

SEA ORGANIZATION

FLAG ORDER 3758

22 July 1979

IHQ
Snr HCOs
E&E, Aides, FB
Cont LCs, LC Flag
CMO

SENIOR HCO PERSONNEL AND MISSIONS

Senior HCO personnel are not permitted to go on missions except with the express approval of Senior HAS Int and the Cont or Area Senior HCO.

Senior HCOs are handling a backlog of many years of weak HCOs and HCO neglect, Senior HCOs handling this NOW will eliminate the need for repeated future missions and make current ones more successful (Ref: FO 2751 MISSIONS INTO ORGS).

Senior HCOs also have their own missions to fire and execute into their HCOs to establish and/or handle them so they are functioning effectively.

Where missionaries are scarce Senior HCOs must remedy this actively by recruiting, hatting and training.

Violation of the above is a Comm Ev offense, for the person demanding it and for the Senior HCO person who accepts a mission without proper authorization.

W/C Maggie Butterworth
Snr HAS Int

Authorized by AVC

for the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

BDCS:AVC:MB:kjm

SEA ORGANIZATION

FLAG ORDER 2834

21 May 1971

(Reissued 22 June 1988. Only change
is format correction in the signatory
section. Correction not in script.)

DISPOSING OF SECURITY
AND CONFIDENTIAL MATERIALS

All security and confidential materials must be SHREDDED before disposal. This should be by machine. It may be done by hand, but in either case must be reduced to unreadable tiny bits.

On the Flagship, security materials include all mimeo or photo-litho waste, any old promo materials and all material concerning Scientology or Dianetics or the Sea Org. It includes despatches.

Waste is NEVER ballasted and thrown overboard. Ballasting waste is an illegal practice.

The responsibility for seeing that this Flag Order is complied with is fully HCO's.

L. RON HUBBARD
COMMODORE

Assisted by
Committee of Evidence
FCO 1210

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:WM:MD:HE:act.cn

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STAFF CONDUCT

The following is expected of Commodore's staff:

1. *Communications flow fast fast fast.* The prosperity of an organization is proportional to the speed of its particles. Slap down all comm relay delays hard.
 2. Matters in the Division represented are cared for by staff effectively, swiftly and with initiative. Referral, rerouting, waiting for answers, may not delay action. If it's yours, do it, do it, do it. Don't refer it.
 3. Care for it when you see it or hear about it now, now, now. Don't backlog. When you receive a pile of despatches don't paw through them, just take the top one, handle it, the next one, handle it, rat-a-tat-tat. When somebody brings up a matter relating to your divisions, handle it now, now, now. And be merciless on juniors who delay.
 4. Set a snappy example for others. Be clean. Be in proper uniform. Use precise terms of courtesy and punctilio. Don't slop. Come down hard on outnesses and omissions of proper form.
 5. As soon as it is visible something isn't going right in your divisional zone ashore or afloat do not hesitate to take over and crowd the action through correctly. And always file a Danger Condition report with the Super-cargo whenever you have to bypass to get things done.
 6. You are not on staff to be liked or to be agreeable or to be nice. You are on staff to be effective and make the organization effective. We must make up in effectiveness what we lack in numbers. We could be the social lions of the year without getting anything done.
 7. When you're on ships or operations, don't stand around being "staff." Pitch right in wherever you can help in your divisional zone.
 8. When you are the only staff member on the scene, you are the whole flag section. Don't hesitate to step over boundaries to make things go right. Always tell the staff member who covers the divisions where you acted and what you did.
 9. Become better at the job in your divisional zone than the others in that zone on ships or ashore. Obtain respect and compliance through exhibited competence.
 10. The order of importance of doingness or orders is (a) Commodore's concerns first, (b) others second. Do both. Both are important. Don't use one not to do the other.
 11. Don't wait for orders. Look for things to do and do them.
Be polite and courteous in a nautical sense beyond belief and tough and inexorable in getting things done beyond confront.
- We have a lot to do. I am sure we can do it together.

L. RON HUBBARD
Commodore

SEA ORGANIZATION

FLAG ORDER 1174

12 AUGUST 68

DEV-T DATA

PEOPLE WHO DON'T DO THEIR JOBS

A type S being is so devoted to stopping something that he has no time or energy to actually do his job.

We have long said that people never did nothing. They were always doing something. If they weren't doing their jobs they were not doing nothing. They were for sure doing something else.

I have found what I believe it must be -- they are stopping something.

There is an exact point where a theta goes mad. It is not a broad gradient. It is an exact point. It is the point when a theta begins to be devoted to stopping something.

At this point also he ceases to do a job or carry out cycles of action.

He can't move through a cycle of action because, you see, he is stopping something.

The manifestations that grow out of this are nearly infinite. They sum up to a person being a liability on any post of responsibility as he uses his authority merely to stop the thing he is devoted to stopping.

As he is still clever in a way, he can give the wildest and most varied appearance of being busy at his job, but the end product is routinely a flub.

When such a person is still able to reason, he is suppressive in a degree. The thing he is stopping has begun to generalize in quality so he stops many things without realizing what he is trying to stop.

As he becomes more stupid he then begins to act irrationally and exhibits what could be easily seen as insanity.

Getting even (revenge) is a method of stopping things by making others guilty of doing things or having done things.

This can go so far that an inexpertly processed or not processed or poorly trained or not trained Scientologist can knowingly get even by trying to demonstrate he has had no case gain. He does this by acting stupid and discreditably or out-ethics.

You can realize how far this goes when you see a theta doing himself in to prove he is right. A theta has been known to sit tens of millions of years, immobilized just to prove he is right by showing he has been "done in".

All this begins by being devoted to stopping things.

The manifestations are continual flubs, bad or no job performance, incomplete cycles of action, Dev T.

The remedy case-wise is of course real standard processing up through the grades on the grade processes by an auditor who himself isn't goofing up his TRs or metering.

A Type S S & D is vital. A Type W may have to be run first.

And as the person progresses, with his track opening up, more S & Ds can be run, affecting him to greater depth.

Somewhere along the line he'll come right. BUT until he does he is a pc and should not be on org lines until he is cured of the basics of his obsession. Why? Because they stop others , covertly or overtly, from getting anything done.

L. RON HUBBARD
COMMODORE

LRH/dr

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SEA ORGANIZATION

FLAG ORDER 2710

27 January 1971

SO Member Hat

HARD WORKING PEOPLE
ETHICS PROTECTION

People who work hard have Ethics Protection.

Time and again somebody who raises a fuss trying to get his job done and his lines in has been criticized or chopped at. In many cases I have had to intervene to give them ethics protection.

Therefore it is hereafter a Court of Ethics offense to impede a Sea Org Member or staff member who is trying to get his job done. The charge is "Condemning efforts to do one's job."

People who are inactive and do not make a row when impeded but are merely quiet are liable to a Court of Ethics for being inactive on a charge of "Neglect of Duty."

The ideal scene is NOT a mortuary where everyone is quiet. Persons who want such a scene are unable to confront motion and emotion.

Causing a fuss or exhibiting temper while trying to get action is NOT a chargeable offense.

We are not in the behaviour business. We will leave that to others.

It is of exactly no concern whatever that two staff members or SO members clash in trying to do their jobs. If physical violence were to result, then damaging an SO member might possibly be charged if any serious damage occurred.

That two people are cross with each other is of no consequence whatever. It is not a legitimate zone for any ethics or executive interference.

That someone is too frightened or too dull to make a fuss when his job is impeded IS actionable under "Neglect of duty".

We have in the past erred a few times in accepting complaints against persons who were trying to do their jobs and had gotten unpopular. And we spent a long time undoing the trouble caused.

At this time, after great experience, when a complaint is filed against certain persons who do get their jobs done, the interest it gets is that the filer can't confront confusion or emotion and needs a few drills.

It is true a cemetery or a morgue are restful places. They require no confronting.

They don't produce anything worthwhile either.

I can think of nothing sillier than an inscription reading "We all revere Anthony Brown. He was quiet and polite as the ship went down."

The need for a loud effort to get the job done only states that that post is flanked on either side by people who are not getting their jobs done.

That's all it means.

"Who's in your road?" is the thing to say. Not "Be quiet!"

The ideal scene is not a mortuary. It is a busy live scene.

The world is carried on the backs of a few hard working people!

They're entitled to make a row if they find themselves falling over ineffective team mates.

Give them a hand!

L. RON HUBBARD
COMMODORE

LRH:nt

SEA ORGANIZATION

16 August, 1970

FLAG ORDER 2536

GUARDIAN'S OFFICE
AND SEA ORG

Efforts to promote Conflicts between the Guardian's Office and Sea Org will not be tolerated.

A primary intelligence technique as used by the Japanese in their Greater East Asia Co-Prosperity Sphere was to carefully study the potential animosities of various groups in a target country and then trigger them off just before an attack. Internal dissent, whipped up by Japanese agents, amongst these groups got them at each others throats. This caused internal commotion in the country and made it next to impossible to defend against a Japanese attack.

The technique is well known, going back to Roman "Divide and Rule" but the Japanese brought it to a high level of effectiveness. German Intelligence copied Japanese methods (the German Hess studied Japanese Intelligence for 17 years before taking charge of Hitler's Intelligence strategy.) Russian Intelligence is directly patterned on the German Intelligence service and was even originally organized by a German (Wilhelm Stieber) and continued to pattern after it. The Russians, being Asiatics, also directly copy the Japanese.

The two effective Arms of Dianetics and Scientology are the Sea Org and the Guardian's Office.

If trouble can be stirred up between these two or its principals, then, an enemy of Scientology can feel freer and can damage Scientology or its orgs or people.

Trouble of this kind has occurred in England and in New York at a time when each of these two areas was under savage attack. (UK by the government's extremists using the government power to get rid of rivals) (NY where the notorious B. Green group subverted the NY org and even reached into WW). It is very significant that ONLY in these places and ONLY at those exact times has trouble been promoted between the SO and the Gdn Office.

Any sign of such trouble or attempts to promote it then reveals itself as a potentially fruitful area for investigation by both the SO and the Gdn's Office.

WHO is promoting the trouble, WITH WHOM is he or she connected.

It is SO and Gdn Office POLICY to:

UNIFORMLY REGARD SUCH EFFORTS AS OF HOSTILE ORIGIN TO BOTH.

TREAT ANY SUCH INFORMATION OF HOSTILITY AS AN IMPORTANT OUT-POINT.

INSTANTLY RUN DOWN EFFORTS TO THIRD PARTY THE SO TO GDN OFFICE OR VICA VERSA AND HANDLE THE PERSON OR GROUP FOUND WITH FULL COOPERATION.

L. RON HUBBARD
COMMODORE

LRH:rr:sb

13th August 1967

FLAG ORDER 4

SECURITY ON POST

Whenever I see a person is not doing his job or is content to let others push him off his task or stand by without protest when others are doing his hat, I consider the person has resigned and replace him or her.

A person who won't do his job obviously doesn't want his job and possibly can perform a lower function.

A person who will stand by complacently and let another wear his hat of course doesn't value the hat but may be able to wear a lesser hat and value it.

A person who won't defend his job even against seniors, doesn't really know he has one and so won't miss it when demoted.

If you carefully study situations where I have transferred or demoted a person you will not find the following as the cause:

1. Unsociability
2. Honest Errors
3. Personal misconduct
4. ZD activities
5. Gossip or rumour.
6. Causing rows in getting his job done.

You will find the following as causes of transfer or demotion:

1. Not doing his job
2. Not executing the rightful orders given to the hat
3. False reports
4. General ineffectiveness.

There are no other reasons for demotion or transfer. One or more of the causes immediately above were present.

I work on a theory of "contribution". The way to contribute is to effectively and energetically wear one hat, defend one's hat and not let anyone else do one's hat. I contribute to those who contribute.

I wear a lot of hats and I do them. I do a lot more than anyone could even reasonably expect. Therefore I expect people to do at least as much as one could reasonably expect.

The way to be completely secure in one's job under my command is to do the job, wear the hat, defend the job.

As people are not always in possession of all the facts, this is not always completely understood. But it is no role of mine to go around explaining why A was demoted and so defame A to his friends as A has already been hard hit by transfer or demotion - why ruin him. But if you sorted out the facts behind the demotion or transfer you would find that A in actual fact demonstrably resigned his post some time before he was demoted. He resigned it by (1) not doing it or (2) not executing the rightful orders to the hat or (3) giving

false reports to obscure his inattention or (4) just stalling around and being ineffective.

Some people like a title and rank. Well Rank has its Privileges. But Rank has its Responsibilities. You can't have the cream without the milk. The Spanish civilization declined because a new title was enough. One didn't have to do more to keep it. One could sort of retire. The moment one of their engineers gets a degree he usually ceases to work. He has arrived. He can now ride. We think differently. If a man gets a degree as engineer he now starts to work at engineering. So one has to maintain his rank or title by doing what is expected of it.

To keep a job all you have to do is to do it, carry out the orders given to the hat and defend the hat and really wear it. Then you are secure in any command of mine.

I can always be counted on to do two more things re jobs. I usually give the guy at least one more chance later on if he seems to have learned his lesson. And I can usually be counted on to put a person back eventually into the zone they quit to raise his confront.

I don't usually have much trouble with people not doing their jobs or wearing their hats. But when I do I know that people around them are having ten times the trouble I am with the person. So when I act to discipline, demote or transfer, it is to help others around the person more than to ease my own lot.

The keynote is in any command of mine, you can wear horns and grow a tail if you do your job. If you don't do your job you can't even think sideways without getting disciplined, transferred or demoted.

All this view may seem odd on this weird planet where naval officers are refused promotion because of their wives - and generals promoted in direct ratio to their number of casualties. But the difference is, the wog on the whole is not trying to get anything done or to go anywhere - and we are.

L. RON HUBBARD
Commodore.

LRH/lh

SEA ORGANIZATION

FLAG ORDER 2211

21 November 1969

All Units
WW, info.COMMUNICATION OF ORDERS

The Military make it a rule to never explain an order! They believe a man is a puppet into whom can be trained a number of action patterns, any of which can be activated when the right button is pushed for that pattern.

Even if the think worked, we wouldn't do that. (It doesn't work). We make stable terminals who handle their areas so as to carry out the agreed purpose for that post. So a basic operating principle is:

IF YOU DON'T TELL PEOPLE WHAT YOU'RE AT YOU CREATE MYSTERY.

Say you issued three different military type orders into the same area within a short time span:

1. Lift that boat out of the water NOW.
2. Clean up the Bridge AT ONCE.
3. Give me an immediate count of the fire extinguishers aboard.

You will achieve no more than:

The person in charge of the area will ignore them because he already has cycles to complete (there are rust spots all over the foosle, there are unsecured canvases on the boat deck, the lashings in the tween decks need tightening, decks have to be swept, the well deck has sprung a leak etc etc) and he is fed up with interrupting them; or,

He will be confused as to which one to do first, or,

He will do them puppet-fashion and having done them, sit and wait for the next order, not knowing what your overall plan is (you didn't tell him) and he knows from experience it will probably not be the one that is desired. Your three orders above have put him out of ARC with his area of control and with you.

If you had bothered to let him know what you're at, he'd know.

1. That boat is leaking. It will sink. Get it out of the water!
2. The Admiral's coming this afternoon. The Bridge better be spick and span.
3. There are some fire extinguishers missing from their stations. Where are they? Why are they removed?

He'd be able to judge relative importance and be able to give you a sensible answer and be able to maintain his position as stable terminal for his area.

He'd get the boat out of the water; he'd clean up the Bridge; and he'd tell you that the 'missing' fire extinguishers are being charged and are already back in their stations all accounted for and all correct.

If the junior is the type that goes into explanations, forbid them. If you know what the reality of the situation is, and the pressure of the moment

is high you can add, "Regardless of any explanations etc, get it done," having given him the R factor.

If you are calling for information or materials for inspection, say why you are inspecting this area, what results you want to achieve, and mention who is going to take care of it. You may find the whole scene is already taken care of, or the guy at the other end is quite capable of handling it himself.

This operating principle holds good for both long and short comm lines.

We are in the business of un-puppeting people Puppets don't make stable terminals.

TELL PEOPLE WHAT YOU'RE AT. DON'T CREATE MYSTERY.

L. RON HUBBARD
COMMODORE

LRH:rs

SEA ORGANIZATION

FLAG ORDER 2588
 HCO Hats
 Chaplain Hats
 Buddy Hats
 New Recruit Hats
 SO SS Checksheet

17 October 1970

FEW ARE CHOSEN

The following excerpt from the Orders of the Day of 7 October 1970 by the Commodore is hereby issued as a Flag Order.

'RECRUITS

"Many are called and few are chosen", "the first few months are the hardest."

The Sea Org as the Sea Org exists to raise the ability to confront and handle Mest. When one can he can make it. When one can't he's rarely able to make anything else.

Let's take somebody who wants to be in PR. All right, PR requires the ability to rapidly handle Mest and people. A PR has to be able to handle and confront SPs without caving in. A PR has to be able to control and direct or he will never be able to do real PR.

To handle a section, a division or an org one has to be able to confront Mest and people and motion and upsets.

To handle one's life, one has to handle Mest, people and situations.

That takes processing, training and the livingness experience necessary to prove it to oneself that he can.

The Sea Org steps up the process.

The Sea Org people succeed and Sea Org orgs succeed way above other orgs and activities in the world. The balance sheets and expansion rate prove it. Things are getting better. Why?

Because Sea Org people who rise in the Sea Org have a higher level of confront and control.

This little handful of guys able to have this much effect on a planet? It's incredible. One small yacht to five, no org to seven orgs in three years? Half a dozen guys to several hundred. And in that time we have salvaged and expanded the whole Scientology network. And learned how to do it meanwhile.

People who are at shivering effect do not do that sort of thing.

It is hard on us. It is not easy.

But it is getting easier as we get better at it.

So many are called and few are chosen. Those you see here in the Sea Org are the guys who get the show on the road. Those you don't see here couldn't make the grade.

Those you see here did.

LRH, COMMODORE"

Ens. Sylvia Calhoun
 LRH Personal PRO

for

L. RON HUBBARD
 COMMODORE

LRH:SC: :arc

SEA ORGANIZATION

FLAG ORDER 433R

Also issued as
HCO PL 8 Feb 68
Issue II, same
title.

8 February 1968
Revised & Reissued
12 February 1978
to correct
omissions

(Revisions in
Script)

SEA ORG ZONES OF PLANNING

The Sea Org is an obvious success. Its promotional and mission actions resulted in a highest ever world wide statistic in early Feb 1968.

The Zones of Activity of the Sea Org are therefore of general interest and are outlined for future Sea Org planning.

MISSIONS TO ORGS

The Sea Org sends its officers to individual orgs with unlimited powers to handle

- a. Ethics
- b. Tech
- c. Admin

A general Sea Org Mission handles all three.

Individual Sea Org Missions go out to handle only one of the above also.

An individual Sea Org Mission may be sent to handle a specific situation.

The most successful Sea Org Mission to date handled (a) Ethics (b) Tech (c) Admin and a specific situation.

PROMOTION

Sea Org promotional tours where Sea Org members address the public are a major item.

These work well in any way but would do best on invitation from orgs and long term advance notice to public.

General Sea Org promotion, magazine, literature, is effective in general world wide stats as well as Sea Org stats.

SEA ORG TECH

Controlling the upper end of the Bridge and having so many Class VI and Class VIIIs and OT Grade Vs and OT Grade VI personnel, the technical level of the Sea Org is very high.

That the public knows it and these OT levels are real and exist and are available is a factor in world wide stats, persuading people to begin the lower end of the Bridge.

SEA ORG ACTIONS

The actions of the Sea part of the Sea Org being adventurous, is good will advertising.

The confront and organizational ability of Sea Org personnel is high above that of purely admin personnel.

Such activities give a strong base for Sea Org predominance.

PUBLIC CONTROL FACTORS

The Sea Org has an area of public or political control based on

- A. ETHICS ACTION
- B. PEACE
- C. FINANCE AND ADMIN.

The above are the basic elements in Sea Org planning for use in future activities and for use by orgs in coordinating with the Sea Org.

L. RON HUBBARD
COMMODORE

LRH:jp:kjm

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SEA ORGANIZATION

FLAG ORDER 228

9 October 1967

PURPOSE OF THE SEA ORG

CHARACTER OF MISSIONS

The basic purpose of the Sea Org is to get in Ethics. It also executes other projects, but all these are to assist getting in Ethics or to assist the Sea Org itself.

The general income of the Sea Org is obtained from a percentage of general income of Orgs, billings to Orgs for mission services, chartering ships. It is obvious that if Ethics is gotten in Tech will rise, admin will be possible and stats will soar in Orgs.

If the Sea Org can clean up an Org or area then it will be possible for Tech to be gotten in in that area. If Tech can be gotten in, then it is obvious that Admin can be gotten in.

Tech and Admin are left to Service Orgs. The Sea Org gets in Ethics.

To get in Ethics it is necessary to have org and area statistics and personnel records available. The Sea Org keeps the personnel and ethics and statistics records of its own members and those of the general admin group which controls service Orgs. The general admin group keeps the personnel and statistic records of their own personnel and Orgs. Orgs keep the personnel-ethics statistic records of areas.

To handle down stat orgs and areas the Sea Org simply gets in Ethics. This is done in such a way as to enable that org or area to get in tech, which makes it possible then for them to get in Admin.

In order to do this we send out missions. These have unlimited Ethics powers and enough force to accomplish their purpose of getting in Ethics.

The attitude and repute of the Sea Org must be more than adequate to accomplish the desired result.

MISSIONS

Only personnel of proven calibre may go on a mission. Bad Ethics records or unchanged from bad past Ethics records may not be sent on a mission. Exception is members of a ship's company who will not be handling the mission.

Missions are of two types. One is individual or group using other than Sea Org Ships. The other is one using a Sea Org vessel or boat or Sea Org owned means of transport.

Missions are planned by Division 2

Staffed by Division 1

Briefed by Division 2
Financed by Division 3
Operated by Division 4
De-briefed by Division 6
Corrected or re-undertaken by Division 5
Billed for and collected by Division 3.

As nearly as possible personnel for a mission are taken from a Flotilla division which handles a function similar to the mission's purpose.

The Sea Org has no special corps of "mission personnel". Anyone who is eligible may be sent on a mission. He otherwise performs Sea Org duties.

It is necessary then that Sea Org's ethics records of its own personnel be complete and correct and that per/ethics folders are marked ME for "Missions Eligible" and MI for "Missions Ineligible".

We must be able to trust absolutely our mission personnel. We never accept complaints about Sea Org personnel from other units, orgs or areas.

Each ship has a ribbon colour like a campaign bar and there is one for each division or an individual (or group) but non-ship basis. Small stars are added to the bar to show missions. These bars are worn on the right breast of a shirt or jacket.

On return, a mission is de-briefed by Division 6. It turns over all its photographs, documents and records to Division 6 and its finance receipts to Division 3.

De-briefing is done by tape recorder and notes by a Division 6 personnel AT ONCE on mission return.

Missions may not recount a mission to others before de-brief. The de-brief is by exact questionnaire prepared by Division 2.

Personnel being sent on new missions must study, in Division 6, Dept 18, the records and tapes of earlier similar missions as these exist.

RESULTS

Mission results are divided into these classes. They are assigned by a board from the mission results one month or more after the mission is completed.

POWER RESULT: Gold star. Extremely successful mission - get in Ethics in such a way that stats thereafter soared and the Sea Org repute was greatly enhanced during the mission.

AFFLUENCE RESULT:

Silver star. Very successful mission. Ethics was gotten in, stats thereafter rose well and Sea Org repute was assisted.

NORMAL RESULT:

Bronze star. Successful mission. Ethics was gotten in and stats rose and Sea Org repute not harmed.

EMERGENCY RESULT:

No star. Indifferent success. Stats did not rise and Sea Org had to be re-promoted in that area. Result flashed in personnel file of all mission personnel and leader becomes MI.

DANGER RESULT:

No star. Sea Org leaders had to intervene and issue orders to get mission going again or continue. Stats did not rise. Sea Org repute harmed. Mission Target had to be reviewed. All personnel of mission investigated and leader and all those of the mission found culpable labelled MI. Flashed in all personnel files of that mission.

NON-EXISTENT RESULT:

No star. Mission did not reach objective or it did not do its duty. Stats fell, Sea Org repute damaged. Mission had to be re-undertaken by others. All personnel become MI and reduced to swampers. Pay suspended.

LIABILITY RESULT:

No star. Mission did not do its duty but did something else or it did not try. Stats collapsed. Sea Org repute badly damaged. All personnel reduced to swampers with a Condition of Liability. Pay suspended and mission personnel fined.

TRAINING

All Sea Org personnel must be trained in mission duties, must have an Org Exec Course with Ethics Star Rated, must have training in judo and weaponry, all in addition to their own duties.

Obviously the Sea Org must be ethically beyond reproach, tough, formidable and effective.

L. RON HUBBARD
COMMODORE

LRH: :clb

SEA ORGANIZATION

FLAG ORDER 1536

31st October 1968

OPEN LETTER TO A SEA ORG RECRUITMENT OFFICER

Dear -----,

The trouble with your proposed promo is that, I'm sorry, but it does promote freeloaders. This is the exact absurdity we are trying to get away from is persons coming into the Sea Org for what they can get out of it who couldn't care less about the job at hand. Believe me, we have had our fill of that.

What you do is say what the Sea Org is all about and if he is not too far gone he will be glad and honored to take part in that purpose. Don't you see? If you are selling or trying to sell people on the idea of "free courses" then you have just gotten caught up in the American wave of bull whereby they try to make their deal seem like the hottest on the market giving a free toothbrush with every box of TIDE or something like that. Every thetan knows that this is a load of rubbish basically.

That is not to be your approach. It just so happens that Sea Org members are people who have decided to contribute their efforts to the general advancement of Scientology therefore they get courses free as they are going to be helping us expand for the next billion years. It is a simple give and take.

Your approach is to push the purpose and activity of the Sea Org which itself is fantastic enough to make anyone who sees it at all drop everything and join up.

Promoting Free Courses like you are doing is nothing but a Q&A with somebody's idea that he wishes he didn't have to pay money for Scientology - it actually degrades the Sea Org. "The place where you go to get free courses" Baloney!

I suggest you do in clay the purpose of the Sea Org in relation to the rest of the planet and universe.

Maybe then you will have an easier time of getting people to agree to take part in that purpose and stop trying to sell toothpaste.

Have you lost your own pride in the purpose of the Sea Org that you need to cover up and try to appeal to people's pocketbooks? No wonder there are so few recruits coming from there. I would never have joined the Sea Org if I thought it was a plan to get me to jump at a "free offer".

Do you get the idea - please do the purpose of the Sea Org in clay and the planet and the universe.

These are not idle dreams, this is the actual reason someone joins the Sea Org.

There is also the adventure of going to sea, the military approach, the appeal of Missions that we do, "We come back" etc. These should be heavily promoted in the mockup of your offices. If they're not, flunk. Do you have a photo of Apollo or Athena on the wall? Is there an officer's cap or a Sea Org flag? Do you have a photo of the Commodore in uniform? Are you guys in uniform? Anyhow, that is the mockup of the Sea Org and you push it by being it.

Your stable datum is that any theta once he could see the purpose of the Sea Org would just drop whatever he's doing and come. That's how most of us got here.

The Sea Org is tough. You can say it's tough. If somebody's not willing to come for a rough ride he's not going to make it anyway.

The Sea Org is an organization of conquest. Not a "free offer" for mamby-pambies who don't like to pay money.

Get back on purpose, man. So far, if this promo is an example, you have drifted way off.

Best,

Nate

10/10/68

Nate Jessup

CS-1

for

L.RON HUBBARD

COMMODORE

SEA ORGANIZATION

FLAG ORDER 2802

9 April 1971

SO Member Hat

TOUGHNESS

(Note: The text of this FO was written originally as an article for UP Magazine (Issue 3), an early Advanced Org mag, in 1968. It is reissued now as a Flag Order as "Toughness" is a distinctive SO attribute.)

TOUGHNESS by L. Ron Hubbard

Toughness is high on the scale.

At upper levels in Scientology we find ourselves unable to handle one area and so instead of doing the natural thing and reducing the area we are trying to handle, we just double the size of the area. That's the way theta works.

How many times in your life have you decided: "Well let's see, I couldn't handle so and so. I guess I'd better handle just a little bit less." And then the first thing you knew you couldn't even handle that.

What if you had said, "All right. Now let's see. I don't seem to be able to do this. Well, where's two of them?"

I recommend it to you very thoroughly. You can't handle something, you say. Find a couple of tougher ones.

The point is that you go in reverse. You've decided already long time since that it was rough handling a MEST body. A pre-OT who's fairly convinced that it's tough gets kind of anxious about handling this body. He knows he can do only one thing at once. He knows this. He knows it completely.

Let him go down the street and work two bodies at once.

"Oh no," you could say, "No, this isn't the right road out. This couldn't be. That's just more quantity. That's..."

I'm afraid that this is the road out.

The job gets tougher as you move up the line to higher levels. Fortunately I've designed it so that each new level is attainable for most.

The thing to do is keep moving over the bridge, keep working on the next level, and soon you'll be on the other side.

I'll see you then.



Personnel Rating Officer
Flag
for
L. RON HUBBARD
COMMODORE

LRH:DZ:nt

SEA ORGANIZATION

FLAG ORDER 3182

3 May 1972

C/Os Hats
FMAs Hats

OFFICER RESPONSIBILITY

(Reference HCO P/L 3 May 72
"Ethics and Executives.")

It has been noted and evaluated that for the past two years any deterioration of the scene in CLOs and on Flag is traceable to SEA ORG OFFICERS NOT WEARING THEIR ETHICS and JUSTICE HATS.

When the whole task of keeping in Ethics is thrown onto a Master at Arms or "HCO" of course Ethics goes out.

A proof of this is that heavy Justice then has to go in on an area to make it come right at all.

ETHICS is a personal matter in the individual's relations with the group. If he does not keep his own Ethics in then it becomes a Justice matter.

JUSTICE is the legal procedures of a group.

People ignore their own Ethics, then find themselves facing Justice.

A scene can deteriorate until only legal action is possible.

IT IS THE RESPONSIBILITY OF AN OFFICER TO SEE THAT PEOPLE UNDER THEIR AUTHORITY KEEP THEIR OWN ETHICS IN AND IF THAT FAILS TO TAKE ACTION WITH LEGAL PROCEDURES.

When officers do not regard this or ignore it they are not officers.

THUS ANY OFFICER FOUND DISREGARDING OR FAILING TO WEAR HIS ETHICS AND JUSTICE HAT SHALL HERAFTER BE LIABLE TO COMM EV AND REDUCTION TO RANKS ON A CHARGE OF:

FAILURE TO UPHOLD GOOD ORDER AND DISCIPLINE.

It is up to an officer to look into areas of non-compliance or upset to find those whose personal Ethics are out and to handle the matter. And if it is not handled, to resort then to Justice procedures such as Courts and Comm Evs.

An officer must know Volume Zero and Volume 1 of the OEC and use them.

Example: An area under him is downstat. It is up to the officer to investigate it first and foremost for out-Ethics on the part of the individuals there. These people he must

straighten up and make them cease out-ethics actions. If they do not, the officer must apply the correct actions of conditions, Courts and Comm Evs. If an officer fails to do this he himself must be Comm Eved and reduced to ranks as unsuited to be an officer. And suitable officers will be promoted.

It will be policy hereafter that where an area is down-stat in the Sea Org, its officers shall be deemed to have failed to wear their Ethics and Justice hats and a first step of discovering their own out-ethics shall be taken. Those who do not then become corrected and begin to wear their Ethics and Justice Hats shall be Comm Eved and reduced to ranks and others will be found who will wear their Ethics and Justice hats.

Vol 1 OEC and HCO P/L of 9 April 72 contain the procedures necessary. And this Flag Order shall be executed within the framework of that volume and any Flag Orders that apply.

L. RON HUBBARD
COMMODORE

LRH:nt

SEA ORGANIZATION

FLAG ORDER 137

The Sea Organization

If almost any person in the Sea Organization were to appear in a Scientology group or Org he would be lionized, red-carpeted and Very-Important-Personed beyond belief.

For the Sea Organization is composed of the "aristocracy" of Scientology.

These people, alone and on their own are all stars in the sky in their areas.

It is like one of the old regiments of gentlemen where a private would be, in another but common regiment, a colonel.

Denying the skill and fame of these individuals to Scientology at large would seem at first glance an extravagance and very wasteful.

And it would be except for one or two things.

In 1966 I made the actual test of what I could accomplish alone (much as an OT) in the wog world. I won the affection of the people of an entire small country and changed it. But a small determined clique of our SP friends made sure I lost. True, as they are locally and internationally unpopular, that they made me go opens all doors to us there when they are overthrown, as they will be, merely on the rationale that if they opposed us then we are all right.

But this adventure showed several things to be true. An unsupported OT without OT organizations around him can lose ground. Cost to me, to do this, in terms of cash, was greater in less than five months than the whole Sea Organization in nearly a year. Even in full success, without organization, I would have done less good than a similar period with organization. There was no personal case gain in it.

I am a great one for pioneering alone to find "holes in the fence". Well, that's what I did in 1966. And I concluded several things, First was that on an international basis one has to get in Ethics before he gets in Tech. Second was that OTs did better amongst OTs. Third that OTs were most valuable as a disciplined organized group. Fourth, that one could not, with such power, hold a fixed position without losing ground. Fifth, that we grow stronger as we continue to remain "Fabian". Sixth, that the Sea Org is the best area on which to be Fabian on this planet. Seventh, that we had to learn to work together as OTs before we could take in further territory. Eighth, that we could do our jobs best if we all grew more accustomed to handling Mest. Ninth that the Sea Organization as it is developing is our best personal and international answer.

So, the Sea Organization is composed of people who alone would excite great admiration but who together, well organized, can actually get the job done.

And although our lowest deck hand could be a "duke" only all of us together could get on with the job.

And that's how and why (with allowances for security in the crypticness of this text) the Sea Organization came into being and why we are here.

L. RON HUBBARD
COMMODORE

LRH:dr

SEA ORGANIZATION

FLAG ORDER 1756

VOICE

25 January 1969

Most organizations have a particular skill or mannerism that identify people who belong to them.

There is a particular "panache" or flair which marks Scientologists over the world. They have a better confront or approach to other people as well as other minutely undefinable characteristics.

Voice control could very well be a cultivated characteristic of the Sea Org. This could be done well enough that it was actually a hallmark of the Sea Org Member.

Authority and presence is normally registered by the voice.

Those who have good voice control give off an atmosphere of command and assurance.

Clear, distinct diction or pronunciation plays its role in this. Accent is unimportant. It's just whether one says his syllables and words distinctly. Or slurs them together so his speech seems indistinct.

The most important part of voice control has nothing to do with loudness or softness. People are so concerned with their volume of voice they think that's the clue to whether or not they are heard. Well it isn't. It has nothing to do with it, is an additive and a complexity.

When you really grasp voice control, the loudness and softness is used for emphasis or attitude, not to reach.

The secret is learning to talk exactly at the point one is trying to reach. And if you add to this a lot of HOW, you didn't get it yet.

It's only that. You talk exactly at the point you want to be heard at. Near or far, to one or many.

In a hall you talk at all the people including the back row.

Remember, it has nothing to do with loud or soft. Or even breath or "How Now Brown Cow" (the traditional voice exercise).

You talk at where you want to be heard, exactly, near or far.

You keep your syllables and words reasonably separate so echo or wind doesn't blur them. That's diction.

Talking at the exact point or area, where you want to be heard is all the rest of it.

Most people have entered in some additive like "He's far away so I'll shout" or "he's near so I'll talk quietly." This is extraneous. You can sound like you're shouting at a range of 3 feet or sound like you're whispering (and be heard) at 250 feet. That's HOW you want to sound. It has nothing to do with range or volume.

It's just talking at the exact point or area where you want to be heard.

The most misunderstood and messed up TR drill we have is TR8. It's even gotten to be called "Shouting at an ash tray". Never was so intended. It's just being heard at the point one is talking at.

If you take this same ash tray and just drill to be heard at it, moving it 2 feet, 10 feet, 200 feet away, back and forth, you'll soon get the knack of being heard at what you're talking to.

Soon you won't be putting any effort into it.

And boy will you be heard.

It's worth cultivating as an organizational hallmark. It's a characteristic worth having.

L. RON HUBBARD
COMMODORE

LRH:ldm/dh

SEA ORGANIZATION

FLAG ORDER 2750

24 February 1971

OPERATING AT RISK

Running or operating a ship at risk is not policy.

Giving something a "lick and a promise" and hoping it will somehow operate or be all right does not stem from courage. It stems from laziness and stupidity.

Instead of taking the time to tie up a boat properly, going off and trusting to luck it will be okay is not acceptable brightness or alertness. It is an invitation to disaster.

All this kind of "think" stacks up a lot of possible catastrophies and puts a whole ship at risk.

Not really securing a line, just hoping it will be all right; not really anchoring well, just hoping it will hold; not really cleaning a paint surface, just crossing one's fingers that the paint will stay; not really taping up live wires, just hoping they hold. A multitude of such things add up to one great big disaster in the future.

Ignorance and lack of observation play their role in this. But actually its just laziness and not caring about doing the job well.

When there is no pride, things are done sloppily and things operate at risk. But the reverse is true. Where one does such things he runs up a lot of overts of omission that kill any pride he could have.

Don't operate at risk. The way to save time and lives is do it right in the first place.

"Hope" is the by-word of the down and outer, the bums of skid row.

Control your environment by doing things well and thoroughly.

Then you are secure.

L. RON HUBBARD
COMMODORE

LRH;nt

SEA ORGANIZATION

FLAG ORDER 2740

12 February 1971

SO Member Hat

HAT KNOCK OFF

Your functions will be found in P/Ls and FOs, FSOs and CBOs.

If anyone tells you your job is different than stated in such issues, please realise that there are no orders senior to such issues and an "illegal order" is defined as one contrary to existing issues. Accepting an illegal order is actionable.

What one gets Comm Eved for is in the P/Ls, FOs, FSOs, CBOs and HCOBs.

You can't be Comm Eved for failing to follow an illegal order. You sure can be for departing from policy issues.

Orders don't equal orders equal orders. That's the road to disaster. Some orders are senior to others. A dock worker telling you to put on your jacket is not the same as your division head telling you to do so.

Similarly a "senior" giving you orders contrary to your hat is knocking your hat off. He may have no idea what your hat is. If you follow such an illegal order and fail to follow the policy in your hat, you could be for it.

Orders are not orders are orders are orders.

You have policy to keep things straight. If policy doesn't cover, request clarification. If you are doing something other than your hat, sooner or later it will catch up to you.

Seniors should have a list of the hats and their duties of everyone on a ship or in an org and know them.

Unless such a list exists and you are foolish enough to accept a hat misinterpretation, not only you but all of us are at risk.

I count on you to wear your hat as laid down by P/Ls, FOs, CBOs, FSOs and HCOBs.

Don't let me down.

L. RON HUBBARD
COMMODORE

LRH:nt

SEA ORGANIZATION

FLAG ORDER 806

30th May 1968

COMMUNICATION

1. Non-urgent communications on telex lines jam them. Telex and telephone lines should only be used for communications concerning operations.
2. Do NOT put logistics (supply) on a telex or telephone line. You cannot intelligently order parts for machines, etc, by telex as all that results is Dev-T. Sending logistics by telex or telephone indicates bad future planning.
3. You must take responsibility for both ends of a communication line. Write your communication so that it invited compliance or answer without further query or Dev-T. Handle terminals at the other end of the Comm line who misdirect comms, who develop traffic and who use operational lines for non-urgent purposes. There are other means of communication for non-operational traffic.

L. RON HUBBARD

COMMODORE

LRH:cln

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SEA ORGANIZATION

FLAG ORDER 833

5 June 1968

THE WINNING ATTITUDE

All Sea Org members are considered to be able to do any job and perform the total actions of his or her post.

You all have been around for a long time, and nothing you have to learn is totally new. "Stupidity" or "being new" are not excuses for not doing your job. Any Sea Org Officer or I/C not expecting the full performance out of his personnel is a danger to the Sea Org.

Any Sea Org Officer not allowing a person under him or her to learn or perform totally the functions of his post or assuming that he can't is a Liability to the Sea Org.

This attitude of "Well he really can't do that because he's new" or "He doesn't know yet" is cancelled.

The winning attitude is you know it - now with no if ands or buts.

I do my job.

I'm expected to do it right the first time.

I do.

I expect no less of you.

L. RON HUBBARD
COMMODORE

LRH:mc.bw

SEA ORGANIZATION

FLAG ORDER 2722

5 February 1971

COMPETENCE

A Sea Org Member is expected to be able to do any duty assigned.

This means trained or not, hatted or not.

This is the Competence expected on any post or at any time.

A Sea Org Member is expected to get things done, with or without orders.

If a Sea Org Member cannot set up, organize and perform any duty required he is open to a charge of STUPIDITY.

There is a point where Stupidity ends and Treason begins.

Any failure to handle a situation brings about this charge.

Reported to the MAA, where it is clearly proven that a situation remained unhandled or was mishandled and loss or damage of any kind occurred, a Court of Ethics must be convened and if guilty the offender is fined a minimum of a week's pay and bonuses and a maximum of a month's pay.

Repeating Offenders may be sent by a Court to the Fitness Board.

L. RON HUBBARD
COMMODORE

LRH:nt

SEA ORGANIZATION

FLAG ORDER 2245

13 December 1969

ETHICS PRESENCE

A Sea Org officer is expected to have and maintain Ethics presence.

He is supposed to keep Ethics in on the whole area AS A BASIC SO OFFICER HAT. This is regardless of his other posts.

We have learned to our sorrow and in full reality of 2 years of stats that when we drop Ethics as our basic SO purpose the whole show collapses across the world. When Ethics Officers were forced in one area by illegal orders (Howie) to not put in Ethics, the orgs in that area and the US were all but destroyed (LA, 1969).

Therefore we know by hard brutal experience that it is fatal to drop Ethics as a primary integral portion of an SO officer's hat.

This extends, naturally, to every SO member, and he or she is also part of the SO Ethics purpose and has an integral duty in this regard with the single difference that they must at least report the matter whereas the SO Officer must correct any out-ethics he sees.

Whereas any Ethics has worked, Ethics is now refined by experience to a new look. The protection of upstats must be as certain as the handling of downstats. Wrong Ethics is apt to ARC Break persons and cause overts and blows. Ethics is not the business of just assigning and enforcing conditions. The Ethics we have has its own tech as contained in HCOBs on Suppressives, on meters, on case types.

Every SO officer and SO member should be familiar with all Ethics policy and Ethics tech.

Any Ethics officer may constitute himself a Court of Ethics on any occasion required.

We can even handle the SP with our new tech. However, what is important is to MAKE A SAFE ENVIRONMENT FOR DECENT PEOPLE.

LRH:rs:jld

L. RON HUBBARD
COMMODORE

SEA ORGANIZATION

FLAG ORDER 909

ECO Pol Ltr of 18th June 1968

Remimeo

ETHICS

The Purpose of Ethics is

TO REMOVE COUNTER INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE OTHER INTENTIONNESS FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter intention.

One has an intention to expand the org. An "expert" says it is difficult as "the building society....". The impulse is to then handle the problem presented by the "expert," whereas the correct ETHICS action is to remove his Counter Intentionedness or Other Intentionedness. If he were an EXPERT he would simply say "OK. I'll handle my end of the expansion."

There are many ways to handle counter and other intentionedness.

There is a fine line between Ethics and Tech.

The point where a theta goes mad is very exact. It is the point where he begins to stop something. From this the effort becomes generalized and he begins to stop lots of other things. When this includes anyone who or anything that would help him as well as those people and things that help, the being is suppressive. His intentions counter any other intention, particularly good intentions.

Other intentionedness comes from unawareness or dispersal. By removing things which disperse others. Offering bottled medicine to cure "the blues" is a direct distraction. It is the purveyor of the distraction who is the target.

The person who enters on Sea groups to then sell other-answer is of course an enemy.

However we go about accomplishing the above is the action of ethics. The above is the purpose.

L. RON HUBBARD
COMMANDER

SEA ORGANIZATION

FLAG ORDER 2610

27 October 1970

(Reissued from Flag OODay
of 39 July 1968)

Sea Org Member Hat
New Recruits

VALIDATION

It's a rough universe.

Sometimes we do a right thing and don't get thanked or acknowledged for it.

Sometimes we do a right thing and get swatted.

I have had my share of this. I can sympathize with those whose experience is similar.

We're going to introduce a new noun in Scientologese. It's a "COMMENDABLE".

We have the word "overt", meaning a BAD deed.

We need a word meaning a GOOD ACTION. There is no single word for it in English. Thus we coin the word a "Commendable".

Every person in the Sea Org has done a "Commendable" in joining the Sea Org. Almost all do a Commendable every day in just doing their jobs and carrying on.

I want to thank them for it.

Conditions or no conditions, I appreciate your coming to the Sea Org and I appreciate the work you are doing in it and for it.

Thank you for your commendables.

They are many.

L. RON HUBBARD
COMMANDOR

LRH:sb

SEA ORGANIZATION

FLAG ORDER 1426

3rd October 1968

SEA ORG PURPOSE

Since the Sea Org's creation with the purpose to put Ethics in on this planet, up until now the Sea Org has won the Ethics presence necessary to move ahead.

We are now moving into main lining and assuring tech and policy are STANDARD - BY THE BOOK.

ETHICS - TECH - ADMIN

After tech is in solid the next step is admin, forming the system by which to handle the paper work of the planet.

So to meet with the great wins of the Sea Org in just under two short years, the Sea Org Purpose is restated as -

The Purpose of the Sea Org is

MAINTAINING THE EXACT DEGREE OF ETHICS, SCIENTOLOGY TECHNOLOGY AND POLICY ON THE PLANET.

And the current target is Standard Tech.

This win shows fantastic progress. We can do better. With our Ethics presence growing, Tech going in solid and standard, this now is a theta line which is unstoppable.

We are making Class VIIIs.

We've made the Ethics presence of the Sea Org real on the planet. And must continue to do so.

I am sure now we will put Standard Tech and Standard Policy in solid and continue our Ethics presence by blasting the SPs still kicking around. This is a big win for the Sea Org. This new purpose is right down our main line of country. Let's get on with it.

L. RON HUBBARD
COMMODORE

LRH/ja:sp

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SEA ORGANIZATION

FLAG ORDER 2710
SO Member Hat

27 January 1971

HARD WORKING PEOPLE
ETHICS PROTECTION

People who work hard have Ethics Protection.

Time and again somebody who raises a fuss trying to get his job done and his lines in has been criticized or chopped at. In many cases I have had to intervene to give them ethics protection.

Therefore it is hereafter a Court of Ethics offense to impede a Sea Org Member or staff member who is trying to get his job done. The charge is "Contemning efforts to do one's job."

People who are inactive and do not make a row when impeded but are merely quiet are liable to a Court of Ethics for being inactive on a charge of "Neglect of Duty."

The ideal scene is NOT a mortuary where everyone is quiet. Persons who want such a scene are unable to confront motion and emotion.

Cursing & fusses or exhibiting temper while trying to get action is NOT a chargeable offense.

We are not in the behaviour business. We will leave that to others.

It is of exactly no concern whatever that two staff members or SO members clash in trying to do their jobs. If physical violence were to result, then damaging an SO member might possibly be charged if any serious damage occurred.

That two people are cross with each other is of no consequence whatever. It is not a legitimate zone for any ethics or executive interference.

That someone is too frightened or too dull to make a fuss when his job is impeded IS actionable under "Neglect of duty".

We have in the past erred a few times in accepting complaints against persons who were trying to do their jobs and had gotten unpopular. And we spent a long time undoing the trouble caused.

At this time, after great experience, when a complaint is filed against certain persons who do get their jobs done, the interest it gets is that the filer can't confront confusion or emotion and needs a few drills.

It is true a cemetery or a morgue are restful places. They require no confronting.

They don't produce anything worthwhile either.

Reimero
All Execu

I can think of nothing sillier than an inscription reading "We all revere Anthony Brown. He was quiet and polite as the ship went down."

The need for a loud effort to get the job done only states that that post is flanked on either side by people who are not getting their jobs done.

That's all it means.

"Who's in your road?" is the thing to say. Not "Be quiet!"

The ideal scene is not a mortuary. It is a busy live scene.

The world is carried on the backs of a few hard working people!

They're entitled to make a row if they find themselves falling over ineffective team mates.

Give them a hand!

L. RON HUBBARD
COMMODORE

LRH:nt

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SEA ORGANIZATION

FLAG ORDER 1086

27/7/68

GLEE

When you see glee on some fellow on a post, realize it's because he doesn't understand what he's doing.

He's ignorant about something and above that is confusion and above the confusion you see glee.

People who make fun of a serious needful action or duty just don't dig it, that's all.

There are remedies. There's instruction or Remedy B. And these should be used.

But this glee is nevertheless a kind of insanity. Freud mentioned that people who couldn't understand something sometimes giggled in an embarrassed kind of way. I rarely take any data from him but in this case, he was right. It was a good observation.

However, he had no cure for it.

You can get a whole area into a kind of glee when they don't grasp what they are doing.

If you see somebody in glee, get a Remedy B run on them in Qual.

Glee is a special kind of embarrassed giggling. You'll know it when you see it.

L. RON HUBBARD
COMMODORE

SEA ORGANIZATION

FLAG® ORDER 3905-1

3 April 1991

All Sea Org Orgs and Units
HCO™ Staff

CHILDREN, SEA ORG MEMBERS AND SEA ORG ORGS

ADDITION

"...we handle the first (self) and the second (sex and family) only to achieve better function on the third and fourth." - LRH (SCIENTOLOGY 0-8)

The Sea Org is the only group which is taking complete responsibility to handle the whole planet.

The ultimate responsibility to clear this planet lays with the Sea Org.

This is a huge task and a very large responsibility. It requires complete dedication and determination from its staff.

The Sea Org is not set up to handle or take care of children. Sea Org members getting children has resulted in unpractical burden on the Sea Org units and inhibited their efficiency. No SO installation has the job of making future SO members for twenty years from now.

Therefore Sea Org members who have new children will not be allowed to remain on duty in Sea Org units.

Such Sea Org members will be sent to a Class V org for duty and in order to infuse Sea Org productivity and thus help the assigned Class V org expand. This issue establishes the exact lines to be used when a Sea Org member begets a child.

1. A list of non-expanding, small, distant (from central Sea Org operations) orgs is drawn up by Snr HAS Int. This list will cover the only orgs where SO members who beget a child will be sent. The list requires approval from FNCC and ED Int and will be the only orgs authorized for SO parents.
2. Married Sea Org members currently posted in Sea Org orgs who beget a child will be sent to a small non-expanding Class V org from the authorized list of orgs. They may NOT be posted in the Class V org closest to the SO Org or Unit where they came from or any other org not on the authorized list of orgs.
3. The exact procedure to be followed is:
 - A) Once it is known that a Sea Org member in a Sea Org Org or Unit is pregnant, the Personnel Control Officer of the org where the parents are posted must notify Snr PCO Int immediately by despatch with the personnel and ethics folders of the parents attached.
 - B) Snr PCO Int orders the Personnel Control Officer of the org to get the concerned SO members replaced and have them report to the Flag Command Bureaux. It is the responsibility of the local Personnel Control Officer (or HFA) to get the concerned Sea Org members replaced. Failure to get these SO members replaced within a reasonable time period (not to exceed sixty [60] days) or withholding the fact there are pregnant SO members in the org, will result in a Committee of Evidence on the org PCO, Dir Routing and Personnel, HAS, Supercargo and Captain/CO as well as the SO members concerned.

The Continental Senior PCO and Senior PCO Int will also be the subject to a Committee of Evidence if found to be neglecting the enforcement of this Flag Order in all its aspects.

- C) Upon arrival to the FCB, the parents are placed on a routing form which gets them through any needed ethics handling and correction as well as training for their new post in a Class V org. The parents are overseen and gotten through this Routing Form by Snr PCO Int.
 - D) Their posting is determined as part of the Routing Form and is the responsibility of the Snr PCO Int. It includes approval from FNCC and Establishment Executive International in each case.
 - E) Upon completion of their training, the SO members will be sent to the chosen Class V org to assume their new posts. They will be sent with an evaluated handling for the org. Org evals are to be provided by the Office of Evaluation and Execution of the Senior Executive Strata. The SO members will go on Garrison Mission orders which are provided by the Action Branch FB.
4. Once the child reaches 6 years of age and is able to hold a post in a Cadet org, the parents can become eligible for returning to the Sea Org provided that they have visibly expanded the org and area they were sent to. In this case the parents are to contact and inform the Vets Return Officer, Snr HCO Int that they are now ready to return to an SO unit for active SO duty. The Vets Return Officer confirms with the Snr PCO Int that the parents are eligible for returning to the Sea Org before placing them on a Vets return program and returning them to a Sea Org Unit. Their posting upon return to the Sea Org is entirely at the discretion of the Snr PCO Int.

Failure to follow these policies and keeping a pregnant SO member in an SO org or unit in violation of this Flag Order will result in a Committee of Evidence as per point B) above.

Captain Guillaume Lesevre
ED INTERNATIONAL

Authorized by
AVC INTERNATIONAL

for
CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:AVCI:GL:gg

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SEA ORGANIZATION

FLAG ORDER 3729
ED 106 CMO

15 September 1978

Reissued
6 July 1980

COMMODORE'S MESSENGERS

A Commodore's Messenger carrying an order or running a project or otherwise on duty is an emissary of the Commodore.

What is said or done to that Messenger by staff or persons receiving the Messenger's orders is being said or done to the Commodore.

The Messenger's handlings of such statements must be what the Commodore would say or do in such circumstances.

If the Messenger does not handle as above, the Commodore's own authority is undermined and the area will go out of control.

The Beingness of a Commodore's Messenger on duty is an emissary of the Commodore. What is done or said to that Messenger is being said or done to the Commodore.

The orders the Messenger issues may be those directly from the Commodore or indirectly as a result of the duty being performed by, or the area of assigned responsibility of the Messenger, and even when the idea of the Messenger.

Thus it follows that a Messenger must have some idea of what the Commodore would do and DO IT in response to any statements or actions by the person or persons receiving such a message or order.

A Messenger operating on his own opinions or judgements on duty and issuing orders on these is still an emissary of the Commodore and such opinions or judgements must not be defied and are considered as above.

A Messenger has never been disciplined or even scolded for operating as above.

There are two types of goofs. Those between the Messenger and the Commodore and those between the Messenger and an area. The former does get handled by the Commodore. The latter, never.

What a Messenger may miss is that the people they are talking to DO consider the Messenger to be my personal emissary.

To do other than the above can destroy an org or area.

L. RON HUBBARD
COMMODORE

SEA ORGANIZATION

FLAG ORDER 2947

15 September 1971
Reissued
6 August 1982

KNOW BEST

Recent breakdowns in US command channels and org decline was traced to a group on a relay point who were intensely critical of Management and "knew best."

They did not "know best" since their actions were followed by decline.

The undermining of authority made it very difficult for command to handle the resulting situation.

It is a betrayal of juniors for a person on a point of command channel to undermine authority. For it sets the junior up for a rough time.

"Flag doesn't really know _____" "They are not actually informed _____" is usually followed by "so we will _____" and when the crash comes the junior catches it, either by being the effect of a messed up area or the resulting discipline.

If Flag or management doesn't know it's because the person saying "Flag doesn't know _____" is not informing his seniors and is not reporting.

In the final analysis it is top management that has to pick up the pieces.

In the final analysis a person is comm eved not on some person's "know best" ideas but on FOs and policy letters, just what they say, line by line.

An area in which someone's withholdings have caused natter about management, there is a decay of confidence in the management. This makes a decline in itself. Uniforms, living conditions, food, all can decline in the area.

Then when top management tries to repair the situation it is doing so in an area that doesn't comply. So the situation is extended in time and is much harder to remedy.

The usual cycle is

"We know best. They don't know."

"So we will (goofball orders)

"It's going crazy so we won't tell 'them'."

"Now you see what 'they've' done."

"I can't for the life of me understand why all you fellows are how catching it from 'them'."

You'll find all this on the Chart of Human Evaluation in Science of Survival. Someone who perverts comm lines causes trouble.

So a POLICY is laid down:

A JUNIOR WHO IS GIVEN ILLEGAL OR CONTRARY ORDERS AND WHO FOLLOWS THEM INSTEAD OF FOs AND POLICY LETTERS AND EDs AND WHO DOES NOT REFUSE THE ILLEGAL ORDERS AND WHO DOES NOT REPORT THE MATTER IS SUBJECT TO COMM EV FOR ACCEPTING ILLEGAL ORDERS.

LEGAL ORDERS ARE DEFINED AS ORDERS KNOWN TO AND AUTHORIZED BY FLAG IN WRITING OR AS FOUND IN POLICY, FOs, BASE ORDERS, EXECUTIVE DIRECTIVES AND FLAG DIVISIONAL DIRECTIVES.

IF IT IS NOT WRITTEN AND SEEN IN WRITING IT IS NOT TRUE. VERBAL RELAYS OF FLAG COMMANDS ARE NOT ACCEPTABLE.

RELAYING OR CARRYING OUT A LEGAL ORDER IN SUCH A WAY AS TO MAKE IT UNWORKABLE IS A COMM EV OFFENSE.

ANYONE BREAKING DOWN CONFIDENCE OR TRUST IN TOP MANAGEMENT MUST BE REPORTED TO TOP MANAGEMENT WITH ALL FACTS BEFORE THE SITUATION DECAYS BEYOND CONTROL.

If you want to know the plain truth of it, top management usually works harder and tries harder than anyone else to make things go right.

L. RON HUBBARD
COMMODORE

Adopted as Official
Church Policy

by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

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SEA ORGANIZATION

FLAG ORDER 3930

2 November 1988

SHIP'S ORG BOOK

SAD TALE

(Originally Apollo OODs item written by LRH
on 15 June 1972. Issued as a Flag Order on
2 November 1988.)

There was once this ship, see. And it was caught in a tidal stream of high speed. The wind was roaring. It was being driven right down on big black rocks. There were 250 people aboard. If the ship struck they would perish. They would die, injured from the crash and drowned in the shock-cold water and their bodies ground to bits in the thundering waves.

So there was this mate, see. And the people all just stood around paralyzed doing nothing. So this mate howled and screamed and forced the crew to get the ship going. And they managed to miss the rocks and sailed into safe waters.

But the crew was very upset.

The Chaplain went amongst them and said, "Here we are in safe waters and you guys are all upset? Why? Why is this thing, you guys?"

And the crew stood around looking peevish. And finally they said,

"The mate yelled at us."

Later the Chaplain was writing to his Bishop and he said, "O Bishop, it is a vile thing to see such an unholy and lousy crew. They were furious with the mate, that very brave fellow, because he wouldn't let them destroy the ship and die and kill the rest. Verily I say unto you, Bishop, they're a lot of SPs!"

But the Chaplain was wrong. The real Why was that they didn't even see the storm or the rocks. They only felt the impact of the mate's voice. When he stopped yelling they went back to no-motion.

And the moral of this story is not that the Chaplain, being Christian, had no faith in Man and it's not that crews are peevish. It's that SHIPS STAY OFF ROCKS AS LONG AS SOMEBODY YELLS.

L. RON HUBBARD
COMMODORE

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Church policy by
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SEA ORGANIZATION

9 April 1971

FLAG ORDER 2802

SO Member Hat

TOUGHNESS

(Note: The text of this FO was written originally as an article for UP Magazine (Issue 3), an early Advanced Org mag, in 1968. It is reissued now as a Flag Order as "Toughness" is a distinctive SO attribute.)

Toughness is high on the scale.

At upper levels in Scientology we find ourselves unable to handle one area and so instead of doing the natural thing and reducing the area we are trying to handle, we just double the size of the area. That's the way theta works.

How many times in your life have you decided: "Well let's see, I couldn't handle so and so. I guess I'd better handle just a little bit less." And then the first thing you knew you couldn't even handle that.

What if you had said, "All right. Now let's see. I don't seem to be able to do this. Well, where's two of them?"

I recommend it to you very thoroughly. You can't handle something, you say. Find a couple of tougher ones.

The point is that you go in reverse. You've decided already long time since that it was rough handling a MEST body. A pre-OT who's fairly convinced that it's tough gets kind of anxious about handling this body. He knows he can do only one thing at once. He knows this. He knows it completely.

Let him go down the street and work two bodies at once.

"Oh no" you could say, "No, this isn't the right road out. This couldn't be. That's just more quantity. That's..."

I'm afraid that this is the road out.

The job gets tougher as you move up the line to higher levels. Fortunately I've designed it so that each new level is attainable for most.

The thing to do is keep moving over the bridge, keep working on the next level, and soon you'll be on the other side.

I'll see you then.

L. RON HUBBARD

LRH:DZ:nt:iw:ja
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Personnal Hatting Officer Flag
for
L. RON HUBBARD
COMMODORE

10-17-1994 08:37AM FROM

TO 919163265580 P.02

SEA ORGANIZATION

FLAG ORDER NO. 280

9.11.67

CONDITIONS

STELLA KING and MARYLIN ROUTSONG are ordered to a diet which totally omits carbohydrates: Bread, flour, sugar, candy, potatoes etc. They may eat any quantity of meat, vegetables, fats, and fruit. Any evidence (failure to lose weight) of failure to follow, will be disciplined harshly, on a charge of denial of health and activity to the Sea Org.

L. RON HUBBARD

ADOPTED AS POLICY
Dec. 15, 1991

SEA ORGANIZATION

FLAG ORDER 2358

18 February 1970

Missionaire Checksheet
Ops Officer Hats

OPERATIONS COMPLIANCE REPORTS

When Operations accepts "Done" as the single statement and calls it a compliance, non-compliance can occur unseen.

Operations must:

- (1) Require explicit compliance to every order, and
- (2) Receive the evidence of the compliance pinned to the Compliance Report.

In 1969, we had several SO Missions to Orgs, evidenced only by "Done," but those missions did not raise the stats of the orgs.

I saw one set of MOs all marked "Done" which I checked and found that almost none had been actually done.

What someone may call "Done" may not have been another's idea of done.

This is the chief outness found in reviewing ineffective missions and unproductive Operations activities.

Operations hereafter shall stress points (1) and (2) above.

What is Evidence?

It is very easy to see that "Mission Order Op. 10" saying "Procure a letter of introduction . . ." has as its evidence the letter or a copy of it. Compliance with "MO Op. 10" is the statement that it is done with the letter or copy attached.

However, it may not be so obvious at first glance what would be the evidence of an MO "Check out the HCO Exec Sec on Policy Letter so and so." Well, the actual PL with her name on it, showing where she flunked and restarted etc and with the date and time and any comments would be the evidence.

An MO "See the head of the Post Office and ask him . . ." looks harder. But a note of the time, place and what actually happened would be evidence.

Missionaires should keep exact notes of their actions, written promptly after the action. They should keep exact records. These are valuable. In studying debriefs, those who use them continually refer to the actual report, not just the MOs, debrief and summary. It is very usual for vital data to be overlooked by the missionaire, which in his reports emerges.

Bus ticket stubs, train and plane receipt vouchers and accounts with receipts are also evidence.

I recall one mission which had an MO "Find what the minister actually wants to get done." The missionaries copied a leaflet carrying a public address by the minister unveiling a statue in which he said what his hopes were. A lot of Dev-T occurred over this, as they didn't include the leaflet as this was just political yak. Had the leaflet been included one could have identified the type of utterance it was and sent the missionaries back for actual interviews of secretaries and so on.

A tape recording of interviews is of course evidence.

Photographs of hotels or the country are usual mission evidence.

The large majority of missions are superlative in their evidences. It is usual to do a whole paste up book of area surveys, full of post cards and so on.

It is a rule that successful missions have voluminous debrief folders and that poor ones have very thin folders.

It is not enough for any missionnaire to find out for himself. The essence of a mission is to record so somebody else can know.

Operations MUST continually pound this home and demand complete records. Interim reports on a long mission in progress should also have evidence attached to any report mailed in.

Receiving evidence, an Operations Officer can alter or extend MOs.

No Operations Officer should ever accept "Done" as the sole evidence of an MO.

No Operations Officer should accept any report from a Mission without ALL the data being sent in.

The Operations Officer is responsible for successful Mission progress and its evidence.

L. RON HUBBARD
COMMODORE

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