

# ESTO-TAPES

Black/White Version (suitable for print) (BW, Black/White)  
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# ESTO'S INSTANT HAT

## Part I

7203C01, ESTO-1

1 March 1972

Alright, this is the first of March AD22 and the subject is the Establishment Officer. The background history of Establishment Officers begins in 1950 when I was the Establishment Officer. And what happened was that I bought the desks and gave the lectures and did all the products and did most of the auditing, and tried to do this, that and the other thing. And I worked about eighteen or twenty hours a day, and to some degree made it come off.

When I dropped off of the scene, there was an instant collapse. These organizations ran, but they ran to such a degree with out-ethics and this, that and the other thing, that they eventually went down the drain. Those were the first Foundations. I wasn't an officer of those foundations, that is I was an officer of them in a courtesy, but I was not the Board and I was not the prime mover. Actually the Board of Directors was a very, very bad barrier to getting anything done. Mostly, mostly because they had ideas that they should be popular and do the usual, and popularity is one thing and truth is another.

And the reason why the university has never made it, the reason why psychiatry would never make it, the reason why the medical doctor would never make it, the reason why the normal garden variety research man would never make it, is because everything he researches is debted, that is to say edited, against the reputation of the institution. "Reputation is all, truth is nothing." And that is the downfall of the American or any other university, or any research organization or any research man.

So, when you found out that this or that was necessary to resolve the case and you found out that this or that was the way it was, you found out that this had to be edited because it might not be popular, because it might not be acceptable to the people, or the best people who were running people into the very best possible grave. So that, that type of editing of the organizational actions and that type of government is a government that will fail.

The normal management lines which are conducted in the world are conducted, when they are successful, by men in a mood of desperation and exasperation, they are carried on the backs of one person. And there will be a half a dozen stalwarts within a very large group that keep the show on the road one way or the other over innumerable slumberous, alter-ising, editing, all-for-the-best mobs. And as a result, the life span of organizations approximate the willingness span of their prime motivators. And after a fellow has wrestled with it just long enough and been caved in and done this and done that, why, he tends to move off or quit to

some slight degree. He says, "Well, I'll put my attention on this now, and I'll try to make this go right," and abandon certain other lines and sectors. And then things cave in here and there, and then with great heroism he rolls up his sleeves again and gets in there and tries to make the machine go, and leaves bruised feelings and human emotion and reaction widely spread, but he does get something done. And then he will relax and it will tend to fall apart.

You ask any of the executives who have been the motivator, motivating, that is to say the causative executives of Scientology organizations and they will tell you that that cycle is too true. And it is the cycle of civilizations, not just the cycle of one organization. Anybody who has been in there pitching can count the number of times that they have put together a Dissem Division or an HCO or a Tech Division or something like this. A missionary goes into an org and he sorts out what he's supposed to sort out. One week later it's gone. The stats show it.

Now establishment, establishment is then the key to organizational prosperity and it has never been recognized to what degree establishment accounts for the prosperity and longevity or long life of an organization. What happened to a Joburg or what happened to a Washington or a London or a St. Hill? Well, they were put together, they should have run, but in a relatively short space of time they fell apart. Now, why did they fall apart?

Man in his cultural, anthropological, ethnical and other brain cracking word background, is essentially a nomad. And when you have a society which runs at high tension and where the values in the society are tremendously multi-changeable, where the society itself is enturbulative in the extreme, the individual society member is knocked from here to there to back and forth and around and around. And he himself is in a state of foment and a state of change, continuous state of change.

The number of, the number of addresses that have to be changed in an organization; you can have your address list write-up and then the address change is, backlogs or drops behind, and you get immediately an out-of-date mailing list. Why? It's worst in the United States where the society itself is the most chaotic, but it is certainly bad enough in England and Europe. The society itself doesn't take care of the fellow's various rights. Oh, take a simple matter of a divorce. Take a simple matter of owing somebody for some blackberries that weren't fresh on delivery which you now won't pay for. Well, I suppose you could spend a hundred thousand dollars and so forth trying to clear up this case of blackberries.

If there is an injustice in the United States, the United States government's probably committed it. As a result, these injustices and these various economic social stresses are such that you get people who are PTS to the society, cannot concentrate well on what they're doing, and who are themselves in motion; they themselves are unstable. So, you've got a Dissem Sec today and you haven't got one tomorrow, and you've got a Registrar today and you haven't got one tomorrow, and you don't have a Distribution Sec today and you're not about to get one. In other words, the ebb and flow of personnel is the primary disestablishing factor, the stresses the personnel are under and their nervousness and restlessness in the society.

Now, our organizations are built out of people so we have an analogy in a machine whose parts are there today and gone tomorrow, whose parts run all right today, the oil filter works okay today, but tomorrow has a dent in it mysteriously received. In other words, that

machine would have an awful time running. Today it has a cog wheel, tomorrow it doesn't; today the spark plugs are there, tomorrow they aren't. And so, the economic stresses of the society make no allowance for the fact of this instability. And day by day all of the hustlers and salesmen and bill collectors have to be paid. The landlord has to be paid and this one has to be paid and that one has to be paid.

So the organization which is disestablished, suddenly or gradually, yet is still carrying an economic burden. Its economic burden does not decrease, it increases. And that is because the money itself at this stage of the game is inflating. And that's because there was no establishment officer to hat the President of the United States and give him a few facts of life. Instead of that, he read a book by a pederast named Keanes who, part and parcel of the Fabian society, the honored guest of Stalin and the husband of a Russian ballet dancer, has dominated the political economic scene for decades. They're just getting wise to him now and starting to throw him out as the primary textbooks of the university. He advocates infinite inflation, the keynote by which he runs is "create want." He's sure going to create it eventually.

But that was not the economic textbook which built the United States. There were two Hungarians used to tear around and advise the heads of state. I'm sure they were backed up by the Council of Foreign Relations or someone like that. But they used to go around, and they'd see this country, they'd go in and they would give the head of the state all this advice, and then they would move on and they'd go to another country. Somebody got interested and ran their back trail, and their back trail was followed down to ruin and bankruptcy each time they had advised anybody to do anything. They were Wilson's key advisors just before the deflation.

Now, England's economics were not built by two Hungarians who drifted in with some weird oddball Keanesian theories, so they changed their tech. And nobody has ever done an evaluation in any of these economic scenes. First and foremost, they don't know how to evaluate, that's the best reason. But the other is that governments are on a sort of a suicidal kick, they are not on a constructive kick, they are on a destructive kick. The only answer a government has to any given situation is violence. You press them a little bit and you run instantly into violence. You do not run into anything sensible. They cannot be talked to. Now you could see violence occurring or being pushed out from a government if they're attacked by violence, but mostly their violence is against the weakest and the most easily controlled people.

So, here's an economic scene which basically is not solved by good sense but is solved by off-the-cuff squirrel tech and which gives the establishment of anything a curve, because you can't establish it today on X dollars and expect that it will run tomorrow on X. So you could establish a whole organization beautifully to run with a Financial Planning number one, and three months later with birds like these Hungarians, oddball textbooks like Keane's, and you will suddenly find out that your Financial Planning number one no longer matches. In addition to that, the economic stresses on the staff members that you are dealing with will have increased.

And then this therefore is a disestablishing action from the point of the staff member, adding to his restiveness, his move-on-ness and so on.

Then some bird comes in and tells some auditor who is stupid enough to listen, that he can make twelve hundred dollars a week if he just goes to work for the Keokuk Franchise. And the auditor is damn fool enough to pick this up, goes over to the Keokuk Franchise and makes one dollar and twenty cents. But, there is an effort also, then, to pull off trained or staff-experienced people.

Now, the answers to these things are not as grim as they look and they are not just establishment, that you get it into concrete and then it stays in concrete and then the Establishment Officer is no longer needed. And if you have that view of an Establishment Officer, that you're going to build something that there it is and all you have to do is dust your hands and step back and it will stay there, throw the idea into the nearest waste basket because it isn't true. You are dealing with an economic society which is restive. You are dealing with people who are nomadic. You are dealing with governments that deal in violence against their populations. And you get shifts and changes, both in the society around you and within the staffs you are trying to establish.

So an establish and maintain established is the index of it all. It's establish and maintain, and establish and maintain, and establish and maintain, and establish and maintain, and establish and maintain. And it's all gone one Monday morning when you look in because the guy you had been counting on to do waffle waffle waffle and so forth, he's gone. His wife just jumped over the cliff, or something has happened and that's all bwow! So at that moment you get a brilliant idea and you establish and maintain. You're handling stuff that makes quicksilver look like iron.

So the Establishment Officer possibly is better named as the Establishing Officer, because day to day and sun through sun, the Establishing Officer's work is never done.

Now, if you're dealing in that much of a quicksilver society, with that much disappearing; I might as well give you the bad side of the picture, don't you see; then you must learn how to establish very rapidly. And rapid establishment is the answer. So that there are three types of establishing targets: Instant, medium and long. You're always dealing with all three. Your instant doesn't get graduated up to medium, and your medium gets graduated up to long, and you finally make all those and that is it. You are always dealing with an instant while you deal with a medium and while you work on a long. So there's the instant, medium range, long range; the three types of targets. The successful Establishment Officer will have all three of those balls in the air simultaneously.

We will have a Dissem Sec trained by next Tuesday, but right now there is a Dissem Division which has no Dissem Sec on it. If we blew this fellow off, why then we will have to on-post hat him, but he's almost finished with his OEC and that would be a shame. So how do we head this division until he gets there? This is the type of problem with which one is dealing perpetually. And the only advice that I can give you is, do it.

Now we have, then, a history of twenty-two years of booms and depressions. When the Data Series was developed, a tool was developed which made it possible to then penetrate these obscure mysteries as to why booms and depressions, booms and depressions, not only with the organizational network as a whole but the individual orgs go through that cycle, boom depression, boom depression.

The evaluator in the Data Bureau the other day told me that the book receipt monies, now hold your hat, the book receipt monies of 1967 at St. Hill were greater than its total income today. Now that is a terrifically spelled out collapse. The ban had very little to do with it, but they did lose their American trade. But they mostly didn't listen when I told them they'd better build up their domestic trade. But that gives you the difference, the two magnitudes of organization. Huge.

Now the funny part of it is; I noticed this first in 1950, 1951, '52, I noticed it very strongly in later years; that external actions to the organization have almost nothing to do with its survival factors at all. You can go anyplace and build an organization. If it is a soundly established organization which is producing, it will get in direct proportion the income that it has established to achieve. Now that is a factor which an Establishing Officer has to learn, and that's probably the hardest and biggest, toughest one to learn because the staff around you all have their aberrated whys as to how come the income is down, how come they can't get out a bulk mailing, and it's usually wiggled "Why is God." But it'll be some fixed thing. And so you get at the reasonableness, the reason why nobody attended the open evening is that there was a football match on the same day. I've heard that, you see. But looking under it, I found out they didn't announce it.

So the tool to discover causes exists, and that is the Data Series, and you can discover these causes. And when this thing was finally, when the Data Series was finally used against the whole of this picture, the answer emerged. And the answer is, an unhatted staff generates dev-t. They develop enough bad traffic and sour traffic that they impede all productive traffic. And the reason back of dev-t is unhattedness. These orgs can be busy, they can work themselves to the fringes of exhaustion without producing anything but more dev-t.

An adequate description of any government on the face of the planet today would be "dev-t." If they all vanished, the world would be far better off. The amount of dev-t which they generate into the society also affects you organizationally. And the best way is to hide it off, just compartment it off and set up a little section to handle dev-t, and that's called an Accounting Unit whom attacks people or something like that. Capital Airlines had twenty five certified public accountants that did nothing but handle the government tax people.

So there's dev-t all around an organization, so it is no wonder that the organization itself develops dev-t, since it is operating in a gorgeous tradition which has been going on for the entire history of Man. And that dev-t comes from unhattedness. The reason the economics of the United States are bad is there's no Establishing Officer hating the President. That's just that. Yeah, well, he's in charge. The Establishment Officer isn't. But if that combination existed, this would damp out. He's a complete madman. He's handing out about three quarters of the national income into channels which will never do anybody any good at all, which solve nothing, and then wonders why he has inflation. In the most basic textbooks of economics it tells you not to do that, it says don't do that.

And he then has designed the idea that the working man, demand for wages, is the reason why prices are increasing. Wrong why, and yet economists continuously have been pushing that why. The working man has to have more wages because he can no longer buy bread. So the basic whys aren't found. But that is the basic why. That is the great big gaunt wolf.

Unhattedness develops dev-t. Now it isn't just unhattedness, that for an Establishing Officer is too simple a statement, much too simple a statement, because it just isn't just hattedness, it's the lines, the meshing of these hats, the space in which these hats are worn, the arrangement of it, the adequacy of it.

There was one staff in one organization had its comm center three floors down in the basement, as about the only unit that was missing out of their organizational lines. Spacial arrangements can cause dev-t, the way lines flow. If you have a hot flowing line from A to B but exactly perpendicular to that have a hot flowing line from C to D, those two lines are going to collide. In other words they can't flow, because they're having to flow through each other or across each other. So spacial arrangements are important to an Establishment Officer.

The equipment with which an organization deals is important.

Twenty-five thousand dollars worth of equipment at AOLA was inoperational by report. The person that had this in his charge, Dir Comm, had just let it all break down and apparently he wasn't reporting this fact to anybody, even his immediate officers. And the next thing you know, it was very difficult to get out a mailing. Now, there's a big machine which folds and envelopes mailings, takes up the better part of one garage at St. Hill. The repair parts for that machine cost one guinea. The bulk of the St. Hill staff gets tied up with every mailing. The machine is broken and they don't put the publications together in a size that can be stuffed by the machine. Duhhhh.

A project written to repair St. Hill's machines a couple of years ago, to my knowledge, has never been executed, although there have been plenty of people to execute it. All they had to do was hand them the project, it automatically carries authorization for all expenditures for the machine repairs. There's a staff working itself to death and there's a machine that will do all the work, and they don't come together. Now why? Why such idiocies? Well, the executives in charge of the organization are driven by the economic necessities of the society in which they find themselves, with the bill collectors, with other things, into a flat out, day and night, hammer pound, to get some production, to get something done, to get some income in. And they are just spread so thin that they haven't got time to notice those machines are broken, any more than I have time to run this engine room.

Now, it isn't the fact that I couldn't. I could. But this planet, for some reason or other, is rotating on a twenty-four hour, it isn't quite the twenty-four hour spin, but it is rotating close enough to twenty-four hours a day around a twelfth rate sun at the outer corner of one of the smaller galaxies. And it inexorably rotates at twenty-four hours a day. And as hard as you try, you can't make it rotate at twenty-eight or thirty-six. If it just would, you might have a chance, if it just would.

And so somebody who is holding everybody's hand, buying all the furniture, answering the bill collectors, talking to the irate customer who wants his money back, trying to get five more auditors because the last five they had went into a mutiny and quit when asked to go to cramming, this fellow living in the midst of all that and so forth has not got much time to notice much about that machine.

Now the boom and depression cycle was caused by the exhaustion of the executive in handling the thing, and the dispersement of staff because of the nomadic character of society.

The boom and depression was caused by establish and disestablish, and that cycle of establish and disestablish was accompanied by an increasing cycle of dev-t. And you have the exact description of why orgs rise and why orgs fail. If we're ever going to take this planet we will have to eradicate the failure end of that cycle. See, that's elementary, right?

So, a vast study of this and a tremendous amount of expertise of this has shown that there is a division of labors. If anybody is going to get a dinner and he doesn't put a stove there or a fire, and he doesn't have any ways to get any supplies and there are no dishes, and there are no food preparers, I won't guarantee the quality of that dinner. That's going to be a pretty lousy dinner. Establishment is what adds quality to a product. It's no reason to scream at the CO or ED about the quality of his organization which isn't established, because the dev-t in the organization itself is sufficient to disestablish it and that will shatter the quality of the product he is trying to produce. Do you see what's wrong?

Yes, he theoretically would love to turn out a very sleek pc, but with this, that and the other thing, and because the person out there on the folder line didn't, and the, after all, they called this person in on Friday and had to have him go, only have one day in the organization, and he had paid for um..., and at the other end of the line you are glad he got out of the organization without a red tab. You get the scene, you get the scene.

Well now, I can hold one of these organizations together and I normally can build one up. But it sometimes gets so bad that it takes about a twenty hour day and you wouldn't believe some of the things that I have to handle and some of the outnesses which I find. It is fantastic, it is just beyond belief. It's because the hats one, are not known or worn, and because the hats are not meshed with the hats so that they run in coordination with the hats. The materiel problem breaks down and the spacial relationships get tangled, and the economic duress puts barriers and breaks on what you can do. And that brings us to resources.

An Establishing Officer always has to work within the reality of the resources available. It is all very well to attack the German army as a plan. Let's plan to attack the German army. The resources available are one corporal with a broken leg. Actually it's a state of insanity describes this perfectly. It's called megalomania. Here's this little guy who wouldn't be able to balance, hold up a match stick, and he's going to move the world. It is a complete overestimation of what you can do. Resources is the limitation factor. What do you have to do with?

And now we get into the genius department. The less you have, the more genius it requires. And that's probably a rule of an Establishing Officer. The less resources you have, the more genius you have to inject into the situation to substitute for the lack of resources. So genius substitutes for the lack of resources. "How the hell are we going to establish this division? We have two people. Well, I could get in there and do it all." Wrong answer. Wrong answer. The primary error that an Establishing Officer can commit is to start handling the actual traffic of the division. The org will never grow and he will not be an Establishing Officer. It is an illegal order to give an Establishing Officer an order to handle the traffic of the division. Illegal across the boards. Illegal as well to take him off and put him on another post because personnel is so scarce. That is the exact way never to have any personnel. So the resources are made up by the brilliance of the performance.

There's one country that has a good background on this, it's a nice little model, it's Sweden. Sweden has been able to hold her position in the world by fantastic technical developments and by efficient organization. And the organizing that has been done is so efficient with regard to its world relationships that they're very hard to believe. How did they stay out of those world wars? How did they emerge prosperous on the other end of it?

So you can always substitute for numbers with efficiency and brilliant ideas. If your technology is brilliant, your efficiency is fantastic, you can take the lame corporal and attack the German army, not even on a forlorn hope basis. That's what I think Hitler was doing, attacking the German army. He defeated it utterly. So it's all from what viewpoint one is operating.

If I were to tell you that we have one of the hottest, smartest units in the world of its kind, you might or might not agree with me, but it's the Guardian's Office. Now, that is a hand-built organization and it was built for a certain definite policy and planning. They had a certain definite purpose. It is better, now hold your hat, it is better today than MI-6, CIA, DIN, State Intelligence or the Abwar. The decline of psychiatry on the planet came about because they attacked the wrong target, us. There wasn't any unpopularity of psychiatry 'til we opened our mouths, and now it's generally thought to be the case that they're sort of a failed, half-baked, murderous sort of bunch of bums.

The World Federation of Mental Health has now just been transferred to the West Indies and put in the hands of an obscure psychiatrist nobody ever heard of in a back village of blacks. Now, it was the world's most powerful mental health organization, formed by the death-campers who escaped to England. Now, how did it ever get to Jamaica on a back street of a small village? Now, you get the idea? The Guardian's Office doesn't have huge sums of money, they don't have vast numbers of personnel, but they've got technology, they have got some of the hottest technology that anybody ever heard of.

One piece of that technology is over two thousand years old, it comes out of the "Art of War," it's called the "dead agent technique." But the Art of War doesn't state what the dead agent technique could be in full, it was developed within an inch of its life. A newspaper reporter today going into his own morgue files, in any paper anyplace, to get some material to write about Scientology, collides with how bad psychiatry is. Now, how did anybody ever manage that? The people who were running the psychiatric push are dead. Worried to death. Now, how did anybody do that? Psychiatry had an huge, escalated program, escalated, climbed right up the escalator and upstairs, fast: To degrade the human race, to supersede all normal justice with psychiatric anything. They had this up to a point where they had legislatures all over the world, and parliaments and so on, were just passing seizure laws which were moving right straight forward which were opening the gate to a totalitarian state for this planet nobody ever heard of. And they made the mistake of attacking us and attracting our attention.

Now, one little handful of guys going in against a multi-billion dollar organization such as that, and messing it up and knocking it flat on its back, is quite a feat. And the whole organization was put together and made to run in a few months, and it did its job and accomplished its objectives within three years. Now that shows what can be done.



Have you ever received anything from the Guardian's Office? Have you ever received a letter or anything like that? You don't know too much about them, but have you ever received a note or a letter and so forth from Central Guardian's Offices and so on? They're always very neatly typed and they're usually put together well. Did you ever notice that? So their administrative procedures are in. They follow target policies religiously, they program everything. If some, if somebody is to go out and find out about somebody in some small town someplace or another, he's on fully programmed orders, fully targeted orders just exactly against the target series, but they carry it through to an enormous degree.

Now, that's what can be done by establishment. Now that required then brilliant technology, small resources but very, very sound, hard organization and fantastically able management. So don't for a moment underrate what you can do as an Establishing Officer if that job could be done. It is a complete disgrace that Scientology organizations and Sea Org organizations have not taken more territory than they have. A complete disgrace. People will sometimes say, "Well, the org board might be out, or this might be out." That's all "why is God." The actual fact is that it is simply that failure to establish and continue in an established state and continue to establish, they are destroyed by dev-t. And the dev-t is developed because of unhattedness.

They have brilliant technology. It is not applied. You don't have to worry about the technology. Both in tech and admin, boy, it's there. It is infinitely greater and infinitely more effective even than the intelligence technology on which the Guardian Office operates. But it's not known. Do you know that in the Sea Org, there has never been a whisper of the word "dev-t?" Nobody's ever mentioned it. Once in a while they use it as a curse word, but they really don't use it.

Old HCOs policed dev-t hard, hard, hard, hard. They got the whole staff communication hat on as the first action that was done with the staff member and I've gone back and isolated this fact from the lines. That was the first thing that happened to the bird. They showed him how to write a dispatch, what to write the dispatch about, one subject one dispatch, the dispatch had to do with what he was doing and the dispatch had to do with the person he was writing it to. And they just kept this up and kept this up 'til you had a well-disciplined organization which would hold its form. That has not been done for years. When that ceases to be done, the organization tends to disintegrate. But along with that goes hatting.

Now, I'm just trying to give you some of the bad spots, some of the bright spots and so forth, and the background history. It has been very difficult for me to operate as the Establishing Officer to all of Scientology while getting out the production, while evolving the technology. But in doing that, enough experience was gotten together, enough technology was developed, to make the pieces fall into their right places. And they are somewhat like this. The product/org system is a brilliant system, but it has a fatal hole. The HAS had no more chance of establishing the organization than a man in the moon. And a survey throughout the United States and other places demonstrated that this, according to its staffs, was the total failure of the organization. The failure of the HAS to establish. This was uniform. It ran at something on the order of 97% on a survey. So this isn't just an off the cuff evaluation, this is an evaluation with observations and surveys and everything you can think of.

The Product Officer with his attention on production, the Org Officer making the preparatory steps necessary to get the production in, were not backed up at any moment by an effective establishing action. Now we know all about that, we have the background history of that. The basic theory of the system is brilliant. In its execution we find out that we underestimated the number of people necessary to establish an organization in these upsetting, twirling, whirling dervish times. The number of people that it takes to establish an organization has been underestimated by about ten times. In other words, it would take almost ten times as many people.

So, with this in view, a brand new method of handling an organization, using all that was good in the Product Officer system, has been evolved. The Commanding Officer/Executive Director of an organization is the Product Officer of that organization. He does nothing but think, breathe, eat product. He knows the valuable final products of the organization, he demands them. When he doesn't get them, he investigates by data analysis, finds the why, debugs it, writes a program, brrrr. The program is carried forward by the Deputy Commanding Officer or Deputy ED. The Deputy ED in other words, is the program executor, also the handholder, also the dev-t catcher, of the product officer.

Now, there is a yeoman or a secretary to the Commanding Officer or the ED. This is the top man. He has a yeoman. That person just operates as reception. The Deputy Commanding Officer or ED makes sure that yeoman stays trained, to divert dev-t from the Product Officer's lines, and goes around and gets those program bits executed. So therefore the planning is really carried out at the top, where it belongs. The planning is carried out at the top and planning has to carry with it summation of observation. It has to carry with it investigation, it has to carry with it all manner of look into it, straighten it out, find the why, evaluate it, you know, find the why, write up a brief program based on a brilliant plan which isn't yeah, yeah, figure out, five yards long and ties up the whole organization and is itself dev-t. Anything based on a wrong why is totally dev-t.

So this short, succinct plan of what we are going to do to get this, that or the other thing debugged, would go through to the deputy and the deputy then is actually operating as the Org Officer, but he's really not doing organization, he is doing program execution. Now, the Commanding Officer or ED has a conference and that consists of the divisional secretaries, and that is the Product Conference. And every divisional secretary is himself a product officer, and is only a product officer, and he conducts investigations into his organization and debugs those areas where he is not getting the product. And he has a deputy who carries forth his programs and handles his administrative load. And that product conference doesn't even do FP. They eat, think, sleep, do nothin' but products. That's produce, produce, produce. Now, the way this thing has gone is the Product Officer became so impatient with the slowness of establishment that in the PAC area the orgs destroyed themselves by saying they are doing too much establishment and they weren't producing enough, so therefore the thing to do was produce but not establish. "Now, we want eight hundred and fifty-five names to CF immediately and we've got to get those names to CF and in the CF and so on. We've gotta have sixty-two students a day, and so on, tear up CF, throw it all over the floor and try to find in it the names necessary so we can meet this sort of a quota." And it tore the whole PAC area to pieces and

made it insolvent. So, this anxiety for product carries with it a deadly germ. The scramble for product will disestablish.

So, there has got to be somebody there who carries forward the establishment of the org, and keeps it established and hatted and dev-t free, and producing what it is supposed to be producing instead of "all hand will now audit all next week, whether auditors or not."

So, the third member of the team is the Establishment Officer I/C, which is going to be changed shortly, by the way, to the Executive Establishment Officer, except that the name was missed on the checksheet and they tried to make the Executive Establishment Officer the name of the person who was in charge of the Executive Division. He is the Seven Establishment Officer or the Division Seven Establishment Officer, that's his proper name. Esto I/C is what we have been using, it will shortly be referred to when bulletin, policies and that sort of thing start coming out, it'll be referred to as the Executive Establishment Officer.

Now, it is his job in the midst of that hurricane of demand, to establish. Now, he can err in numerous directions. One, he can start doing the duties of the division, that's the most fatal error. He can establish without regard to production. He can build an establishment far larger than the organization can support. In an effort to get people, he can offer far more pay than can be afforded. Economics, the economics of the organization therefore are in the hands of another conference called the Esto Conference. An FP is done by the Establishment Officers. It's done just according to the rules and therefore they know how much they have to establish.

Now, it is a remarkable fact that an organization tries to spend all it makes. The first thing you ask, you will hear from some green organization executive who has just been put in high up in an organization, "Let's see, the organization will be making about five thousand dollars a week. Now, let's see, for five thousand dollars we can buy..." daaah. Only they never really spend all they make, they usually spend more than they make. And that is a terrible disestablishing factor in itself. The amount of production per unit of Sea Org orgs has gone from, hold your hat, five thousand dollars a week per staff member to about ninety eight. Dowwww. So they're mostly involved with dev-t. They're very busy, they're very exhausted.

So, the economics of the organization and how it stays established is too close to the Establishment Officer, because it can establish for him not to have control of the amount of outgo in that organization. So, income is actually in the charge of the Product Officer and his deputy, and the outgo is in the charge of the Establishment Officer. An organization that spends more than sixty percent of what it makes has got rocks in its head anyhow, regardless of who gets the other forty, regardless of the tax people, to hell with the tax people. The tax people will do you in anyhow, why worry about it. They've made themselves sufficiently obnoxious and sufficiently bonkers that you just take those steps necessary to obfuscate them.

It doesn't matter whether your tax, you submit honest taxes or dishonest taxes or correct taxes or anything else, they'll suddenly tell you, "Well, all of that that you say was expense is really income because a new rule says that the worth of an organization is its debts plus its assets, so therefore these are really assets, so therefore you owe the organization a hundred and twenty-two thousand dollars, and so on." The Guardian's Office will get very cross with you on its finance lines because it has to do tax things and figure it all out some

other way and, and so forth. But never let the fact that money will be taxed deter you from making a mint. That is not the right why.

If you have enough money and if you've made enough money, the only way St. Hill has gotten by, you can afford to spend huge sums to protect the huger sums that you have made. The crime is not to have made money. So never fall for the fact that we must not this money because it will be taxable. No, figure some way where it isn't and go right on making it. An organization has to be valuable enough to compensate management and to pay its management expenses. And the management of a Scientology organization is not actually at its ED or CO level. They manage that particular unit and organization, but if you figure out the amount of money invested in making it possible for that organization to exist, wow.

Boston, as brilliant a job as Boston is doing at this moment, was turning in only about fifteen percent of its organizational income. They have no idea how much it costs to put together that command team, not the faintest. About a quarter of a million dollar command team was sent to Boston. And they're going to pay it back at four thousand dollars a week for three months and say its compensated? Bull. But all due respect to its CO, he got the word instantly and the very next week, after I called this to his attention, why, thirty percent of its income went racing immediately to Central Command. So he got the word fast. That's still not enough, not enough to compensate for the trouble and upset, for the sweat that guys did on this ship and the sweat that auditors have done and right on down the line, and the fluke, fall on the head mistakes these guys have been made and then remedied and learned from and... It takes twenty-eight thousand casualties in a war to make a Major General. Well, their casualties were big enough. You bet. Right now, AOLA is going wzzzz, just because of that kind of stuff.

So, how do they compensate for it? Well, the compensation of management and so forth has to be adequate to retain management's interest. Management has to continue to be able to furnish the management's services, and they are not just silly orders one gets every now and then. They are the services of recruiting, of background, of selecting out. To get a command team together like that is the cream of maybe two, three hundred people. Well, what about the expenses of two or three hundred people? Do you see?

So, that an organization has to make money to be worthwhile to anybody. So therefore, you manage one of these organizations within an inch of its life, you really sweat it. And what do you know? If you sweat it hard enough, and you make it efficient enough and effective enough, why, it gets very prosperous itself while delivering rather fantastic sums up the line. You get how its done? The wrong way to approach it is, "Well, we need five thousand dollars a week so therefore we will make five thousand dollars a week except for the two or three thousand more that we forgot to count in." So the financial planning action plays directly against the Establishment Officer, plays directly.

So, the solvency of the organization is shared, its income is the responsibility of its ED or CO and its outgo is the responsibility of the Establishment Officer. OK? Thank you.

# ESTO'S INSTANT HAT

## Part II

7203C01, ESTO-2

1 March 1972

We have a dichotomy working here. Now, it will ebb and flow. The Product Officer will continue to make inroads on the very hard won establishing ground that has been won. "And I don't care what you have to do with those CF folders, I want right away eighty-five names out of them..." Of course he gets the eighty-five names this week and then nobody's developed any eighty-five names for next week, because CF didn't get established. Everybody in it was writing letters and they never got a chance to file in all the requests for training and processing. You know how bad establish, you know how bad establishment can get?

A radio ad in the Los Angeles area in 1950 was pulling in a hundred and twenty five new people a night. They came in, they were given cards, they were given a very bright lecture, they were very interested, they were given these cards to fill out as to whether or not they wanted training and processing, and what was their home address and phone number. The cards were handed out to them. The organization left them on the chairs, they fell off the chairs and on the floor, and eventually an old showman, the janitor, sort of got the idea maybe he shouldn't be burning up all this trash and started turning them into me directly. So the line which was established was the janitor swept the application cards up off the floor, sorted them out from the chewing gum and handed them to me. That was the operating line of PE, 1950.

The organization was making a fortune, until it all just went bong bang crash thud bong on just too much dev-t, out-ethics, dishonesty, various things. Somebody decided he'd like to cut himself a whole piece of the organization, things of this character. But the organization could be put back together again to run at that high rate of speed anytime, any minute. We have found out it doesn't matter what the papers say, it doesn't matter what Time Magazine says, it doesn't matter what the psychiatrists say, the word of mouth in the streets, it doesn't matter one bit at all. It doesn't matter how many football matches, it doesn't matter how many this, how many that and so forth. An effective, efficient organization which is viably running and so forth, makes a mint. It makes money exactly in proportion to the amount of production done by each individual post in it without dev-t. And that is how an organization is put together.

Now, let me give you a tremendous flaw that has been going on. They hat somebody, that's a flaw, they hat somebody. There's a period there, see? There's the remainder of the sentence, hat somebody and get him to produce what he should be producing on the post. And

that is the full sentence embraced in the word hatting. And that doesn't make the Establishment Officer a Product Officer at all. Now, let me show you how this goes.

There was an OOD item which will probably be in the thing, but I'll just read it off to you rapid fire. A new guy comes on post, see; this isn't all, I'm going to continue beyond this, see; new guy comes on post. The Establishment Officer would say something like this, "There you are on the org board, there's your desk, here are your supplies, here's your hat pack, the guy you relieve can answer your questions, here he is, go ask, and so forth, read your hat pack, I'll be back in a couple of hours to check you out.

"Now, what's your post? Who's your senior? Now, what do you produce on this post? Take hold of these cans. What are your misunderstandings? What word is it?" Method four. This isn't necessarily how you guys go about it, but this is just a review of ways I have hatted people and gotten them. "What machines do you have here? Where's your instruction manual for operating that machine? Study it for an hour, identify all the parts, I'll be back in an hour to star rate you on it. I'm sorry you're confused. Sit right in front of me, sit right here and confront your area for two hours. Good. We'll run reach and withdraw on your boatswain's locker, or typewriter or desk or whatever it is."

By the way, do you know how to run reach and withdraw on a steward? You have him walk into the dining room and walk out, and walk in and walk out, and walk in and walk out. And that's running reach and withdraw. Berthing steward, walk into the cabin, walk out. But you know you won't do that unless you've done a two hour confront first? The gradient of the TRs. These are work TRs, and they work. All the TRs can be done.

You would just be amazed, around here someplace is the account of Bill Robertson hatting somebody by reach and withdraw on one of the wildest dev-t artists we had had for some time. And he had him walking into the dining room and walking out for quite a while. And the guy would go in and he would give him all sorts of cognitions and he would come out and so forth. And it is a howl, because the fellow actually was one of the worst that we had anywhere, he just caromed from this and that. All due respect to it, after this sort of thing he did produce on his post, he did function on his post and is doing quite well as a Sea Org member now.

Now of course, there would be your repetitive actions and your, of, or there'd be your acknowledgements of three and so forth when you're repiti; you'll find a lot of guys who are on, on their posts who have gone downhill because they don't acknowledge and they've never been acknowledged. They don't report, they don't say they've done it, things like this. Their TRs go out, you see, on their post. TRs have a lot to do with this. Alright.

"Now, let's go on with this hatting. Read Problems of Work, I'll be back in four hours to see if you've finished. Alright, go to admin cramming and attest if you make it. Buy Volume 0 from the book store and read it. Oh, you haven't got any pay? Well, we'll arrange for some credit for you or something. Now, come over here and we'll show you the comm system. Here's what the comm system is, this is how it runs." And it says it goes on for weeks. Now, the funny part of it is that would be a Hatting Officer operating, you would, could be more detailed. You as an Establishment Officer could actually drop back and see if he actu-

ally was doing his confront, see if he actually was reading his Problems of Work, see if that, this thing was going on.

Now, these are degrees of hatting. On the job training was the modern solution to the fact that university students who had majored Medieval Arabic or something, were producing and doing nothing and couldn't do their jobs in England. English engineers were getting bad, they were sitting in the little cloisters of their offices wondering "what wall?" So they introduced the idea of on the job training, and they sent them to school for six months and then they sent them over into an architect's office for six months or a shop for six months or an engineering firm for six months, and they alternated training and practical. And it wasn't just practical.

Now, we're going to step that up enormously. We're going to instant hat him and have him produce the product of the post, and then we'll hat him a little more and have him produce the product of the post, and then we will hat him a little more and produce the product of the post, and hat him a little more and produce the product of the post. We're going to do on the job hatting, so that you could fully expect to bring in a brand new typist, into dissem, letter registration, and have her immediately getting out some letters. And tomorrow, they're going to be better letters because you're going to spend some time in the middle of that hatting her. And then you're going to have her produce some more letters, and you're going to have her produce post. Post production, post production.

Now, I had somebody the other day get the FMA and track the FMA around to get him to do an investigation. Now, in that wise you could see what the FMA was up against and what he became confused against. Now, he unfortunately ran down his criminal to being one of the people he couldn't touch and the other person was a bit high up. I don't know if you heard the aftermath, but he couldn't quite complete his investigation and he didn't complete it in a half an hour, but he got it narrowed down to two, neither one of whom he could tag. But he was probably for the first time doing something that resembled an investigation.

Now, that of course could speed up, that would get better, that would get better and better. And that could be steeped up to a point where the guy all of a sudden would be a top investigator the like of which you never heard of. "Oh, I know who that is." You know, it's almost that, you know? "The modus operandi of the crime is so-and-so and so-and-so, the head of it must be so-and-so, up to it again. Let's go out and check this, there's about three more. Pang pang pang did whop whop whop, that's that investigation, bing."

Now, people will tell you, and I have C/Ses right now telling me, "But you see, I know where to look for the technology, so I don't really have to know it, do I?" Aah so, aah so. A C/S of all people has to know of the existence of the technology so he can tell the auditor to look it up. He has to know the existence of the technology so he can plan and put it together with the case. I see C/Ses stumbling around on things that I find it very difficult to credit that they would stumble around on. Our C/Ses are not all that bad, but they make mistakes, they make mistakes. Now, why do they make mistakes? They just haven't been over their materials often enough.

It's a very funny thing, I became an absolute genius on one subject through my formal education. And that was basically because, for some reason or other, it was always in question

that I had done it, because I never seemed to get a formal credit for it. I would either leave a class early before it was all over or the examinations or something I never really failed an examination on, I just didn't ever get a formal completion. I've studied basic physics, the same textbook, five times. That's an awful lot of times to study basic physics with all of its laws and so on. I have studied it within an inch of its life five times.

One day, maybe you've heard this story, but one day I was walking through the senior's lab at George Washington University, where I "never went," and I found a senior sweating blood. He happened to be a pal of mine, I was a freshman at the time, but he was a pal of mine. And I said, "What's the matter?" and he was trying to design a railroad locomotive and he didn't know how big to make the fire box. I said, "But that's easy. It's the number of BTU, British thermal units, that you can recover from coal efficiently at cold water percentage of about nine or eight percent. And that converted into power..." And he says, "British? British thermal unit. Oh yeah, I've heard something about those." "Yeah," I told him, "Well, you go look it up, and you'll see that..." "Gee, thanks." Here was four years of education, fancy education, hanging up on high school physics.

Do you know that C/Ses hang up because they don't know what an engram does? They don't know what it's capable of. They'll send a guy to medical right after he's had a Dianetic session because he's suddenly broken out with a rash. Never occurs to them, "Hey, I must have restimulated, must have restimulated something," because that's caused by an engram. I have to take C/Ses back to their basic textbooks, basic textbooks. I never bothered to teach them the upper story of this. And you'll find out with every post that isn't doing its job well has its basic tech fundamentals out, to the point where they don't even know they exist.

You'll find you're just sweating, absolutely sweating trying to get a letter registrar to write a letter that doesn't ARC break the screaming hell out of somebody. And you get him to check off on the policies and you get her to go to cramming, and then you'll find out she never heard of the ARC triangle. You think I'm kidding? I just found it, not in a letter registrar but in a person who was writing letters. Never heard of it, didn't know anything about it, couldn't handle the staff members around him or anything else. He had never heard of the ARC triangle. And you say, "That's impossible." It's very possible in the absence of an Establishing Officer. Administration these days is just like auditing. There is the policy letter that resolves the case. There is a thing called Standard Admin. There is a way to file a CF. It has to do with cabinets, and it has to do with folders, and it has to do with a prefile set of baskets.

And who's out there right now at AOLA putting in those exact standard actions but Herbie. And he's actually operating really as an Establishing Officer crossed over into a Product Officer, because he's making it produce. But he went out there and he found three children were part of their staff. And he found one guy he couldn't hat at all, so he picked him up by the scruff of the neck. He couldn't get the Ethics Officer to do anything so he handed him over to the AG who disposed of him very promptly.

Now, this is the kind of thing that people at command level, driven around the bend trying to produce, never get a chance to look at. They could keep saying to Sally Glutz, "Please write a letter with some ARC in it, please." I guess we've got to go into quality of letters instead of quantity. Now, it's against policy but we'll have to go into quality of letters



because we just, I just keep hearing all the time from these people saying, "I never want to hear from you again," and so forth. And he really hasn't got time, and frankly he hasn't, to sit down with that person and find out where the hell this gradient is missing. On this one letter writer he would have found the incredible, unbelievable thing of somebody who had been around for ages and had never heard of an ARC triangle. Didn't even know that if you wrote pleasantly you would get a pleasant reply. That was how far that was out.

Now, what does it take? What does it take, then, to put somebody on a post and hat him? Well, it actually takes putting him there and saying he is there, and showing him where he is on the org board and what his position and relationship is, and what terminals he goes immediately to just wham, see, "And that's it and there's supplies and so forth, produce something." And that begins to reveal all at once. Now you find his misunderstands. Now listen, you can muster him, you can march him, you can teach him to chant in unison in front of an org board, but when you put him on that post you won't find out if he knows anything about the post or not unless you ask him to produce something. And then all confusion starts to rise to the surface like the body after three days. Yes.

"Well, alright, let's see a sample, let's see you do a sample now of the product of your post." That statement will probably get fantastically blank stares, and that's why you've got dev-t, because the guy will do something. Now, people never do nothing on a post. And that's exactly the first point at which dev-t generates. Now, it's up to you to figure out what is the product of that post and see some of it. You want him to do it. And now you know what policy to start feeding him and how fast, now you know what supplies that he's got to have and how he'll run into these, now you'll begin to know what this division eats up in terms of material. The lines start exposing themselves the moment you say, "Produce the product of that post."

Now, this would seem to be in collision with the Product Officer's duties. Now the Product Officer, he wants all the products of that post and he wants them all now. He wants them so they can be numerically counted and if he doesn't get them, he gets bloody minded. And bloody mindedness immediately pursues into ethics and heavy ethics and witch hunts, and all the witch hunts we ever had probably had amongst them only one or two or three that were valid, had a real valid target. The rest of them were simply dev-t merchants, through unhattedness were too damn stupid to know that their actions were totally suppressive. They wouldn't even know. The guy might even be producing some of the product of his post, but his producing it and shooting it off and handling other things that aren't his post to such a degree that he's got it all snarled up in a ball, and nobody notices.

And you keep wondering, "Why can't we hold this division down? What the hell is going on? It's always exploding." Go in there this morning, there's nobody working and so on, there's two guys saying they're going to quit, and they're going to leave, and they've been... What the hell happened? It was all cool yesterday afternoon at sixteen hundred. What happened? Ah, just too god damned much dev-t, really what happened.

Now, for instance, we ran into a state of heavy ethics just at the instant when we were starting to establish. Now, it tended to knock out the enthusiasm for getting established and it was one remedy, but it was the wrong why. It wasn't that the people are lazy, it wasn't that the

people are other-intentioned, it wasn't that the people are this, it's just that they were stupid on their post product beyond belief, and were half the time producing products which were not the product of that post and that nobody wanted.

The worst producers of dev-t in an organization, now hold your hat, are auditors. They are trained as auditors. Now, because they know Scientology auditing technology, they think they know Scientology. And you're dealing with somebody who knows he knows, and you try to get in admin tech on him and it has nothing to do with his post. Now, because he is such a good auditor, you graduate him up to an executive position in total ignorance of policy. You're just absolute demanding an organization go total dev-t, because an administration is itself a technology quite separate from auditing technology and is just as standard, and has just the same horrible consequences to an organization or a division when done wrong that auditing misdome on a pc has on a pc.

So, what is the, what's the score? When you're establishing something, why, you've got to make it all mesh so that it produces because that is its purpose. You'll find out you'll never have any morale, production is the basis of morale, unless the guy produces. So, your final test as to whether or not the person has been hatted is whether or not he produces a quality product of his post, not whether or not he can do an examination. But the funny part of it is that if he produced a quality product of his post, he would be able to do an examination, what do you know? So, we introduce the idea of on the job training, we won't get into conflict with the Product Officer. That makes a bridge across.

Now, wrong whys is the bugbear of the Establishing Officer, and it's also the bugbear of the Product Officer. That is the failure point of all management units, they operate on wrong whys, they do off the cuff management not based on sound evaluation, and introduce programs into the area which are unreal but which develop and involve everybody in the organization. So, you've got a two page program that is busily being done that has nothing to do with the other end of the thing because it's based on a wrong why. But you don't dare establish anything in that organization because that program has total emergency and has got to be done now, and nobody has any time to be hatted. If that is a wrong program that is based on a wrong why, it'll practically destroy the organization. That means an Establishing Officer has to be a better why finder and evaluator than a Product Officer, who has to be the best in the world.

Now, the qualifications of an Establishing Officer would then consist of being able to perform and take responsibility for the functions of each one of the departments of HCO. He doesn't actually deliver the dispatches, that is about the only thing he doesn't do that is an HCO job. He does not just duplicate HCO's work, however, but he is a hip pocket HCO. And if you want to know in the final analysis what his authority is, it's the hip pocket HCO. And just like an HCO, if he himself is inexpert, he will descend into heavy ethics as his final solution. And instead of solving everything with Department 1, recruiting and hatting, he will try, start trying to solve them with Department 3, heavy ethics.

Because when you can't get any area to produce, people in it get bloody minded. But bloody mindedness comes from an inability to find the right why. All bloody mindedness ceases throughout an organization when the right why is discovered, which is quite remark-

able. It's a sort of a case gain the place makes. They got the right why, they blew the right engram.

In 1950 I was looking for group auditing because I was well aware of the fact that groups could get an engram, mutual. And group auditing has been experimented with and worked with from time to time, even on a continental level, in an effort to do something about this. And what do you know, we finally have found what it is. It's a wrong why that causes a group engram. And to de-engramize a group, all you have to do is do a complete, competent evaluation and find the right why and handle it correctly, and the group will dis-emote. This is quite remarkable. In other words, data analysis is third dynamic de-aberration and is as remarkable a technology as running engrams on the individual case. Interesting. The right why, the right why. So therefore, the aberrations of the planet are simply built on the wrong whys of yesteryear.

I'll give you the most flagrant example of this in modern times that has any relationship to our field or activity. Psychiatry operates on a wrong why, and it gets itself into miserable trouble, and has miserable programs which are terribly unpopular. It thinks there's a thing called mental disease and that that disease is a physiological thing. And Kreplin's chart, the largest chart, I have a copy of it here, gives all the diseases. It's only on a little section of the last page that they say that something might be caused by purely environmental stresses. The rest of it is all physiological, insanity is physiological, schizophrenia is physiological, paranoia is physiological. It's because the guy hasn't eaten the right brand of beans or something of the sort, and they dabble around with this. Freud's breakthrough was that it might have something to do with mental, but psychiatry at large has never really admitted to itself that this is the case. So they have this thing called mental health. What the hell is this thing? Szaz, Dr. Thomas Szaz, exposes this in a very scholarly way in a terrifically well annotated, and cross-indexed and so on, set of books. He's a marvel, he's a psychiatrist, he does not believe in institutional psychiatry. And this is actually what it is.

And so therefore, they let the medical doctor into the mental field. And how did he get there? He got there about four and a half hundred years ago by saying that witches were actually possessed or not, whether it was physical or produced by demoniac possession or spells. And the medical doctor, from that period to this, has been the hidden factor back of psychiatry. Four and a half hundred years ago they called in the MD to find out whether or not the guy was physically ill or whether or not he was obsessed by demons. And if the medical doctor said he is physically ill, they treated him; and if he said he wasn't really physically ill, they tortured the guy on the rack and burned him at the stake. And that's been going on for four and a half hundred years and hasn't stopped yet, and that's basic psychiatric law.

"The Manufacture of Madness", a whole book devoted by Szaz to this subject, and at first you believe this is just a gag, but no, the references are total. They were operating on a wrong why. There is no such thing as physical mental disease, and yet in every university the Psychology Department teaches people that they think with their brains. I was busy running this out the other day as a long series of locks, and you never saw anything so funny in your life. You keep blaming the prefrontal lobes and it makes them kind of hurt. All they are is just some meat. People have been told this so often that they become suspicious of this area of the body. Now, it is true in paresis, which is syphilis in its advanced stages, why, people get

some weird states; they do, they get very weird states; but then perhaps it would just be the hiddenness of a disease and the cut off of any future procreation that would produce a mental response such as you get with that. There is no evidence of any kind whatsoever that there is anything called a mental disease. So therefore, the whole of psychiatry is based on a wrong why, and the whole of civilization for four and a half hundred years has been tossed into dungeons, and tortured and burned at the stake, and electric shocked and pre-frontal lobotomied and put in ice packs and everything else. Wrong why.

Now, we come along and we find the right why, we find the right why, we find the remedies of this sort of thing. The fact that somebody might actually get cured and that they might be wrong is really what drove psychiatry down the spout, it wasn't really our publicity. They were so fixated on the fact that if we got loose with this idea, and they knew very well that we produced results and they didn't, they knew that well. The only thing for which one can't quite forgive them, they knew Scientology worked, they knew, they knew Dianetics worked, so that made their whole theory wrong and it drove them around the bend. We had another theory, it worked. They were operating with this other theory, it didn't work. So, they ceased to be able to broadcast with sincerity from their top echelon because somebody could catch them out, somebody had missed the withhold. They knew psychiatry didn't work. Somebody missed the withhold. That's what's taken them down the drain.

You get some long program, "And so, the HCO Secretary will immediately ta-wa-da and da-de-da and do programs one, two, three, five, eight, nine and twelve; and the Distribution Secretary will do so-and-so and so-and-so and so-and-so and so-and-so. It's all based on the idea that the public now wants something stimulating." No survey, no survey of any kind, no proof of any kind. Yet here is a long time involving program that pulls off the hat of practically everybody in two or three divisions in order to all-hands this thing into being, the end of which is going to wind up in the complete soup. Aah. So perhaps there should be a side check on the Product Officer's evaluations by the Establishment Officer, side check.

Now, there can be such a thing as the guy knows he's so right, that it fits so well with all of his data, that it will resolve. But the funny part of it is, if it doesn't bring in GIs, it's outside the reality of the people he's working with. What do you know? The program and evaluation which was done which brought into being the Establishment Officer and so on, was unanimously agreed with by staffs all over the place that HCO had failed to establish. Bang, that was unanimous. Alright. That's part of the observation, and the rest of it is when I released this other program, I absolutely received a snow storm of DRs of cheers, cheers, cheers, yes, yes, yes, true, true, true. In other words, it was just like blowing an area of aberration. This was a great mystery we were living with.

Now, people very often get into the idea that the great mystery must be a who. And there was one organization that was completely blown up. A fellow went from the Los Angeles area, pretended he was a Sea Org missionary, told the whole staff that they had a suppressive amongst their executive strata, got them to looking for who it was. This organization, then as a group of staff, got together to send somebody, one of their members, out to the PAC area with special reports that were to be couriered straight to me on what they had found. The guy who was carrying the things, however, was not quite as stupid as some of the others, and when he walked out the aircraft terminal, the airplane terminal gate, the airport gate, he turned

around and walked in another gate and he got on the phone and he called the Guardian's Office and he blew the whistle on the whole deal. But it didn't save the org. The org crashed, it's executives blew, the staff kind of blew all directions, and we're still trying to put it back together again. And that organization is New York. And the man who pretended it was R. Zorro, and that happened about three years ago, and you know, that engram is still sitting around in the New York area.

Now, a fellow going into that area as an Establishment Officer could do worse than, in his spare time, do a why, an evaluation, and publish it to the staff and mail it to all the old executives. Just a standard evaluation, whether it had very much program on it or not. This was the why.

Now probably, I don't have the whole why. How, because the why would have to be, how was the staff that weak? How was the staff that weak that it didn't do anything on standard channels? Why did it suddenly grab other channels sideways? I don't know the answer of it to this day. I know the events, but I don't know the why. How could they be unstabilized into believing that three high-producing executives were actually, one of them was suppressive? How could they believe this? I don't know. But the data is kicking around New York and an evaluation could be done. Right now New York is still having a bad time. It has never really been able to get those blown executives back in. They're ARC broken clear back to the beginning of track. It would really require something to destimulate that particular environment, but it could be done. But it would be done simply by finding the right why, and if that why was found and it was it, and so forth, it'd blow charge all over the place. Funny part of it is, it doesn't have to be a PR why. It just has to be the truth.

You'll find more staff members who will develop more PR to explain why they aren't producing, and develop more PR in lieu of production per square inch, than you ever heard of. So, the Establishment Officer has to be an expert in PR. I recommend to you the first tape of the FEBC course, which is totally valid. That piece of technology is part of the Establishment Officer's action, not part of a public action. It's not part of the Org Officer's action, it's the Establishment Officer's action. He has to be able to handle this sort of thing, H E and R, human emotion and reaction faster than scat, without taking sides with the staff against the executive strata. Now, he himself is part of that executive strata. His authority stems from the chain of command. If he goes too worker oriented, he'll destroy the workers. If he goes too thoroughly martinet, he will destroy their confidence in him.

So, there's a happy ground in between where he's got to be the friend of the staff member without agreeing with the staff member that he is being done in, because the staff member probably isn't. His ignorance of recourse to justice and things of that character, the way he's getting kicked around and so forth, all have channels for recourse. And he must have been standing in the wrong place at the wrong time to get shot at in the first place. So, you have to teach them how to stand in the right place at the right time. Don't ever take the side of a staff member who is natter natter natter. Auditor's Rights, all of the peculiar human reactions contained in Auditor's Rights, are also part of an Establishing Officer's kit. And I would recommend to you CS Series #1, Auditor's Rights, as the basic reaction of human beings as far as auditing is concerned.

Now, if you can get somebody patched up who is in a sad effect by having his ARC breaks of long duration pulled, and if you can get somebody patched up by pulling his withholds, if you can get somebody who is dramatizing a service facsimile handled... It doesn't matter the guy's OT 3 but his, nobody's ever, that service fac list was wrong and it wasn't tripled, so he just generates dev-t to make everybody wrong. In other words, he's not doing his post, he's dramatizing his bank. There's a big difference. That isn't in Auditor's Rights, the action of a service fac, so the HCOBs about service fac are definitely part of an Establishing Officer's kit. And all of the Data Series and expertness in it, and all of the Org Series of course, and all of the HCO series are all tools and weapons which the Establishing Officer can use.

Now, there's probably an Establishing Officer's code, which hasn't been written, because he's something new, because he's something new. Now, I've tried to get you, give you something of the width and breadth of the post and the importance of that post. If an Establishing Officer does his job well the organization will not roly-coaster, but will continue to expand. He will have more and more facilities with which to deal.

At the time of expansion, the one thing he will forget to do is put on an assistant Establishing Officer, because when a division goes up to thirty, forty, fifty, and he doesn't have an assistant Establishing Officer, he will no longer be able to establish it, because he has the model behind him of HCO in an org of thirty, forty, fifty, was unable to establish it. So therefore, he must remember that what brought the Establishment Officer into view was the fact that there were not enough people establishing and therefore when he finds himself having too many people to establish, he had better get an assistant Establishing Officer and hive off the two sections of this and split up the duties in such a way that it can be done still. And when the organization has a division which has about two thousand members in it, I would say that somewhere in the vicinity of how many? If it's something, I don't know what the figure is, it's probably one to ten or something like that, there would have to be two hundred Establishing Officers. Wild, isn't it?

Now, somebody is going to give you, sooner or later, the economics of having an Establishing Officer on post. "You see, our tech/admin ratio is two to one, and we really can't afford enough Establishing Officers." The answer to that is that the size of an organization has nothing to do really with the effectiveness of its individual staff member, but tends, it doesn't have anything to, no improvement factor on the effectiveness of its individual staff member, but has a corrosive effect. An organization does not get more productive the more numerous it gets, it gets less productive the more numerous it gets. They can't afford not to have an Establishing Officer, they just can't afford not to have one. It is the most heroic, wasteful action that anybody ever heard of to have a thirty man organization without some Establishing Officers.

Let me give you some kind of an idea just so that you will have the genus of it. An organization of three staff members should have an Establishing Officer. It's one auditor and one CO and one Establishing Officer. That would have a possibility of functioning, because it would very shortly become an organization of five or six people, if it had an Establishing Officer. It'll stay an organization of two or three if it doesn't.

That this isn't understood is represented in some stuff I got here the other night. "I don't want to be an Establishing Officer I/C for my organization because the ED has wanted to have an Organizing Officer for some time." You see, he doesn't realize we're changed over and phased over into a refinement of the Product/Org Officer system. It isn't the Product/Org Officer system is gone, it's been refined so that it works. So he wanted to be an Org Officer. I can tell him that he could have and be an Org Officer and he would not raise the income of that organization one five shilling piece. He just wouldn't. But as an Establishing Officer, he'd probably quadruple it. You see, that's the difference. So, it's not a well understood action, so you're going to have to do some sales talks.

Right now here locally, I've had somebody say, "I don't need an Establishing Officer in my division, I hat my own staff." The only thing he's missed is, is they aren't hatted, and what production comes out of there, I do it. Otherwise, all is well. So, the truth of the case is, that one can't afford not to have one. So, the evolution would be one Establishment Officer would have to be there even if you had a staff of three, one of them would have to be an Establishing Officer. You say, "Well, of course he wouldn't be a full time hatted ESTO." Oh yes he would be, oh yes. He would probably be the only person there that was single hatted. The CO might be the registrar and the D of P and everything else, but not the Establishing Officer. Single hat. So, there is no such thing as a double-hatted Establishment Officer, even beginning that low on the org board. There is no such thing.

Now, let's take an organization of about ten or twelve, or something like this. Now at that stage of the game, you would have an Establishing Officer I/C and an Establishing Officer for divisions seven, one and two, and another Establishing Officer for divisions three, four, five and six. And you'd have three Establishing Officers. Why? Because it will very shortly then, if it has Establishing Officers, it'll shortly become viable. It can't help itself now, it's had it. All of these hopes of decay are gone. It'll soon become an organization of twenty-five or thirty. Well, what do you happen then? That's too many people for three establishing terminals, so at that moment you start going for broke. You've got to put in a TEO/QEO, specialized, so that brings it up. Now your organization gets up to around fifty, something like that, well you just better cover it across the boards now.

Now, what about a CLO? Well actually, a CLO is in a position right at the present time, Officer for the Operations Bureaus, four of them, all by himself. And that would require an Establishment Officer I/C, so the minimum number of Establishment Officers for a CLO would be an I/C, one for the early divisions, one for the late divisions and one for the middle would be four Establishing Officers. See? See how it goes up? Now, what happens when they really start getting busy? Well, you figure out where they're busiest and put your assistant Establishing Officer in there, your Establishment officer.

Now, I've used Establishing and Establishment Officer interchangeably. It's a descriptive term. The actual term is Establishment Officer. His duties are establishing. You'll find out that a lot of people don't understand what this post is and that sort of thing, so any Establishment Officer going on post has to do a certain amount of personal identification. If he's in charge of divisions seven, one and two, well he had better tell each one of those divisions that he's in charge of these three divisions. Otherwise, each one of them will think he's off post three quarters of the day, and what an easy job. In other words, he has to identify himself.

Now, we have yet to put together the uniform of an Establishment Officer and the insignia of an Establishment Officer. We will be doing that. We will be building a corps. There will be an Establishment Officer senior, top Establishment Officer in the Management Bureau, for Sea Org and Scientology orgs. In the PAC area for instance there will be two Establishment Officers on Flag, putting in the network. Their opposite numbered terminals will of course be the Establishment Officers in charge of each of the orgs. So this will go in as a network.

Now, what happens on something like Flag? Now here you have a numerous, although the organization is big, it is not as big as the biggest organization will be. Now, it has a peculiar fact. It combines a bureau and a division, and it combines two entirely different sets of policies in the one section. So the Establishment Officer, you don't have an Establishment Officer for the bureau, because in most of these bureaux like bureau two for instance, I think has one person in it. It's just got the Aide, you see? He has the job of realizing that he has two different organizational types in the same division, with two different, entirely different, products. One, the bureau is external. A bureau always has external product, its products are external. It may have some internal functions, but at that moment they're divisional. So, external, the external lookout, the external management function and so on is the bureau function.

It actually operates in a difficult way because it operates not only on all the basic policy, but it also operates on FOs and CBOs, the Central Bureau Orders. So it has entirely new, different packs; it's an entirely different bit of expertise. Furthermore, there's quite a lot of expertise into just the matter of being an Aide. And we find out that people have an awful lot of trouble when they come on if they don't just know the song of being an Aide. It's rough for them, they don't know what to expect of it and so forth, and some of the things expected is quite outrageous. But that on Flag has an Establishment Officer who is covering both the bureau and the division.

Now, the divisional function is normally internal functioning. Out into the public we don't consider it external because it isn't, it's just that division operates that way. A bureau is something that operates another org, it doesn't operate the org that's there except it also does. And you will find out that uniformly an Aide will operate the other org over there and will not operate the org immediately under him. So there will be a tendency, there will be a tendency for the Establishment Officer to forget about the bureau. The person is a senior, the person has different problems than the division, it all looks internal. And on Flag, guess what? It is the external function that's important. The external function brings in, for god sakes, eighty-three percent of the income of Flag and the internal function only brings in seventeen percent. And yet the internal function is enormously manned up and the external function is terrifically undermanned. Isn't that interesting?

So what is the effectiveness of that external function? It will be as effective as the person is hatted and doesn't indulge in dev-t and as long as he is served well by the internal group. So therefore, you have a divisional secretary who has a senior as an Aide, who doesn't pay any attention to him. That's awful. And you'll find out those lines are raggity baggity. So that the division operates, however, as Product Officers. Your Product Officers' Conference is your divisional secretaries; the Aides and the pure bureau functions are all devoted to another



body called the Aides' Council, which is engaged in management of external orgs. Now, how it is worked out has just recently changed and has not been implemented any further than a set of notes by LRH Personal Comm, but those notes exist. And its chairman right this minute is practically doing her nut because she hasn't got this other system in yet.

And so the Aides' Council does not engage in the running of the ship, but can monitor the living daylight out of it if it isn't served. Now, let me show you how important this works. Each big boom of Scientology orgs was when Flag was very heavily on the lines managing. And when the internal organization noise became so great as to distract the attention of Aides and management back into the ship internally, a crash occurred on the external lines. And that is the subject of a very searching evaluation. You want to know why these booms and depressions occurred. There is the bigger why of unhattedness and dev-t, but the local why is extremely just this, the ship unhatted develops sufficient dev-t that it distracted one from the external lines and crashed the stats. Dev-t and unhattedness was the reason.

So therefore, the internal functions of the ship are very, very important, but they are important from the degree of hattedness and no dev-t to a degree that no org would dream of. The dev-t discipline on this ship has got to be so extreme that an org, a very efficient org on the subject of dev-t would look totally dev-ted on Flag. We cannot afford one tiny scrap of it, not one little tiny scrap, because that's what broke the international stats. And that's why you were on the job and summoned so immediately and so urgently, and why this system was going in so rapidly. Found the why, you find within, oh within seventy-two hours and so forth, we got the whole system within grasp and being established.

Now, you are being asked to go on the job without yourself being totally established as an Establishment Officer. I call to your attention a Sea Org FO where a Sea Org member is expected to be doing anything. We expect a Sea Org member to be able to do anything. And so you are an Establishment Officer. That's it. That's all there is to that. Now, you can make up the deficiencies of your technology as fast as possible by putting in your normal study time plus an additional study time. Now, if any of you ever go out to an org as an establishment inside, you will find that this same condition occurs. This will repeat. You cannot afford to spend the next two months training and training carefully in a classroom a bunch of Establishment Officers. You won't be able to afford it. So Establishment Officers will probably always be trained this way and that's on the job training though, isn't it, because you will rapidly find out what you don't know and have to go look up in one hell of a hurry. I wouldn't be a bit ashamed of you if you suddenly disappeared from sight around the back of a bulkhead or something like that, and were hurriedly shuffling through a bunch of policy letters to find out what the hell it was.

If you look at the number of things you have to know, you have to know all the policies and functions and operations of a division, plus all the functions, policies and operations that have ever been written about HCO, plus all the functions and policies that have ever been written concerning technical application to the control of human emotion and reaction. And that gives you the scope of what you should know in order to do your job successfully.

This talk today was to instant hat you, to show you to a marked degree the scope, the reason why, the background of your post, the need for it, and the reason that you cannot possibly afford to fail. So, you are an Establishment Officer. Thank you very much.

(Thank you, Sir.)

OK.

# EVALUATION AND HANDLING OF PERSONNEL

## Part 1

7203C02, ESTO-3

2 March 1972

Alright. This is the second of March, 1972 and it's the second talk on ESTOs, Establishment Officers.

As you know, the technology is not totally covered anywhere at this time. That will be amended and policy letters will be written. You should note that the Product/Org Officer system which is the immediate predecessor, there's a word that you'll have to look up or be blank the rest of the lecture, the thing that went just before the Establishment Officer system. The Product Officer/Org Officer system was not put into policy letter because it was a tape system, it was taped, it was run, it had success and it is a very successful system. But it had a fatal weakness, and the fatal weakness was that establishment could not occur. And there were two reasons for this, is the flurry and urgency of production make it very difficult for establishment to occur, and the establishment personnel of the org were insufficiently numerous to stand up to the demands of production. And therefore, the org was relatively unhatted while production was being demanded of it, and the demands of production then produced fantastic quantities of dev-t, which then drowned the org which had not been established.

Now, I can give you instances and examples of how dev-t drowns an org, but the dev-t pack which you have, and policy and so on rather covers that ably. We have known about it for a long time, and somebody will come along and say, "But we've known about dev-t all these years, what is so new about this?" What is new about this it was, there is and actually does occur in one of the sentences of dev-t policy, a faint reference to unhattedness. It didn't step up the importance of this fact. The cause of dev-t is unhattedness, and dev-t drowns an org. So we had the technology of dev-t, but it's like a person turns yellow when he has jaundice. And you say, "Well, he's yellow and therefore let's get some cosmetics or something and cover up this yellowness," when the actual truth of the matter is that jaundice is caused by a liver illness, and the liver becomes infected, and the person should be given horse needle shots of antibiotics and double handfuls of pills and put into strict isolation. And all the cosmetics in the world would not cure the jaundice.

So you could keep battering away at dev-t and should, but you must recognize that it is the yellow skin, just a symptom, it is not the disease. So therefore, you have the weapons of detecting unhattedness by spotting dev-t. So a continuous dev-t survey, going on on an org, will deliver into your hands the persons, you think at first glance, that are causing dev-t. No. It delivers into your hands the people who are unhatted, and unhatted to a degree that they are consuming the labors of two additional staff members just to take care of their nonsense, while their own post functions are not done. So, dev-t tells you at once that you have an added staff load and that you have additionally a camouflaged hole. A camouflaged hole is one that looks like there is something there but it is actually a hole, and of course that itself would generate dev-t. But because the person is so noisy, you will at once say, "Well, but look, we have a Qual Sec or something, he's always on my lines, always on my lines. Just yesterday he was saying that he couldn't get anybody to walk into the org while handing out the bills to the customers." He's very obvious as a being and he may be carrying the title of Qual Sec, but if he is not holding the actual post duties of a Qual Sec, he will generate just by that missingness, enormous dev-t, because the people all around him will have to wear the hat of Qual Sec, and cope with the nonsense that is coming from that pretended post.

So dev-t is a primary diagnostic tool for the illness of an org. It's got jaundice. A division gets jaundice. What's causing it? Now, it isn't a who. You shouldn't really think in terms of who. As we say, "Who is suppressive here? Who shall we fire? Who shall we shoot? Who needs to be flung out onto the garbage can?" That is not the way to think for an Establishment Officer. It's "Who needs hating?" Crunch down over the head, clear to the ankles. Now, that's an interesting thing, isn't it? That you are actually working with a diagnostic illness, the symptom of which is, a diagnosable illness, the symptom of which is dev-t. It just means that somebody isn't doing his job and he's not only not doing his job, he's involving the time, effort and material of several other personnel. And you can have eight thousand six hundred and fifty-five staff members getting out the production of one small boy, who would probably be kicked in the head if they caught him at it.

It is very easy to think of this in terms of maliciousness, because the destructiveness is so great. And you as an Establishment Officer will continually receive, continually, continually receive demands, from the production and program side of the org, to shoot. They don't have any why, it just seems absolutely desperate.

The Germans, by the way, in operating in World War II intelligence circles, could not believe that anybody could be as ineffective and as inefficient as Italian intelligence. And so they conceived that they were full of spies, and boy did they take that organization over with a crash. There was nothing wrong with Italian intelligence, it just wasn't hatted. But it looked to the Germans like they ought to all be sent to the nearest concentration camp and crematorium, shoot them, kill them. And in the desperation of operations with the funding going down the spout, the human emotion and reaction which can generate is very great. And its first expression and so forth is, "Them guys is doin' us in. Where are some lions to throw them to?" So if you wound up automatically going overboard, sacking, firing, doing in, comm-eving, shooting every person who was indicated to you must be shot, you would soon have no organization and the people in it would be so terrified that they would lose the war like Italy did.

You can generate a level of insecurity in an organization this way which is unbelievable. Posts aren't safe, nothing is safe, eventually you hear a rumor coming up the line, "I don't think it would be safe to be an executive. The last six on that post have been removed." Actually, I've had this come up in sessions, read it in work sheets. "But I really don't want to be an executive, you see, because they always get shot." That kind of a thing can generate in an organization where the yellow skin has gotten very, very, very yellow, because people trying to get things done do not have necessarily time to go down and find why this division will not send out the bills. And you'll find out that they think bill is the name of a friend they had once. The depths to which humans can sink in terms of non-comprehension are very, very low. That is no reason to lose your faith in the whole human race because the funny thing is, is they can be pulled up, too.

We had a very funny one happen last night, a very, very funny one happen. Three stewards had slipped in the last twenty-four, forty-eight hours. One of them had fallen heavily, another one of them had broken all the dishes on the tray, another one had run into a door. And so I, it took actually two investigations, and I sent a messenger down to investigate this and she came back. Well, the reason why she came back is she assumed she knew the answer, found that it wasn't so, so returned to me to tell me that they were just being careless, you see? I actually was interested how she thought and why she came to this conclusion, and I found out that she already knew why before she went and looked, and then when she found it wasn't why, she didn't look for a new why. In other words, she knew before she went and having found it wasn't true, why she just discarded the investigation, she didn't find a new why. Do you follow?

The other one was a little sharper, mostly because I kept banging her back into the investigation, and it sounds, doesn't sound possible, but somebody, the floor of the galley was soaking wet and the stewards were getting their feet wet and then were walking out in rubber soled or leather heels, a little bit of grease that'll get on such water, they were walking out with slippery shoes. And they were sliding and skidding and running into things like mad, and what had actually happened was, is three days before now, during two of those days people were getting hurt, the dish washer had cut her finger. And she now wore huge gauntlets; gauntlets, a glove with a long arm; which had a point which dropped way below the arm. In other words, back they came, and was washing the dishes with the water streaming back along the sleeve of this glove, and it was running onto the floor in streams, in utter streams.

And the messenger said to her, "Where's all this water coming from?" And she says, "I think the Jackson boiler is leaking," and looked around with the water running off her sleeve onto the floor. There's still a funny bit. The messenger came back and told me there was water on the floor of the galley and I said, "How did it get there?" and she told me how and I said, "Well, did you point this out to her?" And she looked sort of vague and said, "Well, no." So I said, "You go back and tell her to roll up the sleeves of those gloves and where it is coming from." And she did so and the dish washer thanked her very much. It was a great relief to the dish washer to find out how that floor was getting wet.

Now, that is an oddball investigation which an Establishment Officer would think is outside of his premises, because it isn't on a program sent down by the Commanding Officer. It isn't on a formal program, it is something, simply something you would have to do sixteen

hours a day as an Establishing Officer. Continuous, continuous discoveries of why, because it's the why you can't hat, it's the why that's going wrong, and it has to do with an individual. And what do you know, there's always a why.

Now at command level, these discoveries or workouts which then go into a why and which go into a formal program of do this, do that, do the other thing, are normally worked out to the last inch and they have targets and certain things have to be done on these targets. You have an example of that, one has just come out, and it gives the Establishment Officer something to do in each one of these cases. And I found out the only person who could do it would be the Establishment Officer. There wasn't anybody else in that tight a communication, there wasn't something you could do otherwise. There is usually a why.

It is not that people won't get out the bulk mailing, there is usually some huge bug. Now, that would be a command level investigation, evaluation and program. Bulk mailing stat low, wof wof wof, investigation, he goes around and he finds this, he asks this, he asks some Establishment Officers and so forth, and he finds a why. He finds the general, big, broad why. They weren't given any postage. Postage has not been FPed for in the last, and the reason for that is, is not that there is no money, but that it isn't on FP number one done by Joe Smogesboeg for Keokuk and applied to this org without further questioning or... It'll be some damn weird, cross line which just breaks the back of things. Now that's a production, that's a production target and investigation. You wouldn't have too much to do with that until it came down to remedying the unhattedness which would cause it, and at that moment you do have something to do with it. So there's always a target or two kicking around that has to do with the unhattedness of it.

I found one. There was a direct why of unhattedness just last night. I found out that a folder to be able to tell the difference between one type of income and another type of income in the Sea Org was causing a treasury division never to work at collecting money, because the money it had and was collecting didn't belong to it. They immediately assumed that that belonged to it and then neglected a huge amount of collections because they, well, they didn't need it and they were all right. It's like saying the Bide-a-Wee Biscuit Company says that they, says that Uneeda Biscuits is solvent, so we needn't bother. You can't figure one that dim and you wouldn't believe it, but demand after demand after demand after demand after please, my god, after practically a screaming fit of, "Give me the income for 1971 of org A," wouldn't, wouldn't. Had it right there sitting on the desk. The income of org A was considered to be the income of org B. And so, what was all the flap about? "There's plenty of money. Org B is making fabulous quantities of money."

You say nothing can be that dumb. Well, it can get dumber than that. "There is plenty of money in Switzerland. Why should we make money?" I know it just overwhelms you. You say, "Well, geez, how can anybody think that?" And that didn't unravel until I suddenly realized and then proved it, that not one single scrap of finance policy was known to the people on those lines, not one tiny scrap, not a single paragraph. Income must be greater than outgo, not known.

Now, there's a much more subtle one that was not known; much more subtle. The management organization must be supported by the service organization attached to it. And

that's in policy and it isn't kidding, because if that management organization is so lousy that it can't make that service organization right next to it solvent, it doesn't have any business trying to fill its pockets up full of remote, far away organization incomes. Right? So that policy is what it means. It was the unknowness of both of these two policies that pointed up the fact that there's a total unknowness of any Scientology finance policy being used in that zone of management. Why is it unknown? Somebody must have said at some time or another, "We're not on proportionate pay in this org, so therefore policy doesn't apply." And I know that earlier it was stated, "This is an SO organization, so Scientology org organization policy doesn't apply." I know that.

Now, you don't have to find that why on individuals any further than that, because there's a thing called a disagreements check. And disagreements check can be done in department thirteen, and department thirteen should know how to do a disagreements check without backlogging it for the next six months. So you will find one of these wild twists wherever it is going wrong. They're very difficult to believe and so in the realm of the incredible, it is easy to substitute for them, "Shoot him. He's a traitor, he's treasonable. Nobody in his right mind could think that." Well, that may be true and maybe he isn't in his right mind.

Now, there is a scale of management actions which begins with case and then goes into other, it's in policy, there's no reason to quote it. The first thing you've sounded out is the person's case in the matter and that's when you're checking out personnel, mostly for employment or recruitment. Now, you start filling up an org with people whose cases are below the center line of an OCA, and you're going to be in trouble. Now, it is elementary, the reading of these graphs. Now, you've turned over the second page of an OCA, you will find out that testing has done a beautiful analysis of the case that reads like a horoscope. And that's fine and the public love them. That isn't how I use them. You use an OCA simply and totally this way: Down on the left below the center line, wild screamingly out of valence; down on the right, evil purpose, wildly nuts. And that is all you need to know except this one fact, that a person who is very theety wheety has tremendous number of significances and has a very high OCA. They're kind of fey. It's all very significant. Super significances.

"Oh, I was wondering if you'd come around and see me today because yesterday I sort of had an idea that I saw you looking in my direction and this told me somehow, when I got up this morning I was almost certain..." It's all sort of not quite with it or on it. Such a person with super-significance and a high OCA will fall on the OCA under processing to an extremely low left side and then a very low right side, and then will come back up into normal range and be sane.

I've now told you in these few sentences all you need to know about an OCA, and if anybody gives you any more significances than this, you don't need them. That's all you ever use. Now, that can be interrupted by a D of P evaluating an OCA, telling people what to write on the OCA, falsifying an OCA, or an OCA graph being done by somebody who has been a test I/C and knows all the right answers. That is usually caught up by an aptitude test and an aptitude test, when it grades below sixty-five, is a person who will break things and will have accidents. You don't want too much to do with him.

So the OCA can be cross-checked with the aptitude test. Believe me, I've told you everything you need to know about an OCA or an Oxford, the Oxford Capacity Analysis or the American Personality Analysis. That's all you need to know. Now, the American Personality Analysis does not have the nice center line, it's just the middle of the graph, it's the plus and minus. The OCA has a much better looking and easier to read graph. You look at the two graphs and you'll find out they're both the same except one's got shaded areas properly and the other one hasn't.

This tells you a great deal about personnel, right? Now, those tests which require opinion to evaluate, are tests that you want nothing to do with. Like the Rorschach, the Minnesota multi-phasic. You might as well just go out in the pasture with a shovel, you'd get the same answers, if you pardon my crudity. But the psychologist has gone over into the significances of his own evaluations because he is so significant and his right, left side graph would go down if he were processed, and then the left side, right side would go down if he were processed, and then they would come back up. You see that that throws your significance test, do you get it?

If anybody ever gave you a Rorschach and you simply said; Rorschach's the inkblot test, and the way they make them is they drop some ink on one side of a sheet of paper and then they fold the paper over and then open it up again, and now they've got inkblots on both sides and that makes an inkblot. And then you're supposed to look at the inkblot and see what you see in it, that sort of thing. If anybody ever gave you one of these things, don't ever bother to answer much and say, "I don't see anything in it." It absolutely ruins the test. Or say, "It's ink on a piece of paper." Actually, it was a child's game.

Now, most of these tests and so forth were born out of the area of phrenology, which is reading the bumps on people's skulls to tell their character, and that's where psychology came from in the first place, and why they eventually went deeper and thought it was the brain. You think I'm kidding now, I'm giving the actual fact.

IQ, precisely timed, is another factor. You don't want anything to do with a person whose IQ is below seventy. I'm now talking about personnel. You want to regard with some suspicion somebody whose IQ is only ninety, and processing will raise an IQ at the rate of about one point an hour of processing. These are really the three types of tests.

Now, there are some other tests, there are some other tests that are given, such as how often can you, how long does it take for you to arrange the blocks on and get the round pins into the round holes and square pins into the square holes. This type of spatial relationship test, and so on. And they had one, and those are very quick tests and they're usually were used by Ds of P to determine how many hours of processing somebody needed or something like that. A little, little test that only took five or ten minutes, it only took a short period of time. I say it only took five or ten minutes to evaluate, it might take much longer than that to do. But these tests were thrown out very early in Scientology because Mary Sue could do them all in one minute and thirty seconds and they're supposed to take twenty minutes or a half an hour. So they didn't think the test had any validity, because it had no grade range for one minute and thirty seconds.



Now you are dealing, you are dealing in personnel then, against certain stable things, and these stable things are those tests, and I've now given you the types of tests. There are some other things which you can evaluate personnel against, which is past record. But that is subject to false reports. But they're, it has validity. Statistics are usually fairly valuable, and the higher in the org the statistic is, the more validity it has. The individual statistic of how many envelopes he stamped today, or something like that, have a tendency to be falsified or not be as accurate. But the higher you go, the wider a span of org the statistic represented, the more value, validity it has.

Well, let's start at the obvious. The Commanding Officer of an organization whose gross income and paid completions were very high, you know, that sort of thing, that's, the validity of it is great. But somebody who licked stamps, the validity of that certificate isn't, you see, that's open to question. But no statistic at all and he never kept a statistic on the post, is also terribly significant. So therefore, the evaluation of personnel can be done with fair rapidity. It includes the test battery, it includes his ethics record, it includes his personnel record and it includes any record of statistics the person might have.

Now, that is very, very good to know; that you can actually have some index of evaluation. You will err more in the direction of failing to believe it than you will err in any other direction. The person had a very, very thick ethics folder and he was very, very wrong, and you say, "Well, he's a good boy now and so therefore we will..." and oh god, you've had it. Now another thing is, is the strange hopefulness that people will get, in lower level organizations particularly, of putting somebody on a post just to have a body there, and hopeful that then auditing will handle the person.

Now, it is true that auditing will handle a person, but you as an Establishment Officer have to know the degraded being technology. There are two or three policy letters with HCOBs with regard to this which make this very, very plain and should be part of any Establishment Officer's packs, because he'll fall into this hole. Orgs since time immemorial have fallen into this same hole. Yes, yes, it's perfectly true that a hundred hours of processing and all of his expanded lower grades and that sort of thing and so on, will make this person far more able than he is. That's perfectly true. You've hired a pc.

Now, a staff member is somebody who handles pcs. Pcs do not easily handle the public and you've just mixed your personnel pools. You've tried to take your staff from the pc pool. Now, the second you put him on staff he will absorb or tend to absorb all of the auditing that should be available for staff, and the F/N VGI percentage of your staff will fall if you have too many of these people, because you will be processing them and you will not be processing the staff at large. So therefore, the staff at large will be going for weeks, months, even a year without a session, while obsessively people in the department of processing will go on continuously processing Joe Schmoe because he's in such terrible shape. So you're rewarding a down stat and the principle of rewarding a down stat is the principle which drives civilizations right on out the bottom. He really ought to be out there with a job, shoveling coal or something, and buying his processing.

Now, you can get very soft in the head on this. "Poor old Joe Schmoe is a good fellow, let's send him to Flag where his case really can be handled." It's very true that Flag could han-

dle his case, but it's also true in many instances that Flag is not about to. Now, that's very important to an Establishment Officer because you'll find these people scattered through your divisions. So how do you estimate this sort of thing? Well, by the factors I have given you and by the thickness of his pc folder while on staff, plus his current meter check. Now, an Establishment Officer should know all about meter checks and meter checks are not sec checks. You just put the guy on the meter, what does he read, that's it. Where's his TA, does he F/N, does he have a dirty needle? It's just a meter check, you just hand him the cans. Furthermore interviewing and so forth with a pc on a meter is a very, very interesting activity because you will immediately find the charged up areas.

Now, I always do a D of P interview metered. A personnel interview I would also do metered, if it really came down to the fact that the person was on staff and I was trying to find out what was bugging him. Not somebody you're hiring off the street. I would have him on a meter and I would have an idea, I would make a bunch of guesses, let me tell you how I would do this. I'd make a bunch of guesses. Is it his home life, is it his wife, is it his boss, is it an overload, is it because he can't study? I'd just do a little bit of an assessment list, see, I'd think of all the things that might be bugging this guy. And with your experience which you would pick up very rapidly; if you haven't got it already you would pick it up with great speed, because it is survival for an Establishment Officer to accumulate more experience in one small unit of time than anybody else does in a lifetime. Experience with handling something.

So you do his little list and you sit him down, you say, "Well Charlie, I want to ask you about some things now. How about your blok-a-blogs and how about your wok-a-blogs and how about the wik-a-wogs and your home life, and how's your wife treating you these days, and so on and etcetera and so on," and my god, you find out it's his boss. He was bugged on the subject of his immediate senior. His wife was getting a divorce from him, his creditors who were charging into him from all sides, these things don't bother him at all. So you could a terrible mistake by assuming that you knew all about this person. "Well, Charlie is getting a divorce you know, I mean of course he's upset." And that doesn't bother him a bit. You see what I mean?

So an interview of you standing around frowning at the guy and talking to him and trying to get out of him somehow or another what is this, I mean how come he keeps being absolutely unable to put file folders back in the files, and how is he so disturbed that he never seems to be able to do this, all he does is take them out and put them on the floor. You're trying to hat this guy to make some files, you see, how he doesn't file the invoices into the base file, you know? And you argue with him and you talk to him and you tell him a half a dozen times and you keep finding this is not done, and it's bog, there you are. See? And you can just waste fantastic quantities of time and yourself generate a lot of dev-t by throwing the guy into cramming, by sending the guy for a disagreements check, for doing this, doing that, doing a lot of other things, because you're trying to do something before you know a why. And so, before you take any broad, sweeping actions on a case, you better know why.

Now, there are certain lists that help you out a great deal. When you send somebody to study who can't study, why, there's a study correction list. We're rich in this material now. You go down the study correction list and you will find why he can't study. It is a very long

formidable list and it's an auditing action, and an Establishment Officer would not be doing it for the excellent reason that it's an auditing session. And it would have to be done by an auditor and it'd have to be done at that point of the pc's program that it could be done. You can suddenly order these things into the middle of a program and practically wreck the case. C/Ses will raise hell with you at that moment and they will say, "You get off my lines and so on, and stop ordering these people over to correction because they're all here and we don't want 'em." And the reason for it is is they then have to pick up the pieces, and they get tired of picking up these pieces and then they take it out on the people who ordered the people to have these actions.

Now, you've right now got salted through the organization about a hundred and fifty people who have had a rather down tone set of questions asked them. They got reads on these things. He talks about you're about to shoot the organization, you know I mean, they're all sort of down tone, they're really trying to leave or something, and this kind of thing you see, they're very down tone. And they've got lots of reads on them that weren't cleaned up. I took four of them, got a twelve auditor to clean them up on four pcs, and they felt marvelous right afterwards. See? So these checklists and so on which then don't get anything handled, can be sometimes very gruesome. So don't make them down tone or accusative. You can ask the guy anything you want to ask him and he will feel very good as long as you don't invalidate him too heavily in the questions.

You get off, you see you can get easily off into the sec check zone. When I'm talking about this little list of, "Is it your wife and is it this and that," I'm not talking about sec checks, I'm not talking about, "Are you really stealing money?" I might say, "Have you got overts?" but I wouldn't try to tell him what they were. You get what I mean? See, you just want to find out the zone where he's having trouble with. You're not auditing him. One of the first things you do when you do that say, "I'm not auditing you." Yeah, you let him talk about them a little bit and you'll probably get an F/N. I wouldn't turn it into a big auditing session, but I would find out such a thing, the guy just can't bear to study.

We had some fellow who went into a total confusion, he was on the FEBC. He arrived here, he was in a total confusion, he was in terrible shape. Every time he tried to read an HCOB, he had tried to read one one time in a former org he was in while he was on drugs or something, and people tried to clean this up and that didn't clean up, and he just went sort of dweee every time he started to read an HCOB or a policy letter. Now that's interesting. He has to take an OEC doesn't he? So we pinned up a bulletin upside down on the wall and had him confront it for two hours and he came through it. There's a mention of this kind of thing in study tech.

Now, there's these bugs, these whys. Now, this person is supposed to be occupying a post, he's supposed to be producing something for the organization. That is your point of view. The auditor's point of view, he's trying to do something for the case. You're trying to do, when you do this kind of action and look at tests and that sort of thing, you're only interested in the effectiveness or efficiency of this personnel and how his morale affects it. Now, you'd say that is a very, very cruel, a very capitalistic, a very super totalitarian communistic way of looking at personnel. But it isn't. If this guy doesn't produce, his morale will remain on the bottom. Production is the basis of morale and an individual who isn't completing cycles and

getting something done and so on, will never have good morale. I don't care how many ice cream sodas he can have a day, I don't care how many liberties he gets a week, I don't care what you do for him. If he isn't contributing something to his immediate environment, he's a gone dog.

Now, a person who is very evil-purposed, a psychosis by the way is simply, we know what psychosis is these days, there is a bulletin on it, but it is simply an evil purpose. It means a definite obsessive desire to destroy. Now, anybody has a few evil purposes when they suddenly think of, of having to do this or that that they don't want to do. They say, "Boy, I'd like to get even with that guy," or something. That's not what we're really talking about. This is the monitoring evil purpose which monitors all of this guy's activities. And that is a psycho, that is a real psycho.

Now, there are people who are PTS and who act fairly psycho, and there are people who are, quote, "aberrated." They've simply got out-points in their thinking. The psychiatrist never differentiated amongst these people. That's because he thought people had a disease called mental illness. And I refer you to *Manufacture of Madness*, this is an exposure of that fact. It is not true, there is no such thing as a mental illness, there is no bacteria which produces psychosis.

So it falls into three groups. The guy is a really, an evil purpose boy, he's out to destroy the lot. His whole life is monitored by this, he's getting even with his..., and he does it in the most remarkable way. Criminals and that sort of thing are motivated this way. These are guys, and they're very hard to detect because they carefully cover it all up while pulling the rug out from under anything. Now, these fellows are rare. It is very easy to say; well they're not all that rare; but it's very easy to say that anybody who is acting a little odd or is not doing well on post is psychotic. He may be PTS. One of these cats, somewhere in his life or in his family, may be running into him with a truck.

So he's a potential trouble source because he's got an SP somewhere in his environment, and he will act pretty mad. A psycho may do some strange things or may not. His behavior does not monitor his, it does not show you his psychosis. The PTS guy, he's fairly obvious. He's way up today and he's way down tomorrow and he gets a beautiful session and then he gets terribly ill, I mean, and that's the history of his life. If you look into his folder, you will look at a folder summary and you will see that every two or three sessions is a repair. He, he can't stay on a program, that is to say he can't stay on the advance program, it wouldn't be such a thing as you finish up this guy's Dianetics and you give him his straight wire and so on. Now, that can be a C/S's fault that he was never brought up the grade chart. But the truth of the matter is, if he's PTS why, he goes a little distance up the grade chart and roly coasters and has to be patched up, and then goes a little distance up the grade chart and then he has to be patched up, and then some fool lets him way up the grade chart and he gets there and then that all has to be patched up, and then he goes a little bit further and then he has to be patched up, and it just, it looks like Coney Island. See? Hence, roly coaster. He was OK last week but he's not so good this week. The guy can roly coaster on post, don't you see.

Well, the detection of that is perfectly visible to you whether you're trained as an auditor or not, right in the pc's folder summary inside that folder. You look it over, the guy that's

running fairly straightforwardly even though lengthily, even though he gets innumerable run-downs and so forth, why, it's going on F/N VGI, F/N VGI, F/N VGI, F/N. And if the other one will run F/N, did so-and-so on Dianetics, run such-and-so, so-and-so, BIs or BER, bad examiner report. And then F/N, then F/N, then high TA, high TA repaired, so forth, BER, BER, F/N. Now, somewhere in that guy's vicinity, he was connected with a suppressive and that's all there is to that. He has some familial connections or something like that. There's something going on in this fellow's life which is most remarkable.

Now, just because somebody is connected to a suppressive doesn't necessarily mean they cave in. Sometimes the suppressive does. But where you have staff members who continuously roly coaster, you're dealing with a PTS. And PTS policy and so on is dead on, dead accurate, and we can solve it these days. The PTS rundown, it can be done by a Class IV, and it's not difficult to do and it is a new accomplishment and that can be solved. Now cases or staff members fall into two categories with regard to this first category, the management scale, which is what I'm talking about. They fall into two categories. They fall into the category, if they're bad off they fall into two categories. Do you follow?

They fall into one, you're about to take him on staff. Don't. And the other is, you've got him on staff, now what? Those are the two categories. You solve the first one, don't take him on staff. The second one, now what are we going to do with him? Now we're into that sort of thing where you've inherited the mistake of a recruiting officer or a department one of yesteryear. Now, what are we going to do with this guy? We just going to shoot all these birds? No. But there is a thing called a fitness board, and a person can be sent before a fitness board, but in all justice a person shouldn't just be sent before a fitness board and shipped off. No, no, no, because that brings about terrific insecurity, and it is just a damn bad thing to do. It takes a court or a comm-ev to put somebody in front of a fitness board, just like that.



# EVALUATION AND HANDLING OF PERSONNEL

## Part II

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Now, normally you don't offload somebody unless the terms of his contracture or his staff application form or his contract has been falsified. And you'll find out the bad off ones have normally falsified it anyhow. They have certified that they are free from debts and they owe ten thousand, they have certified this and they that, and they certified that and the this, there will be something wrong in regard to that. Well, you're not looking for loopholes, but there is a time when you can hold up a guy just so long, a time comes. So where you have people who are parked in this particular sector, get them handled. And if there are disappearances off post and there're this and there're that or the other thing and the nonsense that goes on, if they also are generating tremendous amounts of dev-t, you're much, much better off to put them into a category where they can function and get better, and where they can be supervised directly on simple jobs.

The treatment of bad off people, not just the insane, anybody that was bad off in any way, shape or form was called insane in another year. Back in 1846 they were all insane. By the way, there's another category, there's another category entirely and the person, the person is just a bad, he just lives a weird, oddball life. You can do something about that. He never goes to sleep and he doesn't eat and he burns his candle at both ends, you know, that sort of thing and so on. You can cool him off, too. You can tell him, "Look, now listen you. You go to bed tonight and get some sleep. I want to see you bright, shining and bushy-tailed tomorrow." And you will just be amazed how often you have to do that. In other words, he's something you can do somebody about.

He's, he looks like a bad administrative risk, you see, on the administrative scale he just looks like a bad risk, that he ought to be processed within an inch of his life, and this/that ought to be happening. You do a little breakdown you see, you're doing this, you're doing that, you remember to put things on it like, "Do you get sleep?" and "What do you do at night?" and all that sort of thing. And all of a sudden you just find out a guy, he's not eating the things he should eat, he's not sleeping when he should sleep, and he also has some habit or another of he just loves cream cheese and it kills him. You know, you find out some weird

thing. Why, you just put him under orders and say, "Do so-and-so." Well, usually that's your first action. When a guy's goofing off and you can't get him to produce and you can't get him this and that, you're trying to handle this bird, your first action is just to handle it, just directly, you know, boom. That's always your first action. You tell the guy, you look into it, you find a little why, you tell the guy; now we're off onto something else, I'm talking about evaluation of personnel, I'm not talking about handling him. Your first action is tell him.

Now here comes R, and an Establishment Officer has got to learn this horrible little fact, that when you tell a person the truth, and not in any nasty way or otherwise, you get GIs. It's an interesting thing that a Commodore's Messenger is trained to run a message back and forth until he's got GIs. Why? He'll get GIs if he's hit the truth. She'll get GIs if she gets the truth, if we've got the why. A student that passes and deserves the pass, told that he has passed, has GIs. A student that passes and deserves the pass and told he hasn't passed, gets BIs, bad indicators right away. Why? It's not the truth. You'd say, "Well gee, that'd make the guy feel great, you know." Oh, no it doesn't. Now, a person who hasn't passed honestly and is told he hasn't passed honestly, will have GIs. This is strange, and people really don't believe this, but the way you get GIs is with the truth.

Let's say you've done a little meter rundown on this guy, you've talked to him, a most casual thing, and you find out that he's, that he's got three girlfriends simultaneously, he's promised to marry two of them. You say, "Boy, you have got yourself in a tangle the like of which I have never heard of. Now the thing for you to do is get it straightened out right away." Tell him. Sigh, "Alright, OK," GIs, see? He knows he ought to. See all this, whatever it is, see? You hit the right why, you get the GIs. And the thing, the first thing to do is just tell him, tell him to do it, tell him to straighten it out, that's it. Don't monkey around with it, don't go shilly-shally on the thing, just tell him. Once you've got some kind of an idea, you know what you're talking about and so forth, you tell him.

Now, if you don't have GIs on this, it isn't right. It isn't that he's a bum, recalcitrant, doesn't agree with you, that he's just a dog anyhow. You see, you go off immediately and you find the right, wrong why, you go off into, you'll tend to go off into accusing the guy. You just didn't have the right why. You think it's because this guy is drinking and you say, "Now look, lay off the booze, no more of it see, that's it, no more booze," and so forth, and BIs. You say, "Well, of course he would have," you get the reasonability of the humanoid starts coming in. The cultural reasonability will get in your way. "Well, of course if he's told to lay off the booze, why he'll have..." That isn't what's wrong with him. You know you've missed. So you better find out, you better find out just like that.

Now, you say an Establishment Officer has no business inquiring this deeply into people's lives. That'll only happen to an Establishment Officer who doesn't find the right whys. People love to have their lives inquired into, actually, it's a great relief. But the psychoanalyst is not liked in this degree because he finds the wrong why, he's indicating the wrong why. Psychoanalyst, idea of the psychoanalyst using Dianetics, gets him down the track, finds out that he was mad as a baby at his father when he failed to change his diapers. So while the guy is down the track he says to him, "Now, the reason this, what's wrong with you is, you hate your father because he didn't change your diapers." The guy goes out and spins. You think I'm just pulling a long bow, no, that is actual, that is an actual case, a little history.



And they started trying to tell me, "Well, it really works you know, it, he did hate his father because of the diaper change and, but I've never gotten him to remember his childhood before. So Dianetics is OK." And he never did it, he didn't null the thing and he didn't go for earlier similar and he didn't find anything else. In the first place, he also, he already knew what was wrong with the fellow because he hated his father, but yet the guy didn't hate his father at all. You see what I mean.

So, know before you go, find it, indicate it, say, "Look. Do it." Give him the order, that's it. It doesn't matter how you find the information, the first action is the straightforward one of telling him, if you get GIs you've got it, if you didn't get GIs you haven't got it. You got it? If you didn't get GIs then immediately find the right why. Actually there is a Class VIII who is drifting around the ship right now, she has probably not had the right why found, and she feels very gloomy. We came close to it but it was too much to work with. Too many chances, too much dev-t, too many snarls on the lines, too upsetting, and it was interrupting production to a degree that you just couldn't keep straightening this body out, because it was wrong every day. Get it all straightened out and next day it's all wrong, next day straighten it all out and it's all wrong, and the next day you straighten it out and it's all wrong, and the next day you straighten it out it's all wrong. Dowww.

This becomes an auditing problem, there's some deep-seated something wrong. Now, what do you do with a person like that? Do you leave them on the lines and beat your brains out and begin to hate the human race? No. We got the first case, you found out what it was, got GIs, you told him, he did it. See? That's that, they're straightened out. This is a perfectly lousy horrible staff member, that has never worked before. Now he all of a sudden, he's working fine. See? That's great. Next one, you find, you tell him, you search, do what works and so forth, and you keep at and you patch it up and so forth, and what you're really trying to do is get Central Files filed. You know? And next day it's wrong and he's still got them out and he put them down, and he's taken the orders from a dock worker and he, sigh, and the next day... He's generating dev-t, he's generating dev-t.

There's something you should know about this type of individual and this is one for you to write down on the inside of your forehead in letters of fire. If they generate dev-t for you, they are raising hell with everybody else around them, because you are the expert, and the other people around them aren't and they can't defend themselves against it. And they're trying to work in the middle of all this howling noise. If he generates dev-t for you, if he's hard to handle, he is hell on other people's lines. You are only getting a small portion of what he is handing out elsewhere. And when you're training executives, it is the most remarkable thing that that simple remark to an upper level executive will bring in the most stunned look and then, "Say, you know that's true." You will get a considerable reaction. They had just, it never occurred to them that the guy who is generating dev-t for them on their post, back down the lines and out of sight has got his staff tied in knots.

Alright, this guy you can't handle. Well, you could give him a comm-ev or something and offload him and so on. But there is another way to handle this, there is another way to handle this, and you can salvage personnel and it is well worthwhile to salvage personnel. You don't carry it to extreme, extreme lengths, you give them a chance and you always give them a chance.

Now, if in an organization, if you were working let us say in AOLA or someplace like that, you should have an organization called a Project Force. It would be the Estate Project Force. Now that isn't just somebody assigned there, well, let me show you what will happen with one of these. If this isn't handled correctly, the most remarkable things will happen. You assign this guy to Estate Project Force until he can be processed and remedied in some way. The most remarkable thing will now happen. People will use that as a personnel pool and they put him right back in the org. You get him over there and they put him right back in the org. Because they're short of personnel, they look on this thing as a personnel pool.

Well, people who are just coming into the org could also come in through an Estate Project Force, so there's an Estate Project Force category A, which are people who are just coming in and getting in their basics before you let them onto a post. And then there's category B, those who have had a chance and are put back there until they're handled. Well, the category Bs, you better not let those back in on your lines before they are handled. Now, in 1846 the psychiatrist; or the alienist they called him then, they didn't have psychiatrists yet; he simply kept the person employed and exercised. And employment and exercise, and a bit of a change of environment and something to do, will do remarkable things with people. It'll extrovert them, it'll handle them most remarkably. If in the meantime he's over there going up through, on his part time study, his basic courses and that sort of thing, and getting his hat on, getting his fundamentals on and so forth, why, he can have another chance. You'll find out that you will bring a lot of them out that way. So there should be some such unit. But if it's handled wrong...

Now, let us say we treat the guy who is just coming into the organization, we put him on an Estate Project Force and there he is, and he does his part time study and his basics, and then we just leave him there and we forget him. See, the idea can get around that you don't take anybody out of Estate Project Forces. The guy will get parked. If you bring him in as an HCO expeditor, you will find out he's immediately sneaked onto a post untrained. Nearly all of our major post failures here have occurred when a recruit came to Flag who had no training and was immediately put on an organizational post. He had no basics. It was the most unecological thing you ever heard of. Four of them put on such a post as a mimeo files, eight months later had accomplished nothing. They had wasted that whole eight months, they just didn't have any basics in.

Now, if you just let that Steward's Project Force, or Deck Project Force or Engineer Project Force or something like that, wander around and be put on posts and given hats, the whole thing is defeated at once. Immediately you get a defeat. So it is a one job, one place, one time. And when that one job, one place, one time is violated, then you will not get any result from your action of ordering somebody to the Estate Project Force until case and study are handled. It takes an MA of that division or section in charge of that force. They usually work on projects, somebody scribbles up a project for them; do this, do that, do the other thing. You know, paint the this and polish the that and refloor the this and move the that.

Now, these guys are actually then doing productive work so they are not a drag on the organization. You got it? So this is the one job, one place, one time thing, but a person who is part of that division, that is to say like you take a deck division. The deck has got to furnish a person who then is designated as an MA. He works with them and he musters them and he

keeps them working. If he's in Steward's, then a steward who is a regular member of the Steward's Force is with them and telling them where to work and what to do and furnishing their supplies. You got it? Now, that is what is known as a Project Force, and a Project Force is not something where you just throw some people and so on. It is a run thing because it is valuable. You will eventually get some people out of it.

Now the person A who comes into the Project Force, when he comes into that Project Force, when he's got some of his basics in, he's got his basic SO member hat or his SS I, his SS II, this sort of thing, he's got those basics studied in his part time study, he could move up into an org and be hatted or he could move up straight into the force where he is part of the project force of. Now he is a posted post. You move him out of the Project Force into the division of which he is a project force. Do you get the idea? Now he can be posted as a post. You'll find the people in that division will normally attempt to scramble all this up in their anxiety to get personnel. Their anxiety to get personnel is a method of spreading dev-t throughout the entire organization. The next thing you know, every plate in the steward's department is broken, and if you look back on it as to why and you'll find out that you, there had been fifteen people at one time or another sent to the Steward's Project Force in order to recover. And you'll find out they didn't study, they didn't get any auditing, they didn't do any work either, but they simply got posted as stewards. You got it? Fah! The whole steward's department will disintegrate. The chief steward is doing her nut and starting to scream at people and wants to shoot people out of hand, you got the idea. It's a wild and horrible scene.

So there is a way to salvage people. You don't just comm-ev him and fitness board him, offload, necessarily. If they're too foggy, if it is just too difficult, if there just isn't any possibility of ever, and this guy was falsely contracted to come in and he was obviously a pc... We just had a guy who had dev-t scattered through this whole ship, he's seven months overdue from a leave he was granted, suddenly write in and he wants to come back now and join the ship and so on, and there wasn't an auditor in the joint would audit him except one. He wants to come back because he's ready for more processing. You get where we have now the pc, the difference between the pc and the staff member?

If your staff is involved in the business it's involved in, it is handling the world. And believe me, it's got no time to have pcs within it it also is handling, because it won't make it. The amount of dev-t would engulf it, interiorize it and it will not be able to function. So there is your category one. The first thing, that is the guy, is he alright, isn't he alright. Alright, he isn't alright, I have given you the methods of establishing that he isn't alright, and I've given you the methods of handling him when he isn't alright. And if you look these things over, you'll find out that it's a sort of a standard tech like running ARC Straightwire on a pc. It is standard administrative tech. This is what you do.

Now, category two the guy's perfectly all right and so forth and you're going to train him and up along the line, you're going to hat him and you're away. And the next thing you know, when you've got a division that's functioning and everything's fine and the guy can be hatted and he goes to study and see, ratta-tat-tatta-tat-tatta-tat-tat. What you're going to bog on is that category one.

Now, you could actually as an Establishment Officer, get totally fixated on this. We had an Establishment Officer on the trainee level do this. He got fixated on one staff member who couldn't do his job and he spent all of his time in that division trying desperately to get this fellow hatted and to get him to do his job. It was the reward of a downstat and when he wound up, he didn't have a division. You see this?

Now, do you know that a C/S can get fixated similarly. He doesn't do the normal steps to give himself trained auditors. He sticks. He just keeps writing them, let us say, he just keeps writing them, writing them, writing them notes, writing them notes, writing them notes, writing them notes. The notes are getting crosser and crosser, there's more and more adrenalin, the stuff that makes people angry, getting in to glandular fluid getting into those notes. He's stuck. It's like he's, he's got a three part process and he keeps running part one, part one, part one, part one, and he never runs part two or part three, and so of course the pc never recovers. The situation isn't handled because there's three parts to the process. Now, I'll show you how wicked this can get. So the C/S who is a training officer and one you will have to train, sooner or later you will have, you'll find, and you'll say, "Well, my god, the man is a Class XII or something. We know all these, oh yeah."

An auditor very seldom knows anything about administration or administrative procedures and that is one of their weaknesses. Just because the guy is a Class VIII they make him an HCO Exec Sec, but he's never cracked a book on the subject of the standard tech of HCO. In other words, they didn't get an HCO Area Secretary and they lost an auditor. So you're going to have to hat such guys because that thing will occur. Now, it's a very terrific thing when you've got a guy who is a high classed auditor who is also a trained administrator. Oh wow this is, this is bombs, this is great, terrific. But it can get lopsided, you can also have a staff member who doesn't even know their ARC triangle, and yet he knows something about administrative tech but he's falling on his head all the time, all the time, all the time. And you finally find out he doesn't know the ARC triangle.

In other words, he didn't know some tech, he didn't know some HCOBs, and you'll find people on administrative posts say, "The HCOBs don't have anything to do with us." And you'll find the people on the tech posts say, "The HCOPLs don't have anything to do with us." And you'll find both conditions. So here's this C/S and he isn't making auditors, for some known or other, he can't make auditors. And he keeps telling them, and he will tell you if you're trying to hat him and establish this thing, he will tell you, "But, but, I just keep, I, I tell them everything I know, I insist on it, I send them to ethics and sometimes and or, but I, I do, I, I follow the rules, I keep sending them to cramming and sending them to cramming and sending them to cramming. As a matter of fact, right this minute I only have three auditors auditing because all the rest of them are in cramming." Now, this C/S is stuck on step two. He's done one and two but he hasn't done three. And he will keep doing one and two and one and two and one and two, and one and two, and two and two, and he's just going down the spout. He isn't doing the whole procedure. The third one is retread.

So you instruct him, sure he'll be perfectly willing to write an auditor instructions a few times. The next one, you're perfectly willing to get this guy, you're perfectly willing to get this fellow crammed. "Yeah we're cramming, we've got a good cramming officer who finds the why, why the guy goofed up and he crammed him and he did everything you said and the

guy came back on post and when he got back he crammed him again, he's a good cramming officer, brilliant cramming officer." The whole HGC is just caving in, because he's forgotten the third step, retread. You cram and you cram and you cram, then you say, "This one ain't going to make it." This is a retread.

Now, a retread is a specific thing. It is just a method four which is just on the meter finding any misunderstood word with regard to a specific piece of material, word clearing. Very, very high, the other tech, and very easy to do and one that you yourself should know how to do like that. "What in your hat don't you understand?" Too broad a question. "Is there anything in this PL, is there a misunderstood word in this policy letter?" And you've tried to get it in, you can't get it in. "Is there a misunderstood word?" and you get a read. You say, "What is that?" It cleared up, it cleared up. That's it, bong, that's right. It's not a method two, it doesn't interrupt auditing, it doesn't ruin his case, and it doesn't upset C/Ses.

So, the guy fails to send him to retread, and retread simply consists of find the method four of this particular body of materials. They're usually given the examination. And this specific body of materials and so forth, he doesn't know anything about, so they take that whole body of materials and makes him redo it. And they do, they method four it. "Misunderstood word, any misunderstood word?" and they clear it up and the guy restudies that, and he polishes up this other thing that he doesn't know much about and so forth, and he comes back and he starts auditing again. Alright.

So we're willing to instruct him this time, instruct him, and we'll write him C/Ses which are OK and then we'll send him to cramming and we'll send him to cramming and we'll send him to cramming, and it's getting too thick again. What happens this time? Do we shoot him? No, we send him to retrain. Now, what's retrain? Retrain is the entire course as any green student would take it, from beginning to end. An auditor's allowed one retread, one retrain and that's it. That's all anybody is willing to spend. Remember it's expensive, you're spending coins, you're spending auditor coins, you're spending supervisor coins and so forth in doing such a thing. You are spending something when you handle a personnel, or when you order him to be handled, you're spending coins of supervision, coins of auditing and so on, you're spending the coins of the org. So, don't always spend them on the same guy.

Now, you will sometime or another, I hope this doesn't happen to you but it possibly will, you as an Establishment Officer you'll get into a position where all of a sudden you'll find out the third step is missing. They've never done it. "Yes well, we couldn't ask them to retread because it would ARC break them." We found that the other day, "We never send a guy to cramming because it might ARC break him." How about all the pcs he's ARC breaking, you see? "Uh, don't think of those." <sup>1</sup>...body on anything. Not auditors, they just never have retreaded anybody on anything. And you find out they've all been to cramming and they've been to cramming and they've been to cramming and they've been to cramming and they've been word cleared and they've been to cramming, and they've been chitted and they've been given courts, and they've been yelled at and given courts and sent to cramming.

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<sup>1</sup> Cut in Tape

It's the third one's missing, they never got retreaded. And what's normally missing? It is a missing gradient in study and it has to be found. They can't learn for some reason or other, or they can't do for some reason or other. And nobody did send this guy to get him to do, nobody sent him to the Steward's Project Force, nobody sent him to the Deck Project Force to get him to do something, to be able to confront MEST, to be able to be there in the universe instead of just sitting there figure-figure-figure-figure-figure. See? Nobody got him exteriorized, nobody extroverted him, made him look outward, reach outward, nobody made him do this and your whole thing is backlogged. And you're in a horrible position of having to send three quarters of the division for retread of their hats or retread of, or Steward's Project Force, and you haven't got any division at all. That's it. Gone. What do you do? You send them. Heroic, isn't it?

Well, if you emptied out stewards to that degree, you wouldn't have any food on the ship, so there's got to be some sense employed there one way or the other, of the Product Officer would start screaming like mad. But you could work out something there which one went at a time, or two went at a time, while the crew was fed food that was burned or... You get the difficulties that you'd run into? Well, actually what you do is you, you just get the people there to cope like mad, you just shoot them if any dev-t occurs anywhere. You, you say, "These are your lines, this is your job, let's see some production on the job," and you start peeling the guys off one after the other for retread. In other words you hold it by Fort Maine, which means just main force. "That's it, yup, that's it. You gotta, you gotta do it, that's it. I'm sorry, I know it is tough that you are not permitted to go up to, go up to the sun deck every day and study, but your job right here is peeling potatoes. So, I'm sure you can do that."

Now, you can find a right why and you can spring it out. Now your expertise is really put to the absolute limit of test. Now you've really got to be expert because you're handling people who long since should have been retreaded, who should have been. You'll find people scattered around who have never done any basics, they don't know why they're there, they haven't got any orientation. The first thing to conclude about them, wrongly, is that they are malicious, that they are insane, and the wrong thing to do is instantly shoot them. I'm giving you ways and means by which this is handled. The right thing to do about it is figure it out, figure out why, get them on post somehow, and they've never done their basics, well, if you can spare one who has never done his basics and there's only one, you're very lucky. And immediately send him back to do his basics. Get him over into the Deck Project Force, Steward's Project Force, something like that, Estate Project Force, you know, and get him to do his basics and so forth and come back on, that's fine.

But what if you had nine people in the division and you had eight of them like that? Now you're really in a..., you really, you really got to be on the ball. You'll need every piece of trickery that I've been able to teach you to get the guy to say something to you so that you can now find out. This is not, you know, tricking him into anything, it's beyond, you've got to be on the ball.

So don't think that you won't evaluate anything. I would say the number of evaluations that you will do in a single day would be a very, very light day of evaluations if it fell down to four. Twenty, yes. But this isn't the type of evaluating that you do by writing it all up and

writing up a big program. You do your evaluation, you've got the why, you say a little plan and you boom, that's the order. "Roll up the sleeves of those gloves." You got it?

Now, you're handling, you're handling human beings and they have feelings and H E and R is definitely a commodity, human emotion and reaction is definitely a commodity, and when it is wrongly handled, god help us. It is correctly handled by finding right whys, by indicating the correct action, and by being very forthright and never being reasonable about it. Once you've found it, that's it. Now, you'll get some people that this doesn't work on, obviously doesn't work on because they don't better at all. But you see, you're right back there to the guy who is a sort of a pc. Now you have to decide what do you do with him, and what's he going to do as a Steward's Project Force or where's he going to go, how's he going to do his basics and so on, because this is an auditing situation.

Now, this is going to be requiring handling in depth of the being who is way off the rails. He's so far off the rails, you won't be able to make it, because he's basically out of communication, he's other-purposed, he has problems he couldn't even, he doesn't even know he has. After auditing him for hours and hours and hours and hours and hours, the auditor finally comes up with, the guy finally comes up and realizes that he has a problem all the time with his mother, but his mother's been dead for twenty years. In other words, you're looking at aberration, aberration. You're not looking at insanity. Aberration is just the basis of out-points.

I probably didn't make that too clear to you, by the way. There's the insane, the PTS and the aberrated. There're three, there are three categories of being which produce non-optimum behavior. They are three entirely different things. The insane, you detect them by graphs and behavior and so on. The PTS, they by the way cry a lot and get weird and go up and down and look hollow-eyed, or sometimes on a different emotional band they suddenly go antagonistic and then they're nice and then they're propitiative, and it's weird, it's non-optimum behavior. PTS. And then aberrated, the guy thinks it's perfectly all right to pour the baking powder down the funnel. He's just aberrated, he's got out-points. That is handled with an HC list. It's called an HC list because there was one time going to be something called a Hubbard Counselor and it's still got the list and it's an out-point list and it's simply assessed. Where's this guy got data series out-points crossed in his skull? And it'll make him look very stupid. So there is this other category. I should outline those three to you very precisely. The insane, he'll pull out the rug. PTS, he's just is on everybody's lines. The aberrated, he'll make stupid errors that you won't believe. The insane will make errors that weren't errors. He knows all the time the right way to do it, but if he does it this other way, oh boy. Now he, he fortunately is fairly rare. Now, these are your three categories of that lowest grade of personnel. You move up the line, you haven't got anything to worry about. You haven't got anything to worry about at all.

Now, stupidity and the essence of stupidity cannot only be produced by outpoints, it can be just missing data, but that is another thing, and that is the guy who isn't trained or hatted and has missed his gradients. He does not know what a potato peeler is, he's never checked out on the thing. Do you see? You run into that all the time, that's, that's normal; but what it is is omitted technology. Now, you right now are dealing with this whole field of omitted technology; where a staff is generally unhatted, their technology has been omitted. It isn't that it didn't exist, it's just they didn't study it, they didn't read it. So anybody whose be-

havior is peculiar falls under this third category. There's, it's an out-point situation, he's just an out-point situation, it's omitted data is the out-point that you're looking at without study. So they fall into those three categories, the insane, the PTS and the out-point.

Out-point can also be other things, you see, the guy can actually be aberratedly out-point. He actually believes that a proper number sequence is two, one, three and he will really insist to you that it's two, one, three. And you say, "No, it's one, two, three," and he'll say, "No, it's two, one, three." But you might not detect this, that in his communications and so forth he's giving you a two, one, three every time he turns around. His skull has got an altered sequence of events. He was educated and then he was born, do you see, and then he started school and then he quit his job and then he was hired. He's just got his time track all kind of wzzz-boom-boom-boom, he thinks in terms of out-points and that's, simply that, that's simply that.

The simplest of these of course is just that the omitted technology, the omitted study, and then you hat him. And your, that one is the one which bridges into the second type of administrative personnel. In other words, he can be trained, he can be hatted, he can do his job, he can be brought on up the line, and you're in category two. So those three actually bridge from the most serious, the insane, to the PTS who is simply connected with somebody insane, to the person who has actually got something out-point with his skull to the omitted data which is just hasn't been trained, and you're into number two so you start hatting him.

Now, if you're very, very lucky, the majority of people you will be dealing with will be these second types. They just need to be hatted, need to be told, "Go to study, sit right here and read your hat, confront your environment," and so on, your normal technology, like a breeze just fits. Where it doesn't, you yourself have missed a gradient on the pc. Now you start going back into it, now you can start looking up tests, now you can do this, you can do that, you can do the other thing. When you're hiring people you will just oh, save yourself the most enormous amounts of trouble if at that point you don't take on a pc. "Yes, I'd love to work for the organization. Yes. Do you suppose I could get my grades right away?" You say, "Well, these applications are just sent out and we're sorting them out and you will be informed in due course." You just don't consider it any further than that.

You'll, you are dealing actually with personnel, you are dealing with the personnel acquisition and you're dealing with personnel correction, you're dealing with personnel sort out, you are dealing with people and you're dealing with them at a different level than an auditor deals with them. You're dealing with them more at the level the Jesuit priest dealt with them. He was trained to take the world as it is. "God meant the world to be used as it is." I'm probably committing a terrible travesty and simplification of the Jesuit, but I was told this once. But this, you've got the guys, there they are, there they are, yup. They're not hopefully tomorrow, they are there now. These are the people you have.

Now, you can say, "Well, let's give it all up and get an entirely new division." But it's up to you to get the people who are there now as they are now, functional, doing what they're doing. Now, you only have to drop back to the degree that they can't do a straight forward job of hatting, that they don't do a straight forward of this and that; now you're dropping back to



this other category. Now you're dealing with people as you hope they will be. Well, how long can you hope? Can you hope a day, a week, a month? How long can you hope?

Now, with auditors you're going to have to hope several months. So therefore the recruitment of auditors is something that is started early, way ahead of any time anybody thought it should be started, and you will still always be too late. So when you look at this guy, you're looking at a hope. But you walk into a division, you take what is there now. What can we do with what is here right now? That is your first thought. Now your next thought is hope. How do we hope they will be and what are we going to do to make that hope come true? And that is your upgrade toward the ideal scene. But it's done on hope and many of the loses which one is, has to be willing to experience in this particular line of country.

And I would call to your attention the Russian advice and the way they teach school children. Two steps backwards and three steps forward still makes progress, which is pretty good. You're only having a bad time if the frog crawls up the well two inches at night and falls back three in the daytime. He will eventually get out of the well even if he crawls up only three and falls back but two, he will still get out of the well. So if you go in under the basis that you're going to win on every single human being that comes along the line, you are being an optimist the like of which has never been seen before, for the excellent reason that there are many other stresses at work in the culture, many other stresses. And there are other stresses at work in the organization. You may be trying to hold the fort to make something out of this guy and you're, you've got somewhere up the line you've got a deputy CO or something like this who is absolutely certain that this person is complete poison, and he has lots of experience with this guy and he wants him shot and he wants him shot now. How do you do it, what do you do?

Well you just so forth and so on, no, instead of just bucking up and trying to protect somebody obsessively or something like that, you ought to review the situation and then see what can you hope for. What hopeful look can be put on this thing. Alright well, I would act accordingly. But I would make a sound recommendation, I wouldn't just bluntly defend. Say, "Well, we're going to do this, that and the other thing with this guy and so forth," and so on. You will get into collision this way, but you'll only get into collision when the people you are handling are not effective, and the less effective they are the more collision you will get into with the rest of the organization, not with just seniors.

If you have a very, very, very ineffective treasury or a department seven, and it is terribly ineffective and you're not going at a dead run to, "Listen guys, you know, and let's get that and you take that and get this stuff in and let's get the payroll out this week so the crew isn't waiting for two hours in line to not get paid. Come on, come on, you know, let's really do those actions, let's get the information on the thing, let's, let's figure out how this is done, let's really learn to do the right actions here, and then let's do those right actions and let's get the bugs out of this line so that you actually can make files, so that you can work with them. Let's have some files made here, you know, this is how you do it," so forth. Well, the next thing you know why, they're just being collided with like mad. The crew is colliding with them, the crew is yelling and screaming and yapping at them because they haven't been paid and etcetera, etcetera, and wow-ow, and they're nasty to them at dinner and; oh yeah, poo. "I'm going to put a dev-t chit on you, you didn't pay me last time."

So you're already dealing with kind of a losing game if you yourself don't put a hope factor in it to the division themselves, so you've got to get them to put a hope factor in, not just you. You've got to get them to envision a little bit more of the ideal scene that they can envision. Now, if they finally get it smoothed out and they finally are producing and they finally are doing what they're supposed to be doing on post, their morale will go right on up. They will win, and if you guide them well and do the standard things to handle them, why these guys will win.

Now, I'm talking to you right down at the grass roots of, of personnel. Somebody is new at this business, he says, "Well, all I do is I go through action one, two, three in order to hat this fellow, get his hat compiled, and I get it in his hands, I get him to read his hat a little bit, I get him producing on post and that sort of thing, and... It isn't working out. Every time I turn around, he's gone from his desk. Why?" That's your first evaluation. Now be prepared to find out anything. And when you do find it out, handle it. It'd be very lovely if that was all there was to it, you see, you just compile a hat, you get a hat, you get some personnel, he's at the bottom of the board, you put him on the post and you tell him what he is, that sort of thing, and you give him his hat and you tell him to study it and he's all set. "Now do a little bit of your hat," and so on, and it's all going forward and you're winning, but when you hit that hard bump in the road, you can't find him at the desk and he seems to be holding the pack upside down and wuf-wuf and voo, and the productions on the post are all backwards and the payroll is all written wrong, and you're hearing flack from somewhere, don't get discouraged because that is the way life is.

Just train yourself to expect that without getting terribly cynical, but know at the same time what you can do about it. You can find out why it's going that way and you can remedy it. And if you find the right answer to it, it'll straighten out, pongo. And if turns out, and this is the beautiful fact, this is the gorgeous fact, it turns out that the amount of malice at the bottom of all of this is so slight that it can almost be disregarded. That's fantastic. Do you know that you have to have handled, you'll find this some day in your experience if you haven't hit such a thing already, you will have been handling this group. They were antagonistic, they were apathetic, they were sullen, they resented you somewhat, they knew you were trying to help them and they think that's nice of you. And it's just, you can cut the place with a, you can cut the air around the place with a knife, don't you see, and it'd fall apart, it's that heavy.

And all of a sudden through your brightness and your investigation of this and the data which you've accumulated, and through your own increasing command of policy or something, you all of a sudden like dawn came up, you say, "These cats are, you know, the why. Wow." See? That's it, that's it, and you investigate it out just a little bit further, "Yeah, oh yeah!" and do you know it'll break your heart really sometimes. It is such an innocent thing, there is no malice involved in it, and yet these cats were acting like a lot of hoods. They were just so hard-driven in this out-point situation that nobody, much less themselves, had ever been able to unravel. They just sunk into looking very malicious. Their human emotion and reaction was expressing at every hand unwillingness to such a degree that we totally believed that they must be unwilling. They weren't unwilling, nobody had ever found the right why.

You find it and you just, either with a single staff member or with the group of them, you all of a sudden got it, that's it, it brings in their GIs, you straighten the thing out, the pro-

gram you're doing to handle it is highly acceptable and zing, zing, zing, zing, zing, zing, zing! But the main thing that you will find out about all this is there was no malice there. And I just wish some of these birds who used to run slave plantations, and guys like Napoleon that used to run armies, and the heads of some of these totalitarian states, might do a little study on the data series and get a little bit able at finding out what was which, and where it went in and where it went out, and how to unravel these things, because they would have found out that man was not an evil beast.

It's the inability of the Catholic church, and the inability of the Methodist and Anglican and other faiths, to unravel the why that lay behind human emotion and reaction that convinced them utterly that man was a sinful being and that was born in sin, and he was conceived in sin and born in sin and would die in sin, and that he was evil. You can see them now on the rostrum, on the platform shaking their fingers at their congregations and how they were evil sinners, and they were all sinners. That's just all they didn't have the right why.

So, your own future morale pursuing a line as an Establishment Officer actually is greatly dependent on your ability to penetrate a situation and discover a correct why. And the definition of a why is something that'll move something higher toward an ideal scene. And your reward will be the total certainty that you are not handling malicious beings. Thank you very much.



# HANDLING PERSONNEL

## Part I

7203C03, ESTO-5

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Alright. The value of an Establishment Officer is measured by the increase in quality and quantity of production, and the absence of dev-t. And if anybody were to ask you what good are you, your answer to it would be on the increased quality and quantity of production and the absence of dev-t in the org or activity. Now it is very easy, because we teach auditing and because many people are auditors and because we audit people, to forget that we are dealing in establishment with third dynamic technology, we are not dealing with first dynamic technology except as it will influence or affect the third dynamic. Auditing is from the viewpoint of the first dynamic. Establishment is from the viewpoint of the third dynamic and in our case, also the fourth dynamic.

Now, those dynamics as you can easily see, subdivide. A body is called the first dynamic, but in actual fact is a species, and could as easily be categorized as a fifth dynamic. A thetan is a thetan and where he thinks of himself as everybody, he could be classified as the seventh dynamic. The first dynamic, self; the second dynamic, sex, family; and that by the way is posterity, that's reaching posterity through a genetic line, the "Herring principle." Herrings don't care how many are eaten, how often they get killed or anything, they have no concern about this, they have no protective mechanisms of any kind whatsoever, they just breed. And their whole idea is, "If we just got enough herring and we just lay enough herring eggs and just enough herrings grow up why, we will make it." One hundred percent second dynamic. All herrings think in terms of herrings, but they don't even think in terms of herrings now, they think in terms of herrings future.

So the third dynamic is the dynamic of group and you can see immediately that when we say group, well, what magnitude of group? There is the small group and we could even say there's the group of the family, which is really sort of the first group as it merges, you see; and then we have group of two or three people who are friends and then we have the group of a social club, and we have the group of business or activity, and we have the group of a specific public like the commercial public, as we have in PR, and we have a larger group of the city and state and the political groups. And as soon as you get into PR, you know at once that the third dynamic has more categories than you can count easily. And the downfall of many a PR officer is is he does not recognize the variety of the third dynamic, tremendous variety; and if he gets them wrong he will spend more money with less result than anybody you've ever seen.

You go into a division six that is unhatted and say, "What publics do you have?" and they look at you blankly and they say, "The public, of course." Oh boy. Now, that meant overwork like mad in HCO, in mailings, in bulk mail, and there's stuff going out and it's pouring out, and other actions, and the department four's promotion is oh my god, and the cash money for promotion is just staggering and postage is huge, and there's nobody walks in the door. Wrong publics in all directions because there's "the public." You can easily spend ten thousand dollars sending out a promotion to raw public to get them to redo their OT 3. See, wrong public. So there's tremendous variety to this third dynamic, and therefore there is a variety of ways and means of handling it. Now the; I'll come back to that later.

Just to go on with the rest of the dynamics, the fourth dynamic we say mankind, which is simply a species, we say the, then there's brown men and black men and white men and green men; and I'm sure there are green men on some planets; and all of these varicolored statures and breadths and depths and physiological oddities. For instance, the Chinese, you leave him adrift, adrift in an open boat for eighty days and you pick him up and he's fat as a butterball. And you take a Scandinavian and you leave him adrift in an open boat for three days and he's dead as a mackerel. So there are slight physiological differences because the Chinese is taught to endure and the Scandinavian gets as far as he can hit a hard blow first, that is the way they're built.

Women can't throw a ball worth a nickel because their shoulders are hinged wrong, so we even have a subdivision when we talk of mankind, we're liable to forget womankind. And they have a fantastic array themselves of things they can do and so on. There wouldn't be any men if it weren't for women and you've heard this for years, I mean, it's gone on and on and on. There's the woman's liberation movement and so on. They finally did, by the way, get a law passed to get women paid as much as men; I thought they always were, but they got a law passed now so that I think some company has been hauled up here recently for not paying the women as much as they did the men, I don't know. But they can even get a rivalry with inside this dynamic, so you get a subdivision of that.

As far as your fifth dynamic is concerned, that is again the matter of species, insects, all that. You go up into the sixth dynamic, you get MEST, and matter, energy, space and time. And the seventh dynamic, the whole world of the thetan and that probably would include all thetans everywhere. And the eighth dynamic, well that is an infinity dynamic, and people believe it is there so it probably is.

Now, the oddity of beings, and now let's get right off to where it fits in here, you knew all that, but let's get right off where it fits, where you live in your present post right now, what you're doing. People get stuck on one or another of these dynamics, and their whole viewpoint is through one of these dynamics. Now, the dynamics had to exist in order to breadth, give breadth to life in order to give a span of view, so that one could then understand, and that is why they're released and why you suddenly will see somebody out in the public, something like that, somebody's old grandmother or something say, "What do you think Dianetics, think they are into, Roger? I think it's something nasty, I wouldn't like to smoke Dianetics myself." And you, you show her, you show her the dynamics and she reads this over and if she reads this over and doesn't misunderstand any of the words, but if she reads this over she will say, "You know, that is a pretty good thing," And what has she been told? She's just been told

there's life has a span, a breadth of view, that there is more to this universe than the dynamic you just unstuck her from.

Now, just as we had to have eight dynamics in order to get a wider view so that life could be studied, so do you encounter this problem as an Establishment Officer consistently and continuously, because you are dealing with staff who are likely, if you're having any trouble whatsoever, are stuck on a wrong dynamic. Now, it doesn't much matter that it's a wrong dynamic, that is not the emphasis, but that they are stuck. That's what's important.

Now the staff member, let's just take a horrible example of this now, the staff member who is absolutely, utterly and completely stuck on the first dynamic. Everything he sees in life and all that he sees in life is the first dynamic. That is all. He never sees another dynamic or any corner of one. "Oh," we say, "Well, that's reprehensible, that's socially unacceptable and that's this and that's that. Well, that's in this dog eat dog world, what can one expect?" A lot of reasonability, but who cares about those? It's just this one fact; he is stuck on the first dynamic, and you as an Establishment Officer can view this. It becomes obvious. There's a lot of conceit, egotistical, selfish, greedy, thoughtless of others, hard to get along with, leaves his lunch on my typewriter, you know? These are manifestations. But they don't mean necessarily that this fellow is, should be labeled in the usual social terms. "What do you mean being so selfish and onery?" and you're not going to get anyplace as an Establishment Officer. See, you've been saying that to him for years and he just ignored it and that's probably what put him on the first dynamic, he's begun to dramatize what they've accused him of.

So what, what in essence here, what in essence is this? It's just that everything is viewed through and only the first dynamic, and that becomes important to you as an Establishment Officer. He doesn't, now get this, this is not one of these toss off words, he doesn't see anything that has anything to do with any other dynamic. He doesn't see, that doesn't mean mentally conceive of, visually with the eyeball he literally will not see anything that does not have to do with the first dynamic. There even is a psychosis of this, it's called Narcissism, because the nymph Narcissus, that was her name, used to gaze at her reflection in water and sigh longingly. But you will see people who can't walk by a mirror. Now, all of us will glance at our image in a mirror, but these people can't walk by a mirror. Oh, you didn't know that hooked up to selfishness and egotism and not see, but look. You could actually practically take an axe to this person to make him observe the fact that he's wrecking somebody's life on the second dynamic or that he's ruining the group, or he's just got through leaving all of the addresses piled all over the floor, and he thinks you're crazy. You would just be very interested from that point of view. He thinks you're crazy, he can't see them, eyeball can't see them.

Now, Mr. Freud must have had a rough time. He met quite a few guys, and they were all spin bin types or he wouldn't have been dealing with them. That's how they came to him. But in a Victorian age, for some reason or other, he collided with people who were stuck on the second dynamic. So he made a whole psychotherapy out of it. Well, that is fine, it's a psychotherapy for people who are stuck on the second dynamic, and fortunately not all of them are. Now this, yeah, if you want to know all about people who are stuck on the second dynamic, just read all about Freud. I mean, he's got the most remarkable rundowns. He even

achieved, when he had one of these people and he applied that technology, why he even had results. Stuck on 2D.

Now, you're going to get somebody around who is just stuck on 2D. 2D 2D 2D 2D 2D 2D 2D, 2D 2D 2D 2D. And then they, they talk about, they, and children, "I want to go have a baby," and so on, and then my husband and then 2D and 2D and, "I want to have children," you see and, "Who's that nice-looking boy?" and, "Gee, look at these chicks," you know? And when you have an organization which has got too much out-2D at the top, it goes to hell. Not that there is anything much wrong with 2D, but they can't see anything else with the eyeball. The memo won't even be picked up out of the front basket unless it's got pornographic literature in it. Total stick. And that's why orgs, when they get into this condition of out-2D get very, very difficult to handle simply because they're blind on all other dynamics. And for some reason or other, they're totally blind on the third, and they just keep chewing up the third and knocking it around. You think it's intentional; no, it's blindness. And they just keep walking into walls and falling on the floor and so forth, and anything relating to it...

You get a letter registrar see, who's just got 2D 2D 2D you know, and she picks up central files and she gets this letter, and see, she's been told to, and you can't seem to teach her to read the folder and answer the letter in it and answer the folder. It's because there's no 2D in it. She literally cannot read or absorb that data because it doesn't have anything to do with her fixated interest.

Third dynamic, third dynamic, third dynamic. Alright. Now, strangely enough you can have somebody obsessively fixed on the third dynamic to such a degree that they will not pay any attention to the first dynamic and they will go by the boards. You know, they're fixed on the third dynamic but they will not in any other, in any circumstances whatsoever, ever wash their face. Now that's a strange thing. Now, before you think you offend in this direction, let me amplify what I'm talking about. Sherman nationalism, "heil der Fourth Reich;" third dynamic. "England, only England," or France. Bull. Guys going out and laying down their lives in a muddy field, which seems a funny place to put a body, but it's where they all wind up anyhow but it seems a little premature to do it at twenty-one.

Now, down in Africa, down in Africa they have to be very careful in how they compartment streets in some of the towns, because the precision and preciseness of stuckedness on the third dynamic is such that the native of one branch of the tribe, if he is permitted to associate in any way, shape or form with a native of the other branch of the tribe, brrowww. Hammer, tongs, knives, that's it. One poor fellow they were trying down there, in south Southern Africa, could never understand why he was being tried for murder. He had murdered a fellow in cold blood, stabbed him in the back, premeditated, and he was being tried and he just took, he couldn't even see the trial. He didn't even answer the questions. They, they hung him in that state of just totally out of communication on the subject. The only thing he ever had to say about the whole thing, "But I did not kill anybody, it was a Shangon, a dog." He didn't, he wasn't guilty of murder. He'd killed a member of a slightly different tribe, and they of course were dogs and weren't alive, and didn't deserve to live anyhow. You see how crazy this can get?

Now, some of the psychiatrists are this crazy, they are. Medicos are this crazy. "We have the sole right to kill people," whatever it is, "If anybody is going to give wrong medi-



cine, we are." Total exclusivity. The group which once ran Europe, the aristocracy, is no more, they're gone because they were so third dynamic and so stuck on it that nobody else was alive. That's how the French Revolution got started. The citizens got tired of being run down by them coach wheels because there was "nobody" in the road. You get it? Total stuckedness. Third dynamic. "We are the nobility, we can do no wrong, there is nobody else alive." They, they were crazy enough that they didn't even bother to properly cultivate things, and they had a bad habit, they had a bad habit. They kept going to war about things that any decent human being would have been able to settle with a five minute conversation. The arrogance of this group was what destroyed them, and it's the arrogance of the psychiatrist that will destroy him. You cannot communicate with him. Why can't you communicate there? Because there isn't anybody else alive. Eyeball don't see, you got it? A Scientologist can't be accused of that, he's looking at the whole world. Do you follow?

As far as the fifth dynamic is concerned, why, the animal world has many subdivisions and each one of those has a tendency to fall into some kind of a wolfkind or bearkind or salmonkind or pinetreekind, but the aggregate notion there is that something is built out of cells and itself does not have a spirit. It is built by thought out of MEST, that is the basic idea of it anyway.

And the sixth dynamic of matter, energy, space and time: I hope you have never had to associate as a human being with a dedicated scientist. "Man came from an accidental accident in a sea of ammonia and this spontaneous frogation," or whatever you call it, "of cells then arose to create a living being. And we can build one, too, if we put enough mud together." And that is why they are perfectly willing to kill off the fifth and the seventh without the slightest ocular observation that they are doing so. The net result of science may be a betterment of man, but it looks more obvious to me like it's an awful pollution of the sea and the air, because at no time was their breadth of view wide enough to see that they would affect other dynamics. And that is what they're being accused of right now except nobody is stating it that precisely. They're saying they didn't think of other things or some of the side effects of some of their activity, and their activities gave sufficient side effects that it is now destroying the environment and making it uninhabitable. These guys aren't even listening, except as it might influence other pieces of MEST.

For instance if, you'll find in Detroit that the scientists in metallurgy would be mostly concerned with smog because it corrodes the stainless steel or chromium parts of the car, not, not because somebody might die of tuberculosis because of the corruption in the air or something. Asthma, that wouldn't have much to do with it. These are sick cats, they never see their own bodies. When you get really a dedicated scientist, you've really got something, and that's why with what abandon they make Hotchkiss rapid-firing Naval guns and make this and make that and try to make war too horrible to be fought. But that was some PR thought that was after the fact, the guy never thought about it at all.

And atom bombs, imagine the, imagine the basic production and scientific minds of the country being devoted to enough radiation explosive to kill every man, woman and child on the planet, each one, one thousand times. That doesn't seem to me like that would be an activity sensible men would engage in. And yet, two nations have done it; Russia has done it and America has done it; both nations have done it. But I don't, what I can't get is just why

they have to kill this person a thousand times, you see, I don't quite figure that. But it's always in their literature and I don't think they notice that after he's killed he won't be there. There's something missing. But this is a super-dedicatedness. It often shows up as prejudice or something.

Now, the seventh dynamic, you can get people who are interested in mysticism or interested in spiritualism or interested in this and that, to the total exclusion of everything else. Only spirits talk to them, people don't. They radically don't even really see people. Now, because you yourselves know something about spiritual beings and beingness and that sort of thing, you don't bother to categorize yourself in this direction. These people only function when the spirit moves them or tells them, there isn't anything else alive. Now, they also go into the future. You will see a lot of swamis, and so forth. It's very interesting being a swami, that's very interesting, and there's a lot, a lot to this. There's a lot of tech which right now is rather dim because of the noise being made by the scientist about his tech. You see? And then you have never seen people quite as rapacious, as stuck, and as thoroughly upset as you have on the subject of god. Even to the day that Constantinople fell, why, her citizens were standing around in the streets discussing how many angels could stand on the head of a pin, and up jumped the Turks and down went Constantinople. But that was all they ever discussed. Did they ever discuss defenses? No, no, no, that didn't have anything to do with it. Europe was similarly involved. You got nothing but total, total, total discussion the length and breadth of Europe. They said it was the father, the son and the holy ghost, or it was just the father or, "Was the son the holy ghost? We'll have to burn that man because he believes, you see, that the son was the father and that is heresy and we'll have to call in the, call in the Inquisition here, they'll pick him up." Oh boy. Cromwell, oh; Calvin. These guys were catastrophes and the reason they were catastrophes, they never saw anything else. Eyeball just didn't reflect anything.

And so you see you can get a terribly, weirdly balanced society, much less an individual. Now, if you add to that all sorts of fixated ideas, fixated ideas that people can have, you will see at once that you have a little bit of competition to the idea of putting together a third dynamic like a division or an org. Now, I just wanted to make it sound as horrible as it is. It's not that you can't do something about it, but the first thing about doing something about something is knowing what it is. You have to know something about the background and underpinnings and so on, to the problem which you are attempting to resolve. If you don't know something about the problem, you won't resolve it.

In C/Sing we say you have to know before you go. And C/Ses all over the place, whenever they make a mistake, you trace it up, they never bothered to find out. They went before they knew. Well, in another way we could say that the general approach to the problem or to the activity of handling a third dynamic is know something of its anatomy. And that would include knowing something about all the dynamics, because the people you are dealing with can be stuck on any one of them, plus a bunch of fixated ideas, plus present time problems.

Now, it all sounds absolutely grim, until you realize that grandma who was objecting to Roger smoking Dianetics, until she reads the eight dynamics, will think it is OK, the eight dynamics, see? Until she reads those over and understands them, why, she thinks it's horrible,

but when she does that, she thinks it's OK. Why? It actually isn't much of a trick to span somebody's attention if you know what you are doing. You are trying to span somebody's attention, you're actually trying to unfixate his attention and free it up. You do not want people with fixated attentions. Now, a fellow's dedicated to his job and he wants to do his work and all that sort of thing, that isn't fixated attention. He knows what he's doing, these other guys don't. So what do we see here?

We see then that you have a considerable tool when you look at the fact the blindness of a person can stem from two sources. One of those is fixidity, he just never spans his attention; and the other one is overts.

An individual who has committed overts long enough and often enough on a certain area, will not be able to perceive it anymore. What I'm trying to bring home to you is you are not dealing with willful refusals, you are dealing with "not able to." The punishment approach has been going on too long in the universe, and didn't probably work very well to begin with, and certainly doesn't work very well now. And it's all based on the idea that all actions are from malice and that a person must be restrained from his malicious, sinful actions. Most actions, some of course can be from malice, but most actions are from blindness. He just doesn't see, and now by that we mean ocular. And a person who commits overts often enough on another person, will have that person disappear right in the physical universe before them.

Now, that is so extreme I don't think you will ever experience it. You would think off-hand that if Joe murdered Pete and then Pete walked back and met him, that he would say, "Oh my god, you know. Oh, oh!" and have a stroke or something. The probability isn't, he probably wouldn't see him walk in the door because he's gone, and he's committed a tremendous overt. It'd only be in the novels that he'd act in some peculiar fashion. They can commit overts on things to a point where the thing rematerializes with them all the time as something else, and that's delusion where they see something all the time. We are now dealing with spin bin types.

Let me tell you the great oddity, the great oddity. An individual who has bad eyesight; now immediately I can see anybody hearing this suddenly whip out his glasses and put them in his pocket surreptitiously, meaning hiddenly so as not to be observed; will sometime or another I trust, in his auditing career, hit the planet he blew up or whatever it was, and all of a sudden have his eyesight turn on. Now unless there's been physical damage, unless somebody's cut off the eyeballs or somebody's leaned into the optic nerve or something like that, this phenomenon of hysterical blindness can be such that when you hit the right overt and run it out, eyesight turns on. Well, there's a gradient of this, and a person whose eyesight has faults in it but he can't really account for the fact one way or the other; this happens by the way in running L-10 which is mostly consisted of whip sawing overts back and forth; he'll get a sudden perception change that, and sometimes it'll go, and then it'll go off again. Well, he didn't get the basic on the chain. Yeah, he struck the time he murdered the girl but he didn't get the basic time that he murdered all those girls, you know, I mean something like that.

But nevertheless, take it just from this, having nothing to do with personal personalities, that this visual perception phenomena is most closely associated with overts. And things people have overts on, vanish in their vicinity. They don't see them. So we have two things here, you say, "Why the hell don't you, when you come in, why don't you pick up the broom

that is lying across the floor?" They didn't maliciously leave the broom there, it isn't really that it didn't have anything to do with him. They didn't see it. And you call it to their attention, they look sort of confused and ashamed and hedge, and then they get defensive and say, "Well, that really isn't my hat," or something of this sort. And they're going through some kind of a shame, blame, regret cycle that you should understand what the beginning of it is. They didn't see it. If their eyeballs landed on it, it did not register through the optic nerves and on the brain.

Now, I'm telling you something that's very revolutionary and is very, seems to be very wide and very ambitious, but what you actually will find, which you will find has some application. It is they don't see it and their attention is put on it but they still kind of don't see it because when you put their attention on it, then they sort of resent having their attention called to it because there still is an effort for them to see it. So I call to your attention that the last thing in the world you want to go around saying is, "Did you see this?" or, "Do you see these?" or, "It was right in front of your face," or, "I don't see how these people can leave all those things in the room," or, "How is it that the desks have remained piled up in the rain all day?" and go into this cycle of get ahold of somebody and say, "Why did you leave these desks out here?" you see, and so why the mystery? He didn't see them.

Now, you now know something, you now know something either because of a stuck dynamic or because the overts on the environment, this guy has a perception difficulty. The way to improve this perception difficulty whether it's stuck on the dynamics, stuck on fixated ideas or has overts on the environment, is confront. Just the simple little garden variety action of confrontation will cause more of these things to flip flop through than you've ever seen. Clarification of post purpose has a great deal more tech behind it than has been released because before to get a guy on a post, you have to get him off innumerable posts. But it is such an extensive action reaching back in and requires listing and so forth, that one really doesn't care to put it into the hands of department thirteen because it's a major case action. "What posts are you still holding? What dynamics are you still stuck on? What overts have you committed?" You get the idea.

Now, this would all be hopeless... The fixation of the individual is not desirable because it leaves him blind. To free up his attention gives you your best chance. Now, how do you do this? Yes, I say I can give you a whole bag of tricks, of little tricks and so forth and so on, a basic standard action is just sit here and confront your area for two hours. I can give you things like talking to somebody about things and see that he's always talking about this and to lead him gradually over into talking about something else, and you will have done this. You can give him the dynamics to study, that'll, that'd work. You can make him take a walk around the block. I wouldn't be a bit surprised to see you to do this one day and so on. Somebody's sitting at their desk, they're in tears, they're all busted down, they've been jumped all over by somebody or other, and you tell them, "Take a walk around the block, or take a walk up and down the dock," or something of that sort. What'd it do? It just spans their attention.

I gave somebody the other day, he was going, he was having a rough time, he was having a rough time. And his evaluations were getting, had more and more omissions in them, more and more omissions. So I put him on five hours a day with the Deck Project Force and I told him why. I said, "You just get out there and work with those guys for five hours a day out

in the open and extrovert, and get your attention off yourself and onto the world around you." And he, I saw him a couple of times, he was filthy dirty and he wrote me the other day, a day or two ago, and he wanted an OK now to go back on post. He felt great, it had really worked.

What in actual fact had happened? He was stuck on some dynamic or another and I at least shifted him over to the third, the group he was working with, that's why a Deck Project Force must always work as a group, and the sixth. At least that shifted over to the third and sixth, and he felt fine, he said he'd had a big win. I don't know, maybe he even went to the examiner, but I was very glad of it. I was very glad of it because the fellow is very bright, very bright normally, but he was just going down dimmer and dimmer and dimmer. Well, he was just dug in more and more and more, so he was stuck on something. He probably was not stuck on what he was working on, he was probably working on something which was not what he was stuck on, so he was getting more and more blind to what he was working on because somewhere over here he was getting harder and harder stuck into something else. Do you follow?

Walk around the block, same thing. Walk around the block, by the way, has enormous, has enormous variations, there's dozens of ways you can walk around the block. I'll give you an, one of the more effective ones is, "As you walk around the block, reach ahead of you and grab the buildings and pull yourself forward with them." There are lots of ways to walk around the block. You think that, that's a wild one, by the way. You'll all of a sudden find yourself almost knocking yourself flat on your face. At first you think you're kidding, you know, put a beam out there and pull the buildings toward you, pull the body along. Next thing you know, you really are pulling the body along. The funny part of it is, "You drive the car, let's you drive the car, you drive the car, don't have the car driving you, now you drive the car; now you turn those corners, you make the car turn those corners."

This is applicable on a guy running a drill press, see, "You run the drill press," not the drill press run you, see, "Alright, now you run that drill press, now you run that thing going down that, that incline screw, now you run it down there, that's right now, you get that chain of buckets going in there, now you do it." Next thing you know, the guy won't know which lever is what, he won't know where the steering wheel is or where the gearshift is, and he'll practically run the car around into a tree, he will get those buckets going backwards and upside down and he'll have to shut off the machine hurriedly because god knows what's going to happen. He's just shifted from being an effect to being cause and the room is just, and so forth, will start blowing, just thrown him into a terrific confusion. Well the thing to do at that point is make him turn it on again. Make him drive the car around the corner, make him move the thing, go down the environment, the chain buckets go into the furnace. All of a sudden this guy who has been a nervous wreck will turn around to you and say, "Cool, man." There's lots of ways to walk around the block, lots of ways to run machinery. "You walk around the block." "Me?"

One of the variations of you do it, putting a person at cause, is actually, they're not quite associated subjects. The most basic one is somebody's all upset and they don't know whether they're coming or going, "Flap your hands, flap your hands, flap your hands, that's right, flap your hands, flap your hands now, flap your hands, that's right, flap your hands.

Who's doing that?" And the guy looks, "I am." And he'll snap right out of something, so there's the span of attention goes over into causation and the restoration of causation.

The trouble with the capitalist is or the capitalist society and so on, it thought people had to be an effect. Actually militaries are always telling you that the soldier has to be further indoctrinated and they always want the person to be at effect, be at effect, be at effect. That's what's wrong with the guy. And the funny part of it is, it doesn't win. He just goes into propitiation, he goes down and becomes witless. What you want him to do is to come to cause. It'd be very funny, teaching somebody to do a manual of arms as total effect or a manual of arms at total cause.

You say, "How would you do that?" I just gave you the answer. "Now, you take the rifle, and you put it in your hands like that. Now, let's do that again to make sure that you're doing it." Oomp-pow, oomp-pow. "Naaa." "Come on, do it again, do it again." Oomp... "Hey." He didn't tell you that it got solid that moment. Then oomp-pow. "Hey." Next thing you know, the clumsy dumbunny, you can teach him to do a prince's pat manual. Did you ever see a prince's pat manual? It's a twirling rifle, you twirl a rifle probably more intricately than any band master ever twirls, twirls a baton. You throw it up from order arms, you catch it in the palm of the hand somewhere up near the muzzle, and the whole rifle goes whi-ewww and describes a huge circle and comes to port arms. That rifle's quite heavy. And there's other ways you do it, you can do it from the left side to, you can slide the rifle off of your shoulder in such a way that it opens its own bolt, bring it around your elbow and bring it to inspection arms. See? That kind of thing. Oh, you can really do weird things with a rifle.

I totally disgraced a captain once, he saw me doing something like this with a rifle, I was showing some men, and he walked over and said, "What are you doing Hubbard?" I shouldn't have been doing it anyhow, and so on, he said, "How do you do that?" and he reached for the rifle. In the Marines by the way, it costs a month's pay I think or something, a deck court martial, to drop a rifle. So he tried this and the rifle went skidding along the ground horizontal about thirty feet, kicking up dust all the way, and he turned around very hurriedly and walked off, he said not another word. He hadn't been at cause over rifles.

But what a person can do is whether or not he's at cause over it. Now, we've got the second stage of this. First, he's got to be able to perceive, he can't be blind and stuck on something, and then he has to be cause over this thing. Now, all of your circus acrobats must be fantastic in the way they can be at cause over their bodies. And they do the damndest things with bodies, they're not possible. But a thetan can do the damndest things with bodies, but he has to believe that he can, and he has to work until he does.

You sometimes run a guy down the track and he doesn't tell you why he is puzzled and why he can't quite go through certain, a certain incident easily and why he's a little bit puzzled and he doesn't let on, and eventually rationalizes it or it erases and he sort of explains it away. He possibly found someplace where he did a total control, and he doesn't quite believe it. Anybody can run what you might call an incredible chain. It's the things that have happened on his track which are to him incredible, and because they're so incredible he doesn't believe them, and neither does anybody else. But it's mostly because nobody else believed them, and he doesn't believe them himself, so the chain itself remains hidden because it's incredible. The incredible chain. And he tends to block himself out from his highest level of

capabilities, because he doesn't really believe he can do it. To do this to him is incredible. So, as long as he thinks this is incredible, he won't do it.

Now, the way to ruin a circus acrobat or anybody else is to walk up to him every time he does a performance and ask him, "How do you do that? It's absolutely incredible. You are so wonderful, you do the most incredible things." Bullets are kinder, unless the guy is such a high level of cause it's not affecting him. You'll run into an automobile accident or something like that that you were in and you didn't get hurt or something like that, and one moment the body was in the car and the next moment it was lying out on the grass. You somehow don't ever run this clean. Something like that, maybe. You picked the body out of the car and you put it over on the grass. Go on the back track, "What was this picture all about?" or something, "I don't really see it." Anyhow, you get so you can run into this sort of thing and it gets discarded. It'll run out and so forth, maybe.

But you fell off a cliff and then didn't fall off the cliff, fell back up on top of the edge of the cliff. "Oh well, that's just resistance to falling. Now we will practice falling here until we can run this falling and eventually run a falling," but the truth of the matter was the guy never did fall. He fell halfway off the cliff, got his body in free space, he grabbed ahold of the body and put it back up on top of the cliff. Only he didn't believe he could. One of the reasons some people are ill is they don't believe they're that tough as thetans. They don't think they've got that big a grip on their stomach. One of the reasons, one of the reasons for this is they like to be normal, whatever normal is.

So causation, causation, causation. Unfixate and bring to cause and you have able people when you do this. Now, you can go at it totally wrong and upside down and backwards and have an awful time if you try to put the person at effect and concentrate and fixate his attention. And that is the wrong direction to go to make an able staff member. And that is the wrong way to go to make a group. Span their attention, bring them to cause. Don't keep telling them, "I am the boss around here." Keep telling them, "You've got something to do with this place, too." That would be the mildest version of it. And the other is span their attention. Those are just two.

Now I will give you another one. You got the two, breadth of attention, bring them to cause. Alright, here's another one, a very, very important one and one that hardly anybody realizes and that mothers do wrong from infancy. "You are a bad boy. You are a naughty girl." So that's what they get, a bad boy and a naughty girl. Why? I can hear it now, the guy is all high on pot and somebody walks in and, "You are a hophead, you're just a lousy addict." Well, we know all about laying in phrases of this particular character in the engramic context, but I'm not speaking in that context now, I'm not talking about phrases in engrams. I'm talking about a thing called intention, and it carries through as intention. Oh yes the words carry through, oh yes they go into the engrams, oh yes the guy is high on hop and very susceptible and suggestible at that particular moment, he is susceptible to receiving a suggestion and hypnotic, and you can go into all of these ramifications. I'm not talking about any of those, those are the more extreme states. I needn't discuss them, you as a Scientologist know these things. No, I'm talking about something else.

This guy gets the idea that those around him have the intention, this is not theetie-weetie, he has the intention that he be a bad girl, a bad boy, a hophead, any of these things.

Now, I have actually taken a person who was slightly homo and found out it was their mother bawling out their sister before the fellow was born. You know, "You are a naughty girl," made it an engramic phrase. But it probably wouldn't have ever registered and continued registered unless he had conceived that people had this intention about him in his environment. Now, we're talking now about intention. What is the intention toward this staff member?

Why do they go to pieces in military organizations? Why do military organizations get such a bad name? They're healthy, they're fed, they're exercised, they're taught, they're this, they're that, the other thing. Well actually they're being taught to commit overts, that's the wrong way, so they'll go blind, and that's what makes it so difficult to teach them.

And the other one is the one I'm talking about right now, is that there is an intention toward them, which is not good. They say it takes twenty-eight thousand casualties, I told you, to make a Major General. Seems to me a bit of a high price, seems to me they could have used demo kits. But all of the edge went off of my concern about the Vietnamese War when I recognized something that was very, very plain and had been plain on the whole track, but I myself had never been willing to believe. The intention of the political and general heads in that war were to get men killed. It didn't matter which side as long as men were killed. And that's why the brilliant young officers suddenly started leaving the army and various other things started to occur there, and in the Korean War.

The Korean War was not something to be won. The whole career of the only, one of the top flight generals of the United States was blasted, Douglas MacArthur, because he dared propose to the President that they win that war. Oh yes, they could say, "Well, they have other political goals and it has to be limited political objectives," but no, these things don't make sense. This is just the ravings of a psychotic. You never fight a war on the territory of an ally, never. And you just never, never, never fight it on your own territory. You always fight a war on the territory of the enemy. It says right here, in the Space Opera textbook where they really teach them. Wars are fought on the territory of the enemy. Undertake with greatest reluctance any war on the territory of an ally, and never, never, never fight it on your own territory. Space academy, way back, rule books, so forth, any sensible area that was ever making it has such a textbook, but not this civilization. They say, "Fight the war on the territory of an ally," by preference. So that's too bonkers.

So I began to be interested in this subject and I began to read the textbooks that they're taught from and the articles and so forth that are written currently for general staff officers, and they continuously use the term "acceptable casualties." They use it in the term that the casualty rate would be too high to be acceptable, but get the interesting combination of words; acceptable casualties, acceptable casualties. Now, I'm not condemning these fellows out of hand and saying they're a bunch of raw murderers, a lot of them are just stupid boobs. But when you've been a good general you just hate, it hurts. Like a mechanic if he were watching a monkey tear the guts out of a Rolls, a new Rolls Royce engine, he just stands there and it just hurts because he's doing it all wrong and he's going to wreck the engine. Acceptable casualties.

So how many guys are we going to kill in this battle and how many guys are we going to kill in that battle? And that's the think. "Now, let's see. Fourteen percent casualties not acceptable." Because it says in the Space Opera textbook that the proper way to conduct an



army is maximum damage to the enemy with minimum damage to self, preferably none. Acceptable rate of casualties, zero for self, maximum for enemy. Always. He's a bad officer, he loses men. Different think. So there's an intention around these guys that they can be an acceptable casualty. So they must feel very, very strange and the European soldier long since quit, he long since quit. He even quit before World War I. They had mutinies in those armies left and right, they had to drive those people into ranks with whips. It went clear back to the Napoleonic Wars. Because the intention was different, the intention was not to make this guy a good soldier who would go out and defeat the enemy. That was not a clear cut intention.

Now, even with all of the other murder involved, if that had been a clear cut intention, they could have made it. Do you see? But telling some guy to go up and charge when you know he hasn't got a prayer, but such an order can exist. Telling a pilot to go over and bomb so-and-so in spite of the new surface to air missiles and so forth, nuts. So they live in a world of protest, they protest the intention. The basis of engrams is protest. So they just get keyed in like mad because they protest the intention with which they are surrounded. What is the intention?

Now, when we talk in terms of command intention, well, what is the intention? That actually must become clear to people. What is the intention? It is not a PR, it is a fact. If that is totally misunderstood and if what you are doing is totally misunderstood, you will surround your staff with some kind of a bad intention. And that is one of the reasons a dissident or quarrelsome with what you're trying to do staff member, who is trying to tell other people that, "Well, yap yap yap, natter natter natter natter," why this character is so out of line. Now, this is accepted in the United States Navy for instance, as a necessary condition of a crew. They say, "When they stop grumbling, watch out." That is what the officers say. I think you've probably heard something of that. "Men growl, men grumble, men protest." I'm sure that people have all heard this.

Now what this, what this grumbler is doing, he is coloring and putting around an incorrect attention, he's, attention, his intention is an alter-is of the intention that should be there. Now, if at any time you then go into a PR and try to bolster up people's idea of what the intention is or make it different than it is, you're liable to collide with some difficulty because you probably already have some dissident, "Natter natter natter, what they want, them upstairs, you know, those guys, you know, and what I really want," and so on.

For instance, I objected one day to a phrase that appeared in a policy letter somebody wrote and it said, "Well of course you realize that all Ron is interested in is production." That is not true. It's just not true. I'm interested in so many more things than production that you could, count them. Production is a means to an end and one of the reasons I got very, very interested in production, I found out that man was miserable if he didn't produce something. It's actually the why below morale. Production. Men who are not producing something, poof, forget them, they go to pieces. A means to an end. The production that is produced in this particular character, well, you could say it's a cleared planet. But it wouldn't be true to say, "Well, Ron is only interested in a cleared planet."

I am interested in these staff members, I've raised hell on certain lines. You should have heard the lightning going around up here when I found out that they were taking so much money from certain staffs that they couldn't be paid. And it's just happened again and

more lightning is about to go, in fact it's going to go in two directions. One, "Why the hell aren't you putting out enough so that you can make enough to be paid," and the other one is, "When they make it, why let them have their pay." My intention possibly is the greatest good for the greatest number of dynamics, it usually equates in that fashion and so on, and that's a very broad statement of intention, but it's quite true.

But I am not at all loathe to select out somebody like a psychiatrist because they're not for the greatest good of the greatest number of dynamics. Do you see? You could excuse it along that lines and you could excuse it along most any lines, but I don't want to see the psychiatrist dead, I just want to see him absolutely invisible, I want to see him gone, with my overts all run out on them, because they are very bad for people. Just because they don't understand the mind is no reason they have any right to butcher and kill people. There is the most flagrant example of no understanding and no technology resulting in murder. That's the most barbarous bunch of capers that anybody ever indulged in. These birds, they don't know what it's all about, they don't understand the patient, they don't know why he's acting this way, and their answer to it is violence. Electric shock, prefrontal lobotomy, or knock him out with tranquilizers so he can't move, you know, can't think. So that's bad for people so I'm liable to be agin' it. And on the other hand, why I'm liable to become disinterested in such a group as that. Right now, I'm getting less and less interested in them, the less and less influence they have on the society.

Thank you very much.

# HANDLING PERSONNEL

## Part II

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Alright. Now, when you get a real fixated hatred going in some direction, from command toward some line, when you get a real fixated hatred going it is usually quite blind. It again comes under the category of what I was first talking about. J. Edgar Hoover's hatred of communism was similar to Gellen, the German intelligence chief that the CIA put in charge of all German intelligence. They're fixated, absolutely fixated, and it made them both just dishonest bums. J. Edgar Hoover's book, *Masters of Deceit*, is one of the most deceitful books you ever wanted to read, because he really doesn't tell the story of communism. He's just blind to all of its side panels. The guy's supposed to be an expert on it since 1919, or something of that sort. Pooh. He just fixated, just a fixated hatred.

Yes, communism is lousy, it's lousy, it's been lousy since the time it ruined Sparta. Plato's Republic, the only, only effect I ever heard of of Plato's Republic, which is what communism was based on, was the destruction of the affluent state of Syracuse, and that was the only state that was ever run by or tested on, on the subject of Plato's Republic, and it went wrong, and that was the end of Syracuse. And I think ten or fifteen years later they had to import thirty-five thousand people to have some inhabitants there on that little desert spot. It was remarkable.

So these fixations obscure enough facts to render them very ineffective. That is to say, he gets so mad, or it is so mad dog, on the subject of this one fixed thing, that they never see the facts that are immediately adjacent to them. So you say, "Well, you can always get people going in one direction if you have a cause." Yes, but don't associate a cause with a fixated hatred. Communism won't ever take the whole planet because it hates capitalism, knows nothing about it and has excluded out of its system certain principles of economics which are vital to its survival because they're part of capitalism, they think. Those cats don't even define capitalism. They're cheats. Capitalism is living off the interest of loaned money, basic definition. It doesn't go with war mongers or something.

So what is all this about? Your intention, what is the intention in which the staff is operating. Is it operating in such a way that the intention will be misread and is being misinterpreted to them? Have they got a J. Edgar Hoover around who is teaching them this, that or the other thing, and that they ought to be all against something or other or something or something, making them totally blind to other factors in their environment? Or, what is this, what

is command intention? Now, the interpretation of command intention and so forth is a PR job. And it says in definition, that is one of the functions of PR, "The interpretation of management policy, do it's stuff, and plays as a prime function of public relations." And then because they don't do it then the shop steward says, "All those guys is interested in is money, see?" It can be re-interpreted because it isn't entirely true, because it's PR. What is it? What is command intention?

Now, you will find that when somebody in an executive strata gets an axe out for somebody, you will run into one of your most oddball problems, or when somebody thinks somebody in the management strata is mad at them and has singled them out, oh, you've got a hell of a problem on your hands. Command intention has been colored for them to a point that it can make them ill. "Command intention is so-and-so, that you ought to be happy that you do your jobs, that you produce, that we make money, you can get bonuses," that we do this, that, the other thing and so forth, but they know by personal experience that the director of something or other has their number under his blotter. They know this not, not by reading it in the atmosphere, they have seen it, and the guy will sort of cave in.

Now, I have to be very, very careful of this, and if I have to be careful of this, and you're working as an Establishment Officer in these organizations, you'll have to be careful of this. I have to be careful not to get mad at a staff member and not to hold a grudge and not to keep people on a blacklist or something like this. But I have to be particularly careful not to get mad at people, and I often do. But it is one of these things that blows right on by. I mean, I don't object to saving people's lives, I don't object to handling things so they all run right, but I do object to somebody coming in and proudly dumping a dead rotten gopher in the middle of my desk saying, "See what I did?" And at that point I reserve the right to myself. This happens every once in a while. Somebody goes out and he just makes a mess, he makes a dog's breakfast and then messes that up, see, and he comes back up or I will send for him, and I blow his head off.

Every once in a while it does a lot of good. But you have to watch it, you have to watch it, because it can make somebody quite ill and you'll knock them, knocked down to a point where they don't come up again. You can practically kill them from a, an altitude. They become convinced, they key in somehow or another, they all go beowww, and then they don't know where they are and their stable data gets all blown, and maybe it wasn't too well aligned to begin with. Do you follow? And so there is a little rule that goes along with this. You handle the group for the group's benefit and then you handle the individual for his benefit. It's the one and the two which really is the three and the one. You act for the benefit of the group and then you try to salvage the individual, because sometimes when you act for the benefit of the group, somebody gets hurt. And although there are casualties along the line, I think the record stands pretty good.

But never, we're not now talking about anger, let something happen to the guy until some action had been taken; that is if it was in my hands, this happens at lower executive stratas over which you don't have total control, otherwise you'd be a totalitarianism; but do something to handle the group and then do all you can to catch the individual. And that's the one tool. The individual is the second action but is nevertheless an action. That's why you say things like Steward's Project Force, Deck Project Force, orders to that instead of just booting

him off into nowhere. One of the, that I had to put the brakes, for instance, suddenly on offloads because I found that offloads were being off loaded without proper justice procedures, and that can destabilize not only the group but can certainly upset an individual, because these various things, things can happen.

Justice is always expensive, it's either expensive in terms of bruised feelings or it's expensive in terms of cash. Holding on to somebody who was there under false pretenses and that sort of thing, long after you should have and so forth, is probably one of the faults that could be pointed out that I have. Trusting somebody, leaving him on post far longer than I should have, that sort of thing. I would rather err in that direction than otherwise. Sometimes you see something happen suddenly, but there is usually your considerable explanation behind it, but there is also the individual's reputation at stake. You don't necessarily throw a big withhold, or build up a big withhold on it, but there isn't any particular reason to, just because you had to do something for the group's sake, to then ruin somebody's reputation at the same time when he probably was not doing anything that he considered malicious. It's after the guy's been given a chance and you've handled him and you straighten it out and you straighten it out and you straighten in out and, well, to hell with it. We've got other things to do.

But those are the two steps which an Establishment Officer must put into his operating action. It's the group and then the individual. You don't just go dumping people in garbage cans because you had to get them off the post because they thought money was something you lined garbage cans with. Do you follow? Now, that doesn't mean that everybody who has ever been hit or who's ever been transferred or something had something terribly wrong with them. There's also another thing that happens.

You'll find somebody on some kind of a post or another, he really didn't want to be there, that sort of thing, he isn't doing too bad, he isn't doing too good, something like that. Or somebody whose position as what he's occupying is making him ill and he's just worried and upset all the time about the thing and it's getting in the machinery and so on. Or somebody who would do far better on some more important post even though it doesn't have a better name. The post may not have as high a status but it is more vital. Like a post out in a CLO and a post on Flag. If I got too pushed on a post on Flag or something, too pushed on Flag, although I would think about it for quite a while, I might very well pull somebody out of a CLO, no matter how important they thought he was. Do you follow?

And reversely, and this has happened too often and has given you a problem immediately right now here on Flag, a cycle has gone on whereby we have continuously exported our best people, and the personnel officers keep looking over Flag rosters to find out who can be in command of or who can be the something or other in and so forth, and then they send him. And then they look over the Flag roster and then they pick out this name because he can do it and they send him. And then the next thing you know, you look around and you find out you have a group that has been picked over and picked over and picked over for capabilities, but at the same time there hasn't been as much work put in on recruitment and training aboard, so you didn't fill in the slots. It wasn't that everybody that's left are bums, it's that the better part of the people left are only partially trained or only partially readied for anything or only partially have experience that matches these posts, and it gives you a tougher job. Do you see?

But personnel always has a little heartbreak in it here or there, but you try to lessen in all you can just as a matter of policy. It doesn't mean you will always be successful and it doesn't mean you will always keep your temper, that's asking far too much of anybody. After you've worked for forty-eight hours non-stop trying to handle a flap somebody generated, I think you could be very well forgiven if you said, "You blankety-blank-blank-blank!" I think you could be forgiven. But the third dynamic, first dynamic, is always, you will find that is the winning sequence. If you think first dynamic, first dynamic, first dynamic, first dynamic, you too are stuck on a first dynamic. And if you think only third, third, third, third, you're stuck only on the third.

Now, it is possibly true that some managements are usually concerned only with the buck, the ninth dynamic, and they do everything for the buck and only for the buck and that sort of thing, and that may or may not be true, and it may be just a bunch of propaganda, because certainly the top executives I've known and so forth weren't interested just in the buck. They're always talking about, "And I can see it now, we're going to lay out all these swimming pools, and we're going to do this and we're going to do that and we're going to fix up this and that and the other thing." They're usually fairly constructive personalities, but the union starts telling them, "They're only interested in the buck, see," and all kinds of counter-action is taking place because counter-intention is being put in the air.

Now, if enough of that counter-intention is put in the air, a management becomes educated into disinterest in the individual and disinterest in morale and disinterest in welfare. It is the back flow. They've been so hard hit with inefficiency, they are working so hard in the direction of solvency, they are working so hard to get the show on the road, they can't really get their hands on it, they're sweating it through somehow or another. They don't have the right whys, they get in a somewhat murderous frame of mind. If there's a little bit of dissidence, that is to say sauciness and upset and nyah, nyah, nyah one another through the group, they get the wind of that, they become immediately certain that, "These bums ought to be shot down in cold blood." And you get a reverse action against staff that can be very harmful. And I call to your attention that I said getting mad at somebody and getting upset with somebody can bring on sickness. The guy's hit, he's hit too hard, his previous concepts of intention are shattered. He loses what stable intention he thought he had in the environment and it flips him. You see what the mechanism is?

It isn't that the raw naked anger is capable of burning out his eyeballs, only that can be, too. You see what I'm talking about? So you can get a staff/management interrelationship which grossly affects the efficiency and the capability of the Establishment Officer, and it will be, you will find, one of your larger factors. Intention. You might call it the environmental intention if you wanted to be very fancy about it. And that intention, the intention in the surroundings, in the place of work environment, that intention can get so curdled up and so ridged up that it blows it, and it makes the Establishment Officer's work absolutely drudgery, because he no longer has cooperation.

Now, the Establishment Officer has to have the cooperation of the upper echelon and the executives, and he has to have the cooperation of staff, so he's sort of caught there on the firing range somewhere between the, the targets and the rifle line, because he's the one that will get the full kickback of intention. If the intention shattered as far as the staff is concerned,

the intention shattered as far as management's concerned, it will mess up a ridge into a ridge situation. Management can be awfully mad at a staff for quite a while without the staff finding out, and then the staff starts to wake up to this sort of thing and then they cave in. That is something you handle, but you're in a position to handle it both ways, and remember that it does take both ways.

The best way to handle it for management is to find the right why. The management will know that's the why and it'll blow charge and they won't want to kill anybody then. And the best way to handle it for staff as an individual and so on, is to find out what it is that they're particularly upset about, who they think is sore at them, what they think the score is and try to clear up the air for them. And it's quite interesting that this is quite a subject. It is harder to do from the staff level than it is the management level. All you've got to do for the staff on the management side is just find the right why and convince them that that was it, and they cheer up. But on the staff side of the line, this guy feels more at effect than otherwise. I don't have any bag of tricks that I can give you at that particular line except to find with the individual what he believes, and so forth, and then mitigate it.

And I might go so far as, were I in your position, to write a note to the Distribution Secretary to please tell Joe that you're not mad at him, and that you're not going to transfer him. You'll find also members on staff will begin to worry about phantoms. You don't normally have it worked up to this pitch of interpersonal relationship. My interpersonal relationship with a staff member is probably much higher than is general in such lines. But I remember one back, this was a very interesting thing that opened my eyes to this sort of thing when I first found it.

A Chief Petty Officer walked up to me one time and he says, "What is wrong with A?" and he mentioned a name, "What have you got against A? What's, what's the matter?" I said, "Why, nothing." "Well," he says, "You better tell him so." He says, "He's down there in the mess hall and he is crying and he's hysterical and he's in terrible condition." I says, "What on Earth happened?" "You didn't say good morning to him this morning." That was all it took, the guy was practically around the bend. Now, this is not just me, that's just an example of the phantom, the phantom ideas that a person can have. He looked funny, you know, he didn't put "love" on the dispatch, he only said OK. You'll find they'll look for these signs and symbols and there will be something there, because he's now got an unsafe environment, so that his management intention or his executive intention, or the intention of his friend or the intention of the person he is depending on, has been upset for him and so he feels unsafe, unstable because he's not in much of a position to defend himself. He hasn't any high post or doesn't think too much of his capabilities, he has maybe overts, and maybe he's been goofing off, and maybe this sort of an action misses a withhold or something of this character.

So it's something you have to watch for. It's actually the interpersonal relationship between two parts of the third dynamic, that is the executive echelon and the staff echelon. Now if you don't watch this, they will separate. And in the Los Angeles organization as I speak, the reports which I have on the Los Angeles organization, is the executives they have out there are out of communication with the staff to a degree you would not believe. The executives never hatted their own staff, never really worked with them from what evidence I have had and what reports I have, and they're just out of communication. It wouldn't matter what order

they issued, they don't exist. So various conditions can exist. Apparently there is no command intention there at all. The staff can't find out what they want and the staff are not trained or hatted, so how would they know? How would they know what was wanted? So it keeps the person in continuous non-existence or below non-existence on his post. You see what happens?

So there is a communication line that you have to safeguard as an Establishment Officer, and you'll have some rough problems along this line, and right now as you start to work here you probably have quite a few that are cumulative. Now, you could make a terrible mistake if you believed everything you heard along this line. You would make the most ghastly error. You go around and run on some of the reports you will be given, and you'll just be running down wrong whys left and right and you will do more damage than you could possibly mend up in the next week. You jump in on a secretary and say, "Why are you sacking Buffwuff, or why are you ordering a committee of evidence on Permbang, and yap yap yap and you shouldn't do that." Is your face red when you find out he doesn't know the person's name. "Oh, is he part of the division? I didn't know that. Comm-ev what, what?"

Now, people at staff level will feed each other the most confounded packages of lies you've ever heard in your life and naturally, because they've got some people around whose names they can use that they can drive somebody's anchor points in, you'll have a few people around who will try to drive people's anchor points in by coloring this intention. "Oh, I'm awfully sorry, I just saw a dispatch, I'm not sure what it was, I was up in the office there and your name was on it and it was an offload list and you're being involved and so on, I just thought I'd better tell you because I am your friend." Now, rumors of that character breed in the absence of communication.

Now, more than one CO in the Sea Org has been actually demoted for a failure to communicate to his crew, or to pass information to the crew, because he had to be because he didn't exist, not for the crew, he just didn't exist. We had to take him off before the whole thing fell apart. It didn't have a CO, he didn't communicate, he never passed on information. Now, in the presence of that sort of thing, a crew or a staff will not go without information, so they manufacture it. And that is actually the source of rumors. Your best defense on that sort of thing is briefings so that people know what is going on, and if you made it part of your muster actions to tell them what was going on today or if your OODs was more specific as to what was carrying on, they'd close it up. It gets very gung-ho. You cut down on the rumor line.

So therefore, briefings and information about what's going on and that sort of thing, which aren't a bunch of blaaa PR, but the truth of the matter, are sometimes cut back on a subject called security. "You can't say this because of security." Now, that's one of the things wrong with our OOD. They mail the thing all over the world, wrong public, and as a result there are certain things you can't put in it and that's a pity and it's one of the things you will have to mend sooner or later because it's a legitimate part of the Establishment Officer. You've got to keep your staffs briefed. You do it at musters, you don't just stand there and say, "Joe, Pete, Bill, Oscar." That's why you have to keep yourself informed. So therefore, your Executive Establishment Officer has to keep himself informed so that Estos can be informed,



and it isn't gossipy stuff that you're interested in, it's operational. And if you don't know something about the operational picture, you've had it.

Now, you have to know something about what plans we are operating on. Immediate. You can also have long range plans but the immediate plan. Right now, for instance, there is a plan on foot and a program that is out to remain in this port past the sailing date, but does the crew know it yet? And yet there's been a considerable amount of correspondence on it. And the program on the subject was OK'd yesterday. That would take everybody by surprise, wouldn't it? So in such an atmosphere, you can breed a considerable amount of rumor. So a staff has to be informed in order to give them a continuing idea of intention, what is the intention around here, and they can read intention out of the plans as well as coordinate their own work. Now, one of the things that's interesting is is you sometimes will find executives who have the most marvelous plans, but they never tell the people who are going to have to do them, so they never get done. It isn't that the people are unwilling to do them, it's just they never tell the people about these plans.

Another thing, another trick that muddies up intention like mad is to release program A and then when everybody gets working on that and they're about half way through that, do program B and when everybody's working about half way through B, release C and don't let anybody complete a cycle of action. And incomplete cycles of action will pile up, pile up, pile up and the whole place'll go to pieces because no work is productive. You sometimes find a boatswain every time he finds this guy chipping bulkhead A, sets him to chipping bulkhead B, when he's halfway through chipping bulkhead B then he has him call up rope someplace else, and when you find that sort of thing you know your staff will sooner or later go around the bend because it's not permitted to complete a cycle of action, and they will ARC break.

Somewhat worse than that, it muddies up intention. What is the intention of their seniors? Well, the intention of their seniors quite obviously in such an instance is to do them in, not let them get anything done, to harass them, to worry them, god knows what. But they will have some very odd ideas of what the intention is although it's never been expressed.

These are the various things that you will run into. I've been giving you a rundown of them, this thing of intention back and forth is a critical one, it's what causes all these labor/management problems. England has been inoperational for a month or two this winter just because they can't handle labor/management relations between the government and the coal unions. And that's got many factors, but it started up the day that they thought they had to have a union to substitute for some leadership that wasn't there, because their leaders were the aristocracy, and of course the aristocracy didn't speak to pigs. So they got into some kind of a group of some kind or another, they had to have some kind of communication or reassurance because they felt rather shattered, and you get unionism. There's nothing really bad about unionism but when unionism turns around and fixes it up so nobody can produce, I think that it's an interesting phenomenon because they do not have the right to smash things that don't have anything to do with them, which they then proceeded to do in England recently.

So the upshot of it all is... The Tall Pebble Martyrs, by the way, is also an interesting book, and you think that's non-sequitur, but that was the first union formed in England and it was not right to smash those guys and it was not right to take those birds and transport them

to the colonies, grab them by the arm and walk them off to trial and torture them and sentence them up, because all they did is they got together as a little sort of an agricultural collective, six of them, and they're called the Tall Pebble Martyrs, it's somewhere towards the earlier part of the nineteenth century. And there's been a book on it released recently and boy, did the aristocracy and commercial strata fix them, except they fixed them too good, they made them martyrs.

So that is the wrong way to go about it and it's also the wrong way to go about it to leave it in a state where there is a complete chasm grows up between labor and management. In the first place there is no labor in management, who the hell's talking, the guys who are in management are laborers, too, and they probably work twice as hard. Anyhow, the final analysis of the thing is if you don't want to get a games condition going, you will handle that factor. Alright.

Now, there's one more, a thing that you should know in this category. You can talk all you want how bad it is, you can talk all you want to about how you have to mend the guy up, you can talk all you want to about the smartness you have to have to overcome certain ills. There is a subject called a positive postulate. Now, this has so much technology back of it, behind it and so forth, that it belongs to levels that I wouldn't like to discuss with you at this particular time, because it would take too long and it's not in this, you're not at that grade anyway. I'm not making anything, it's not germane. This is the tiniest entering edge of a very wide technology, but it is very well worth knowing, and to this degree it is very useful to you. The rest of it really isn't of all that use to you. The positive postulate.

Now, you can take away negatives, negatives, negatives, negative things, you can de-negativize. In other words, this girl is all fixated on the second dynamic and this guy is, goes around all the time listening to the voice of god. And you can take that voice of god away and you can take this girl and straighten her out so that she can have something on the second dynamic, instead of talk about it all the time, you can do this kind of thing. Don't you see? That's negative. You can erase engrams, you can do all these things, that's taking away. You get actually negative gain by the removal of the harmful thing, you can get a positive advance. It's called negative gain.

Once in a while you will have erased some old lady's engrams and totally cured her arthritis and have her come in and say, "Yes, but how about my hearing." She just got up out of the wheelchair that she's spent the last twenty years in. Negative gain, see, it's gone so she isn't aware of it. It's called negative gain. You can take it away and take it away and take it away and take it away, and there's lots to take away, and it is successful, and sure enough there's many cases you have to take a great deal away before any positive gain in this and that. But from the viewpoint of positive postulates, there is no negative aspect. You just skip the whole category of negativism.

And when all else fails you have that, and also you have that when nothing has failed. You could come under the heading of the granting of beingness, this has something to do with the granting of beingness. It has a lot of things to do with a lot of things. You know, granting of beingness, the ability to grant beingness, the willingness to have somebody else be something. That would be perhaps what it would take to make this effective, but that even assumes

that somebody might be unwilling to grant beingness. If you can conceive of a postulate that doesn't also conceive any negative, then you know what I'm talking about when I talk about a positive postulate. It's not only that there is no negative given attention to, but it does not assume that any negative is possible. It doesn't pay any attention to negatives. It isn't in the positive/negative to the degree that there's a dichotomy. It just is itself. And your determination or intention that somebody be a good, effective staff member is of course a positive postulate, and it will be ineffective to the degree that you doubt it.

"Well, I don't know what I'm going to do, boy, this is a pretty sad case and I don't know what I'm going to do about him at all, oh boy. You know where I found him, I found him back of the well deck and so on, he was supposed to be at work and oh, my god." Well alright, you say that sort of thing. But if you carry that on too long, it isn't any magical thing, you won't make it. Be as critical as you like, nobody's asking you to restrain criticism, but remember there is this thing which is just a clear cut positive postulate and you yourself can create an operating environment totally independent of any management environment, totally independent of any fixidity or stuckedness, totally independent of any frailty, and even of a considerable lack of ability. It isn't something you have to think, but you could actually create an operating environment that is simply positive. In your actions and in your motions, you don't express doubt.

This by the way goes off into many fields. There is one fellow who had the most remarkable ability to treat tuberculosis that anybody had ever heard of, and he was down there on the outskirts of Pasadena and he ran a hospital down there for many years. And he used to be harried and harassed by the medical profession to end all harassments, because he didn't bother with X-rays and things like that. By laying his hands on a fellow's chest, he could tell whether or not he had TB, and the American Medical Association had him up for charges for curing somebody or making somebody well and hurting their business, and so they brought something on the order of about a hundred and fifty TB, non-TB mixed onto a stage and just had him walk past this man, impossible clinical conditions you see, and just had him lay his hands on their chests and say whether they did or didn't. And he called every one of them.

Nevertheless, he remained unpopular, but only with the medicos. People got well with, to treatment. Oh, he'd feed them things and he'd shoot air in their lungs and collapse their lungs and do things like this, he'd go through all the motions, but people got well because he expected them to. They simply got well for him, because he expected them to. Now, that is an interesting actual, real life example of what I'm talking about of just one little ramification of this thing I'm talking about on positive postulates. It's, his expectancies were positive. "There you are, yes, you came to see, yeah, you're well, that's it." A most remarkable state of affairs. It upset all of the treatments and serieses and so forth of how you treat tuberculosis in all directions. But the funny part of it is, it didn't work for everybody because I don't think anybody understood the fact that somebody would do something simply because somebody expected him to.

Well, regardless of that, that's just one shade of this. If you expect this guy to win, you expect him to succeed, you expect him to be able to do the job, you expect that what you do will be effective in making him do the job, and you go right along the line, you won't even be caught in the dichotomy of it because you're not working with the negative side of it. Just ne-

glect it, ignore it. "Well, I won't be able to do it now, I've never been educated, and I just never got up above about thirty-five words in typing and so on, and that was when I was at my peak, and I don't know whether I can do this," and so on and so on so on." Oh boy, you, it'll be challenged. It'll be challenged, but don't take it as a challenge, just expect that they will be able to, and it will reflect in your speech and your attitude, and it itself will give you an aura of confidence which in itself is formidable, horrible, because more than one person will simply throw you a bunch of curves to watch you cave in, because they don't like being chit-tied up like this. They've got something or other, something or other, something or other, see, something.

Interpersonal relations enter into it. The guy's absolutely sure that you were fooling around with his girlfriend or something. Interpersonal relationships. Or you're about to steal something or other, you have other motives in view, or something like this. And they say, "Nya, nya, nya," or they have withholds, they didn't do the filing and oh, they're there under false pretenses or something, here's lots of reasons, see?

So there's innumerable opportunities for the person to sort of snide at you and flash back at you and to prove you are wrong, service fac in full bloom, prove you are wrong by showing that they can't do it. To hell with it is the attitude, it's just to hell with it. Well, we can get the guy audited. When you run reach and withdraw on that typewriter and so forth, that has effectiveness, do the effective thing. Also expect that it works. Also expect that this guy will then be able to do it. And what do you know, it gives it a booster. And if you add a negative quantity to it, it might not work at all. So there is a piece of magic the Establishment Officer can engage in, and it's called the positive postulate. Now, that doesn't go just to holding it in your head and your attitude and the way you hold your hands, you can say so, you can say so. Very funny, you can tell this person he is a typist, and if your TRs are good enough, he will be one. Now you're into the real stuff. And that's why you should only speak to people in post titles. Never say Joe, always say his post title. It's part of the positive postulate line. You are talking to a beingness known as a file clerk, you are talking to a beingness known as a mimeo typist. Now, rather than get it artificial and rather than make it sound odd, why, you can shorten the title, you can do this, do that, but don't talk to Mary. Talk to the machine operator, and of course you can call him operator, but don't call him Joe. Don't think you're getting in with ARC by the personal touch and the Dale Carnegie, because you won't make it. What you will get is Joe, you will not get a mimeo operator, and you'll breed dev-t, boy. Positive postulate.

Now possibly in some organization which had never been processed, this might not work. But in a Scientology operation, you are Scientologists, you've been processed. Let me tell you something funny about people who have been processed. Well, the machine, I'm very sorry that the machine was not operational when it got to England and I've been meaning to have the thing rebuilt. It's called a beep meter. And wherever a person has a painful spot on his body, if you put the electrode on it the machine goes beeeep. But right along side of it, it doesn't beep. It's a beep meter, was developed for chiropractors and so on by ol' Volney Matheison from a model furnished him by a chiropractor. And I have one of those models, which is out of repair, in England. But it's very funny. If you have somebody hold this meter against his cheek; ten, fifteen, twenty feet away; a Scientologist can make it connect. He can

make it connect and he can make it go beep, but he hasn't got any wires and he's nowhere near the machine and there he is and the guy holds the electrode. And one of the tricks is, it makes a sort of a little black ridge and you just turn the ridge white, but you just make it beep, twenty feet away.

I've had newspaper reporters in and other people and they go uuuh and ehhe and nothing happens, nothing happens at all. And you take somebody, he's merely had maybe ARC Straightwire, something like that, and he looks at it and it goes beep. And then the first thing he says, "I don't think I'm doing that." Beep, beep, beep-beep. "Hey, hey I...", he begins to realize what he is and he's an electric eel. In other words, in other words a Scientologist can have a considerable effect. Nothing theetie-weetie about it, it's factual. I really, really have to get that beep meter fixed up so that I can have Establishment Officers fool with it. At first you don't believe it, that you can have an effect on something like that at a distance, across thin air.

But you can have, if you're TRs are good and if your Tone 40 on an ashtray is good, you can practically blast somebody into being exactly what he is supposed to be, know, so that he doesn't even question it. Now of course, Tone 40 isn't yelling. It is simply the degree of intention you can put into some of it. It's the amount of intention. Now, you radiate that intention if you are expecting, if your expectancy is good. If your expectancy is bad, your expectancy is critical, if you get a lot of overts on somebody, something like that and so forth, he has some recognition of this, he senses this. But he might not sense it consciously, but he just knows that it doesn't quite communicate. Now your expectancy, you don't necessarily have to be a super saccharine ARC, theetie, you know, sweet and all this sort of thing. You don't have to be loud or haughty or anything of the sort, it's just your, the normal action, but your expectancy and what you say and so on can have a fantastic effect. Because it is incredible, you might not want to believe it.

There's somebody right now who is just being processed, I was reading their worksheet, not amongst you here, somebody who thinks I'm very angry with her, and it's rather pathetic and so forth that this is so reversed. It isn't even there at all, do you see, it isn't true, but she thinks it's true and that's enough to make it true as far as she is concerned. What she neglects to notice is that she committed an overt in the line which is pulling it in. So people can get funny ideas about what you're doing, but that is the negative side of it.

You, by running a positive line on it can overcome that whole thing. So when all else seems to be against it, you can still get through, you can still get through. You get through the least effectively when you yourself are sufficiently doubtful of the outcome to have to drop your tone, because there's nobody quite as an antagonistic person, he's very doubtful, unless it's an angry person. And the only person more doubtful than an angry person is a person who is afraid. They're full of doubt, they doubt the whole environment. "What is going to happen to me now?" And you actually can cut through all those emotional tones just by your own beingness.

If Christ ever drove any herd of swine over a cliff, and I'm surprised at him having overts on a herd of swine, if he ever did, if he ever existed, which is, has some doubt with it. So many people were crucified in Roman times and for other reasons on the track, is they

very easily think they must have been Christ. If you run it out they find out that they were crucified two hundred years afterwards and a hundred years before, and so on, and it looked pretty good. And a lot of people have been crucified on the track for having espoused reasons which were not quite those of the established authority. So, he might or might not have existed, but if he did, but if he did, that would be the technique he was using, that'd be the mysterious technique. One wouldn't quite believe it. Perhaps at some time or another somebody's going along the line on crutches and instead of saying, "You poor fellow, how I sympathize with you," if you suddenly said, "Walk," and he did, you'd probably drop your false teeth. But it can happen.

And to the degree that there's a little doubt mixed up in it, and to the degree that you realize that it is easy, that is the total trick. If you could cut down the amount of effort you were expending sufficiently, you could mock-up a planet. It's the smallness of the effort implied and the largeness of the postulate, not the largeness of the effort and the smallness of the postulate, or the loudness of the postulate, or making the postulate with your neck cords all swollen up. Now we are really talking into the, into the airy-fairy land when we're talking about this sort of thing. It has lots of ramifications, it would just be healing on sight, that sort of thing.

Now, whether it would do that fellow any good to all of a sudden have his body all of a sudden, or whether or not it would throw him into a mental shock and suddenly find out that he was walking and that something had hit him, or something had happened to him at that particular time, that's beside the point. It could happen. Now, this is not necessarily contrary to the person being causative, although you have made him a considerable effect, haven't you, but you have not made him a bad effect. So therefore is to that degree acceptable to him, so he can operate with that cause. Remember that it is you really who told the fellow to flap his hands and then ask him who was doing it. And then he eventually said, "I am," and he was when he said I am, but what started him?

It works just that way with the positive postulate if it's very successful. It's a matter of, "You are a staff member," not "What a lousy staff member you are." Well now, that has it's own thought, but you can just eradicate the second thought entirely and boost the R "you are a staff member" up, and you all of a sudden will build some very startling results which will occasionally amaze even you, because you still care to believe that your better tricks are incredible. So you can do those tricks without believing they are incredible at all, if you just do the tricks and not worry about them being incredible.

Now, once in a while you say woo, and nothing happened. So, nothing happened. So, nothing happened. Alright, great. That shouldn't stop you from saying woo. Now, a person who is failing, failing, failing, failing, failing, usually sets himself up to fail. He tries the impossible. "Let's see if I can postulate. Well here I am looking at the Empire State Building. Fall over. Didn't fall. Can't postulate. Proved it." So what you set yourself up to do is to succeed in this like, but there isn't any worry about it. You see, if you were worrying about whether you were going to succeed or going to fail, there would already be doubt in the postulate and it wouldn't work anyway, so just don't bother to worry about it one way or the other, don't worry about success or failure. But it's a terrific, terrifically strong weapon. It's big, it's much bigger than you think.

You are in the business of handling people, you have to get their cooperation, the only thing which justifies the fact that you should get their cooperation and so forth is they really would be better for it. Nobody's trying to do them in, their morale depends exclusively on whether or not they respect themselves in their own eyes, and that depends exclusively on whether or not they can produce. And the cycles of action which they engage in and complete and finish without a bad conscience, determines their morale and their usefulness. There is nothing quite as pathetic in this universe as a useless man. Not all the soda fountains or luxuries or swimming pools or anything else will ever handle morale to the degree of just good, honest production. And don't think that discipline will injure morale, as long as it does not contain injustice it builds it.

While you are working then, you have certain tools for handling the individual, work for the group then handle the individual, you build up the group by handling the individual, and the primary index that tells you whether or not you have succeeded as an Establishment Officer is the increase in quality and quantity of production and the absence of dev-t. It goes without saying that if you achieve this, it will only be because you have very cheerful, happy, high-toned staff members because they will only be cheerful and happy if they have achieved an increase in quality of production and quantity, and if they have reduced their own dev-t. So it is one of these things that pursues itself around in a circle.

And maybe other people may think that the best way to live is to go down in the Wallabee Isles and lie in the sun, chewing upon lotus leaves, but I've known a few people in the Wallabee Isles who have chewed upon lotus leaves, and they are the most decadent, caved in bums I have ever seen in my life. So maybe what they aspire to do is not necessarily what they would really like to do. Their retreat to the Gullaby Isles, or the Wallabee Isles, is simply some thought that they really wouldn't be able to make it in any kind of a competitive group, because they don't think they could produce.

Now, I'm not telling you all of these things just from the point of view of having tricks. They aren't tricks, they're basic fundamentals because we are in actual fact very sincere about it. We are depending on you to a degree you wouldn't believe. We're depending on you very, very heavily for the excellent reason that if we ever get the show on the road, planet around, it will only be because we have succeeded with organizational tech and have managed to get it in and get it functioning, and get cooperative staff work. That's why you exist, that's why I'm talking to you. Thank you.





# HOLD THE FORM OF THE ORG

## Part I

7203C04, ESTO-7

4 March 1972

Alright. This is the fourth of March AD22, and an Establishment Officer lecture, and the name of the lecture is "Hold the Form of the Org."

The essence of an organization is postedness. Our organizations are built of people. Now, we're not trying to turn people into machines, and we're not trying to do a lot of other things you someday may be accused of trying to do, but I can give you an analogy, that is to say something similar, a similar example, in a motor, electric motor. Now, the power of a motor as you will find in I think 8-80 depends upon the base, it does not depend on the terminals, it depends on the base. It is the thing that holds the terminals apart and holds them in position. That is to say, the bottom plate of the motor, the concrete floor of the plant on which the motor is built.

Now, in the field and world of physics, this has been totally neglected as a factor and it is a new factor in physics. And I would just love to talk to Mr. Newton about this, because it would have been, we would have had a ball. A guy as bright as that on this subject, lord knows, this man might even have gotten some motors.

Anyway, it's the base and that stiff base, rigid, holds the terminals apart, and you get a positive terminal and a negative terminal, and the fact that motion occurs there, cutting that field, is what generates power. But if it weren't for that base, and let me call to your attention, if it weren't for that motion, this is not in 8-80, there wouldn't be any power generated at all.

So let me show you what can happen in an org. We say, "Well, we have a Tech Sec, so that's handled. And we've got some auditors, good, that's handled now, that's fine, and we've got a D of P, oh that's nice, and we're doing all right here so really there isn't any real reason to have an Establishment Officer because we do have an ED who is hold HAS from above and I should think that's adequate, and then we have a Treasury Sec, I read it someplace in an orders of the day here someplace, last year we appointed one." And the stats go down and they go down and they go down.

Well, there's two errors built into this, there's one guy who is triple hatted, and triple hatted onto the wrong post. The ED of course is a Product Officer, positive terminal crossed over into negative. So there are going to be some interesting short circuits in his skull. There's no base of the motor. In addition to that, we inquire into it a little bit further, ah this is one of those funny ones. When you're managing on a long distance communication line, you see some of the most remarkable communications come through.

I kept nagging an org over telex one time, "But do you have a supervisor?" "Oh yes." "Look, do you have a D of P?" "Oh yes." Everything, "Oh yes, oh yes, oh yes." I couldn't figure it out one way or the other. And time marched on. And every one of these cats was quadruple hatted, and the least of their posts were these two production posts, the least of their posts. See, the guy's the Treasury Sec and the D of P, and they, and you know that was just beautifully obscured. And I remember it because it, really now, it's no exaggeration, it went on for months trying to find out why they never audited anybody and why they couldn't teach any students.

Now in a time like this, you can imagine the most hideous reasons. They're all a bunch of traitors, you know, they, what are these things, you see? Well, I'm not even telling you that posts shouldn't be double hatted. But when a post is double hatted make sure that it's double hatted onto the same pole. You could probably double hat two production posts, but don't ever double hat a production and a organization post. He's the D of P and the Esto of the Tech Division. Daaah. Now, the proof of the pudding is the eating, to coin a cliché, and one of the most remarkable points is that D's of P since time immemorial, unless they were very, very good indeed, have never really been able to establish the Tech Division. It has only been at very rare times that you find a D of P who is a sufficient, well, Mary Sue Hubbard for instance can do that. The second she moves off the post and puts somebody else on, splat! Now, what is the strange mystery back of it? It's a positive and a negative terminal without any base.

Now, I'm not trying to strain at this or give you this as the sole reason. I'm not even really talking about double hatting and triple hatting. I'm just talking to you about the form of the org. Now supposing, "Yes, we have a Tech Sec on post," only he's not on post, he isn't even double hatted. Now you keep wondering about which hat the fellow had on, "I wonder if we shouldn't teach him and send him into the main org to get his OEC and so forth, or train him up somehow," and then we find out he doesn't come to work. That's after we trained him. He doesn't even have a job anyplace else, he just doesn't come to work. And you say that's too incredible, that's why you never notice it, because it couldn't be.

But the substance of it is, he is not on his post originating the actions and productions of that post. And it doesn't mean that he has to sit at a desk all the time because some of the motion there is him moving. So he's not really a rigid terminal and there the similarity breaks down, but he is on that post. Now supposing he is on the post and is apparently very busy, but no production happens. Then he is what you might call a dev-t merchant. He doesn't really do the duties or produce the products of the post he is on.

Now, there are probably dozens of ways where he could not be on post, beginning with post not filled and he doesn't come to work. And going on up through rather rarified points such as he gets pulled off his post by having to establish this, that or the other thing in

order to get some production, which would be a rather innocent thing. They actually run through the gamut of all sorts of misdemeanors, crimes, errors and so forth, but there are innumerable ways for him not to be on post. One of them used to be double hatted over to an establishment post. If he's the production officer, then he's double hatted over onto an establishment post, well he has to establish things a bit so that he can get some production, yes. We can tolerate just so much of that and you know the funny part of it is, he'll get tired, he'll get upset, he'll get this, he'll get that, he'll get the other thing. It isn't something that is easily done. And in addition to that, yeah, produce and establish, it's not too easily done.

There is a way to do it and you should know this as part of your kit. If a guy is going to occupy a production post and he's going to do establishment actions, then the trick way to do it is to compartment the day very rigidly. Now, there's an LRH ED that says this, and it gives so many hours divided, the day is divided up and he's to do these various actions. It was written before the Product/Org officer thing and is not a model of this, but he's to put in two hours a day, I think it says, on these organizational actions between the hours of woof and woof. That's legitimate, as long as he doesn't scramble his traffic, he'll make it. "I'm going to organize all morning and I'm going to produce all afternoon," he will, for god's sakes do so. But you've got to have some way to close the door on the organizing traffic while you produce.

Now, it's a remarkable thing that on my, my writing hat very often gets backlogged, and gets backlogged very heavily, when I have to undertake too much organizational action. I will compartment it like this, however. I will spend a week or two organizing and then just move off those lines and then spend some time producing directly. So there's another way you can do it, but it's all under the heading of time compartmentation. I can hear you now say, "I have no objections in view of the fact..."

I'll tell you the tough beef for an Establishment Officer. Not here, but in a little pip squeak org that has totally green staff and can only afford, and it really can't afford those and it can't afford not to have them and it can't afford to have them, two Establishment Officers, one senior to the other, and one of them holding divisions seven, one, two and the other one holding divisions three, four and five and six. Oh wow. Because the other people in the org, there'll probably be just as many people in the org in the beginning as there are Establishment Officers, you see, there'll be two Establishment Officers and two org staff. It's, how do you carve up their hats? Well, time compartmentation is the trick.

Now, it's perfectly alright for you to be the CO all morning and audit all afternoon. But it is not alright for you to be the CO/ED and an auditor. That is not alright. It is not alright for all hands, let's say there's six auditors got together and formed up an org and you've got an Establishment Officer and he's trying to sort this out. "It is alright for you guys to audit all afternoon and evening, providing you do your administrative work in the morning, providing it gets done." One of the ways you triple and quadruple and quintuple and hexapuple, meaning eight, hats is to give a guy that many basket sets and put a big plain label on each one of the basket sets and then, and then insist that some time portion goes on to each one of those baskets. The time portion is absolutely essential if you're going to double or triple hat anything.

Now, the knuckle head that will, the Distribution Sec that holds Success and Testing by just going down the org board and holding Success and Testing, needs one of these electroencephalographs that the psychiatrists use. They connect the electrodes into the meat of the brain. You'd have to go that deep to find out how anybody could be that goofy. Because what's happened? He's abandoned a post. Now let's get back to where we started here. The abandonment of any post and not doing the duties or functions of that post while holding the post, or having the title and doing something else or not doing and so on, disposes of one of those terminals in the org. And there won't be any spark and there won't be any power and that is that. The lights will go out, not just for that department or division or org. They will go out for the guy, and he just won't know what the heck this is all about.

The earliest material on this that I recall offhand, is the middle '50s, there's some kind of a policy letter of wearing a comm basket on your body. And do you know that a fellow who doesn't have a comm basket will go off post and he won't, that is to say he'll go home in the evening or something like that, and he takes, takes the whole thing right along with him, even if he isn't carrying papers in his pocket. And it's; he's sort of the comm basket. And there's a very funny phenomenon, by just putting an in/out tray there with the post title on it, you immediately will get some relief off of somebody who feels rather hard pressed. Now, you say that isn't very much to do, well, it isn't very much to do and it's magical.

"Now, what communications you receive go into that top basket, and what communications you put out go into that bottom basket, and let's not have any of those communications appearing in the drawers or under the blotter," and just that. Now, when a guy is multiple hatted he can go mad unless he knows his hats, because it's the unknown hat that comes up and wraps itself around his neck. He is not alert to the fact that he's wearing that hat and that's the one that bites, that's the one that wraps around his neck, that's the one that's absorbing all of his time, and but really the one that's making him irritated, something on the order of by-passed charge.

So when you see somebody who is just getting awfully desperate one way or the other, remember that there can be BPC on a post of an unknown hat. And the remedy for that is you have him sit down and write down a whole list of the hats he wears.

Now, what do you know? A D of P, although he thinks of himself as the D of P, if he is running a somewhat isolated unit from the main org, can have by actual count on a past D of P thirty-five hats. Now, every post has some hats in addition to the hat that is expressed on the org board. Oh, there was all kinds of hats there, this person was doing tech paging and they were doing selling and they were doing this and that, but there were thirty-five separate hats and when she sat down, we didn't do anything about this but just list them. And as soon as they were all listed, why she was much happier. We didn't even put up a comm basket for each one of these hats because they weren't really hats to whom anybody communicated, but they certainly had to be done. And it was great relief, it is something like writing the list of "what is your hidden standard?"

So, it is a trick for an Establishment Officer when he sees somebody very, very, very oowowoom, have him sit down and write down each hat he wears, regardless of what it's called. Let him invent the name for the thing. And he will wind up with a very interesting list.

And the F/N BD item will be the one he never suspected that he wore that hat. "Well what do you know?" So the next time he gets upset, a month or two later, make him do the same thing. You can run the process ad infinitum.

Now, the org board is the base, that is the base, like the concrete floor on which the, the electrodes and so forth of the motor sit that is the base as far as you're concerned, so long as that base transmits itself over to the concrete or the wooden floor of the building the org is in. Now if you notice, an org board flows from the left to the right, and if you don't watch it, guys on the left side of the org board will fly on down the org board. The flow lines of an org board are very strong and in a big organization you can actually watch this phenomenon. Not only will the executive fall down vertically into his department, but also he will flow horizontally.

Now, the org board is built that way to flow the public. Now, because it flows the public, what do you know, the erosive action of the public flowing by; and it is a sort of an erosive action like a, like a river going through a plain will eventually cut a gully or a canyon, it always pulls off a few rocks off the edges of the canyon and takes them along; that's staff. And you can actually, will notice that staff will flow down the org board. You can take anybody who has been running a sort of a single handed, god help us, no Establishment Officer organization, you can make him list his hats and spot exactly how far he has flowed down the org board from the executive division. God help him if he's gotten all the way to six.

"What are you basically involved with at this particular time?" What are you involved with, is what you would ask. Now, you could ask any one of those executives this, or you could ask any of that staff, and they will always give you something over to the right.

Now, when the HCO went out, they sort of take bodies to HCO, but when the org board flows down, it leaves a sort of a vacuum in HCO, and the org can't quite work itself back up to HCO. Now, that's very symbolical, but has some truth in it. "Just abandon it, to hell with it, HCO isn't going to do anything for us, to hell with them, that's it, yeah. Oh, we'll get some staff around I guess, I don't know, somebody, who are all these PE students here? Any of you guys want to work in the Distribution Division?" And you'll see Treasury coming over and saying, "Anybody on this PE Course has any accounting experience that would like to work in the Org?" You know? Scrounge, scrounge, scrounge. Don't think that doesn't make dev-t. Do you see what's happened? HCO has flowed down the org board and sort of hung itself on everybody else down the org board. Do you see that? So a whole division can flow from left to right.

Now, I'm giving you materials, I don't know the degree that they were written up in '65 and earlier, but there is a lot of oddity, a lot of phenomena concerning an org board, and I'm just giving you bits and pieces of it. The policy letters you can read for yourselves, it's all in policy. I don't know that all of this was expressed about flowing because boy, does it flow. Now, if your staff is unposted and unhatted, it will become a rock in the stream with the greatest of ease and they sort of blow. They'll go right on down the org board and right off the org board and fall off the org board and that's that.

In other words, they're inadequately posted, they're inadequately hatted, they're inadequately stable. They don't really know what their job is so they sort of go into sympathy with

anything that comes down the stream. They'll come down the stream, "Nyah, nyah, nyah, nyah, and they cut my throat and they did this or that and they ruined me and so on and I want my money back," and the next thing you know, "Oh gee, this is, everything is terrible here and..." so on. The guy might be just lying in high C, because you see they'd have really no way of knowing that, because the guy didn't really know kind of what it's all about and it's all confusing. But the confusion begins at home. If he's confused on his post, anybody can confuse him. So the public traffic that is naturally confused, just in themselves, and if you have a confused staff, why the staff goes wheeoo into little whirlpools and flows on down the org board and bongonggg, off the org board, and you won't be able to man up the org board.

Now, the org board itself should express itself on the floor of the org. You say well then the ideal org building would be something that had a big three sets of offices in three buildings, three long buildings, that would be the executive division, and those three buildings would be in sequence. And then it would have buildings which were HCO buildings, and then it would have buildings which were dissem buildings, and then it would have accounting sections and then those would be that. And go right on down to six and that would be absolutely correct, that would be how the org form should be built, if you're going to build a building.

Instead of that, you rent buildings and then you hire an architect, they've got to get by the local planning authority. And the local planning authority, well, they're mostly monitored by how much they can make a building cost so that their friends who are in the building trade will be paid adequately and not starve, the poor fellows. So it would be rather hard at this stage of the game to actually lay out a building, but if you had a huge concrete floored barn, and you didn't know anything more about this or that or the other thing about what to do, the best thing to do with it is to shoot all of your public lines along one short line with a representation for each division. And then have the working sectors of the division back from the public lines. That was forgotten at St. Hill, so that anybody to sign up had to go up from the back of the castle down to the manor, over to the old hall, back up; this was points one, two, three. I don't know, I didn't have anybody test it out with a pedometer, which is the miles you walk instrument, but it must have been marvelous. And Mary Sue took one look at it and went yeeep, and grabbed hold of a pen and started marking in the proper public lines. They're all along that back porch of the castle, they're ratta-tat-tatta-tat-tat so as to shorten up the line so the public doesn't have to walk that far, and the terminals that meet the public are all on that line.

So that tells you that the org board ought to be a curve, it ought to be curved at the top inward. Do you see? They ought to be like a, a dip at the top and wings spread out at the bottom, so the top is contracted and the bottom is long, and you would find that the org board would flow. Now, there are certain things that happen from this place to that place to the other thing, and so that when you mark out an organization, you don't have any neat scene like this, and then your troubles begin, because your traffic and dispatch flow lines are going to criss-cross, and wherever they criss-cross you will have enturbulence. Just try to shoot two fire hoses perpendicular to each other, the stream of one fire hose going through the stream of the other fire hose, and you get wet.

So this is something about the form of the org probably which has never been emphasized hard enough, because we have one org that had its comm baskets, I've already men-

tioned to you, had its comm baskets in the basement, so that to get from Division One to Division Two, somebody had to go to the basement and come back up. And then Division Two, they would have to go down to the basement and come back up, because this wasn't I don't think accompanied by any messenger delivery. So you had several times a day, every member of that staff had to go up and down in that elevator. It must have been an interesting scene. I don't say you can get this disarranged, I say we have case histories of this being so disarranged you wouldn't believe it. It's another one of those incredibles. "Nah, nobody'd do anything like that." Oh yes they have.

Now, when an org is housed in two separate buildings several blocks apart, you have trouble, you inevitably will have trouble because it is no longer a cohesive, a stick-together unit. It develops all kinds of little oddball rivalries and so forth, it's "them over there" and "us over here" and that sort of thing. And it's one of the principles that if you've got to spread an org out into several buildings, well for godsakes, try to get those buildings consecutive. Now, it can be that you can put completely out of your org only one division successfully, and that is the Tech Division. You can even split the Tech Division so that your training, main training quarters, and so that your HGC quarters are in two separate buildings, both of them separate from the org; separate from each other and separate from the org. This can exist providing you split up your Tech Services and have PC Admin and Student Admin, providing.

And there's one little hooker, and something they never do, so long as a representative of the Tech Division exists on the in org public lines. You say, "Well, who would that be?" Well that would be, that would be like the Tech Division Liaison Officer. "Well, what does he do?" Well, he does the Tech Services functions and the instant D of P functions that would have to be done. There's got to be a representative.

And when you wonder why those lines don't flow, it's just because the public line is not put together so it flows. You've got Joe Blow walks from the registrar's office over to Tech Services or something, to get on course. And the number of Joe Blows that get lost off that line, you would be very, very amazed. The routing form won't route. Now, you actually have to have a page or something like that to escort. So you have to make up for this sort of thing with posts that aren't on the org board so that there's, you never heard of one before I don't suppose, but there's something like a Dissem Page, that's anybody leaving the Dissemination Office. Now, you say that can be made up for with a Tech Page, and we do have a Tech Page, but he's somebody who looks up people and that sort of thing. We do have HCO Couriers that go around in the org.

But bodies have to be escorted, but that's an awful lot of consumption of man hours from a standpoint of the fellow leaves the registrar and is then walked way over someplace for a tech analysis of his case or something like that, and then way back, do you see, and oh wow. It took the guy all morning to get signed up. Your public lines ought to be a fifteen, twenty minute proposition, you see? Well, just make sure that your public line is in consecutive order and is in the order of those terminals that your customer has to see, and you got it made, you got it made. You have to substitute for the big org building in terms of having liaison posts on that public line and then that'll flow. And then you'll find out your staff won't get swept away and people won't eddy into the place and that sort of thing.

Now, of course this pc who is undergoing processing, he isn't really on a, that is a service line and is not a public sign-up line, and he can eddy in and out of Tech Services or something like that all he wants to, as long as it has a reception. So the second you detach a unit it has to have a reception, otherwise its staff will be continuously enturbulated. One of the maddest scenes you ever wanted to see is mixing the auditors and the pcs in the same room of the HGC. The auditors' admin room and the pcs' waiting room is the same room of an HGC. Those auditors now start getting into trouble, they start running out all of the things that the pc has started to self-audit while listening to two auditors talking about what they ran on some pc. In other words, the cross, the cross of communication there is too great, and you start mixing that up, that's pretty grim.

Now, students getting mixed up with interns and getting mixed up with auditors isn't so bad, except they get overwhelmed, but they sometimes feel a little bit flattered, but if you've done this and your HGC and your auditor admin area, Tech Services, is mixed up so that your students get mixed up with your staff auditors, or your public gets mixed up with the staff auditors, you've got trouble, because it's different types of particles. Now you've got to do something to separate that out. One of the first things you find out amongst the students, they'll all of a sudden start running squirrel tech and studying squirrel tech and thinking bulletins are old or something, because the people they're associating with, the staff auditors, are not supervisors. And they will ask them questions and, hold your hat, the auditor doesn't maliciously misinform them, the student just willfully misunderstands practically anything that's said to him. He wouldn't be asking questions in the first place if he didn't have a misunderstood word. So anything he hears after that misunderstood word just goes in one ear and out the other, but leaves a sort of a puddle of alter-is. And the next thing you know you can't figure out, "Why don't these students learn anything?" See?

Somebody's liable to ask you as Establishment Officer this burning question. One of the first things you ought to do is, "How much do those students associate with auditors? Is the space the same?" And one of the things you can do on one of these things, just go around and ask each student who told them this, who told them this, who told them this, and you'll come up with the terminal who is erring. You can solve it that way. That is to say some supervisor's doing his nut because he can't really get it across to the students, or some case supervisor is going mad because everybody starts making the same errors on his interne lines. At that point it is the job of investigation that you narrow down to one person, but one of the sins in the thing is having the guys in with the wrong people, and tech won't stay straight under those considerations. So that rather serious technical errors can occur by reason of displaced, disorganized space. It's the only point I'm trying to make.

The form of the org is far more important than anybody has ever given it any attention whatsoever, the form of the org, that is a very vague term to most people. It means does it have a wof, does it have a wof, does it have a wof and does it have some divisional heads? "Yes, oh yeah, we've got the form of the org." Baa, baa, baa, baa! Where is it located in space? Are those guys that are mentioned on the org board wearing those hats or aren't they? Is that org board able to flow in any way whatsoever spatially? Can it start anyplace and end up someplace else in the space of the org? You can get some of the craziest things you ever wanted to see in this sort of thing, really mad things. Disarrangements of space. You can have



a C/S in a little cubby hole five buildings away from his auditors. You can have an accounts cashier six buildings away from the registrar. You can really have some goofy ones.

Now, when you're spattering units all around and trying to fit them into places, the first thing you hold is that public line, that's the first thing you hold. And you don't give a damn how fond somebody is of his office. You know, every time I go back to an organization that's got nothing in it but executive offices and there's no service space; an organization depends on its service space, not on its executive space; I always make myself probably very unpopular, I move all the executives out of their private offices, take all their secretaries away from them, put them in one big room and then give all of their space over, and all of a sudden why, the org goes boom, not into an explosion but into vaulting stats. Before that it was just going downhill, downhill, downhill, downhill. See? All the service space was gone.

So the first thing you do is you look this thing over from the standpoint of space, what is the space locations, and can that public line flow. If it isn't close terminal to terminal to terminal, it won't flow. And if you cannot fit the office that public line is supposed to have on it there, you put a liaison person there instead of the whole office there. Don't have things missing, don't have things missing. That's the first thought. Your next thought on spatial arrangement is service space, it is a service org. Give all of its space that you possibly can you give to service. If that space can be given to service, fine. If there's a penthouse in the joint why, that's fine, you can't use a penthouse for service, put the executives in there. Service, it is a service org; if it is a service org, that's service.

For instance we have two large spaces on Flag, one is devoted to the accumulation of information and the digestion thereof, and the ad council, aides council, and the dispatch of missions, and so on. That is a service action because that's a management org that that services. And the other space is devoted to the HCI, which is the students. Those are two large spaces. Notice that those are, that they're the only really big spaces that there are as whole spaces around in the ship, and they are immediately and directly devoted. There is one other fairly good sized space and that's where you find your HGC/Qual functions in, and they're always screaming because they don't have enough admin space. I know that, and so on, and there are various things wrong with that spatial location. We just ran out of space. But notice they've got a big space.

Now, there's spaces all over the place and there's even cabins used, there's all kinds of odds and ends of space, but that's what they are, odds and ends of space. That's what you do with them. Now, there are many things that you could use space for, there are many things that could be adjusted and so on, it probably is not optimum, but it has fallen together. Now, its public lines do not flow well at this particular time.

The two reasons why a line won't flow well, unhattedness, three reasons, unhattedness, spatial dislocation so that they confuse and cross, and lack of routing form. You could also have an unreal routing form. And if the public isn't flowing on those lines, you will find it's one of those three things that is out. Now, with an org that is spread all over the place, you don't have to have an accounting unit on the public lines. Let's say there is an accounting unit and it's got two accountants in it or two account personnel in it, and all they ever do is just add up books and figures and so forth, and add up books and figures. They don't pay out dis-

bursement, they don't receive money, something like that, it doesn't matter where you put them. They're not on the org flow lines that intimately or directly, and in view of the fact that they aren't, they can be given something in the back garden. So you can get rid of units that way.

Now, promotion and publications whereas to their book stocks and where they really write up their magazine and all of that sort of thing, that can be shed off the public lines, but Department Six registration can't be. But letter registrars can be shed off the public lines. So you analyze it from the basis of what you can shed off the public line and where you can stick it without getting it so confused that Department Four of promotion is not a hundred yards from Department Five publications, and you'll start to hold together something like the form of the division. It could be spattered around pretty badly actually without really upsetting things, providing you use your head.

So it's one thing to have that org board up on the wall and another thing to get it down on the concrete floor, but if you don't the org will not develop any power. There might even be a lot of frantic motion, but because there's no fixed terminals it isn't cutting any line to develop any power. Nothing is happening, nothing is being generated is what I'm trying to tell you. It'll sure be noisy, oh boy, that staff can look so exhausted, it can be so knocked in the head, ethics officers tearing around the place and commanding officers or EDs coming down, "What is the matter with you people?" and finally getting so beaten down they never even move out of their office. See? Divisional secretary's in a screaming fit, HAS, just a huge mountain of paper. They're working, oh boy, they're working, oh man! The number of man hours are measured in gallons of sweat. And they're not producing a confounded, cotton picking, blinking thing but bankruptcy. And the secret is the form of the org is not held.

As an executive Esto, there's an Esto in any part of that scene, those are your first thoughts. Form of the org. Now, a staff can be very, very upset by having to pick up all of their desks and move them someplace else and pick up the desks there and move them someplace else and pick up central files there and move them someplace else. So don't do it twice, don't do it twice, only do it once. So you'd better be doggone right before you lay one out.

Now, let me tell you the data I'm giving you seems very obvious. And would you please ask why I periodically have to call for the floor plans of St. Hill, ASHO and other orgs, and sit here and say, "Oh my god," because it violently influences their stats. You can so mess up that spatial locationness in an org that you can crash it. The public can't find it's way through the org. Public damned, the org staff can't. It is actually a very nice thing to have a chart up on the wall showing where everything is, even if you have buildings spread out and that sort of thing. Big public chart with a nice mark on it saying, "You are here."

One time they were going to build one at St. Hill, it never got built but it's still a terrific idea, it was a "you are here" chart that had little lights in it, and you had this bright light that was burning and it had a list of buttons. And you pushed one of those buttons and another light went on that matched what that function was. You are here, you want to see the Ethics Officer, push the Ethics Officer button and the light will go on showing you what building he is in and what office. Now that is routing, and that comes under routing forms. Routing form also infers that somebody is going to go along a route. And when you go into France, it's very

nice for you to have a Michelin map, a tourist map, showing the roads, and you'll feel very lost and very confused if you don't have one. One sign post says St. Lasar and the other post says Nancy, you know, only some joker has turned it all around, or it's blown down or there isn't any.

I remember my first routing signs of automotive roads in the United States and actually somebody had actually managed to make some tin signs and nail them up on an occasional tree a few hundred miles apart that gave the Yellowstone Trail, which went from Montana to California, or it went from Montana to Oregon. And I think I saw a half a dozen of them, but somebody had really been enterprising. The road of course was nothing but a cart trail that followed exactly the old forty-niner route, ruts and all. There was nothing there. And it was a puncture every thirty miles, that was the life span of a tire. That was when America started to get on the wheel. I'm not taking you back to my boyhood, I don't much care for this boyhood. I've got some more interesting boyhoods than that. But I remember vividly the great joy and the VGIs which would turn up on their eyeballs when they would see one of these battered, knocked apart, filled full of shot, tin signs nailed to a tree. They were very infrequent. It was a great relief to them. They'd found out that they hadn't somehow gotten into Canada or Nevada.

The feeling of lostness will cause a turn aroundness and walk outness. If you want to know why people disappear out of reception, there are two reasons why. One is nobody receives them and the other is there's no map there as to where to go to be received. So it is something on the order of a clearing map) So the public can route themselves to the degree that they have a routing form, to the degree they have a map. Now, it's no good to give the public a routing form for which they have no map. Go from Dover to Callais to Paris to Barcelona, it just says that. And this guy got G or he got, pardon me, F in his geography in grammar school, you see, and he doesn't know where these places are. And it's a great relief to him, it's an ARC factor. So when you're busy laying everything out, remember that the public is going to be following this and people are going to be following this who haven't got a ruddy clue, and who would get lost in their own front room with ease. And if you just put that down as a test, then you will know that you have got your routing plans and planning about setting up your routing somewhere near correct. He can't get lost, and you will just be amazed what this will do for the stats, the ease, the comfort, the cheerfulness of an org, this feeling of easiness and ARC and so on.

So the form of the org isn't something peculiar, and it isn't some advertised significance of some kind or another, it is something that moves into concrete. And you can go from there down to quarters for which we can pay the rent. You can go from there, machinery and equipment, you can go from there to desks, you can go from there to this and to that. But while you're going from down into paying the rent and machinery and the equipment and the desks and the supplies and all of that sort of thing, you're in secondary country because if you've got the first one wrong, you won't ever pay for that other class of stuff. And it is something that is ordinarily and routinely missed in orgs, and it is as true for an org of four staff members as it is for one of two hundred. The form of the org. Now those guys are on post, or they're occupying the post.

Now, you find all kinds of shifts like this. "We haven't got many people and we're trying to cover this thing and we have a lot of other things to do, so we'll only open the public lines at such and such a period, bong bong, and we'll have the public lines open just during that period." That's a great plan but the public doesn't get scheduled, people going through those lines don't get well scheduled, weird things happen which are off line things and so on. So if you do something like that, have an alternate route, have a sign up saying "Mamie Glutz, phone 625-973," or something. There's got to be an alternate route, otherwise the line will jam, because the public does not always stay on between those time periods and sometimes, hold your hat, it takes longer than that to run the public lines.

So I'll give you an example that you don't have in the org, but there are such examples in the org. Let's supposing he had to go home and get his birth certificate in order to come back and register. Now, the public line was open and he was first in line, but by the time he gets out to North Pomona and back again, the public lines are closed. Now, he's back again and he didn't notice the public lines would be closed after five, so he's going through the public lines. How do you get him through the public lines? Well, it will make more dev-t if you don't. It is a service org.

The United States Government's scheduled itself in such a way as the U. S. Government first and the citizen last. Somebody walked into London and reorganized the London Embassy. Oh, he was quite an administrator, he must have been an admiral in the American Navy. Christo busto, he had that, it was all running fine before that, you went in, you got service and so forth and you walked out of it, there was nothing much to it. Jeeez god, you got in there, you sat down, a bunch of clerks sitting around doing absolutely nothing and huge offices inside, you couldn't see them. And finally, after you'd been sitting there an hour or two, you managed to get out of the receptionist with a black jack that their public lines weren't open 'til two-thirty. It was now eleven. You came back at two-thirty and found out you didn't have an appointment because, you see, you couldn't get on the public lines to make an appointment unless you had an appointment to get on the public lines. It was a genius, an absolute genius. You notice their embassies are getting burned and information services getting burned at various times over the world, it's not the natives.

So therefore this public line has got to be workable, the spatial lay out of the org has got to be workable, and now we get down to hating the people and making sure they're holding those posts, and we get them doing the jobs of the post and knock the dev-t out of the org, and make sure that the post is producing what it's supposed to be producing and ratta-tat-tatta-tat-tatta-tat-tat and we're off to the races, and we eventually get down to where we can actually make enough money to buy some materials. OK?

Thank you.

# HOLD THE FORM OF THE ORG

## Part II

7203C04, Esto-8

4 March 1972

Alright. Form of the org. Form of the org. And you'll find out first, last and always that you have this as your basic consideration. At no time are you ever really totally free of it, because an org expands and then they want to change everything and move everything. And you will find that the people at the Ad Council, or something like that if you've still got one, that can talk the loudest normally get the most space. And there's pressure, pressure, pressure, pressure to get this space, to get that space.

I had a dispatch here the other day. "I have been trying for a year and a half to get enough admin space for fa-fa-fa-faf," and so forth and so on. It's always hitting, hitting, hitting because space is scarce. Space is very valuable stuff and when you are laying out space, it is not he who talks loudest but it is that activity which is making the coffee and cakes that gets the cream space. The CO may or may not have a great office, but make sure the registrar does. These are the facts of life and they all come from this one thing, form of the org. Establish the org. Alright.

You establish it against the actual concrete of a floor or the wooden boards of the floor. If you had an enormous aircraft hangar and you actually put tennis court lines on it to represent the divisions and put, unlimited space you see, and put the desks of that, that's all the space you have, put the desks of that division inside the departmental lines that are drawn on the floor, you wouldn't go wrong. But unfortunately you can't do that. People would insist after a while, because they couldn't stand all this wide open spaces and the hurricanes of air blowing through the place, that you start putting up partitions and so forth. Your partitions will start with a little rope chain. Sometimes they use file cabinets for partitions, so forth.

One place cost us, there's one little caution here. When you're acquiring quarters and that sort of thing, be wary because you can get an awful lot of useless unusable space that looks good at the first glance, but if you don't look at it hard, woof. One of the things is is we had, we had an org one time that had a lot of space, but it was all vertical. You couldn't divide the rooms up, it would have taken about a thirty foot high partition, and the second you put an eight foot high partition around, all the noise of the place just flew over the top of the partition

and it sounded like a madhouse. So there are limitations on the types of space which can be used.

There are other considerations with regard to the acquirement of space and very often you will be driven, if moving from here onto other establishment functions, you'll be driven sometimes to the acquisition of new space. If the space which you acquire is too costly, the org will not be able to survive, it will go insolvent. And therefore you always have a rough problem with regard to this.

The PAC area went insolvent on space, went insolvent on three things. Space, postulate checks that kept being reported as valid when they weren't, and over manning. And the reason they got over manned is nobody was really in there hatting them hard, hard, hard and holding that form in the org.

Now, you can get a, very easily get a very over manned area which then seems to require an enormous amount of space because you've got so many people. Well, it's all very interesting, it might or might not be true. So you sometimes can buy a pup. You see that this org has a hundred and fifty-six staff or something like this, and obviously they require an awful lot of space. For heaven's sakes, look at their stats and production. They might not be doing the production of a thirty man org. We have an org doing that right now, it's called the Los Angeles Org. Has personnel running out of both ears and both pant legs, producing nothing. There is a lot of dev-t. And action is going in on it. Their situation wasn't helped by the way by somebody originating a complement, which was unauthorized from an unauthorized post and shipped it out to them and the damn fools didn't query it. It changed practically every post in the line.

I think if somebody had come along on the street and handed them a complement, they would have taken it. And they put it in and it just scrambled and musical chaired the whole org, and we couldn't figure out why this was happening. We finally traced it down to an unauthorized personnel doing an unauthorized complement that was posing as an org board. It wasn't an org board, it was a complement. This complement is what you try to adjust an org to if you can, and it's not an org board.

There are really three forms of org boards. There is the functioning org board, the org board of functions. And then there's the org board of posts and then there's the org board of complements. And you can't do one without doing the other. And you haven't heard of these in policy and I'm telling you about them now. There's what you call a function board on which you have listed every function known to man and beast that has ever been performed by one of these divisions. I don't care if it's a three man org, those functions sooner or later will be done. That's a function board and that's the first form of a board.

Your second form of your board is a post board, that is to say the posts of the org expressed as posts. God no, they don't have any name on them. Don't make number one mistake of establishment to end all mistakes. A blank space on the org board does not mean a name gets put on it. That's the most serious error that you can make as an Establishing Officer. You can get suckered in on this time and time again. You'll find out, this is in policy, for chris-sakes don't do that. The thing has got a post name so immediately somebody says, "Well, the post name's there they must be a person there, so we put the person's name on that, and got

these other empty names, we got these names, and we'll just putting those people there and putting those people there and posting that, and we got a hundred and twenty-five names here so we've got a hundred and twenty-five spaces, so we'll put down a hundred and twenty-five names." Oh you'd be surprised, I think that's how they're usually posted.

Now, that's a post board and it may have holes underneath these names to label something into, but that is just the posts. Now you've got the functions, now you've got the posts. They might be two entirely different boards but they have to match. Now you've got the complement board. And that is asking this question, "Who is double hatted and how many posts are held from above and how many posts are empty?" and you do that by workload. And you for the first time are in an optimum position to be able to adjust an org by workload. Well, I'll show you an example, you've got a Success Secretary, or a Success I/C, Success Clerk, she's sitting there. Now, somebody comes by every half an hour, or every twenty minutes or something, and she writes a success story, puts them on the meter and asks questions. You're in a position to see that.

Now, you also have a Test I/C and a Test Marker. At that moment you cease to have a Test Marker, they're all marked by the Success Clerk. She gets hatted and quick. And if you're that short of personnel, she also does all the testing. Do you get it? Adjustment of load. Now, the load is proportionate to the amount of traffic coming through the organization, not proportionate to the bigness of the org board. So that's how orgs get over manned. So there's three boards; function, post, complement.

Complement means by name the list of men and officers of a ship, but it's the only word in English which says what it means, because it's the allowed number of officers and men allowed to a ship. I think the Army has borrowed it and I think maybe sometimes the army refers to them; no, the Army's got another term. It's called a order, it's got another, there's another term, it's two or three words put together. It means the same thing as complement. It means the, table of organization, he's on the table of organization, yes, and so on, but the word complement does fit. And that's how many guys you are allowed. But just because you're allowed those guys is no reason that those are the only guys you have. The word is very badly misunderstood. It is usually issued as something that we will try to adjust to. Now, if we've got an over manned area, we will say maximum allowed complement.

Now, the mistake that is made is when you see a complement board, for anybody to put any post on it. A function board doesn't have any posts on it, a post board has no names on it, and a complement doesn't have post, name or function on it. It says dissem, four; or it says department four, three. You get? So because this hasn't been split apart and differentiated clearly and because it hadn't been totally understood, a lot of mistakes were made with it. So they mix up a function board with a complement, and they mix up a post board with the complement, and they mix up this and they mix up that, and they get gorgeously scrambled. Now you say, "Well, what is that org board that's up on the wall?"

That is called a compromise. And that takes a bit of the function, it takes the principal post and uses the complement. And that is the express board. If you don't realize that an org board is three boards and they've just hobson-jobsoned together when they're put together; and hobson-jobson is what, the way the British trooper turned language into what he thought

was Indian. It's how you get those three boards together and put them up there so they make some sort of sense; and that you can say, "This is our org board." Always realize when you're looking at it, you're looking at three org boards, the thing is terribly susceptible to shift and adjustment and that's very vicious, because the staff then might get the idea what their post is. If a guy is holding D of P and Tech Sec, he is posted as Tech Sec and he's posted as D of P. Do you follow? His name goes on it twice, if that is the principle posts which have to be held. So that you can have... One of the funny boards I saw in the very early days, there were only three guys in the org and they had taken a nine foot org board, and bless 'em, they had put their names in all the spots where they were holding the posts. Their names were repeated on the org board about two hundred times. But they had the idea.

Now, your adjustments of an org board, then, are the adjustments of these three boards. An org might suddenly acquire additional functions that you didn't know you had, and it might lose some. Such and such courses are now going to be shut off or closed or transferred elsewhere, and all of a sudden you lost those functions. Well, that all requires an adjustment of the org board, but remember what board it is you're adjusting, you're adjusting the function board. Now, that function board is going to make a difference in the post board.

One of the funniest things you ever want to see is one of these naval bases or a Space Opera base after the fleet has gone out and been defeated or something. Gibraltar sits up there in this condition. My god, it's got an admiral and it's got captains of the port and it's got chiefs of ordinance and it's got dock yards and it's got blahhh, and it's got an org board that would absolutely knock you silly. And at one time it serviced the British fleet, which was number one in the world, which has now shrunk to about two corvettes and a rusty gig. Oh, I think they still have an aircraft carrier or something like that. They do have some submarines, we saw one come swishing in the other day, and I think the U.S. gave them some nuclear subs. But, it's not a fleet.

You know, you see a fleet the way the British fleet was, you took a pair of binoculars as far as you could see why, you saw the funnels of battleships stretching over the wide, wide horizon on a very, very bright day was one squadron. That was what the Gibraltar dock yard was org boarded to handle. It's still org boarded. Gibraltar's dying for commercial traffic, dying for something to do to support the population which has now been shut off totally by Spain, you see it isn't an island anyhow, but thinks it's an island. It's part of Spain, directly land connected to Spain, and the Spaniards got tired of this so they dropped the hoop. They've been trying to do it ever since about seventeen something. And that whole big harbor, Gibraltar, hasn't any battleships go in there anymore and so forth, it's all reserved for the navy, and the commercial traffic is sometimes permitted into the destroyer pens which are way down at the bottom of the harbor. And there's room there for about three or four ferry boats. Reserved for the British fleet, hail Britannia. Gong. But it's sure got a hell of an org board and it's sure occupying a hell of a lot of space.

"So we just got through closing out course A, B and C, that's not going to be taught anymore." Don't ever get caught, don't ever get caught by letting that space go on and on and on and on without a re-plot of your spatial positions. "We are no longer going to have this particular line in this particular organization." So don't leave an I/C in for the line and don't leave the receptionist of the line and don't leave the secretary of that special division that was



created, get them the hell off and over onto production because they will soon become one of the most avid sources of dev-t you have ever heard. They've got nothing to do. The space also will begin to suck up things. All the garbage that nobody knows where to put, they will dump it in that space. "Well, there's machines that we didn't have any more of and so we didn't use this any more," and it'll be sitting in the middle of what was once a classroom or something like that.

Now, by failing to spot that when that has happened in the org and get an adjustment to fit your traffic, you all of a sudden can keep stats from going up, because the earning portions of the org and the earning functions of the org are no longer able to function, because they haven't got enough space. Yet they're expanding, yet over here you will find out there's allocated space which hasn't been used since the War of 1812. You got it? The funny part of it is, there will also be people there defending it, that's one of the most remarkable things.

Now, as far as moving an org from one city to another, if you ever try that, don't. Trying to close out an org is one of the most expensive, arduous and upsetting situations you ever went through in your life. Now, I'm not exaggerating one bit. It takes them years. You wouldn't believe it, but it takes them years. You say, "Well, that org's finished, we're going to transfer everyone to the other side of the river, that org's finished, we're not going to do anything more with that org." Time marches on. The org you moved out of or tried to move out of, or something like that; it isn't a portion of an org I'm talking about now, I'm talking about moving a whole org, but this also could apply to vacating some buildings; it tends to hang on. Now, trying to close out a whole org it's, it's something on the order of you shoot it and you hit it over the head with an axe and you kick it and you dump it in the river and it's still alive. It's like Rasputin, the monk they couldn't kill.

What on earth then is this thing, what is this thing? Why, why would an org operate like that? Why would a section operate like that? Why would a, this set of courses that you no longer teach, why does it survive and why does it keep on going? Why does it retain it's own space and it's antiquated functions? Because there's something alive about it, and I'm not being theetie weetie, either. A lot of people remember it was there, a lot of people think of it as being there, and a lot of people sort of keep on putting it there. And whenever you radically change the form of an org board, you run into this. People are still trying to run on the old org board, they don't learn the new one, and you can't get the new one in, either. Very scramblish.

One of the things to do is to go back and find out what's the old one they were running on. But once you've established the form of the org and you've really worked to establish it, the possibility of knocking it out is very faint indeed. It doesn't disestablish easily. It might become enturbulated, it might become confused, the stats might go down, it might cease to have income, a lot of other things might happen, but the disestablishment of it is very difficult. It'll probably even keep on surviving in some lawyer's files or archives for ages and ages and ages. One of our late, unlamented enemies had a corporation up in Scotland and they moved in some hysteria from Switzerland, we started leaning a little bit, and they moved and they established in Scotland and then they moved and they've gone elsewhere in the world. But they haven't really been able to move from Switzerland, and they haven't really been able to move from Scotland. They're still leaving that, and it wasn't really well established. It was well established in Switzerland, so well established in Switzerland that no other org of that

same name can be established in Switzerland now because the state still believes it's there and won't be convinced that it isn't. We've already checked it up. So you get a sort of an independent life of its own to something that is very well established, so you start monkeying with it and it sort of kicks back. And it only kicks back in people's memories, you see, it's not that any live thetan is there. It is still in people's memories, it's still in people's training pattern, it's still in people's this, it's still in people's that, and to that degree it has life.

So when you start pounding something in hard, have some idea that it is fairly correct. So a day or two of study, hard study on what you're going to do with this division is very, very properly expended time. It isn't a lick and a promise that is handled on a dispatch line that comes across your desk, it is a go and look, it's a talk to, it's a look over the functions and traffic, it's a look over the flow lines. Does it disarrange anything like a public flow line? Does it disarrange dispatch lines? Are there some other functions? Go around and see people and people and people, and talk to them and discuss it and discuss it. It is not something you take off the cuff! And that's how it all goes to hell because people say, "Oh let's, let's set this place up," and so forth, and somebody throws some desks in and so on, and then it's a hell of a mess and then it's almost impossible to establish. But then it eventually gets into that concrete mishmash, and then you come along and you try to straighten it out, and it kicks back and it won't, and oh boy.

But the custom is the dispatch comes whizzing across somebody's desk and they say, "OK, establish admin space for the auditors, under the starboard stack." and so forth, "OK, wheee. OK, wheee." It reminds me of the sign that President Truman was supposed to have had on his desk, is "The buck stops here." Passing the buck is one of the old Americanisms meaning pushing the responsibility for a decision or an action to somebody else, passing the buck; or say passing the buck, "You killed him." "No I didn't, he did." That's passing the buck. So he said this sign on his desk, the buck passed here. He wasn't a very good administrator was he? The sign on his desk should have said, "The buck stopped a long time before it got here, see your local ethics officer." This "wheee" treatment is something that will make you tired because it'll get in your hair. They will say, "Hey, you know, what that had, that was OKed by the Tech Sec." Oh, it was, was it? What was OKed by the Tech Sec?

Let me tell you a trick. Hold the space plan or the order or the personnel transfer behind your back and go over to one of those interim OKs that you see on it, and say, go you know, like to the Tech Sec and you say to him, "Well, who did you OK a transfer for yesterday?" "Well, Joe, who, what?" "You OKed a transfer yesterday, you transferred some people. Who did you OK a transfer for?" "Oh, I don't remember." You're looking at "whoeee!" Piece of paper gets in the in basket, the thing to do is go bong and wheee and wheee and wheee! I'll tell you the greatest past master wheee there ever was was Joe VonStaden. It's cost him more posts than you can count. He's an absolute suffering liability to have on a line. If you had him in an intermediate position someplace between lower echelon and higher echelon and so forth, everything he got was wheee. And you'll find them here and there, and they don't know what they're OKing. In other words, it's an abuse of authority. And that is your time to establish the hell out of that.

Now, I will study over a personnel scene, I will look it over, I will even send a messenger or look over, or call for personnel folders, and if it seems to be something vaguely pos-

sible and it doesn't seem that it's going to tear everything up, why, I will OK it. And even then, about a third of them cause a little dislocation someplace, greater or lesser. It's very risky. You don't easily do that. Now, when the people in authority in an organization are OKing space, OKing personnel, OKing POs, OKing promotion, OKing this and OKing that on a wheee basis, you're very shortly going to have no more establishment than a rabbit. And the form of the org is going to turn into a dough bread, and that org is going to start dying because nobody's taking any responsibility for it at all. It's all on a wheee. And that's how your spatial arrangements get destroyed. "May I have a private office?" Oh well, Mary Ann's a pretty good gal, "OK, it's fine, ooooh wheee!"

Now all of a sudden you find out you haven't got any Class VI course space and you come up and say, "What happened to that?" And somebody tells you, "Oh well, that was all OKed by the Deputy Executive Director." You say, "Well that's good, because I'm OKing the comm-ev." But there really ought to be a charge for wheee. You work like mad, you've been working for weeks and weeks and weeks to establish this thing and to get it all straight and get your public line, and all of a sudden you find out the engineers have got an OK to store the spare propeller shaft across the passageway; and not only that, have already put it there. All morning long people have been saying in Success, "I wonder why we aren't seeing anybody?" And you go and look for the why and you'll find this horrible thing. Well, don't think immediately, "These dumb mo-wa wahwahwah." To hell with that. The why is that somebody wheee'd. Either somebody acted without any authority whatsoever or somebody incautiously OKed something. And an OK that is incautiously OKed is no slightest defense in a comm-ev. It's neglect of duty, a failure to exert proper circumspection, while authorizing wafty wafty waff. You get it so the guy doesn't authorize anything and probably if that's the kind of a guy he's been, you're better off.

So, your form of your org goes into destruction on things like musical chairs, shifts in space. We know all about musical chairs, you've got plenty of policy, but you haven't got any policy on shifts in space, on the failure to provide supplies, on the rush PO, the rush PO, the rush PO; and all of a sudden we haven't got any allocation. Now what are we going to do? "Oh well, that's very easy, we just won't buy any food for the crew this week." That's a cheap way to solve it, isn't it? You'll find out you lie a bit back of this, is some of this wheee business. Asinine authorizations, in other words, have just gummed up the works because they're not done according to a plan.

Now, the thing that a conference should pick up and the thing a conference should do is to reconcile the differences. But a conference can also go wheee. Reconcile the differences of points of view, reconcile the difference of arguments and so on, and that's really all that ever really comes up in a conference. Now, I'm not giving you a talk about conferences right now, but that's where these things tend to hang up or get foolishly authorized or something like that. The planning on these things has got to be good and before you see any broad changes occur, it is only right that you not see an OK to do it, but that you see a situation, an investigation, a why, stat, ideal scene and handling program, which has really been subjected to observation, so that all other things are looked into. And if that thing comes a cropper, you take it into a conference at once. There's something wrong with this thing. Data Series twenty-four tells you how to, how to reprogram something that shows the why is wrong, or some-

thing that is too disarranging would come under the same head. This thing, you can't do it, that's all, you can't do the thing, it's not possible. If it has to do with the org board, if it has to do with posts, if it has to do with the complements, if it has to do with functions, if it has to do with vast expenditures on materiel, and things like that, these are not lightly OKed. And if all of a sudden these things show, there's a nonsense comes up along this line or something like that, get it right into a conference. I'll talk about conferences another time, that is say what conferences there are. But that is the proper function of a conference is arbitration and agreement on points which are already in dispute.

Conferences almost never make decisions. Do not ever expect; the people keep expecting conferences to make decisions or originate a decision, and of course then they don't. They are arbitration mechanisms in actual fact, or briefing mechanisms; briefing, hand out the duties, inform, collect information, you can do these things.

But an executive function of a conference and so on is why democracy has such a hell of a time working. Congress is an executive group, a conference, which is trying to make a collective decision. And there isn't a guy there that is sufficiently knowable on the subject he's, they're deciding on, to make a sensible decision; so the decisions they make are silly. "Every man, woman and child in the country below the age of ninety-five shall immediately receive eight thousand six hundred and forty-two dollars a month. I guess that'll get me elected." You know, wrong why, wrong solution, bankruptcy; the eight thousand six hundred and forty-two dollars now buys a half a loaf of bread. Inflation has gone out the window, the imbalance of the scene is too great for anybody to recover from. There are certain bodies of government like this, they will reach a point of no return eventually. On a national basis, they easily reach a point of no return. And it's just asinine decisions like, "Let's take all the service space and convert it into a sorting room," or, "Let's something or other, something or other." And it's these little things, these things all wind up in a ball. "Transfer Mamie Glutz, transfer Joe Blow, fill the post with John," and the next thing you know you're looking at something that's getting awful quicksand, because there's just too many unplanned actions.

So, I'll give you the point that you always use to orient all other planning against. It's the form of the org. Thank you.

OK.

# REVISION OF THE PRODUCT/ ORG SYSTEM

## Part I

7203C05, ESTO-9

5 March 1972

OK. This is the fifth of March AD22 and Establishment Officer lecture number five. I'm lecturing to you on the basis of a very upstage, highly advanced, graduate level. Undoubtedly, some hearing these lectures will get disestablished by saying, "My god, I didn't realize there was that much to it," or, "What are all those heavy big words, like is?"

The day an Establishment Officer comes on post fully trained will probably never arrive because I am still learning about establishment after twenty-two years in Dianetics and Scientology organizations, and I haven't quite counted up how many years on the track. There have been some very fancy org boards, there have been some very fancy organizations, there have been several systems, several billion systems, several infinities of systems of organization. And the Scientology organization, as you can read in a policy letter, was taken from one of the better planetary, interplanetary organizations, which as far as I know is still running. And its basis was mind, body, product.

Now, the question will be asked at once, "How does the Establishment Officer system fit into the Product/Org Officer system? Well, it fits in very, very easily. If you change Org Officer to Program Officer and if you change HAS to Establishment Officer throughout the series, and possibly some minor change in lines, why, you will have a conversion of the system. It is a conversion mainly then of title, but the concentration of function has not, in actual fact, varied. When I first started out with the Product/Org Officer system, I piloted it myself, I found immediately having gotten out the product, that I had in my hands a program; the one-two. Trying to get out that product resulted in a program, thinking about getting out a product in the future resulted in a program, and these programs both required a formal investigation, by me. Not "Appoint a board of investigation to discover..." no, no, no, no. And not by asking a lot of people, but with the eye. In other words look, don't listen, and find the why, and that would turn into a program.

Well, that program required a certain amount of execution. The programs were not always feasible and a program takes longer to get out than a product. The speed of establishment necessary to accomplish a program always exceeds the hope of the Product Officer. The

Product Officer looks it over and he's, he's now, he's set a target of some kind or another and he wants some this or that, he wants this new course started and so on, and he looks it over and sees what he's got to get, and therefore he will turn out some sort of a program. He's got a new course that of course has to have a supervisor and has to have packs, and it has to have promotion and it has to have maybe a tour, and it has to have this and it has to have that, and it has to have an opening date, that sort of thing. You see? Ratta-tat-tat. And it's got to have somebody sign them up who won't say, "Oh, you're here to sign up for the new course? Yeah, well, what do you know? I guess I'll have to ask somebody," and so on, "It's alright."

Do you believe that a registrar could exist who forgot to take the people's money? It just happened in Auckland, that's why Auckland was going broke. So you see, if he says it has to be registrared, the Product Officer, why that would mean that the registration of the course was not just simply to get a blank, that person would have to be genned in. And little gen-ins like talk to the person, "Here is a flier for the course, it tells what it is, here's the information about the course and here is the cost of the course." We just started a course and nobody had set its cost yet, for instance. "And here is what you do and here is the hat relating to interviews and you take the money." Show you how daffy this can get, you said, "The registrar can invoice the money received," see, intention; because we found out in London after they were signed up if they weren't invoiced, huge piles of sign-ups accumulated at the cashier, some of them as much as a year old. The person had left the registration office, but had never arrived at the cashier's office for some reason or another, and the cashier either wasn't there, wasn't on post or there was no cashier, and so all of their business was falling between these two posts.

So, we remembered in the earliest days that the registrar always did write up her invoice with her cash and so on, and then turn this over into the cashier. The policy letter was unfortunately headed "Registrar Invoices" so do you know what happened? I just got a horrible suspicion when I looked at this. This was one of these things where you do an investigation by flare. That is to say, the obvious answer to make this situation would be this goofiness, and you hit these every once in a while. Now, be careful because you can also, don't get drunk with your godliness on this, because you can also be wrong, but in this and many other cases, these are very right. And I said, "My god, they have dumped all registration, all invoicing and all money handling and balancing, on registrars. I'll just bet you this is the case." And we instantly put it out on the telex lines and looked over and so forth, aaaah, it's true. They had taken the cashier off post because "the registrar invoiced now." The registrar was invoicing books, mail, the registrar was writing all invoices that were written by the whole org and was taking in the money, was balancing it up. So, complete nuttinesses can occur that you don't believe. So when the Product Officer says, "And register the course," where does the Establishment Officer fit? Now, that means you've got to have a hatted registrar.

Now, there was this sad fellow one time who was found hanging himself and he was a former Establishment Officer who was reasonable. That would be the most deadly flaw that an Establishment Officer could have, "be reasonable." Next to it would be a deadly flaw of "take somebody's explanation." I have heard all the explanations I ever care to hear, and do you know, I look forward to the day when a correct one is given me. You know, I have never had a correct explanation from a staff member why this thing wasn't working? It's almost uniform, they almost always have the wrong reason, and that's why it doesn't correct. Now let's go over into auditing tech and we know that if the person doesn't have the right problem, it

won't resolve. So they're usually trying to solve the wrong problem. Well, that applies to every staff member there is. If he has a problem on his post, it is not the problem he has on his post, or it would not be a problem. Do you follow? It has to be a false problem for the thing to persist. So the right why is another way of saying "the correct problem" or "the correct reason."

So as we look down the line we find the Product/Org Officer/HAS line-up was frail just to this degree. But it doesn't take long to write up and even to do an investigation; although if you do a wrong investigation it can take six or eight months of re-doing the investigation and re-doing it and re-doing it and re-doing it until you really do get the right why, and that can happen to the best; but it doesn't take long, proportionately speaking. Now, it is easier to demand the product than it is to get the program bits executed that will give you the product. Now, it is easier to demand the program bits of the program than it is to establish in the MEST universe. Many thetans disagree with this, that is to say they disagree with this idea, and you'll find this quite prevalent, it extends all over the place in other words. The guy says, "Well, why can't I just sort of make a postulate and there it is?" Well, that is the way that made the MEST universe and that is perfectly true, but working in the MEST universe there is amount of time involved, there's preparation, there is construction. But a thetan will hang up on this. So he says, "Well, bop, and therefore that'll materialize," see? "Eight thousand dollar GI, bop," it just ought to materialize. And almost no one ever estimates the amount of programming and organization it requires to get an eight thousand dollar GI. So look at these, look at these, the quick postulate of the product followed by the slower, but nevertheless fairly rapid one-two-three-four of getting the program in for that particular thing.

His idea of demanding the product is he wants it far sooner than it can be accomplished, and the demand of the program checker is he is demanding it far sooner than it could be gotten, and he is demanding it through other actions in progress, routine post duties and dev-t. And a wrong program will itself generate dev-t, so getting the program actually accomplished is sufficiently arduous and sufficiently difficult from the viewpoint of establishment, that you very often get not-dones and half-dones. There's a PL on this, "Not-dones, Half-dones and Backlogs." The not-dones and the half-dones will result in a backlog, and the backlog kicks their brains in because it serves as dev-t to all fresh traffic. So the system, the Product/Org Officer system, had these frailties. But it was very, very easy to demand the product, to do the investigation and to write up a program.

Now, it required a considerable longer period of time to check out that exact program and run around and see everybody and get all that, those point in. That'd be the Org Officer now would be the deputy, he's the Program Officer, and trying to get those points in and complied with will usually wind up in the lap of, usually the Org Officer wound it up in the lap of the HAS. And the HAS just had Org Officer around his neck and he looked like one of these statues where this ancient mythological family had, was attacked by snakes and there were just snakes all over the place, and boom, boom, boom, and they sort of went bonkers. So, it wasn't posted in proportion to the amount of work necessary. Just that. It made overloads. In other words, the Product Officer could very easily overload the Org Officer. "And get this fixed and get that fixed, you got that now? Oh, that's fine." And the Org Officer says, "OK," and he runs at a dead, flat out run. Well, the fact that the Product Officer is running made the

Org Officer sprint like a racehorse. Now these guys, the Org Officer doing that, had to get establishment out of an HAS who was already swamped, backlogged, routine duties, so on, gone dog. You see what was, what was essentially wrong, all that was wrong is that the system was imbalanced.

Now, the Product Officer could very easily have his hat ripped off then by getting interiorized into organization, make-do, other things, and a great many things are demanded of a person who is the head of something that are not necessarily product at all. Oh, he has social things and he's got this and that and the other thing, he's got administrative lines, he has in-basket trouble and he's got seniors way up the line are saying, "Why in hell, wrong why, wrong why," you know, something like that. He's got to handle that and so he really doesn't have too much of a purity of duty, his duty is very colored by all kinds of other things hitting him. He needs in actual fact a yeoman, if you wanted to go into a large org, he needs a CO's secretary, receptionist to handle his traffic, shake the dev-t out of it, get it in some kind of order, keep his day and tell people about appointments and things of that character. He needs a deputy to keep the yeoman or secretary's hat on, keep that straightened out. It's really a sort of an interesting situation that I see by experience whereas the deputy keeps this guy hatted, keeps the yeoman hatted; doesn't use him, but just makes sure that traffic handles right. Do you see? And just by that fact alone his own job is enormously lightened. So this permits then a Product Officer to do an enormous amount of evaluation.

Now you say, "Well, evaluation is really an I and R department three action." No, it is not. It is a top flight action because he who does not evaluate will not be able to plan, and an org is running on that fellow's plans. If you are not in possession of fantastic quantities of information, you cannot evaluate. If you cannot evaluate, god help you, you cannot plan. So therefore the Product Officer, if he has an idea of just sitting in one place in an org, he'd better disabuse himself of it. Now, if he had enough runners and if he had enough aides or assistants or something like that to dig up this fact and dig up that fact, he might not have to run around, but orgs aren't, at this stage of the game blessed with such a system.

What, what then does the Program Officer do, that is, the deputy? The deputy is administrative and lines. Do you see? Program. The Product Officer's lines, the administrative functions of, and getting the program executed. Now, that in itself is an interesting trick. All programs should be published. They start with an evaluation, then they've got a handling and that plan is incorporated into a program. Data Series 23 and 24 give you the layout. It isn't just a stylized layout, you skip some point of this layout, why, you hang yourself. Alright.

Copy, mimeographed copy of this, if you don't get it around to the staff, they don't know what you're doing. It gives them the existing scene. So, you've got a folder and a mimeographed copy of that is on the left hand inside cover of this folder, and it's marked "master" and the program bits, target by target by target, are put into that folder. This folder is marked "ED woof-woof AOLA" see, something like that. There is the side yellow tab that comes out. And the bits as they're finished go into that. Now, if the Product Officer is running somewhat single-handing, he would get that folder every time one of those targets was done. That would be put, handed to him by his deputy. Targets done, it's all CSWed; that's finished, checked, inspected, done; and it's marked over here on the little lines you see going out and it says done, alright, and it's in the folder. Now, you accumulate those things up and you get the



whole thing. If he's rather suspicious of things he keeps... and see how little, in other words it's a sort of a progress report, you know?... And if the organization were running very, very well, he would simply get the one folder with all the papers in it, all targets done, bang. And that would be a very ideal...

The technique by which this is done and how these things are nudged, is contained in the LRH Comm checksheets, and the LRH Comm checksheets would be the deputy's bible by which he would go.

... musical chairs, but it may be desperate but it won't be anywhere near as desperate if you musical chair this thing to get it done. And now it will get desperate. "Oh yes, we met the target today, yes, we did today," but tomorrow the cost of making that target was disestablishment left, right, upside and down. So you have to hold the form of the org in spite of it.

Now, one of the sorriest things that you'll run into will be personnel; where to get personnel from, that is always the toughest one because when HCO was not getting new personnel, the org could only expand by musical chairs. So you will find then that the deputy Product Officer, the deputy C/O, the deputy Treasury Sec, the deputy Tech Sec, so forth, he will only be able to expand by musical chairing unless there is a personnel pool. You say, "Well yes, it's very costly to keep that many personnel hanging around and so forth and so forth." Oh, it may costly and finance may point it out to you as costly, but let me assure you it costs a hundred times as much not to have them. They didn't train auditors in the PAC area and didn't train auditors in the PAC area and didn't train auditors in the PAC area, and you put auditors on for training in the PAC area and they were ripped off for a personnel pool, and they didn't train auditors and they didn't train auditors. And then what do you hear? People talking about, well, they haven't got enough people and that costs too much and that sort of thing. But now what do you hear?

The cost of non-Sea Org auditors is so prohibitive as to have doubled the FP of the existing PAC SO orgs, and is destroying them. Now exactly how, in the name of god, did they get into that? That was just never putting out enough personnel on recruiting, and giving recruiting trained staff member or trained Sea Org member enough attention as a product. So the Product Officer has always got a target of trained staff members, trained Sea Org members. And when you see their orders you will see that that is one of their product targets. You say well that's naturally establishment. No, it isn't; no, it is a legitimate product, it's a valuable product.

Now, you could shift around a little bit and purify it and so on and say it isn't quite pure; well when it isn't, why, you're in trouble. So the Establishment Officer will mainly get in trouble over the subject of personnel. Now, there's a population explosion going on and I wish to Christ somebody would inform me how men are far scarcer in 1972 than I ever found them in 325 B.C. How could they expend them back then? I remember around the turn of the millennia and so on, there were just mobs unemployed. Well, right now they keep them all that way with relief and dough and this and that and the other thing, and they've got some workable scheme or another. One of the silly ones which you hear, we did a survey, we did a survey on people, what they liked and so on, just a general survey in the Scandinavian area, and we found what they liked best was welfare and what they hated most was taxes. Oh,

brother. Outpoint to end all outpoints. But that was the result of surveys in three countries, conducted by different people and repeated and confirmed.

In other words, the whole population is living in a gorgeous outpoint. They hate taxes and they love welfare. Craziest thing you ever heard of. How are you going to have welfare without taxes? You can't do it. Nobody's solved it today, not even the genius Keanes, and certainly not the lamebrains in charge of some of these areas, not necessarily Scandinavia. I'm sure somebody could figure it out, I could figure it out, I have figured it out.

I tackled it one day as a problem, found out the why just from that outpoint. It really wouldn't matter how much money a government issued, providing everyone it paid was producing facilities to produce. Now, if it's got to have a huge welfare area, it shouldn't have any welfare area at all, it ought to be not public works as formerly described, and back in the Italian Renaissance and so on they always described public works as "you mustn't produce anything productive." Franklin Delano Roosevelt had that idea too, "don't build anything that's productive." It's actually stated in his speeches and his orders and so forth. A sure way to accomplish inflation. The amount of money in the country exceeds the amount of things there is to buy, that's inflation. When the amount of products in the country exceed the amount of money there is to buy things, that's deflation. Upsets, both of them upset the economic field. There's policy letters on this if you have a further interest in it.

But, what I'm talking about is they could give away money like confetti in a government, providing everybody they gave it to was providing production facilities, new production facilities. Supposing they were running around putting an atomic pile in at every thousand square miles in America; supposing they were putting express highways and rail and transport lines, harbor facilities; and supposing they were putting in raw material development areas where they could raw material in a hurry; supposing that was what the government money was spent on, spent on, spent on, spent on.... It can be solved because the country would be issuing money in double handfuls, but it would also be producing in same proportion, because somebody would have put in the basic production facilities. Do you follow?

But the basic, basic production facilities, now all of that may be very upstairs and esoteric and political, but the main, the main thing that you've got to keep your eye on is that you don't invest in non-productive personnel. And that way all of your personnel problems will solve. Just don't do it. You are not a welfare state. Now, that sounds very hard-boiled but look, the welfare state punishes actively, I don't say penalizes, but punishes actively every producer. It fines him for producing. He's making money left and right so they take it away from him and give it to somebody who isn't working. Ooo, that's a weird system when you get right down to it. In other words, neglect the guy who is working and hand it all to the downstat. The cave in of any society begins with the reward of a downstat. It's just a way of life. If you keep on rewarding downstats, you'll get just exactly what you continuously reward, you'll get downstats and the stats will go down, and the producing members of the activity will disappear because they will be too heavily overloaded. So remember that when you award a downstat, you are penalizing an upstat inevitably and invariably.

You go down the street and you give some coins to a beggar, fine, fine, it does something for your soul and so on, that's perfectly alright. But for godsakes leave it at that. Now,

this sounds very uncharitable, but my experience with downstats is they're trying to be, they're trying to do themselves in. And that isn't my explanation for it or justification for it, because I found out that if a guy is down and down on his luck and you give him a leg up or something like that, why, he'll make it. But the professional downstat won't. I'm an expert at this, I'm an expert at this, I'm giving you advice which I violate all the time. I almost caused a riot once in Peking distributing coins to beggars. Damn near lost my life in the process, too. And I'll always give a guy three breaks and so forth. But recognize it for what it is, it's a frailty. But I never want to overlook the one guy who will make it, and never want to overlook the guy who's had a bad break because this universe can give a guy bad breaks. So there is no harsh, tough line asserted here, it's, you'll make the mistake yourself. Please don't continue to make it.

You know, if you're right more often than you are wrong, you will be a success, that's for sure. And don't think that you will ever run a perfect score in all directions, you won't. That's one of these impossible targets. Absolutes are unobtainable. Perfection, god almighty, it's like art, the formula for art. The fellow can go on and go on and go on trying to make a perfect picture and he's forgotten that art simply is an assistance to communication. The point where it communicates is the point where it's finished. Oh, you can fancy it up, you can go beyond that point.

A lot of our promo falls far short of being able to communicate. I was just looking with horror at a little batch of promo from an org that is doing very well and I'm about to rap their knuckles 'til they're raw. The copy writing on it is ghastly. They have a message to deliver in each of these pieces of promotion which is obscured in the small print. There's everything on this to attract attention except the message. Interesting, huh? The thing is just absolutely swamped in all kinds of text which doesn't mean anything at all, and if the fellow read clear down to the end and looked in the middle of a long paragraph, he might find the message in there somewhere.

So you, in your turn, you're grooving up somebody, you're grooving up somebody, you're grooving up somebody, and you're striving for perfection. Alright. At what point does it become functional? That's what you've got to determine, not at what point does it become perfect. And that is something which you really should remember, and will save you a lot of heart breaks.

So, with downstats you've got to realize that at some point you have tried, and the try is over. And that is determined on whether or not there has been marked improvement. If there hasn't been improvement,...

... that you see out here are the sharpest cats you ever wanted to see in this particular direction. They're trained on tone scale, they're trained on observation and they know every man, woman and child on the ship. And you ought to see one of them kick another one in the ankle when all of a sudden they don't know that there's been a post change someplace. In other words, they're right up with it. Why? Because they're always being asked to check up, to check up; that's when I'm handling personnel; check up, check up, check up. Personnel falls down by not having adequate records.

The best record in the world is your skull. Paper will never substitute for a bear trap memory. "Oh yeah, I know the guys in 1932... yeah," way back, see, bullpen data, bullpen data.

That's what it takes for personnel. You start going over personnel records and you say so-and-so and so-and-so and it's a so-and-so and it's a this and that, and this guy was so-and-so and now we've got this fellow so-and-so and we've got this fellow so-and-so. For instance, I've just made an appointment right now which is a risky appointment, I will remember that I have made a risky appointment, I'll be checking up on it within four or five days. I'll be checking up on it with the Establishment Officer in charge of that, also. How well does he hat, how well does he hat, how well does he hat? And he's going someplace else if he doesn't hat well because it's a risky appointment. Do you get it?

Personnel actually requires voluminous files. A Personnel Officer who doesn't know all the posts of the org and doesn't know all there is to know about every person in that org, will fail just like that because he can't make sensible appointments. He doesn't know what he's appointing the person to and he doesn't know who he's appointing to it. Those are the two things you have to know; who are you appointing to it and to what is that person being appointed to. See? That's what you have to know and you have to keep yourself briefed, briefed, briefed, briefed, briefed. I read, for instance, I read mission debriefs. It's not always true, but you go through some of these debriefs, I haven't been doing it recently, I mean I'm in an overwhelm on it. We've just had tons of observation missions out and we have got about a half a foot stack of observation missions. I've got about a two or three foot stack of personnel missions and so forth of data, and I have not had time to go over that. It's not much of a backlog, it's just a few days.

I've got to go over all that, but the reason why I'm going over all of the observation of an area, because I've got to get some kind of an operating plan together. But I sent the mission out to get enough observation on so that an operating plan can be put together for. You see, that's data, observation, observation, observation. But along with this went personnel missions, ethics missions, that sort of thing. You get all kinds of records and so on, who exists in these areas, what are they all about, and out of that combined set of stuff, why, enough data will emerge that we will all of a sudden be able to put a plan together that is in keeping with the resources. What's the resources? It's the people we've got in the area. Alright. That'll be, we mesh that, we'll be able to mesh the people we got, see, the observation, we have to get a plan that meshes the people we've got with the observation of the area so as to make it come out right. I got a why for the area, I've also got to go over the observations of the area to check that why. It's not enough for people to keep telling me so-and-so's no good, you see, as the why. "So-and-so's no good is the why, so-and-so's no good is the why." Those are just reports.

Now, I may get enough data coming in from enough sources which, when compared with the stats, might possibly compare to a so-and-so is no good. That might possibly come in on the cross hairs of the rifle, it may all come together alright. But at that mDoment it is a workable truth. But the CO of an org has just pulled a blooper the like of which I have never heard of and I would have thought he has been around long enough to know better, but there's been a person across my lines three times as a tiger, great big woolly striped tiger. Every time the stats went to hell or an org went to hell, this guy was in an executive position. Just by

natural selection over two or three years, this name keeps dropping out every time the stats crash. The stats have just crashed and I find out he's put this person in as registrar. He must have rocks in his head, he must not know his business. That's what you suddenly say to yourself, "He must not know his business."

Now, let's analyze exactly what he doesn't know. He doesn't know the stats and the person. We grant that he knows the form of the org, but he doesn't know the stats of the person, he doesn't have bullpen information, he doesn't keep himself informed. One bad report, one fall on the head, oh to hell with it, that, skip it. But by the time this sort of thing starts counting up, alright so this guy had a bad break, alright, you can get an outpoint on it. Well, the org stayed there, it didn't disappear. But this sort of thing keeps coming up, and another one comes up, same name, and another one comes up, same name. Oh, to hell with it. So somebody sends in a personnel proposal and says, "Let us put Glutz in as," some post that can have an influence on an org, a bad influence on an org. No, not off this desk. I won't do anything, just beyond, "No." And I will get ahold of the list and I will go over all of the personnel that are available for the area and so forth, and again out of the bullpen I will have matched up this guy and it was up, and this guy and it was up, and this guy and it was... "Yeah, we'll put him in there."

Now, if you wanted to do a perfect job of this, you would have to watch stats continuously against personnel. And you have no business not watching stats, as an Establishment Officer, against the personnel for those stats, as an Establishment Officer. There were so many hours a week, I don't even know if it was so many hours a day, that the French Surret at a time when it was really an activity; it's nothing now, it's just a bunch of totalitarian bums, ever since the Nazis have been in there, the police force has stayed Nazi; but they, detectives of Paris, way back, nineteenth century, this was before they had all kinds of fingerprint systems and it was all done by computers and Interpol; those guys spent a certain amount of time every week going through all the criminals in Paris and any international criminals and anything known about them, and they were just simply walking encyclopedias. Now I'm not saying that you're a detective, I'm just, here is an analogous system, and you're not dealing with criminals, but it's an analogous thing.

You spend some time. Who is this guy? What has he been? What has he done? What is he doing? Who was mixed up with this flap? Why are we continuously patching it up, patching it up? Who is in that area? Now, who is in that area who's doing alright? Yeah, but you might be the Dissem Establishment Officer, it's none of your business. Oh yes it is, oh yes it is, because that person might be slid sideways right straight into your lap. Now, this savors of blacklisting, it savors of all kinds of nasty things. You're always willing to give the guy a break, but not to the point that he breaks your neck. Do you follow?

Now there is this, people change. You're in an operating perimeter now where people change and they change over the years; sometimes they don't, usually they do. And you would be, you would find it's quite remarkable, some of the changes; and you would be remarkable, it's remarkable how some of the tigers of yesteryear are big successes today. You'd be surprised, see? So changes occur, so you have to make an allowance for that, but when you make an allowance, look at the record. What's the current record? Do you see?

So, personnel, personnel, names; names, posts, stats; names, posts, stats; names, posts, stats. The Establishment Officer that doesn't go down and stand in front of the stat board once in a while and say, "Gee, look at this, nice set of stats. Who was that?" and, "Holy god, look at that. Who the hell is in that area?" And who doesn't, at an Establishment Officer conference, hear about the flap that is going on in Qual or Distribution or something and hear these names are associated with it. See? If he doesn't register this, if he hasn't got a running registry... Do you follow?

The amount of data which a thetan can record and remember is infinite. He doesn't even have to put it in pictures. And you don't have to be perfect at this, you can go along on a basis of just a general impression. But before you make a decision, confirm your impression, and then you will very seldom be wrong.

OK?

Thank you.

(Thank you, sir.)

# REVISION OF THE PRODUCT/ORG SYSTEM

## Part II

7203C05, ESTO-10

5 March 1972

You've got to know personnel if this was what broke the Prod/Org system, the mis-handling of personnel, failure to take them on in quantity, failure to hat them and train them up, failure to let the failures out through Qual. If this was what broke the Prod/Org system and brought the orgs up; that system is a tremendous shock when it breaks, and it breaks on the subject of establishment, and the establishment breaks on the subject of personnel, and in desperation they use the wrong personnel pools. And so therefore you can expect the Esto system to break similarly unless you correct that error.

Now, built into the Esto system is the correction of that error, or I wouldn't be talking to you about personnel right now. One of the main things is there just wasn't enough guys there establishing. It took more people, that is all. If we're going to run this kind of an expanding perimeter, there's just got to be more people there hatting faster and handling faster than has ever been done before. The fastest HCO in the world would be a slow turtle compared to what an Establishment Officer today would have to be, to keep an expanding action going. Otherwise than that, the Product/Org system is gorgeous and is still with us, only I've fixed it up now so that it'll gun an organization even harder, and I expect the Esto to catch it, to catch the ball, to keep the disintegration from occurring because there has been expansion.

And do you know that this was the why of the disintegration of the first Foundations of 1950? They expanded so rapidly they disintegrated, they couldn't be patrolled and policed and handled fast enough. That is the basic operational why. This drove their executives criminal upside down and backwards. I didn't control those first organizations, the Board of Directors of those organizations were quite opposed to my policies, by the way. They knew best, and they knew so best they crashed it. When I pulled out of the line up and decided I'd write another book and so forth, she went for a little while and she splattered. Why did she splatter? Well, they didn't hat and they didn't train, they didn't insist on good training, and there she went. Quite in addition to that, she was also being run into, that whole area and myself were being run into, by one of the lousier sets of bums that ever walked down the path. Their group had decided that this was very dangerous, it lay across a political plan of such magnitude that the world was very well saved from it and it probably has been saved from it now. But those cats are still walking around in circles. It was a bending of the law by reason of a disease

known as mental illness. If people had this strange disease called mental illness, why then jurisprudence, as normally practiced in sensible countries, would have to be laid aside. And the knock on the door in the middle of the night, and the no legal procedure for the incarceration so that you could kill somebody, was intended as the political future of the countries in which we were operating. And we ran square into that, and all of a sudden we came along and said, "Hey, you can make these guys well, you can handle them, haha." Whoa. And they said, "Oh my god," and they pulled every gun they had. And by 1968 we had their backs almost snapped, and as far as I'm concerned right now, crossing my fingers, it has snapped. But we had exterior pressure that was quite unusual, but it could start up again. Now, how would it ever be prevented?

Well, they never influence the prosperity of an org if the org remains established. But an org that is hit which is unstablized, which is not stable, tends to go guuhh. Some bad news comes through the place, something like this happens, some rumors come around, a couple of pcs are picked up and executed or something. Christ, they, the people get kind of unstable there; they were unstable to begin with to get unstable. If they keep on rolling it and so forth, it'll handle.

The Guardian's Office is probably the best hatted. You know that they, what they do in terms of hatting could be a great lesson to an Establishment Officer. They go to the wildest limits to hat people. They bring in somebody and the person is trained in the office there, and if the person doesn't make it they just off load and they get somebody else. And they work, and they work, and they work, and they work, and they work in order to make good personnel, and they get them. So the upshot of it is, is there is a very good example of hatting. And now they have taken care of the external perimeter that would take care of another push of this type.

Another area that we depend on is the Port Captain's office, nowhere near as well as hatted as the Guardian's Office, they do pretty well, they do pretty well, but somebody's really got to roll up their sleeves in that area. So it all breaks down to personnel and the stability of that personnel and that is the test. And if you can achieve a flow of personnel, you can then get stable personnel. How odd. It doesn't mean that everybody is absolutely fixed upon his post, it means the speed with which you can hat somebody and get him producing, and with which you can get him off of a sensitive post and get somebody on who can be hatted, when he doesn't. That requires a flow, that requires personnel, you've got to have personnel to pick from, you've got to have personnel pools, you've got to have people in training. If you got that, you got it made. That's a flow of personnel. Whenever you see an org suddenly static, you know you are looking at a future crash. How long has it been since anybody has been hired in this org? It's been four months. Oh boy, we're about thirty days from a crash, because all that has to happen is Mamie Glutz's husband has all of a sudden got to or something else untoward occurs which knocks a couple of pins out of the line up, and you've got nobody being seasoned coming up the line. So you suddenly, you start to run out of your experienced people.

There was an interesting fact, the L.A. Org, big stat days, had as executives people who are no longer around. They may be in franchises or they're out someplace or so on. Scientology orgs cut their own throats with their two and a half year contract. At the end of about two and a half years, the person thinks he ought to leave, yeah, or at the end of five years, the



contract was up so immediately he should leave. Two and a half years, it takes about two and a half years to make a staff member.

A flow, a flow of personnel, a flow of personnel; how you build up a very strong organization. Static personnel, you won't. And that doesn't mean every time somebody stumbles, why, he's kicked in his head or something like that. You're not being an executioner of personnel. But it does mean that if you're operating without a personnel pool, you will be in trouble consistently and continuously and the problems which you have you will find sooner or later will become insurmountable, you just won't be able to get over them. You got a division, that division is supposed to number anything from three to forty. And if you haven't got personnel pools in a little division, you may go longer than a big division, but if you haven't got personnel pools, at the end of about a week of staticness you will now have a problem. It happens that fast.

Take a Tech Division, the ebb and flow of tech personnel is fantastic. One of the things that knocks you in the head in the Tech Division is the C/S because he's following the rules, and he should. And if he follows the rules, you will eventually have a marvelous Tech Division; if he doesn't follow the rules, you won't. On any similar error repeated, it's one instruction, one cram, one retread. All a guy's got to do is repeat the same error or a similar error, retread. "Yeah, but my god, we've got fifteen public and they are already backlogged and you all of a sudden have swept away three auditors." Well, you better have had swept away three auditors, because the number of hours you will now run up patching the number of goofs those guys are making will exceed anything you ever dreamed of. You, by keeping an inexpert auditor on the line or an inexpert supervisor on the line, you have promptly backlogged your org. He's a backlog even before he touches a pc because if he audits ten hours, there's going to have to be five to patch up his ten. If he's trained this group of students, somebody else is going to have to come along half way through this course or something like that to get a product because they just aren't graduating. Do you see?

So it's the personnel in that particular case that creates the situation with inexpertness. Now, we don't follow this out but will shortly be following it out with supervisors. All he's got to do is miss on a student and he gets a heavy instruction, and if he misses again on a student he'll be crammed, and if he misses again, retread. And then you will see all of a sudden, training pick up to the skies. Retread. If you fail to retread, now let me show you the Esto's problem, if you do retread people it means people are going to be missing out of your line up and you're going to go mad because you haven't got auditors to fill in, and he was half way through Mrs. Glutz and now all of a sudden the D of P has got to tell Mrs. Glutz that her auditor... But the funny part of it is, she'd feel great confidence in the organization if all of a sudden you said, "Your auditor is being retreaded." And she would probably say, "Well, he seemed all right, but it wasn't quite as good as I thought it should be."

So there you are, guy gone out of your line up. Where do you get another one? How do you fill it in? Well, therefore it requires an auditor pool, doesn't it? What org has an auditor pool? None. Well, one of the ways you make an auditor pool, you can ebb and flow off upper level training, ebb and flow. See? Every time a guy hasn't got pcs he's on full time training, you could bring him up, you could actually work out some kind of a scheme. There isn't such a scheme operating, but you could make an auditor pool where the auditor would either be

studying or auditing. One of those operations we started, to show you how these things backfire, we put a set-up auditor on a Dianetic rundown; it was a spare VI, so as to keep the Dianetic auditors running. So we'd take this auditor and we would run him, he would put in the ruds and patch something up and give the person back to the Dianetic auditor, when upper level actions had to be done, just to get this person so he could go on through with his Dianetics. I looked over and here we've got a hideous looking stat like this: A set-up auditor, thirty hours and thirty-five minutes; average Dianetic auditor, nine hours. Well, what's that mean? It means you didn't have enough set-up auditors. It isn't the system is unworkable, it probably required fifty percent of the number of Dianetic auditors as set-up auditors.

Now, if you just increased that way up and had this guy studying for his upper level rundowns or doing set-ups, if you worked out something like that, you would have such a thing as an auditor pool. You could fill, you could fill them in. But on the other hand, what are you doing with auditors who can only audit Dianetics? That must have been a, that must have been an oversight in the amount of training required, it must have been a production demand that was there before the auditors were furnished. So you've got problems like this, but they all center around this one thing of personnel. And that's why the Product/Org system, it'll gun an org, it'll fix it up, it'll bring it forward, it'll do this and that, but boy does it have to be backed up, and it's got to be backed up rapidly. So the Esto's job is not a slow job, it's actually a rather fast job.

I was interested right now in the one org where the Esto system is running at this moment, that the Deputy CO was found to have been third partying the main Esto and between the main Esto and the Commanding Officer. She was obviously blaming things on the Esto or something or something or something, and somebody had to go over there from USLO to debug this and run a third party investigation and get the thing unbugged. Ha, that, that's interesting, they've run into it already. In other words, the Esto was really not backing up with the speed that was required of the production. And it's true enough I think at this stage of the game he hardly has any Estos working in the org, I think they're mostly under training. Going at it just a little bit wrong. An Esto, you see, is supposed to hat somebody and get him producing what he should be producing on that post. It doesn't matter.

First there's an instant hat and get him producing on the post, and then we mini-hat him and get him producing on the post, and then we full hat him and get him producing on the post, and they're just a little sandwich. So it's only fair that an Esto be trained the same way.

Now, there is something about total study that is bad. The significance/mass ratio unbalances and you just get the significance, the significance, the significance, and after a while you say, "Oh my god. If I just had some mass to go with this significance, if I could just see one of these things." And so therefore a person on a significance, significance, significance, will actually try to learn, try to find out, try to find out, try to find out, sort of pull in, pull in. He goes to effect, effect, effect, effect, effect. And the very good student very often becomes a very glib student who then can't apply his data, and it comes just from the mass/significance ratio. So therefore it is vital that an Esto not fall into this because he has to be causative, he has to be at cause, and it is vital that he keep his study up and not skip it, because he has to be the damn bestest hatted person that anybody ever heard of. Boy, does he have to be hatted;

otherwise he won't think it's possible that anybody can be hatted. So while others sleep, he ought to be cracking the book.

Now, in addition to that, he also has to hat himself on the division he's handling. So he's carrying through two hats simultaneously, he's hatting himself on all the hats of the division, the divisional hat, and he's hatting himself on his Esto hat and so forth, and there is a lot to know. And therefore he should be in the middle of it all with plenty of mass to overcome all that significance. So I think you find that's quite optimum.

Now, there are a few little bits and pieces which I would like to call to your attention. One of the benefits of an Esto system is that an SP, and they do exist, cannot work happily in a division with an Esto. Why? Well, the Esto's sort of missing a withhold on him all the time, and just the fact that the Esto is there operates as a curb on his activities. Why? Well, he starts caving in this one and caving in that one and caving in another one the way he was doing previously, it shows up on the Esto's lines. And Gertrude is crying and Bessie Ann is sick and George all of a sudden is howling 1.1 resentful, and the division wasn't quite that bad yesterday and we start straightening it out and we get it running somehow. It was the Org Officer who handled all the personnel, by the way, and that was far beyond the Org Officer's ability, calling on personnel all the time. That's an Esto's job. And so here you are, calling on, trying to hat them, trying to get them producing, trying to get them lined up, trying to make sure that everything is OK, and you find out the place is upset. And you check it up for dev-t and so forth and you can't find any real signs of it and so on, and the next day why it's a little bit tougher. And a day or two goes along and an Esto in any event would then about that time get suspicious that there was something going on here he didn't know what it was. And to save his own life, he would have to run it down. Now, that's why an Esto has to know SP tech, not because he has got lots of SPs but he will get one now and then.

I just found out a guy, I'll give you a real practical; you know I'm not giving you anything I haven't done. I can speak with considerable certainty on this subject. But I've been trying to hat a guy and trying to hat a guy and trying to hat a guy and trying to hat a guy, somewhat in, not intensively, I've been trying to hat him, I'm hatting him and he unhats, and I hat him and he sort of unhats, and because I'm not concentrated on this point, it took me a little while, quite a little while to become aware of the fact that something was wrong. Believe it or not, I might only spend five minutes a day on this subject, but there was somebody else spending three and four hours of post time a day, busy hatting him as a chiropractor. The other person was going to leave, wanted to blow, and wanted to study chiropractry to handle his own spine, and was the kind of a guy that would never make a doctor anyway because he hates people. And I didn't wake up to this for quite a while, until all of a sudden it started to hit me as rather strange that I couldn't hat this fellow. As a matter of fact, my little efforts to hat this fellow were starting to meet resentment and it was increasing over a period of time. And yet, there had been some ethics actions so I could of course say, "Well, he was upset about these ethics actions," there were ways to explain it. Well, I wasn't in there pitching with this fellow all the time, really trying, and yet it showed up. He had a fellow on the other side that was hatting him much harder.

We had a whole organization one time that was being hatted as models, and the guy that was doing this eventually blew the organization up. It was Johannesburg. He kept talking

to them about this was the way to earn some extra money; it was actually just peanuts, the extra money, don't you see; and they were all being hatted as models. It was most remarkable how the organization just went down further and further and further. There was nobody there hating them as anything at all, except one guy hating them as models.

One franchise was being hatted to run the brassiere business. Oh, you know that one. Alright. And they just never seemed, could seem to turn out a product and their people were very unhappy and their people had to go several hundred miles to another, to an org to get their cases handled, but by that time they didn't have any money. It was a very weird situation.

So, an SP does various things and one of the things he does is cross-hatting. And it's a phenomenon I hadn't actually analyzed until fairly recently and looked back over the numbers of times it has happened. Cross-hatting. You're trying to hat this person as one thing and somebody has crossed your lines and is hating him as something else. And I'd begun to realize that that is one of the favorite tricks of an SP. You really don't want to be here, what you really want to be doing is waffle-waffle-waffle-waffle-waffle."

We used to have about three guys that used to meet up a long time ago, they're all long gone, in the radio shack. And they were being beautifully hatted on the glories of the wog world, and they just kept getting hatted on the subject. The fellow who was doing the hating was finally sent out as a course supervisor, and he laid probably the only wild egg and made the most complete mess of anybody I ever heard of with a course. He was suppressive from the word go. But that was what he did, he just went around and hatted everybody as something else. "What you really want to be is, and what you really want to be doing as..." You get it? You don't quite see it.

Some guy, some guy for instance, some guy for instance, let's say you've got a taxi driver, being hatted as a taxi driver, only he's got a fellow taxi driver that hats him as a writer all the time. "What you really ought to do Joe is write up your experiences." He says, "You've driven, but I understand you once went to college, and you should write up this and all the things which you know and all the things that have happened and so on." He just talks to him about it consistently. Or maybe he's got a wife see, "Here Joe, what you really ought to be is a bank president," and she hats him as a bank president all the time, all the time. His taxi business goes completely to pieces, they start going broke, the wheels fall off the taxi, he gets sacked.

I ran into, I've run into several very promising young men who have been cross-hatted, not any inside our organizations, but outside our organizations. There was a young fellow who had a very brilliant ability to organize and promote, and he could organize something and he could promote something, oh my god, and he was running a little chain of language schools in New York, and he was doing beautifully. And he was making more money than any young man of his age ever had any business making. So his wife and his mother hatted him consistently and continuously as a millionaire, and spat on him because he wasn't. And he eventually gave up and quit and went broke totally. The twenty or thirty thousand dollars a year that he was making was not their idea of what he should be doing. Now, they never told him how or what he should be doing, so it was kind of a de-hatting. Whatever he was doing

was no good because it wasn't making enough money. He ought to be making a million, making a million, making a million, making a million. What was he doing playing around with this over here? He's making a million, making a million.

I knew a promoter one time, he finally died, I even paid the expenses of his funeral, but all he ever did was hat himself with the wrong hat. He was a promoter and he kept trying to hat himself as a millionaire. It was the most remarkable thing. So that he never really could promote anything because it didn't make enough money, so he never really could do anything because it didn't come up to his expectations of what hat he ought to be wearing. Get the idea? You see how this thing can go crosswise?

So one of the things you want to look at very carefully is cross-hatting. How is this guy being hatted? Now it isn't that you are simply being jealous and want him to be hatted as you want him to be hatted, the truth of the matter is he's really not being hatted, he's being sort of de-hatted and re-hatted and mis-hatted and it's apparently some kind of an effort to get people to fail. You will find people who have been hatted as an artist when they were a very, very good bus driver; people who have been hatted as a bus driver when they would be a very good artist. Families are marvelous at this. In the nineteenth and twentieth century I'm sure that it has reached an all-time high. If little Willy wants to be woof, it's for sure the family want him to be waff. Or, he couldn't possibly be woof. In other words, there's a lot of randomness that you will run into on the subject of hats and it's mostly pulled off by suppressives. And it's one of the tricks of the trade. Not just speak in generalities and how bad the boss is and so forth, you can stand up to some of that. But you won't have much luck cross-hatting because the guy gets mis-purposed.

Now, you're in the right to this degree, to this degree you are in the right; a person who can't be hatted as what he is doing will never make it with any hat. One exception. A poll of recent blow offs, drop outs; this was not, this is not current, this is several years ago; of Harvard, Yale and Princeton students demonstrated that the student action was the mis-hatting. And they promptly went out and did what they thought they ought to be doing in the society and immediately shot up into the upper income brackets and were doing everything under god's green earth, directing movies and everything else. They were howling successes. So you can get a mis-hatting.

It doesn't do you too much to try to cross up somebody's hats, if he's got a straining ability to be a this and you try to hat him as a that, well, something's going to happen. There's going to be a conflict, he isn't going to be able to do as well as he's doing. Now, there isn't any such thing however, I hate to have to tell you, as native ability. There are things that certain guys are very good at, but that doesn't mean they can't be good at anything else, and it's the broadening of ability that brings one's own native ability, so called, into full view.

You will find a fellow for instance who has a purpose to be a writer. They exist, I used to run into them, postmen. There was one of the things from the early days of writing that I really used to get, first I went sort of daaah and I'd ridge on this thing, but you know I hardly ever met anybody who didn't want to be a writer.

The postman and the garbage men, the doctor. I was in an area which was rather arty, southern California, but it just seemed like everybody and his brother were thwarted writers,

and they all wanted to be writers and they were being something else. And one day a garage mechanic said to me, "Well, I always wanted to be a writer and I just didn't have the college education." I almost laughed in his face; the one thing you don't want if you want to be a writer is a college education, god help you. But all of these fellows had somehow or other gotten sold a pup, they were very unhappy on their posts and on their jobs, but they weren't happy with what they were doing, but the chances of their ever doing anything else was quite slight. It wasn't that they couldn't have been writers, it wasn't that this was a bad ambition.

About the only thing wrong with being a writer at that particular time, there were ten thousand people in the United States who regularly wrote and got rejects, there were six hundred of them who occasionally sold something, and there were two hundred writing the entire fiction output of the United States. The room at the top was zero. Very, very poor, very poor indeed. Around the Los Angeles area you'll run into people who want to be actors, they want to be an actor, they want to be an actor, they want to be an actor. You run into this sort of thing. Well, what is this? This is some kind of a failed purpose, so that they're never going to... One of the sad things about it is, is the guy who once was a writer and who isn't now but who still thinks he ought to be only he doesn't. You've got a total, total failure sitting there. These people lead, and the whole point is, these people lead very unhappy lives. So there's some difference between a guy who has an ambition to be something or other, which is fine, and something where a guy has some kind of an ambition he never will be, which gets in the road of your hating him as anything.

Post purpose clearing, as I mentioned to you on an earlier tape, is about the quickest brush off of a very broad subject you ever cared to see because it takes in hand purposes in life. And those purposes can go back to the Ark. And the more failed purposes a guy has stacked up, the tireder he will be. What is tiredness? Tiredness actually, factually... An auditor, a good C/S and a good auditor can find them, it isn't that all auditors can find them, and it isn't all that they will do their listing and nulling rules correctly so you're in rather dicey territory. But the fellow who has a tremendous ambition to be something or other, has got some fire to be it, and he's got some energy and he's got some action and he is driving forward toward being that thing, you will recognize this, if it has anything to do with any usefulness in the org, for god's sake foster it. But the guy who wants to be something else which he never will be, and he couldn't be in the first place and you're trying to hat, will just get kind of tired, he'll just get sort of exhausted, because you're keying in his failed purposes. As I say, a C/S and a good auditor can get at this thing. But tiredness is failed purpose, don't think it's anything else. It isn't. That's just straight tech.

But purpose also goes back to evil purpose, which is the cause of insanity and that's caused by an R/S. So the R/Sing personnel that you successfully hat on a post, will be counted on the hands of an armless wonder, because they're driven by quite a different purpose. And until that is handled, one, they won't be happy, two, they will be sick and three, you won't be able to hat them. So there are other ramifications to this. Now, this factor is handled as far as you are concerned with a fast flow of personnel. If you've got lots of personnel then you will get enough personnel who can be hatted and who will take their posts, and you don't have to worry too much about the rest of this. But there is a tech that goes with it and you should know that there is one.

The cause of insanity is not a germ that causes mental illness in somebody's brain, that is not the cause of insanity. It is not the second dynamic, it is not because someone was interfered with as a little child, it is not because one is fixated on panties. Those are all completely wrong and that is why psychiatry and the alienists and anybody else with him was a totally failed profession, they never were able to make anybody well. So that of course is the test. They made these guys, put these guys back out in the society full of tranquilizers so they can get back in again, but to make a person a well, happy human being out of a psycho who isn't then damaged by the treatment, was completely beyond their capabilities. The secret that they were looking for is purpose. Insanity, pure unadulterated insanity, is an evil purpose.

Now, anybody's got some nasty purposes, but the person who is really insane, really is riding that one, boy, and they're nutty as fruitcakes. And it doesn't matter how competent they are or how incompetent they are. The psychiatrist writing in the United Nations, what cheek, what a bunch of frauds. You know, if a guy can't do anything with the mind you'd think for chrissakes. Writing in the United Nations, they're writing a United Nations booklet on it, in that whole United Nations booklet, I've forgotten which number it is, is devoted to the definition of insanity and the training of people to be psychiatrists, by a semi-defunct organization, now no longer very prominent, called the World Federation of Mental Health. They seem to have dropped by the wayside. And they define it as incompetence, that's how the psychiatrist is defining it. And you know why he defines it that way? So he can get rid of the people in the society that he doesn't think are competent. So that if any guy is a little bit dumb or a little bit dull or a little bit half-witted or a little bit retarded or a little bit this or a little bit old or something like that, they can be driven down to the local crematorium and they don't have to worry about them any more.

Incompetence has nothing to do with insanity and that you, as an Establishment Officer, must know. It has nothing to do with insanity. I know, by the way, what the exact mechanism of it is and I'm not going to sit here and give you lectures on OT30. I'm not either, also I'm not trying to say well there's a bunch of things that you don't know, it's just not germane to your area because you're not auditing people. Its best definition, I'll tell you as much of it as you could find useful, its best definition is, not definition but the factor in it in which you're interested is, is unconsciousness. The competence of a person is in direct ratio to their degree of consciousness and their awareness, now I'm talking about the eyeball, of their environment. And competence is directly proportional to those two things, so don't expect a half knocked out druggie to be very competent. He won't be. Now similarly, the insane are all degrees of competence. And there have been some of the most brilliant geniuses who are utterly, screamingly insane; and there have been some of the dumbest boobs who were utterly, screamingly insane. Has nothing to do with it, it is not on the same scale. We're dealing now with the scale of aberration as the scale of competence. The number of outpoints the guy is carrying around in his skull is how aberrated he is and it has very little to do with his competence, I mean it has very little to do with his sanity, excuse me, it has everything to do with his competence. But from your point of view, the amount of consciousness the person has, how conscious he is, and his width of awareness, can he see, is what demonstrates his competence.

Now, in the last couple of days, I've been cross-checking this just for your benefit and I've been very, very sharply observing, and I've found that the stuckedity on a dynamic leads

to the damdest oversight you ever cared to see in your life. It's hard to believe. I have put some things around and I have laid a few little tests, they don't just see them, even though they're closely associated with their quote post. So fixedness on a dynamic line also compares to some degree to purposes, but the width of what they can see is limited totally by their fixedness. You have the tools with which you can spread this out, so you can make a guy bright to the degree that you can wake him up and spread his awareness, and that is very well worthwhile knowing. It is, there's a lot of tech there. You could actually look at some guy that is tending to fail and you can see exactly, if you look at him and look at what he's doing, you can really see exactly what dynamic he's fixed on. It's quite amazing.

For your benefit and so that I could tell you about it and so forth, I looked into it to see if there wasn't some simpler method of approaching this situation. Now, you could do an assessment; first dynamic, second, third, fourth, fifth, sixth, seventh and eighth; you could actually do an assessment of some kind, you'd get a read. It's open to auditing, it's open to rather simple auditing. It means that the guy has shut down on all other areas than this one, so that's how unconsciousness goes along with it. But actual unconsciousness, we're talking about unconsciousness meaning just unconsciousness, you hit a guy on the head and he's unconscious, not Freudian, you know, hit him in the head, he goes out. Well, to what degree is he free of that? Well, he may only have it left on one fixed dynamic area, and he may be unconscious on all the rest of them. And as you try to shift his attention off this, you get misunderstood word phenomena and all kinds of weird things will start coming off, because he's never noticed some words in that area. And various other weird things happen.

Now, you want to account for blow off and that sort of thing, this is it. He's been knocked out, knocked in the head, on every other dynamic than the one he is operating on, so he is a shut down to a limited operation. A person who can't type would then; by TR-0 on a typewriter, and a reach and withdraw from a typewriter, and hello and OK to the typewriter, something like this; would actually wake up on the subject of a typewriter. Do you follow? You could probably take a ship captain and make him go out and confront the ship and run reach and withdraw from the ship, and he would go through some odd ooooo, little boil offs and weird things and some strange ideas, and he would have some cognitions which are means, means really, recognitions. You got it? And all of a sudden he would come awake on that subject.

Now, you also with reach and withdraw, supposing you start to throw in the upper levels of TRs just as simple as hello and OK, right here in PT with the ship, you know, make the ship say hello to you and you say OK to that, and say hello to the ship and the ship says OK to you, so forth, you would find out that he'd brighten up considerably. Now, that is a great oddity. But unless you know the mechanism, it will look very strange. Competence on any given subject is what a person is not unconscious on, we merely mean knocked in the head on. And those things he can't see, he is unconscious on. And that determines his competence.

Now, the thing that gets in the road of this is crossed purposes or crossed hatting. Somebody that's crossing his hatting is also crossing purposes. Do you see? And then he can also be a type who R/Ses and is quite mad, and then all hell will break loose. So, what have you got here? If you can just visualize what I'm talking about, just visualize dynamics one to



eight, recognize the person is stuck absolutely and totally, let us say some wild socialist, and he's stuck absolutely and totally on the fourth dynamic. Their nation doesn't mean anything, family doesn't mean anything, he doesn't mean anything, nothing is, he's got to get out there and when it comes to revolution, why, everybody's going to eat strawberries, you know, and he's totally stuck on this. You see? You'll find out he walks into trucks and buses and wears thick glasses and so on.

Now, part of it is overts, he's got overts on these other dynamics to a point of where he shut them down, that tends to wake him up. If you really want to get fancy with your tech, you could assess it like, "What, do you have any overts on the first dynamic? Do you have any overts the second dynamic?" and so on. And one would fall out and you'd be able to get that one and clean that one up. We're talking about the technical side of this picture, but you've got a PT, you've got a PT. I told you your business is here and now, what is. And you've got PT processes to wake him right up in PT. A most remarkable thing, and you won't believe this is as remarkable as this is.

By running reach and withdraw from airplanes on an aircraft squadron, a flight surgeon trained in Scientology, and not very well trained, kept a whole aircraft squadron at Anacostia for a whole year without a single accident. They didn't even tick a wing to a wing. Now, for that happening in an aircraft squadron in the United States Army, Air Forces or, pardon me, it's the Air Forces, United States Air Forces, is unheard of. Those guys make second-hand hardware out of more equipment than you can shake a stick at. So the U.S. Air Forces he was, now let me sort this out and give you an exact, correct action. It was a Naval aircraft squadron at Anacostia, yes, and he was a Navy flight surgeon, to give you the exact case history. And the time of this is many, many years ago, about 1958. And that's all he did because that's all he knew how to do, that was all the tech he knew, he just ran reach and withdraw from airplanes and all the parts of the airplanes, and of course he woke those pilots up on the subject of those aircraft to a point where they were totally aware. They could control the things, they were at cause over those aircraft, that was all. So you see, it's really not very difficult.

Now, I'll give you the two bugs that bug his purpose line. He's got some kind of a wild purpose sitting over here on one side, or he's got a completely insane purpose to destroy everything in sight, all these insane purposes are destructive. Now, you then have it in your hands to be able to raise the competence of an individual, and this brings us into the fact that you should follow this procedure, and this is standard operating procedure for a division. Hat them like mad as specialists, hat them as specialists, hat them as specialists, get them all hatted as specialists, and then hat them with everybody else's hat in that division. Why? Breadth of awareness.

If you want an org to fall apart, just hat everybody in that org as a specialist only, and don't hat him as anything else. And you will have an org that will individuate, it won't operate as a team, it will generate dev-t because nobody understands what anybody else is doing. They become unconscious of the remainder of the org to all intents and purposes. So this is your standard operating procedure is hat as a specialist and then generalize the hatting. Hat him as a specialist, then hat him as the other hats in the division.

Now, if you really want to go for broke, hat him with the rest of the hats in the org. The way you do that is an OEC, Org Exec Course. You will fail absolutely and dismally and forever lie if you only specialist hat. You will find that in the Tech Division then, that a supervisor who has never trained as an auditor, who was never hatted as a D of P, and who doesn't know anything at all about C/Sing, will not be progressing. And you won't find your Tech Division going up the line. This is actually, this is, this is right straight, this is real straight, because sooner or later somebody, an Establishment Officer, is just going to say, "But I've hatted everybody in the division and it just doesn't seem to operate." Well, he's gone up the, the point of hatting everybody in the division as specialists, they're specialized hats, the speciality of that post, they're just specialists, he specialized and he's actually now gone to a point where he's narrowed their vision.

Now, by generalized hatting you start to widen the vision. This is of vast importance whether you believe it or not, because I've traced the failures of two or three orgs to just this point. Understand, the failures of orgs to this point, whole org failed, had to be picked up and put back together again with sticky plaster, and yet there was a lot of hatting going on. They got to a point where they wouldn't even talk to each other as they were passing in the halls. They just were not aware of each other's jobs, they just fell apart. So, hatting; standard operating procedure, hat as individuals by all means, and then hat as the department, then hat as the division and go for broke and hat as the org. And if you don't follow that procedure, you'll never achieve a crack org or a crack division either. It gets limited, in other words it stunts its growth.

Now, if you skip the gradient and you try to hat them as the whole org and never hat them as an individual, you will also produce a chaos. So the guy's got to be hatted as something, and then you span it out and you will get greater and greater competence as a staff member, just as nice and neat as that. Same thing, you span his attention.

Now, an executive will be the person that you have the hardest trouble hatting, and I could probably give you a long, long lecture on the subject of hatting executives, because you will be most loath to approach them and they can have the most effect on the org, and the main thing wrong with an executive is that he doesn't know how to play the piano of the division so he issues cross-orders. He issues orders which cross policy, he tells wrong posts to do wrong things, and the next thing you know he's got the staff all tangled up. So you put it together and the untrained executive scrambles it all up for you. The letter registrar's all of a sudden doing promotion and the, and the registrar is running CF and, you know, woop. It's quite remarkable, they have to know how to play the piano. So of all people, they have to know posts and people; of all people, they have to know the posts and the people. If they start issuing orders into a division it'll cross that division up, zowww! And it's one of the primary maladies. Another thing is, and you just, you just hat him with all the hats of the division, that's the qualifications of an executive, make him hold some of those posts for a while. And the other one is, and this you won't believe and they won't believe and so forth, but this doesn't make it untrue, this is absolutely true. An executive should know how to run, better than anybody else, every machine that he has in his whole department or division. He should know every one of those machines and he should know how to run them and he should have been checked out on them. And that's a big order, that's a big order. You take an organization that's

got half a hundred thousand dollars worth of equipment in it and all kinds of little, various typewriters and duplicators and xeroxes and, and he should not only know how to run them, he should know how to maintain them. Not necessarily repair them, but maintain them, know what maintenance they're supposed to receive, and if he's real hot he knows how to repair them. That sounds incredible. "What's this fellow doing up in this great big plush office and so forth knowing how to run, oh, I leave that to the staff, the mechanics, ha-ha-ha-ha."

We've got a fine engine room on this ship, we've got a very fine engine room on this ship, and that in no small part is in due to the very fine engineers we have on this ship. But it's also due in no small part that I know engines, and most of the basic tech they run on, I wrote up for them. Now, I didn't when I came aboard this ship because it had such an antagonistic bum of an engineer, he was a, he was a wog engineer. I didn't go down and check myself out on each one of those pieces of machinery and I should have. It usually takes about three days, or something like that, of floundering around and doing so. Over a longer period of time, after that guy got out of the road and we managed to make something out of the engine room, why, it was my glancing at it here and then, inspecting this and that here and there and so on. And our guys were good enough to pick up the ball in spite of this.

Now, the only reason this could happen, the only reason this could happen, I've been well trained as a diesel engineer. You say, "But me as a diesel engineer? What's that?" Well, I've never been trained, I've never been an engineering officer. I've been spoiled with boat-swains, over the centuries and ages I have had some of the finest boat-swains that anybody has ever heard of, and that included World War II and it included later ships. Very fine boat-swains; they made a complete bum out of me. I know all the techniques of a deck sailor and so forth, but cargo handling and the things that a boatswain does particularly, I'm weak on. You don't find the cargo handling gear of this ship in very good shape. There's a coordination.

In other words I've, I've been made a bum out of on the subject of cargo handling gear and so on. Sail, oh, open and shut, your cards in spades and all that sort of thing, but derricks and slings and, I can talk the patter, I've read it in books, so on, but there is not that intimacy, so on; whereas I have rolled up my sleeves and repaired engines in the roaring sea. And busted down one time, rolling forty degrees and so forth, I had a camshaft out of a twenty-five hundred horsepower diesel and so forth, and back in and fixed up in a matter of about an hour after I don't know how many engineers quit. Why? It's just part of the organization. And an executive can be lied to, and he'll burn up all sorts of ridges and unknownnesses and so forth. He can be lied to. People tell him, "Well, the machine down here, it only turns out twenty stencils a minute, twenty runs a minute, requires two operators to run the thing, and ptaah." The executive says, "To hell with you, to hell with that, quit kidding around, turn the machine on."

Now, I had this interchange one time right here on this ship, you know, "What the hell is going on? Why can't you turn out mimeos, why? What do they look so funny for?" and so on, "What's going on?" "Well, it's the machine, it's this and that and the other thing, and the power is off and it doesn't get to it and we haven't repaired its electric motor, there's something wrong with the electric motor of the mimeograph machine." You won't believe this. It had a switch on the back of it, down low under the combing, which was the on/off switch and

they'd never found it, so they were cranking all their mimeographs out by hand. It happened again, it didn't happen just once, it happened again. Many months passed by.

I just told somebody to run down there and throw that switch on the bottom of the machine, and it promptly started running. Everybody was horrified.

Now the machine, the Addressograph Company turns out a fake addressograph machine. It can be set up to run, it takes a little bit too long to set it up. The Bradma is a better addressing machine in any case. But that Addressograph, in spite of its horrible name, doesn't really address and I find all staffs wherever they have one, hand feeding them. They might as have a, might as well have rubber stamps. Silk screens are better than those things and so on. The Bradma's a metal plate machine and is a fine machine and is beautifully tabbed and you can do all kinds of things with it. It finally found what the trouble is with an Addressograph, a lot of whys. It scares a staff to death. When those envelopes start running through that machine, they run through at such a fantastic speed that you can hardly see the envelopes, they're just a blur. And I don't know how many the thing feeds, maybe ten thousand an hour or twenty thousand or something, but there's this huge chute, and they go off with such a horrible clatter and bang and crash and they're so noisy, and they look so dynamitey and dangerous and these plate boxes and so on are just pouring into this machine, and you yank that tray out and shove another tray in and wham, wham!

God, it scares them to death. It is simply too much machine for them and it takes too long to set up. That was an expensive lesson. We immediately started junking all of our Addressographs when I really found the why. I could run an Addressograph but nobody else could. So there's a limitation. Speed, crash, bang. But I hadn't actually been trained as an operator and actually to train an operator, and I'd never bothered to try to train an operator on the machine, and that's what you couldn't do. Now, there's really one for the book. But it scared them to death. It looked like Niagara Falls had suddenly taken place in the addressograph room, all in full motion, full horsepower, and they weren't about to take that machine. You couldn't slow it down, there wasn't any gradient of it. You got it? Machinery.

So you wonder what in the name of god is going on, this is a machine age, and you wonder what in the name of god is going on that nobody could ever get out the addresso plates and why can't anybody do this and why can't anybody do that and, "Well, why don't you tab these things? Why don't you tab these things?" The machine can't be tabbed. So therefore, an entirely different system has to be ordered, which is for every category you type up a plate for that category and that's a very cumbersome system because you can't change addresses easily. So he wonders why Addressograph gets so balled up. It's because the executive who is in charge of the whole organization does not know how to run one. Simple.

Also quality. If he knows the quality that can come out of one of those machines, that he himself can get out of one of those machines, he'll get very fine promotion from them. I guess that goes for you then, huh? I guess where you've got machines under you, you'd better learn them well enough to train people on them. And then you say, "Well, I don't want to really be transferred from Dissem over to HCO because they have an entirely different set of machines." Now, loosen up your, loosen up your skull on it. Learn the HCO machines. But it's part of the scene, it's something that is established and something you have to pay attention to.

If you don't know anything about cars, you'll find out that you just lose, lose your staff cars one right after the other. You never saw such a casualty in cars, there's something mystic about it, and if you who have the responsibility for the general area which operates cars, know cars, you will catch all of the false reports, the nonsenses and the carelessnesses, and you will be able to identify personnel. If you don't know anything about them, you won't catch any of these personnel factors. The guy's doing his job or he isn't doing his job, well, you won't know, you can be kidded. One of the things that used to happen on this ship is they used to get an expert around and he'd tell everybody, "Well, I'm an expert on this and you can't learn anything about it." We haven't had it for quite a while because I've stepped on it a few hundred times and it doesn't seem to have raised its ugly head. But it had people completely backed off and there were more things busted, there was stuff lying around broken and inoperational and so forth, because people had been backed off by being told only an expert can have something to do with it. See? In other words, people could be kidded about it. False reports pile up on the subject of machinery, production, "Oh well, we can't get out that many envelopes." "What do you mean? The rating of that machine is so-and-so." Well, maybe the rating of the machine is so-and-so in the literature, let's get this two ways, but it isn't in the rating of it as it sits down there on the floor. The fact is the machine, even though the people on it are grooved in and are trained to operate the thing, just isn't capable of that kind of an output.

I'll tell you one that completely messed up lines, a Xerox at USLO and somebody, by economy, bought a little tiny Xerox that could get out about thirty thousand copies a month, was its maximum limit, it said there. They bought a toy. It used to run from one to three days without breaking down, even in the hands of experts. And the reason for it was it was running forty-four thousand copies, it was running way above its capacity, it was over strained like mad. It should never have been there. One of the most expensive pieces of junk you ever heard of. I think it cost some huge sum of money, like a hundred and twenty-nine dollars to service it, and it would have had to've been serviced every week to have kept it in function, because it had to be serviced just so many copies. But USLO was trying to put that many copies through this Xerox machine in a week that the thing was trying to take in a month. And what did this do? It cut the data line to Flag, because they were pouring it all through this Xerox machine.

So therefore Flag couldn't be informed as to what was going on because everything had to be Xeroxed, so it was all backloaded, but the Xerox machine was busted and they must have had staff in that area in tears half the time just doing their nuts. People screaming at them, "Now look, get that Xeroxed up and get it off to Flag." Flag sending in telexes, "Where's our information?" The executive in charge of the organization did not go down and take one look at that Xerox, look at its book, look at the count that went through the thing and say, "We'll do two things, we will buy a Xerox and comm-ev the guy who bought this one." It was a toy made out of cheap tin. What the hell went on? Do you see how lines can get jammed up?

If you have any dependency on machinery and you don't know anything about the machinery, it becomes an area of unawareness, and every area of unawareness becomes an area of terrific error. The Prod/Org system failed because there were not enough people around

making people aware enough of what was going on to be able to get the production with great reality. The data which I have been giving you in this talk is all data that was relatively unknown in this system and was not given sufficient weight. Nobody told a Product Officer you've got to know all the machinery in the organization. That's an establishment function, isn't it? So you had to have an Establishment Officer to hat him, didn't you?

Since we've been chasing FEBCs through the engine room to get the idea of what lines are, that's the excuse we give them, they by the way, I found out that some of them did not, you know, the old line/terminal thing, the DC lectures of some people are unaware of lines and some people are unaware of terminals, well I found out that that existed in some of these students, so we just started chasing them down there because that was the only place on the ship we had lines that started somewhere and ran somewhere and stopped. They go down there and they see all this machinery and that sort of thing and their awareness comes up and some of them flinch and some of them do that, but I get more darn DRs about, "Golly, I went through the engine room today and we traced all the lines," and they're just as uptone as hell about it. Somebody spanned their attention. The engineers of course all PR them, the engineers all PR them down there and tell them how good the engineer is, they all like him. But that's a very successful action. Sounds like a strange hatting action to take an individual and start hatting him on a ship engine that he isn't even going to be aboard a ship, he's going to be out in some org someplace. But it spans their attention, shows them what a line is, shows them what flow is, makes things real to them. Some of these people didn't know that things started someplace and went through something and arrived someplace else. And that was what we were curing. Alright. Now, I've given you an extraordinarily long talk here on the subject, but I wanted you to see more...

# F/Ning STAFF MEMBERS

## Part I

7203C06, ESTO-11

6 March 1972

And this is the sixth of March, 1972. This is a lecture to Establishment Officers. The overall title of it, F/Ning Staff Members.

The work of the Establishment Officer is nothing if it does not result in production. Why not? Well, from the staff member's viewpoint it would immediately put him in poverty, from his morale point of view it'll immediately put him in apathy. Now, there's been so much talk during the last hundred and ten years, actually, actually so much talk since the Comte de Saint-Simon opened his face back in France in the earlier part of the nineteenth century and put his and everybody else's foot in it. He said, "The whole of society should be geared to its lowest member." Those are the famous words of the Comte de Saint-Simon. Now, very often they call him Saint-Simon as though he's a saint or something, actually he was a renegade Napoleonic officer who, after he kicked the bucket sometime around 1849 or something like this, all the rest of his people were rounded up and thrown in the local hoosegow. They were very out something or other.

There's an earlier one sometime in the eighteenth century of somebody talking about communes, but it's not really the beginning of this era of the reward of the downstat. But that began an historical, well, it began a history of a continuing encroachment into the world of production of the downstat. He became more and more and more important, and eventually the weight of him became overwhelming and he started to wreck economic patterns, bring on major recessions and so forth, he had a ball. Now, the idiocy of this, if you were to go down on skid row and watch somebody there who is on canned heat and who can barely get up from the bench and who only scrounges a quarter to buy himself another can of canned heat. You know what canned heat is, don't you? There it comes close to being the lowliest member of society. So we should obviously all go bum quarters on the street to eat canned heat, according to the Comte de Saint-Simon.

This movement was carried forward by a nut named Marx, who is deified by the British with a chair in the British Museum marked with his plate, "Marx sat here." You know, it's not George Washington sat here in England, it's Marx sat here. And I'm not being unduly harsh along in this line, because I believe that the people who are out of luck should be cared for, but I do not believe that they have the right to crash everything in sight. And the trouble with them is they can't produce and they are unhappy. They share with the criminal the pecu-

liarity that they can't work, they are a problem in psychotherapy, not a problem in politics or economics. Wrong field, entirely, completely the wrong field.

This movement moved forward until there were riots of nihilism. Everything that they had in France was exported to Russia because Russia thought that was civilization, and the ballet and out-2D and all this other stuff. And so in Russia, in the Russian universities, a movement known as the Nihilists – nihilism means nothingness – the movement could be best described as wreck everything, make nothing out of everything. Now, some nihilist will tell me, "Oh no, there are techniques by which you make nothing out of everything, oh yes there are," but that's a psychotic technology. That was hand in glove with the original, well, that was actually came up to a big build up and then eased off into anarchy, another political philosophy that said there should be no government, with which I agree heartily. But not because there couldn't be a government, but because there isn't.

And the Nihilist gave birth you might say, in the universities of Russia, to the anarchist. And there was a sort of a little revolt against the anarchist within his own ranks and the communist came into view.

Somebody must have read Plato's Republic; I didn't think they taught them to read in Russian universities, you see, I'm charitable; and Plato's Republic which was apparently, I don't know the connection but there must be one, has to do with Licergis's Sparta, and this is all ancient political philosophy, and very shortly after this fellow Licergis built up Sparta, he hung them by the way. I think he told them, I think it was he, who said that they would carry on this philosophy of communing until he came back, and the elders of Sparta all agreed to do that, and then he left and never bothered to return, so they were hung with it. The effect of this, the immediate effect on this, was for Spartan arms and conquest to do a considerable resurgence and take the, a lot of territory, but it wasn't too long thereafter, not too long thereafter, that the cows and sheep were grazing on the streets of Sparta. It was a gone area. The Spartans were the last of the Dorians and they wound up in a spin of communism and then spun on out of history. A very, very failing philosophy. Now, maybe I am shortening it up too much and giving you too much simplicity, but this isn't a talk on political philosophy, this is a talk on downstatism.

Now marching forward, the Fabian Society, such people as George Bernard Shaw and so on, with such people, was formed in England and it was just down the road from Marx's headquarters. Marx jumped up someplace in Germany and he couldn't make it at anything he ever did, he couldn't work and he couldn't produce in any way, shape or form, and he dramatized his name. German money is named marks and Marx hated money, he never could make any, and he was finally rammed around all over the place, just to give you a thumbnail sketch, wound up in England and a rich man's son by the name of Engels shelled out some bucks to him, some pounds in order to carry on, and he sat down in the British Museum, and with this vast panorama of the activities of life before him from his chair in the British Museum, he dreamed up the rest of it. People do not know that the pattern of Marxist Communism is medieval Germany, and he deified medieval Germany and even says so in his textbooks. You can't read much of his material but when you; that is to say it's hard to read. Any Germanic type think is with the nouns and verbs all hindsided. But this boy idealized in his works, me-



dieval Germany. Medieval Germany, the medieval state, was the totalitarian state where all commerce was regulated by the state.

Now, he substituted the harsh, eat them all up, throw them in the prison, off with their heads Germanic Teuton idea of civilized treatment, for that he substituted the word state, and that is the basic evolution of this thing called Communism as done by Marx.

There are other types of communism than Marxist communism, but his is the one that's prevalent. So the ideal he would have there is that the state is run as a total being which has the power of life and death over everyone in it, and who regulates all of their commerce and all of their actions. And this is called in later days, totalitarianism. Now, don't be fooled by people who tell you well, there's communism and fascism and they were at war. There is no faintest difference between communism and fascism. Fascism is a word employed by the communists to mask the fact that the Fascist, so-called Fascist, was in actual fact National Socialism. And all that National Socialism is is a type of communism. There is no difference between the philosophy of Adolf Hitler and Joseph Stalin, there's no difference between that basic philosophy in Germany or Russia. Nazi means National Socialist de, and it's just a shortened term for National Socialism, Na-zi. And this is super totalitarianism and they've long since ceased to be able to reward the downstat.

Now this is the world, however, we live in, where totalitarianism is the encroaching thing. Most of the things which you hear in terms of political philosophy, personnel handling and so forth, are said to make a further advance toward totalitarianism. If you reward downstats adequately and sufficiently, if you can get labor unions to raise their wages high enough, if you can cut back production enough, one day it all crashes. And then the capitalistic system is gone and in its place is a moneyless, exchangeless, total dictatorship. Now, I'm not talking through my hat. We have had occasion to study this considerably.

You are therefore doing establishment actions into the teeth of the propaganda which is continuously put out by the totalitarianist.

For instance, in the United States with inflating currency, they are trying to cut it down to a four hour day and and a three day week, but look, inflation is caused by lack of production. Too much production without enough money to buy the produce is what causes a depression, but that usually follows too much money released without enough produce. You haven't got enough production, so the money doesn't cover the produce. The vaulting, sky-rocketing condition of money with regard to production right now is criminal. There's practically no production in keeping with the amount of money which is being turned out by the printing presses, regardless with, of what excuse. So actually, organizations are moving into the teeth of money which is lessening in value, money is cheaper and cheaper and cheaper and cheaper, and there's more and more and more of it that buys less and less and less. Along with that comes this totally outpoint propaganda that one ought to have a three day work week and four hours a day, and there ought to be fantastic quantities of welfare so that over fifty percent of the nation's expense and so forth is placed on welfare. Not to make anybody well, not to provide medical treatment for them, not really, although some of them go in that direction. So you're into an era of welfarism as I talk to you. The propaganda is actually there to make

more and more and more money for less and less and less produce so that you get a crash of the capitalist system so that another system can be substituted.

That system is called socialism and this is the basic pattern of conquest of socialism, originates with the Fabian Society in 1883.

We notice the great popularity of Shaw these days, George Bernard Shaw, *My Fair Lady* and so forth. He was their principal author and he wrote their basic planning; their basic philosopher was Hegel.

And you wonder well, why if Russia and Germany have the same philosophy, then why did they go to war? According to Hegel, that all these socialists follow, the mental health of the people depends exclusively on their having wars. Now, you say that's too incredible, yeah well, I've got it, I've got it in blocks, blocked out print right square in the middle of a textbook, quoted liberally by the socialist, they quote that phrase. So if they can cause enough war that causes enough expense, then that will be the end of the capitalistic system and there will be no medium of exchange. To hell with the capitalist system. I think my great-grandfather owned about half of the state of Nebraska as a skinflint banker and he died unmourned by the whole state. I do not hold with the banker capitalism. But a medium of exchange, to eradicate a medium of exchange totally eradicates freedom. Now you have total slavery because the guy has only himself, he can buy nothing. Now, this is how Russia tries to operate.

If you ever had to work out an organization in the middle of a totalitarianism which no longer had a capitalistic background, there would be an element missing which you would find very difficult to get over and that is this element called exchange. In Russia they're picked up and thrown in jail for selling a spare, a spare pair of their shoes. They're known as a capitalist. Now, this gets pretty weird. How do you get over this? Now, there's the direction the world is going. Therefore organizations which run on this basis will be the order of the day. Democracy is on its way out, been on its way out for some time. I think it really exited from the world when they killed god knows how many men on how many muddy battlefields in World War I to make the world safe for it. It not only was made not safe for it, it set up the world for totalitarianism. Democracy depends exclusively on the informedness of the individual citizen. But regardless of all of this, this is the way the world is going.

Now, let's just look at the isness of the situation. You as Establishment Officers deal with the isness of the situation. Now, what can you establish and how can you establish it in the teeth of money buys very little no matter how much there is of it, and you have no basic exchange? Now, that is a problem which I am afraid you will be facing somewhere up the line out in the society. Remember this. Regardless of whether there is money, there must be exchange. Now, that exchange factor can be such that the individual on his post only has a product when that product can be exchanged at least with some other part of the org. There must be an exchange, in exchange for what he produces he gets what he gets. Now, this doesn't happen to mean necessarily on an individual basis as his hat, as a post in that department. He has no right to the services of any other part of the org unless he himself is producing on that post something which goes to some other part of the org. Do you follow me?

It isn't enough for him then to pile up a whole bunch of paper in front of him. Let's take a finished test. Now, that test is of use to others, and because that test is being done and somebody's doing tests, two things would have to happen. They would have to be needed and wanted by others and they would have to be of such a character as to be useful to others, and when they're useful to somebody else then it is a product, and when it is of no use to anybody else, it is not a product. So two things can happen. The fellow can be producing something which he thinks or hopes might be useful to somebody else but isn't, or he is doing it in such a way that it is of no use to anybody else. Now, the first one is sold by salesmanship. Maybe this thing is of use to somebody else but they don't know about it. Supposing you had an organization that knew nothing of the use of tests. Your Test I/C just goes on and turns out tests, turns out tests, turns out tests, turns out tests, there's all kinds of tests sitting around, but there's nobody using these things.

Well, what's missing is the PR and advertisement of the post. In other words the first formula of non-existence has not been met. Find a comm line, find out what's needed and wanted and produce it. Now, any post will be in non-existence, any department will be in non-existence, any division will be in non-existence and any org will be in non-existence, providing they don't solve that. And any civilization will be in non-existence unless that's solved.

I am fascinated with all the trouble they have with balance of payments. You know what that is don't you, that's England pays to get so many goods and transfers so much money to the country that, or so much goods or something like that. Well, that's fine except, and this is where the capitalist takes his finger off his number, he's always getting in there and making himself a fool so that he sets himself up as a clay pigeon for the communist. England cannot transfer machinery it makes for apples it uses. You say, "Well, yeah, it's obvious they do." No they don't. That has to go through an exchange of gold and that's why they have to have paper gold these days. The machinery it exports, value of that has to be procured from a world bank, a bunch of fat cats sitting around that don't know anywhere near as much about economics as an office boy but they sure know how to lick it up. That nation that received this machinery has got to go to a central bank and there get gold so that it can transfer its balance of payment debt to England. Do you follow? It can only pay that in gold. Now England, when it buys apples, has to go through an international bank exchange, get gold and transfer it to the country from which it bought machinery. That is why all this concentration on gold. Now, do you follow this now? Do you follow this?

Here you've got two countries who could be exchanging directly who are exchanging through a middle man. The middle man is the international banker. He's making capitalism very unpopular, so people can be sold on the idea that he ought to be eradicated. Then what would you get, what would you get? You would get apples going to North Umbria or Ballawogville in return for the coconuts made in Ballawogville for the apples. But the difficulty is of the barter system, it's the item is not interchangeable. Now whenever you get a crucial failure, you drop into the barter system. You do not drop into further Keansian economics, you drop into the barter system and it's dropped directly, so that money has to represent something, money has to represent something of which there is some. That sounds very elementary, but very true. If there's no gold, there will be eventually no real money.

So economics can get so fouled up that although you have plenty of service in the org, the economic system of the surrounding community is such that you don't get any exchange. Then you would be in the barter system. So you do have an answer, when all goes to hell you've still got some kind of a barter system. Now, it's basically some kind of a barter system that's working in an org, but usually it comes back in terms of money, just the appropriation of running a department is a contribution, just the fact that money, the org puts out money for the fellow to run tests, is a contribution. But as long as that is the limit of your action and as long as all your exchange is inside the organization, you'll go broke. So there must be an exchange with another public.

Now the Sea Org, and I'll show you how rough this can be, the Sea Org slipped up on this in that it was exchanging with Scientology orgs. But that was exchanging within the same body or type or class of public, and we started to go broke because the Scientology orgs were not adequately exchanging with the public around them. And that's when you saw me put in the paid completions stat. Things have started to look better ever since because it forces them to produce something they can exchange for money. A lot of them became very dishonest and started processing only staff to get a paid completions stat. They have not yet learned this idea of exchange.

Now, you may or may not have followed me all the way through that, but it's very, very important to you for this reason: You can have an org that is so busy exchanging all of its products internally, it'll go broke while being beautifully established, gorgeously established, broke. And then it no longer has the money or the goods with which to maintain its establishment and you have failed, you have failed at that point as an Establishment Officer. Why? Because you are the FP committees. You as the FP committee have to demand, before you can make an allocation or expenditure, an estimate of what is going to be made and that is defined to you as exchange. And if you have this function as an Establishment Officer, then it will keep your establishment on a sensible pattern by which you can then exchange something between the organization and the division and so on which you're busy organizing, and another public, another public.

Now, if you're all on an FP, it's got to be an outside public, it's got to be a non-Scientology public really, or it's got to be the field Scientology public. It can't be the org public. And right now this is so little known that there are several orgs getting a paid completions stat by processing their staff members. It's impossible, it's not paid. To that degree, the stat is falsified. For a long time I tried to trace why do we have a high paid completions stat in orgs and a low GI. And when you do an investigation you actually have to learn how to think like an idiot, because you're just going down and finding the widest, biggest outpoint, the why is really the biggest outpoint which then explains all other outpoints, that you can do something about. And that is really what a why is if you want to give it a reverse look. That's why your investigations are always outpoint, outpoint, outpoint. If you continuously be logical, you're going to wind up with a logical why and that's never the why. The logical why is called reasonableness. So what was this difference? Yeah, you have to learn to think like an idiot to do evaluations because it's always some idiocy. That's why the outpoints are really a description of idiocy and that's why you count them. Half the time a person cannot loosen his wits up enough from being logical to get a sufficiently, to see the illogic that is the outpoint. He's too, he's just

stuck on being thinking only in a rational, reasonable pattern. To get anyplace, you've got to be able to think in an illogical pattern, then you can do evaluations bang, bang, bang.

So there you are, you're doing FP. You find, and the first thing you find out nobody in the FP committee is hatted, that's a usual step, that's the usual why that is given repeatedly, repeatedly, repeatedly. When you do this there are two steps to FP. One is making sure that the org buys the necessities which it needs to produce, and the other one is make sure there is going to be enough coming in to cover subsequent FPs. And that FP which you're busy doing has got to buy something, it's got to buy something, it's got to buy future income, and the guiding rule of an FP is covered in exchange. You're not going to FP anything for a division that isn't producing anything that anybody can use, I don't care how beautifully they have their front door painted. So you really FP by stats, to get stats, and the guiding principle of FP is of course exchange, and unless you know something about exchange...

You're putting these facilities here, the reason you're establishing something here, is so that it will produce something which will then exchange with another group which has and produces something you need in order to keep on going. And you can just shake the economics out of the whole thing beyond that. You can shake bankers and capitalism and money and totalitarianism and every other damn thing as long as you keep that in mind. There is a way to get through this. Exchange. The org is going to give this factory so many hours of processing in exchange for; barter. And you can have an economic system go all to hell and you could still operate if you know that. But in any event, it's exchange. What do you need to operate? Well, right now that's easy, it's money.

Supposing it wasn't money. Well, you would need this to operate and that to operate, you'd probably need state support in some fashion or another. You'd need so many, so many OKs on so many shoe, food, bread coupons or something like that. Now, we're moving into the future with orgs and there's many an economic curve being thrown at the society at this particular time, so don't get caught flat-footed. Be quick on your feet. It always takes five times as much to operate as you think it will. After you've FPed and think you have your cash/bills ratio all straight and everything is fine, then what do you find? Somebody has hidden a great many bills in a mouse hole someplace and they drag them forth proudly and you find out that you're another ten thousand dollars down that you never dreamed of.

Now, put all this together and what do you get? You get an Establishment Officer is establishing something which produces something that will exchange for what you need in order to establish, and you've said everything there is to say about it. If you can think in those terms then you would be a very smart operator.

Now you talk about outpoints, what would you think of a Treasury Department 7 that would never get out statements in such a way as to get in any money, when that was all you were dependent on and you weren't doing a cash business? What would you think of that? They even had orders to write persuasive letters and to add it up in such a way that the individual who leaves the org without paying his bill or something like that can be tagged with it personally, so that's a forcer on him to go ahead and make the org run and things like this. Supposing orders have been issued to this extent and they have all been neglected and it won't get out effective statements so as to make effective collections. What would you think of an

activity which had innumerable Field Staff Members who are quite capable of collecting money and never bothered to look in the personnel files, old ethics files and so forth, to find a million and a half dollars worth of freeloaders to collect. It isn't that freeloaders don't pay, it's the fact they're never billed.

The majority of businesses that go broke in the United States go broke because they don't send out statements. You say well, that's idiocy. That's right. All errors are idiocy. They, businesses that they check over and so forth, they find out that they never send out any bills. We have a set of attorneys right now in Panama and those birds have never sent an effective bill, and I suddenly found out to my horror we hadn't paid them anything ever. They never seemed to bill, or if they bill they sent the stuff to a wrong address and they never followed it up. So that nobody found out they hadn't been paid. Just a simple matter of names and addresses, elementary, not a matter of money at all.

Now supposing you had, supposing then you had a Treasury Division that did this. Now what would you do as an Esto, what would you do as an Esto conference? You found you were having a hell of a time with FP, that people were economizing on you all over the place, and they were telling you that you couldn't have this and you couldn't have that, and you desperately know the crew needed uniforms. What would you do? Would you just say isn't it terrible those finance people won't give us this money? Because that's normally what's done. I've even heard of somebody in an org saying, "Well, Ron doesn't pay me very much." That's the wildest thing I ever heard. When that came in through to me, I wrote him a long letter and told him the facts of life. He makes his own pay. But what would you do? The answer is too logical to be viewed. You would make more money. How do you make more money? You make sure that the divisions are established in such a way that they produce something which can be exchanged with the society around them, and you make sure that if the org has earned a great deal of money, it gets collected. You don't sit there and worry about the difficulties you're having with FP.

Now, you'll find some mad ones come along these lines. We have a mad one right now that is in progress. A management organization by policy must be supported by the service organization to which it is attached. Why? If it's any damn good as a management organization, the service organization to which it is attached will be able to make enough money. And if it's not good enough as a management organization to do that, it has no business hanging on somebody else's heels to hell and gone on the other side of the world. Right? So the policy worked out, and it was worked out over years, and we found out definitely that a management organization of a continent or something like that had to be supported by the service organization to which it was attached. If that didn't happen, all was lost. But what do you know? Very few people ever got this fact. Why? There was nobody there to check out the policy letter. And that condition exists right at this present moment.

By all means, run an economical organization, there is no point in wasting money, but you get any group or body that sits together and you ask them about finance, they always come up with a wrong action. We'll economize. It is the inevitable answer. It's the wrong formula. They're in emergency so they try to run affluence. You see, it's inevitably, continuously the wrong answer. An organization must never be run by either a lawyer or an accountant.

They will both try to move into the field of management and they will both try to tell you what to do, and they are the two types of individuals who are not qualified to run an organization. Why? Because their think is wrong. The lawyer's think is caution, the accountant's think is just the money he sees on the ledger in front of him. He does not envision making money, he envisions money in, money out and when he sees these two figures they are concrete facts to him, everything else is airy-fairy and he isn't in the management know enough. So he looks over here and he sees, "Well, we made this much in the last quarter and therefore we will only be able to spend this much in the next quarter." Well, that's all sensible and that's true and that's safe, but my god can you go broke that way.

Neither one of them ever have, I've had a, I've had a lawyer for instance stop an organization, shut its doors; he was the head of an organization; for ten days one time and you know, the org never caught up with it – to find out if it was legal. The answer, kiddies, is to make more money. Then is the time when you hat the living Jesus out of all the Product Officers in sight. Then is the time when you hat the living daylight out of the registrar, you hat the living daylight out of Division Six, and you get in there and you look into seven and you say, "Let's get hatted, let's get producing, let's get those statements correct. Oh, you don't have any name for Mrs. Glutz now? How about going to the CF folder and finding her last known address?" You get busy, you get busy establishing the living Christ out of every one of those terminals who regulates exchange. The answer is make more money and the establishment's answer is hat them, find their whys on them personally, pull the rug out from underneath all the illogics they're sitting on and get them in there working, working, sweat. Provide a sponge on their desks, see they get a bowl of water to mop up the sweat, but get them working. And that's how you handle an organization's deficits.

So you do FP committee and you make sure that they do have the necessities in order to be able to do this, and then at that moment you are told by the AG and the FBO that they are very sorry, but your allocation this month will only be one third of the vital running expense line, and that you will have to cut down, and that is the statement that will come back to you. You cut down, you're going to get less income. You start not paying staff and your morale starts going out through the bottom. Do you know that I have one of the jobs, one of my hats is making sure staffs get paid? You'd be surprised, because every time they run a deficit they say, well, in fact it's just been across my desk today, just suddenly realized it, once again; it's just periodic; it is so easy to say, "Oh well, cut the staff's pay, don't pay the staff." That simple, you don't have to think. That'd require no strain, no strain on the brain. We don't have to wake up, get the attention spanned, look over things, get busy, no, "Cut the staff pay," and that cuts the rug out from underneath you.

Now you'll have morale factors, now you'll have this, now you'll have that, now you'll have other things, so if pay can't be cut, if the staff is actually going forward and doing its job, there is another area that can be hit, is their food. And if you're running a, if you're feeding your staff and taking care of them, why their food can be cut. If you can't cut their food too much, you can always eradicate uniforms. Do you see? It goes from this to that to the other thing, and you're trying to put together a nice bright, brassy organization. If you've got a project force working, don't let it have any paint. If you let it have some paint, don't let it have

any scrapers. All of their work is wasted, they'll just stand around or they just paint over the rust and it's no good at all. You got it? Now, the answer kiddies is make more money.

I by the way had a, let me tell you a little anecdote. I had a bad experience with this one time. I told the wrong man, I told my father this one time, I got tired of all of his talking about me and money and so forth, he knew nothing about money and he knew nothing about me, been a naval officer all of his life. I was often making a month what he made in a year. I don't know, the unreality of people is gorgeous. And he told me that once too often and I was just out of hospital, it was at the end of the war, and my temper was rather short. And I turned on him and I said, "Look," I said, "Don't go telling me this anymore, I've listened to it most of my life and it's not true," I said, "Look at yourself. You've been making money all of your life, you haven't got anything to show for it, you spend your money like a drunken sailor. Now, why don't you make more money?" So he did. He got ahold of my yacht and sold it. And having done that, he sold my ranch, well anyway, he made more money.

So it doesn't always work that the message goes through straight, but it is the answer, it is the answer. If you have hatted according to policy and not hatted off a lot of squirrel, offbeat actions; if you have made sure that you don't have using policy to stop; they can do that by the way by always applying the wrong policy letter. All you've got to do is take the policy letter that applies to A and instead of following that, find another one that really doesn't really apply to A but find something in it that can be construed as to apply to this and they say, "Well, you see we can't do that." Policy was designed to tell people things they could do and when it tells them not to do something, it's trying to put edges on the channel so they won't go off of it. But what channel? The channel of doing something right. When you say this is a high crime PL it means we've had enough of it, it's been too prevalent, this why is big enough and prevalent enough and has been in the past to become a policy why, so don't. But that doesn't stop anybody from going down the main channel.

Now, if a fellow doesn't know the policy that gives him the main channel and only knows the policy that tells him to stop, then you will get people using policy to stop. Do you follow? There is always policy that tells them how to go on the channel. If they only specialize in stop, that's terrible. Well, there's one thing that you must know that any group of thetans can get best agreement on a stop, they will most readily agree on a stop, that's any group of thetans. It's one of the reasons democracies don't work. That's what you know as group think. That's a very funny one and that's how they all get sort of frozen. If you're not able to put in the public lines and if you can't get a student into and out of an org, you know then that you have a group think and it's a stop think. They don't know the ways to do things and they've only agreed on the ways to stop things. So you want to get a lot of do policies going right away. You'll see that, you've seen it in the past, you can't fire somebody, can't finish the guy up on his course, he always gets recircled in some way and so forth. It's just an unhattedness, the guys don't know the purpose of the thing.

Now at that point, you are facing people who don't know anything about exchange, that they have to have something to exchange. For instance an auditor in there every day auditing, thinks he is producing by giving hours of auditing. No, those are the actions of production, he hasn't produced yet. He will only produce when he's done the program, and in any org where you have auditors only putting in hours and if you go and open a few folders and find out that



they're full of unfinished programs, then you know they have the wrong idea of production, so you get them together and you explain what production is. It's a finished pc. How finished? That whole cycle. Now, you know you can get scattered pcs, scattered all through an org and the org starts caving in, and everybody you talk to is half way through and has been half way through or a quarter of the way through or an eighth of the way through his program, for the last year. You go and get somebody who was sick and you find out that he was red-tabbed eight months ago. Nobody has finished the program. There's no production think in that HGC.

Naturally, it's only a finished pc that you could exchange with something. What do you exchange it with? Well, even if you were just exchanging it with the org, the org is counting on the HGC to put this guy in some kind of shape, and it isn't the session that puts somebody in shape, it's the program. Auditors, day by day, they say, "Look, look how busy we are, look how busy we are, look how busy we are, our hours are up, our hours are up," and they can push their hours up without any exchange at all. And then they finally get the whole field and so forth.

There is one org right now that just got through telexing us, telling us how Flag was missing data and, we hear that every now and then, and along with the same statement will come some horrendous outpoint. They were the guys sending the data, don't you see, so Flag, if Flag is missing data or Flag is misinformed, they did it, so they're just complaining about themselves. But the point I'm making here is we said that this person, I'll give you a rough paraphrase of it, "What are you doing with five hundred and seventy-six hours of processing backlogged?" we said to this ED.

And this ED sent it back, "Flag has been misinformed, the data's incorrect," very protesty, very make-wrong, I'm right, very service fac. "It isn't five hundred and seventy-six hours, it's five hundred and seventy-six pcs, and they are not backlogged. There are a hundred and six of them in medical on medical lines, there's two hundred and one of them on ethics lines, and the remainder are on cramming lines," or something. He'd never believe it, see?

He could work all day and all night and have nightmares all day and all night, and you'd never come up with an outpoint like that. But this is, this is sent to us as a refutation of our villainous accusation that they were backlogged. And sure enough, they never seem to be able to make their targets, and they never make their stats and their GDSes are pretty down and cash is bad. Now do you see why I'm talking to you about exchange? And they haven't exchanged a damn one of those products with society. So not having exchanged it, even they are now backlogged all the money they've been paid, they really still owe it because they never delivered anything for it. Five hundred and seventy-six pcs be damned, they're probably backlogged in terms of owing the society really, some huge amount. Maybe their last year's income. Christo. God help us all. In other words, we thought it was a little situation, it's not, it's a fantastic situation. So they've been sitting there not exchanging anything with the society and then they wonder why their stats are down and why their picked on and so forth. They just don't understand exchange.

Now, there's an Executive Series on this subject which I wrote for your use, and it talks about exchange and it talks about economics and so on, I wrote a little in the Executive Series, and it's very important. But it shows up in such a thing as the HGC or the staff staff audi-

tors don't even exchange a product with the rest of the org. So you're busy supporting these staff staff auditors? You're giving them the service and the room to audit people so they can do what? So they can make the whole org one quarter done on urgent programs. Well then, they've backlogged the whole org because they never produced a product. Just as a blown student is not a product, so is an incomplete program not a product. Now, we're not now talking about the advance program of taking the guy all the way from Dianetics to OT6. We're just talking about just that, usually a red sheet or what you call a tip program right in the front of that folder, and you look in those staff, the staff staff auditors' lines and look at the crew being audited and what do you find? They're not done. And then another program has to be written to fill in the fact that that wasn't done and then that's done, and then another one has to be done to fill in the gaps of the second program that didn't get done, and then the fourth program gets written. Oh, you think it's not true? You go down and you look at some folders and you will see where it has happened.

Now, I catch up on this with a person getting sick. When a person gets sick I send for his folder and this is usually what I find. A person has an accident or a person is very upset and is trying to blow or something like this, I send for his folder. And what do I find? I find program done to handle the case eight or nine months stale-dated with one third of the program done, the rest of it stale-dated. So that in a Scientology organization is what accounts for your illness and injury, in the largest number of factors. The staff staff auditor does not take the case, hell, other people are coming in and saying, "This guy is, this guy's got to be audited right now and this guy." Well, have an assist auditor is the way to get around that, he's just an assist auditor. He gives touch assists and runs out the last automobile accident and the delivery and something something something. Just an assist auditor, that's all he does, it's usually one of the better word clearers who's also assigned the double hat of assist auditor. And when the guy is fed into staff staff auditing on a staff member, get it done. It goes right on down the rest of the program and it is done and then he's a finished product, that's it. And then gradually one by one by one, why, you make it, then you'll all of a sudden have a functional audited staff. But this other thing, beuff.

Now, this works on courses. The guy's been programmed for this, that and the other thing, you start checking around and you find out person after person has course after course that they never completed. And every one of these incomplete courses is an incomplete cycle of action, and you'll eventually get up to about four incomplete courses and then suddenly, what do you collide with? You collide with a fellow that doesn't study any more. Do you know that you could take your raw Dianetic students or 0 to IV students in an academy that were showing tendencies to blow, just check up on how many courses they had not finished before they ever got into that org or Scientology, and you would blow a lot of charge on them? Incomplete cycles of action. And this is not a product, and the guy can become so incomplete and so not a product that he can't be made into a product until you've remedied it. Am I making sense? That's a product, finished, exchangeable.

Now, because orgs are paid before they deliver the service, an Esto is walking uphill against this, because people can keep saying, "Well we're paid, we're paid, we're paid, we're paid, we're paid, we're paid," and not deliver the full service. So you have to safeguard against it. The promise of a book is not a delivered book, a book is not a product until it is fully

printed, promoted, and in the public's hands, then it's a product because exchange has to do with it. Right? So you get back to establishment, what are you doing? You'd better establish something that finishes things, and you'd better hat people to finish things, otherwise your joys of FP will mostly be sorrows. But you're in a position to really push an org into production providing they know what a product is.

Now, just as an aside, just as I think of it, the wrong way to hat is from the bottom up. The wrong way to post an org board is from the bottom up. You start posting org boards from the bottom up, you're in trouble. Well, you start hatting from the bottom up, you're in trouble. And you can hat and hat and hat and hat in the lower echelons without really producing any marked change in production, because your production is being regulated from the top. It's what the top tolerates. So you post an org board always from the top and if there's only one person in the boat, he's the captain. More small boat wrecks because the guy thinks he's a deck hand or something. And you hat from the top down, you always hat from the top down, and that's very difficult because he right away thinks that you should be hatting the lower ones because he knows that's the why. And although it's very true that it may also be the why, you had better hat from the top down because if the fellow cannot play the piano, that is to say regulate the division, why, he won't get it producing. And so your hatting actions and your FP actions, your exchange actions and all these other actions, will mostly go to waste. They can be beautifully misused. You don't specialize for the next year, however, in just hatting the senior. The cycle of you hat, you hat a bit and get him to produce and then hat him some more and get him to produce, is just run all the way up and down.

Now, you are running a long term program and it's entirely different than an auditing program, because you hat him a little bit and get him working, and hat him a little bit and get him working, and hat him a little bit more and get him working, and hat him a little bit more and get him working. You are not ever going to be able to finish a finished product and then say, "There he is on post," because there is a thing called on the job training, and you're doing mostly on the job training. Therefore it's only just that an Esto do the bulk of his actions as on the job training. Definition of an Esto, somebody who does without sleep so that he can study during his sleeping hours in order to know all the answers for his working hours. That's a definition. Alright.

Now, I've talked to you a lot about exchange and you say, "Well, it doesn't have much to do with Scientology," and we have here on Scientology 8-8008 on page one, we have the factors. And the factors mostly concern exchange, probably've never realized that before. Before the beginning was a cause and the entire purpose of the cause, the creation of an effect. In the beginning and forever is the decision, the decision is to be. Let's assume a viewpoint and so on, and number seven is "And from the viewpoint to the dimension points there are connection and interchange. Thus new dimension points are made and there is communication." Exchange. The truth of the whole thing is that a thetan does what he does so that he can exchange, and if a thetan can't exchange anything, he gets very miserable and very unhappy and that is one of the reasons why production is the basis of morale, elementary. So therefore when I talk to you about exchange, I'm talking to you really about the factors and if you want to look into those, study it over, you'll see that it all fits. It's the way life runs.

Now, we've got here various definitions which I've already defined for you, but an established thing, I've already defined establishing something means that it's been put there so that it is capable and does produce high volume, high quality production with an absence of dev-t. So when you get to a point where you say that is established, you know when you have made it. The guy can do a high volume, high quality product and he doesn't do it in such a way as to create dev-t. Now that tells you when you have established something. And a product, I've already said to you what it is, is it's a finished, high quality service or thing in the hands of the being or group it serves as an exchange for a valuable. Tells you right away that a lot of services, that a lot of surveys could be run which would give you a false answer.

It's, "What do you think is nice?" let's survey the public and find out, "What do you really like and what do you think is nice?" and so forth, and then miss the boat. They don't tell you anything they would think would be valuable enough that they would be willing to give value for the receipt of. So a survey that is really a survey tells you the exchangeability of what they really like. What do they consider valuable enough to exchange something for? So the consideration of being willing to give something to receive this produced thing is really the test of a well produced, well promoted, well sold thing. It isn't just some thing. Somebody'll say, "Yeah well, these paper dolly Rolls Royces are, are fine," but they wouldn't pay anything for them. They like them, but they wouldn't pay anything for them. In other words, it's not an exchange value. So all surveys are really valid when they establish what a person will give up something valuable in exchange for. "What will you really, what would you give for happiness?" supposing the guy says happiness, "How much would you pay for happiness?" Guy's liable to say, "Huh, paying, I won't pay anything for happiness." Well then, you'd better survey in such a way to find out what he would pay something for. Of course people do pay things for happiness, but I'm just giving you an example.

There's the exchange factor back of that. So when is a post established? When the post is able to produce an exchange factor. He's not established. You can take that all the way down in the org. Actually, a good janitor who produces a high quality and high volume of service, he's got an exchange going with the org, the org's perfectly willing to give him valuables in return for that. Do you follow? You can go around to staff and so forth, "How do you think the janitor takes care of the place?" "Oh, I think he does a great job." And you've got an established janitor. Go around the org, "What do you think of the janitor?" "Oh god, if he just messes up these papers on my desk just one more time I'll report him," you haven't got an exchange factor. Get the test? Alright. They don't want to exchange a valuable for it. And you'll find out you won't be able to get it in, either. Alright.

A program is the bridge between establishment and production, that's what bridges it over, that tells you the direction it's got to be established. Now, you could just establish something, you could establish the prettiest receptionist you ever wanted to see, all beautifully dressed up and all, sitting there and all nice and clean and not even chewing chewing gum and so forth, very nice looking, that didn't produce any receptions, didn't know where to send anybody and people left the org in droves. It doesn't produce anything. So how would you know you had a receptionist? No dev-t, that's an easy test, but how about the production? Are those people cheered up happily, happily, happily and routed in all directions that they, to the right terminal every time, wham wham wham, and the right routing form is whipped out and the person's

name put on it, and all ARC and there's no friction on the line, and there's no waiting, and zim zing zing zing zing, and if the person's also answering the phone or something like that, do they sound all right and so forth? In other words, are people willing to pay for this receptionist? Now, that'd be quite a receptionist.

Now, you set yourself up a task of if there was a coin box here and it said on it; don't do this; and it said on this, "Put your one dollar fee for having been well-receptioned in this box," would it collect any dollars? Now boy, you've really hatted a receptionist if it would. See what your test would be? And you never heard of anybody tipping a receptionist or an elevator operator or something like that. But if you established one to a point where people tried to, boy you've got it made. See how exchange fits in? Well now, what is she going to reception? Well, there could be a program of when so-and-so and such-and-such comes in, they are so-and-so, they are receptioned. That would tell her what she receptions, that's what she specializes in.

The reception at the London org once wasn't hatted, a hundred and twenty-five people crowded in the matter of about an hour, and she shoved them all out the front door. They ran a health crusade handout program and people stormed into the org like mad, and they wanted to know all about it, and it was a failed crusade because only two of them signed up for major services. It never occurred to anybody to give them the standard minor services. Now the program, which wasn't ever written for this, did not include the reception and what she was supposed to do. It wasn't that she acted like an idiot, she actually did but she went into a total panic. Small office, she saw a hundred and twenty-five people, she thinks she's being stormed, it puts her back into on the track when they lynched her, and so no program included the receptioning of the response expected from this. What do you do with them? It would be gen in the receptionist onto the disposal of the people who were calling back for this, and have her give them a waffle waffle and a tupple pup to report at the wingle ding at such-and-such hours. Program is the bridge between the establishment and the production.

Now, she may be established as a receptionist, but nobody programmed her as to what to do with these gents. Do you see that? It was a special change of pace, it was a hell of a change of pace went on there. They'd been getting one person a day or three people a day or something like this, and all of a sudden in an hour or an hour and a quarter or something like that, she had a hundred and twenty-five people come in, blurrraom, she didn't know what to do with them and so on and that was it, and she pushed them all out into the street and, "Go away," and closed the door in terror. Now, she might have been an established receptionist, but you couldn't establish a receptionist for every possible contingency or emergency.

Now all of a sudden, we say we're going to run triples or something on pcs, we're going to triple up their grades or we're going to do something like that, but nobody's ever told the auditors. Now, they'd have to be specially genned in and they'd have to be brought into cramming, and they would have to be told how you triple things, and be checked out on the bulletins and do a bit of a drill or two, if this was the coming thing. Otherwise they wouldn't know, they would come from the registrar, they would go down to the HGC, tech services would try to assign and wouldn't have any auditors because none of them were qualified to run triples. And that is the explanation that came back as to why triples weren't delivered. "We didn't have any auditors trained to run them." But two weeks before that program went out, all the bulletins

were forwarded to HGCs to check out on the auditors in order to do this. But there was no Establishment Officer there to make sure it was done. Program.

Now you say the Establishment Officer, well, it should be the Program Officer. No, the Program Officer would alert the Establishment Officer as to what program was in progress and what checkouts would have to be done. The Establishment Officer would just have to make sure that the lines and actions and personnel existed in order to do the check-out rather than check them out himself. But he'd have to make sure that that existed. Otherwise you could establish and establish and establish and establish and you would never wind up with a product because there's no bridge, because the product shifts, the product changes, various things happen, but if these things are never written up and if there's nobody around establishing an org on which those things can then be put in, so you can establish a basic post and then there's a further establishment on a program. The Establishment Officer has to make sure that that program can be checked, out whether he checks it out or not.

You'd have to get somebody, let us say, into admin cramming to check out something or other, something or other, you know, some program comes along. Program says, "Make sure that all executives are checked out on something or other, something or other, something or other," and it's up to that moment that the Establishment Officer conference has got to say, "Is there anybody there to do it?" "No, we haven't had any admin cramming, as a matter of fact there hasn't been a tech cramming here for some time." "Oh my god, where the hell is he?" "Let's disestablish division six so that we can establish division five," this kind of think in desperation. Do you see? So that there's basic establishment and there's the establishment so something can roll as a production. And that bridge point is the Program Officer, and he can come around and tell the Esto what he wants.

In this way, establishment merges over into production, merges over into exchange. Now, that is how it is done. OK? Thank you.

# F/Ning STAFF MEMBERS

## Part II

7203C06, ESTO-12

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The hideous error that an Establishment Officer can commit is to get involved with the traffic of a division. It's very easy to recognize this as, "Audit some pcs," that's easy. Start interviewing students, yeah, it's obvious that that would be a wrong action. But there's a little hair line between the actual legitimate traffic at the org and the establishment of the org. And that little hair line is establishing it in such a way as the org will flow, and adjusting the establishment of the org so that it will produce. So the adjustment of the establishment pattern so that production can occur is a legitimate duty of the Esto.

Now we're going to clear words on a lot of public and a lot of high school and it's in the program, and there's the high school and they've got a lot of failed students over there and they're going to bring them in and word clear them, and it's a great program and somebody's had this idea and they knew the principle and, and they're all going to get five hundred dollars apiece for doing it and it's a marvelous thing, and this program comes out, and the Qual Division is not established to render that service. Therefore the QEO flat out had better establish it to do so, it means an additional piece of establishment.

Now, there's another error that can occur is after that program is all gone and dead and is over, he's sitting there with eight word clearers who haven't got any business. Traffic load is an essential duty of an Establishment Officer, to measure traffic load. Now, this gets over into the efficiency expert. The only thing a wog efficiency expert ever managed to do was do time/motion studies. And they're very good at doing these time/motion studies, they've got it down to a fine feathered frenzy. It takes a fellow a sixteenth of a minute to pick up a wingle and to fit it to the gonk and, and we reduce the number of steps that it takes this machinist to go from the drill punch over to the lathe and we'll put these two machines closer together and we'll rearrange the spatial arrangements of this, and etcetera, and so on. That's all efficiency time/motion study. It's interesting that that whole line of country has tended to sort of fade out. And one of the reasons it has is nobody ever hatted the upper executives on it, and they always worked with the guy down on the floor, they never worked with the foreman.

That gets over into the field of human engineering. Human engineering by the way is a lopsided thing, it's adapting machines to man or something, or you can also adapt man to machines, and human engineering has become, I don't know, they've thought of several other titles for it since. I lost track. I've got a lot of literature on it in there if you're ever interested. There's a lot of articles. It's very, very, very upstairs, wow, you know, technical as hell. The

government invests oh, god knows, how much money and they sit around and keep it all secret and the Russians do this and they keep it from the Americans and the Americans do that and keep it from the English.

And it's, the first time I ever climbed into a Renault tank I knew that it needed some human engineering. It had a steel seat, rigid to the tank body, not even a cushion on it. If you fired the machine gun or if you were firing the machine gun in the turret, as the tank lurched you lost your teeth. But they've got this very refined, they take these big airplanes and they figure out where the instruments should be and where the stick should be and where the hostess should be, which knee she should sit on of the captain, it's terrific, terrific study. We had to use intelligence people to get the stuff because it's all so secret.

Now, the first time I ever saw a P-40, I knew that that thing needed some human engineering, wow. There are certain problems in the field of human engineering however, that they never did solve. A pal of mine, a namesake up at Garland climbed into a cockpit one day and found a rattlesnake in it; well, the ship wasn't designed for that. But it's adapting the machinery to fit the person. Now, you're going to have to do a certain amount of this and you'll find out, so it's a subject you should know something about. It's adapting machinery and spatial arrangements and desks and chairs and things like that. And you'll find somebody who makes mistakes consistently at typing has a tired back because they're sitting on some kind of a weird chair or an old box. In other words, they're just not, the typewriter set-up isn't adjusted to the ease of operation. You'll find out that your addresso operator, standing around in hard heeled shoes on a concrete floor get totally exhausted and feel like their heels are being driven up through the backs of their necks, and you just can't seem to keep an addresso operator on there. The second you put them in tennis shoes they're better and as soon as you put some foam rubber linoleum on that floor why, everybody's fighting for the job. You get the difference?

So the adjustment of the machinery and spatial arrangements to the people who are operating it is important. This is also important in auditing rooms. You don't want auditing rooms that can be interrupted all the time, so you have to have some kind of a system going to where an auditing room can't be butted into, and also you have to have an auditing room in such a way that the auditing room is fairly soundproof so that the pc doesn't get continuously startled, particularly by the session next door where the fellow's being run by Bill Deitch and is saying, "Hheh, hheh, hheh, hheh, hheh, hheh, hheh," and Deitch is saying, "Hheh, hheh, hheh, hheh," and it sounds like a bunch of donkeys. We've had that trouble.

Now, I haven't given human engineering much of a build up, it isn't a name that is used anymore. They keep changing the name and it's gotten very secret and so on, and if anything I think we, we have some rights to the name now of human engineering. We did something with it, we were going to do more with it. But they terribly limited the subject in they're just adjusting the equipment to the man, that's what my disrespect is. See? And they really don't do a very good job of it and there's an awful lot of figure-figure in it. It started about 1911 along about the same time PR did and there's been a lot of stuff come forward on it and there is literature. And the better literature you will find under the name of human engineering. The room is too cold, St. Hill, the little huts. We had to adjust the temperature of them somehow or another so they could be used at all and so on. Now, that's all very valid, but you



can also adjust the guy to the machinery. Simple, simple stuff. You don't necessarily adjust him so that he can run a very uncomfortable set-up, but you have a reverse side of the game and that is TR-0 on the area, TR-1, reach and withdraw from the equipment or the office space or wherever he's doing, as I was talking to you about. You have those techniques, and those techniques will disclose the human engineering faults. Where does it cease to be an aberration and becomes an actual discomfort? At what point?

Now, you are dealing with the United States government budgets, and in view of the fact that you don't deal with those budgets, you have to make adjustments which you very often wish you could make otherwise. And the executive who is trying to get a more comfortable chair or something like that is a perfectly legitimate area for an Establishment Officer because you're now into the field of materiel. All of these things will enormously influence the quality of production, they will influence the number of mistakes. But an executive who is fighting his in-basket and never seems to answer it and so forth, in human engineering they would simply get him a automatic sliding in-basket or put three more personnel on the line or something like this, where as a matter of fact if you thumbtacked a dispatch up to the wall upside down and made him confront it for two hours, the next thing you know he would be swinging like a breeze. Then of course he could reach and withdraw on the thing and he'd get weird masses blowing off of his face that he never knew he had. You've got both sides of the coin. That's why you can't call it just human engineering.

Now, the aircraft that is going to be built in such a way that it waffle waffles and guys can woofle woofle in it, and that's all very fine and so forth, is often wrecked in spite of it's great expertise because the guy couldn't confront it. The radio operator couldn't confront his radio set anymore. The ground radar operator gets the whole thing shot down in battle because he long since has gone hypnotic looking at a radar screen with it's swing, swing, round, round, round, round, duhhhhhh. You can break that, you can break that by just doing a steady confront, but you say, "Well, he's already in this confront." No, he's long since ceased to confront. Or by doing a double confront and the first time you ever run this on anybody you will be accused of being a hypnotist.

Two object confront. It's way back there in '53. You make him confront the screen and then turn around and confront the helm, and then confront the screen and then confront the helm, and then confront the screen and then confront the helm, and he will go *dehhhhhh*. Any hypnotism he has feelings of, of having confronted the screen will start to discharge at a remarkable rate of speed and he'll go into a trance and then he'll come right out of it.

Two objects, very simple commands. It can be as simple you see as, "Look at the radar, thank you. Look at the helm, thank you. Look at the ra," make sure that he does it, "Look at the radar, thank you. Look at the helm, thank you. Look at the radar, thank you."

Old book and bottle did this, but that was a series of commands and book and bottle, that is to say Op Pro by Dup, almost invariably exteriorizes the guy and it'll blow him right on out through his head. Well, you don't want it that bad. Very often if the TA goes up afterwards you know the guy did exteriorize, and if he's never had an exteriorization-interiorization rundown his TA will stay up, so you know what to do.

Now, there's something worse than this. Now, that's just confront and reach and withdraw and so forth. "Look at the radar," is one process. This is another one. "Decide to look at the radar and look at it. Decide to look away from the radar and look away from it. Decide to look at the helm and look at it. Decide to look away from the helm and look away from it." Now you really will think he's being hypnotized, because you're moving him straight from effect to cause in the shortest possible route.

And now this tells you at once that an Establishment Officer has to know something about processing. Well really, all he has to know is his TRs and repetitive commands, and although he tells the fellow, "I'm not auditing you," before he starts one of these things, and he should, the guy will be damn convinced that he is. So you should know how to do this trick. Why? Because the guy is having a bad time, he's dopping off, he's getting somatics on post and so on, he isn't adjusted to the job. So there's two ways you could go about it. You could actually look at the situation as though a low powered hum that goes on in the room all the time, all the time, all the time. Now, the hum won't do any harm unless it has a lot of force in it. It's a sort of a sub-hearing heavy bellow surge that you sort of feel instead of hear. You'll find out it'll be tiring. That might be what's affecting him. It might be that his chair is wrong. It might be that the machine is wrong. It might be something or other and it might be that somebody else right next to him is creating such fantastic dev-t with regard to his post, which is much more usual, that he just wooaah and he's doing his whole job in resentment and protest and everything else. Well, you can hat that person.

You can look over these various factors that might make a job area uninhabitable and difficult. When you've done that, then you've got the other side of the coin which is adjust the guy to the job area. And that has to do with confront, reach and withdraw, has to do with double confront, and has to do with decisional confront.

Now, you recognize at once that you're spanning his attention when you give him two and your spanning it very forcefully. And then when you're giving him the decide orders, you are putting him at cause. The simpler one is flap your hands, you know, and whose doing it and the guy says I am. Well, that puts a person at cause. This other one, decide to look at and so forth, he gets all tangled up. He realizes you're telling him to decide so therefore he couldn't decide and you know, figure-figure-figure-figure-figure and he eventually will be able to make a clear-cut decision.

Most of the difficulties that human beings have on jobs is an inability to decide, to be causative, an inability to be at cause over something, and their competence is directly proportional to their ability to be at cause. So we have a problem in terms of adjustment of the environment to the person, heat, cold, spatial position, noise level, odors. We had an area one time that nobody could, it had a drain that, somebody finally found this drain, hardly anybody could work there, smelled like an outhouse, and it had an uncovered drain and it was actually draining sewer gas into the room all the time, and it was an old drain that nobody'd ever plugged or cut off. The room just smelled bad. You can also find the condition where, in very closed space, you have somebody who doesn't bathe and the body odor, he never washes his clothes and so forth, and the body odor is such that people can't work around him. Now, imagine your embarrassment to have to tell him; but remember you are his best friend and so you should tell him is the way the old ads went; you should know in passing that Lifebuoy soap

and so on will handle that. An auditor whose breath is terribly bad will offend and upset a lot of pcs, but old Listerine or Bradmorow or gargle and washing his teeth occasionally and getting his teeth fixed up will handle that. These are all factors which are in the legitimate sphere of the Establishment Officer.

You're adjusting the environment for A by handling B, do you see, he doesn't bathe, he doesn't keep himself up, creates dev-t and so forth. Alright. That's still adjusting the environment to the worker or the executive. You know, that's all inter, all interchangeable. You know, every worker is really a manager, he's managing something, and every executive is actually a worker, they work harder than the workers. But once you've adjusted the environment then you can adjust the fellow to the environment. And now, you don't always have and seldom do have unlimited funds to adjust this environment.

You can't throw away a typewriter just because this typist and so forth says she'd rather have some other kind of a typewriter. Just because she'd rather have something else and the only thing you've got are Royals or something like that and she's got to have an Underwood, there's not enough difference between these typewriters to bother with, let her learn how to run an Underwood. You'll sometimes, you'll get this, you'll get a typist who is used to an electric and electricians spoil typists, and you probably should get her an electric and you'll find out that she, her typing speed will be much higher on an electric because she's used to one.

But you can go too far in this direction very, very easily, and you'll find out people very often don't respect the very high quality equipment which you get for them. And very often you will get, janitors particularly this falls into, that have to have before they can do. You make it your law that they have to show you they can do before they can have a thing. I have seen literally hundreds and hundreds and hundreds of dollars purchased for somebody who had to have these things so he could do, and then seen these things sit there, occupy space and gather rust. Actually what he's really asking in the first place is, "Buy me a toy." And if you'd gone down to the toy shop and bought him a dollar ninety-eight plastic woolly bear, why, or something why, he'd just have been just as happy. The guy who can really do, if the tool is practical, well you buy him tools, but the guy who can't do until he has, no. He has to show you he can do before he can have. And then you'll cut out of your line-up an enormous amount of FP trouble.

I know a very, very fancy typewriter one time that was bought for somebody and it was a beauty. It was an IBM executive, it would space properly and did all kinds of things. I looked at it after about two months, I went down and I investigated the thing, and it was covered from one end to the other with snopaque, which is the whiting fluid that you use to correct lines with, absolutely plastered with this lousy snopaque, into the keys and the machinery and everything else. And she must have just been taking snopaque bottle brush, you see, and thwap and it must have been three words and then snopaque those out, and then three more words and snopaque those and drop half the snopaque, and well my god, you never saw such a mess. And I often wondered why we couldn't get out an Auditor. She couldn't do. That was the trouble.

So you see human engineering really doesn't ever make a mention of this, so they must have some of the wildest problems that anybody ever heard of. They're probably trying to build airplanes with pilots sitting on the wings and all kinds of weird things just because they were dealing with one pilot who had peculiarities and didn't want to fly it anyhow. So this is the sort of thing you have to watch, otherwise your money goes all up in smoke and so forth.

You could for instance spend eight thousand dollars just at the drop of a hat getting some beautiful steel desks for all the executives in the organization with gorgeous chairs to go with them and matching secretary or reception desks. After you've done all this you have not made one extra tiny dime and they won't produce anymore than they did before, so that is a very, very posh investment. And you say, "Well, we should have upstage and very stylish quarters." Well, alright, alright, good, have upstage and stylish quarters but can you keep these quarters you've got clean?

This guy's got to have a new desk because he lets his, puts his cigarette on the edge of it and he's got cigarette burns the length and breadth of that desk, and he wants a new desk? Oooh, no. Get him an old one. Say, "You've used that one up, we've got an old pasteboard box over here you can have now." In other words, there's two sides to this coin and where you have somebody who hasn't been adjusted to using some very, very sophisticated upstage piece of machinery and so forth, for god's sakes don't get it for him because it'll just tangle his wits.

One is always buying dishwashers and washing machines with fancy time set repeating cycles. You come by and you take a look at them, they're wrecked. What happens is, people grab the time set and force it to another point and won't let it finish its cycles and it'll break, and next thing you know you take that, that repeating see, first it washes and then it rinses and then it cleans itself and then it brushes its teeth, something like that, there's some kind of a time set in the back. You take that thing out and you send it to the factory to get repaired, and you get it back and put it in and it just breaks again. And you say, "Well, this machine's no good." That isn't the case. The machine is too sophisticated for its operator, too fancy for its operator. The guy's got to get in there, he doesn't understand the machine, so about the time it's washing he wants it to rinse so he whhhoh twists it and then he whhhoh twists it back and then he decides they're not washed enough so resets the cycle while it's in progress and that's how it breaks. You stand and watch these things.

So you can easily get a very sophisticated lay out which is a total flop. It just breaks all the time. This is one of the reasons the PAC area is having trouble right now, they've just gone in for types of machinery which haven't been, haven't proven out at all, machinery which breaks. Now, there's another way to go about it is you can get an old machine that breaks down all the time that is very cheap but then costs you the price of a new machine in repairs every month and never operates either, so it won't give the service. The test is again the test of production, the test of the establishment of a machine is the test of production. Alright. Let's get an addresser or an envelope thing that will address and envelope fifty thousand pieces of mail in an hour. It takes up half of the former academy, and so forth. Well, be real, you're not going to get out fifty thousand in an hour. But on the other hand, you get a Xerox that is supposed to turn out thirty thousand as a max and you try to turn out forty-four thousand on it, it'll break up all the time. So it is an estimate of the amount of production which is going to be done that regulates both the staff and the machinery.

Now, you can have an awful lot of staff standing around that isn't giving that much production. The amount of production regulates both the amount of staff and the amount of machinery. You're going to go into areas that you consider and they tell you are totally undermanned and find out that one of their troubles is they're grossly overmanned. That is the most remarkable fact you ever cared to see. Now, going back to the reward of a downstat, he would just keep filling the place up full of downstats, remember the downstat can't produce, so that therefore there is no possible exchange which will continue to support him. There's not an exchange in the department, there's not an exchange in the division or in the org, much less the outside world and your FP will just go splat. You might find a person with a hundred and twenty-five, might find an org with a hundred and twenty-five staff members that is not producing as much as a fifteen staff org. They can be terribly busy and that dev-t is flying to the right and flying to the left and it just requires people, people, people, people, people to handle all of that dev-t and all of that commotion, but there is no exchange, there's just dev-t and that doesn't exchange.

So therefore as you establish, just by going on and establishing what is there already and establishing it thoroughly and getting it to produce thoroughly, you will all of a sudden start running into loaf time. There isn't really enough to do. You cut out the dev-t and the guy's producing all there is to produce, there really isn't enough to do. Then is the time when you internally re-post or readjust loads. Now, just as there can be musical chairs, so there can be musical functions, and you can transfer functions from person to person or you can transfer functions from department to department, until nobody can keep his place in the book. The org can go just as mad changing all of the functions amongst the staff members as they can changing staff members. After I'd solved musical chairs as one of the primary actions that knocked apart orgs, what do you know, a new one was invented and it kept going across this desk, people were changing functions.

So the functions which we had lined up and so on were obviously in need of some adjustment, but before you adjust very heroically along such a line, you want to get a clearance with other people. If you're violently shifting an org board in some way or another, why, get it lined up because that org board might be that way so that it fits in with some other divisional action, and you want to go, go over one of these things fairly carefully. Before you throw a function overboard that seems to a useless function and so forth, look and see whether or not it just isn't being sold. Maybe it's not being sold, maybe nobody knows the function is being done.

So what we get into here, what we get into here is holding a stability not only of an org board which we have put together, but also of a stability of the people on post. Now, the stability of people on post doesn't mean the fellow is there forever. Augustus back in the Roman Empire, he fixed everybody on post for ages to come. The Roman Empire then started to go downhill. Your normal action however is to get people advancing. As soon as you go from the specialized to the general you will start people advancing.

You see really, if you've got a good producing specialist and then you start hating him on all of the other posts after he's turning out an excellent product, you'd say well, that's a little bit dev-t. No, you'll improve his production enormously. By the time you've hatted somebody for the whole department, you can now have an all hands operation in that depart-

ment so peak loads can be cared for. And the primary cause of over manning is trying to take care of peak loads by specialist posting. We've got specialist posting just for peak loads. Every Friday we have a peak load so we've got a specialist on that post to handle that Friday peak load. That's idiot, that's idiot posting. Peak loads are handled by all hands operations.

Now, an all hands operation cannot be handled until everybody in the department is hatted for all the functions in the department, so that's one of the first things you want to do as soon as you've got the guy producing on his own post, start hating him on other hats in the department, he can now do an all hands operation. All hands operations are very bad if you carry them along as the way of life, twenty-four hours a day there are all hands operations, that's nonsense. But, peak loads. You can even have a peak load within the day, you see, it's an all hands operation to get the mail distributed, something like an all hands HCO operation to get the mail distributed, zeeem, mails in, invoiced out, in the baskets, boom. See? But then wouldn't everybody on that mail line have to be in actual fact hatted to handle mail? Otherwise, you get so many mistakes.

Now, normally you take your all hands operations down to such a thing as getting out a bulk mail and that's your normal all hands operation. Now, why? Let's take a look at that. Well, it doesn't require any hating. You tell the guy to stand there and put this in the envelope and put it over there. So therefore normally all hands operations and so on are relegated to very simple functions. You could make very sophisticated all hands operations, very. You've got a hell of an influx of people into registration, it's an all hands Division Two operation, register them. Now boy, you'd have a division. "We've got to get out five fliers by tomorrow night." What if everybody in dissem could pile into that and they would get out five fliers by tomorrow night, bang, peak load? That'd be quite a division, wouldn't it? So don't just bring your all hands operations down to the idiot simplicity. No, when they're really hatted on all the posts of the department, you can now care for your peak load actions.

Supposing you've got twenty-five people have all of a sudden decided that they had better get their ethics fixed up and they're standing all over the place and you suddenly, the HAS has got an ethics, public ethics backlog of people actually waiting to see the Ethics Officer. That's obviously an all hands operation, certainly an all hands for department three. But supposing everybody in HCO could just handle all that backlog, wham. Gee, every one of them would have to be, have to be hatted as an expert Ethics Officer, wouldn't he? Well, let me tell you something. If you did that, you would have the damndest HCO team you ever met in your life, every one of them would know the post of every other one of them, the amount of dev-t that would occur around there would be absolutely zero. They'd scold each other if anything went out of line, they're holding each other on post.

"You know that girl that you interviewed yesterday and so forth, I saw her go out of here, she's crying and so forth, what the hell, hell of an ethics interview. You must have found the wrong why."

Well, another staff member in HCO would know enough about interviews to know that if he hit the right why he'd get GIs, ethics actions or no ethics actions. In other words, they would be critical as a team of their performance.

So you haven't, I know you've thought that all you had to do was take these five staff members in this position and hat each one of them as specialists and that was it. No, I'm sorry. The job has just begun.

If you had fifteen people in a Dissem Division, every one of them a competent Dissem Sec, you would have the darndest division you ever heard of in your life. Stats would go up through the roof. So the ideal scene would be when you said "org staff member" you had anybody that could hold the post of Executive Director down to janitor, and that would be true of everybody in that org, and they would be a remarkable team. They would hold their posts. You would've all of a sudden built a machine with interchangeable parts if you want to put it into machinery. So that isn't gong, gong, what are we going to do, because we all of a sudden have a big backlog. Now, if you had a whole bunch of auditors and they were running an org and every morning they did their admin duties and every afternoon and evening they did their auditing, they would make a fortune, this is a little org. See? But that is one way to run an org, one way to run one, but they'd also have to be hatted on their admin duties otherwise they'd create enough dev-t that they would jam their auditing production lines, bang.

But that's how you make a team, it isn't by everybody making the same motions simultaneously in an automatic whistle drill. Their attention is really spanned out, their attention is really spanned out. And then you also have a capability of expansion, because you take an ordinary fifty man org that you establish, if you establish an ordinary, common garden variety fifty man org, and you established it very, very well and your FP was always against production and you always made sure that there was an exchange factor in all of the hating, and you kept doing this and the Esto, the divisional Esto, got himself an assistant Esto for that division, then he got two assistants for the division, then he had a department Esto for each of the departments and he was I/C of the division. This kept getting established and established and always against the idea of production and so forth, the original fifty staff members would be a scarcity of executives. You'd hardly have enough executives to man up the org you'd get, but they would be quite competent because each one of them, as far as these divisions were concerned, would be very well hatted, they would know all about these various divisions, they wouldn't be making funny mistakes.

This is when you say, "He has lots of org experience so therefore he's valuable." Well, that is not quite true. See? What is his lots of org experience? How many posts has he been hatted on in that org, not how many has he held, how many has he been hatted on? Now, that is also not an invitation to throw a bunch of musical chairs. Oh yes, org experience is very valuable but org experience that is well hatted org experience that is interchangeably hatted org experience, that is priceless. And away he goes, away goes your org. If you always hatted a staff member in the realization that you are sooner or later handling a CO, if he'd make it, he was sooner or later going to be a CO, why, you would have the right direction. You always keep that in the background. So that's what we really mean from specialist to general. Alright.

There are a couple if other things that I'd better mention to you, one of them is help. An organization which cannot help anybody, which cannot help another staff member, which cannot help the public, will create flaps and have a tendency to fail. The help factor, the help factor, the willing to assist. Now, this also has to do with cause, what can the individual cause. If the org is full of pcs, if your staff is just pcs, they are people there to be helped, they

are not people who can help other people, they are people to be helped, and the org is there to help people, so you've immediately betrayed the purpose of the organization by filling it full of pcs as staff members. Now, that doesn't mean that a staff member can't be audited, but if he's only there to be audited, oh my god, your organization will not be able to help people. You'll see this in small ways. Reception will not really give the directions necessary to reach the registrar, as she can't help people. That point is quite important.

Now there is, there are some areas of the world where orgs do badly just because this is a national button. One of them unfortunately, I hate to have to say it, is South Africa. South Africa for various reasons has difficulties with interpersonal relationships and help. Now, I don't say there's anything in their cultural pattern that does this, it's just those cases all crack on the subject of help. If they would just go back in Joburg right now running the help processes which I gave them down there and was cracking cases with, they would be in clover, because they will crack practically every case in South Africa. That's a gradient, failed help, help. And they have trouble, they have trouble with the rest of the world. The African is a rather sweet guy, actually he's held up as being a terrible monster and all this sort of thing. But he has interpersonal problems, interracial problems, that sort of thing, which keeps him from communicating to all the people around him, and then he has a thetan interchange going all the time. Blacks, they want to be whites but they hate whites so they better pick up a white body so therefore they hate whites, therefore the whites like the blacks so they shouldn't pick them up so they do and then, and so forth. I've said this to South Africans, this isn't anything new.

It is simply this fact, and this fact is of interest, that where an org is having difficulty giving service, its help buttons are out, it's on a failed help. That's why you must train auditors well so they won't fail to help. The guy fails on enough pcs, he stops auditing. Now, I did a lot of research on the South African case and it was right at the time when I was working with this, and I got that, I got it pretty well whipped, and we were doing remarkable things down there. Cases that had been on org lines literally for years, we were mopping them up on failed help and help, in brackets. That was quite, quite devastating, that fitted in with overts as it would be and so on, dowww, and I'll bet you they've lost all that technology. I have a hat of finding lost tech. Now you say I've talked about South Africa and probably blackened their name to some degree, but I haven't. When a society begins to be overpopulated it's help button goes out the bottom. The first symptom of an overpopulated society is the loss of the help button.

Although they talk a lot about welfare in the United States, do you know that it takes about six months to get on to a welfare roll, or did a year or so ago. Christ, it only takes three or four days for a guy to starve. So they look like they're big brother to all the world while making it absolutely impossible, so maybe the president to get votes or something like that, maybe he's pushing this button about welfare and all this and how he's going to take care of everybody and so forth, but his departmental people and the people on the lower echelon are so badly hatted and so out of agreement with this program that about the one thing that a New York downstat who is living in a back tenement doesn't want to see is a social worker. They have a nasty name. Why? Well, they're handling people who want to be helped and they themselves can't help people. And it makes a total ridged, messed up disagreement. It's a mess



right from the word go, wrong. I want to be helped/I don't want to help you. Makes a dichotomy. And they stick together and have more fights than the man in the moon, they just create engrams morning, noon and night.

Every time a society begins to overpopulate, its help button goes. You are working now with people in an overpopulated society. The United States is overpopulated. They've talked about explosions and talked about this, but have not found the use of people. A lot of people they call downstats would be perfectly valid good people, if anybody would find a job for them. In South Africa, in South Africa they object really to the heavy overpopulation that they've inherited. They, they've inherited about thirteen million I think it is, something like that, something on the order of oh, I don't know, upwards to a third or a half a million whites who are working like screaming mad to support. The welfare that is given to the Bantu would call into disgrace most of the tales told about the viciousness of the South African. If the South African's doing anything, he's trying to give the country back to the Bantu. There's more and more reserves being established, more and more land acquired for the Bantu, more and more money poured out on welfare for the Bantu. You get that? But the same time that's happening, the help button is somewhat resented. They resent this, they don't like that, so it makes some kind of a ridged up problem.

But you are dealing with people now who are in, the youngsters particularly, an overpopulated society. Now, I can pull my long grey beard and I can tell you that I have seen overpopulated societies and this is how I know this, and that is the common denominator that comes up with them. In China, even this lifetime, as a kid I have watched a Chinese stepping over sick and starving people lying on the sidewalk. The guy isn't begging or anything, he's dying. The population just walks right on by, no skin off their nose. A guy falls off a train, gets his arm cut off under the wheels, train ever stop? No. Human beings are suddenly too cheap, why bother with them? And it makes a rather interesting scene and what's going is the help factor. Well, I've actually seen with my own eyes the wounded brought back from a battle in the north lying bleeding and untended, covering all the whole railroad siding and the railroad station and everything else. No medics, not even a guy there to give them a drink of water. The population, who cares?

Now, that's the way they go when they really get overpopulated, the help button goes. And we're in the help business, so you certainly better know something about this. So an essential part of hatting is the help button. Do you see, you could do a product like a car or you could do a product like something else, but if it's not to be an overt act as a product, it must be of some service to somebody. And to be valuable to somebody it must be of some use to them. So therefore to some degree it must help them. So an essential ingredient of the product is something that helps. You for instance wouldn't for a moment tolerate a pair of shoes that were bad looking and hurt your feet. Now, some of the girls might tolerate a pair of shoes that hurt their feet but were very good looking. But certainly these two combinations wouldn't go, they don't help anybody, they hurt your feet, they don't help you to walk, they don't improve beauty, they don't this, they don't that.

That's a Russian pair of shoes, Russia loves to turn out things like that. Their exchange factor's broken down because they don't have any, anything to exchange things with, there's no money, you can get arrested if you dare exchange something. And so the production isn't

in the direction of help so therefore it isn't valuable, and you notice that most of their budget is in war materials, or in silly things like they landed a space ship on the moon and it brought back a ton of dirt, yeah, ooh. You say, "Well, that was all very helpful." No, that's a plot, that was a plot which was planted on Russia and the United States by the nuclear physicists in 1945. If they could just get them interested in outer space, they could prevent them from using the atomic bomb for war. And that pressure and that thought is still in among the nuclear physicists and that's how come these budgets are so big. They can build cannon that create very nasty wounds and knock out homes, they can build bombers, they can build all kinds of weird things to destroy the living daylight out of most everybody and they can maybe say well this helps the Russians. I don't know, to help their PR or something.

All war is an expression of failed politics. When the statesman fails, the soldier picks it up. Diplomacy has broken down is the first thing a soldier of past years said when he suddenly was told that he had to get busy. In other words, the diplomats are unhatted so they use soldiers. It sure makes them popular, doesn't it? You can imagine the exchange between Russia and the United States of atom bombs, everybody in the world is rather interested in this these days and trying to prevent such things, they've sort of gone into other types of diplomacy and politics about it, but that's a hell of a thing to blow the bulk of your national budget on, isn't it? Well, in such a country as Russia they can put out money for war materials but they can't make a pair of shoes that a girl would like to have. So exchange is out. Only 2.5 or some such percent of the Russians are communists, you must realize that. That is not a communist country, it is a communist-governed country. Only 2.5%, I think it got up to three once, three percent.

So what's this make, what's this make? This makes a silly scene and it makes a very unhappy world. It's the help button. If you're going to make a stove it's got to help the housewife and she will consider it valuable. If it creates a lot of dev-t for her, she's not going to consider it valuable. If it won't cook, it won't sell. Do you see how this button fits into production? Now, there's all kinds of ramifications to this. You say, "Well, the automotive industry in the United States turns out these millions of cars every year and it's one of the most affluent and biggest industries and so forth they've got." It's shut down factories every year. They forgot to make a car help people. It kills them.

The nuttiest thing anybody ever did was build a car that would wreck, and the last thing that Detroit will listen to is a wreck-less car. But I've seen wreck-less cars, I've seen them on fairgrounds way back. They used to fix up a couple of Fords and they would have a polo match, crash into each other and bang around and so forth like dodgems. They had steel hoops, it didn't matter what you did to them they'd just roll over. So it can be done.

And these cars are polluting the whole atmosphere so you can't even go downtown. That helps people, doesn't it? So they've gotten unpopular. That's why they are closing plants. I think seven of the twelve plants of the Ford motor company were closed a short time ago. And then they say, "Well, let's go around and conduct surveys." Well, they don't have the tech, they don't have the tech that's all. They just make that car more helpful and they'd be all set. Only what did the people consider helpful, they'd have to survey for that, and you would have what people considered valuable.

And that's why I don't see how any organization of ours could ever have any trouble financially, and it really doesn't have any trouble financially as long as it's wearing its hats and doing its job. But five hundred and seventy-six pcs backlogged by sending them all to ethics and that sort of thing, that doesn't help anybody does it? Staff staff auditors doing a quarter crew program, that doesn't help anybody does it? It makes a whole bunch of unfinished programs all through the crew so everybody's sort of standing around and in a daze and colliding with walls and so on because they haven't been brought up through as a product. Word clearing auditors that won't use a word clearing correction list, don't ask me why they won't, I don't know why they won't, I've got to find that why, but every time I see word clearing these days I don't see any word clearing correction list and there's even an HCOB says use it, use it, use it. No. So there must be some help button out. Pc staggers out of a word clearing number one session and goes to the examiner and the TA goes dahhh, and he says, "Dahhh," and so on, and then the CS screams like a banshee because the guy's case has been hung up and so on. What was the matter with them? Can't they use a word clearing correction list? Can't they assess? Can't they use a meter?

So there's another point that you assess, there's another point in your hatting. The guy says, "Well what, what's the product?" "Well, what do you do on your post that would most help people?" And you will find some guys in this civilization at this particular time who aren't about to, they're not about to help people, and so they will turn out an overt product. And your overt product normally traces back to the guy doesn't know how and he doesn't want to help people enough so that he breaks his neck to find out how. So you've got a help button and it's primary, it's sitting right there. So if that staff member does not want to help his fellow staff members, if that staff member is not himself turning out things that will be helpful to people, in other words useful, it really helps them, and if the product isn't believed to be helpful, you haven't got a product. So the second, in one of our organizations or any other organization, you find a lot of staff around who aren't about to help anybody, oh boy, you're going to have a rough time with production. So, it goes all the way through, huh?

Now, a lot of guys in the universities, professors and so on, used to stand around, the professors, never been anyplace to amount to anything, and tell students that they should write for their own satisfaction. Man, that's the stuff you get out of the lower cow pasture with shovels, just to be as crude in comparable magnitude to the crudity of the remark. What's he doing that for? Why did he do that? What's this, an exchange with himself? Well, there are certain things you can exchange with yourself, you say, well I'll fix a good dinner and eat it, but you aren't really exchanging with yourself, you're exchanging with your body. I'll make enough money to buy some clean sheets for my bed and then I'll sleep comfortably. Well, that's fine, yeah, it's fine. You could work out a whole rationale this way. The guy after while has clean sheets up to his woof and what's he got? Do you get it?

So what a person has to have in order to get along is normally imaginary, what he really has to have, and what other people have to have is somewhat illusory and somewhat imaginary. This is in terms of have, meaning in terms of MEST, what MEST people have to have. America's gone mad, it's gone total enMESTified. Now, you're in the business of digging them out of MEST so, if you're in the business of digging people out of MEST why you can get people around who get obsessive at making nothing out of things. They get not-is,

not-is, not-is, not-is and they will function very poorly on a production line because their idea of building a tin can would be to smash it. Make nothing, make nothing is not the same as erase it. Do you see? So you can get a, you can get a little ridge going there. It's just that they're operating non-sensibly.

Yeah, a guy ought to erase his bank. What the hell does he want with a bank? The reason you erase a bank is so you can mock something up, only when you mock it up now you can really mock it up if you took it into your head to do so. I was having a hell of a time the other day, I was almost blowing my head off and I couldn't figure out exactly what, I didn't believe I could make a mock-up that solid, and I found out I could. I stopped trying to blow my head off.

But the long and the short of it is, is on the third dynamic, other dynamics, you have interchange, interchange. And by interchange you get a do-ability, and that's one of the basic thetan tricks of do-ability. He wants to go on having something so somebody else had better have mocked it up for him. Now, there's a lot to know about all this, and I'm giving you bits and pieces as they come along, I'll give you one more before I end it off, that has to do really with you and with any staff member.

You realize that study is trying to find out to some degree, but only when you have decided somehow that it is difficult to find out. One of the things that's wrong with student auditors is that they're trying to find out from the pc, trying to find out from the books, trying to find out from the bulletins, and of course it puts them at effect. And they're at effect, effect, effect, effect, effect, effect, effect, effect. You want them at cause. An auditor who is a good auditor audits somewhat in this fashion. He walks over to the wall and pushes the button and the lights go on. He knows if he goes over to the wall and pushes that button the lights will go on, that's all. That's what's known as certainty. He doesn't hope the lights will go on, he knows they will.

Now you in studying, being an Establishment Officer, can go around looking at the staff and trying to find out, you'd better get up to a point where you can try to find out and find out with the greatest of ease and with the greatest relaxedness, because you always can find out. And you are not really trying to learn as much as you are trying to be cause. And you could get into a situation where you can bring about your own overwhelm. You live in a world of data. Data, data, data, data, data, there's lots of data, I'm giving you lots of data on these tapes, it's all valid data. What's saving your bacon is the fact that you're going to see the application of it in very short order and that will put you at cause over it. And when you see an Establishment Officer who is very overwhelmed by it all, then you know that he hasn't been able to find out. He has actually stopped trying to find out because he's just gone bonk. He's created an inflow, inflow, inflow, inflow. But his job is to outflow, he's the fellow who tells them what bulletin, he's the fellow who tells them where they sit, he's the fellow who tells them what they produce. Mixed with all that, you have to find the whys of why they're not doing so, and if you get too puzzled and if you get to inexpert in finding these whys, you get overwhelmed because now you've gone on an inflow, inflow, inflow. Got to have the data, didn't find it; got to have the data, didn't find it; got to have the data, didn't find it, got to have the data, didn't find it.

"I don't know why they won't go together, I don't know what's wrong with that division, I don't know what's wrong with that department, oh my god, I've just been into thirteen and I don't know what the hell is going on in there, I just saw them, they were impolite to me and so snide and they're not doing anything, a couple of guys sitting there and one of them told me to get out." You get the state of mind? So the guy retreats, so the guy retreats.

Now, did you ever try to run backwards and throw a ball? You can't, not very accurately and certainly not with very much force. If you try to throw a ball while running madly backwards, you are doing the same thing as an Establishment Officer who is very overwhelmed, trying to be cause. And it will all stem back to the fact that you didn't get the right why. It'll trace there every time and the right why will be a piece of idiocy you never would have dreamed of. The Data Series is actually a study of illogics because man has never gotten anywhere running logics, right? So if he's never gotten anywhere trying to think on a totally logical pattern, you have to go to the other side of it. In order to study logic you have to know all about illogic. And once you've got illogic, you can solve any problem, you can solve any situation, because all situations are caused by illogics not logics. The idiocies which you find at the bottom of the barrel are so idiotic, they'll make you feel stupid until you find them. I can tell you the common remark you will make will be, "Boy, I was sure dumb. I didn't notice that. I didn't notice that." Well, you needn't really feel that way because what you were looking for was a dumbness, it was so illogical you missed it.

You were wondering and wondering, and wondering and wondering, and wondering and wondering, why we can't keep this course taught, why the supervisors can't be hatted, why nothing comes off the course, why it's such an, oh my god, and you just after a while and there's no success and the guys are just wild, and they're practically blowing up in your face and it's all going to hell in a balloon, and then one day you happen to find out they don't have any packs of any course materials at all, and what the students are sitting around reading is a bunch of culled packs that really belong to another course because they don't... And you say, oh no, nothing like this can happen. That's right, but it does.

They're never little things and they're never anything but big general idiocies. The basic why is always the major outpoint which has all other outpoints as a common denominator and that's the real why, that explains everything. What is this everything? All the other outpoints. What is this major outpoint that explains all other outpoints that I've found in this area? And that could be the definition of a why. So you have to learn how to think like an idiot.

Now, I can see you now, you'll be saying, you'll be sitting there and kind of feeling kind of introverted and wondering about all this, then all of a sudden you say to yourself, "I'll bet they..." and go down and look and I'll be a son of a gun, all the other facts added up to the fact that this one must be true, and you've actually, it's been lying there all the time and you've seen it time and time again, but you didn't think anything could be that stupid. And it's always some huge, enormous piece of stupidity, at outpoint any one of the various outpoints and it explains all other outpoints, that's a common denominator. Once you find that one, all the other ones are dependent on it. It's like finding basic on the chain, the chain goes. So Data Series 23 is a way of life, you actually have to learn to think that way, so that you look over this situation, that situation, the other situation and bang.

"Tell me, is it true that..." "Oh yes, didn't you know that? We always do waff waff waff, yes we saw it, we never go to the bank for the cash before we make the payday, you know?" You say, "Well, what cash do you use?" "Well, we always use the cash that came in from last week and that's why we never pay the bills." And you say, "Well now, let me see..." And then they'll tell you but, "But there's no policy that covers this." Yes there is. In the Sea Org there's one called Stupidity. But you say, "Well, how could anybody make that big a mistake?" That would be from your point of view. And do you know you sometimes find something as dumb as the guy can't see? Well, there's a mad one, see, but it will be a mad one that lies underneath this thing. "Oh yes, I had my Staff Status I and Staff Status II." "Where did you get them?" False report, see. It's very baffling unless you know all about data analysis, and data analysis is following that chain of outpoints which leads you to the idiocy nobody would ever believe.

Now I've seen some mad ones, and you will accumulate some madder ones, but that is no reason to sneer and snort and do this and do that. No. I'm talking now about organizational situations. You say, "Well, I won't be handling organizational situations." Well, yes you will, yes you will because everybody who isn't producing well and doesn't hat easily has a great big outpoint why sitting right there with him as an individual. You will find that nearly all these people who don't hat well are slightly off post. They're either just arriving on post or they're just leaving post or they intend to leave or they're not quite there or they have another post of some sort. You see, it's a not quite on post, that is one of the commonest whys that you will run into. You spend a lot of time hating this person, they're very cheerfully sitting there being hated and they're all set and yes, producing and so forth and you say, "Now, why don't you get and write some letters?" And they say, well all of a sudden they say, "Well, I'm actually the Dissem Sec secretary, I'm not the registrar, I just was sitting at this desk." And they let you go through enormous rigamarole before they let you in on something like that.

I've had a, I've had a conference with people going on for an hour and a half of trying desperately to have it, and the guy sitting within three feet of me knew why all the time, he knew all this, he just didn't say. It wasn't that he didn't realize it was why, he knew all this time it was why. He just didn't say. So you very often will run into these things and it is a matter of your expertise that it doesn't wind up and make a cynic out of you. But remember there are more things going right than they are going or the people wouldn't be alive at all. But once you've gotten to the bottom of some of these things, this thing called belief in human nature will be a belief that you hope you have some day. As you follow down an outpoint trail to the major outpoint, the major outpoints are so incredibly, unbelievably stupid that you won't believe it, and that is true for the individual on the post.

Now, that isn't the only why the person is not doing well on post, but it's a very common one. "I was just appointed to this post but I actually have petitioned to go to another post." "Yes, that is true, of course I leave in a week on my year's leave." You've hated a guy in the line up, but look at this, you've hated a guy in the line up for a very essential action that's coming up on a program coming up and you come in the next morning and the desk is empty and you say, "What happened?" He's been sent on a mission. It is not a smooth road all the way, but you would be very foolish just to say blankety blank blank and let it drop. There is a why there, probably not with the personnel but with another personnel through another

Establishment Officer you can get handled. They don't have any missionary pool, in fact there are no trained missionaries of any kind whatsoever, in fact we go down the line there's a departmental rule of some kind or another that in some fashion adds up to no missionaries shall be trained. Only it may read this, they have to have their SSI, SSII, OEC, FEBC, and their Commanding Officer hat before they can go to mission school, or something like this. You'll find something mad sitting back of the fact that that desk was empty that morning when you walked in. Got the guy all hatted and now he's gone, trace it back, find the why.

Now, it isn't true that every time you catch a staff member out he has BIs. Now, that was maybe true in an office in Dicken's time and it may be true in a lot of other offices and so on, but he only really has BIs about it if you find the wrong why. And the way to handle this sort of thing and the way to have F/Ning staff members right straight on through, is get them producing, get them exchanging or something with something, producing something that helps people and get exchanging with something. And when you find one of these things, find the right one. And when you find the right one you will get, it might not be too acceptable, it might not be too easy to remedy, but if you run into the right why, it may require a program step to handle it, but it'll open the door to it being handled, you get the right why, you'll get GIs.

Commodore's messengers are trained consistently and continuously to run a message to GIs. They keep going back and going back and going back; I shouldn't have let the cat out of the bag, because people think they turn on some GIs I'll have to instruct them now what false GIs are; until they got GIs and do you know that GIs never really come in until you've got the right why? You've got the really what this situation is all about, then you've got it. Now oddly enough they don't carry all the time nothing but pleasant messages. They sometimes carry some very rough ones and they sometimes are quite wrong in the first punch, but then they bring back material and then they go back and correct that and then they get some more material and then they come back and then they go back. All of a sudden it's worked out, we got the right why, all of a sudden GIs all over the place. When they don't run into GIs there's usually a casualty. The fellow gets sick, they fell off the lines, he will de-post or something like this.

Now, this becomes impossible when the guy is sitting on a withhold. If the guy's committed an overt and is sitting on a withhold and you're trying to find a right why, yaaah look out. So we get around to another fact that you are very often going to be persuaded to do and that is you're going to be persuaded that you should sec-check staff. The truth of the matter is there isn't anything much to sec-checking. It's basically a waste of time because the real criminal does not have an R on the outness and he won't read. He doesn't think it's a crime. He just killed seven babies and robbed ten banks and is plotting to shoot the president and he is so submerged into the rightness of his evil purposes that he won't think there's anything wrong about any part of it, and he won't read on the meter. The meter only catches the good guys and that's what's the matter with sec-checking.

In sessions, as you go along in session, auditing, getting this and that, you start turning on R/Ses, it detects an evil purpose of some kind or another, it doesn't always do it but that's a reliable sign, that's dynamite, lying down underneath that is. But at the same time the guy might be getting audited with a ring on his finger and that'll make him R/S too. So that is reli-

able but that is auditing and that is taken from an auditing session. Now, it is against the law to shoot somebody for getting off a withhold in auditing. So this is a rough one to that degree. Sec-checking does not save you at all, but the character of the case does. A person who has a low OCA, a person whose TA is wrong, a person whose needle is dirty. The meter check has validity, just a plain meter check has validity. You wonder why this guy is sick, well, his TA rides most of the time around five. That would tell you that much, so you should know the technique of meter checking and you should leave sec-checking alone. "I'm going to get a meter and I'm going to come in here and pull that withhold now." I can hear somebody adventurously saying something like this and then pulling one god awful cropper.

I did it with a staff member, one of my own staff members the other day, only I didn't pull his withhold, I didn't see that the pc was doing, the staff member was doing anything but being rather upset and so forth. So I just sat down and flew the staff member's ruds. Here are the ruds. You always make a worksheet of some kind or another. Here's a card which is a demonstration of the worksheet, this is all it consisted of. ARC break with a long fall and so forth and an earlier similar with a long fall, and found out what it was with a long fall, and then it finally did something vaguely resembling an F/N, loosened up. And then problem, there was no problem on the thing, but this ARC break was behaving very peculiarly and then all of a sudden why, a withhold and long fall and then of course who missed it, and when and how did you know, really who missed it and how did you know are the missed withhold the way it's properly run, F/N VGIs, the person was fine, actually was feeling ill, was upset, was out of sight and so on.

But this was actually cleaning up the upper charge of ARC breaks, checking, well just flew the ruds. You can always fly somebody's ruds when they don't look good. You're not then accusing them of having any kind of a withhold. That needle was surging, surging, surging, long silences and so forth, and the person was actually sitting there wondering if they ought to tell me. I didn't even read it as such, I just thanked the person, that was that. The person brightened all up and was all cheerful and a completely changed staff member. But that was flying all ruds. Now, you could fly all ruds triple, something like that. That would help out enormously. An Esto who can fly ruds would be very helpful, if it doesn't get in the road of anybody's program, unless of course the person is scheduled for interiorization rundown and list repair. Now when you start flying ruds on that guy why you're going to wind the case up in a ball. But you could legitimately fly somebody's ruds or you could get somebody's ruds flown.

Now, you must know how to fly Method 4 word clearing. And there's an HCOB on it, but I don't know how an Esto could live if he couldn't run a meter on the subject of Method 4 word clearing. I wouldn't like to try it. You've been checking this guy out and been checking him out. What are you going to do? You're going to route him over to department thirteen and department thirteen is going to get a fop from the C/S, and the C/S is going to say that he can't be word cleared and then this is going to happen and that's going to happen and so forth and etcetera. And dev-t, dev-t, dev-t, whereas you want this thing now, the guy is obviously sitting there and he doesn't understand something and that not-understood is, if you please, a misunderstood word, and it isn't anything else.



Now, you can have missing technology, it's just all missing, but then the person doesn't look like a misunderstood word, he wants to know and he looks quite bright. Actually, he could probably figure it out if he didn't have a misunderstood word. But I don't know how an Esto could actually function without being able to do Method 4 word clearing, it'd be too time consuming to do otherwise.

"Where on this HCOB do you have a misunderstood word?" "Oh, I don't have, I don't have." "Well, take hold of these cans and we'll check this, and so forth." "That's just a protest read." Yeah, well if, it there really a misunderstood word on that, that blows down. "That's because you're overwhelming me." "Is there a misunderstood word there?" "Why yeah, there is," and there we go. There you've got a combination of a withhold and a misunderstood word. The misunderstood word is the withhold. But you could smoothly find these and iron the thing out.

Now, when I say that a division that has a good Esto has F/Ning people, it will be to the degree that the Esto knows his business. He knows his business, knows how to handle them, keeps them at cause and so forth. Staff members which don't produce will not be F/Ning staff members, that I can assure you. Staff members that are all unhatted and so forth, they'll go criminal, they'll be very unhappy with themselves. Staff members that are all maladjusted on the post and can't do what they're supposed to do and are forbidden to do something else, and got a big problem and a why and is wrapped around a telegraph pole and you find that and so forth, they'll be able to function.

So in the final analysis, it is not the final test by any means whatsoever of the Esto, the final test is the production, but if you can work up toward F/Ning staff members, it'll all come out right on the other end of the line. I know one little office right now on the ship which has one non-F/Ning staff member to such a degree that it's practically wrapped around a telegraph pole and there's inter-office warfare that goes on most of the time, there's something wrong someplace. That probably would come under the heading of a disagreements check, there's disagreement going on. Not disagreement with policy or me, there's disagreement with another staff member, and this other staff member has disagreements with this first staff member. It's not a third party situation, it's just an outright disagreement both ways. It is not even a personality clash. They disagree on the basic procedure on which that jobs should be done and they're at it, they're at each other's throats all the time. Now what would you do there? That would be a disagreements check. This tech is also known. You just ask for disagreements on this, they'll give you the disagreements. You don't tell them what they're disagreeing with.

Then there's third party tech. Somebody is going downhill and he doesn't know whether he's coming or going, you should know third party tech. It might not be that there's an SP in the environment at all time, there may be somebody whose dislike and disagreements of somebody else who's third parties them so consistently that the other guy can't do his job at all. You should recognize what third party tech is. All of this comes on the verge of auditing, it isn't.

I would add to this lexicon of auditing, on this little bit, I would add of course how to supervise TR-0, how to do reach and withdraw, how to supervise those, how to get somebody

to this, how to rehab and overrun on it if it occurs; it occurs less often than people say. And I would get, be able to pick up the misunderstood word, I would be able to do disagreement checks, I would be able to know enough about tech to know whether or not he was on a program and what program he was on and so forth, where he was going. As I told you, you had to know something about OCAs, and I would also know how to do assists. I'd have to know how to do contact assists and touch assists and, because you very often find somebody just fell on his head or something like this, get him to do a contact assist why, he feels fine. A contact assist of course can be followed by a touch assist on the same thing, and then oddly enough you can also run out the engram. There are all sorts of wild things that can be done.

So this is just a little, a little auditing package that an Esto should know how to do. If you don't know anything about the ARC triangle and if you don't know anything about that, why, you'd be lost, and of course you know something about that. If you don't, Notes on Lectures or Dianetics 55 would be of great assistance. You can actually get into a situation where, if you don't know how to acknowledge, if your TRs are out, why a staff member will get very upset or he or he will obsessively, long-windedly bring problems to you, you just don't know how to acknowledge. Some people think that they should be good listeners and never say anything back.

This is a little auditing package that'll help you along in your way. I suppose we could put together a checksheet of does this Esto know this and the Esto know that, and we probably will, but it's, it's, these are usually the subject of mini-courses. If you can fly people's ruds, why you've got it made in the shade. The biggest trouble in the United States is schizophrenia, means disassociation, unreality, that sort of thing, it's what the psychiatrist now defines schizophrenia as, all insanity is schizophrenia, everybody in the United States is schizophrenic and etcetera. What they call schizophrenics you could probably handle simply by flying the ruds of. If you just flew the guy's ruds he would cease to be schizophrenic, what they call schizophrenic.

Now, you could go an awful lot further like, "Where would that typewriter be safe?" and you could do an awful lot of things. Office stuff. I used to be able to watch somebody, I could tell what he was wasting and then I'd have him waste it in mock-ups and he would be able to have it after that. This is getting very, very upstairs and this too interfering with the possible program of auditing the person is on. You should however know that it can exist. You find this guy always throws away all the fresh file cards and that sort of thing, you know he has a, an obsession for wasting file cards. Perhaps if you just made him tear a few up and know he was doing it, he would be able to have some.

In the final analysis, you will wind up with an F/Ning staff member, not by the reason of your bit and piece auditing, but by the fact that the guy has now got a grip on it, is now producing and has got his job in a kind of a position where his certainty such that he walks over, pushes the button, the lights go on. When he does so-and-so, bang he's got a product. When he's got that kind of certainty on his job, you'll have an F/Ning staff member, and when you can make staff members like that, you'll be an F/Ning Esto. Thank you very much.

(Thank you, thank you.)

You're welcome.