

The Command Channels of **SCIENTOLOGY**



Name: _____

Post: _____

Org: _____

This booklet contains vital data for you. It describes each area of Scientology® including your own organization, the different echelons of the Church and the channels which exist between them. It describes the specific purposes, responsibilities and functions of each area and echelon and how they relate to each other. While this booklet describes the ecclesiastical echelons and channels of the Church, another booklet, complementing this one, describes the different corporations which form International Scientology, and their relationships.

You will find a fold out chart attached to the last page of the booklet which is a graphic representation of the command channels of Scientology. Use it while studying the booklet.

This booklet is part of every staff member's Full Hat checksheet.

If you have questions about the data contained in this booklet write to the Executive Director International via your org comm system, or directly to 6331 Hollywood Boulevard, Suite 1008, Los Angeles, California 90028 USA.

The Command Channels of SCIENTOLOGY



"An organization's efficiency and purpose are forwarded only to the degree that its communication and command lines are known."

A handwritten signature in blue ink, appearing to read "L. Ron Hubbard". The signature is fluid and cursive, with a large, stylized 'R' and 'H'.

(LRH HCO PL 19 November 1958 Organization)

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The Command Channels of Scientology



Command Channels are defined as lines on which authority flows. They go up through and to higher echelons of command to seniors for unusual permissions, authorizations on important actions or compliances to orders. They go downwards from seniors to juniors for orders and directions.

Every staff member must know exactly what the command channels are for his post as well as the command channels of the other posts in the organization: from whom does he request authorizations, from whom should he expect orders, to whom should he send orders. To know that, the staff member must be very familiar with what posts exist in the organization and what their exact responsibilities and products are.

Imagine an organization where anyone could give orders to anyone, where everyone would do a bit of everything with no assigned and fixed responsibilities for specific actions and products. This would be an organization with no known and followed command channels. It would have no form. It would be just a disorganized mess with lots of noise and possibly lots of work, but certainly very few or no products and no expansion.

In your organization, there is an exact pattern which organizes the different posts so that they

operate together to bring about productive activity. Each post has its own name, purpose and duties. Between the different posts, there are specific lines, or command channels. Orders, compliance reports, permissions, etc., travel on these lines.

There are different echelons of command within the organization. For example, the Org Executive Secretary and the Public Executive Secretary are at the same echelon of command. The Treasury Secretary and the Technical Secretary belong at the same echelon of command, which is one echelon below the Org Exec Sec and the Public Exec Sec.

INTERNATIONAL SCIENTOLOGY

In the same fashion, there is an overall organizational structure which comprises all Scientology activities. It is composed of different types of organizations and units —including yours. It has different echelons of command with command channels between the organizations and between each echelon, and with each type of organization having its own specific purpose and responsibilities.

The orderly and continuous expansion of Scientology depends utterly on this overall structure. Thus it must be known by all and must be adhered to strictly at all times.

In a disorganized org where responsibilities are not clearly assigned but where "everyone does everything," it would take a long time to spot the areas and individuals who do not wear their hats and who let the team down. And by the time this is finally narrowed down, the org will have suffered losses and will have contracted.

The same applies internationally. Without clearly delineated, well-understood and followed command channels internationally, it is much more difficult to spot and handle areas which do not perform their assigned responsibilities. If this were the case, the expansion of Scientology could be hindered.

THE PURPOSE OF THIS BOOKLET IS THEREFORE TO PRECISELY DEFINE THE DUTIES AND SCOPE OF EACH ECHELON OF SCIENTOLOGY SO THERE CAN BE NO SLIGHTEST CONFUSION AS TO ZONES OF RESPONSIBILITY AND WHAT THE CHANNELS ARE AND TO INSTANT HAT ALL STAFF ON THEM.

EXPANSION

The overall health and expansion of an organization depends on each staff member knowing and producing the products of HIS or HER post in accordance with policy, thus assisting in the overall production of the organization. On a broader scale, the overall expansion of Scientology and the clearing of this planet depend on each organization and unit knowing and performing its assigned functions.

To achieve this, it is vital for each staff member in Scientology, no matter his post and organization, to know and understand his own post and his organization, AS WELL AS the different parts of International Scientology. Each staff member should know what each part is supposed to accomplish, what lines exist between the different echelons of command and how all areas work together to forward our overall expansion.

With every organization performing ITS exact function and accomplishing ITS exact purpose, with

each echelon of management doing its exact job, we will grow and win.

PURPOSE

All organizations and units together form a global network. Each one has its individual specialized functions and responsibilities. But ALL service organizations have the purpose of making L. Ron Hubbard's technology known and delivering it to the public, with the ultimate goal of clearing this planet and accomplishing the aims of Scientology which call for creating a "civilization without insanity, without criminals and without war, where the able can prosper and honest beings can have rights, and where man is free to rise to greater heights..." (L. Ron Hubbard).

Every management org and unit exists solely to help the service organizations and units accomplish this.

If you have any questions about this booklet or about anything concerned with getting your job done in Scientology, let me know. I am here to help.

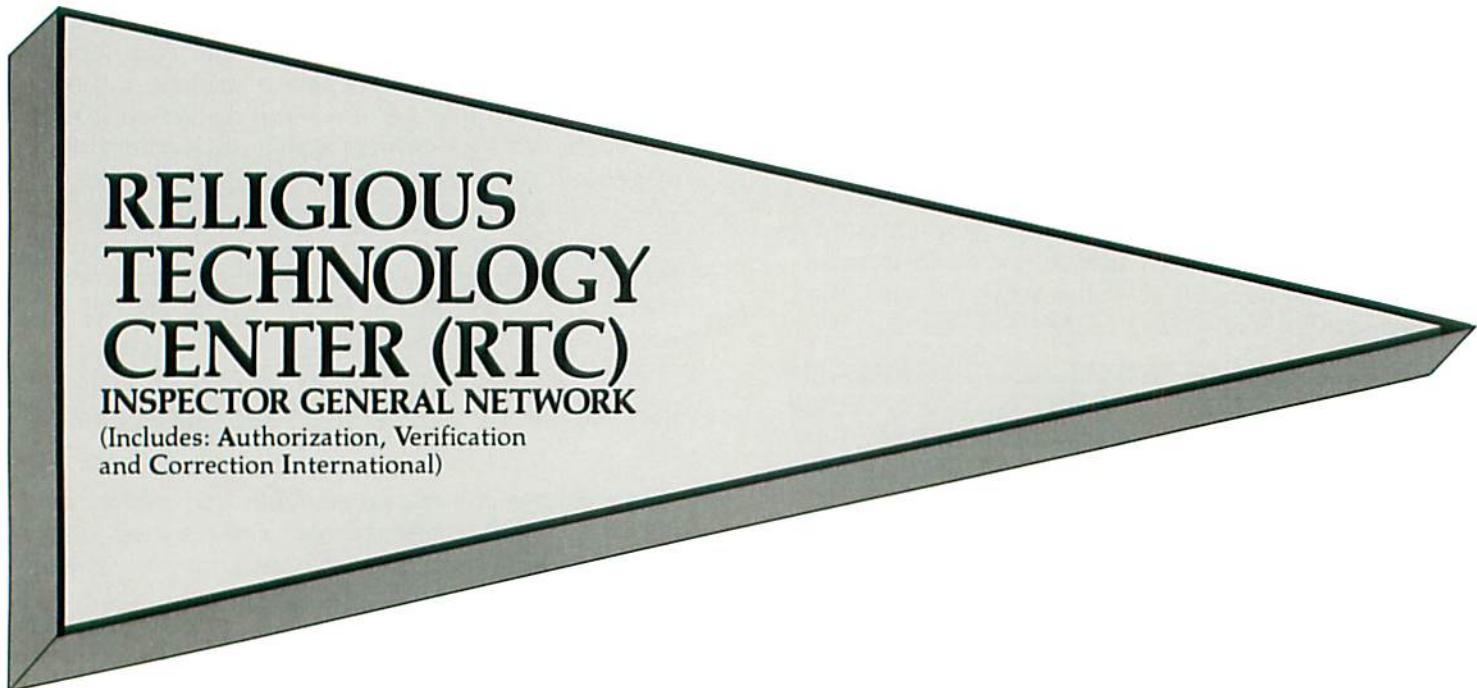
But I need your help too. I need you to do your own job and produce the products of your post, and I need you to see that your organization accomplishes its purpose by applying policy and tech EXACTLY.

This is what is going to make the difference in whether and when we will make the goals of Scientology a reality here on Earth.

Captain Guillaume Lesevre
EXECUTIVE DIRECTOR
INTERNATIONAL

Religious Technology Center

Holder of the Dianetics and Scientology Trademarks



The Religious Technology Center (RTC) is the protector of the Scientology religion. It owns all the trademarks and service marks and controls their licensing and use. The purpose of RTC is:

"TO SAFEGUARD THE PROPER USE OF TRADEMARKS, TO PROTECT THE PUBLIC AND TO MAKE SURE THAT THE POWERFUL TECHNOLOGY OF DIANETICS AND SCIENTOLOGY REMAINS IN GOOD HANDS AND IS PROPERLY USED."

The Religious Technology Center (RTC) is not part of International Management. It is a parallel policing body which ensures that the Church of Scientology International, whom it has licensed to use the trademarks and service marks, does put the trademarks to good use and is Keeping Scientology Working. Overseeing

the correct use of the trademarks and protecting these trademarks, which is RTC's responsibility, includes policing in and insisting that proper command channels exist and are in use so the "form of the org" is held internationally.

The Chairman of the Board RTC is the most senior position of the Religious Technology Center. The Chairman of the Board sees that RTC accomplishes its purpose and he has under him the Inspector General, who runs the day-to-day affairs of RTC.

Under the Inspector General, are the Inspector General for Ethics, the Inspector General for Technical and the Inspector General for Administration, each of whom polices the proper application of the scriptures within his respective area.



The Inspector General For Ethics has the responsibility for keeping Scientology free from internal and external subversion, thus preserving and reinforcing the gains of International Scientology. As part of this he polices the exact application of the standard ethics and justice policies and sees that effective measures are taken to thwart those who may intentionally attempt to misuse the trademarks of Dianetics and Scientology.

The Inspector General For Technical polices technical standards internationally through effective technical correction and enforcement actions that police in the correct use of the trademarks. He sees that on-source technology is available to the public and off-source technology is hammered out of existence, by policing all technical compilations done by the Church of Scientology International in order to verify and guarantee exact reproduction of, and respect for, source materials.

The Inspector General For Administration polices in the exact use of LRH's administrative policies by management so that the Church continues to grow and prosper. Ensuring proper command channels which hold the form of the org internationally exist and are adhered to is key to this. In order to perform his functions, the Inspector General For Administration has under him the Department of Authorization, Verification and Correction International (AVC Int), which is responsible for authorizing and verifying the evaluations, strategies, programs and issues from Church management to ensure they are on policy.

RTC is the organization which polices the command channels of Scientology that get in and hold the form of the org internationally and enforces the correct use of the trademarks and service marks of the Scientology religion.

International Management



"Management could be said to be the planning of means to attain goals and their assignation for execution to staff, and the proper coordination of activities within the group to attain maximal efficiency with minimal effort to attain determined goals." LRH (Essay On Management)



International Management is the top echelon of the Church. It has the responsibility of providing strategies and tactical plans for each sector of Scientology. It is where the directions for the different sectors are coordinated so as to forward the overall expansion of Scientology.

International Management, through Golden Era Productions,TM also provides the different sectors

with all the dissemination and compiled technical material they need to expand.

International Management comprises several units, each with its specific responsibility and duties. The top level of this echelon is the WATCHDOG COMMITTEE.

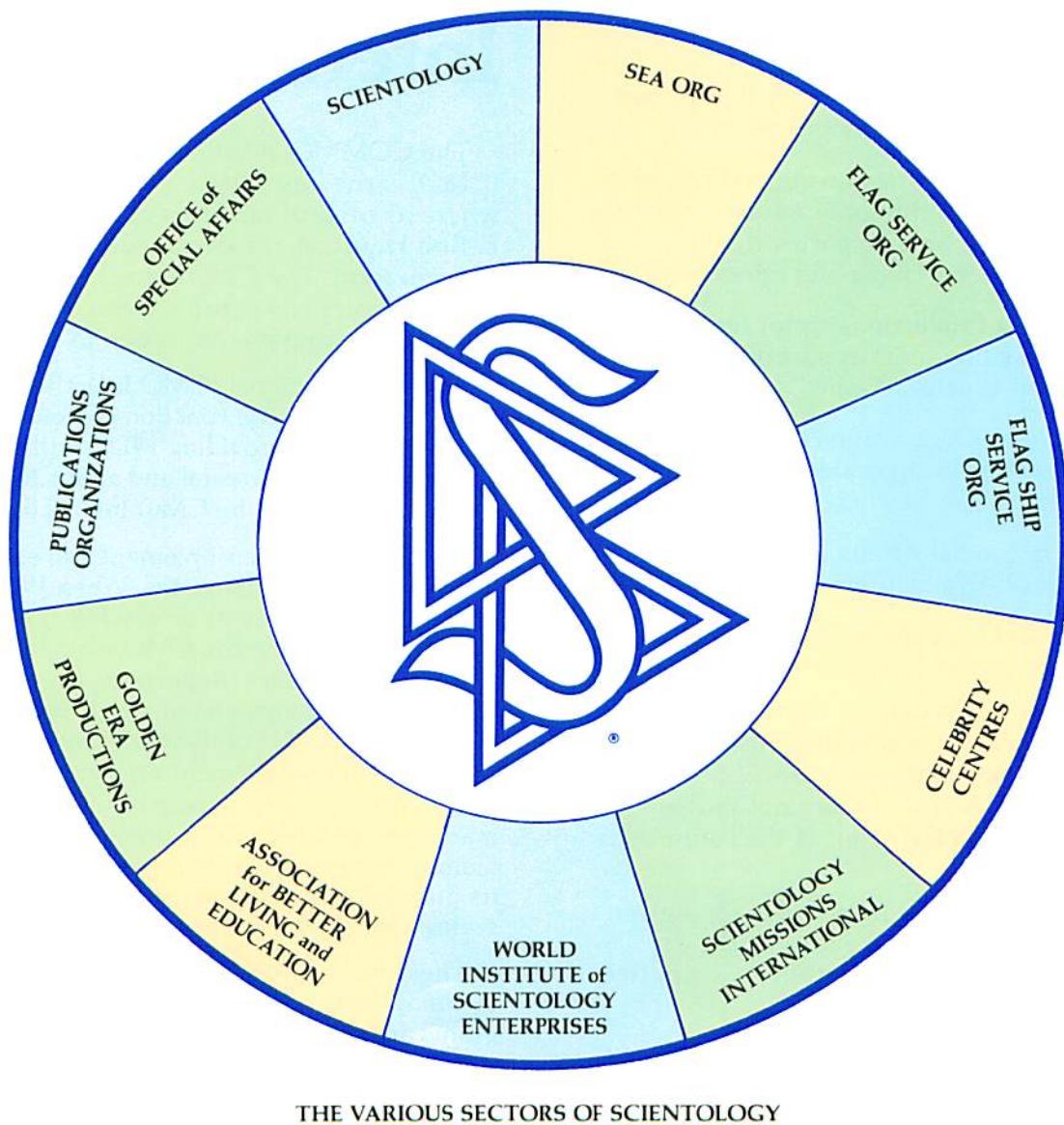
Watchdog Committee

The WATCHDOG COMMITTEE (WDC) is the highest ecclesiastical authority in the Church.

WDC does not manage. It is an inspection and police organization which inspects the actual management units of the Church and sees that they are established and functioning. It is responsible for forming up management units where they do not exist or re-forming them where they may be ineffective.

The Watchdog Committee is composed of veteran Scientology executives who have proven their competence in handling lower organizations and who are highly trained in L. Ron Hubbard administrative technology.

Different types of organizations in Scientology are grouped into sectors and each of those sectors has management organizations to give them direction. The inspection and policing actions of WDC



are directed into these various sectors which are:

- the Scientology sector (all Class IV orgs);
- the Sea Org sector (all Saint Hills and Advanced Organizations);
- the Flag Service Org sector (includes Flag Service Org and Flag Crew Org);
- the Flag Ship Service Org sector (includes the Flag Ship Service Org and the Freewinds™ Ship Org);
- the Celebrity Centres sector (includes all Celebrity Centre® organizations);
- the Scientology Missions International sector (includes all Scientology missions);
- the World Institute of Scientology Enterprises (WISE) sector (covers all activities of WISE);
- the Association for Better Living and Education (ABLE) sector (covers the social reform activities which are promoted and supported by the Association for Better Living and Education);
- the Golden Era Productions sector (includes the central dissemination units as part of the Golden Era Productions organization);
- the Publications Organizations sector (includes Bridge Publications Incorporated and New Era Publications);
- the Office of Special Affairs sector (covers the Office of Special Affairs international network).

Later in this booklet, each sector and its area of responsibility is covered in detail.

The purpose of the Watchdog Committee is to establish competent and functioning management units which direct the various sectors of Scientology and which get these sectors to accomplish their individual purposes, to the result of the continuous expansion of Scientology.

Each member of WDC is responsible for a given sector of Scientology, as listed above, with coordination supplied by the Watchdog Committee Chairman.

If the management units of the different sectors wear their hats, WDC proceeds to put more and better management there and to get

that management functioning. If these management units fail to function at any point, WDC has its parallel observation and enforcement arm — the Commodore's Messenger Org — which it activates to investigate and handle the situation and get management corrected and functioning.

Commodore's Messenger Org International

The COMMODORE'S MESSENGER ORG (CMO) earned its name on the Flag Ship Apollo, where its original members acted as messengers for L. Ron Hubbard, the Commodore of the Sea Organization. The CMO's functions have changed over the years and expanded, but the name is retained showing its connection to Source.

CMO International (CMO Int), the senior CMO organization, has the function of executing WDC orders as well as providing WDC with the information it needs. Continental and area CMO units are under and operated by CMO International.

The CMO is the enforcement and execution arm of the Watchdog Committee. When WDC issues an order to a management unit, while it would expect that unit to comply, the CMO would verify the FACT of compliance. Reports on the true state of affairs within management would be supplied to WDC by the CMO units which are located next to the different management orgs or units. The CMO units form a parallel network, autonomous to the management lines, which reports to the Watchdog Committee and enforces its orders, thus achieving its purpose of putting management units there and seeing that they manage.

These basic functions of the CMO are carried out by doing investigations, reports, executing programs and operating missions as required by WDC.

CMO International also includes several senior positions with international responsibilities:

SENIOR CASE SUPERVISOR INTERNATIONAL

The SENIOR CASE SUPERVISOR INTERNATIONAL (SNR C/S INT) and his office are part of CMO Int. Snr C/S Int is responsible for the correct and full application of standard tech internationally. His post and duties are those of a Snr C/S but extended internationally to all areas. He is the technical senior of all the C/Ses and auditors everywhere.



The purpose of the Snr C/S Int is to fully guarantee the quality of tech delivery in all sectors of Scientology.

The Senior Case Supervisors of all organizations form an international technical network. In an organization, the Senior Case Supervisor is technically supervised by the Senior Case Supervisor of the highest org in the continental area, who is the Continental Senior Case Supervisor. The Continental Senior Case Supervisor is technically supervised by the Senior Case Supervisor of the Flag Service Org, which is the highest technical organization on the planet. While he can intervene in any area regarding the quality of technical delivery, Snr C/S Int particularly monitors the performance of the Snr C/S of the Flag Service Org.

Part of Snr C/S Int's office is the LRH™ Technical Research and Compilations Unit (RTRC). This unit has the responsibility of compiling unpublished LRH materials according to his exact instructions. These materials thus become available in accordance with HCO PL 7 February 1965 (corrected and reissued 12 October 1985) KEEPING SCIENTOLOGY WORKING, "One: HAVING THE CORRECT TECHNOLOGY." All compilations of L. Ron Hubbard materials done by RTRC are verified by the Religious Technology Center. Some

recent compilations of source materials have included the new Academy levels, the new Hubbard™ Qualified Scientologist course and the Hubbard Dianetics Seminar.

LRH PERSONAL PUBLIC RELATIONS OFFICE INTERNATIONAL

The LRH Personal Public Relations Office, also part of CMO Int, is responsible for seeing that the image of L. Ron Hubbard is properly presented in the field and in organizations and that orgs are on Source. This Office is headed by the LRH PERSONAL PUBLIC RELATIONS OFFICER INTERNATIONAL (LRH PERS PRO INT), who monitors the activities of an international network of LRH Personal Public Relations Offices.

Since the LRH Pers PRO Network is responsible for the proper presentation of the L. Ron Hubbard's image, it is therefore the senior public relations network of the Church and sees that other public relations networks exist and operate in a co-ordinated manner. The network is responsible for getting local public relations campaigns issued to, and executed by, individual organizations, in order to bring about excellent local PR area control. To ensure that the image of L. Ron Hubbard is properly presented, the LRH Pers PRO network provides materials such as magazines, newsletters and press releases which describe L. Ron Hubbard's singular accomplishments in the many fields where he excelled.

The LRH Pers PRO Network also provides programs and PR materials to LRH Communicators in orgs around the world. It also supplies PR campaigns to the many field Scientologists who are part of the Honorary LRH PRO Network, which has the function of forwarding the image of L. Ron Hubbard. Such campaigns include press articles, awards and recognitions for him from opinion leaders and officials around the world.

The LRH Pers PRO Network plays a vital role in the expansion of Scientology, since the existence of the Church depends on the image of L. Ron Hubbard being properly forwarded and on orgs and the field being on Source.

The Central Computer Bank

THE INTERNATIONAL NETWORK OF COMPUTER ORGANIZED MANAGEMENT (INCOMM™) is an organization which is part of International Management. INCOMM manages, operates and maintains the Central Computer Bank.

The Central Computer Bank is a large computer facility which provides management with many different types of computer programs. These programs increase management's effectiveness so it can better help your org expand.

For example, computer programs exist which store and index the data and reports sent from orgs. With this information thus readily available, management terminals are able to provide orgs with evaluations and programs based on the actual scene in your org. Other computer programs help management monitor the progress and success of execution of the 339R implementation programs and org evaluations in individual orgs. Still other computer programs get in the proper use of routing forms in orgs, thus putting in the standard lines which make up a booming org.

INCOMM will shortly be providing the service organizations with equipment and programs needed to computerize their Treasury operations and their Addresso and Central Files. This computerization will give every org 100% on-policy administration of what constitutes the "org's mind."

"INCOMM's purpose is to establish and operate a major international management computer system which enforces the standard application of Scientology Policy and Technology and, as a result, brings about rapid planetary expansion." LRH

HCO PL 23 November 1985, Computer Series 6 INCOMM.

International Finance Office

A key unit directly under WDC is the INTERNATIONAL FINANCE OFFICE, headed by the International Finance Director. From this office, the Int

Finance Director has charge of the Finance Network, an autonomous network which extends down to org level with its representatives, the Flag Banking Officer (FBO) and the Deputy FBO for Marketing of Org Resources for Exchange (D/FBO MORE).

At org level, the FBO has three primary functions. He sees that the org is solvent and that the staff are well paid so the org has the means to expand. The FBO also sees that the org maintains an adequate exchange with management. This latter function enables management to continue to provide the org with needed evaluations, programs and promotion and to undertake broad dissemination campaigns and projects of benefit to all of Scientology. The D/FBO MORE is responsible for seeing that the org promotes and markets what it delivers.

The overall purpose of the Int Finance Office and the Finance Network is to get orgs financially affluent, solvent and viable through the exact application of L. Ron Hubbard finance and marketing policies. They are to get org staff well paid, commensurate with their production, because staff members are the most important asset of an organization.

The Finance Network is responsible for the financial health of Scientology internationally.

The International Finance Office is responsible for providing the rest of the Finance Network with the needed strategies, evaluations and programs so this purpose can be accomplished.

A key post in the International Finance Office is the International Finance Ethics Officer (Int Finance EO). This terminal controls the Int Finance Enforcement Officer Network. The Int Finance EO verifies personnel qualifications within the Finance Network to ensure that only fully qualified personnel are posted. He is responsible for investigating and handling financial irregularities wherever these might exist, and for seeing that finance policy is gotten in so orgs are financially viable and secure.

The Int Finance Office also includes the International Landlord, the senior terminal over all Estates matters in all sectors. The Int Landlord is responsible for seeing that all org buildings are well cared for, that they present an excellent image and are well utilized for the expansion of Scientology. Scientology buildings are assets and org image is a vital part of dissemination. Therefore, the International Landlord functions are a key element in achieving the overall purpose of the Finance Network.

The Executive Director International and the Senior Executive Strata

EXECUTIVE DIRECTOR INTERNATIONAL

SENIOR EXECUTIVE STRATA

International Management Executive Committee (IMEC)

ESTABLISHMENT BOOKS MARKETING MATERIALS FIELDS DIVISION SIX INTERNAL GROSS INCOME SERVICES QUALITY CALL-IN AUDIO/VISUAL

The EXECUTIVE DIRECTOR INTERNATIONAL is the top management post in the Church. The hat of Executive Director of the Church was worn by L. Ron Hubbard until 1966, and it is this hat which ED International now wears.

While the Watchdog Committee is a police and inspection body whose job is to put management units there for the different sectors of Scientology, the ED International directs, and is overall responsible for, the expansion of the Church.

His job is to coordinate all management activities and provide the planning and bright ideas that will lead to expansion. ED International is responsible for seeing that the function of coordination is performed all the way to org level, so that all activities in Scientology, on an international basis as well as in each individual organization, result in continuous expansion.

The ED International has under him, as his personal aides, the SENIOR EXECUTIVE STRATA, composed of the International Senior Executives, each one in charge of a key function of expansion internationally.

In LRH ED 339R REVISION OF THE BIRTHDAY GAME 1982/83, LRH isolated 12 functions, which are the key ingredients of expansion, and which MUST be performed in all organizations and units in order for them to expand. He also announced the existence of the International Executives as aides to the Executive Director International. Each is fully responsible for the performance of the 12 functions in every sector of Scientology all the way to org, mission and unit level.

The ED International and his International Executives do not themselves manage orgs or sectors. They handle the functions that orgs DO.

Their job is to provide management units and service orgs and units with the bright ideas, strategies, evaluations and programs they need to get every org up to and beyond the size of the old Saint Hill.

Int Execs provide orgs and management units with LRH ED 339R implementation programs. These are simple, doable programs which, when done target by target, will get your org up to and beyond the size of the old Saint Hill. These programs are the exactly mapped-out route for your org to follow, in order to rapidly reach the size of Old Saint Hill.

Additionally, ED International and each Int Exec are there to HELP every staff member individually, in getting in any of the 12 functions.

The functions are:

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." (LRH ED 339R INT).

2. BOOKS. "This is Div 2 and many other outlets including mail order." (LRH ED 339R) In LRH ED 339R, the BOOKS function included CASSETTES; however, this was shortly afterwards changed by LRH to handle only BOOKS, with cassettes moved under the AUDIO-VISUAL function.

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." (LRH ED 339R)

4. MATERIALS. This is the compilation of source materials into book form from the large body of his existing work and the translation of that material.

This includes the publication of new books, transcripts and course packs so they are available to all per point 1 of HCOPL 7 February 1965
KEEPING SCIENTOLOGY WORKING, "Having the correct technology." This function was added by LRH shortly after LRH ED 339R was issued.

5. 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." (LRH ED 339R)

6. AN INFLUX OF PUBLIC. "This is Div 6 in all its divisions and activities." (LRH ED 339R)

7. 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 upkeep and work of Central Files and Addresso. It includes the Treasury Div — Div 3. And it is overseen by the FBO NW." (LRH ED 339R)

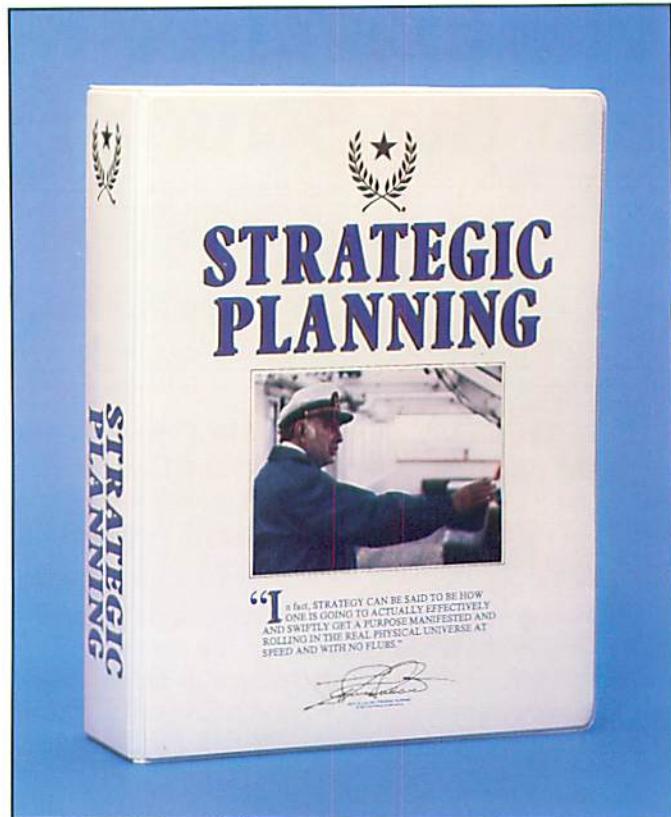
8. SERVICES. "This means any and all services the org offers, major and minor. Without good and meaningful services to exchange, an org cannot long exist. Training and processing have similar importance: you and the world need auditors who are trained. A processed person cannot go all the way without being trained." (LRH ED 339R)

9. 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." (LRH ED 339R)

10. 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." (LRH ED 339R)

11. AUDIO-VISUAL. This function covers Films. "For both training and public, films, properly used, can play a vital role. This is a visual communications age." (LRH ED 339R). Cassettes, meters and insignia were added by LRH to the AUDIO-VISUAL function after the issue of LRH ED 339R. This function now covers the whole area of audio-visual, as well as E-Meters.

12. 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." (LRH ED 339R) This is the function of the Executive Director International.

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

"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." (LRH ED 339R INT REVISION OF THE BIRTHDAY GAME 1982/83)

The coordination of the Senior Executive Strata's activities is done through the International Management Executive Committee (IMEC), which is chaired by the ED International. IMEC is composed of all the International Executives as well as the International Finance Director and the LRH Personal Public Relations Officer International.

The International Executives of the Senior Executive Strata are proven, veteran Scientology executives fully trained and very experienced in the function they are responsible for. They are here to help you directly. They are sending you the 339R implementation programs you need to expand your org to old Saint Hill size. They also send you your org evaluations which are done by the Evaluation Corps, which is part of the Senior Executive Strata. They are also standing by to help you on an individual basis. So if you have ANY questions or difficulties on any of the 12 functions — which are the ingredients of expansion — write or telex the International Executive concerned.

The purpose of the Executive Director International and his Senior Executive Strata is to boom Scientology by getting the vital functions all organizations must do to expand performed in all sectors of Scientology. And they are here to SERVICE YOU personally to help you boom your own org and post. So use them.

Golden Era Productions



GOLDEN ERA PRODUCTIONS organization is the international dissemination center of Scientology.

International Management provides the service organizations with the dissemination and technical materials they need to fulfill the reason they exist, which is to sell and deliver material and service to public and get in public to sell and deliver to.

The purpose of Golden Era Productions is to produce these dissemination and technical products

under the direction of the Senior Executive Strata and International Management.

Golden Era Productions organization is composed of several production areas, each with ITS individual responsibility and products:

- CENTRAL MARKETING UNIT (CMU) is responsible for the marketing of Dianetics and Scientology materials and services for all the sectors of Scientology.

The purpose of the Central Marketing Unit is to conceive, package, and move Scientology services and materials into public hands so as to achieve planetary dissemination and get the people of Earth up the Bridge to Total Freedom.

In order to accomplish this purpose, the Central Marketing Unit provides all the sectors of Scientology with marketing campaigns and promotional material for all the services and materials they deliver. These campaigns involve surveys, graphic designs, flyers, posters, info sheets and radio and TV advertisements so the public is informed of L. Ron Hubbard's tech and how and where they can avail themselves of it and go free. The Central Marketing Unit produces marketing campaigns to orgs, missions and units. It also runs marketing campaigns that go directly to new public via book trade lines and the general media as, for example the national campaigns for "Dianetics: The Modern Science Of Mental Health" (DMSMH) and others. The printing and distribution to orgs, missions and service units of the promotional pieces called for in these marketing campaigns is done by the Dissemination Bureau of the Flag Bureaux as directed by the Central Marketing Unit.

- LRH BOOK COMPILATIONS UNIT has the purpose of compiling L. Ron Hubbard's material in book, tape transcript or course pack form exactly in accordance with his instructions, so that it can be made available to the public. For example, the new editions of basic Dianetics and Scientology books and the transcription and compilation of his lectures in book form (the Research and Discovery Series volumes) are just some of the products of the LRH Book Compilations Unit. Once compiled into book, transcript or course pack form, the unit then prepares the text for printing and hands this over to the Publications Organizations for printing, distribution and sales.



- TRANSLATIONS UNIT INTERNATIONAL translates L. Ron Hubbard's books, courses, lectures and films into all languages.

- Public dissemination films, slide shows and videos are produced by GOLDEN ERA PRODUCTIONS in its CINE organization. Public dissemination films are made for service orgs and missions and are part of the introductory routes to get new public onto The Bridge.TM For example, the films "Evolution of a Science" and "What Happened to These Civilizations?" have been shot, produced and packaged by the CINE org of GOLDEN ERA PRODUCTIONS. The dissemination videos which CINE produces include videos promoting specific organizations and their services, as well as videos of major Scientology events.

- The AUDIO area of GOLDEN ERA PRODUCTIONS produces the lectures of L. Ron Hubbard on cassette with state-of-the-art sound reproduction technology. The Study Tapes, the Academy levels lectures, the OT[®] Series cassettes such as "The Route to Infinity" and "The Power of Simplicity", and many others, have been produced by the AUDIO area of GOLDEN ERA PRODUCTIONS. This area also includes the Golden Era Musicians who produce a variety of musical products, such as Scientology music albums and cassettes, and music for all dissemination and technical films.

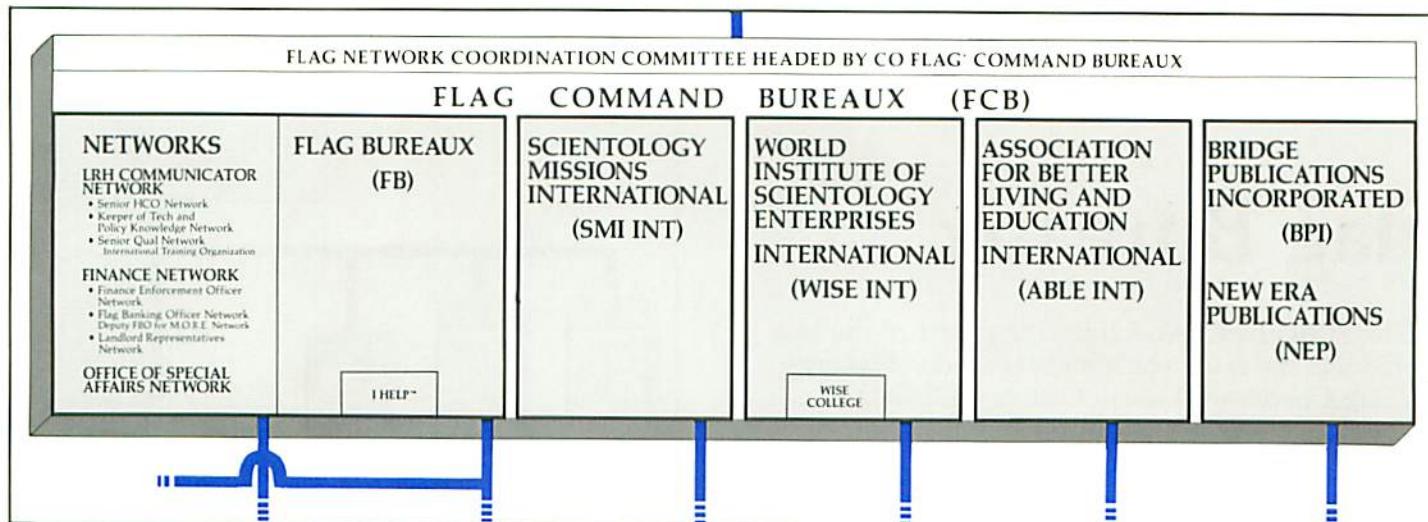
- GOLDEN ERA PRODUCTIONS produces technical materials which assist in improving technical standards and the training of auditors in orgs. The Technical Films are produced by its CINE organization. The Technical Films are an essential part of auditor training. These films are KEY to getting and keeping 100% standard tech in orgs and in the field.

GOLDEN ERA PRODUCTIONS produces the new Hubbard Mark Super VII™ E-Meter as well as the Remote Tone Arm for Solo Auditors and is the only organization authorized to produce E-Meters. It also produces and distributes state-of-the-art cassette players for org and mission course rooms and tape plays, which are the only authorized cassette players in course rooms: their top quality sound reproduction helps to speed study and increase comprehension.

GOLDEN ERA PRODUCTIONS also provides orgs and missions with top quality film projection systems to be used with the Public Dissemination and Technical films and slide show projection systems to be used with the slide shows it produces. It will soon also make available registrar projectors, which registrars at orgs and missions can set up to show the public registration films that describe org services.

GOLDEN ERA PRODUCTIONS produces the materials Scientology needs in order to promote and deliver. It is a VITAL organization, contributing to the expansion of Scientology.

The Flag Command Bureaux



Below the echelon of International Management is the FLAG COMMAND BUREAUX (FCB).

The Flag Command Bureaux, so named from its origination aboard the Flag Ship Apollo, is the central point of tactical management for all the individual orgs and units of all the sectors of Scientology.

The Flag Command Bureaux is the tactical level of management. It gets International Management plans, evaluations and programs DONE in all the individual orgs and units.

Due to the vast number of orgs, missions and units throughout the world, the Flag Command Bureaux is assisted by Continental Liaison Offices (CLOs) located in the different Continental areas, which it uses to relay and forward actions for each continent.

The Flag Command Bureaux is made up of all the management organizations in charge of the different sectors of Scientology. Each of these is headed by its own Commanding Officer, or an international network head in the case of the international networks. The heads of these different management organizations are answerable to the Commanding Officer of the Flag Command Bureaux, who coordinates their activities and is overall responsible for this echelon of management.



The common duty of the different management organizations which make up the Flag Command Bureaux is to get the tactical programs which implement and forward strategic planning actually executed and done in the service organizations and units they are responsible for.

The largest of these management organizations is the Flag Bureaux.

Flag Bureaux

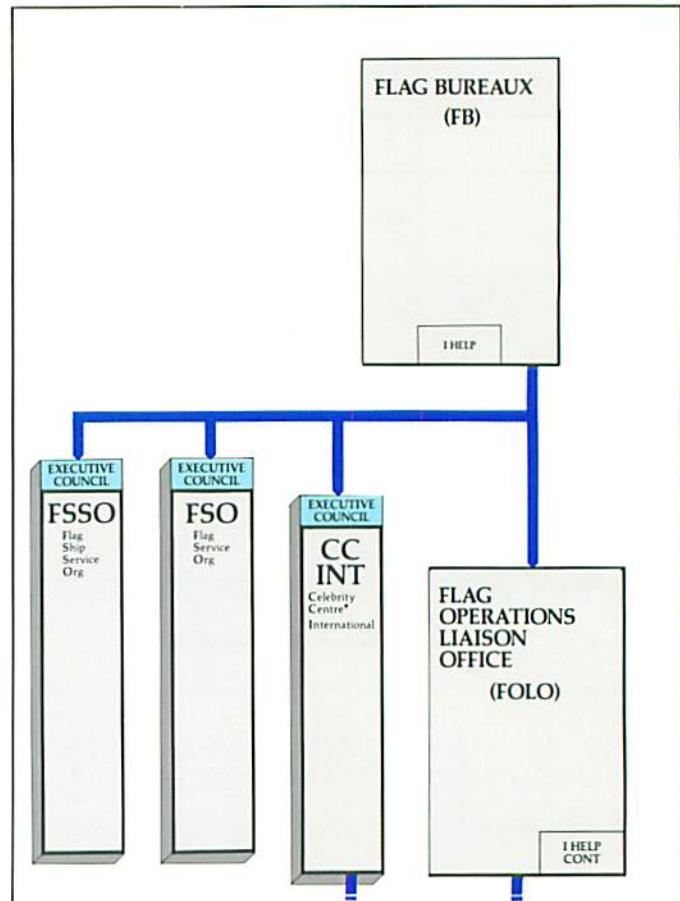
The FLAG BUREAUX (FB) is that part of the Flag Command Bureaux which manages individual orgs via Flag Operations Liaison Offices (FOLOs), themselves a part of the Continental Liaison Offices.

The Flag Bureaux has the function of seeing that Int Management's strategies, evaluations and programs are tactically and successfully executed in each org, enabling the org to expand up to and beyond the size of old Saint Hill.

The Flag Bureaux, headed by the Commanding Officer FB, has a nine-Bureaux org board. (A bureau in a Sea Org management org is equivalent to a division in a service org.) Each Bureau is headed by an Aide, who is responsible for his opposite-numbered division internationally. For instance, the Dissemination Aide is responsible for Dissemination Divisions internationally. Each Aide has a deputy who cares for the internal functions of that Bureau within the FB.

The Aide is responsible for seeing that his division is fully established and functioning in all orgs. He accomplishes this by executing the 339R implementation programs, provided by the International Executives of the Senior Executive Strata, into his divisions via the Assistant Aides in the FOLOs.

The FB includes a Programs Bureau composed of Programs Chiefs. The Programs Chiefs are assigned a specific continental area or sector and are entirely responsible for the health, viability and expansion of each individual org in their continent or sector. While the Aides are responsible for their opposite divisions in orgs, the Programs Chiefs are fully responsible for the orgs assigned to them.



The Pgms Chiefs use the org Flag Representatives via the Assistant Programs Chiefs in FOLOs to get org evals and programs executed in their orgs. They also are in communication with the org COs/EDs via the Assistant Programs Chiefs in FOLOs. The FOLO Assistant Pgms Chief must ensure that the CO/ED of the org is in-ethics, that he gets trained and that he does his job of expanding his org. The FB Pgms Chief is the Flag level senior of the org's CO/ED, while the FOLO Assistant Pgms Chief is the direct senior of the org's CO/ED.

The Flag Bureaux also has the facility to send specially trained Sea Org members directly into orgs, in order to get in any programs which may be bugged or blocked. This is what is called Sea Org missions. Only the Sea Organization is authorized to conduct missions.

Within the Flag Bureaux is the Flag Flag Representative (FFR) who heads the Flag Representative Network and has the CO FB as her direct senior.

The FFR is responsible for seeing that her network is established and functioning. Directly under her are continental Flag Representatives located in each FOLO who in turn are responsible

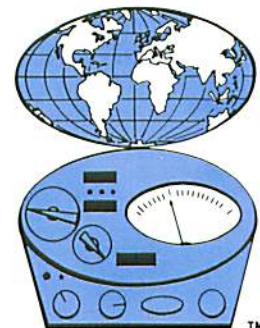


for establishing Flag Reps in all orgs in that continental area.

The Flag Rep in an org enforces compliance to org evals and specific 339R implementation programs such as programs dealing with getting the org promoting and being in-ethics, in alignment with the strategic planning for the Flag Rep Network. He also has a secondary function of ensuring management is kept informed of what is happening in the org so that evaluations can be done. To do this, the Flag Rep sees that standard reports are filled in by staff and sent to Flag.

I HELP

Also placed under the Flag Bureaux is the organization called International Hubbard Ecclesiastical League of Pastors (I HELP). It provides Field Auditors with the needed guidance and help to operate successfully as auditors in the field. It is the responsibility of I HELP to see that trained auditors in the field are actively auditing in volume planet-wide.



I HELP also sees that all Field Auditors are properly licensed and that the licenses are adhered to in full.

CELEBRITY CENTRE ORGANIZATIONS

Celebrity Centres are a specialized type of organization which have the following purpose: To see that celebrities are given superb service, that they move rapidly up the Bridge through application of standard tech, and that they get trained in the tech so that they can expand in their own area of power and thereby make new inroads into the society.

As Celebrity Centre organizations are primarily dedicated to getting field opinion leaders up the Bridge, succeeding in their careers and applying and disseminating LRH's tech, the Celebrity Centre Programs Chief is located in Bureau 6A (Public Contact Bureau) of the FLAG BUREAUX.

The Celebrity Centre Programs Chief directly manages the Celebrity Centre International organization, which in turn directs the network from its headquarters in Los Angeles.

Celebrity Centre International is both a service org itself, dedicated to servicing celebrities, and the network head of all Celebrity Centre organizations internationally. It manages these orgs via its divisional secretaries network terminals, each of whom is responsible for the corresponding post in the other Celebrity Centre orgs. In the different continental areas, a Celebrity Centre liaison hat exists in Bureaux 6A of the FOLOs that coordinates any matters concerning the Celebrity Centres.

Scientology Missions International



SCIENTOLOGY MISSIONS INTERNATIONAL (SMI INT) is the tactical management unit which is in charge of and fully responsible for the expansion of the mission network.

Its purpose is to get missions functioning as Scientology's spearhead into the society and to hold wide open the entrance gates of the Bridge. This is achieved by getting the missions flooding their community with books, getting a huge volume of new public onto the Bridge through clearly delineated introductory routes with basic Scientology and Dianetics services well delivered, and by driving people further up the Bridge to orgs so they can train as auditors and go Clear and OT.

SMI INT assists missions in accomplishing this by helping them execute tactical programs provided by the Senior Executive Strata. SMI INT sees that missions get their technical and administrative staff trained in orgs so they perform their functions.

SMI INT is responsible for keeping missions in ethics, in-tech and on-policy so they expand and fulfill their purpose of being a successful front-lines dissemination activity for Scientology which sends a high volume of new public, having successfully received basic services, on up to orgs.

SMI INT also sees that new missions are opened and gotten productive. There should be 10 missions around every org, each actively sending a large flow of new public to its local org, thus contributing to its expansion up to and beyond the size of the old Saint Hill in its prime. SMI INT also sees that new missions are established in areas which do not have

LRH's tech yet, such as in countries where there have been no previous Scientology activities. Establishing these missions is a vital part of SMI INT's job.

SMI INT operates Continental SMI Offices in CLOs, which are responsible for opening new missions in their continental areas.

World Institute of Scientology Enterprises International



The WORLD INSTITUTE OF SCIENTOLOGY ENTERPRISES INTERNATIONAL (WISE INT) is a management organization which has the purpose of getting L. Ron Hubbard's administrative technology broadly disseminated and used in the business world, as well as maintaining a high level of ethics and integrity amongst the businesses using his tech.

Today's businesses are very aware of the need for a fully workable tech to handle administration. L. Ron Hubbard has developed the only fully workable, codified and global administrative technology on this planet. It is the job of WISE to get it broadly known and applied and thus bring sanity and expansion to the entire business world.

In order to do this, WISE INTERNATIONAL operates a membership organization which licenses individuals and businesses to use L. Ron Hubbard's administrative technology. It runs a training facility, the WISE College, to train people in his adminis-

trative technology so that they can apply it in their businesses, and so that they can train others in its application as well.

WISE INT executes marketing and public relations programs to expand WISE's membership and sells material with the administrative technology of L. Ron Hubbard, specifically compiled for its public by International Management.

To assist it in carrying out its functions, WISE INT has Continental level WISE offices which are part of the Continental Liaison Offices. Their job includes signing up members and seeing that they are active and ethical in using and disseminating the administrative tech in their continental areas.

The WISE sector has a huge potential for expansion, since the business world is aware both of its need for a workable administrative technology, and their present lack of such tech. It is the job of WISE INT to fill the public demand in this field and thereby handle a major and vital aspect of today's society.

Association for Better Living and Education International



ASSOCIATION FOR BETTER LIVING AND EDUCATION INTERNATIONAL (ABLE Int) is the organization responsible for assisting the expansion of the different social reform activities which use the technology of L. Ron Hubbard to handle the major social woes affecting the society.

These social reform activities handle:

- DRUG abuse, by rehabilitating drug users through the application of L. Ron Hubbard's technology. Drug abuse is one of the worst plagues of today's society, and is recognized as such by a very large majority of the world population. Reform groups such as the NARCONON Centers headed by NARCONON INTERNATIONAL, dedicated to the eradication of this social disaster with the application of L. Ron Hubbard's technology, are the ONLY social reform groups on Earth with a workable technology for terminatedly handling this problem.

- The rehabilitation of EDUCATION through application of L. Ron Hubbard's study technology. The level of education and literacy is continuously worsening. Businesses and individuals are becoming more and more aware of this fact. Entire populations have been kept suppressed by denying them an adequate education and thus the ability to learn and become cause. The salvation of this planet and its future generations depend in no small measure on the education reform groups—such as the APPLIED SCHOLASTICS groups, headed by APPLIED SCHOLASTICS INCORPORATED INTERNATIONAL and the EDUCATION ALIVE groups—which rehabilitate the entire field of education through the dissemination and application of the ONLY workable study technology: L. Ron Hubbard's study tech.

- MORALS. Denigration and violations of the moral values which are the indispensable foundations of a civilized society are continuously rising, threatening the survival of Man on Earth. The absence of any workable moral code had doomed any attempt to handle until L. Ron Hubbard wrote a non-religious moral code called THE WAY TO HAPPINESS which, when adhered to by the world at large, will revert the continuous degradation of the current civilization. THE WAY TO HAPPINESS FOUNDATION groups, headed by THE WAY TO HAPPINESS FOUNDATION INTERNATIONAL, are dedicated to the broad distribution and application of this new moral code, upon which the survival of every one of us depends.

- CRIME. The current penal system itself, in every country of the world, actually breeds criminals. It does nothing to solve the problem of criminality and rehabilitate criminals. It is a

purposeless punishment system which does not work. Social reform groups such as the CRIMINON groups—headed by CRIMINON INTERNATIONAL—use L. Ron Hubbard's ethics technology and present the solution which restores integrity to criminals and prevents further crimes.

The function of ABLE INTERNATIONAL is to assist these social reform groups in accomplishing their purposes. It does this through consultation services as well as promotional and public relations campaigns to individuals and organized groups (such as companies, corporations, institutions, departments of local and national governments, etc.) so they realize that the actual solutions to the problems of today's society exist with the social reform groups and avail themselves of their services. ABLE INTERNATIONAL also provides the social groups with the books and materials they need for their various programs.

In order to perform its duties in the different areas of the world, ABLE INT has continental offices located in CLOs, as well as state and regional offices where needed.

ABLE INTERNATIONAL and the social reform groups applying L. Ron Hubbard's technology are bringing sanity to a troubled and dying society. They are on the front lines of creating a new civilization here on earth where drugs, ignorance and crime will only be things of the past. For the sake of all humanity, they must expand.

Publications Organizations

The PUBLICATIONS ORGANIZATIONS are responsible for the publication, distribution and sales of L. Ron Hubbard's books and tapes as well as other Dianetics and Scientology dissemination materials via trade outlets, Scientology and Dianetics organizations, missions and units. Both are very large publications organizations entirely dedicated to publishing, distributing and selling LRH materials.

The PUBLICATIONS ORGANIZATIONS are sales organizations which are responsible for getting books, tapes and bookstore items into the

hands of the public. They are responsible for having active outlets in orgs, missions, public bookstores and in the field and for keeping these outlets supplied with materials.

The publication, distribution and sales of all Dianetics and Scientology materials is the job of the Publications Organizations. They represent the front line of dissemination for Dianetics and Scientology.

Their responsibility includes getting books into the hands of the public of new countries for Dianetics and Scientology. This was recently done in China where over a quarter of a million copies of *Dianetics, The Modern Science Of Mental Health* have been distributed to public bookstores.



The two Publications Organizations are: New Era Publications International located in Copenhagen, Denmark and Bridge Publications Incorporated, located in Los Angeles, USA. Bridge Publications covers the United States and Canada while New Era Publications handles the rest of the world.

Both are international organizations and belong to the Flag Command Bureaux echelon. As New Era Publications is located in Copenhagen, distant from the Flag Command Bureaux (located in Los Angeles), there is a New Era Org Liaison Officer within the Flag Command Bureaux who handles the coordination between New Era and the other management organizations that are part of the Flag Command Bureaux.



The PUBLICATIONS ORGANIZATIONS have offices in all continents around the world, called Continental Publications Liaison Offices (CPLOs). These are part of the Continental Liaison Offices. CPLOs contact outlets in orgs and missions to get books and materials sold and into public hands. CPLOs also handle the sale of materials on trade lines and by mail order directly.

The Publications Orgs represent the front line of dissemination. They sell what represents the line from Source to the public: LRH's books and materials. They are key to booming Scientology.

Networks

THE LRH COMMUNICATOR NETWORK

The LRH COMMUNICATOR NETWORK is headed by the LRH Communicator International (LCI) who is part of the Flag Command Bureaux echelon of management.

The LRH Communicator International operates an autonomous network of LRH Communicators which extends down to org level in all orgs. The LRH Communicator International is fully responsible for the establishment of the network, and further sees that the network accomplishes its

purpose and performs its duties exactly in accordance with policy.

The LRH Communicator network is responsible for seeing that orgs are on Source through compliance to LRH policy and tech.

This network is additionally concerned with getting orgs established and built up through functioning HCOs and Qualifications Divisions.

It also has the responsibility of seeing that the image of L. Ron Hubbard is properly presented to org staff and public.

The LRH Communicator International is the senior of all the LRH Communicators (except the LRH Communicator of Golden Era Productions, who is directly under the Establishment Executive International). She has Continental LRH Communicators in all Continental Liaison Offices who are her representatives for the various continents.

LCI is not under the jurisdiction of the Commanding Officer of the Flag Command Bureaux as her direct senior is the Establishment Executive International.

Within the LRH Comm Network are 3 additional networks, each with a specialized function. The LCI is the direct senior of the head of each network:

The SENIOR HCO NETWORK, headed by the Senior HCO Area Secretary International (SNR HAS INT), is responsible for seeing that every org has a fully manned and functioning HCO DIVISION which operates 100% on policy. Senior HCO International includes the International Justice Chief who is responsible for the standard application of Scientology Justice policies in every area. Senior HAS International is aided by the Continental and Area Senior HASes, located under the Continental LRH Communicators in CLOs.

The KEEPER OF TECH AND POLICY KNOWLEDGE NETWORK, headed by the Keeper of Tech and Policy Knowledge International (KOT INT), gets LRH Policy and Tech known and applied 100% standardly in orgs. This network extends down to org level where the org Keeper Of Tech and Policy Knowledge is a junior of the org LRH Communicator. The Keeper of Tech and Policy Knowledge International is aided by Continental Keepers of Tech and Policy Knowledge in each CLO, located under the Continental LRH Communicators.

The SENIOR QUAL NETWORK is headed by the Senior Qual Sec International. Senior Qual Sec Int is responsible for achieving a fully manned and functioning Qualifications Division in every org. He operates directly under the LRH Communicator International and has continental Senior Qual Secs to assist him in each CLO.

The International Training Organization (ITO) is located directly under the Senior Qual Sec International as part of the Senior Qual Network. It is responsible for higher administrative training of org executives such as the delivery of the Flag Executive Briefing Course, Data Series Evaluator Course and specialized administrative courses such as the Public Relations Course. It delivers as well technical training for export to orgs (such as training auditors to deliver Security Checking). The ITO also trains, sends and operates Universe Corps teams that go out to orgs, once they have reached the size of old Saint Hill, and get the staff to OT in their own org.

The ITO is responsible for seeing that each Continental Liaison Office has a Continental Training Org where staff and executives from orgs get hatted and corrected on their posts as well as trained on the Organization Executive Course.

In order to perform their functions, the LRH Communicator International and her Networks get programs executed in the individual orgs via their Continental representatives. They are the org builders and have been given the full authority necessary to see that orgs are built strong and built to last.

THE FLAG FINANCE OFFICE AND THE FINANCE NETWORK

The FLAG FINANCE OFFICE is also part of the Flag Command Bureaux echelon of management. It is the tactical execution arm of the International Finance Office. It operates, under the Flag Finance Director, a network of Flag Banking Officers (FBOs) and Deputy FBOs for Marketing of Org Resources for Exchange (D/FBOs for MORE) in all orgs.

The Flag Finance Office is responsible for a fully manned and functioning FBO and D/FBO Network in all orgs, which accomplishes its purposes.

The exact purposes of the FBOs are: 1. To increase the income of the org so as to allow it to expand its facilities in order to increase the delivery of Dianetics and Scientology to the public. 2. To give the org a well-paid staff so as to make the org attractive to work in and recompense staff commensurate to their production. 3. To provide proper exchange to management for helping the org expand and thus make it possible for management to finance new broad dissemination campaigns and projects which benefit all of Scientology. Where finance policy is not in, as evidenced by any of the FBO purposes not being accomplished, the FBO has the full authority to act and handle with ethics to get those purposes accomplished.

The D/FBOs for MORE are responsible for getting orgs promoting and disseminating the products they are there to deliver. By getting the orgs promoting and selling books and materials to the public they directly expand Scientology. They are also held responsible for safeguarding orgs' bookstore materials, related finances and preventing any misuse of them.

The org FBOs and D/FBOs are backed up in their actions by the Int Finance Ethics Officer and his Int Finance Enforcement Network. An Org FBO or D/FBO may also appeal to the Int Finance Ethics Officer where they are being blocked from accomplishing their post purposes.

The Flag Finance Office manages the individual FBOs and D/FBOs for MORE in orgs via the Continental Finance Offices in CLOs. It does this through the execution of programs provided by the International Finance Office.

The Flag Finance Office also includes the LANDLORD Network which is responsible for all estates matters internationally and for the proper management of all the Estates organizations. The Landlord Network sees that the image of Scientology orgs, as related to buildings and grounds, is excellent and inviting to all public.

The Flag Finance Director is directly answerable to the International Finance Director, who is part of International Management.

THE OFFICE OF SPECIAL AFFAIRS INTERNATIONAL



The Office of Special Affairs International (OSA INT) is a network which extends through Continental Liaison Offices to org level Department 20s, the Department of Special Affairs.

The OSA Network is responsible for handling all external matters of the Church (including legal, defense, government and media relations) to the result of the total acceptance of Scientology and its Founder, L. Ron Hubbard. OSA helps create a safe environment for orgs to operate in and expand by their actions. It gets this function done by keeping orgs operating fully in accordance with the laws of the land, by applying LRH Public Relations technology with the officials in the org environment and ensuring the org is free of external enturbulence and distraction so that it can get on with the business of clearing its community.

OSA Int is part of the Flag Command Bureaux and is headed by the Commanding Officer OSA Int who is answerable to WDC OSA.

The Commanding Officer of the Flag Command Bureaux

The Flag Command Bureaux is headed by a Commanding Officer. He is the senior to the Commanding Officers of each of the management units which make up the Flag Command Bureaux (the Flag Bureaux, SMI International, WISE

International, ABLE International, BRIDGE Publications and NEW ERA Publications).

The Commanding Officer of the Flag Command Bureaux is responsible for coordinating the different management orgs and networks at the Flag Command Bureaux echelon, ensuring they are forwarding strategic planning through the execution of the programs and evaluations provided by the Senior Executive Strata, with the overall purpose of building every org up to and beyond the size of Old Saint Hill and expanding all the sectors of Scientology.

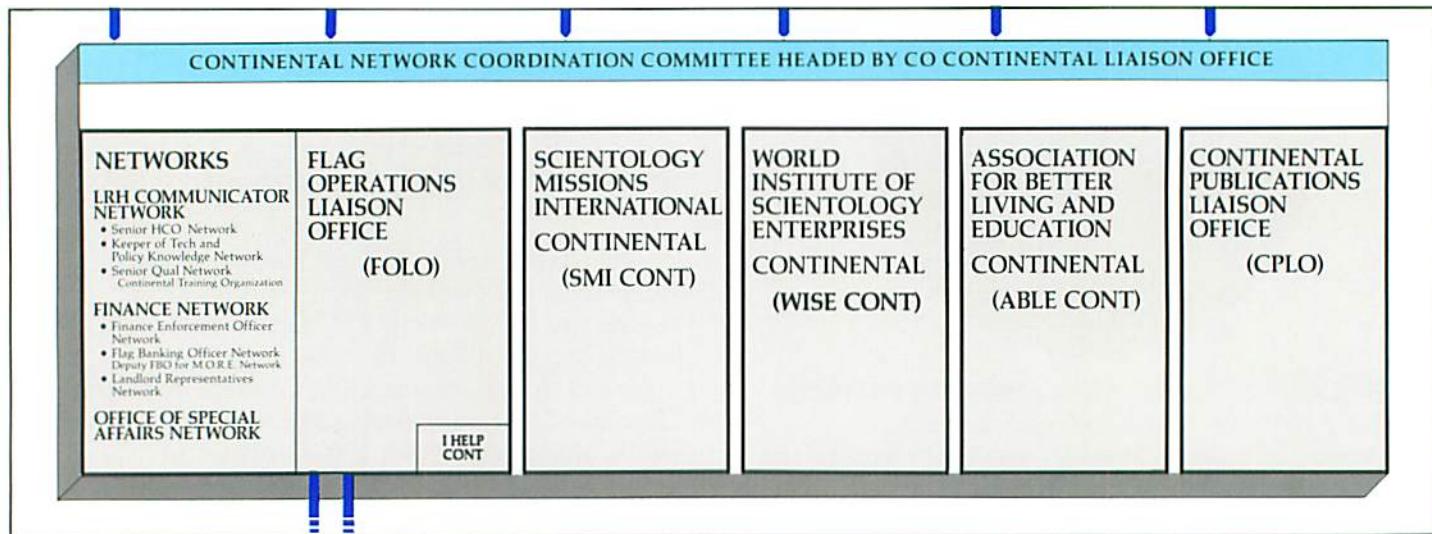
The Commanding Officer Flag Command Bureaux is the chairman of a coordinating committee called the FLAG NETWORK COORDINATION COMMITTEE. This committee is attended by all Commanding Officers of the Flag Command Bureaux management organizations, the heads of the international networks, the Commanding Officer of Bridge Publications and the representative of New Era Publications. The FLAG NETWORK COORDINATION COMMITTEE is where the different sector and network heads meet to coordinate the activities of their individual areas so they mesh together to forward and accomplish international expansion of Scientology.

The Commanding Officer of the Flag Command Bureaux sees that the strategies, evaluations and programs done by International Executives of the Senior Executive Strata are successfully executed by the different management organizations and sectors which form the Flag Command Bureaux. The coordination council which coordinates the activities of the International Executives of the Senior Executive Strata, the International Management Executive Committee, headed by the ED International, monitors the activities of the Flag Network Coordination Committee.

While junior to the ED International and the Senior Executive Strata, the Commanding Officer of the Flag Command Bureaux is answerable to the Chairman of the Watchdog Committee, as he wears the hat of coordinating the tactical activities of the management units in charge of the different sectors of Scientology (which the Watchdog Committee is responsible for ensuring are there and functioning).

The Commanding Officer of the Flag Command Bureaux is the senior of the Commanding Officers of the Continental Liaison Offices who are wearing this same hat in the Continental Liaison Offices.

Continental Liaison Offices



The CONTINENTAL LIAISON OFFICES (CLOs) coordinate all the Scientology activities in their continental areas. They are ultimately responsible for the expansion of all the Scientology activities and organizations within their geographical area.

Their function is to get programs and orders executed for the Flag Command Bureaux in their individual orgs and units and to debug where programs and Flag orders won't go in. CLOs are execution arms for the Flag Command Bureaux. This function includes the responsibility of finding why a program is not going in in a specific org and getting this remedied by taking the necessary actions in accordance with policy. This would include the use of Sea Org missions.

Along with its main function of executing programs for the Flag Command Bureaux, the CLO also has the hat of ensuring org Commanding Officers and Executive Directors are hatted and productive and they are expanding their orgs and units through the standard application of policy and the execution of management programs.

The CLOs duplicate the organizational pattern of the Flag Command Bureaux for their continental area. They include: the FLAG OPERATIONS LIAISON OFFICES (FOLOs), which duplicate the Flag Bureaux and are in charge of Class 4 orgs and Sea Org orgs; the CONTINENTAL OFFICES for

SCIENTOLOGY MISSIONS INTERNATIONAL, WORLD INSTITUTE OF SCIENTOLOGY ENTERPRISES, ASSOCIATION FOR BETTER LIVING AND EDUCATION and THE CONTINENTAL PUBS LIAISON OFFICES (which are the Publications Organizations' representatives in the different continental areas).

Each CLO has a CONTINENTAL TRAINING SCHOOL under the Cont Senior Qual Sec which trains org staff on administrative courses such as the Organization Executive Course. As part of its Continental Training School, each CLO runs a cramming unit where org staff members receive hating and cramming on a rotational basis so they become proficient in the application of the LRH policies for their posts.

Each CLO also includes continental heads for the different networks who are answerable to their international network heads located in the Flag Command Bureaux.

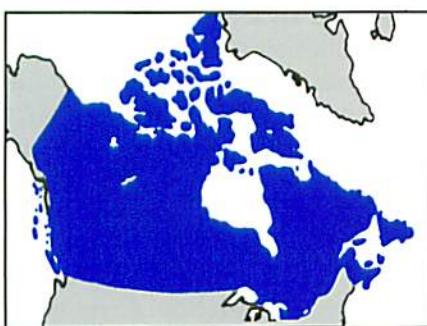
Each of the management organizations which make up the CLO are headed by a Commanding Officer who is fully responsible for his organization and the expansion of his sector in the continental area. He is answerable to the COMMANDING OFFICER of the CONTINENTAL LIAISON OFFICE.

The Commanding Officer of the Continental Liaison Office (CO CLO) is the opposite terminal in the continent to the Commanding Officer of the Flag Command Bureaux, who is his senior. He is in charge of the CLO and is responsible for the overall expansion of Scientology in the continent. He is responsible for coordinating the different management organizations and networks which make up the Continental Liaison Office. He ensures the different parts of the CLO are tactically forwarding strategic planning , executing Flag Command Bureaux orders into the individual orgs and units so as to build up the orgs to and beyond the size of old Saint Hill as well as expand the different sectors and boom Scientology in the continent.

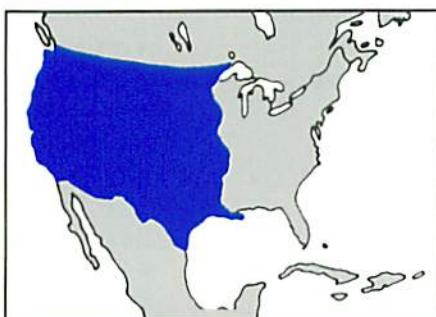
The Commanding Officer of the Continental Liaison Office is the chairman of the Continental Network Coordination Committee which is attended by the Commanding Officers and the continental network heads of all the management units and networks which make up the CLO.

At service org level, the org network representatives coordinate their activities by attending the Executive Council meetings, which are chaired by the org Commanding Officer (in Sea Org orgs) or Executive Director (in Class 4 orgs). Coordination in an org comes from the Exec and Advisory Councils and in Divisional and staff meetings.

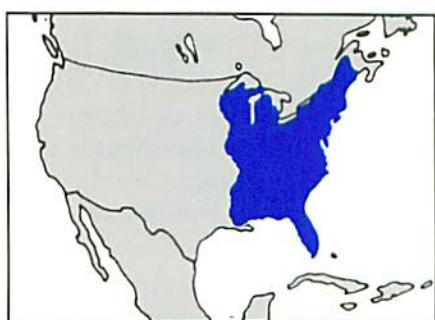
Scientology Continents



Canada



Western United States



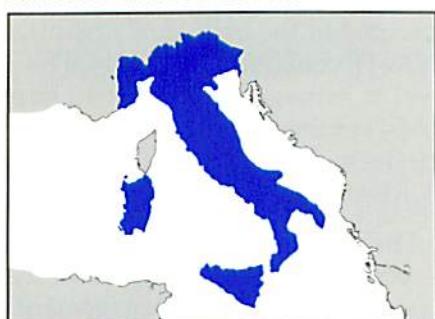
Eastern United States



Europe



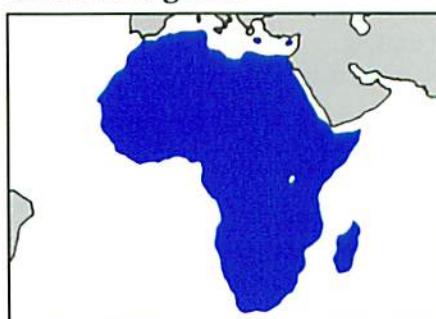
United Kingdom



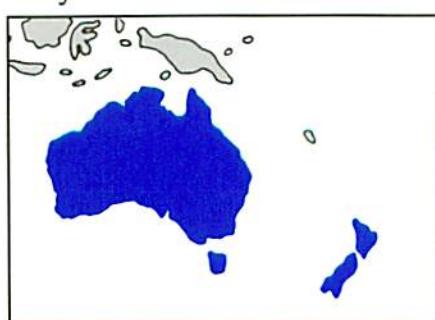
Italy



Latin America



Africa



Australia/New Zealand/Oceania



Summary

The basic form of the Command Channels is as follows:

WATCHDOG COMMITTEE covers sectors. It is an inspection and policing organization and does not itself manage. It puts management units there and sees that Scientology Organizations are properly managed. It has a parallel policing organization to management, the COMMODORE'S MESSENGER ORGANIZATION, which polices the activities of all management orgs. There is a Commodore's Messenger Organization located next to each management organization (Flag Command Bureaux and each Continental Liaison Office).

THE EXECUTIVE DIRECTOR INTERNATIONAL and his SENIOR EXECUTIVE STRATA cover the FUNCTIONS which make orgs run in all the sectors of Scientology and coordinates these functions in them. It is the strategic level of management and provides planning and tactical steps to get that planning done.

FLAG COMMAND BUREAUX gets the planning provided by the SENIOR EXECUTIVE STRATA in the form of strategies, evaluations and programs, executed in the individual organizations via its CONTINENTAL LIAISON OFFICES. It is the tactical level of management and is an implementation body solely concerned with getting things done. The CLOs are the execution arm of the FLAG COMMAND BUREAUX in their respective geographical areas.

The service organization executives are ultimately responsible for expanding their organization to the size of old Saint Hill. Management actions do not absolve these executives from any of that responsibility. Org executives must still see that the org accomplishes its overall purpose as laid out in LRH ED 339R. The coordination of the org or unit's activities so it accomplishes its purpose, comes from the Executive and Advisory Councils and in Divisional and staff meetings.

Scientology is a very large movement which comprises many different sectors, all dedicated to making the technology of L. Ron Hubbard known and applied.

International Scientology counts over 600 service orgs, missions and units in all the continents of the

world. Its management structure exists solely to help the service organizations and units service the public and deliver Scientology to people so they get up The Bridge to Total Freedom.

While Scientology is big and is the fastest growing movement on Earth, it is our intention that it grows even bigger and faster. We do not have an infinity of time to clear this planet. We are actually engaged in a race against time. This society is on a downtrend, and the rising statistics of crimes, drugs and economic troubles around the world show it. We have the only workable technology which can create a new civilization here on Earth. It is our responsibility to make this technology known and to get it applied.

In order to do this we need all service organizations to be above their make-break point and expanded to and beyond the size of the old Saint Hill. We need thousands of Scientology missions which contact and introduce new public to Scientology and get them on their way up The Bridge to Total Freedom. We need thousands of field auditors who audit. The World Institute of Scientology Enterprises, the social reform groups such as Narconon, Applied Scholastics and Education Alive, The Way To Happiness Foundation, Criminon need each to be as big as the rest of Scientology.

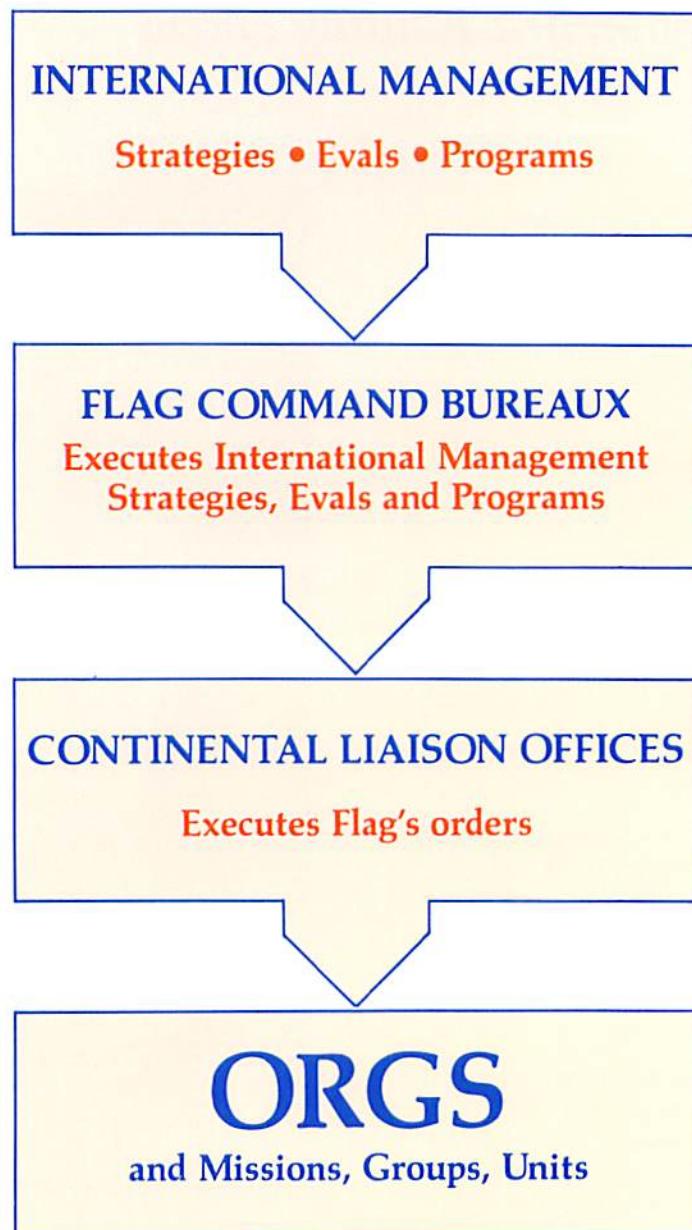
Management is there to help you make this happen.

The intention of all management activities is to help accomplish the purpose of expanding organizations which FREE PEOPLE. That is the ONLY reason orgs, units and management exist. And that is the overall coordinating factor of all activities in Scientology.

With properly posted and used terminals at various management echelons, including the org executive and ad councils, responsible each one in turn for the areas below them and held responsible for the stats of those areas and with all networks established and performing their proper functions, an unprecedented expansion of Scientology is guaranteed.

With every organization, every unit, every staff member knowing and accomplishing their purpose, function and duties with 100% on-policy and in-tech, we are going to rapidly clear this planet.

Let's make it happen.



Building the Org

With the use of Standard Routing Forms

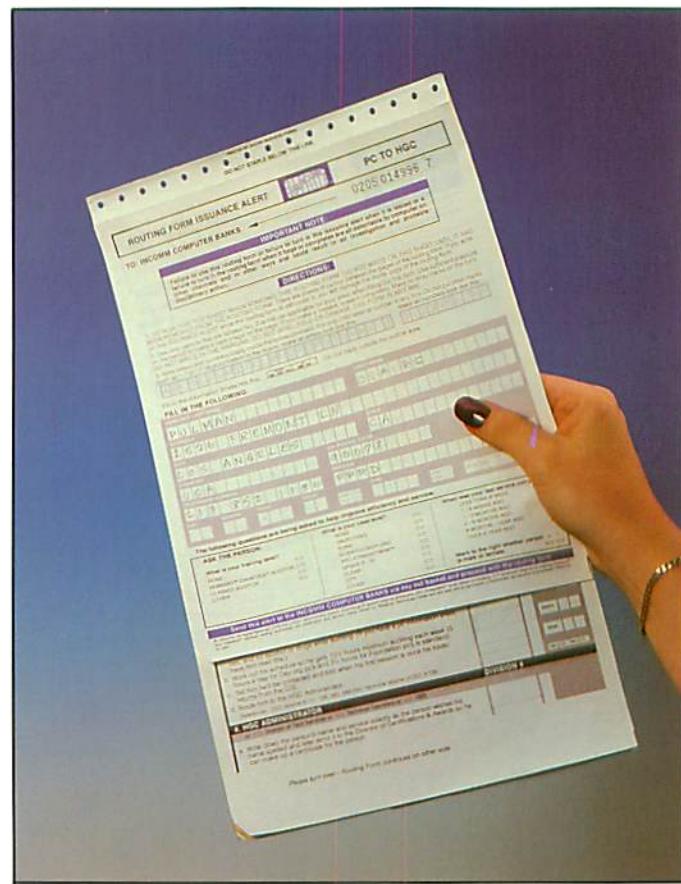
"The pattern of the posts, lines, terminals, actions and reports of a Central Org are becoming an exact pattern." LRH (HCO PL 9 January 1961, Duties Of HCO)

An org is composed of lines and terminals. If all the lines and terminals covered in the OEC® volumes were there and functioning in your org, it would boom! You now have a fantastic tool available to you to accomplish this: the standardized Routing Forms list all the on-policy org lines exactly. Each step on the Routing Forms very clearly lays out what must be done by each post with the exact policy references. Putting in and using each Routing Form precisely per its instructions can magically make an org standard and build it.

At old Saint Hill, routing forms were always used to swiftly route people and particles onto and through the org lines. In fact, this IS how the lines went in, how the terminals got hatted on their posts and how the org boomed. The use of routing forms was a major factor in building old Saint Hill to a very large size.

It has been proven time after time that where standard routing forms are used exactly, a big, booming, old Saint Hill sized org will result. As an example, Orange County org has expanded to the size of old Saint Hill, and using the computerized routing forms has been a major factor in their expansion.

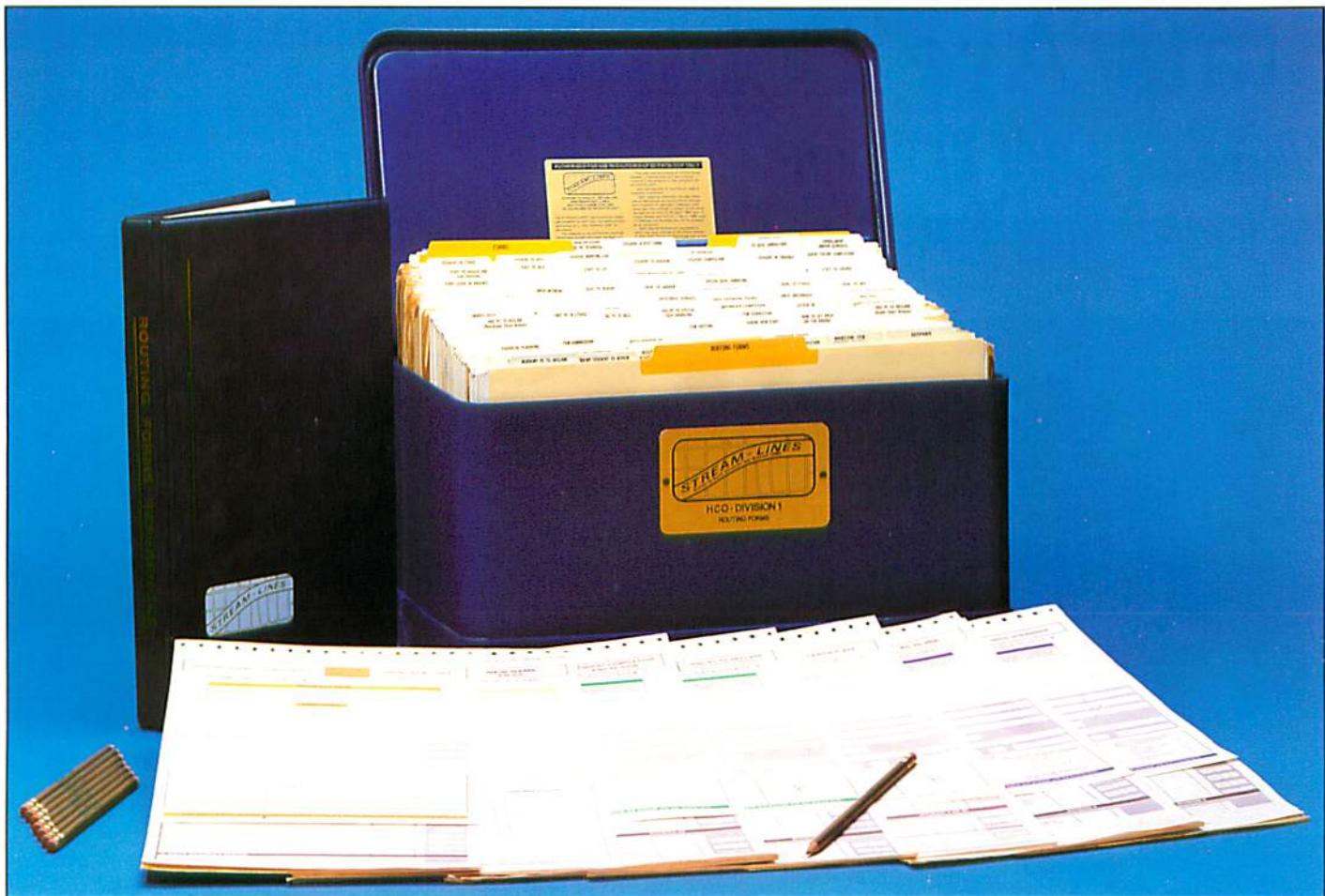
On-policy and computerized routing forms now exist and are available in most orgs. If you do not have them in your org yet, contact the Routing Form In-Charge International, care of Senior HCO International. These routing forms are based on thorough research of LRH policy, and tell you exactly how to handle each particle coming through



to you on your post and where to route it next. The exact policy reference and where to find the policy is included at each step of the Routing Form.

Copies of these Routing Forms are sent to the Central Computer Bank which keeps track of the people and particles on org lines.

Routing Forms get lines in for your org and hat staff members on their posts. An org is made of lines and terminals operating with a common purpose, so BOOM your org up to and beyond the size of old Saint Hill through the proper use of the routing forms!



STAFF MEMBERS WIN USING ON-POLICY ROUTING FORMS

"The HIRING NEW STAFF routing form definitely assisted me on my post and to define my job. My stat has been highest ever since using these routing forms."

Personnel Procurement Officer
Orange County

"I had a student who had been off course, sick. She came in and kept saying she HAD to see the Chaplain, because she had real problems with her boss at work. My course admin used the ROUTING FORM TO CHAPLAIN that can originate from any point in the org and put the student on that. I saw her a bit later, VGIs after having read the applicable references! She is back on course and winning and also winning with her boss!"

Director Of Training
Los Angeles Day

"This person was a very ARC broken public. I had called him once and he had said he would not continue up the Bridge and had hung up on me. He finally came in and he got on a "How To Get Back on the Bridge" Routing Form. The steps of the routing form got done exactly and he is now totally handled and is doing great on his course."

Student Call-In
LA Day

"The computerized routing forms are definitely a stable datum to staff members. The "To Qual Consultant" Routing Form is being used extensively by my Public Reg and he has had lots of good wins and results using this line. He has gotten people recovered and back onto services that would otherwise have fallen off the lines. He uses this line extensively and it is working beautifully!"

PES
Celebrity Centre International

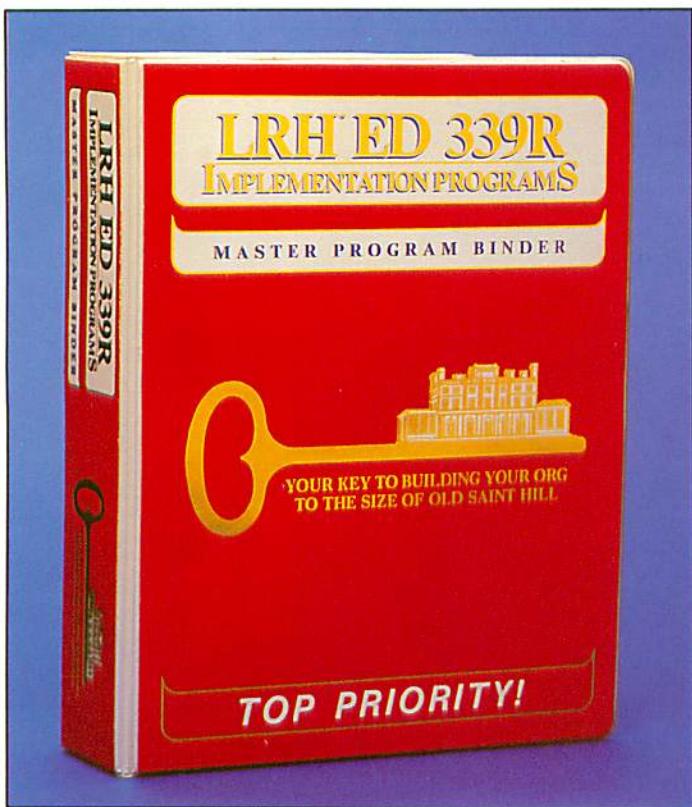
Stats Are Booming

*Where the LRH ED 339R
Implementation Programs Get Done*



"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." LRH (LRH ED 339R INT REVISION OF THE BIRTHDAY GAME 1982/83)

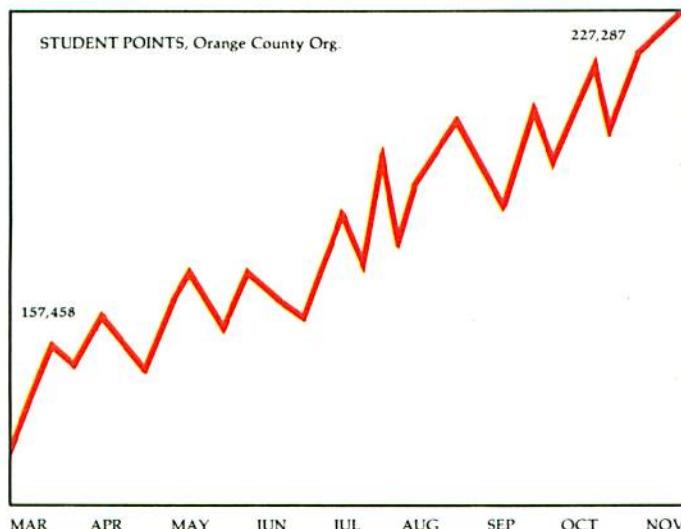
The LRH ED 339R Implementation Programs have been written for many functions and areas of the org. These programs, based completely on LRH policy, are handed to the assigned staff member by the CO/ED to get done. The org CO/ED should have a person in his office who can act as his Programs Operator so the execution of the 339R Implementation programs are kept track of and the



targets can be pushed through to completion. Execution of each target results in increased production and continued establishment that will achieve 5.4X for the org and beyond.

These programs are key tools in expanding orgs. USE them!

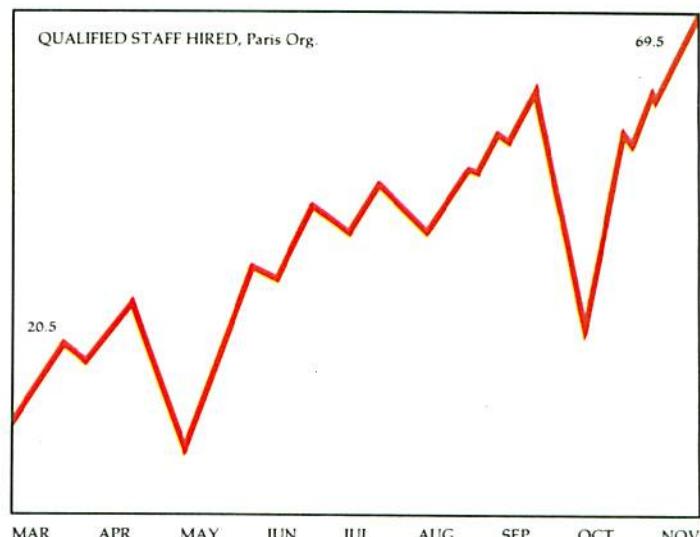
Orange County org is one of the most rapidly expanding Class IV orgs on the planet. It is



delivering volume services to its public, and has clear routes to get new public in. It has expanded to the size of old Saint Hill and they have been intensively executing the 339R Implementation programs.

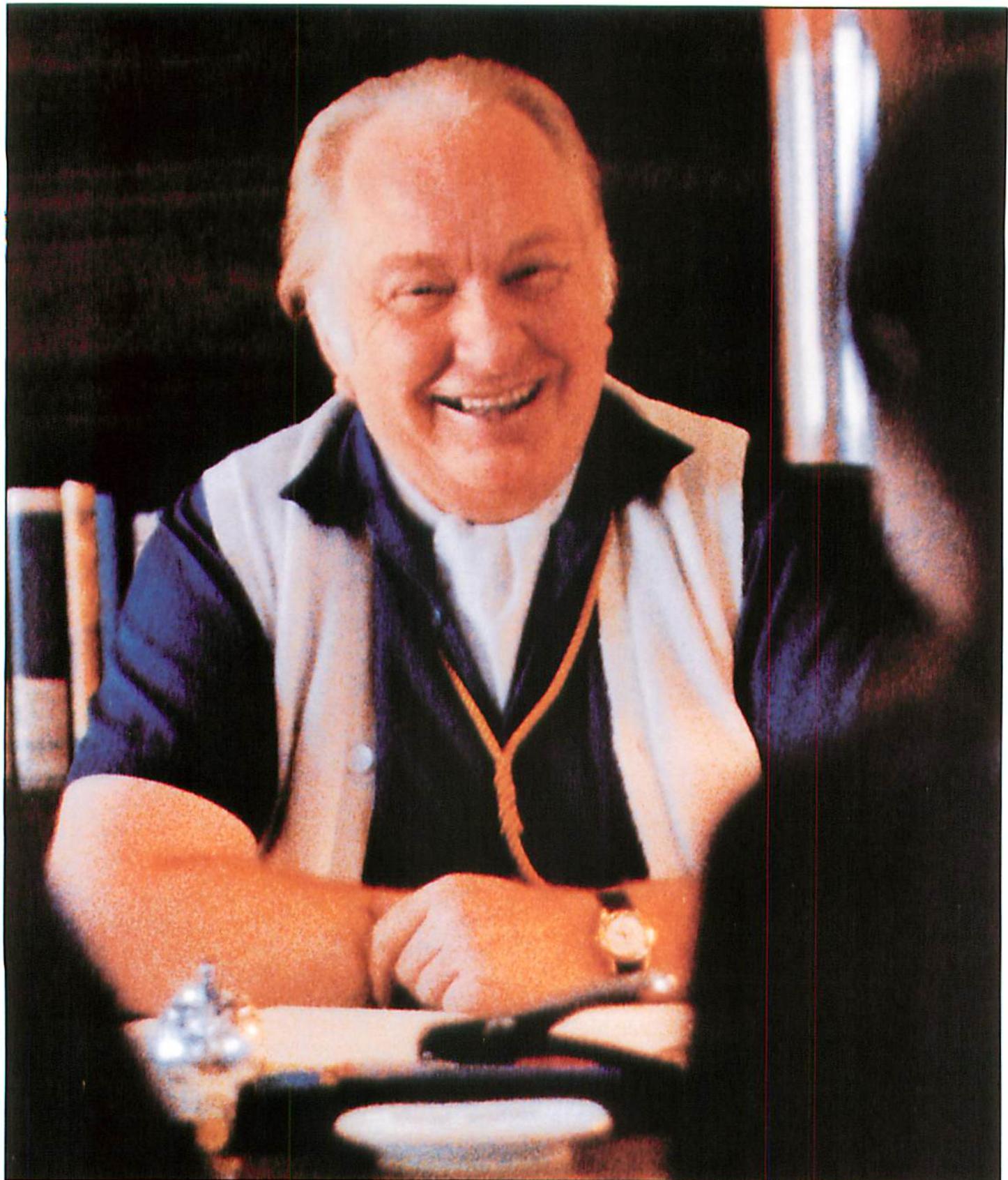
"Thanks a lot for the 339R HCO THE ELITE CORPS PROGRAM. We are now using ALL the recruitment pools which is something we were not doing in the past. We are getting very good results and a lot of qualified recruits!"

HCO Area Secretary
Paris



"It was really great to do the 339R COORDINATION PROGRAM. We have just completed it. The Exec and Ad councils are now fully formed and functioning and we are booming and have now reached old Saint Hill size! We are also doing the 339R Purification Program and the Well Done Auditing Hours are going up and up, with lots of public on the Rundown. We also have the What Is A Course? 339R Implementation Program which is the most successful action in our course area. The number of Auditors Made is in a new range and Student Points are on a long range uptrend. We are going to complete the WHAT IS A COURSE? Program next."

Flag Representative
Orange County



HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 AUGUST 1982R
REVISED AND REISSUED 28 FEBRUARY 1984

Remimeo
All Orgs
All Management
Personnel
All Executives
All Staff
All Computer
Users

(Revised to designate the issue as part of the Computer Series and to clarify paragraph 7 regarding use of computers.)

(Revisions not in a different type style)

Computer Series 4

Admin Know-How Series 42R

TARGETS AND PRODUCTION

There is a direct coordination between the clarity and doability of the targets of a program and any increase in stats.

If one can write good, simple, doable programs on matters important to get done, they can get done. If the program is cloudy or the targets too general, little comes of it. It does not show up in stats and can even clutter up lines and impede production.

So it is very important to an exec and to staffs that the exec be able to write clean, concise programs and staffs to recognize when they are not and plead for correction.

Strategic planning gets bugged most often because middle management does not put it in target form or, if they do, put it in such cloudy or general targets it cannot be done and does not achieve the desired result.

Faults in this can cost — factually — millions in unmade income or actual losses and overwork.

But now today *another* factor is entering the scene. The world has gone *computer*.

Computers can keep track of things and operate to catch things which, undone, wreck things.

In a very short while, at this writing, computers will exist at management echelons to keep track of stats, demand programs and keep track of their effectiveness. The computer will be able to detect very early noncompliance both in writing and getting done programs.

Life will be much smoother as debugs will be demanded more quickly and bad targets or line jams or staff overloads will be detected sooner and remedied, resulting in more income, more service and more pay.

But all this will depend on three things:

1. The existence and soundness of the strategic planning and evaluation. (This has never much been in doubt.)
2. The clarity with which planning can be programmed. (This is currently not good at all.)
3. The execution of targets called for at various echelons and staff level. (This depends, to a large measure, on 2 above.)

To a computer, which cannot really think, a target is a target. If not done in the expected time, it will squawk. If still not done, it will demand a debug.

The debug will find (a) the organization ordered did not give it to a correct or the right staff member to do, (b) had no one there to do it or (c) the target was simply neglected at staff level or (d) the target was undoable in its existing form. The right one will be found, action will be taken and the overall scene will advance once more.

So it is *very* important, whether one is writing major, minor or mini programs, that they be written absolutely on-policy from here on out.

This starts now, not waiting for computers, as it is valid in its own right and Programs Ops are on the line. With computers there will still be Programs Ops to run them but the precision and speed will increase amazingly.

The organizations in the world are getting bigger. They have to be more efficient to also pay well. And this all comes down to the 1, 2, 3 above.

It is a miserable thing to be hit with a lot of confused, undoable orders. And dangerous to one at staff level for one can be charged with noncompliance when there was really nothing precise to comply with!

So the ability to coordinate programs and write excellent target-policy targets is vital to the ability of all to work.

And when computers get on the job, electronic sparks will be flying all over the place if target policy is not adhered to carefully and precisely.

So this policy is vital, computers or no computers.

OPERATING TARGETS MUST HERAFTER BE WRITTEN IN SUCH A WAY THAT THEY ARE FINITE AND NOT A GENERALITY SO THEY ARE PRECISELY DOABLE. Targets like "Keep stats rising" or "Be nice to Joe" are not doable targets from a computer's viewpoint or anybody else's.

But, computers aside, the one that does the target is NOT a computer and with target clarity can do it far more easily.

Hear me, the 1, 2, 3 above are the make-break point of expand or not expand.

So heed it.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

SEA ORGANIZATION

FLAG BUREAUX DATA LETTER 192R

11 June 1972
Revised
21 September 1973

All Execs

THE DATA FILES

Something new was added to the world with the MULTIPLE VIEWPOINT DATA SYSTEM.

Operations in any business or air force or Navy heretofore has always been a single viewpoint system.

There was the General manager in Poughkeepsie. There were the branch offices all over the US.

There on the wall is a map. Pins for each branch office, a BIG pin as the main office in Poughkeepsie. Ribbons leading from each branch office to the main office.

And there's the GM looking out at these branch offices.

He hears something on the phone or the janitor about Torgueville. He sees this situation as it looks from Poughkeepsie. And he issues his snap orders.

And the company struggles along somehow.

Any general sitting on a hill looking at the strung out battle used that same moth-eaten system.

Every major company, every air force uses it. Been traditional since there were main offices or headquarters.

And orders can get pretty unreal.

So what's changed? What's this new system?

Well, you see everything from the BRANCH OFFICE! You don't see it from HQ.

You have to be as pan-determined as daylight to even conceive of such a system. For it's a true OT System.

Every situation is viewed from the viewpoint of the branch office, or the regiment on the firing line or the squadron in the sky.

It takes a pretty humble or pretty OT HQ to say "We don't have a viewpoint. We are not important as a viewpoint. The only viewpoint that's important is that of the man on the firing line, the squadron leader in the sky, the colonel actually engaged in battle."

So that's a Multiple Viewpoint System! It's newer than nuclear physics and an awful lot more valuable!

SIMPLICITY

You'd think it would take house size computers to handle such a concept.

Well it doesn't. The rest of the idea was how it could be simple.

The key is FILES.

Every org in the world has a file for each month in the Data Files.

As the data pours in from that org—telexes, staff reports, MO reports, finance reports, surveys, personnel records, observations, any and all data it goes BANG at once into that Org's file for the month.

All in a folder for that org for that month.

And there's that org, not only current, but for each month exactly for years back.

As fast as they've been filed they are worked. In other words read and acknowledged. Queries are handled.

STATS

Another set of data entirely comes in on telexes.

These are the statistics of each division of each org in the world.

The major stats of an org are plotted in big stat books. The Gross Divisional Stats are plotted in folders.

These are gone through carefully each week by an Alert Officer.

He is looking for dangerous stat situations or extremely good ones.

All this information is written up in a published weekly Data Bureau Stat Report.

Thus any major situation is spotted by stats.

EVALUATION

Don't forget, we have the Data Series, the tools of analysis. These are fantastic *in the hands of experts*.

The Staff Captain spots what orgs and areas need evaluation.

These evaluations are assigned to Staff Officers.

These take it over, look at the overall stats of an org, find where it did well and what months those were and pulls those Data Folders. The high stat scene is examined, analyzed.

The current scene folder of that org is then studied and counted for outpoints and pluspoints and the general situation is viewed as though one were in that org.

The Evaluation is published at once.

It is passed over to Operations.

Here the program is activated by persons representing that org's area.

If it is very hot, and calls for one it goes to Action for a Mission.

Out goes the Mission.

It leaves the org when done, hands the Mission Orders to the nearest Flag Operations Liaison Office and Org Flag Representative and comes home. Upon completion of debrief and its receipt on Flag, the Msn Ops briefs the Programs Chief who then takes over and operates the Org.

When the MOs are seen as totally successful, Programs then does a new Evaluation and gets the best programs that ever worked in that org and puts that program out to the FOLO to be done in that Org.

And the cycle is complete.

WHAT DATA?

What an org sees where it is sent to Flag via the FOLO.

An org owes Flag certain standard reports—HCO Weekly Report, Staff Lists, Ethics Orders, Personnel Orders, OODs, Org Rudiments, Dissem Weekly Report, etc. etc.

The presence or absence of these reports is a big factor. That such reports are not received at all counts heavily against an org. Lots of PR (public relations brags) without foundation in fact

shows up at once. The reports cross check each other. Any effort to "prevent Flag from knowing" or order "not to send it to Flag" show up very soon. In any event, the reports when given an expert's eye, talk. One is right there.

Other data is used such as debriefs of missions, interrogation of persons from the area or near a FOLO. Telexes sometimes go out to query.

In a very few hours or days an expert Evaluator knows more about the org than its own ED or C/O!

Some EDs and C/Os have come to Flag not believing that and have shortly said, "Hey, you know more about my org than I do!"

Well, it's true. And the reason is simple. Flag doesn't handle the daily routine of the org. The ED or C/O is hit all day long with noise. He gets little chance to really view the scene.

An OT look at the org is from above it and outside it. The observer is not being hit by the noise. So he gets a broader view.

Further he is viewing over a longer time span, often years. There's no place in the org itself where all its history is available in minute detail.

Also there are people around from that area.

FOLO

So when a FOLO starts bugging the Flag Rep for reports, don't be bugged about it. Get them in.

One fine day they may save your org's life. Maybe two years from now. Maybe today.

And when a FOLO starts telling the Flag Rep to get so and so done now, that Program Officer is not kidding. He isn't making a snap guess. He's sitting there with a Flag Program that has been evaluated within an inch of its life from tons of data.

And that's when you hear about it. He won't tell you a lieutenant sweated for four days practically holding your hand to find out why you skidded. He'll just tell you to get Laurie Murphy back on that post at any price and now now now now.

RESPONSIBILITY

C/Os and EDs are responsible for their orgs. They're not robots.

It's only where they aren't pulling in money with a high powered vacuum cleaner and sending pcs and auditors out glowing that Flag gets concerned. Flag feels then that the org isn't acting responsibly and so it intervenes.

And where an org is starting to soar Flag wants to know why so it can continue.

And back of it all are the Data Files.

So something new has happened.

Something good.

Real good.

The five orgs Flag is directly handling with Flag Missionaries get their orders from *Flag's* data files!

And those orgs are S-O-A-R-I-N-G right back toward their 71 boom peaks!

L. RON HUBBARD
COMMODORE

Adopted as official Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 DECEMBER 1966
Issue II

Remimeo

EXECUTIVE COUNCIL

The two Executive Secretaries (or the HCO Sec and Org Sec of a Six Department org) constitute an Executive Council.

This is the highest governing body of an organisation.

It is assisted by an Advisory Council which meets at a time of week prior to the Executive Council meeting.

PURPOSE

The Executive Council has the purpose of conducting a successful organisation.

The Highest Executive Council is appointed by the Board of Directors with the approval of the Guardian WW.

POWERS

Financial Planning (unless relegated to an Assistant Guardian by the Guardian because of a poor Cash-Bills ratio or lack of reserves or actual assets) is a primary duty of the Executive Council.

Any and all measures passed by the Ad Council must be passed by the Executive Council before they can be issued as having force (except policy letters).

POLICY

New policy developed in the Ad Council or the Executive Council must go through all additional lines prescribed by early policy letter before being issued as policy.

CONDITIONS

All Conditions are set and declared by the Executive Council.

Conditions may be suggested by the Advisory Council.

LRH COMM VETO

The LRH Communicator may veto any measure of the Ad Council or the Executive Council that is undoubtedly against policy and must show the date and line of the policy violated.

DEADLOCK

In case of deadlock in an Executive Council only then does the LRH Communicator have actual participation. The LRH Comm in such a case requests decision by a senior Executive Council, forwarding all data, and then for it and as it orders, casts his vote in the Executive Council.

APPOINTMENTS

The Executive Council appoints all heads of divisions and ratifies newly elected membership in the Advisory Council.

REMOVALS

The Executive Council may remove members of an Ad Council because they have ceased to be heads of divisions or for a specific charge or crime, against which the removed person may appeal.

EXECUTIVE APPOINTMENTS

The HCO Exec Sec and Org Exec Sec are appointed by the senior Executive Council on a basis of statistics, state of case and experience.

COLLECTIVE RESPONSIBILITY

The only collective responsibilities of an Executive Council are the Cash-Bills ratio of the org, its reserves and actual assets and for the successful conduct of an org as a whole.

Each Executive Secretary is responsible for and is personally known by the gross divisional statistics of his or her divisions.

In establishing responsibility in an Executive Council for a poor Cash-Bills ratio, poor public repute or a declining org, a senior Executive Council should consult the statistics of the divisions under each Executive Secretary as well as the org as a whole in order to remedy the matter by new appointment.

ACCEPTANCE FOR ISSUE

The Executive Council may not accept for issue any measure passed by the Ad Council which is not already in issuable form and must return for any changes and may not rewrite such measures.

FORM OF ISSUE

All directives continue to be issued in the same form as previously except that they are signed (for an Ad Council directive or measure):

As passed by the
Advisory Council and
Authorised by the
Executive Council
For the
Boards of Directors

(for an Executive Council directive or measure):

Executive Council
For the
Boards of Directors

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 JULY 1982

Remimeo
All Staff

Admin Know-How Series 41

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 or 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 in 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 troops, 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 millennia is determined by management. Does it coordinate or not?

L. RON HUBBARD
Founder

Adopted as official
Church policy by the
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
Exec Sec Hats
Secretary Hats

HCO POLICY LETTER OF 15 JANUARY 1966
CORRECTED AND REISSUED 15 OCTOBER 1985

(Corrections in this type style)

HOLD THE FORM OF THE ORG DON'T BRING ABOUT DANGER CONDITIONS

As long as executives fail to hold firm the form and channels of the org, their own posts *and* the org will be a confusion. Worse, it will cease to exist.

Executives *must* insist upon the privileges and responsibilities of their posts and not permit bypass and misrouting.

The whole org is run on statistics. It is not run on rumors. The more you follow statistics and the less you listen to rumor, the better off you will be.

Orders are issued to form the org and better statistics and that's all. There are no other reasons for orders, chits and upsets. Actions which don't increase statistics should be eliminated. Irrelevant orders and chits having nothing to do with statistics should never be issued.

To hold the form of the org it is vital that

1. The Ad Council minutes only order secretaries and only on gross divisional statistics as they appear.
2. Executive Secretaries order and chit only secretaries.
3. That secretaries order and chit only directors.
4. That directors only order and chit section officers.
5. That section officers only order and chit persons in charge or, if there *are* none, the staff directly under them.
6. Exec Secs and secretaries can cross-chit.
7. Directors can request and chit only via secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

SEC EDs

Sec EDs issued by the Ad Council may only change secretaries as personnel. They can advise the secretary on personnel but may not demote, transfer or dismiss a secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status I).

An Ad Comm's orders forwarded to the Office of LRH for a Sec ED always go via the Ad Council. But again an Ad Comm may only order directors and may not demote, transfer or dismiss a director's personnel.

A director should order officers.

Officers should order in-charges.

When personnel is assigned directly to an executive such as a personal secretary, one may of course order or chit that person directly as there is no command echelon.

REASON

Danger conditions are handled on bypass. Where a Danger condition is assigned, the senior can bypass anyone to get the job done and does.

The conditions in sequence are

6. Power
5. Power Change
4. Affluence
3. Normal
2. Emergency
1. Danger
0. Non-Existence.

It is true of all conditions that if you use one lower than you are in, you will bring the *next* lower one about. If you use the Normal *Operation* Formula when you are in Affluence you will certainly descend into Emergency.

Therefore if you are in Normal or Emergency condition and start bypassing, you will quickly descend into Danger condition (statistics will drop steeply) and achieve the only condition below Danger which is Non-Existence.

Thus if you bypass you infer the condition is Danger when it isn't. And you drop the org or any portion of it into Non-Existence.

So don't bypass unless you *are* in Danger condition. A Danger condition exists where statistics show continuing Emergency or a steep, steep fall. If a Danger condition exists, you handle the situation, bypass anyone at all and then the personnel who ignored it. So if you bypass all the time (Exec Secs issuing orders to directors, secretaries ordering officers, directors ordering general staff members), you will infer a Danger condition and get non-existence of the section, department, division or the whole activity.

Moral: Only when a Danger condition exists should a senior bypass the command chain; so if you are only in Emergency or only in Normal Operation or even Affluence, DON'T BYPASS or you will crush statistics.

SUMMARY

Learn your org board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't bypass (except in Danger condition).

Don't infer a Danger condition that doesn't show on a graph.

Hold the org firm by holding its lines and chain of command firm.

And you will prosper and expand.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

Remimeo
All Execs
HCO
MAAs/EOs
All Staff
Hubbard EO
Hat Course

HUBBARD COMMUNICATIONS OFFICE Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 MARCH 1985

RESPONSIBILITY, CONTROL AND DANGER CONDITIONS

References

HCO PL 16 Jan. 66R Rev. 29.11.79	DANGER CONDITION
HCO PL 19 Jan. 66 III	DANGER CONDITION— RESPONSIBILITIES OF DECLARING CORRECT DANGER CONDITION HANDLING
HCO PL 9 Apr. 72R	Executive Series 8 THE TOP TRIANGLE
HCO PL 18 Feb. 72	REPAIRING PAST ETHICS CONDITIONS
HCO PL 19 Dec. 82 II	

An executive can tend to occasionally sever somebody's responsibility line. It's a technical point.

As one definition of responsibility is to defend one's control of an area, an exec can sometimes tend to sever that control point.

That's the mechanism of a Danger condition.

If every time an exec found it necessary to bypass it was accompanied with another Danger assignment, and if those conditions were actually done, that would be handled.

That gives us the Why of how an exec can get repeatedly pulled into an area: It's failure to assign and get executed the Danger condition. That's the tech that's out. You see, the exec's juniors, by not doing their job, sever their control of their area.

PAST CONDITIONS

I recall a unit that was generating a lot of trouble and flak, and ended up being bypassed. Its stats crashed and they still had never really recovered six years later. And the reason was the undone Danger condition. They were never assigned a condition of Danger, and so those that had done the bypassing were stuck with this unit on their plates right on up the line. So when you have an area that is continually a source of trouble, a past Danger condition never assigned can be looked for and repaired.

This is the tech on Danger conditions when seen against the definition of responsibility. It opens the door to a handling.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
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INTERNATIONAL



POST RESPONSIBILITY

When putting someone on post you must hold the terminal on the post responsible for the post. The terminal on the post must be held responsible for all the products and duties of the post. This has got to be made very very clear all the way down the lines internationally.

You put somebody there and you hold him or her responsible and that's the system which builds an organization.

L. RON HUBBARD
Commodore
(Central Bureaux Order 766
Post Responsibility)

Adopted as official
Church policy by
**CHURCH OF SCIENTOLOGY
INTERNATIONAL**

The Office of Appeal

The duties and scope of each echelon and area of Scientology as to the zones of responsibility and the command channels are precisely defined and clearly laid out in this booklet.

Your own post has an exact purpose, responsibilities, functions and command channels.

Every echelon, org, unit and post is held entirely responsible for accomplishing ITS OWN purpose.

Every staff member is fully expected to take *complete* responsibility for constructively creating his post in accordance with policy and for producing *all* of its products with accompanying rising statistics.

On *every post* we need causative and responsible staff members who HANDLE their area.

If you are doing this, you are entitled to run your post and area without by-pass. If you are not doing this, you will be by-passed and you must apply the Danger Condition formula so you can move up to cause in your area. Every time by-pass occurs, the Danger Condition must be assigned and applied.

To remedy any possible situation where an executive or staff feels he or she no longer needs by-pass in their area, an OFFICE OF APPEAL has been established in the Office of the Senior HAS



International. The purpose of the Office of Appeal is to act as a point of recourse. By-passed executives and staff who feel that they have been subjected to incorrect by-pass actions, can appeal to this Office and on promise that they will manage their areas, they can then get their areas back without perpetual by-pass occurring.

Such appeals are to be addressed to the Office of Appeal in care of the Senior HAS International, with a copy to the Reports Officer of the Religious Technology Center. They must be accompanied by the area's statistics and a program consisting of the actions the person wants to take to handle his or her area.

Report Line to RTC

The Religious Technology Center polices the existence and exact use of the Command Channels of Scientology as a necessity to oversee correct use of the trademarks of Dianetics and Scientology.

Suppressives work best in chaos so they try to create it and by having firm and policed command channels and specific zones of responsibility for specific individuals, we can protect all organizations from internal subversion or sabotage and assure Scientology expansion.

Attempts to alter, violate or misuse the Command Channels of Scientology should be the subject of a Knowledge Report per HCOPL of 22 July 1982 KNOWLEDGE REPORTS with a copy sent to the Reports Officer RTC. It is the responsibility of every staff member to file a Knowledge Report when an off policy situation is observed.

With each staff member taking full responsibility for doing his own job and insisting on the respect and proper use of command channels, the continuous and infinite expansion of Scientology is guaranteed.



The Command Channels of SCIENTOLOGY

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The
Command Channels
of
SCIENTOLOGY
And the Class IV Organization and its Products

(Unfold and open for reference while studying this booklet)

The Command Chart of **SCIENTOLOGY**

RELIGIOUS
TECHNOLOGY
CENTER (RTC)
INSPECTOR GENERAL NETWORK
(Includes: Authorization, Verification
and Correction International)

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CMO INT

Commodore's Messenger Organization International
(Includes Senior Case Supervisor Office International and Office of LRH Personal Public Relations Officer International)

INT FINANCE OFFICE

(Includes The Estates Network with the Estates Network which is above all Estates orgs and the Estates personnel in orgs)

CMO GOLD**EXECUTIVE DIR**

SEN

International Manager

ESTABLISHMENT BOOKS MARKETING MATERIALS FIELDS

COORDINATION VIA WATCHDOG COMMITTEE

CMO IXU

Commodore's Messenger Organization
International Extension Unit

FLAG NETWORK COORDINA

FLAG C

NETWORKS**LRH COMMUNICATOR NETWORK**

- Senior HCO Network
- Keeper of Tech and Policy Knowledge Network
- Senior Qual Network International Training Organization

FINANCE NETWORK

- Finance Enforcement Officer Network
- Flag Banking Officer Network Deputy FBO for M.O.R.E. Network
- Landlord Representatives Network

OFFICE OF SPECIAL AFFAIRS NETWORK

I HELP™

SC
MI
IN**CMO CONT**

Commodore's Messenger Organization Continental

EXECUTIVE COUNCIL

FSSO
Flag Ship Service Org

EXECUTIVE COUNCIL

FSO
Flag Service Org

EXECUTIVE COUNCIL

CC INT
Celebrity Centre* International

CONTINENTAL NETWO

CON

NETWORKS**LRH COMMUNICATOR NETWORK**

- Senior HCO Network
- Keeper of Tech and Policy Knowledge Network
- Senior Qual Network Continental Training Organization

FINANCE NETWORK

- Finance Enforcement Officer Network
- Flag Banking Officer Network Deputy FBO for M.O.R.E. Network
- Landlord Representatives Network

FLAG OPERATION LIAISON OFFICE (FOLO)

FOLO

COMMITTEE (WDC)

ENTOLOGY
GS

CELEBRITY
CENTRES

SCIENTOLOGY
MISSIONS INTERNATIONAL

WORLD INSTITUTE of
SCIENTOLOGY ENTERPRISES

ASSOCIATION for BETTER
LIVING and EDUCATION

GOLDEN ERA
PRODUCTIONS

PUBLICATIONS
ORGANIZATIONS

ECTOR INTERNATIONAL

OR EXECUTIVE STRATA

ment Executive Committee (IMEC)

DIVISION SIX INTERNAL GROSS INCOME SERVICES QUALITY CALL-IN AUDIO/VISUAL

GOLDEN ERA PRODUCTIONS™

[Includes: Central Marketing Unit; LRH™ Book Compilations Unit; Translations Unit; Cine Org (Films, Slide Shows, Videos); Audio Division (Tapes, Music Systems Manufacturing Division (Hubbard E-Meters, Film and Slide Show Projection Systems, Cassette Decks)]

E/INTERNATIONAL MANAGEMENT EXECUTIVE COMMITTEE

ITION COMMITTEE HEADED BY CO FLAG® COMMAND BUREAUX

OMMAND BUREAUX (FCB)

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(SMI INT)

WORLD
INSTITUTE OF
SCIENTOLOGY
ENTERPRISES
INTERNATIONAL
(WISE INT)

WISE
COLLEGE

ASSOCIATION
FOR BETTER
LIVING AND
EDUCATION
INTERNATIONAL
(ABLE INT)

BRIDGE
PUBLICATIONS
INCORPORATED
(BPI)

NEW ERA
PUBLICATIONS
(NEP)

K COORDINATION COMMITTEE HEADED BY CO CONTINENTAL LIAISON OFFICE

CONTINENTAL LIAISON OFFICE (CLO)

S

SCIENTOLOGY
MISSIONS
INTERNATIONAL
CONTINENTAL
(SMI CONT)

WORLD
INSTITUTE OF
SCIENTOLOGY
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FOR BETTER
LIVING AND
EDUCATION
CONTINENTAL
(ABLE CONT)

CONTINENTAL
PUBLICATIONS
LIAISON
OFFICE
(CPLO)

EXECUTIVE COUNCIL

SEA ORG SERVICE ORGANIZATIONS

EXECUTIVE COUNCIL

CELEBRITY CENTRE ORGANIZATIONS

EXECUTIVE COUNCIL

CLASS IV ORGANIZATIONS

The hundreds of ORGS, MISSIONS, DIANETICS COUNSELING GROUPS, CITY OFFICES, FIELD AUDITORS, WISE UNITS and SOCIAL REFORM GROUPS, operating on LRH policy and dedicated to delivering LRH technology to the public, are the heart of International Scientology. All management units exist solely to ensure their future and ever-expanding prosperity through the standard application of LRH's Technology and Policy.

"THE ONLY REASON ORGS EXIST IS TO SELL AND DELIVER MATERIALS AND SERVICE TO THE PUBLIC AND GET IN PUBLIC TO SELL AND DELIVER TO. THE OBJECT IS TOTALLY FREE CUSTOMERS!" LRH

(ECCO PL 21 January 1983 THE REASON FOR ORGS)

ABOUT THIS CHART

This chart is your guide to the organizations and command channels of International Scientology. It shows the different management echelons of Scientology and their command lines. Each organization has its own separately issued org board which describes the internal command lines and full structure of that organization.

As a staff member, YOU are on this chart. It is vital that you become familiar with the command channels and the overall organization of International Scientology, so that you understand the different coordinating parts of the whole group and know what each unit and echelon are expected to produce. This Chart must be studied together with the Command Channels of Scientology booklet to gain a full understanding. With every post, every unit and every organization wearing its hat fully and applying LRH's tech and policy exactly, we will Clear this Planet.

LEGEND

LINES AND CHANNELS:

 **OBSERVATION AND ENFORCEMENT LINE:**
An OBSERVATION AND ENFORCEMENT LINE represents the lines used by CMO International and CMO Continental Units to get Watchdog Committee orders complied with, to observe and to report on situations to Watchdog Committee.

COMMAND CHANNEL:

A COMMAND CHANNEL represents the lines of authority of the International Scientology Organizations—the channels on which the programs, actions and orders of management flow to the terminals assigned to get them done.
"COMMAND LINE": a line on which authority flows. It is vertical. "Those on which orders and compliance travel from senior to junior and back as per the command lines on the org board." (Modern Management Technology Defined)

FIELD GROUPS

FIELD GROUPS DIANETICS STUDY GROUPS
FIELD AUDITORS OT* COMMITTEES
GROUPS GROUPS
DIANETICS* COUNSELLING GUNG-HO GROUPS
GROUPS

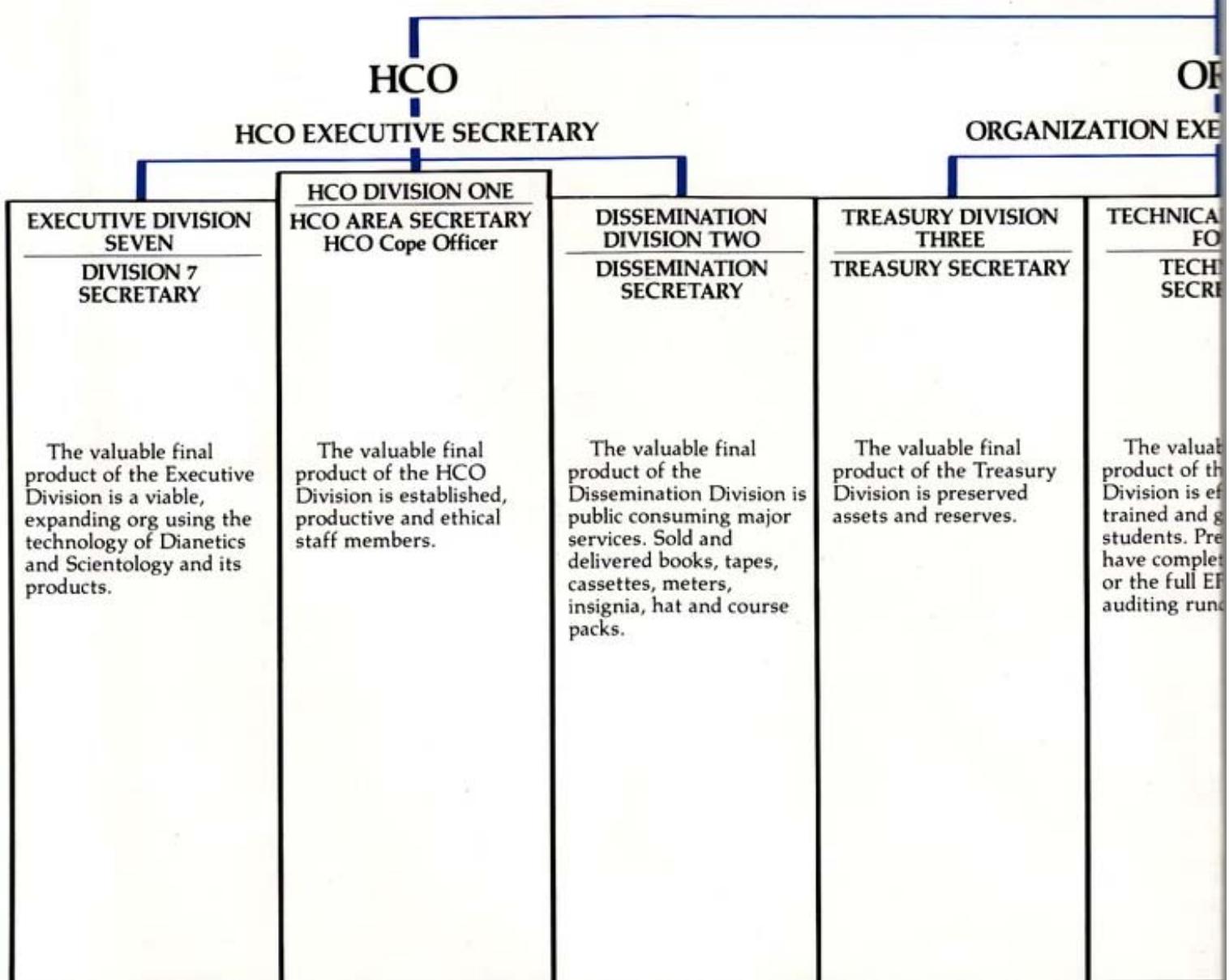
MISSIONS

WISE CHARTER COMMITTEES & MEMBERS

SOCIAL REFORM ACTIVITIES

The Class IV Organization and

EXECUTIVE



The Org Valuable Final Product is FINE PEOPLE WHO THEN M

and its Valuable Final Products

BOARD OF DIRECTORS

DIRECTOR

—D/ED FOR DELIVERY AND EXCHANGE

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UTIVE SECRETARY

DIVISION
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QUALIFICATIONS
DIVISION FIVE
QUALIFICATIONS
SECRETARY

The valuable final products of the Qualifications Division are effective, well-trained and fully functioning staff members obtaining their sub-products and VFPs. A corrected org and its products.

PUBLIC EXECUTIVE SECRETARY

PUBLIC

PUBLIC SERVICING
DIVISION 6B
PUBLIC SERVICING
SECRETARY

FIELD CONTROL
DIVISION 6C
FIELD CONTROL
SECRETARY

PUBLIC CONTACT
DIVISION 6A
PUBLIC CONTACT
SECRETARY

The valuable final product of the Public Contact Division is people contacted and interested in Scientology who buy books and start on basic services.

The valuable final product of the Public Servicing Division is hatted Scientologists and a well serviced field.

The valuable final product of the Field Control Division is a thriving and controlled field of active Scientologists.

WHO PRODUCE VALUABLE FINAL PRODUCTS
MAKE UP A VALUABLE FINE PUBLIC.

