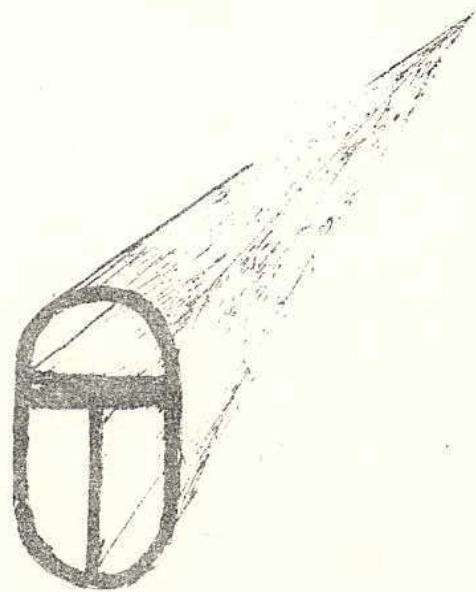




PRIORITY ISSUES

1982



Printed and Compiled by FOLO EU

PRIORITY ISSUES

1982

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SOED 2020INT

RJ 34

RJ 35

1982/83 BIRTHDAY GAME

ADDITION TO LRH BIRTHDAY GAME
FOR 1982 - 1983

DEFEATISM

FROM CLEAR TO STENITY

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 1 EU

19 NOVEMBER 1969

KEEPER OF TECH

W/O PEGGIE MORSHEAD CLASS VIII is hereby appointed Keeper of Tech (Europe), posted in kept. 21 ATHENA.

Her orders are to get in Standard Tech, both Lianetics and Scientology, in training, processing and C/Sing throughout Europe, particularly on the Station Ships and in SO orgs, and to get handled any and all tech difficulties which may arise in the area.

She holds no other org or mission post while Keeper of Tech.

She may be contacted whenever help is needed to protect technology and will see that there are no failed cases unhandled in the European field.

L. RON HUBBARD
FOUNDER

LRH:rs

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 2 EU

1 April 1970

To: C/O, EC and Staff DK Org
EC and Staff Copenhagen Org

From: Ron

Reference: Rising statistics at DK and COP.

Subject: COMMENDATION

Lt. Stella King, C/O Stationship EU/Africa, C/O and Exec Council and Staff of the DK Org and Exec Council and Staff of the Copenhagen Org are commended for maintaining a rising trend of gross income for the last eight weeks. Keep up the good work.

You are appreciated.

Love,
Ron

LRH:nt

L. RON HUBBARD
FOUNDER

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 3 EUROPE

6 May 1970

To: All staff
European Orgs
From: Ron
Subject: COMMENDATION OF Central Org Europe at Copenhagen.

The Central Org Executives and Staff are highly commended for their excellent statistics and work.

The principle cause they assign for their growing condition is following out the LRH No. 1 Programs.

They also dropped their PE and use testing and testing ads and an HAS Course to start people.

All the staff was checked out on the No. 1 Programs.

All the staff is trained in tech and have gone on with their OEC.

The progress of this org shows what hard work and knowing the org data can do.

This success shows the brilliant future which every org can have in Europe.

LRH:nt

L. RON HUBBARD
FOUNDER

EXECUTIVE DIRECTIVE FROM L.RON HUBBARD

LRH ED 17 UK 5 ANZO 4 EU 1 AF

Date 26 April 1971

To: LRH Comm
EBS
Org Officer
Dissem Sec

Subject: VIP Series No. 3
CFs - PUT BACK TOGETHER

The health of an org, its survival and the well being of all its staff depends upon the state of its Central Files.

I find far too little respect is given CFs. And yet it is the building block of any organization.

Failure to collect, correct and use a CF is the main WHY of EU, AF, ANZO and UK stats.

CFs have not been kept up.

You can build up a CF from Finance Records, old roll call books, and other records of buyers.

Central Files, the names and correspondence with pcs and students, is not taken as a key action, and must be.

Each org must work like beavers to put CFs back together and keep at it until done. Then send compliance to me.

There will be further orders coming your way on the subject of CF. Do them and help me help you put your org back together again.

The health of your org, its survival and well being of all its staff means a lot to me.

Love,

RON

L. RON HUBBARD
FOUNDER

LRH:nt

CHB

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 5 EU

4 November 1971

Date

To: All EDs & C/Os Europe.
All Staffis EU

URGENT FOR EUROPE

TAPE TRAINING PLAN

(Overall Coordination CS-2)

SITUATION: Due to language differences there is a problem in getting proper dissemination and good tech into European orgs. Until this happens they will not be fully viable.

WHY: The cost and time involved in printing all materials in each language is beyond the finances of Europe at this time.

HANDLING: Translating all books and materials onto magnetic recording tape for use as magnetic recording tape training materials.

A Translations Unit was founded and materials are being translated onto tape.

Pubs Org DK is making Production Masters and making tape copies for sale to EU orgs.

All the above is underway and in operation.

SITUATION: Some Eu orgs using the course and admin materials to play to raw public and upsetting the public.

WHY: Improper and inadequate groove in on how to use tapes for study.

HANDLING:

1. Training and Services to do a full rundown on how to use tape machines with earphones and footpedals Method 3 and Method 2 Word Clearing, very simple and explicit. TR & SERV.
2. Training & Services to do a rundown on what course materials are and how they are used on courses sold to public. TR & SERV.

3. Training & Services to do a rundown on what Admin and Hat materials are and how they are used to train staff. TR & SERV.
4. Each of the above three items to be written-translated into each language of the Tapes and typed for photo stencil copy and mimeo. TU TRANSLATORS.
5. Materials as in 4 to be mimeoed off and made available in quantity to EULIO and each EU Org of that language. FLAG BUREAU MIMEO.
6. Pubs Org to place a label on each tape box headed "IMPORTANT - Not to be played to the public. Not to be transcribed in written form. These are your valuable course and Admin materials so you can give courses and train staff. These tapes are used on tape players with earphone and footpedal by the enrolled student in the org or by staff." In the language of the tape.
Labels translated by Translations Unit.
Labels printed Pubs Org.
7. A Tape Sales and Usage Officer to be appointed by SO PCO and put on post in Pubs Org who can groove in orgs on tape use and sell tapes to orgs. SO PCO.

SITUATION: Checksheets of courses do not carry tape numbers and so may confuse students who then think they have to have bulletins not tapes.

WHY: No Special Tape Course Checksheets done.

HANDLING:

8. Tr & Serv to do EU tape checksheets conversion for tech and Admin for EU. TR & SERV.

SITUATION: Tape recording and playing equipment relatively unknown in Eu orgs.

WHY: Insufficient information given.

HANDLING:

9. Pubs DK to locate an inexpensive tape player model that has footpedal and earphones (more than one pair needed for WC 2.) that also, preferably will rewind on the footpedal and will play but not record. Speeds 3 3/4 inches and 1 7/8 inches. To contact the manufacturer, make distributor arrangements to orgs EU and world and get them into orgs. Also with an instruction book in each org's language.
C/O PUBS DK.

SITUATION: Too many reels of tape needed for a given body of data.

WHY: Too thick tape and too fast tape speed.

HANDLING:

10. Originals to be done at 7 1/2 inches per second on tape 1 1/2 mil thick tape. Production Masters to be done 7 1/2 inches per second on 1 1/2 mil thick tape. Copies to be done on 1/2 mil mylar 1 7/8 inches per second. TRANSLATIONS UNIT, FLAG AUDIO, PUBS AUDIO UNIT.

SITUATION: No one really trained in EU to teach by tape.

WHY: Insufficient importance given to project.

HANDLING: Cope meanwhile.

11. Set up a tape cramming course on Athena under a fully genned in Pubs representative with all equipment available and gen in Supervisors called in briefly from orgs. C/O EULIO. PUBS DK. C/O ATHENA.

SITUATION: Tapes not always being paid for.

WHY: Tapes not being used to give sold Courses, train staff and train auditors to audit pcs so orgs can make money. If the data isn't available in the language the org won't be able to deliver and make money. Without the data they cannot deliver the service.

HANDLING:

12. C/O EULO to give this plan the attention needed and coordinate it and get it in rapidly. C/O EULO.

SITUATION: Not enough auditors being turned out fast enough to deliver.

WHY: Tape project not in.

HANDLING:

13. AOSH DK to use tapes as per this plan. To be set up to give an excellent example on use of tapes in their training and speed up auditor training. C/O AOSH DK.

14. All heads of EU orgs to be fully aware of this plan and working to get it in! CS-7

L. RON HUBBARD
FOUNDER

OK

LRH:nt

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 6 EU

Date 27 March 1974

To: All Staff EU

From: RON

Subject: 10x GI

260302R LRH COMM EU ISSUE AS LRH ED 1 EU. CO FLEU
FREU RLY ALL FOLO STAFF, RLY CO/ED, FR, LRH COMM,
EXECS AND STAFF ALL EU ORGS. BY POPULAR DEMAND
FROM CONTINENTAL AND ORG EXECS AND STAFF OF
EUROPE THE GI TGT FOR EACH EU ORG BY MAY 9 IS
HEREBY RAISED TO 10x THE 27 DEC STAT. THIS IS
FOR EU ONLY, NO OTHER CONTINENT. IMMEDIATELY
REGRAPH YOUR GI GRAPHS FORWARD TO 10x BY MAY 9
AND GET YOUR QUOTAS FOR EACH WEEK AND MAKE THEM.
EU WILL DO IT. THIS IS OUR PLANET. MOVE IN.
LOVE = RON.

L. RON HUBBARD
FOUNDER



LRH:ams

EXECUTIVE DIRECTIVE FROM L.RON HUBBARD

LRH ED 7 EU

Date 11 July 1974

AMNESTY

A full amnesty for all past misdeeds is granted every Scientology Staff Member and Sea Org Member in European orgs prior to this date providing only that they:

1. Disclose all financial, tech and other crimes to the GO;
2. Accept forgiveness and this amnesty.

L. RON HUBBARD
FOUNDER



LRH:clb

EXECUTIVE DIRECTIVE FROM L.RON HUBBARD

LRH ED 8 EU

Date 12 July 1974

EU VIKINGS (NORSEMEN)

As Scandinavia has long carried with its traditions adventure & conquest, as well as moving into & taking control of new territories, the following titles for those in Command in EU are hereby confirmed:

CO EU HAKAN JOHANSSON
"THE GREAT CRUSADER"

CO KH DICK MERLE
"THE SEA WOLF"

ED COP PER SCHIØTZ
"THOR OF NORSK"

ED STO DAN LOOF
"KING OF SEVARIKE"
(EAST KINGDOM)

ED GOT LENA ASBERG
"QUEEN OF GOT-A-RIKE"

ED MUN JENS BOGVAD
"THE TEUTON CRUSADER"

With these titles, each Commanding Officer is charged with complete responsibility for expansion in their respective zones.

Proper Certificates for each are under the care of the LRH Comm EU and are to be delivered.

Just as the Vikings once moved in to all of Europe, IT CAN BE DONE AGAIN.

L. RON HUBBARD
FOUNDER



LRH:nt

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 9R EU

17 July 1974

TO: All EU Scn and SO Staff
EU PCs and Students
FROM: RON

Rev. & Reiss.
12 April 1981
Revisions in
Script

SUBJECT: PTS HANDLING

REFERENCES: SPL 31 May 71RH IV Rev. 6.3.78
PTS AND SP DETECTION, ROUTING
AND HANDLING CHECKSHEET

HCOB 10 Aug 73 PTS HANDLING

BPL 5 Apr 72R I Rev. & Reiss. 20.7.75
PTS TYPE A HANDLING

Several instances have come to my attention lately where staff members have been routed off staff because they were "PTS."

It is almost never necessary to route anyone off staff because they are PTS. It is too easy to handle. SPL 5 April 1972R Issue I Revised & Reissued 20 July 75 PTS TYPE A HANDLING gives data on this. HCOB 10 Aug 73 PTS HANDLING is the usual procedure.

Bad listing and wrong items can mess up a person. When a person doesn't recover from "PTS handling" one has a wrong item. It is easily checked on a meter. "Was it a wrong person that was indicated?" Or do an L4BRA to correct wrong lists.

One should not audit a PTS person on other things than being PTS. One does NOT HAVE TO put the person off auditing. It is just something that is there to be handled.

Therefore ANY STAFF MEMBER MOVED OFF STAFF "FOR BEING PTS" IS RESTORED TO STAFF.

ANY PC OR STUDENT THAT HAS BEEN SUSPENDED FROM AUDITING "FOR BEING AN ETHICS CASE" OR "BEING PTS" IS RESTORED TO AUDITING AND THE PRACTICE IS FORBIDDEN.

PUBLIC

It is VITAL that EU Orgs sell and get into the hands of the public the many translated books that are now available.

People who are "anti-Scientology" usually know nothing about it. If a basic book in their own language is given to parents or husbands or associates by the Scientologist they are invalidating, some understanding can result.

Any press attack on Scientology or its orgs contained nothing but falsehoods. These are under heavy suit and the suits one after another are being won.

The attacks were generated by psychiatry because it sees its existence threatened. Psychiatry was the scourge of Europe, an extension of the Middle Ages. Psychiatry murdered over six and a half million people to help Hitler. How many Europeans they damage or kill a year is their close kept crime. Thus they attack anyone who seeks to help others and do so through their more unsavory connections.

Thus a certain number of parents or friends are exposed to this barrage of lies. They invalidate the Scientologist and he may or may not become PTS to them.

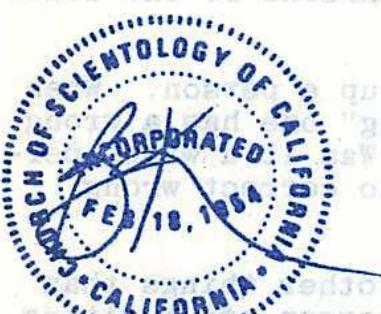
PTS means "Potential Trouble Source."

We are cleaning up psychiatry—they are losing every battle. We are the winning side.

PTSnness is easy to handle.

And anyway, why be PTS to losers?

When you can be a winner? With Scientology.



L. RON HUBBARD
FOUNDER

Revision assisted by
Susan Krieger
Flag Compilations Bureau

Accepted by the
BOARD OF DIRECTORS
of the

CHURCH OF SCIENTOLOGY
of CALIFORNIA

BDCSC:LRH:SK:nt:bk
Copyright © 1974, 1981
by L. Ron Hubbard
ALL RIGHTS RESERVED

PUBLIC

NOTE: Many different basic books in Danish, Dutch, German, Swedish and French are available to every org and individual from Pubs DK.

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 10R EU

19 July 1974

Revised

31 October 1979

to include the
most recent
translated titles
and new data on
books.

Revisions in
Script
Ellipses indicate
Deletions

To: COS, EDs and All Org Staffs Europe
From: RON
Subject: LANGUAGE BARRIERS

Refs: LRH ED 5 EU, 4 Nov 71 TAPE TRAINING PLAN
HCO Admin Letter TRANSLATIONS ISSUES
6 Feb 74 CHECKLIST
EPL 15 Jan 74 II TRANSLATOR HAT CHECKSHEET
LRH ED 284-5 INT BOOK PRICE INCREASES
SO ED 1258 INT BUY NOW
SO ED 1258-1 INT BOOKS
SO ED 1272 INT NEW INCREASED DISCOUNTS

Millions of people in all countries that speak English agree that Scientology is THE new way of life and that Scientology works.

This is because those millions can read the books of Scientology, study the tech and admin courses and receive the benefits of fully trained Auditors.

In the early days of Dianetics and Scientology, when not much written material existed and all the tech and admin was not yet there, Orgs and Scientologists had troubles not unlike those they have had in Europe.

The difference today is that ALL the books, tech and admin are available to English speaking countries, but only a tiny fraction of these are available to countries that do not speak English.

Thus European Orgs have troubles like those of the very early days in other countries. The interest of staff members and Scientologists in the subject is not understood by the public. . . . Bilingual Auditors are few.

So here is a whole mountain of tech and knowledge that has not yet wholly found its way into Europe. It could not, despite the efforts of European Scientologists to translate bits of it.

Thus European Orgs and public are being denied know-how that would change their whole lives for the better.

This was all solved some years ago by a plan of translating basic books into each language for public interest and putting all the Academy and Admin (student and staff) materials on recording tape.

Every Org must stock, put in bookstores and sell these translated books.

Every Class IV Org needs many sets of all tape materials up to Class IV being used in its Academies to make good Auditors.

Every Org needs all admin materials in tape form for staff and public on admin courses.

There are also translated films which are excellent for dissemination and use in Introductory Services.

THESE are the knowledge you need and want.

With this knowledge available in your Academies and for your public and staff you can expand easily.

COMMISSIONS AND DISCOUNTS

The vital need to get books into public hands requires the help of all Scientologists. To make it worthwhile for all staff to sell books, Orgs and Missions give a 5% commission for books their staff sell in bulk (25 or more) or a 15% commission when staff sell books to individuals.

Purchasers of books and E-Meters in bulk from Orgs or Pubs can get large discounts (from 40% to 60%) on bulk purchases. The exact discounts are listed in SO ED 1272 INT, NEW INCREASED DISCOUNTS. These discounts and commissions make it very possible to earn a good living as a bookseller while contributing to the expansion of Scientology.

BOOK PRICE INCREASE

Per LRH ED 284-5, book prices increase by 10% at the end of each month. Thus Orgs, Missions, FSMS and individual book-sellers must heavily push and use 'Buy now' to get stocks moved into public hands.

It is noted that Pubs does not have a large amount of stock for any one item so only distributes books, tapes, and films to book outlets that are actually selling their stock and moving it into public hands. Otherwise, Pubs would not be able to supply stocks to the outlets that are using their stock and are in need of more to continue their successful promotion.

For more data on the above two subjects see LRH ED 284-5, BOOK PRICE INCREASES, and SO ED 1272 INT, NEW INCREASED DISCOUNTS.

TRANSLATED BOOKS, TAPES AND FILMS

The following books, cassettes and films are available to Orgs so they can sell them, use them for dissemination and get them into local bookstores.

DANISH:

Dianetics: The Modern Science of Mental Health

Dianetics: Evolution of a Science . . .

Basic Scientology Picture Book

Self Analysis

Fundamentals of Thought . . .
 Problems of Work . . .
 What Are People For (booklet for dissemination)
 New Slant on Life (mid-Dec 1979)
 Have You Lived Before This Life (Jan 1980)
 Cassette: Can We Ever Be Friends
 Cassette: The Story of Dianetics and Scientology

FILMS:

Introduction to Scientology
 Affinity
 An Afternoon at Saint Hill
 Classification and Gradation
 The Secret of Flag Results
 The Clearing Congress (6 one-hour films)

DUTCH:

Dianetics: The Modern Science of Mental Health
 DMSMH: Collectors Edition
 Dianetics: Evolution of a Science
 Fundamentals of Thought
 Have You Lived Before This Life
 Problems of Work (mid-Dec 1979)
 Cassette: Can We Ever Be Friends
 Cassette: The Story of Dianetics and Scientology

FILMS:

Introduction to Scientology
 Affinity
 An Afternoon at Saint Hill
 Classification and Gradation
 The Secret of Flag Results
 The Clearing Congress (6 one-hour films)

GERMAN:

Dianetics: The Modern Science of Mental Health
 Dianetics: Evolution of a Science
 Basic Dianetic Picture Book
 Basic Scientology Picture Book
 Fundamentals of Thought . . .
 Problems of Work . . .
 Self Analysis
 New Slant on Life
 Book of E-Meter Drills
 German Master Glossary (in pack form)
 Have You Lived Before This Life (Dec 1979)
 Cassette: Can We Ever Be Friends
 Cassette: The Story of Dianetics and Scientology

FILMS:

Introduction to Scientology
 Affinity
 Classification and Gradation
 The Secret of Flag Results
 The Clearing Congress (6 one-hour films)

FRENCH:

Dianetics: The Modern Science of Mental Health
 DMSMH Collectors Edition
 Dianetics: Evolution of a Science
 Basic Scientology Picture Book
 Fundamentals of Thought

Problems of Work . . .
New Slant on Life
Axioms and Logics
Scientology 8-80
Have You Lived Before This Life
Self Analysis (end Nov 1979)
Dianetics: The Original Thesis (mid-Nov 1979)
Cassette: Can We Ever Be Friends
Cassette: The Story of Dianetics and Scientology

FILMS:

Introduction to Scientology
Affinity
An Afternoon at Saint Hill
The Secret of Flag Results
The Clearing Congress (6 one-hour films)

SWEDISH:

Dianetics: The Modern Science of Mental Health . . .
DMSMH Collectors Edition
Dianetics: Evolution of a Science . . .
Basic Scientology Picture Book
Fundamentals of Thought . . .
Problems of Work . . .
New Slant on Life
Cassette: Can We Ever Be Friends
Cassette: The Story of Dianetics and Scientology

FILMS:

Introduction to Scientology
Affinity
An Afternoon at Saint Hill
Classification and Gradation
The Secret of Flag Results
Clearing Congress (6 one-hour film)

ITALIAN:

Dianetics: The Original Thesis
Self Analysis
Fundamentals of Thought
Problems of Work

FILM: Affinity

SPANISH:

Dianetics: The Modern Science of Mental Health

FILM: The Secret of Flag Results

FINNISH:

Fundamentals of Thought

ORG'S MUST GET AND SELL AND PUT IN BOOKSTORES THE ABOVE BOOKS.

Long, long lists of translated and taped materials are available from Pubs DK.

The Org must send for them.

And on arrival they must be put to correct use in Academies.

The language barrier is solved. Use the books and tapes.
This is your key to a booming Europe.

L. RON HUBBARD
FOUNDER

Revised at request of
LRH by

Lt. Cmdr. Phyll Stevens
CSC

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY



BDCS:LRH:PS:dr

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 11 EU

Date 20 July 1974

To: C/Os, EDs, TECH SECS, Ds OF T,
COURSE SUPERVISORS

PGM for Activation by LRH Comm
EU and EU Org LRH Comms.

From: RON

Subject: THE TECH OF STUDY

Ref: BASIC STUDY MANUAL

A wider dissemination and use of correct tech depends largely upon the Technology of Study.

This material exists in a condensed and simple form for use by students in universities and on our own basic courses.

Staff hatting is very hard to do unless the Tech of Study is known.

Lower courses are hard to get through unless the student knows how to study - students never did before Study Tech was developed.

The Tech of Study is new and is part of the Tech of Scientology.

It is vital that it is known by staffs and students.

Therefore this program for Europe is laid down:

1. Pubs DK Translations Unit is to put the Basic Study Manual (including the checksheets in the book) on small reels of tape of good clear quality in flawless German, Danish, Swedish, French and Dutch. TU CHIEF.
2. At least a dozen of the Basic Study Manual Tapes to be shipped to each org in the language of that org. TU CHIEF.
3. The LRH Comm of the Org is at once to put the whole staff part time out of production hours through this short course using the tape and checksheet on it. LRH COMM ORG.
4. Any low points Tech Course Students or any Admin Course Students are to be put through the Short Basic Study Course (it is assumed

that Tech Students of higher courses will do the full Student Hat Tapes, this is in addition). TECH SEC.

5. Any very slow student is to be made to read aloud so his hesitations or omissions will detect misunderstandings so they can be detected and defined. Then they are put through the Basic Study Manual fully. TECH SEC.
6. Signify completion of this LRH ED to LRH Comm EU. ORG LRH COMM.

J. L. RON HUBBARD
FOUNDER



LRH:nt

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED

12 EU

Date

22 July 1974

220701R FLEU A/G EU LRH ED 12 EU ATTN:
LRH COMM, FREU, C/O, PGMS CHIEFS, ALL
STAFF FROM: RON REF: LRH ED 236 INT
TGT 10.

AS BLS JUST NOW UNDER TAPE TRANSLATION
TGT 10 236 INT IS MODIFIED FOR EU TO TAKE
EFFECT SIX WEEKS AFTER RECEIPT BLS TAPES
AND TAPED BASIC STUDY MANUAL.

LOVE = RON.

L. RON HUBBARD
FOUNDER



LRH:nt

EXECUTIVE DIRECTIVE FROM L. RON HUBBARD

LRH ED 13R EU

Date 22 July 1974
Revised
15 September 1976

220702R FLEU LRH ED 13 EU TO: ALL STAFFS, TREAS SECS, A/GFs FROM: RON SUBJECT: STAFF PAY REF: P/L 15 DEC 66, P/L 21 JUL 66.

HEREAFTER:

1. NO SCN ORG STAFF MEMBER MAY GO UNPAID.
2. A MINIMUM OF 30% OF CGI MUST GO TO STAFF PAY.
3. DELETED.
4. THE PAY SCALE OF BPL 14 JULY 75R-1 (RE-REVISED 18 AUG 76) IS TO BE PUT IN. A/G PAY IS EXCEPTED OR PER DGF WW.
5. ANY DISPUTES OR ADJUSTMENTS TO BE SETTLED BY AGF CONTINENTAL EU.
6. THIS SYSTEM AND ORDER APPLIES ONLY TO FULLY CONTRACTED STAFF.
7. PERSONS MOONLIGHTING IN ANY WAY THAT INFLUENCES THEIR ORG PRODUCTION HOURS ARE NOT ELIGIBLE.
8. IT IS A COMM EV OFFENSE TO NOT COMPLY WITH THE PROVISIONS OF THIS ED.
9. IT IS A COMM EV OFFENSE TO PAY HIGH SELECTIVE UNITS OR TO GIVE OUTSIDE AUDITORS HIGH PAY SO THAT STAFF IS BEGGARED.
10. BONUSES ARE TO BE PAID PER BPL 14 JULY 75R-1 RE-REVISED 18 AUG 76 "PROPORTIONATE PAY PLAN 1976". DESPITE ITS PILOT STATUS THIS BPL HAS THE FULL FORCE OF POLICY IN EU.

RON



L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 15 EU

26 November 1979

ALL EU ORGS
STAFF & PUBLIC

EUROPE

SPECIAL STAFF AMNESTY PROCLAMATION

AND AWARD!

EU Continent is and has been very upstat and has shown outstanding duty towards the expansion of Scientology in Europe.

Because of this I am awarding every staff member and Sea Org member a full amnesty, for all past misdeeds providing only that they:

1. Disclose all financial, Tech and other crimes to the GO.
2. Accept forgiveness and this amnesty.

This amnesty includes any staff member PTS or otherwise routed off or blown off from staff.

Europe orgs may continue to handle their own Justice cycles as they have been doing very successfully, reporting their actions to the International Justice Chief, of course.

I am very proud of Europe!

Continue as you are.

LOVE,

RON



L. RON HUBBARD
FOUNDER

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 17 EU

13 March 1980

TO: ALL EU STAFF
FROM: RON

My congratulations to each and every staff member for your spectacular statistics, continuing wins and everything you have done to become the Continental Winners of my Birthday Game 1980. I am extremely proud of your work and I appreciate all you are doing to make every person in Europe a winner in Scientology. You are the greatest and you have made my Birthday the happiest ever. Your award speeds its way to you. You are well on your way to getting 10X stats by this time next year and I wish you all the luck in the world in playing the new game.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:dr

EXECUTIVE DIRECTIVE

13 NOVEMBER 1980

FROM THE SECRETARY

TO: ALL IN STATE

FROM: RON

My congratulations to your new state member for
your appointment as Minister without portfolio for
Tourism. Your appointment comes at a time when our
tourism industry is experiencing some difficulties.
You have done so because the Commonwealth Minister
of Tourism is from the same party as you and has
experience in tourism. You are the first Minister
of Tourism in Australia to be appointed from the
same party as you. You will do your best to represent
your state to the best of your ability.

Yours,

RON

RON HUNTER
LONDON



1980-01-15

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 18 EU

8 March 1981

ALL EU ORG STAFF

GRAMMEN RON J
REGIMENT

EUROPE

CONTINUED EXPANSION!

Reference: LRH ED 15 EU

As I made known in LRH ED 15 EU, EUROPE SPECIAL STAFF AMNESTY PROCLAMATION AND AWARD!, I am very proud of the work Europe has done and is doing to expand Scientology.

The Flag International Management Org is now set up and fully operational, and thus able to better manage the EU Continent in its continued expansion.

I have found over many years of experience that when org staff are properly posted, hatted, and proper justice is applied to them, rapid expansion occurs.

Per HCO PL 13 July 1974 Issue II WORKING INSTALLATIONS: "MUSICAL CHAIRS (transfers of persons around an org) is THE SINGLE MOST DESTRUCTIVE ACTION TO AN ORG'S STATS."

I want EU's continued expansion ensured. Therefore, to back up the hard work of EU staff and execs which is being done to further expand European orgs, the personnel and justice approval lines are hereby re-established for EU. Ref: HCO PL 16 Nov 74RC TRANSFERS AND REMOVALS AND PERMANENT POSTINGS FORBIDDEN LOCALLY.

Senior HCO International has been beefed up and is able to service you on personnel and justice lines. Having these approval lines in for the other conts has proven to be beneficial in stabilizing out the orgs and bringing about an improved scene.

This is one further action to ensure Scientology's expansion in Europe through established and stable orgs.

Love,
RON

EXECUTIVE DIRECTIVE



CHURCH OF SCIENTOLOGY

ALL IN ONE STATE

L. RON HUBBARD
FOUNDER

EUROPE
Assisted by
T/Senior HAS Int
COLLECTIVE EXPANSION

Approved & Accepted by the

BOARD OF DIRECTORS
of the

CHURCH OF SCIENTOLOGY
of CALIFORNIA

BDCSC:LRH:MD:bk
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Reference: PRH ED 12-EU

The MIKE International Management Office is now set to
begin operations, and thus aids to better warfares in the UN
conflict in the continuing expansion.

I have found over many years of experience that when
one has to face the international borders, being better prepared is
absolutely vital to big expansion success.

For HCO PR 12 July 1974 issued II WORKING INSTALLATIONS
"MUSICAL CHAIRS (Planes to be stored strong in one) in THE
SINGLE MOST DESTROYING ACTION TO AN ORG'S STATS".

I want EU's continuing expansion ensured. Therefore, to
keep up the hard work of EU start and EU work which is rated
gen to target expand European office, the personnel and facilities
abstain from the policy to expand to UK. Ref: HCO
PR 16 Nov 1974 TRANSFERS AND REMOVALS AND PERMANENT POSITION
FORBIDDEN LOCALITY.

Senior HCO International has need been given to apply
to services for no personnel and facilities given. Having time
abstain from to the other course as to be perfe-
tional to establish and plan for the
improving scene.

There is one further section of our Scientology/
explanation to Europe through specific direc-

tion,

HON

WDC EXPANSION TELEX

22.4.81

EXPANSION

An investigation has been done into ways INT MANAGEMENT can improve its service to you. It has been found that INT MGMT was providing many pgms which were not useful and either cluttered up your lines or just simply did not assist you and your org in expanding, flourishing and prospering. FLAG MGMT is being beefed up at this very minute to provide you with individual org evals and pgms to help you with exactly what your org needs to really boom. Any data you wish to make known about your org should be send to FLAG for use in your personal org eval. As ED/CO you are 100 percent responsible for your org's success and management is only here to help you succeed and provide you tools and assistance along these lines. We want you to win and know you can. This is a short program for you to implement, based on previous successful actions and Founder advice, for your use until you receive your own individual program.

0. CO/ED is to isolate for himself/herself all key successful actions in use that are raising stats and checklist these out and get them into consistent maintain.
1. Get your org selling , calling and delivering to all available public right now now.
2. Your operative policies are HCO PL 19 Mar 68 "SERVICE" page 281 vol 0 paras 6, 7, 10, 11, 12, 13, 14, 15 and HCO PL 13 Mar 72 "ESTO SERIES 5"
3. The Ron's issues you are operating on are REDs EU 1 - 18, HCO PL 9 Jan 79 "EXEC SERIES20", HCO PL 23 Aug 79 "DEBUG TECH", RED 326 "1981/82 BIRTHDAY GAME", LRH MULTs - 200203 INTRO SERVICES (SO ED 1236RA) - 010610 CALL IN (SO ED 1277) - 020912 FSM MULT, RED 258RC-1 EU "HOW YOU ARE LIMITING THE SIZE AND INCOME OF YOUR ORG, RED 258-1 "HOW YOU CAN INCREASE THE SIZE AND INCOME OF YOUR ORG", RED 236R "REGISTRATION PROGRAM NUMBER 2R" and RED 301 "RJ30".
4. Immediately get above references in targets 2 and 3 translated, (if not already translated), without cutting across production.
5. Make all the above into a pack at target 4 completion.
6. Get yourself M9ed on HCO PL 23 Aug "DEBUG TECH" remembering it is usually a word before the stumble that is misunderstood.
7. Get yourself, your execs and students product cleared per HCO PL 13 Mar 72 "ESTO SERIES 5".
8. Read and apply the pack.
9. Really get your org pulling in new public and selling, calling in and delivering to all available public. Use mini programs as necessary to get this telex in.

DO IT AND BOOM.

Much Love

WATCHDOG COMMITTEE

(Blue Ink on Blue Paper)

EXECUTIVE DIRECTIVE

SO ED 2030 INT

13 July 1982

RE: A CLEARED PLANET AND AN OT CIVILIZATION

Recently all orgs received the streamlined multiple telex that combined the Snr C/S International telex and the WDC Training Boom telex.

This is now being issued in SOED form for easy reference for all staff members:

"RE: STREAMLINING TELEX MULTS 1006222CMO INT (SR CS INT)
RE CLEAR PLANET AND 1506100 WDC RE TRAINING - CANCELS 2506127
RE CLEAR PLANET, OT CIVILIZATION:

THESE TWO TELEXES ARE HEREIN STREAMLINED INTO ONE DOVETAILED PROGRAM. TELEX 1006222CMO INT (SR CS INT) GIVES THE BASIC PROGRAM TO GET IN LRH'S NEW STREAMLINED GRADE AND CLASS CHART AND THE LRH TECHNICAL BREAKTHROUGHS FROM NOV 81 FORWARD. TELEX 1506100 WDC GIVES THE BASIC PGM TO BOOM YOUR ORG THROUGH TRAINING. MANY ORGS HAVE RESPONDED TO THESE TELEXES AND AS A RESULT HAVE HIGH AND RISING SALES AND DELIVERY STATS. SOME ORGS HAVE NOT COMPLIED OR HAVE GOTEN CAUGHT UP IN TOO MUCH OTHER NOISE OR CONFUSIONS OR NON-PRODUCTION CYCLES. ORGS WITH RISING STATS WHO HAVE COMPLIED WITH TARGETS ON THESE TELEXES ARE HEREBY VALIDATED. THEY MUST NOW REINFORCE AND CONTINUE ALL SUCCESSFUL ACTIONS AND COMPLETE ANY UNDONE TARGETS. ORGS WHO ARE FALTERING MUST IMMEDIATELY SLAM IN THIS PGM TARGET BY TARGET TO BOOM THEIR SALES AND DELIVERY (ACADEMY AND HGC). CO'S ALL LEVELS (IMO, FOLO) AND ALL QRGS ARE TO MAKE THIS TELEX THE SUBJECT OF A BRIEFING TO THEIR CREWS TO ENSURE AGREEMENT AND COORDINATION OF ACTIONS.

RE: CLEAR PLANET AND OT CIVILIZATION: THE FOLLOWING MUST BE CHECKED AT ONCE AND CORRECTED VIGOROUSLY IF FOUND AMISS IN YOUR ORG:

1) NEW STREAMLINED GRADE CHART UNKNOWN. GET THE GRADE AND CLASS CHART ATTACHMENTS OF HCOB 19 JAN 82, SCOTCH TAPE AND DISPLAYED IN REG OFFICE AND EVERY PUBLIC AREA OF YOUR ORG. GET PROMO ON LRH'S NEW STREAMLINED GRADE CHART OUT TO YOUR CF. HEAVILY PROMOTE LRH'S TECHNICAL BREAKTHROUGHS TO YOUR TRAINED AND PROCESSED LIST AND ENERGETICALLY GET THEM IN FOR THEIR NEXT SERVICE. REF: HCOB 19 JAN 82 "NEW STREAMLINED CLASSIFICATION AND GRADATION CHART", HCOB 12 DEC 81 "THEORY OF THE NEW GRADE CHART", HCOB 14 DEC 81 "THE STATE OF CLEAR", HCOB 12 NOV 81RA REV 16 JAN 82 "GRADE CHART STREAMLINED FOR LOWER GRADES", AND RJ 35 "FROM CLEAR TO ETERNITY".

2) GOOFBALL, MIS-CSING OF CASES INSTEAD OF FOLLOWING LRH'S NEW GRADE CHART. NOT ACTIVELY RECOVERING PAST PCS AND STUDENTS TO GET THEM ONTO THE NEW GRADE CHART BY LOOKING AT THEIR FOLDER AND CALLING THEM UP OR WRITING THEM TO INDICATE THE BPC AND GET THEM BACK ON TO THE BRIDGE (GET ALL TECH, QUAL PERSONNEL ONTO THIS ON AN ALL HANDS AFTER PRODUCTION HOURS). AUDITING STAFF WHILE THERE IS A PUBLIC BACKLOG OF ADV PAYMENTS UNUSED. HANDLE BY GETTING IN THE FOLLOWING HCOBS AND GETTING EVERY PAST PC AND STUDENT CALLED IN AND MOVING ON THEIR NEXT STEP ON THE NEW GRADE AND CLASS CHART. FILL UP YOUR SOLO PART ONE COURSE NOW.

TRIPLE YOUR ACADEMY AND HGC PRODUCTION. REF: HCOB 13 MAR 82 "INTRODUCTORY AND DEMONSTRATION PROCESSES", RJ 35 "FROM CLEAR TO ETERNITY", HCOB 23 JUN 80R REV 25 FEB 82 "CHECKING QUESTIONS ON GRADES PROCESSES", AND OTHER BASIC TECH MATERIALS, HCOB 22 APR 80 "ASSESSMENT DRILLS".

3) TO 5.4X YR STATS EVERY ORG MUST MARKEDLY INCREASE ALL TRAINING SALES AND DELIVERY. THEREFORE, IMMEDIATELY DO THE FOLLOWING:

4) STEP UP YOUR CURRENT TRNG SALES IMMENSELY AND BY ANY MEANS POSSIBLE, FLOOD YOUR ORG WITH STUDENTS.

5) RELOG RED 258 "HOW YOU ARE LIMITING THE SIZE AND INCOME OF YOUR ORG" AND 258-1 "HOW YOU CAN INCREASE THE SIZE AND INCOME OF YOUR ORG". GET THESE BEING EXECUTED, UTILIZE THE SUCCESSFUL TRAINING ARGUMENTS.

6) SLAM IN CURRENT SCHOLARSHIPS AND USE THEM TO THE HILT.

7) "MAKE AN ACADEMY TAUT SHIP....AND SUDDENLY IT WILL BE FULL. SUDDENLY THINGS GET SOLVENT. SUDDENLY THE INCOME SOARS. WE START TO GO (XCLM). NO MATTER HOW MANY STUDENTS THERE ARE, MAKE IT A TREMENDOUS ACADEMY. IF THERE ARE 2 OR 2000 MAKE IT A STREAMLINED PIECE OF GLITTERING EFFICIENCY."

8) PREACH PGS 114 AND 115 OF OEC VOL 3 TO YOUR STAFF OF HCO PL 3 DEC 64 "PRICING MEETING" FINAL POLICY" (SECTIONS ON TRAINING).

9) UTILIZE THE FANTASTIC LRH TECH FILMS TO FLOOD YOUR ACADEMY AND STANDARDLY TRAIN YOUR STUDENTS. SHOW YOUR FILMS ON SCHEDULE. IF YOU HAVE ANY EQUIPMENT TROUBLE THEN SCREAM AND YELL TO GOLD AND GET IT FIXED.

10) IMMEDIATELY GET MORE SUPERVISORS AND SUPERVISORS I/T. TRAIN THEM ON MCSC AND THEN ON HPCSC PER LRHED 138RA INT "TRAINING AUDITORS".

11) CURE ANY WIERDO REGGING. GET REGGES ON POST, THROUGH STCC, HCOPLS 16 APR AD 15 "HANDLING THE PUBLIC INDIVIDUAL", 19 AUG 60 "REGISTRAR LOST LINE", AND READ BIG LEAGUE SALES OUTSIDE PRODUCTION TIME.

12) RE-READ RJ 34 AND RJ 35. IF YOU GET EVERY AVAILABLE AUDITOR AND SUPER RECOVERED AND DELIVERING FLAT OUT, WE WILL MAKE IT. RON CARES ABOUT OUR FUTURE. HELP RON MAKE A CLEARED PLANET AND AN OT CIVILIZATION BY AN ALL OUT EFFORT NOW.

13) COS/EDS ARE TO FORWARD TO SEI INFO QEI, SNR CS INT, WDC, FULL REPORTS ON THIS SCENE AS IT IS NOW AND ALL THEY ARE NOW DOING TO VIGOROUSLY CORRECT IT IF FOUND AMISS.

DON'T LET RON DOWN (XCLM). ML SNR CS INT AND WDC"

Cmdr. Kathy Stewart
Services Exec International
Approved by
WATCHDOG COMMITTEE
for the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

230888 CMO INT, CO/ED, all Orgs, info WDC, EXEC STRATA, CO IMO, MGMT CHFS IMO, CO FOLO's, PGM CHIEF's FOLO's, LC, FR, HCO ES, CES, PES, TECH SEC, re:

URGENT AND IMPORTANT, INTERNATIONAL TECH DELIVERY AFFLUENCE:

The steps of the Snr C/S Int telex "Clear planet and OT civilization" and the WDC training MULT were combined into the "STREAMLINED MULT". These steps were the cause of an international Tech Delivery Affluence and must be continued. They are therefore put into PGM form(in this telex) for your easy use and immediate compliance.

PGM PURPOSE: TO RE-INFORCE THE INTERNATIONAL TECH DELIVERY AFFLUENCE.

MAYOR TARGET: TO HELP LRH CLEAR THE PLANET AND MAKE AN OT CIVILIZATION BY INCREASING DELIVERY TO THE PUBLIC PER LRH's NEW STREAMLINED CLASSIFICATION AND GRADATION CHART

PRIMARY TARGETS:

- 1) The CO/ED is to call an EC meeting to coordinate the EC on the steps of this PGM. CO/ED _____
- 2) The CO/ED is to hand a copy of this telex to the OES who is overall I/C of this PGM and ensuring it gets done. CO/ED _____
- 3) The Ad Council is to coordinate their divisional actions on the steps of this PGM. Ad Council Chairm _____
- 4) This whole telex is to be read to the staff meeting to obtain agreement on getting it done. OES as PGM I/C _____
- 5) Compliance reports (which must include raised stats as evidence are to be sent to SEI info Snr C/S Int with copies to OES, FOLO PGM's OPS, IMO MGMT CHIEF. HCO ES to get line in _____
- 6) Any other communication regarding this PGM including any help needed in getting it successfully executed; is to follow the same routine and copies as 5. above. HCO ES _____

- 7) See that everyone who has targets on this PGM gets a copy of it and wordclears and checks out on it. OES _____

VITAL TARGETS:

- 1) Do not drop any successful production/delivery actions.
- 2) Realize that successful execution of this PGM will give your Org a head start on 339R, Birthdaygame.
- 3) Help LRH by rigorously executing this PGM.
- 4) Re-inforce the actions that have produced this delivery affluence and if any successful actions have been dropped out or earlier steps repeated done have dropped out, revert these immediately.
- 5) The Org must produce trained auditors and supervisors and grade and class chart completions to the level of the Org in high volume.

OPERATING TARGETS:

- 1) OES, liaise with HCO ES to ensure that these next targets get done. OES _____
- 2) Display LRH's new streamlined class and grade chart in your own language in every public area of your Org. HCO Area Sec _____
- 3) If you do not have copies of above, you must order these from NEW ERA PUBLICATIONS (PUBS). Allow no finance stops. HCO Area Sec, FBO, FP Committee _____
- 4) Inspect the charts posted as above to ensure that they are visible and that any worn or tatty ones are replaced. HCO ES _____
- 5) Ensure that the shootingboards sent to you from marketing FLEU on LRH's new streamlined classifications and grade chart has been printed and mailed to your entire CF or get them printed and mailed out (promo sent includes Sept Org magazine on this subject). DSM Sec _____
- 6) Same. Add (and order the promo and magazine S/B's from marketing FLEU so that you can do target 6). DSM Sec _____

- 6a) Ensure each key staffmember of your Org gets a copy of the new grade chart reference pack. HCO Area Sec _____
- 6b) Ensure ref. packs are purchased immediately from FLEU with no finance stops (each with targets must have his own pack). HAS, FBO, FP COMMITTEE _____
- 7) Ensure that all letter regges and other outflow points to the public heavily promote LRH's technical break = throughs as contained in the above references. DSM Sec _____
- 8) Ensure that all registrars use the above issues and sign up for their next step per the new streamlined class and grade chart. DSM Sec _____
- 9) If your org does not have a registrar ensure that at least one registrar is appointed immediately and starts signing up public and getting them onto their next step now. HCO ES _____
- 10) Ensure that your regges have done STCC or get them onto it and through it successfully. DSM Sec _____
- II) Same. Add (ensure and get this issues translated from FLEU. DSM Sec _____
- I2) Ensure that all letter regges and regges have the full trained and processed list and use it (and do not limit themselves to few prospects). DSM Sec _____
- I3) The OES is to hand the following targets out to his Div heads and ensure that they get done. OES _____
- I4) Get tech services (and any other available personnel) onto flat out call in to get the academy and HGC full of students and PC's. TECH SEC _____
- I5) Get tech services flat out on any backlog of students and PC's who have paid for services and no actively doing those services, handle them with ARC and get them into HGC or on course. TECH SEC _____
- I6) Get all HGC auditors flat out producing and energetically getting the public "DAHS up. D of P _____

- I7) Get some auditors into training for the HGC. D of P _____
- I8) Call an "all hands" of every qualified auditor to handle any delivery backlog and ensure that the public gets fast, pleasant service. D of P _____
- I9) Ensure that all PC's are programmed and C/sed exactly in accordance with LRH's new streamlined class and grade chart. C/S _____
- 20) Change typo (?) "eng" to "ever" _____
- 20a) Ensure that every auditor and C/S is high crimed on HCOB 23 June 80R rev 25 Feb 82 "checking questiones on processes" (ensure you get translated issue of that HCOB) Cramming Off, Snr C/S _____
- 21) Ensure that every PC in you HGC is winning. C/S _____
- 21a) Apply LRH ED 9 EU in full on PC's and students. C/S, OES _____
- 22) Same. Add (ensure HCOB is translated) C/S _____
- 23) As an all hands, outside of production time action, get a game going of all tech personnel going through PC folders of each person not actively progressing up the bridge, contact the person and get the person back on lines with suitable acknowledgement for results. D of P _____
- 24) Ensure that live repairs are being done per HCOB I3 March 82, "Introductory and demonstration processes" and the Intro, Demo and Assists and that these PC's and read basic books per RJ 35, "From clear to eternity". C/S _____
- 24a) Demand from TU EU and New Era Publications that "Intro and demo and assist" pack is translated and get it. LRH Comm, DSM Sec _____
- 25) Ensure that any failure to resign after life repair is handled by finding out if the PC's "Ruin" was found and addressing auditing. C/S _____
- 26) Make sure that all clears are programmed for DCSI and Sunshine RD. C/S _____
- 27) Make sure that all sunshine RD completions get onto the Solo course part one. C/S _____
- 28) The OES is to get the Qual Sec onto the following targets and ensures that they get done. _____

- 29) Get a list of any current HGC or academy resign failures and get these handled and back on lines. QUAL SEC _____
- 30) Get or make up a list of all past resign failures and get these people actively worked on to get them back on lines (compliance equals number of persons gotten back on lines, whether done directly by Qual or other Div). QUAL SEC _____
- 31) Same. Add (cram on translated issues. NO verbal translations). Cramming Officer _____
- 32) Inspect the academy for any outnesses per WIAC PL and "Courses their ideal scene" PL and get these corrected. QUAL SEC _____
- 32a) Slam in LRH ED 5 EU and LRH ED II EU. OES, Qual Sec _____
- 33) Ensure that the solo course part one is set up with at least one supervisor, packs, films, checksheets and students. Qual Sec _____
- 34) Ensure that the regges and letter regges are given weekly tech briefings on successes and results by both HGC and academy personnel. Qual Sec _____
- 35) Ensure that all regges sell training and quota them for how many per week. OES _____
- 36) Same. Add (ensure you get translations). Qual Sec _____
- 37) The OES is to liaise with the PES to get the following targets done. OES _____
- 38) Cure any quickying of public services and demonstrate that this has been done with raised re-sign rate. PES _____
- 39) Get all Div 6 staff checked out on RED 344 Int, "Ridge on the bridge". PES _____
- 40) Get the "Intro and demo and assists" pack and course being sold and delivered in dept I7. PES _____

40a) Same. Add (liaise with DSM SEC and LC to get this pack translated as soon as possible. See operating target 24a). PES

41) Get book one being delivered per RED ED 344 Int, ridge on the bridge. PES

42) Signify PGM complete with statistical evidence. OES

MLV,

SNR C/S INT

PS: If you do not have copies of translated grade chart in your own language, you must order these from New Era Publications. Allow no finance stops on this. Packs with all issues mentioned in the PGM are being translated at FLEU and will be available soonest.

ML,

FR EU

CMO INT :::::::::::: ALL FOLOS

250886 CMO INT CO/ED ALL ORGS INFO WDC, EXEC STRATA, CO IMO, MGMT CHIEFS, IMO, CO FOLOS, LC, FR, HCO ES, OES, PES, TECH SEC RE: TLX PGM INT DELIVERY AFFLUANCE (230888 CMO INT): CHANGE OT I TO PRIMARY TARGET 8 AND RELACE OT I WITH: "CONTINUE CURRENT SUCCESSFUL DELIVERY ACTIONS YOU HAVE GOING TO RESULT OF RISING DELIVERY STATS THIS WEEK, WHILE GETTING ONTO RET OF THIS PGM. ALL CONCERNED".

ML,

SNR C/S INT

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 JULY 1982

Remimec
All Staff

MANAGEMENT COORDINATION

COORDINATION is the essence of management.

The word "management" implies there is something and some someones to manage.

A business or company or organization implies others are present and are engaged in a similar activity. It is a team.

Any organization, no matter how complex is bound together by common purposes.

If the different parts of such an organization are not coordinated, they begin to cross each other's lines and tangle.

With such a tangle, one gets no forward progress.

The energy of the overall organization is absorbed by cross orders, cross actions and the general purpose of the activity makes little if any forward progress. This can be called "internal noise". The staff can be numerous, appear busy, even frantic, yet no production is really accomplished.

What is missing is COORDINATION. The efforts of each part of the organization are not being directed and meshed into flows which would achieve the common purpose.

THAT is what a Manager is for.

The Manager and his immediate assistants have to know where they are going and have to make certain each part of the organization knows and that the efforts of each individual segment of the organization are devoted to forwarding the same general purpose.

Without that coordination action, the different elements of the organization go into a tangle that results, not in the forwarding of the general purpose but into confusion and frayed temper and nerves.

The elements of coordination are planning, knowledge, information, agreement and production.

Good coordination of team effort results in high ARC. This is called "team spirit, morale, esprit", etc. But what it is in fact is agreement and understanding within the team so they can each forward the general purpose of the group. Confidence in the group by each individual part of it is built with the above factors. Out of that one can achieve meaningful and worthwhile production.

Without it one gets various versions of catastrophe. The "hey you" organization, the one-star team with everyone else on the sidelines inactive or confused - there are many aspects of a lack of coordination.

Coordination is why we have Executive Councils, Advisory Councils, staff meetings, mini-programs for departments and all the rest of it. It is even why we have an org board.

Any manager, at whatever level, will almost certainly fail if he does not brief his troupes, get their viewpoints, establish agreement and program the general on-going activity and see that the program is executed.

A manager at any level has to use the tools of coordination. Otherwise his organization's product will just be noise.

Oh, it is true that groups do not develop new ideas, that Boards cannot plan. This is beside the point. This does not mean they do not serve a vital purpose. A manager uses them to coordinate! If he omits this, he has lost his most valuable tool, the form of the organization and he cannot possibly achieve any lasting results.

An org that doesn't hold Executive Council, Advisory Council and staff meetings on a regular basis and does not use them to brief and iron out disagreements and get cooperation is lost. It will have down statistics very surely. For no-one will know what the blazes is going on so how can they get their own job done? An answer is to splinter off and go one's own way as best he can. And that fragments a group and it ceases to be an organization but is just a lot of individual efforts.

The failure in such a case is simply a failure to coordinate!

Oh yes, management is there to plan. Good. If it is planning that will forward the general purpose of the organization, if the various units of the organization are briefed and the plan is adjusted to handle their disagreements and if the plan is real and understood by one and all and if they then cooperate and produce along these lines, you have forward progress.

In our case all we're doing is selling and delivering a product. If we do that we have a planet. Otherwise we don't.

Whether we do it in a few years or a few millenia is determined by management. Does it coordinate or not?

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 MARCH 1982

Execs
FP Pack
Finance Terminals
Not BPI

FINANCIAL IRREGULARITIES

Anyone who permits, neglects or forwards financial irregularities with org finances is, to put it very mildly, tampering with his own future.

It is not a matter of "Oh, that's just the org" and "The company is a bottomless pit." It is not the same with Scn orgs as it is out there in business.

The waste and financial laxity which characterizes the work-a-day world may be the fashion out there but it is not the way Scn orgs may go.

The business of Scientology involves the future of this population and planet and only the very insane would tamper with that.

I have been researching upper OT levels and I can tell you this very plainly: If Scn doesn't make it worldwide you've had it—yes, I mean you.

One is not working for just this life. He is working for any future life at all.

When one uses an org for personal rip off, he is cutting his own throat.

Oh yes, I know the insane commit suicide. Yes, I know the psychs believe they are just brains and thus soulless zombies. Yes, I know they hope they live only one life.

Only the insane or a zombie would imperil his own future.

So leave the insane conduct, the zombie ranting about one life to the psychs and the Justice Department and other trash. Don't forward their avowed intent of bankrupting Scientology financially. They have not made it, will not make it. But why help them?

Are you such a good friend of the raving psychiatrist or the terrorist FBI that you would imperil an Scn org by condoning financial irregularities?

The money donated to the Church belongs to expansion and salvage of the world population.

I set you a good example. Money that I make as an author is dedicated to this planet's future. And whatever I make—and I happen to be one of the best paid writers on the planet—will go into salvaging people—and has gone into it for over half a century. What do you think paid for, pays for, the research you use?

Many people sacrifice a very great deal—and thousands even forego high pay—for orgs to have enough money to get the job done. Don't waste it or, worse, engage in personal games with it.

It isn't a matter of "What can I make on the First Dynamic." It's "What can I make for the Third and Fourth?"

The lifeblood of the Western nations is money. When an org is dealing with this society it can go as far as it has financial resources.

The money that one makes for an org is intended to save more people.

All right, all right, if one has a penchant for being a soulless idiot and believes he has no future, then he is in for a dreadful surprise once he kicks the bucket. The worse off he is, the nastier the surprise.

So don't let people play around with this.

One has no right at all to be an idiot about org funds, much less to waste or misuse them. Ignorance is no excuse at all. The data is all in Finance packs. Good sense itself should make one prudent.

Let those who engage in financial irregularities go join the walking dead. They sure are no part of this team. They are buying no future. In fact they are burying themselves. If they knew what they were burying themselves in, they'd faint.

This is not a plea. I am just pointing out that org monies misdirected in this life could very well guarantee a very nasty next.

Millions of criminals suffering in prisons share this in common with those who engage in org financial irregularities—they too thought there were no consequences. But those criminals have it easy. They are only suffering this life.

Anyone who has misdirected Scientology org monies will, of course, try to brush it off in various ways—black PR, belittlement, seeking to make nothing of the crime. But it won't brush off, brother, it won't brush off. THAT crime stood in the way of freedom. You better believe it.

Whether one has any reality on Scientology or not—he will, once dead, oh yes, he will!

This is not a threat or a curse. This is about the most friendly advice anyone ever gave.

L. RON HUBBARD
FOUNDER

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 FEBRUARY 1982
ISSUE I

All Orgs
All Staff
OIC Hats
I & R Hats
FBO Hats
Treas Sec
Hats

CALCULATION OF CASH/BILLS STAT

(Modifies the definition of the
Cash/Bills Stat as given in
HCO PL 1 March 77 THE GUARDIAN)

EFFECTIVE W/E 25 MARCH 82

HCO Book Account funds are no longer to be reported on the Cash/Bills stat.

The past inclusion of the HCO Book Account monies into the "Cash" figure of an org has been known to obscure an unhealthy org condition.

HCO Book Account monies should not be held onto so that someone can keep his stat up. On the contrary, HCO Book Account monies are to be wisely used for the correct purchase of books and book-store items per HCO Book Account Policies so that books are sold and promo actions occur.

In order to clearly see how much is in the HCO Book Account, a separate graph should be kept of the amount in the HCO Book Account and this figure added to the OIC cable immediately after "CGI" and before "Dept 7 Collections." This stat is to be reported by the Bookstore Officer, but is not assigned to anyone as his personal stat.

In this way, Management and local executives will be able to see the exact picture of the org's viability.

Compiled by
WATCHDOG COMMITTEE
Based on the advices of
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HCO POLICY LETTER OF 18 FEBRUARY 1982

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Finance Series 27

CHANGING WORKABLE FINANCE SYSTEMS

(Note: I have not been on Finance lines for many years. But I was the first Flag Banking Officer. I evolved the hat out of a morass of confusion an area had fallen into and pulled the area out and it thereafter prospered. The hat of FBO was passed on to others and, when worn the way it was designed (covered in Finance Series 1), orgs and staffs have prospered and the public has attained far better service. Although it is not my job and although I receive no recompense, I recently observed some strange outnesses in org finances, simply by looking at some stats. I have a good record of making orgs solvent and prosperous and I was always the one to instigate bonuses and improve staff pay and I could see, by indicators, that these points were not optimum today. So I suggested to those in charge of things now that they investigate. They did. They found something that is quite new in orgs—some instances of dishonesty. Today we live in an era where the psychologist teaches the blessings of being a crook: All men, they say, are basically dishonest and that it is only a question of how much temptation is required. Of course, that is a lot of you name it. But where some person, newly off the street, gets a post and, having been taught in psychology-dominated schools since he was five that he was natively a crook, orgs can get areas of dishonesty. There is, of course, a pitiful side to this: The poor blank sets himself up for no case-gain and may even be consigning himself to no new life: Overts against Scn recoil case-wise and that's not just propaganda. Those in charge found these areas and the instigators have been shot from guns. But I think, as a favor to my friends, I had better write this up. You may have been curious why, when I went off the lines, things went wrong. Well, here's a lesson. LRH)

Beware of people who change workable finance systems.

In the past two years at least three instances have come up where finance systems had been changed to everyone's detriment.

The first of these goes way way back. We used to have a very workable finance system as given in Finance Series 1 and 11. It was the FBO NW. Everything got along fine: It was relatively simple. Where there was an FBO orgs got solvent and staffs got paid.

Then Herbie Parkhouse, DGFWW, got on the line. He used a tax report flap and other means as excuses to push the FBO system out. The reason for his changes was evidently personal power. Org solvency declined, staffs went into apathy over inability to control their income, International Reserves went down.

The system is being reverted now and Parkhouse has been shot from guns. But the cost to orgs and staffs was staggering. If they had not been arrested they could have crippled Scientology. And these losses came right out of your pocket!

The second instance was an independent unit. It did specific production items. When no one was looking, the person in charge of it changed all the internal finance lines: This involved the wipe-out of all FP and every financial control. Her husband was the Treasury Sec and he and his staff then were able to embezzle huge sums of money. Production "costs," unwatched, soared. The products became overt products of little use to anyone. The losses were staggering.

These criminals are now under charges and will wind up in jail as the evidence is very plain. They were all failed cases (naturally, for who can get gain across such overts) and had other out-ethics situations around them. But the fact remains that here again some people changed a workable finance system for personal reasons. The system has been reverted but it caused an awful lot of loss in many other ways than money and the reward was jail bars.

The third instance has just come up. At first glance it seemed a small thing but on further look it became very big.

GI in a large org was always counted as "money actually received in the shop before 2 P.M. Thursday." Someone changed this policy to read, "Money that will possibly be invoiced anywhere in the world, even on the other side of currency control borders." The result was false GI you would not believe. Other out-ethics things came right in behind it such as wrongly crediting pcs to their advantage so as to make the GI look bigger.

Of course certain people would personally benefit. Anyone whose bonus was tied to GI in any way would be enormously over-paid.

The situation is under handling and with big long teeth by the proper authorities, but the fact remains that once again a finance system was changed so that someone could personally benefit and rip it off.

So you wonder where the staff pay got so undermined. And why financially things went somewhat sour.

All these things are handled and the systems are being reverted. But you can learn from this:

BEWARE OF ANYONE PROPOSING A CHANGE IN ALREADY WORKABLE FINANCE SYSTEMS.

Be very careful it is not being done to bring about a personal rip-off.

The org and YOU are the ones who suffer from this. You would not stand still for a squirrel change in workable tech. Tech works. Why tolerate changes in workable finance systems?

BE ALERT!

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HCO POLICY LETTER OF 17 MARCH 1982

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Finance Series 28

FBO FP ADJUDICATION

A monitoring point in the FBO's judgement of how much to give the org for its FP is how much is the org delivering.

The FP should really not be more than the org's VSD. VSD is a reflection of how much the org is delivering.

If the org's VSD is high, and high consistently, then the org is in good shape, and will probably continue to be in good shape, and worth investing into. It is worth it to the FBO to invest his beans into such an org.

If the org's VSD is low and consistently low, then the org is in poor shape and likely to be in worse shape. Putting beans into such an area is not a good investment for the FBO.

The FBO must not let the org run on unearned income, and income collected on which service is undelivered, is really unearned income. The org hasn't really earned it, the org merely collected it.

What is meant here is NOT that every penny collected by 14:00 hours Thursday should be delivered by 14:00 that same Thursday. Of course it would not be. But on the average, week after week, an org should be delivering at a rate matching what it is collecting. Otherwise, it will build up unused APs. And an org certainly should NOT be spending more than it is delivering.

It is not important if this week it spent a little more than its VSD as long as next week, it spends a little less. An org must not be permitted to spend ON AN AVERAGE more than its level of delivery.

This is a point of FBO judgement. His adjudication is, "Is this org running consistently on more than the dollar value of what it is delivering?" If so, that org is going to starve. "Is this org running consistently on less than the dollar value of what it is delivering?" If so, then that org is in good shape, and there will be coffee and cakes for all.

L. RON HUBBARD
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HCO POLICY LETTER OF 15 APRIL 1982

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Finance Series 29

THE COUNTING OF GROSS INCOME

(Ref: HCO PL 5 Jun 59, Vol 3, pg. 8, INCOME REPORTS REQUIRED.

"These reports [Departmental Income Reports] are compiled by department heads after Thursday at 2.00 p.m. on the week's income ending then.")

(Ref: HCO PL 11 Dec 62, Vol 1, pg. 323, OIC REPORTS TO HCO WW.

"The HASI week operates from Thursday 2.00 p.m. to the next Thursday 2.00 p.m. This is mandatory for all orgs without exception, from here on.")

(Ref: HCO PL 6 May 64, Vol 3, pg. 17, ACCOUNTS POLICIES.

"The accounts week closes at 2.00 p.m. Thursday, at which time a new accounts week begins.")

(Ref: HCO PL 6 May 64, Vol 3, pg. 18, ACCOUNTS POLICIES.

"Posting [of disbursement vouchers in ledgers for the companies concerned] is done in periods of one week ending 2.00 p.m. Thursday to agree with the Income period.")

(Ref: HCO PL 12 Oct 66, Vol 1, pg. 344, OIC GRAPHS.

"Graph 2 -- a continuous line which shows the number of Clears made that week (Thursday 2.00 p.m. to Thursday 2.00 p.m.) and a dotted line (when it comes to apply) showing the number of OTs made.")

(Ref: HCO PL 23 Dec 66, Vol 3, pg. 265, ACCOUNTS INVOICES.

"Bundles of invoices are routed to their proper destinations from the baskets when convenient but at least once a day and at 2.00 p.m. Thursday.")

(Ref: HCO PL 18 Nov 67, Vol 3, pg. 212, BLUE AND GREEN ACCOUNT INVOICES.

"The green invoices will be kept continuous and removed from the machines at the end of each day and at 2.00 p.m. Thursdays. The money will be removed at the same time (leaving only the float).")

It might interest you to know why an org's income production period, measured by the Gross Income statistic, is a weekly period, from 14:00 hours (2:00 p.m.) Thursday of one week to 14:00 hours of Thursday the next week.

IMPORTANCE OF THE GI STAT

It is complete folly to run or try to manage by anything but correct stats. Rumours, bad or good, kill orgs. Generalities, bad newsy or good newsy, kill orgs. Old school tie popularity, or lack of it, kills orgs. Running an org or managing an org by anything but stats kills the org.

Running by stats shows one the state of the org and enables one to do something about a down statistic and reinforce an up statistic.

NEVER RUN OR MANAGE BY ANYTHING BUT STATS.

CORRECT GI STAT

The GI stat must be correct and must honestly reflect the org's income production.

No one can bank money "enroute to the org, but not here yet." No one can FP against money "lined up." And you cannot be paid from sums that "will be here soon."

But you can bank, FP against, and pay yourself from real money, good right now, that is in the shop right now.

A GI statistic that is made up of anything but cold, hard, bankable currency, bankable immediately, and in the shop right now is a false statistic, denying you a paycheck and blocking those who would attempt to expand the org.

NEVER REPORT, RELAY, OR CONDONE A FALSE GI STATISTIC.

TRENDS

Orgs are managed by trends and ranges of statistics. Is the trend of this statistic up or down? What is the condition of the trend? And at what range?

Weekly statistics, neatly graphed, shows one and all the condition of the Continent or Org or Division or Department or Section or Unit or individual staff member.

Why weekly?

Because our orgs are fast man! Other organizations and companies throughout the world work at a snail's pace compared to any Scientology organization.

How would you like to find out how you were doing at three month intervals, a month or so after each interval? Yet this is common business practice!

It's no wonder governments go broke and talk of budget deficits and corporations cackle proud as peacocks about how they only lost 30 million less than they lost last year this time.

No, thank you! 19th Century "business practices" will not do for us. You must know how you're doing right now and you must know how you did this week compared to previous weeks. Only then can you take measures to correct or reinforce, in order to improve or raise next week's production.

Why 14:00 hours Thursday?

I instituted this at London Org in the '50's. Friday was too late for their Advisory Council to act on the just ended week's statistics, and get the gears rolling for the new week as the weekend (and the Foundation Org) was right upon them.

By meeting on Thursday they could put their plans into motion Friday and get started. 14:00 hours was the chosen cut-off period to enable them to meet that evening.

That procedure worked then and for decades since!

Only when an org goes out-ethics and varies its stat ending period from 14:00 hours Thursday do you have trouble managing by stats and trends.

YOU CAN ALWAYS DO SOMETHING ABOUT A STAT TREND. BUT YOU HAVE TO KNOW WHAT IT IS.

UNUSUAL SOLUTIONS

I can't imagine any org staff member or executive failing to understand any of the above. This is all hard-won experience and established policy which should be known to all.

Nevertheless, one encounters the "strangest" applications of unusual solutions anyone ever heard of. And every time an org tries to count its Gross Income in a way other than as described above, the org and its staff suffer.

For example, there were "postulate checks" in the early '70's in which some orgs counted non-existent funds as in the shop GI, while swearing to one and all that, "90% of them are good. The FBO's just aren't collecting them."

Result: frozen accounts, busted boom!

An org one time sought to "raise its GI" by transferring sums back and forth between accounts, counting these transfers as income.

(Well, that's just grand for the Double-Entry finance "wizards of Wall Street." "Improves" their balance sheets remarkably. But it doesn't prevent one giant corporation after another from slipping away to bankruptcy.)

Result: the org went insolvent!

Another org sought to "raise its GI and booksales" by "buying" its own books (they transferred from their main account to the HCO Book Account and counted it as GI), and then gave the books away.

His "majesty," Lord Keynes, would cheer with gleeful approval. But unfortunately there's a hitch. Unlike the Keynesian dupes, governments, we don't haul out the presses and print more currency. And books cost us real, earned, in the shop, money.

Result: this org, too, went insolvent!

And then there was the org that reported its GI on Thursday, waited for it to come in by Sunday, and worked all weekend to make sure it did come in Sunday so that what they reported last Thursday would be correct!

They were spending three days (sometimes more) of the new week to make good the production of the previous week. This left them with about four days of production time to devote to the new week's GI.

But not to worry, they had this solved!

"We have until Sunday to get in next week's GI, that we report on Thursday, and GI's and CGI's can easily be reported a week behind based on Sunday night collection figures."

Oh yeah? One might ask, "But how can you allocate funds at the weekly FP meeting on Thursday night when the funds are not going to be there until Sunday night?"

"Oh, that's no problem. That's why we hold FP on Sunday."

Digging deeper, one might ask, "But that means you can't get going on activating the org's FP and get the items required by the org to carry on until Monday."

"Well, yes, but that's because the money doesn't come in until Sunday. and we don't want to be non-standard, so....."

And now, jumping in with both feet, one asks, "But, look! Ron just wrote this new HCO PL, Finance Series 27, entitled CHANGING WORKABLE FINANCE SYSTEMS, in which he says to, 'beware of people who change workable finance systems.' And what you've done is changed a workable finance system!"

"I know, but see this CSW here? We're going to change that PL....."

UNUSUAL SOLUTIONS

All right, where does all this leave us?

THE MOMENT YOU VARY FROM THE EXACT, STANDARD, ON-POLICY PROCEDURE, YOU INVOLVE YOURSELF IN POTENTIAL CONFUSION THAT REQUIRES EXTRAORDINARY SOLUTIONS.

WHEN YOU FIND YOURSELF BEING ASKED FOR EXTRAORDINARY SOLUTIONS, YOU HAVE DEPARTED FROM THE EXACT, STANDARD, ON-POLICY PROCEDURE.

Note these two principles well. Chisel them in granite. They amount to Third Dynamic Axioms.

What is the exact, standard, on-policy procedure?

1. The stat period of an org is from 14:00 hours Thursday to 14:00 hours Thursday the following week. Not Friday, not Sunday. Thursday. Not 18:00 hours, not 14:10. 14:00 hours.
2. Gross Income of an org is the total amount of cash, coin, cheques, money orders, cashier's cheques, bank drafts, that are immediately depositable, received by the org in the mail, over the counter or wired directly into the FBO #1 Account, by 14:00 hours Thursday, for any org service or item.
3. The GI figure, already counted, totalled, and verified, is telexed on Thursday as part of the org's OIC cable.
4. FP Committee meets Thursday night.
5. The FBO approves the FP or sends it back for corrections/changes (but in any case, makes the FP approvable), transfers the FP amount, HCO Book Account amount, and the org reserve amount to the org Thursday night or Friday morning.
6. The org deposits the FBO cheques Friday morning and activates the FP.
7. The org is already (as of 14:00 the day before) collecting the new week's gross income.

Sounds simple, doesn't it? It is!

It is difficult or confusing only when it is made difficult or confusing by those who have other fish to fry, usually for their own selfish benefit at the expense of the org and thus your own paycheck.

If you want a higher Gross Income, if you want the things your org needs, if you want a larger paycheck, just do the usual as laid out above.

Honestly, it is so much easier to be standard.

Try it!

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HCO POLICY LETTER OF 7 APRIL 1982

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OUT ETHICS INDICATORS

There are three indicators which, when present singly or collectively, point to possible out ethics in an org, network or management body.

LRH COMM

The absence of an LRH Comm—none appointed or a sector of the network missing—can mean the org is possibly off-Source, does not use policy and is subject to false reports.

HCO

An inefficient HCO, poorly organized or posted or absence of effort to post them up from management bodies usually indicates out ethics executives who would be discovered if an HCO existed.

TREASURY DIV

When no Treasury Div is formed or functioning or grossly undermanned, it can indicate there is rip-off or embezzlement present in an org or at Management levels.

Recent experience in certain areas has pointed these things out. They are indicators, when present, which one should look into vigorously. Otherwise stats may remain depressed and a lot of work and progress are being wasted.

An org with a competent LRH Comm, a good HCO and a functioning Treasury Division will usually pick up and prosper, for its other divisions can now work and do their jobs.

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HCO POLICY LETTER OF 5 FEBRUARY 1982

OUT-ETHICS SYMPTOMS

There are three things which, when observed, can be very revealing.

1. Overspending, waste and extravagance.
2. Overt products.
3. Non-production.

One or the other of these three will lead frequently to discovering the rest being present as well.

Recent incidents have now revealed something else. When those three things above are present, they are covering up a serious out-ethics scene.

Although each one of them is bad enough and although each one of them should be handled, sad experience has shown that they won't stay handled unless one reaches deeper.

Below these symptoms, as in some disease, it will commonly be found that there is an out-ethics situation of magnitude, often amounting to very despicable crime.

Quite often one is prone to say, seeing the three things above, that that is just a personality fault in the person or a lack of organization in a group. But it is a sad fact that if one were to follow these things down, all too often he would find a situation that could only be classified as major crime.

The org that never seems to be able to get going, the person who seems to be constant trouble, needing continual supervision and correction, are all too often deeply involved in actual crime.

The remedy is to look deeper.

With expert investigation and metering, you will be startled by what you sometimes find. Theft. Embezzlement. Lies. You name it. All too often it will be there - and more, it has been riding hidden, poisoning the person and the whole group.

There is another symptom one sometimes finds. It could be called the "Nothing matters" attitude. A person seems to be continually in a frame of mind of not caring about anything, feeling nothing is important, a kind of exhibited and demonstrated attitude toward the post, toward life.

Such an attitude blinds the person to any quality. He often cannot tell what is good or bad, what looks nice or what looks awful. Frequently it manifests itself, not always, in personal grooming and dress.

Missing is the element of pride: the person is not proud of and takes no satisfaction in any product he gets out, much less pride in his own skill or appearance.

This loops back into item 2 above, overt products.

But the "Nothing matters" attitude is usually just a cover up for criminality.

By reason of the way a being thinks and regards himself, he needs a justification for having committed crimes. The resulting attitude of "It doesn't matter," is all too often just the tip of an iceberg of deep crimes committed but hidden from view.

Real villains are hardly ever well-dressed: real villains have no pride. Even though TV always shows them that way, it is not true in life.

When you look around you in this society and see what passes for clothes and personal grooming, when you examine the statistic of industry and see it failing, the next time you buy a product and it falls apart, you will get some idea of where the psychologist, working in the schools, has brought us to.

The jungle that we're living in is saturated with crime. It even extends up to a criminal government. It's on TV and in the movies that it is all right. But actually, as each man and woman knows deep and well, it isn't. One cannot live a happy or even a contented life or even one worth living when one is committing crimes. Even those very well hidden. The stolen loot is worthless, the pain a man causes lives on deep in his own soul.

And it expresses itself, in the criminal, in the above ways.

So don't be naive. Hidden crime is far more common than one would suppose. One has only to look at the tramp get-ups of the people on the street to know that criminal acts are falsely looked upon too often as all right.

It is not whether it is "all right" or not. They leave their own branding iron on the person.

So raise your confront of evil, begin to observe, break out the meter.

When you see the symptoms above, you are frequently looking at the surface manifestations of criminal acts. They're as big as flashing neon signs.

We have remedies for it. It can be handled. A well done Happiness Rundown, complete, changes people remarkably because it eases the burden.

But right now, we are concerned with being an executive and trying to handle symptoms as above.

Don't be reasonable about it.

When you see those symptoms and they are getting in your road on production lines, recognize them for what they are and act accordingly.

And I assure you you will live a much happier life. And get lots more accomplished with a staff.

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HCO POLICY LETTER OF 5 FEBRUARY 1982
ISSUE II

Remimeo
All Staff
Marketing Hats
Dirs Promo Pubs
PRs
All Pubs &
Comps Units

Marketing Series 16

PR Series 45

BOOKS AND MARKETING

Don't plan books to be printed without Marketing liaison and don't mish mash and cross publics when marketing books. Don't market with generalities; Marketing is aimed at specific publics. And above all, don't downgrade or put Black PR in books. Also don't hit at allies to upset them. This is a theta line. Make it theta all the way. If any Black PR is done on it, it is only to blow enemies off it. But the theta in these works, all by itself, will blow the enemy away.

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HCO POLICY LETTER OF 11 MARCH 1982
CORRECTED & REISSUED 21 MAY 1982
Remimeo
Exec Hats
Finance Hats
(Correction in Script)

Marketing Series 17

Finance Series 30

PROPORTIONATE MARKETING

In marketing one must always push harder toward the largest bulk of future business. It is peculiar to Scn marketing that you have to push hardest at the lowest levels to make the upper levels come off.

This gives you a sort of scale that tells you the target proportion of finance and effort to allocate in marketing.

For Scn and types of orgs, it goes like this:

Heaviest: Raw public not yet into Scn.

Next heaviest: First services they will take.

Next heaviest: Into HGCs and Academies.

Next heaviest: To SHs.

Next heaviest: To AOs.

Next heaviest: On to Flag.

You can also draw a scale of this for individual business or orgs of any class.

It can be done simply by how much money and personnel and pieces are to be devoted to each point of the scale.

Failure to do this, gives one faltering stats as the flow is not being proportionally marketed. Done correctly one gets a very heavy and quite even flow up the Grade Chart. Doing it unevenly one gets booms, depressions, and instances of cannibalizing.

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HCO POLICY LETTER OF 13 APRIL 1982

Orgs and
Mgmt Only
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Marketing Series 17-1

PROPORTIONATE MARKETING ADDITION

How to Create a REAL BOOM as per a recent breakthrough on marketing (proportionate marketing), the heaviest outflow must be to raw public.

The merchandise one markets to raw public is books. Given enough booksales and—providing the orgs don't have iron bars across their doors or hide—heavy inflow on orgs becomes inevitable.

While there are other problems in achieving the heavy outflow of books into public hands, one factor above has the greatest influence in affecting this.

The one factor is called "order of magnitude." This means how large or how small something is in relation to other things.

When one conceives the wrong order of magnitude, all else can fail.

This Earth civilization is a great example of wrong orders of magnitude. They think small. Even microscopic about too many things. How much water does California need? Count on Earth think to underestimate it 100X! The result is deserts, lack of food, crazy worries about "overpopulation" (on a grossly underpopulated planet).

Earth engineers apparently cannot conceive of the order of magnitude of the engineering works required. You'd think they were playing with mud pies.

This underestimation—wrong orders of magnitude—are ingrained in the present culture. Typical of losers.

So let's not make the same mistake. Let's get rid of the cultural habit.

The order of magnitude of marketing and booksales is SO much higher than Pubs Orgs, orgs, Management or Marketing has ever conceived of that the comparison is a fly to an elephant.

Unless this think is adjusted, Int stats will go on limping in low range and clearing a planet will be far off.

Marketing is a game called "getting one's share of the market." Every big manufacturer plays it.

Pubs Orgs, orgs, Management and Marketing must adjust to a proper order of magnitude on the effort and action it will take to adequately flood out books.

Here is the question to answer: what would one have to do to capture our share of the world book market?

To do our job, one would aim at capturing at least 5% of all books sold in the world. And aim for 10% and up.

It's a question of thinking in proper orders of magnitude.

If Int stats are to really boom (and that means every org's stats) then, one has to work to capture our share of the world's book market.

Got it?

We've got the product. The demand is provenly there.

Well, get going!

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Marketing Series 18

PLANETARY DISSEMINATION

There is often an omitted step and sequence part in marketing and Scientology management.

It is a shortfall. And must be given attention.

This planet is an "almost" planet. It almost has airplanes (save they crash). It almost has space flight (but it costs \$100 million every launch and carries no one outside the moon orbit). It almost has radios (except you only listen to your own city). It almost has education (except the students taught can't do their jobs).

This almost factor is visible on every hand. The best example is almost governments (except that they have lost control and allegiance of their people and cannot even manage their money).

This factor probably comes from several things. (I will not mention suppressive ones as I am in a kind mood.)

One of these factors is the short life span. Of all civilizations around, Earth, at 70 years average, is the shortest. This makes it hard to get anything really started—one has an almost life. This also makes for hectic change—a frantic feeling of it is too late already. Or apathy—why do anything at all?

But regardless of these factors, there is no excuse to almost disseminate, almost market, almost run orgs.

We must not continue to omit the sector of planetary dissemination.

The cycle currently—and omittingly in vogue—is only to do those things that immediately affect the org GI.

Admittedly this is vital. On this planet, the only real crime is to be broke. But the shortfall think is affecting this GI and reducing it very greatly.

There is a correct sequence—it goes: planetary dissemination, org procurement dissemination, high bodies in the shop and service and resulting GI.

By varying or changing or omitting parts of that sequence, trouble is made for an org.

We have seen orgs only sell and not deliver. Their GI fails at last—they crash.

Well, there are other ways orgs can be crashed.

Suppose one sells books only to people who come into the org. Well, this is backwards. If you sell books to raw public, a certain percent will walk into the org. Another example—Pubs Orgs market to in-org public. If they do only this, their market shrinks—and they can do this in several ways—by omitting to publish basic books is one.

Until its publisher (Grosset & Dunlap) was gotten onto lately, DMSMH paperback was not in most bookstores. Yet no one noticed.

The best ambassadors to the raw public are books and cassettes. Sell enough of them to raw public and a percent will come into the org.

Yet, aside from an occasional DMSMH or radio or mag ad (very small) there is no Pubs Org or Management push on books to raw public.

Not only this but a black PR item has been put out and believed that "a radio ad for DMSMH is too expensive. It costs \$20 of ads to get a person into Div 6." What a mixed outpoint! DMSMH was not even in many wog bookstores. But it indicates that the think was that the only value in selling DMSMH was to get bodies in the shop at once!

DMSMH is not an org come-on leaflet. It was written to begin the clearing of a planet. And it has made some progress.

But let's look at this—here Dianetics and Scientology sit, a total monopoly on effective handling of the mind and spirit—no other even close rivals or competitors at all—and a group is selling to in-org public? Preposterous.

Some trainees used to hoard the tech—to be an only one. Is somebody hoarding Dianetics and Scientology and not letting it flow out? Not me, brother, not me.

What's missing here is the concept of planetary dissemination.

Here we are in a short-lived planet. The Reds and Democrats are getting ready to hit an atomic button. And a yellow-dwarf star like Sol? Oh, come on, man. A yellow dwarf is not the favored star for civilizations. No way! They're a last stage impending catastrophe—a yellow dwarf blows up! (Before anyone panics, a yellow dwarf lets out radio signals strong enough to wreck radio for several centuries before they bang and this one may have some life left in it.)

But what I'm saying is, let's get this in perspective. Let's put the real values on it and quit fooling.

ONLY Clears and OTs will survive this planet!

And we're the only ones that can make them.

The order of magnitude of what it takes to do planetary dissemination is not even just now at this writing being conceived of. In fact Pubs Orgs are not even thinking of raw public marketing. And that is sure an awful shortfall.

The majority of three billion people out there have never even heard of Dianetics and Scientology, much less read a book!

No, it's not the enemy. We cream them whenever they raise their heads. It's simply just not thinking in a correct order of magnitude.

What would one really have to do to clear this planet?

So all this P/L is about is just that—planetary dissemination. It simply points out one omit. At least conceive of it.

So let's go!

L. RON HUBBARD
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HCO POLICY LETTER OF 19 MARCH 1982

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Finance Series 31

Marketing Series 19

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EXECUTIVE SUCCESS

"The whole story of marketing is told in just a few words:

"ONE FINDS OR STRENGTHENS OR CREATES A DEMAND.

"The whole story of economics is told in a few words:

"ONE SUPPLIES OR DOES NOT SUPPLY A DEMAND AND GETS
ADEQUATELY PAID OR DOES NOT GET PAID FOR IT.

"The speed with which one can collect information, debug, write immediate bright, applicable, doable programs or evaluations on each area that will handle marketing, economics, delivery and collection and, above all, the speed with which one can get out letters, despatches and telexes based on the programs and get real donees on them back determines the volume of income in any given time period.

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EXECUTIVE DIRECTIVE

LRH ED 5 INT

27 May 1968
Reissued
6 May 1982

MINIMUM BOOK STOCKS

ETHICS

Any HCO Exec Sec (or equivalent post) who, by the time the Org has been officially in operation 3 months, does not have at least 200 or more copies of DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH and at least 100 or more of each other LRH book in stock, or at least on an official order which is in the mail or being delivered, is automatically in Non-Existence and has no rights, as failure to have books available amounts to a restriction of his or her Org and nullification of the efforts of his staff and a betrayal of humanity.

A Continental Org must have at least 500 or more copies of DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH and at least 200 copies of each other LRH book as above or its HCO Exec Sec receives the above penalty.

Books are the primary line and no Org can expand without pushing and making tons of books available to its lists and the public.

The numbers given above are only minimum numbers. The order is to: ORDER AS MANY BOOKS AS YOU POSSIBLY CAN WITHOUT REGARD TO FIXED CONSUMPTION CONSIDERATIONS AND FLOG THEM!

New discount systems exist to expedite this.

L. RON HUBBARD
FOUNDER

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EXECUTIVE DIRECTIVE

LRH ED 344 INT

10 May 1982

Org & Mission

Execs & Staff,

FSMs

THE RIDGE ON THE BRIDGE

I am very pleased that Book One seminars and Book One auditing are getting going again. The Scientologists who are actively working on these are greatly appreciated. Their efforts are helping to get new people started on the Bridge.

Many years ago I observed this: A new public person reads DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. He gets all steamed up about Dianetics and the Reactive Mind, goes to an org and runs into Scientology. He takes it there has been a change or that he is being thrown off course. He backs off. Sometimes staff members would tell Book One buyers that Dianetics wasn't done anymore and try to sell the person some different service. Because the person wanted Dianetics, this created a ridge.

My solution was to reinstate Dianetic services and courses in Div 6 and I advised various executives to get a Book One campaign going.

Book One began the boom in 1950 and that residual impulse has started up again. In those days, Book One seminars were done by all sorts of people; they filled whole convention halls and got people co-auditing.

The 1950 Book One boom moved forward until it got sidetracked. By preserving the successful actions of Book One and by avoiding the pitfalls that some have gotten into, we can turn the current resurgence of Book One into a mighty boom and keep it going.

WHY BOOK ONE?

The success of Book One in dissemination is largely due to the REALITY LEVEL of a large sector of the public; their first potential reality is on the mind and the Reactive Bank.

By survey, the most successful introductory services are those that give an immediate reality on the Reactive Mind and that something can be done about it. The most frequent initial result from Book One is a reality on the Reactive Mind and that something can be done about it. Thus Book One is very successful, as a dissemination tool.

STARTING A BOOK ONE BOOM

The way to start a Book One boom is to market and sell lots of copies of DMSMH to raw public. That's how the Book One boom got started in 1950—massive sales of Book One to the public.

AND THE AMAZING THING IS, DESPITE THE MILLIONS SOLD, AFTER THE FIRST MONTH OF 1950, BOOK ONE HAS NEVER BEEN TRULY MARKETED! AND MUST BE!

People who buy and read Book One want Dianetic auditing; they want to get their locks, secondaries and engrams run out and they want to go Clear.

If these persons are contacted and offered Book One services (training and auditing), they will take those services and they will want to disseminate Book One to their friends and contacts.

These persons must be told that the way to disseminate is to sell copies of DMSMH (or they will get losses by trying to explain what Dianetics is all about). Ensure that they have copies of DMSMH to sell to others.

Persons trained to audit Book One will audit others on Book One. It will help their pcs to own and study Book One so that they understand what is being done in the auditing and so they understand more about other people and life and the mind. Book One auditors must know to sell DMSMH to their pcs.

By doing the above you will have an ever-increasing number of people who, through reading Book One, want Book One auditing and training and who will in turn sell copies of Book One to their friends—it will snowball.

RIDGE ON THE BRIDGE

Late last year as a result of my research I developed the New Streamlined Lower Grade Chart. People needed their Scientology Grades in order to go Clear on NED. That gave us a better, faster Bridge for Scientologists already on the Grade Chart.

It also raised the question: How do we smoothly phase people on Book One (Dianetics) over to Scientology for their Grades and then to NED where they could go Clear?

(I have had many letters and reports from Scientologists over the past couple of years telling me of their wins and successes with Book One seminars and co-audits, yet there wasn't the expected flow from Book One on up the Grade and Class Chart. So apparently there was a ridge on the Bridge. Solving this would give Scientologists greater success in getting Book Ones moving on up the Bridge to Clear.)

Book One seminars and the successes and bugs that people were running into were looked into.

The first thing that showed up was difficulties being caused by quickying.

In one area they first of all dropped out having Book One auditors do any Book One auditing and graduated them after a mere seminar. Then they dropped out having them read DMSMH! But still "graduated" them as Book One auditors. It had gotten to the point where only ten of these quickie "Book One auditors" were being made per week in an area where previously one hundred real Book One auditors were being made per week.

The same was true of other Div 6 services. When the Anatomy of the Human Mind course was quickied, the subsequent sign-ups for major services dropped from near 100% to about 25%.

The quality, as well as delivery of Book One and other Div 6 services was found to be very important.

Pier Paderni (who has been running the Anatomy of the Human Mind course on Italian TV) attributes his success mainly to how well the public on Intro services are handled. He has been very successful, often getting near to 100% sign-ups after Book One, Anatomy of the Human Mind course and HQS course.

Pier also found that the Anatomy of the Human Mind course (AHMC) was one of the best services to bridge people over from Book One to Scn services.

He starts each AHMC lecture with an introduction about L. Ron Hubbard and LRH books. Then proceeds with the AHMC lecture and demonstration. Since the subjects covered in those lectures are not only the Analytical and Reactive Minds, but also the Thetan, Mind and Body, Communication, Tone Scale, Cycle of Action, ARC Triangle, etc., this gives an introduction to Scientology.

Other areas have reported that the success and re-sign up rate from Intro services depended mainly on who was supervising these. Closer inspection showed that it wasn't anything mysterious about the supervisor, it was how much ARC the supervisor used and how thoroughly and well he or she handled the public that determined how many of these completed successfully and went on to other services.

A search was made for successful statements, explanations, posters or signs that had been used to phase people over from Book One to Scn services, with little result. Then an important discovery was made!

People who had read Book One and wanted Dianetics, when delivered enough Book One auditing, training or co-auditing, then started to reach for Scn services. Given sufficient quantity and quality of Book One, these people naturally started to WANT and reach for Scn services!

The only times when there was a ridge between Book One and Scn services were when there was an attempt to shunt someone all fired up about Book One, over to Scn services before that person had had his Book One auditing or training.

The "ridge" on the Bridge was a totally internally created situation! It was being installed by non-delivery.

By report, in LA Fdn (where they are doing a very good job of delivering Book One), it generally takes about 5 hours of Book One auditing before the person WANTS Scn services to move on up the Bridge to Clear. If at the end of 5 hours the person isn't ready for Scn services, the handling is to sign him up for more Book One and deliver it until the person is ready for Scn.

The amount of Book One auditing needed before the person has had enough wins and reality to be ready to move on up the Bridge is not a great number of hours BUT it must be delivered. Thus the secret of success in getting people onto the Bridge with Book One is:

DELIVER BOOK ONE TRAINING AND AUDITING TO PEOPLE INTERESTED IN BOOK ONE IN SUFFICIENT QUANTITY AND QUALITY AND THEY WILL WANT AND REACH FOR THEIR NEXT SERVICE.

I have known over the years that people buying and reading Book One were often caused to ridge by being told that Dianetics was no longer available and being told to buy something else instead. That's why I reinstated Book One training and auditing. Provided that service is delivered and with good quality, it is an excellent means to get book buyers onto the Bridge and on their way up.

DELIVERING BOOK ONE

People who have read Book One and are all fired up about getting Dianetics MUST be given Dianetics. They MUST NOT be shunted toward another different service.

Scientologists, being themselves somewhere further up the Grade Chart and having a higher reality level, need to keep alert to the fact that new people have a different reality level. Otherwise, Scientologists can easily make the mistake of going out gradient (too steep) on new public, in their enthusiasm to get them up the Bridge, too.

However, as we know, you can only audit a pc on what is real to the pc. If you do that the pc will make gains and attain a higher reality level.

Most people introduced to Dianetics will do best if they follow the original research and development line.

It began with Book One, then in researching using the materials of Book One, I found that one was really handling the human spirit and it took a whole new aspect of research to settle that completely and so Scientology was developed. Then, as I went on building a better Bridge as mentioned in the end of Book One and, in NED, advances were made that were so powerful that the auditor has to know Scientology before he could handle them. The same is true for preclears: after good Book One auditing, they need their Scientology Grades in order to be able to run NED successfully. Having come up through the Scn Grades one can then go into upper level Dianetics (NED) and make miracles and Clears all over the place.

If you try to jump the gun and tell someone all fired up about Book One that what he really needs is some other, different service, you will create a ridge. But by delivering Book One, the person will come to want Scn. He is following the original development line.

For example, as a Book One auditor goes along auditing Book One he may realize that his auditing would be better if he could handle communication better. He has just run into awareness of the need for what we know as TRs! At that point put him onto the Success Through Communication course. He'll be more successful in his Book One auditing and in life.

Book One auditors will encounter the same phenomena on their pcs that were encountered years ago in early Scn research pcs who need assists; pcs whose ruds need to be gotten in; pcs who need setting up with Introductory processes. The Introductory and Demonstration processes and Assists were developed to handle each of the situations that the Book One auditor may encounter on his pcs.

After the Book One auditor has had wins using Book One and Introductory processes, he is going to WANT Academy training so that he can run Grades on pcs and produce even bigger w

His experience with Book One will stand him in good stead as in order to be successful as a Scientology auditor, one needs a grounding in Dianetics. It is also true that in order to succeed with NED, one needs to know his Scientology.

So deliver Book One to those who are interested in Book One. Sooner or later they are going to want Scientology, too. Often, after a mere 5 hours of Book One auditing, pcs have signed up for the rest of their Bridge up to Clear!

KEEPING BOOK ONE WORKING

History seems to have made a habit of repeating itself and so some points bear watching.

People tend to push what is real for themselves.

An amusing example of this is that there were some in 1950/1951 who would take what was real for them and push that. But often totally independent of source. Some had a mania to put out, as a NEW SUBJECT, things which had been developed for their own cases! This was when--after Book One was published—I was doing personal auditing. I would work with a guy on a chain and he'd get a computation he thought was a brand new general therapy and would push it off on each pc he had!

Sometimes people try to run their own cases on others and some will only push what is real to themselves.

Some of these points have shown up again in recent times. For example: concentrating on things like Cancellers, Repeater technique and attempts to do Lock Scanning instead of sticking to mainline Book One of running lock, secondary and engram chains. One guy tried to get his own brand of Book One going by taking a section out of Science of Survival and trying to run only pleasure moments on people.

Most new public pcs do best when run on lock chains on Book One auditing as they are not yet sufficiently unburdened casewise to be able to run secondary chains, let alone engrams. Lock chains and running out recent secondaries are the best to run on Book One, especially to start with.

Remember that you are not trying to handle the whole case on Book One. You can give people a reality on the Reactive Mind and a reality that auditing works with Book One and often many other wins, too. However, the Grade Chart, being the result of some thirty years of research into building a better Bridge, is what will handle cases.

The probable best sequence of services after Book One is: Anatomy of the Human Mind course, then Success Through Communication course, then the HQS course and on to major HGC and Academy services. But that is not a rigid sequence and often a person will reach straight from Book One to HGC auditing or Academy courses.

In locations where Book One is run, other Dn and Scn books must also be available and sold and cassettes must be sold, too. Posters and signs including a copy of the Grade and Class Chart and the Tone Scale must be displayed. Fliers must be available and used. Don't forget that other materials are vital to continued public interest. These create want for further services and show people the route.

Provided the above points are kept in, Book One will spearhead a boom. Seminars and auditing, other books, cassettes and services will keep the boom rolling. These other things were mainly missing in 1950.

INITIATIVE

There is plenty of room for initiative on the following points and this is where Scientologists should be encouraged to show how resourceful they can be.

Selling books to raw public is such an area.

Example: Hania Mrkos and Franz Schuler became legends in EU selling books to the public. They sold thousands of books to raw public, rapidly expanding the CFs of Munich and Switzerland. I was pleased to hear that Hania held a seminar for 100 FSMS to train them to sell books.

Example: Spain is a rapidly expanding Scn area today with two orgs and several city offices. It was opened up a couple of years ago by a few Scientologists who sold books any way they could—over the radio, on the streets, in person—and they rapidly built up a CF of book buyers and took off at a high rate of expansion.

Example: Recently a very bright person in Adelaide started what is now called the "Counsellor ad"—a simple short ad calling for people who wanted to become counsellors and help others. The ad had very high responses and those responding were sold DMSMH and a Book One seminar. Due to the success of this action it spread through ANZO, EUS, WUS and Canada. Orgs using the "Counsellor ad" have reported the following stats: Adelaide, 35 people per day on their Book One course with the majority from this ad, 14 people started in one day from the ad, the first time it was put in 60 people came into the org in one day. Toronto, approximately 100 - 200 people come into the org per week just off this ad; Edmonton, received over 700 phone calls in two weeks; Phoenix and Las Vegas report 10 - 30 new starts on Book One services every week; Las Vegas Day, doubled to tripled the size of the org by hiring staff from this ad; Denver, space problems due to all the Book One auditors in the org running Book One!

The main button used in the "Counsellor ad" is HELPING OTHERS. All enquirers are sold DMSMH. Then they are trained on Book One.

BUT THAT AD, WHILE A CURRENTLY VERY USEABLE ONE, IS NOT THE ONLY WAY TO DO IT.

Sometimes people ridge on the idea of self-improvement, because they are not up to the Awareness Level: Need for Change. One Scientologist had been trying to get her mother to read DMSMH on the grounds that it would help her and others in the family, without success. Then the mother expressed that she was puzzled about the mind, had always had questions about the mind that had never been answered. The Scientologist told her that DMSMH would help her to understand the mind better and clear up the mysteries about the mind. The mother promptly decided to read DMSMH.

The "go button" in this case was not doing something to improve conditions (and attempts along this line had resulted in the person being offended that it was considered that there was something wrong with her), it was clearing up the questions, mystery and puzzlement about the mind.

There may be other points of appeal. Many people are largely "victims." Maybe approaches that explicit inflow could be found. "Wouldn't it be nice to know how the media is manipulating your mind?" "Wouldn't it be interesting to find out how people make you (sad) (unhappy) (subject's tonescale position)?"

New approaches should be looked for.

Scientologists discovering new buttons and new approaches could communicate these to the Operation 4th Dynamic Sec Int at Flag. Such successful actions can then be passed on to other Scientologists.

BUT REMEMBER, PUBLICLY MARKETING BOOK ONE ITSELF MUST BE DONE!

GAME FOR SCIENTOLOGISTS

I thought of a game that Scientologists could play. Helping to Clear the planet by getting people onto the Bridge.

Scientologists love to disseminate and getting new people onto the Bridge is a very rewarding game.

There could be awards for:

- a) Successfully used approaches and methods of selling books to the raw public,
- b) Newly developed and tested ways to sell books and cassettes to different publics,
- c) The number of books sold to public individuals,

d) The number of new people started on the Bridge.

And the final product will be a Cleared Planet!

How about it?

RON

P.S. SNR C/S INT, DAVID MAYO, is thanked for assembling the case histories and data contained in this LRH ED.

L. RON HUBBARD
FOUNDER

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TO: COS, EDs, FBOs, D/FBOs, no bnames officers from (D) caption
FROM: RON
SUBJECT: BOOKS STRAIGHT TALK

4 May 1982

Books are the first line of dissemination.

If you're not marketing and selling books to raw public in volume, you will have no eventual customers.

Book One seminars are booming orgs where used. If you want Book One seminars to work you've got to be sure Book One is in every possible public outlet. You can't fill up Book One seminars with no people.

You can't get word of mouth in the public without books marketed and sold.

People who have not read Dianetics and Scientology books are harder to sell. People who have read them become eager for service.

If books are not marketed and sold to the Scientology field, they cannot go up the Grade Chart.

Your booksales predict your future GI. If you are worried about your GI today, you'll be frantic tomorrow unless you've marketed and sold books to raw public. So part of your promo monies must always go, not to just BMO but to promoting raw public booksales.

If you have only one book or one meter in a bookstore people aren't likely to buy it. If you have far more sitting on the shelf or available they will. Scarcity of book stocks make no sales, abundant books do.

Every book should have in it a return address card to the org.

Books are your best ambassador and spokesman. Get them out into public hands.

And don't be running out of book stocks, or let your inventories be ripped off. Books are assets. Safeguard the stock and the money you get for them and order new books with it. While you can make a profit on books, the service GI

they bring in is far greater. Your org can run and pay its bills without also absorbing the money you get for books. So pay your Pubs bills and order more books with booksales funds.

The cycle is (a) lots of books in public hands, (b) lots of good service delivered in org, (c) more books in public hands, (d) more service demand on org.

When you don't use the money gotten for books to buy more books from Pubs you won't have any books and very soon will have no GI or staff pay either!

Don't fool with this or fool yourself or short-circuit the org's first dissem line.

They say Book One has started every boom since 1950. But Book One since 1950 (although it sold millions) has never been really marketed. I'll bet you can't even buy one in the corner drugstore! It's your responsibility to get them into every outlet in your area!

You need the rest of the books also sold to back Book One up.

Don't look on books as a sideline. They're your front line troops. Books, cassettes, films, meters are a planet-wide assault on the reactive mind. No one wants a reactive mind but a psychologist. So everyone else will be your friend.

I'm not saying this just because I want books sold. No. I'm saying this because I want to clear a planet.

Do you?

Good! Then market and sell books and use the money to buy more books. And market and sell those. And you'll be making a real approach to getting people in for service and clear the planet.

Money I get from booksale royalties helps to pay for research. Any money over is destined for a non-profit foundation to keep Scientology working.

Any money you get from booksales should go to buy more books. And marketing and selling them will get people in for service and put your org in clover.

There's no real profit anyone is making from books. It's no sin to make a profit from them. But it is a sin and a big one not to push them. And it's a real suppressive crime to cut the line or rip them off. Books are the spearhead of a planet-wide offensive against the reactive mind, the unconscious part of the mind that enslaves the souls of Man. So only a very reactive person would stop this vital flow of Dianetics and Scientology books. You want public in? You want GI? It will happen only if you're clever in marketing and selling books. And at about 100X the volume of past years. Books are your shells and ammo in a planetary assault. They're also your infantry and ambassadors. Put attention on them!

It is far from an unrealistic goal, short term, to get Book One into the hands of 1% of all the people in your area. That's a start. A longer term goal is to capture 5% of the world book market. We can do that too. And if we did it, sheer momentum would clear the planet.

Are you with me on this?

Good!

Do it!

L. RON HUBBARD
FOUNDER

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MAY 1982

Remimeo

Finance Series 32

BOOKS ARE ASSETS

Books, meters, cassettes, films and insignia are assets.

The operating principle is: Just as you would handle money so must be handled books, meters, cassettes, films, insignia and material.

There is a difference: Money decreases in value—books increase.

But just as an FBO would not think of letting money be around, unguarded, just as he would think it vital that sums be listed and cross-checked, so should he think of books and related items.

In an area where books have been ripped off, it will be found quite difficult to get people to keep up-to-date stock lists. They know they could be detected and sent to jail for stealing if it was detected they had been ripping off books.

So it requires just as much policing on lines to handle books as it does to handle money.

Orgs can get themselves into a bind by not accurately accounting for stocks.

They suppose that the money they take in for selling books etc. can be spent on their FP any way they please. Soon they will run out of books and have no money to replace them and there goes their local dissemination and there goes their overall GI. In short, they cut their own throats by trying to run their org using the booksale money for other things.

This was so bad in early years that it was thought orgs could not be solvent unless they used up all money taken in from books on other things.

There is another angle to this safeguarding material: That which people can rip off they do not respect. If they do not respect books and material they will not only not sell them, they will also black PR them. And there goes their public goodwill and their GI.

It has been said a single Dianetics or Scientology book is more valuable to the human race than the discovery of the wheel or fire. That is because it could halt Man's own decline and personal demise. Be that as it may, one single book or meter gone astray in the stock inventory can seriously dent the org profit received from books.

It is a profit and loss thing: Lost stock not only denies profit, it also creates indebtedness. The books won't balance. But in this case it is worse: If books and material do not exist to be gotten into public hands, there is no prayer of continuing an org GI.

So carelessness or inattention to book material can whittle down and then destroy the org GI.

This is why books and material and HCO Book Accounts are now under the supervision of the FBO Network.

Routinely, full inventories must be taken of all such material.

And at a change of executive structure, an outside firm must be gotten in to do a certified inventory of the material and new executives and officers must sign for it in any turnover. And in the event stocks are missing the FBO must be prepared to take police action just as he would if money were missing: He would suspect embezzlement and act that way. Thus day-to-day stock lists must be kept and inventories must be balanced with invoices routinely.

Where consignment, without cash, is done to an outlet, then a full receipt for all such assignment must be gotten AND checked up on AND the money or the stock collected in due course.

The Pubs Orgs must never operate on a credit line to orgs. In the past this has caused insolvency and denied the placing of books in public hands. An org, to get book stocks in such event, has to make cash money or GI to get books or borrow the money elsewhere and pay it back.

Books, meters, cassettes are BIG business. Regarding them as a sideline can be fatal to GI. It is the book in public hands which starts any boom, regardless of any other promotion. The books are the ambassador and messengers to the world. This has been proven countless times from 1950 forward.

This does not mean books etc. must not be backed up by other promotion. But it is the book that closes. Try to operate without them and an org falls flat on its face!

This does not mean books, meters and cassettes should not be displayed. It is a maxim that when the public sees just one book or meter on a shelf they do not buy. And it certainly does not mean that books are not sold in volume.

It does mean that books, meters, cassettes, tapes, films and insignia are assets greater than hard money. And they must, from the moment they come off the press until they arrive in public hands, be treated as such, counted, inventoried, stock listed.

The FBO Network I/C is responsible for implementing this PL and originating routine report forms and admin that must be kept and submitted regularly to him on this subject.

And he must be prepared to take action of the strongest kind, just as he would in any other form of embezzlement, when he finds stocks missing.

It is vital to the survival of Dianetics, Scientology and orgs that this PL be given the closest attention. For one is dealing with the future health of orgs.

There is no sin in making high income from books and material themselves. Just like money, it is a crime to waste it.

A primary cause of slow expansion of Dianetics and Scientology in the world has been a carelessness from Pubs Orgs on down to orgs and FSMs in pushing and safeguarding books.

This trust is now given into the hands of the FBO Network as they have shown over the years they can be trusted.

L. RON HUBBARD
FOUNDER

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Church Policy by the
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INTERNATIONAL

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 MAY 1982

Remimeo

BOOKSTORE OFFICER HAT

REF: HCO PL 9 May 1982, Finance Series 32
BOOKS ARE ASSETS

In the past there have been many grave mis-uses of Book Account Policies. Some of these mis-uses as revealed by investigation include:

- a) Org Book Accounts owed funds from the Org Main Account;
- b) Transfers not made when public persons use their training or processing account for books;
- c) Book Account mis-used to finance non-book promo (far in excess of what is allowed per policy), etc.
- d) The majority of orgs did not even have Bookstore Officers posted!

There have recently been some major handlings to get org book stocks back up to the minimums required to ensure delivery and sales can occur. Bookstore Officers are going on post who will have new roles in taking responsibility in protecting our most precious assets (books) and ensuring the future viability of their orgs through their actions.

DUTIES

The key duties of the Bookstore Officer are:

1. Seeing to the standard application of Book Account Policies.
2. Reporting and taking action on any off-policy actions.
3. Ensuring the solvency of the Book Account.
4. Seeing that no books are ever given away or loaned out.
5. Seeing to the rapid turnover of stocks.
6. Re-ordering as stocks run below the minimums as set in LRH ED 5 INT (in the case where an org has not gotten up to the minimums set in LRH ED 5 INT, the Bookstore Officer works very hard to get his stocks up to this minimum requirement).
7. Never being out of items.
8. Gaining cooperation of all staff in selling books.

9. Pushing in HCO PL 15 Mar 75R BOOK OUTLETS OF AN ORG.
10. Keeping very high demand on all staff to sell books.
11. Ensuring that book commissions are paid and are not allowed to be stopped.
12. Seeing to it that adequate and well presented book displays are established and maintained in the org.
13. Ensuring that the Bookstore itself is upstat and kept opened and manned during org hours.
14. Never letting other outlets run out of promo or material.
15. Seeing that all promo sent to the org for books, etc. is used correctly.
16. Providing adequate additional stocks for events.
17. Handling income mail orders within 24 hours of receipt.
18. Shipping or delivering bulk orders to other distributors under you such as Missions promptly and getting receipts.
19. Seeing that posters and fliers are used and replaced.
20. Seeing that Pubs and Central Marketing programs for books, cassettes, meters, insignia are executed.
21. Keeping in a very tight line with the D/FBO for Marketing, Books, Films and Tapes of his org, as well as with the FBOs of the Pubs Orgs.
22. Making weekly stock reports to the org D/FBO, FBO Pubs and Flag.
23. Knowing where his stocks are at all times.
24. Keeping full accounting of all stocks.
25. Allowing NO arbitrarities on the lines in getting stocks re-ordered.
26. Discovering, studying and keeping in all previous actions that have sold books, tapes, cassettes, records, meters and insignia.
27. Creating and developing further book outlets.
28. Working out new ways to promote and sell material.

The above are the key duties of the Bookstore Officer and it is expected that they be expanded upon. The Bookstore Officer should use these duties as a weekly checklist and go through it to ensure that all points are kept in maintain.

In the case where a Bookstore Officer feels he is not getting the needed backup and support in getting the above duties in and he is being stopped in doing so, he must telex directly to WDC giving all the details to get the support required.

RESPONSIBILITY

The importance of your post as Bookstore Officers and the duties you have to perform cannot be underestimated. Books are assets. You are ultimately responsible for the safeguarding of these org assets, keeping them built up and moving them into the hands of the public. The Bookstore Officer treats his books and stocks just as the Treasury Sec would treat his org cash. You allow absolutely no stops in accomplishing your duties.

Each week you do a full inventory of all your stocks and you must know where each and every item has gone. Where discrepancies are found, you take immediate action to handle and set things straight.

You, as a Bookstore Officer, must truly realize that Books Make Booms and that you are entrusted with the responsibility to see that this line is protected and forwarded. Books are the Lifeblood of any Scientology Organization and you play one of the most key roles in protecting this.

PROTECTION

The Bookstore Officer is one of the most important posts in an org. No CO/ED or HAS should consider himself bonus eligible unless this post is filled with a competent person who can and does get the above duties done. When this post is filled with such a person, and these duties are actually being done, the rewards will be plentiful. The Bookstore Officer cannot be transferred or demoted without the explicit approval of Flag Management.

Books are more valuable than gold. Treat them as such. And when you do, your future will be very bright indeed!

L. RON HUBBARD
FOUNDER

Written at the
request of the
BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 339R INT

CANCELS LRH ED 339 INT

13 March 1982

Revised

30 July 1982

(Revisions not
in Script)

TO: ALL STAFF,

WDC,

IMO,

FOLOs,

ORGs—SO & CL IV,

ALL CONTINENTS,

INCL EU

(Not BPI)

FROM: RON

SUBJECT: REVISION OF THE BIRTHDAY GAME 1982/83

(Note: Because of staff insistence, it is no longer legal for other people than myself to write LRH EDs. The line can be abused and so, as the birthday game LRH ED you have was written by others, the boards of directors have requested that I write one personally to supplant it. I am, as you know, not now an officer or director of these corporations, but, as a favor, consented to do so. After all, you are my friends and I am very interested in your prosperity and well being. So here it is.)

HISTORY

Birthday games began long ago when someone said, "What would you like from management for your next birthday?" Now, you've all heard such questions. The normal answer is "A tie," or maybe, "A chocolate cake." Well, I surprised them. I said, "5X the stats!" And, although, if I recall, it was already December, it went out as an LRH ED. And what do you know, the result was one of the biggest booms to that date! Stats soared so high, the graph paper went up the wall, across the ceiling and down the other side! Fact. A lot of your execs recall those graphs.

But it had a drawback. The birthday came. And the stats CRASHED! Management put out a snowstorm of telexes, trying to find out what happened. The answer they got was that the birthday game was over: with it ended a personnel freeze. Staff wandered off to other posts, the zing had vanished from the lines.

Management worked like mad to get the stats up and then had a bright idea. "Hey, what about putting out another birthday game?" And so a tradition was born.

Orgs and continents go into competition with one another. There are quarterly winners, there are full game winners and there are awards and prizes and people, understandably, are very proud of them. And I have always been very happy with the resulting stats for it means Scn is expanding and we are that much closer to a cleared planet. And I am always very pleased with the gift.

EXTENT OF ORGS

The size and scope of Scientology today dwarfs the earlier networks and orgs. Success breeds growth and Scientology orgs are a success story that would make (and makes) other organizations and businesses very envious. Scientology orgs are well on their way to controlling their environment—a matter of hard statistics, not propaganda. The opposition has had about as much effect as a slingshot against a space ship.

And, why not? For the first time in the history of this universe, a group has the technology to restore the abilities of basic life. Heretofore, all others could do was incapacitate it. Avalanches of success stories attest to that, it is not propaganda or advertising: it is a solid fact. (Don't try to tell a tech trained man it isn't true: he'd spit at you.) It would indeed be remarkable if that group did NOT succeed!

Further, the group has another, additional technology: very advanced policy gleaned from experience that goes back so far it predates these galaxies like they happened a minute ago. And, why not? The technology developed for basic life would, of course, lead into organizational discoveries and developments. (And the proof of that is only on-policy orgs boom.)

So of course the org network expands and will—barring some cataclysm—continue to expand.

The only question is: how fast?

Speed of expansion is the problem of management. And it IS a problem. Let me give you some facts: this planet, politically, is an anarchy of nations. These nations are armed with (of ALL things on a small planet) atomic weapons. This is catastrophe in the making in any whole track history book. To compound this, economic and social problems exist far beyond the norm for such a civilization and these edge a political scene toward war.

And it isn't just atomic war: these same social and economic factors, with their attendant rising stats of brutal crime and ideological pressure, could bring about police states—as they are doing—in which no application of workable tech would be permitted and this whole civilization (as it has done before) could sink into a new dark ages that would swamp any forward motion toward freedom. And there are other factors which make speed imperative. We do NOT have any infinity of time to do the job.

The future could make the past on this planet look like a holiday!

But now another thing: if it's this bad, one can say, "Why don't I simply race—dynamic one—to get clear and OT and get off?" Well, there are two answers to that. The first is that you wouldn't make it on your own—it takes an org and staff to administer the tech and if there were no orgs and staff, it would be a VERY tough haul. And you don't want your planet and friends on your conscience. And you find me still around, don't you?

So management has a real problem: expanding FAST enough to clear the planet. THIS is their basic concern with stats; this is why they tear their hair when your stats downtrend. No way! Wrong direction!

So what, really, is a birthday game all about?

You are giving me—and yourselves—another giant step on the road to a cleared planet.

And some day—how many birthdays later?—you'll give me—and yourselves and all your friends—a CLEARED PLANET!

And I'll go off with you to Target TWO and we'll clear another one!

And some day—way, way up the track—we'll have this universe back in native state and impervious to the faults and traps of yesteryear.

But that's tomorrow and many tomorrows. Right now the subject before us is THIS planet, YOUR continent, YOUR city, YOUR org. YOU.

INGREDIENTS OF EXPANSION

What does it take to make an org run?

1. ESTABLISHMENT. This also includes legal and defense, not just more hatted staff. This is Div 7 and HCO. And staff correction and enhancement in Qual.
2. BOOKS, CASSETTES. This is Div 2 and many other outlets including mail order.
3. MARKETING. This is Div 7, Div 2, anything that gets books, cassettes, services and products known to and in public and Scn field hands.
4. AN ACTIVE FIELD. This is Div 6, field auditors, missions, WISE, and any other activity outside the org including the furthest reaches of possible publics.
5. AN INFLUX OF PUBLIC. This is Div 6 in all its divisions and activities.
6. GROSS INCOME. Without money and an exchange with the society, you cannot operate at all. This includes the reges in Div 2, Div 6. It includes a continual keep up and work of Central Files and Addresso. It includes the Treasury Div—Div 3. And it is overseen by the FBO NW.
7. SERVICES. This means any and all services the org offers, major and minor. Without good and meaningful services to exchange, an org cannot long exist. Training and Process-

ing have similar importance: you and the world need auditors who are trained. A processed person cannot go all the way without being trained.

8. QUALITY. Services anywhere in an org or field have to be kept up to high quality; otherwise you lose ground. And the quality of executive and staff member performance must be enhanced for expansion to occur. This is Div 5.

9. CALL IN. People must be called in for services fully or partially paid for, must be scheduled, recovered when fallen off lines and put into the pc chair or course rooms. This, in orgs, is the tech services department.

10. FILMS. For both training and public, films, properly used, can play a vital role. This is a visual communications age.

11. COORDINATION. An org or management body with all its different functions, with all its executives with different spheres of interest, as per the recent HCO PL 1 Jul 82 MANAGEMENT COORDINATION, must be smoothly coordinated. If not they impede one another. Coordination comes from the CO or ED and the Executive and Advisory Councils and in Divisional and staff meetings.

The above actions are VITAL FUNCTIONS of an org. (Actually they are vital functions in any service organization if it is to persist.)

At this moment there is a SENIOR EXEC STRATA COMMITTEE at Flag and it has an executive in charge of each one of those functions.

You have a seven division org board (actually nine as the public div is triple). These are the separate areas of specialized actions that it takes to run any organization. There is no conflict between these divisional and departmental specialties and the 11 functions listed above. The 11 necessities straddle across the divisions for more than one division is usually concerned with each one but in a different form of the activity. The activities of the Academies, HGCs, Div 6 public training and processing, Qual, the Public E/O and even the chaplain offer SERVICES but you certainly could not put all those in one division. So, as to SERVICES, one takes an overall view of the org board and at each point where public services is delivered, one has to make sure that SERVICE occurs.

It is similar with all the rest of those 11 points listed above. The Divisions DO them. The points above are what the overall org, via divisions, have to DO. It is one thing—and a vital one—to have divisions. It is another thing to ask, "What do they accomplish?" Well, the combined efforts of the divisions ACCOMPLISH the above 11 vital points.

And if they accomplish them well, the odds go out the roof that you'll have a cleared planet.

So all this has a lot to do with this birthday game.

THE GAME

This birthday game is 5.4X your 13 March 82 stats by 13 March 1983.

It is accomplished by quota'ing each quarter so that the org stats increase 2X the first quarter, 3X the second quarter, 4X in the third quarter and reach 5.4X in the final quarter.

As you are already on this game, all gains so far are credited.

The points system already in use and well liked is continued. This is covered in full in SOED 1926R INT PLAYING THE 1982/83 BIRTHDAY GAME!

You can say, Aha, the game is not changed at all except Ron is writing the LRH ED.

True, true.

Yet not a complete statement.

For Ron is giving you some tips himself, personally, from that record of himself running orgs up to the moon with stats, SO THAT YOU CAN WIN THIS GAME!

Aha, some tips!

Yessir, some tips straight from the top jockey, to heck with what the horse said!

THE BIRTHDAY PROGRAM

1. THINK BIG. Where you thought of 1 student, 1 pc before, where you thought of 1 book, THINK OF 100! Go BIG THINK! A theta only gets what he postulates, so postulate BIG!

2. THINK IN FUTURES. Stats record what you did yesterday and in the past. They were that way, if they were bad, because nobody thought of the FUTURE; and if they were good, it was because somebody thought of the future and made the stats respond. You CAN control stats and determine them, but only if you take today's stats and stretch them into the FUTURE and do the things you have to do in order to have SOARING future stats. They don't occur because of luck. Future stats are made by doing the things that will make them rise in the FUTURE. That future can be an hour away, tomorrow, next Thursday or the end of this quarter or 13 March 1983! That applies to every post, every section and every department, every division and the org AND the immediate FIELD! So right now, take every org stat you have and draw it forward through the end of each quarter to 5.4X what it was on 13 March 1982 to what it will be—or what it must be to win this game—on 13 March 1983. Aha! Now we know where we are going and can PLAN in every part of the org to reach those quotas. The Ad Council should do these, the EC should check it over. But very importantly, the Ad Council should put, with each stat, a PLAN and exactly how they are going to increase this stat, giving numerical values (how many reg interviews, bodies in the shop and all the rest of it) for each week of the future. With the EC's approval, these quotas

can be mini-programmed and the targets actually DONE. And lo and behold, you'll make your 5.4X. Oh, it will take a lot of hustle to do it and, of course, pgms will be debugged and revised and added to. But the point is, in doing this target of the birthday program (which I am sure management will put out in an SO ED to accompany this to help you get it done), you will have begun to do Target One above: thinking big.

Now the next targets I am going to give you here may come as a surprise to you for it will seem to you that they violate or conflict with the nine division org bd. But the two fit together like a glove.

You have on post right now in management some riches I have been beating the drum to attain for three years. And here they are: you've got them! Yum, yum!

EACH ONE OF THE 11 POINTS I GAVE YOU ABOVE IS NOW COVERED BY AN INTERNATIONAL EXPERT ON THAT SUBJECT!

They are called the SENIOR EXECUTIVE STRATA and are in fact the specialist staff of ED INT.

There are some stellar stars on that list, many of whose names you know and trust.

They do not supplant the normal international management command lines of the international management organization at Flag to FOLOs and orgs.

They are there to help EACH POINT OF THE ECHELON FROM FLAG ON DOWN! They are there to PERSONALLY help every CO and EC and Division head, every staff member across the whole planet with solutions and programs for EACH of those 11 points. Yay!

I am sure they will personally make themselves known to you. But do not wait for that. Just put "Snr Exec for" ahead of any of those 11 points and despatch and telex away! If you even think you need help on any one of those points covered in the 11, you can have it. They are your consultants. They KNOW their business. They can tell you what is booming stats elsewhere on each of those subjects. They are impartial and won't favor your rival org. They are hounds for green on white policy and red on white tech so you can trust their answers won't be squirrel. They're all evaluators and can spot a why a mile off—or eight thousand in some of your areas.

They are AT YOUR SERVICE!

3. EXPANSION. It is upon expansion that victory depends. But how much expansion is EXPANSION? Well, to give you a hint, you all know how big and busy Saint Hill was in the mid-60's. Well, I ran it up from six staff to that in very short order indeed. It was the last org I ran directly as its ED. The bulk of policy in the OEC volumes is concerned with how and why sh became SAINT HILL! And later policy has only built on that and refined it to fit all. It was not magic: it was just know-how and EVERY staff member knowing and wearing his hat and doing his job. SPECTACULAR! Ask anybody who was there! (Oh, yes, you say, but SH had the new tech of the CLEARING Course. It was CLEARING people in droves. Haha, the laugh's on you: you've got EASIER CLEARING tech right this

minute in a CLASS IV ORG!) So, be quiet and listen and no groans: I expect you, yes you, right down to Keokuk, to put an org there as statistically great as the mid-60's Saint Hill! It's not even an unreasonable request. The FSO, when I was coaching it, was much bigger than SH. So I have to conclude that you can at least make it up to Saint Hill Org size. So look around you as you read this: do you see anything as big as booming SH in the 60's? No? Well, the policy in your OEC volumes gives you the map. So follow them and MAKE THE SURROUNDS YOU JUST LOOKED AT AS ORG-BIG AS SH!

You've got big bonuses SH did not have: even easier tech, and the ADVICE AND DIRECTION OF THE SENIOR EXEC STRATA. Riches! And here is how you can use them:

4. Take a layout of a nine division org board for your org. Oh yes, you have one or can get one (if you haven't got one or not a complete one, that's a why right there for any struggles or failures to expand).

5. With EC and Ad Council, go over the 11 points above, like this: Take each one of those points in turn and mark its number on EVERY point on the nine division org board that is concerned with it. Don't leave out a single one of the 11 points and don't leave out ANY point of the org board which directly concerns that point. I leave it up to you to get all of the subjects in the list of 11 above to every point on the org board to which it applies. This is quite a game in itself and it's going to open your eyes! You're going to see your org is wasting pcs and students and public and GI like crazy! Every one of those points not covered in the org you have one way or another is keeping you SHRUNK! And you DON'T want that. So, oh, my! we haven't got an org, we've got a SIEVE! For these are the points losing you the birthday game like pumping, severed arteries. Including staff pay!

6. Now compare what you did in Target 2 above and change your futures programs for your stats as needed TO INCLUDE BEEFING UP THOSE POINTS!

See, I told you I would give you some top jockey tips. It'll pop your eyes when you do it.

But my oh my, you will say. Expansion takes a lot of bright ideas and everything. Well, those you don't furnish yourself, YOU CAN GET ADVICE ON ANY ONE OF THOSE POINTS ON YOUR ORG BOARD FROM THE SNR EXEC STRATA MEMBER RESPONSIBLE FOR THE SUBJECT. And I'll bet, right this minute, he's got programs he can zip to you that will send its stats out through the sky.

7. Get each one of the org points you spotted wearing its hats and doing its job and I guarantee it, your horse will come lickety split down the track to the big horseshoe wreath, the silver cup, the flashing lights of TV crews and the grinning, cheering, kissing girls! And they'll put your racing silks in the museum proudly labeled, "THE ORG THAT WON!"

Wait a minute, Ron. We appreciate those points and we sure want to win and we'll do it. But you got us worried. We're living on a time bomb. Confidentially don't you think I personally—this is just between us—should spend most of my time—personally I mean—getting to be Clear and OT? You see, if I'm on org staff, I can't get to an SH or AO or Flag and well, er,

I'm certainly glad you brought that up! Here we are, staffs all working like mad to clear everyone else, but what about the guys doing the job? In the first place, if you have a booming org and HATTED, WORKING STAFF, you'll soon have enough staff to have plenty of staff enhancement off hours and no need to moonlight. And every deserving staff member can make it up to Clear and Solo Part 1 if the org is really staffed and running.

Well...er...yes, Ron. But what about Solo Part 2 and OT? That's what it will take for us to really give you a hand on Target TWO.

Thought you'd caught me out, didn't you? Well, I lean closer as I don't want even the horse to know this, but there is a plan in the wind that will get staff members up to the top of the Grade Chart right there in your own org.

WHAT? YOU MEAN I COULD MAKE OT RIGHT HERE IN MY OWN ORG?

Ssh, ssh, ssh! Don't yell so loud.

Oh, gee, I'm sorry. But the idea is so exciting, I couldn't keep from yelling!

WHAT IS THE PLAN?
Quiet, quiet. This is not for public. It applies only to org staffs. Do you remember when the staff of every org in the world could get Power there for staff only?

Yes.

Good. But today, every org in the world is making clears, right?

Yes. Please, Ron, go on, this suspense is going to make me explode!

Be calm, be calm. If they are making clears, that ranks them with the old Saint Hill, doesn't it?

Well, yes. But that was a BIG ORG, Ron!

I know, I know. But with every staff member wearing his hat and doing his job, there is no reason whatever that your org could not be as big and busy as old Saint Hill at its peak!

Well, yes. I suppose if we marketed and delivered and everything, it could be.

All right, this is the deal: I can use my influence to form up a Universe Corps.

A UNIVERSE CORPS?

minute in a CLASS IV ORG!) So, be quiet and listen and no groans: I expect you, yes you, right down to Keokuk, to put an org there as statistically great as the mid-60's Saint Hill! It's not even an unreasonable request. The FSO, when I was coaching it, was much bigger than SH. So I have to conclude that you can at least make it up to Saint Hill Org size. So look around you as you read this: do you see anything as big as booming SH in the 60's? No? Well, the policy in your OEC volumes gives you the map. So follow them and MAKE THE SURROUNDS YOU JUST LOOKED AT AS ORG-BIG AS SH!

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7. Get each one of the org points you spotted wearing its hats and doing its job and I guarantee it, your horse will come lickety split down the track to the big horseshoe wreath, the silver cup, the flashing lights of TV crews and the grinning, cheering, kissing girls! And they'll put your racing silks in the museum proudly labeled, "THE ORG THAT WON!"

Wait a minute, Ron. We appreciate those points and we sure want to win and we'll do it. But you got us worried. We're living on a time bomb. Confidentially don't you think I personally—this is just between us—should spend most of my time—personally I mean—getting to be Clear and OT? You see, if I'm on org staff, I can't get to an SH or AO or Flag and well, er,.....

I'm certainly glad you brought that up! Here we are, staffs all working like mad to clear everyone else, but what about the guys doing the job? In the first place, if you have a booming org and HATTED, WORKING STAFF, you'll soon have enough staff to have plenty of staff enhancement off hours and no need to moonlight. And every deserving staff member can make it up to Clear and Solo Part 1 if the org is really staffed and running.

Well...er...yes, Ron. But what about Solo Part 2 and OT? That's what it will take for us to really give you a hand on Target TWO.

Thought you'd caught me out, didn't you? Well, lean closer as I don't want even the horse to know this, but there is a plan in the wind that will get staff members up to the top of the Grade Chart right there in your own org.

WHAT? YOU MEAN I COULD MAKE OT RIGHT HERE IN MY OWN ORG?

Ssh, ssh, ssh! Don't yell so loud.

Oh, gee, I'm sorry. But the idea is so exciting, I couldn't keep from yelling. **WHAT IS THE PLAN?**

Quiet, quiet. This is not for public. It applies only to org staffs. Do you remember when the staff of every org in the world could get Power there for staff only?

Yes.

Good. But today, every org in the world is making clears, right?

Yes. Please, Ron, go on, this suspense is going to make me explode!

Be calm, be calm. If they are making clears, that ranks them with the old Saint Hill, doesn't it?

Well, yes. But that was a BIG ORG, Ron!

I know, I know. But with every staff member wearing his hat and doing his job, there is no reason whatever that your org could not be as big and busy as old Saint Hill at its peak!

Well, y-e-s-s. I suppose if we marketed and delivered and everything, it could be.

All right, this is the deal: I can use my influence to form up a Universe Corps.

A UNIVERSE CORPS?

Ssh, ssh. This is confidential. People are looking. Lean closer. The Universe Corps would consist of personnel—auditors and so on—who would go to an org and deliver Part 2 Solo and right on up the chart to OT for org staffs only. This is not for public. It's like the old Power Auditors who went around. It's staffs only.

HOLY SMOKE, RON. SEND THEM AROUND!

Hold it, hold it. Not so fast. This is the deal: if you and your staff made your org as big and busy as old Saint Hill and it was stably so—not just one peak—the Universe Corps could come in, set up business in your Qual Staff Section and start pushing the staff right on up to OT!

WOW!

Yes, it's wow! But a lot of this depends on you! Your staff would have to wear their hats and your org couldn't just become a staff clinic. They'd have to do their jobs as well as get their auditing. And it would be up to the org to have most of its staff clear before the Universe Corps would have anything to do. Your stats would have to be way up, the org as big as old Saint Hill at its prime. But if it were, then management could be prevailed upon to send in the Universe Corps and there you'd go—right up to OT!

WOW! WOW! WOW! I LOVE IT!

I thought you'd like it. That's where these Birthday Games are headed.

Gee, Ron, you just made target one of this program yourself. You got us THINKING BIG!

Well, good, thanks, three cheers and gosh! You're acked. Now get on with the REST of the targets with a vim! You'll have to excuse me now. I'm going up in the grandstand and watch this race. I sure hope that you win!

Much Love,

RON

L. RON HUBBARD
FOUNDER
Adopted by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

(Blue Ink on Blue Paper)

E X E C U T I V E D I R E C T I V E

SO ED 2020 INT

12 July 1982

ALL FOLOs
ALL ORGS
ALL PESes

ADDITION TO LRH BIRTHDAY GAME

FOR 1982-1983

Thousands of new Class IV Orgs need to be created and built up all over the world in order for us to Clear the Planet.

Therefore, the following point system is hereby issued for every new Class IV Org created:

For any FOLO that creates a new org with full approval from GWW, Field Expansion Aide Int and WDC (ref: Scientology Policy Directive 16 of 18 June 1982 AUTHORIZATION OF NEW ORGS) receives 50 bonus Birthday points and the Class IV org who built it up receives 50 bonus points as well!

New orgs popping up in every Continent of the world shows directly our full expansion activities and growth.

The above bonus points are given as new orgs ceased to be made in large numbers when the earlier bonus point system was cancelled, and as an incentive in the making of thousands of new orgs across the Planet and making the Clearing of this Planet a reality for LRH!

Anthony Auerbach
Field Expansion Aide Int

Approved by

Capt. Kerry Gleeson
ED International

Authorized by AVC

for the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

L. Ron Hubbard

RON'S JOURNAL

RON'S JOURNAL 34

(Birthday March 13, 82)

BPI

THE FUTURE OF SCIENTOLOGY

There comes a time in all the great movements of mankind when they get attacked.

When one reviews the history of religious wars which laid the bulk of Europe in ruins time after time across the centuries, one gets some idea of the passions of man.

The primary passions are two-fold: one stems from the decent impulses of man, the effort to do and be something good, to accomplish a resurgence and reforms that are worthwhile; the other is the evil hatred of the status quo who, in their violence oppose all who would question their right to oppress and maim and kill.

The first impulse comes from the very heavens, the second is born in the depths of hell.

All things worthwhile have to be fought for: every decent impulse in man's history has been opposed.

The fate of the entire civilization is decided on the issue of which one wins.

No single human being can stand aside from the fray, a spectator wondering who is going to win. It is his OWN fate that is being decided: will he in the future have a decent life or will he be crushed down into the mud? Will the decent impulses of the civilization triumph or, in defeat at the hands of evil, have to wait again for another chance, another time?

The travails of the religion of Scientology may seem great but, frankly, they do not compare to those other faiths have gone through.

Time and again since 1950, the vested interests which pretend to run the world (for their own appetites and profit) have mounted full-scale attacks. With a running dog press and slavish government agencies the forces of evil have launched their lies and sought, by whatever twisted means, to check and destroy Scientology.

What is being decided in this arena is whether mankind has a chance to go free or be smashed and tortured as an abject subject of the power elite.

The issues are extremely clear-cut, there is no argument there.

But what is the result to date of enemy action?

Hah!

Honestly, my friends, a review of these battles over the past thirty-two years moves one to contemptuous laughter. The enemy, perched in their trees or swinging by their tails, have been about as effective as one of their psychologist's monkeys peeling a policeman's club thinking it is a banana and then throwing it only to hit the chief ape in the face.

Oh, the furore has been very loud. The AMA, pouring lies into the press through gnashing teeth persevered for years - and then went bankrupt. The psychiatrist, riding high in 1959, hoping to place one of his ilk in a blackmail position behind every head of state, hoping to consign any citizen at his whim to a psychiatric Siberia, trying to preserve his right to kill and maim as a profession above the law, is today and butt of comic strips. And what of the FDA that, for fifteen years snarled and snapped about the E-Meter? One hardly hears of them today. And what of the mighty Interpol, that tool of CIA? It was found to be a nest of war criminals hiding out from the law itself.

Oh, one could go on but in each case the enemy has gone down to defeat in the end. You do not hear much about this from the running dog press because, of course, they were the tool of the enemy in the first place.

They lose because they traffic in lies. But, because they told their lies so broadly, even when they were disproven, they still tend to hang around and make one feel there is - there isn't - an adverse public opinion. The enemy and their press are not the public: you could ask yourself why, year after year, fewer and fewer people buy and read newspapers: people don't believe them anymore.

I once checked, in the 50s the effect on org stats of howling bombasts of a running dog magazine called TIME. Its owner, a man named Luce, was said to be an LSD addict, both he and his wife were carefully controlled by his psychiatrist. Of course he published blasts against anything which would expose his rotten condition. What I found was that not one of those lying bombasts had had the slightest effect upon org stats. Luce is dead now, a good testimony to his drugs and the psychiatrists. There are a dozen orgs today for every one that existed in Luce's time.

And so it goes with these attacks.

Oh, yes, we've had some casualties. Oh, yes, we've had some trouble. But that is the way with wars: not only combatants but innocent bystanders can get wounded. That's this universe: we didn't make it that way but that's no reason we cannot, bit by bit, correct it. Certainly, for mankind, there's no escaping it and if there is a battle, there is more to do than simply duck one's head: the bombs are no respecters of uniforms or identities.

It may appear that the enemy suffers no casualties for they hush them up. With no great pleasure, I used to keep a roster of them. Through no will or fault of ours, many of them are dead. Some died from things that we have tech to help: it is rather poetic in justice that they were fighting what they themselves could have used. Many others, when the battle cleared, lost their jobs: and that is a precious thing to a suppressive, his garnered rights to do others in: it is sad to say there are many in governments who are there just so they can

have this right: so when one gets fired for failing in his attacks on us, that's very close to the end of his life. They do not care if you hurt the government or their association or their publication: threats against those things are part of their own plans to cause trouble - typical of the insane. Where they can be hurt and practically the only place, is losing their job or position. And their casualties in this respect would fill some very long bread lines: when they fail, their mentors fire them.

They have lost power.

They have been hurt.

And in any contemporary attack, no matter how violent it may seem, the result predictably will be the same: failures and casualties in enemy ranks. Not because we harm or touch them - we wouldn't. They are mad monkeys and they blame and shoot each other.

Now when you hear of some new attack or an old one, you could get the idea that we're losing and are likely to winnow away and vanish. The enemy keeps saying that. But just remember a maxim: if the papers say it, it isn't true.

Hearing such things, one may think that, as a Scientologist, it doesn't matter what you do: it doesn't make any difference now since all is lost. That's silly.

In or out of Scientology, one is on these firing lines. The crime-ridden, drug-crazed, misgoverned mess out there which they call civilization is no place at all to escape to. That's surrender.

And it DOES matter what one does on post, particularly when the shots are flying hottest. If you think it's bad in a Scientology area, look at Ulster or Detroit! And those poor guys are just innocent bystanders being mowed down. At least the Scientologists are DOING something about it. They're handling people, they're making inroads on crime, they're salvaging addicts, they're even quoted, often unknowingly, by beleagured business.

All you have to do is look at where Scientology was in terms of numbers of orgs and missions even a few years back and where it is now to know. All you have to do is count the additional countries using it year by year. All you have to do is count the memberships of the Churches. And you know conclusively that while the enemy goes down, whatever the bombast, Scientology is going UP.

It DOES matter what you do on post or in the field or in the world. This scene called Scientology is not going to end. Time after time the enemy, in our blackest hours, has told itself, "We've got them now! We've stopped them! They're through!" They were just praying past their own graveyard. Each time, there we were again, stronger, expanding, working better. And at this very moment of writing, that's where we are at right now. The last enemy attack is winding down.

And there we still are all over the world, doing good, getting stronger, getting more numerous.

And in the coming decades so it will be again.

The guys in the white hats - with the S and Double Triangle - are winning. They are winning because they mean well. They do good. They know their business. And the enemy is losing and will lose because they mean bad. They do evil. They are incompetent.

Remember the principle of Flourish and Prosper. It works!

And the next time you see an attack, remember the old truth, "This too shall come to pass away."

But not Scientology. We're here and will be here for all the decades and centuries that this civilization has left to it. And right now I am working on plans so that it will be here even when the madmen, in some possible last convulsion of evil, have blown this civilization away.

We are saving beings, not men.

And the evil die within their own generation.

We don't.

So the next time you feel blue, read this.

The enemy can't even plan for tomorrow.

We work in eternity.

Truth need prove what

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RON HUBBARD
FOUNDER
Accepted by the said by the
BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

EXECUTIVE DIRECTIVE

LRH ED 342 INT

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RON'S JOURNAL 35

FROM CLEAR TO ETERNITY

As I continue to research, I never cease to be amazed at the amount of gain potentially available to an individual.

There are six rough divisions of case gain.

1. From raw public to a realization Scientology works and should be continued.
2. The realization that, through his auditing, one will not get any worse - an arrested decline.
3. The whole band of gains we call the lower Grades. The very least of these gains (and there are many) by pc testimony, is stated to exceed by far any advance in personal gain ever before achieved in any former practice known. (A simple flying ruds can get more gain than ten years of psychoanalysis!)
4. The band that achieves in a final burst of glory and freedom, the state of Clear.
5. The pre-OT levels, leading to personal spiritual freedom. These carry up through all NOTs, audited and Solo. What is amazing here is that each one of these levels, according to rave reports, has, each one, its own spectacular level of gain.
6. The actual OT levels beginning now with New OT VIII and going on up.

According to the spiritual research records and pre-OT and OT reports, the AMOUNT of gain available to one person is never really conceived, in an aberrated state, to potentially exist above him.

It is a never-ending source of wonder to people, going truly on this route, that there could be such QUANTITY of gain available to one being.

Thus in an aberrated state, the person is not likely to turn his eyes up very high and still keep a reality on it.

In the age of speed, people may conceive it all should happen in a minute. Or maybe a minute and a half. Or as the result of a needle jab which will make them free forever.

Alas this universe isn't built that way.

This universe is based on QUANTITY. There's an awful lot of it.

The number of electrons in an atom, the number of atoms in a molecule, the number of molecules in a drop of water is awesome arithmetic.

The number of planets in systems, the number of suns in a galaxy, the number of galaxies add up to mind-boggling figures.

TIME, on this very short-lived and hectic planet, is hardly conceived of at all. Just recently geologists concluded that Man might have been here for a million years. HAH! Little do they know!

The age of this and other universes is very very long. It is not eternity but almost.

So, without getting into questions as to how long you've been around (the brain theory boys might object since they are TERRIFIED of spirits) let's ask this question:

If a being had half an eternity to louse himself up, how loused up could he get?

Right. Go to the head of the class. Plenty!

And you now can get an inkling of how much spiritual gain might be available. And this could explain why, at each one of the six levels, there are so many new gains according to testimonies collected.

All right. Got that? Good.

We now come to the next question, since one and all are being very bright this morning:

If it took a being half an eternity to louse himself up, how long would it take to unlace him?

Now before your mouth turns down at both sides and before you collapse with apathy considering it, let's look at the miracle of Dianetics and Scientology.

It doesn't take half an eternity. It doesn't take millenia - though this could be reasonably expected. It doesn't take centuries. It only takes years.

That's right. Years.

The above six rough divisions of gains are sort of an expanding scale.

The first one could take, with an intro or assist, maybe half an hour plus a few evenings reading books.

The next level (consisting of formal auditing and Purif), possibly could take a week or two.

The third level, consisting of the lower Grades and more books could, due to scheduling of time and all that, consume a month.

The fourth level, depending on the case, might take a bit longer. But it can result in Clear.

The fifth band now begins to really lengthen. To become a Solo Auditor and go up through the levels to OT III could take months. And through OT III can stretch out considerably. And then audited NOTs and Solo NOTs really adds time on. The gains of each point of progress can make, according to reports of PCs, progress at the lower end look like inches. Yet the lowest of these bands is above any progress Man had made before.

Now when we get to band six, get ready for a long haul. It won't happen in a minute.

So what we're looking at here is time proportional to reported gain.

Once one has gone Clear and gets to Solo, one has to plan one's time to each day put his auditing time in and just keep at it.

Some balk when they have gone a week. Life looks too interesting. Or they bog down and are "too busy" to get a repair to get them going again. They are, after all, moving at a much faster pace personally - their interests may have multiplied.

But if they will just keep at it and make the arrangements necessary to be able to do it, according to the rave reports, it is very worthwhile.

So what is one really looking at? The higher the level, the longer the time - because one is handling a higher band of potential gain.

And what is one rising to, after all?

One is rising to eternity.

You think time is behind you?

Have another thought. Look AHEAD.

There's eternity!

And you'll be in it.

You'll be in it in a good state or a bad one. Really, I'm sorry to have to tell you, there's no choice. One may be able to step off the planet. One isn't going to step off life.

In this time and in this place - for possibly just a little while, we have this chance. To go free and to make it. Planets and cultures are frail things. They do not endure.

I cannot promise you that you will make it. I can only provide the knowledge and give you your chance.

The rest is up to you.

I strongly advise you work hard at it - don't waste this brief breath in eternity.

For that is your future - ETERNITY.

It will be good for you or bad.

And for you, my dearest friend, I've done what I could to make it good for you.

L. RON HUBBARD
FOUNDER

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