessity level of real environmental emergency is missing. It's like a plane crash synthesized in bed. No jolt. So, poor (but not the worst) of cooked data.

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

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

Therefore the only organization that is a sound organization is one **whose every activity** can be tabulated by statistics.

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

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

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

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

REALITY

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

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

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

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

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

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

Management labour problems evolve from the communication formula "Cause-Distance-Effect with Intention at cause, Attention at effect, and Duplication". A board room is not a machine shop. The machinists seek to duplicate the board or refuse to. If they fail to they always refuse to. Thus only a working org of similar pattern can command a working org.

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

EXPANSION

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

Direct a channel toward attainment, put something on it, remove distractions, barriers, non-compliance and opposition.

The basic formula of Living (not Life) is:

Having and following a Basic Purpose.

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

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

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

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

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