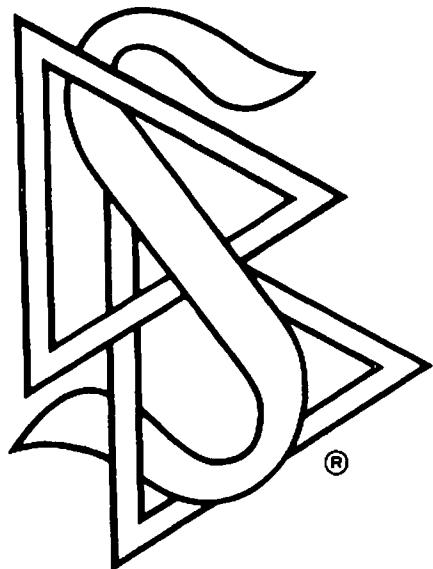


A SCIENTOLOGY® PUBLICATION

STAFF STATUS II

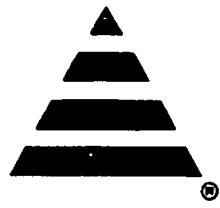
COURSE PACK



L. RON HUBBARD

NEW ERA® Publications International ApS

Published by
NEW ERA® Publications International ApS
Store Kongensgade 55
1264 Copenhagen K
Denmark



Publisher of DIANETICS® and SCIENTOLOGY®
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NEW ERA Publications International ApS.



HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 FEBRUARY 1979RA
ISSUE V
Remimeo RE-REVISED 25 AUGUST 1981

(Originally issued as SEC ED 217 INT
28 Feb 66)

(Revisions in Script)

STAFF STATUS II CHECKSHEET

(Permanent)

NAME: _____ DIVISION: _____ DEPT: _____
POSITION: _____ IMMEDIATE SENIOR: _____
DATE STARTED: _____ DATE COMPLETED: _____

PURPOSE: The purpose of this course is to train new staff in the basics of a Scientology organization so that he may better do his job and progress as a staff member.

LENGTH OF COURSE: 2 weeks part time.

PREREQUISITE: Staff Status I.

CERTIFICATE: Staff Status II (Permanent).

STUDY TECH: All items noted with * must be starred unless Student Hat and M1 Word Clearing have been done.

SECTION ONE

KEEPING SCIENTOLOGY WORKING

- | | | |
|-----------------------|---|-------|
| *1. HCO PL 7 Feb 65 | KSW Series 1, KEEPING SCIENTOLOGY WORKING | _____ |
| Reiss. 27.8.80 | SAFEGUARDING TECHNOLOGY | _____ |
| 2. HCO PL 14 Feb 65 | (Vol 0, p. 40) | _____ |
| 3. HCO PL 17 Jun 70RA | KSW Series 5, | _____ |
| Re-rev. 27.4.81 | TECHNICAL DEGRADES | _____ |
| 4. <u>DEMO:</u> | With your demo kit, demonstrate to another student how you will keep Scientology working as a staff member. | _____ |
| 5. HCO PL 26 Aug 65 | SCIENTOLOGY TRAINING TWIN CHECKOUTS (Vol 0, p. 13) | _____ |

SECTION TWO

ORGANIZATION

- | | | |
|----------------------|--|-------|
| 1. HCO PL 22 Oct 62 | THEORY OF SCIENTOLOGY ORGANIZATIONS (Vol 0, p. 31) | _____ |
| 2. HCO PL 5 Mar 65 | POLICY: SOURCE OF (Vol 0, p. 336) | _____ |
| *3. HCO PL 13 Mar 65 | THE STRUCTURE OF ORGANIZATION, WHAT IS POLICY? (Vol 0, p. 338) | _____ |

4. DEMO: What is policy?
- *5. HCO PL 1 May 65 ORGANIZATION, THE DESIGN
OF THE ORGANIZATION
(Vol 0, p. 250)
6. DRILL: Study the current organizing board
until you are familiar with it. Then sketch
it with the 7 divisions and 21 departments,
including the name and number of each. (The
sections under each department are not
included, only the above.)
7. HCO PL 29 May 61 KSW Series 3, QUALITY
AND ADMIN IN CENTRAL ORGS
8. HCO PL 7 Nov 62 CENTRAL ORGANIZATIONS
9. HCO PL 15 Sep 59 EFFICIENCY (Vol 0, p. 71)
10. HCO PL 11 Apr 61 HATS AND OTHER FOLDERS
(Vol 0, p. 65)
- *11. HCO PL 29 May 63 HOW TO DO A STAFF JOB
(Vol 0, p. 73)
- *12. HCO PL 29 May 63 HOW TO HANDLE WORK
(Vol 0, p. 122)
12. DEMO: How to handle your work as a staff
member.
- *13. HCO PL 23 Apr 65 PROBLEMS (Vol 0, p. 293)
- *14. HCO PL 15 Jan 66 HOLD THE FORM OF THE ORG
(Vol 0, p. 202)
- *15. HCO PL 19 Jan 66 DANGER CONDITIONS,
WARNING, THE JUNIOR WHO
ACCEPTS ORDERS FROM
ANYONE (Vol 0, p. 207)
16. DEMO: Why you only accept orders from your
senior.
17. HCO PL 20 Nov 65R THE PROMOTIONAL ACTIONS
Rev. 6.3.81 OF AN ORGANIZATION
18. ESSAY: Write an essay on what promotion is
and how you will use this as a staff member.

SECTION THREE

STAFF

- *1. HCO PL 25 Apr 63 DUTIES OF A STAFF MEMBER
(Vol 0, p. 21)
2. HCO PL 29 Mar 65 EXCERPTS FROM HCO PL
NOV 9, 1964 AND NOV 26,
1964 (REVISED) FOR STAFF
3. HCO PL 11 Aug 67 HATS (Vol 0, p. 53)
- *4. BOOKLET: THE WAY
TO HAPPINESS SECOND DYNAMIC RULES
5. HCO PL 10 Apr 65 Chapter 3, DON'T BE
PROMISCUOUS
6. HCO PL 18 Apr 65 DISMISSALS, TRANSFERS
AND DEMOTIONS (Vol 0,
page 163)
7. HCO PL 29 Apr 65 CONTESTS AND PRIZES
(Vol 0, p. 56)
- *8. HCO PL 30 Apr 65 BONUSES (Vol 5, p. 231)
9. DEMO: How does a State of Emergency come
about.
10. HCO PL 4 Jan 66R V PERSONNEL STAFF STATUS
Rev. 21.12.78
11. HCO PL 4 Jan 66 STAFF MEETING
(Vol 0, p. 55)
- *12. HCO PL 7 Jan 66 LEAVING POST, WRITING
YOUR HAT (Vol 0, p. 70)

13. DEMO: What steps you must take if you are to change your post.

SECTION FOUR
COMMUNICATIONS

1.	HCO PL 30 Mar 66	THREE BASKET SYSTEM (Vol 0, p. 104)	_____
2.	HCO PL 2 Jul 59 II	DEVELOPED TRAFFIC (Vol 0, p. 119)	_____
*3.	HCO PL 21 Nov 62	COMPLETED STAFF WORK (Vol 0, p. 123)	_____
4.	<u>DRILL:</u> Write a CSW to get cleaning supplies for your post. Turn it in to the Supervisor for checking.		_____
*5.	HCO PL 10 Apr 63	WHAT AN EXECUTIVE WANTS ON HIS LINES (Vol 0, p. 106)	_____
6.	HCO PL 23 Jun 64	HCO THEORY OF COMMUNICATION (Vol 1, p. 186)	_____
6A.	HCO PL 17 Nov 64	OFF-LINE AND OFF-POLICY (Vol 0, p. 125)	_____
*7.	HCO PL 31 Jan 65	DEV-T (Vol 0, p. 131)	_____
*8.	HCO PL 8 Feb 65	DEV-T ANALYSIS (Vol 0, p. 134)	_____
*9.	HCO PL 13 Oct 65	DEV-T DATA (Vol 0, p. 136)	_____
10.	<u>DRILL:</u> Walk around the org and spot some instances of Dev-T until you can spot Dev-T easily.		_____
*11.	HCO PL 29 Mar 65	ROUTING DISPATCHES (Vol 0, p. 110)	_____
12.	HCO PL 1 May 65	ORDER BOARD AND TIME MACHINE (Vol 0, p. 296)	_____
*13.	HCO PL 4 Jan 66	SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS SYSTEMS: DISPATCHES (Vol 0, p. 101)	_____
14.	<u>DRILL:</u> Write a dispatch and have the Supervisor check it out.		_____
15.	HCO PL 8 May 65	FLASH COLORS AND DESIGNATIONS (Vol 0, p. 346)	_____
*16.	HCO PL 10 Jul 65	LINES AND TERMINALS ROUTINGS (Vol 0, p. 113)	_____
17.	HCO PL 28 Jul 65	HANDLING OF PHOTOGRAPHS (Vol 0, p. 114)	_____
18.	HCO PL 17 Aug 65	RETURN ADDRESS (Vol 1, p. 182)	_____

SECTION FIVE
SUPPLIES

1.	HCO PL 8 Sep 65	SUPPLY OFFICER (Vol 0, p. 58)	_____
2.	HCO PL 22 Sep 65	KEYS (Vol 0, p. 57)	_____
3.	HCO PL 3 Nov 65	EQUIPMENT (Vol 0, p. 61)	_____

SECTION SIX
ETHICS

1.	HCO PL 9 Jul 80	ETHICS, JUSTICE AND THE DYNAMICS	_____
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2.	HCO PL 12 Jul 80	THE BASICS OF ETHICS	_____
3.	HCO PL 7 Mar 65R Rev. 24.10.75	OFFENSES AND PENALTIES	_____
*4.	HCO PL 17 Mar 65	RIGHTS OF A STAFF MEMBER, STUDENTS AND PRECLEAR TO JUSTICE (Vol 0, p. 157)	_____
*5.	HCO PL 17 Mar 65	JUSTICE HAT, ADMINISTER- ING JUSTICE (Vol 0, p. 159)	_____
6.	<u>ESSAY:</u> Write an essay on what justice is and its purpose.	_____	_____
7.	HCO PL 21 Mar 65	STAFF MEMBERS AUDITING OUTSIDE PCS (Vol 0, p. 54)	_____
8.	HCO PL 29 Apr 65	PETITION (Vol 0, p. 164)	_____
9.	HCO PL 26 May 65	PETITIONS (Vol 0, p. 165)	_____
10.	HCO PL 16 May 65	INDICATORS OF ORGS (Vol 0, p. 169)	_____
*11.	HCO PL 1 May 65	STAFF MEMBER REPORTS (Vol 0, p. 166)	_____
12.	DRILL: Walk around the org and spot an outness. Write up the proper report and get it passed by the Supervisor.	_____	_____
13.	HCO PL 2 Apr 65	FALSE REPORTS (Vol 1, page 52)	_____
14.	HCO PL 15 Aug 65	THINGS THAT SHOULDN'T BE (Vol 0, p. 172)	_____
*15.	HCO PL 1 Sep 65	ETHICS PROTECTION (Vol 0, p. 173)	_____
16.	<u>DEMO:</u> What Ethics is designed for.	_____	_____
17.	HCO PL 21 Sep 65	CLEANLINESS AND TIDINESS OF PREMISES (Vol 1, page 304)	_____
*18.	HCO PL 15 Dec 65	ETHICS CHITS (Vol 0, page 176)	_____
19.	HCO PL 16 May 80 II	SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS	_____
20.	HCO PL 21 Oct 68	CANCELLATION OF FAIR GAME (Vol 1, page 489)	_____
21.	HCO PL 28 Dec 65	ENROLLMENT IN SUPPRESSIVE GROUPS (Vol 1, page 484)	_____
22.	HCO PL 15 Nov 65	REPORTING OF THEFT AND ACTION TO BE TAKEN (Vol 0, page 175)	_____

COURSE COMPLETION

A. STUDENT COMPLETION: I have completed the requirements of
this checksheet and I know and can apply the materials.

STUDENT ATTEST: _____ DATE: _____

I have trained this student to the best of my ability
and he/she has completed the requirements of this checksheet
and knows and can apply the checksheet data.

SUPERVISOR ATTEST: _____ DATE: _____

If the student has not completed Method 1 Word Clearing and the Student Hat, a written examination is to be done in Qual on the materials of this checksheet. Pass is 85%.

DIR VALIDITY: _____ DATE: _____

OR If the student is Fast Flow (has completed Word Clearing Method One and the Student Hat) the student attests to:

(a) I have properly enrolled on the course, (b) signed a no-charge invoice for the course, (c) studied and understood all the materials of the course.

STUDENT ATTEST: _____ DATE: _____

C & A: _____ DATE: _____

B. CERTS AND AWARDS: Certificate of Staff Status II is issued.

C & A : _____ DATE: _____

Route this routing form to the SSO for filing in the staff member's student folder.

L. RON HUBBARD
FOUNDER

As assisted by
Marg Bryenton
Production Bureau
Sec IHQ
and
Arden Hansen
FMO 2025 I/C

Re-revisions assisted by
Flag Compilations Bureau

Accepted by the
BOARD OF DIRECTORS
of the
CHURCH OF SCIENTOLOGY
of CALIFORNIA

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

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

HCO POLICY LETTER OF 7 FEBRUARY 1965
REISSUED 27 AUGUST 1980
CORRECTED AND REISSUED 12 OCTOBER 1985

(Reissued as the first issue in the
Keeping Scientology Working Series)

(Corrections in this type style)

Keeping Scientology Working Series 1

Note: Neglect of this Pol Ltr has caused great hardship on staffs, has cost countless millions and made it necessary in 1970 to engage in an all-out, international effort to restore basic Scientology over the world. Within 5 years after the issue of this PL, with me off the lines, violation had almost destroyed orgs. "Quickie grades" entered in and denied gain to tens of thousands of cases. Therefore actions which neglect or violate this policy letter are HIGH CRIMES resulting in Comm Evs on ADMINISTRATORS and EXECUTIVES. It is not "entirely a tech matter," as its neglect destroys orgs and caused a 2-year slump. IT IS THE BUSINESS OF EVERY STAFF MEMBER to enforce it.

SPECIAL MESSAGE

THE FOLLOWING POLICY LETTER MEANS WHAT IT SAYS.

IT WAS TRUE IN 1965 WHEN I WROTE IT. IT WAS TRUE IN 1970 WHEN I HAD IT REISSUED. I AM REISSUING IT NOW, IN 1980, TO AVOID AGAIN SLIPPING BACK INTO A PERIOD OF OMITTED AND QUICKIED FUNDAMENTAL GRADE CHART ACTIONS ON CASES, THEREBY DENYING GAINS AND THREATENING THE VIABILITY OF SCIENTOLOGY AND OF ORGS. SCIENTOLOGY WILL KEEP WORKING ONLY AS LONG AS YOU DO YOUR PART TO KEEP IT WORKING BY APPLYING THIS POLICY LETTER.

WHAT I SAY IN THESE PAGES HAS ALWAYS BEEN TRUE, IT HOLDS TRUE TODAY, IT WILL STILL HOLD TRUE IN THE YEAR 2000 AND IT WILL CONTINUE TO HOLD TRUE FROM THERE ON OUT.

NO MATTER WHERE YOU ARE IN SCIENTOLOGY, ON STAFF OR NOT, THIS POLICY LETTER HAS SOMETHING TO DO WITH YOU.

ALL LEVELS

KEEPING SCIENTOLOGY WORKING

HCO Sec or Communicator hat check
on all personnel and *all* new personnel
as taken on.

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

The only thing now is getting the technology applied.

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

as simple as that. If you can get the technology applied, you *can* deliver what's promised.

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

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

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

Getting the correct technology applied consists of

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

One above has been done.

Two has been achieved by many.

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

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

Five is consistently accomplished daily.

Six is achieved by Instructors and Supervisors consistently.

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

Eight is not worked on hard enough.

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

Ten is seldom done with enough ferocity.

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

The reasons for this are not hard to find. (a) A weak certainty that it works in Three above can lead to weakness in Seven, Eight, Nine and Ten. (b) Further, the not-too-bright have a bad point on the button Self-Importance. (c) The lower the IQ,

the more the individual is shut off from the fruits of observation. (d) The service facets of people make them defend themselves against anything they confront, good or bad, and seek to make it wrong. (e) The bank seeks to knock out the good and perpetuate the bad.

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

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

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

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

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

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

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

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

Whenever this control as per Seven, Eight, Nine and Ten has been relaxed, the whole organizational area has failed. Witness Elizabeth, N.J.; Wichita; the early

organizations and groups. They crashed only because I no longer did Seven, Eight, Nine and Ten. Then, when they were all messed up, you saw the obvious "reasons" for failure. But ahead of that they ceased to deliver and *that* involved them in other reasons.

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

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

When you don't do Seven, Eight, Nine and Ten actively, you are working for the bank-dominated mob. For it will surely, surely (a) introduce incorrect technology and swear by it, (b) apply technology as incorrectly as possible, (c) open the door to any destructive idea, and (d) encourage incorrect application.

It's the bank that says the group is all and the individual nothing. It's the bank that says we must fail.

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

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

What happened here? Instructor A didn't jump down Auditor B's throat, that's all that happened. This is what he *should* have done: Grabbed the Auditor's Report and looked it over. When a higher executive on this case did so, she found what the Case Supervisor and the rest missed: that Process X *increased* Preclear C's TA to 25 TA divisions for the session but that near session end Auditor B Q'd and A'd with a cognition and abandoned Process X while it still gave high TA and went off running one of Auditor B's own manufacture, which nearly spun Preclear C. Auditor B's IQ on examination turned out to be about 75. Instructor A was found to have huge ideas of how you must never invalidate anyone, even a lunatic. The Case Supervisor was found to be "too busy with admin to have any time for actual cases."

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

In a year, I had four instances in *one* small group where the correct process

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

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

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

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

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

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

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

better than to chase butterflies when they should be auditing.

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

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

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

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

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

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

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

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

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

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

Do them and we’ll win.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 FEBRUARY 1965

Reissued 7 June 1967, with the word
"instructor" replaced by "supervisor"
Reissued 30 August 1980 as part of
Keeping Scientology Working Series

Remimeo
All Hats
BPI

Keeping Scientology Working Series 4

SAFEGUARDING TECHNOLOGY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Squirrelling is today destructive of a workable system.

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

**L. RON HUBBARD
Founder**

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 JUNE 1970RB

Remimeo REISSUED 30 AUGUST 1980
Applies to as part of KSW Series
all SHs and RE-REVISED 25 OCTOBER 1983
Academies

HCCs
Franchises

(The previous revision to this PL
never came to me for approval. It
altered the actual authorization
requirements for course checksheets.
This has been corrected in this
issue.)

(Revisions in Script)

Keeping Scientology Working Series 5R

URGENT AND IMPORTANT

TECHNICAL DEGRADES

(This PL and HCO PL February 7, 1965
must be made part of every study
pack as the first items and must
be listed on checksheets.)

Any checksheet in use or in stock which carries on it
any degrading statement must be destroyed and issued without
qualifying statements.

Example: Level 0 to IV Checksheets SH carry "A. Back-
ground Material - This section is included as an historical
background, but has much interest and value to the student.
Most of the processes are no longer used, having been re-
placed by more modern technology. The student is only re-
quired to read this material and ensure he leaves no misunder-
stood." This heading covers such vital things as TRs, Op Pro
by Dup! The statement is a falsehood.

These checksheets were not approved by myself, all the
material of the Academy and SH courses IS in use.

Such actions as this gave us "Quickie Grades," ARC Broke
the field and downgraded the Academy and SH Courses.

A condition of TREASON or cancellation of certificates
or dismissal and a full investigation of the background of
any person found guilty, will be activated in the case of any-
one committing the following HIGH CRIMES.

1. Abbreviating an official Course in Dianetics and
Scientology so as to lose the full theory pro-
cesses and effectiveness of the subjects.
2. Adding comments to checksheets or instructions
labelling any material "background" or "not used
now" or "old" or any similar action which will
result in the student not knowing, using and
applying the data in which he is being trained.
3. Employing after 1 Sept 1970 any checksheet for
any course not authorized by myself or the
Authority, Verification and Correction Unit
International (AVC Int).

(Hat Checksheets may be authorized locally per
HCO PL 30 Sep 70 CHECKSHEET FORMAT.)

4. Failing to strike from any checksheet remaining in use meanwhile any such comments as "historical," "background," "not used," "old," etc. or VERBALLY STATING IT TO STUDENTS.
5. Permitting a pc to attest to more than one grade at a time on the pc's own determinism without hint or evaluation.
6. Running only one process for a lower grade between 0 to IV, where the grade EP has not been attained.
7. Failing to use all processes for a level where the EP has not been attained.
8. Boasting as to speed of delivery in a session, such as "I put in Grade Zero in 3 minutes." Etc.
9. Shortening time of application of auditing for financial or labor saving considerations.
10. Acting in any way calculated to lose the technology of Dianetics and Scientology to use or impede its use or shorten its materials or its application.

REASON: The effort to get students through courses and get pcs processed in orgs was considered best handled by reducing materials or deleting processes from grades. The pressure exerted to speed up student completions and auditing completions was mistakenly answered by just not delivering.

The correct way to speed up a student's progress is by using 2 way comm and applying the study materials to students.

The best way to really handle pcs is to ensure they make each level fully before going on to the next and repairing them when they do not.

The puzzle of the decline of the entire Scientology network in the late 60s is entirely answered by the actions taken to shorten time in study and in processing by deleting materials and actions.

Reinstituting full use and delivery of Dianetics and Scientology is the answer to any recovery.

The product of an org is well taught students and thoroughly audited pcs. When the product vanishes, so does the org. The orgs must survive for the sake of this planet.

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy

by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 AUGUST 1965

Sthil Foundation
Students

**SCIENTOLOGY TRAINING
TWIN CHECKOUTS**

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

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

BAD STUDY HABITS

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

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

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

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

ALL THEORY CHECKOUTS MUST CONSULT THE STUDENT'S UNDERSTANDING.

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

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

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

There are two phenomena here.

FIRST PHENOMENON

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

SECOND PHENOMENON

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

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

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

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

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

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

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

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

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

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

COACHING IN THEORY

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

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

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

DEMONSTRATION

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

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

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

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

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

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

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

Students I was personally examining would begin to get a hunted look and carry dictionaries--BUT THEY WOULDN'T BEGIN TO NATTER OR GET SICK OR BLOW. AND THEY'D USE WHAT THEY LEARNED.

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

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

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

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

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

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

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

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

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

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

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

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

You've got it.

DICTIONARIES

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

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

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

CenOCon
Franchise
Field

HCO POLICY LETTER OF 22 OCTOBER 1962

RE-ISSUE SERIES (2)

THEORY OF SCIENTOLOGY ORGANIZATIONS
(Reissue of HCO Bulletin of September 21, 1958)

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

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

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

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

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

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

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

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

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

WHAT IS YOUR JOB?

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

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

The question when you see you will have to handle something not yours is this: "Will it cause less confusion to handle it or to slam it back onto its proper lines?"

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

The only real error you can make in handling another's particles is to fail to tell

him by verbal or written comm *exactly* what you did. You stole his hat for a moment. Well, always give it back.

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

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

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

HOW TO HOLD YOUR JOB

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

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

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

**HELP PEOPLE!
ANSWER PEOPLE'S QUESTIONS EXACTLY!**

When you don't you let everybody down.

NEATNESS OF QUARTERS — THE PUBLIC KNOWS US BY OUR MEST —

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

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

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

THE DISPATCH SYSTEM

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

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

pretty good. They make it possible for this small handful of us to get more things done in this society than any other organization on Earth in terms of actual accomplishment.

A comm line can be jammed in several ways. Principal of these is *enthetra*. Ask yourself before it goes on the lines—It's bad news but is it necessarily important? Another is *overburden*. Too much traffic jams a line. Too long a dispatch doesn't get read. Another is too *little* data. That can jam a line but thoroughly. It takes more dispatches to find out what goes. Another way is to by-pass the line itself—this jams the terminal. The final way, in broad classes, to jam a comm line is to *put erroneous data on it*.

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

IN SUMMARY

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

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

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

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

So we're using that chance.

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

L. RON HUBBARD

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

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 MARCH 1965
Issue II

Remimeo

POLICY: SOURCE OF

According to Webster's New World Dictionary:

POLICY: Political wisdom or cunning; diplomacy; prudence; artfulness. Wise expedient or crafty conduct or management. *Any governing principle, plan or course of action.*

The last definition is the one we use.

According to the World Book Encyclopaedia Dictionary, the one we most use (Published by Field Enterprises Educational Corporation, Merchandise Mart Plaza, Chicago, 54, Illinois, USA).

POLICY: A plan of action; way of management. Practical wisdom; prudence. Political skill or shrewdness. Obsolete—the conduct of public affairs; government.

The sense in which we use policy is the rules and administrative formulas by which we agree on action and conduct our affairs.

A "policy letter" is one which contains one or more policies and their explanation and application.

It is issued by the Hubbard Communications Office, is written by L. Ron Hubbard or written (more rarely) for him, has the agreement of the International Board and is basic organizational law in organizations.

A "policy letter" is not Scientology org policy unless written or authorized by L. Ron Hubbard and passed as a resolution or covered by blanket resolution of the International Board and issued or published by an HCO. It is not policy if any of those steps are missing.

The International Board is composed of three Board Members, L. Ron Hubbard, Chairman, Mary Sue Hubbard, Secretary, and Marilynn Routsong, Treasurer. It is the controlling board of Scientology.

The Chairman, Hubbard Comimunications Office and HCO Secretaries and staffs compose Division 1 of the International Board and all orgs.

The Secretary and all Organization Secretaries (US and Saint Hill) or Association Secretaries (Commonwealth and South Africa) and their staffs compose Division 2 of the International Board and all orgs.

The Treasurer, Assistant Treasurers, all accounting executives, and assistants for Materiel and their staffs compose Division 3 of the International Board and all orgs.

Policy for all divisions and orgs is made as above.

There are no other boards or board members, individual board members, officers or secretaries with the power of issuing policy. Boards issue Resolutions. Individual board members or officers can issue directives, general orders, and orders. These expire if not re-issued as policy.

Other officers issue Administrative Directives in place of policy letters but these may only forward policy.

Secretarial Executive Director orders apply mainly to personnel or local conditions, expire in one year if not stated to expire earlier, may only last one year in any event.

Policy letters apply broadly to all orgs and Scientologists without exception.

Almost all policy has been developed by actual experience.

The only way policy can be changed is by writing up a policy letter in full and sending it to L. Ron Hubbard for approval or disapproval.

Policies cover hats, duties, lines, procedures, rules, laws and all other aspects of Scientology activity except technology.

Technology is covered in HCO Bulletins.

HCO Bulletins are written by or (more rarely) for L. Ron Hubbard and are issued by HCO and HCO Secretaries. They do not require sanction by the International Board.

No one else may issue or authorize an HCO Bulletin.

HCO Bulletins are recommended technical data. Certificates are awarded on the data contained in them and violation of it can therefore cause a suspension of the certificate. This is the main power of the HCO Bulletin.

An HCO Bulletin becomes policy only if mentioned in a policy letter.

A book may become policy if made so by a policy letter.

HCO Policy Letters are printed or (more commonly) mimeographed in green ink on white paper. This colour combination may not be used for any other releases in Scientology. Reprinted policy letters sometimes appear in magazines in black ink on white paper but they are not the original.

HCO Bulletins are printed or mimeographed in red ink on white paper. This colour combination may not be used for any other purpose in Scientology. Reprinted HCO Bulletins sometimes appear in magazines in black ink on white paper but they are not the original.

Committees of Evidence are called for in any violation of the publishing or counterfeiting of an HCO Policy Letter or an HCO Bulletin or their colour combinations or signatures.

The only other official paper from L. Ron Hubbard and HCO is the HCO Executive Letter, usually a direct executive order or a request for a report or data or news or merely information. It is not policy but should be answered if an answer is requested. It is blue ink on green paper.

Using the colour combination for any other purpose or counterfeiting one calls for a Committee of Evidence.

Sec EDs and HCO Executive Letters are basically LRH comm lines but are used by International Board Officers also if authorized.

The other Divisions (2 and 3) have other means of comm, with other colour flashes.

If it is not in an HCO Policy Letter it is not policy.

HCO Policy Letters do not expire until cancelled or changed by later HCO Policy Letters.

No officer or Scientology personnel may set aside policy even when requesting revision.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen.
Non-Remimeo

HCO POLICY LETTER OF 13 MARCH 1965
CORRECTED AND REISSUED 6 OCTOBER 1985

(Corrections in this type style)

DIVISIONS 1, 2, 3

THE STRUCTURE OF ORGANIZATION
WHAT IS POLICY?

The only reason anyone fights good policy is they're too stupid or too inexperienced in an org to understand it. Unable to grasp it, they are too lazy to work at trying. They miss words, don't see reasons, imagine situations are otherwise and in general can't grasp it. So they try not to use it or dream up their own. People with bad study histories can't grasp policy. For policy also follows the rules of study.

Therefore never put a person with bad study history on a key executive post. They can't grasp policy as they can't study it either.

Only personnel with quick study histories, fast passages through courses, can be counted on to put in an org or department pattern and keep it wheeling. The others are too involved in their own troubles and too imperceptive to be of any use in making an org boom.

Such people do however sometimes have a use even when not straightened up. They do well in pioneer areas where they have to do it all off the cuff and where their very inability to accept anything causes them also to refuse defeats and discouragements. Their inability to grasp a situation is often of benefit when bravery is required. This does not however excuse efforts to make them more capable and as they grow older and *more* experienced, they will also become brave and quick and *will* follow policy.

Following policy is a matter of grasping situations and knowing policy well enough to apply the right policy to the right situation. Where no policy covers, an experienced, quick person can easily extend the idea of general policy to cover it, knowing it isn't covered.

The dull person has never even grasped basic, general policy and so, confronted with usual or unusual situations alike, can't find any policy to cover anything and so acts in any old way.

On the other hand, policy, to fit and be of benefit, must be itself born out of great insight *and* familiarity with the facts. Government policy is usually written by clerks who have never heard a shot fired in anger. Therefore almost all current government policy is completely silly. Nobody can apply it as it fits nothing and just gets everyone in trouble. Therefore a quick person with good judgment in the field and in the real situation can get through only by following his own policies and insights. This is easily mistaken for a dull person acting against policy that is good.

But even dull policies provide wide agreement as a basis for work coordination and so something happens on a larger scale. Individual policy-making on every post is the definition of chaos. Thus even bad policy is usually more workable than individual policy and can make stronger orgs.

Brilliant policy based on experience of course can cause orgs to zoom.

We conclude then that where we see a person constantly off-policy in an area that has worked well when *on*-policy, that we must act.

Where we have a *large* organizational scope, we must have workable policy that is followed. For just lacking policy good or bad and lacking its being followed, we stay small by definition.

NO POLICY EXISTING MAKES SMALL NONEXPANDING DEPARTMENTS OR ORGS.

POLICY GOOD OR BAD EXISTING BUT NOT FOLLOWED MAKES CHAOTIC DEPARTMENTS OR ORGS AND CAUSES SHRINKAGE.

GOOD POLICY BASED ON ACTUAL SITUATIONS EXPERIENCED, FOLLOWED WELL, MAKES AN EXPANDING DEPARTMENT, ORG OR CIVILIZATION.

The smaller the org unit or department, the less policy is needed. Reversely, the less policy is used, the smaller will become the org unit or department.

One can always safely assume, when policy is available, that nonexpansion is the direct result of the policy remaining unknown or not followed. The steps to take are therefore:

Expansion formula:

1. PROVIDE GOOD POLICY.
2. MAKE IT EASILY KNOWABLE.
3. BE STRENUOUS IN MAKING SURE IT IS FOLLOWED.

This is the most broad possible formula for expansion.

Profitable expansion of a unit, department, org, company, empire or civilization depends utterly on the above formula being applied.

If it is well applied, literally thousands of other impeding factors drop into unimportance.

This applies to anything, even a person; but the bigger the number of individuals involved, the more rigorously it has to be followed.

The bigger the size of the activity concerned (the more people involved in it), the more damage can result from failures to follow policy.

Thus orgs or companies which halt expansion mysteriously only need to have more policy, or to make policy more easily available or to be more vigorous in requiring it to be followed.

Policy is a *guiding* thing. It is composed of ideas to make a game, procedures to be followed in eventualities and deterrents to departures.

The basic policy of an activity must be the defining and recommending of a successful and desirable basic purpose.

Take a navy, to get a more distant comparison. If a navy has the basic purpose of defending a nation and its citizens and expanding their scope, and if the policy is the guiding principle behind all other policies and if these in turn are developed from experience and made known and followed, then oddly enough even new inventions or new philosophies of state could not prevent that navy from doing its job and expanding the nation. The US Navy might very well have won the war with Japan in its six weeks if those who headed it in Washington had not been mere political puppets subject to every Congressional and Presidential whim. The textbooks were very clear about what the navy should do. But King, Nimitz and Short, the admirals involved, had been

chosen by whim, favoritism and capacity for liquor, not by raw statistics of "good navy activity." They had been trained at an academy where the basic principles of "good navy" and raw statistics on personnel had not been used to choose an academy head or instructors. So King, Nimitz and Short, as admirals, *listened to current political rumors or whims* (being only confirmed in political not naval policy) and so let Pearl Harbor happen. How? Their own naval textbooks said, "During times of negotiation with an unfriendly state, the position of the fleet should be at sea, whereabouts unknown." That is line one of the navy textbook on tactics and strategy. Where was it? In Pearl Harbor during many days of hostile negotiation between Roosevelt and the Japanese—the most dangerous naval rival. Where were King and Nimitz? At a cocktail party with the politicians. Where was Short? Giving his all ashore, having given his men full weekend liberty and having ordered all ammunition stowed below for a coming admiral's inspection. So Pearl Harbor could happen. But did the humans learn? No. True, Short, acting on his Washington orders notwithstanding, was removed and eventually court-martialed. But King and Nimitz took over the whole navy for more than four heartbreaking years of "promote by political whim," "what policy?" and defeat in battle after battle until aircraft turned the tide of war and the army and an atom bomb finally finished it. Now the navy is really no more. A few subs. A few patrol ships. The rest in mothballs. People think the navy is small now because of new weapons. No, it is small because it (a) didn't clearly express its basic purpose, (b) didn't educate its people well in the policy it did have, (c) let political opinion shift it about, (d) chose its officers by rumor, cabal and *social presence* and (e) forgot its texts when the emergency loomed. Result, long war, now no navy with anything—officers palling with men, ships in the boneyard. Could the navy have done its job in 1941? Yes. Had its original policies regarding officer training and selection been followed ruthlessly despite all politics over the years, King, Nimitz and Short would not have been in charge or would have acted by policy had they been. The fleet would have been at sea during negotiations and the strike on Pearl Harbor would have been a Jap bust. The fleet would have been there to knock out the Jap in his own home ports. The war might have ended with Japan in the first six weeks. The point is not whether it is good or bad to have a navy. The point is that here is an actual organization and an actual occurrence.

Therefore one can learn that

An individual, species, organism, organization, to succeed, survive and expand in influence must have a formulated BASIC PURPOSE.

To keep beings from growing, the reactive bank is almost entirely made up of false and booby-trapped purposes. Thus we can see that, by its having been impeded so thoroughly in past ages, the idea of having a personal or organizational or group basic purpose is an extremely valuable one.

Without one expressed or unexpressed, a being or an organization or group without one doesn't grow but shrinks and becomes weak—in this universe nothing can remain long in an unchanging state. Given a potentially successful basic purpose that is acceptable to the being, organization or group, one can then formulate POLICY.

POLICY is a rule or procedure or a guidance which permits the BASIC PURPOSE to succeed.

The basic purpose runs through time. When it is impeded, distracted from, not complied with, thwarted or stopped, a state of failure of the basic purpose occurs in greater or lesser degree. Sometimes challenges to it cause it to strengthen but only when the challenges are consistently overcome.

A being, organism, organization, group or species or race *learns* in forwarding its basic purpose or meeting challenges to its basic purpose certain *lessons*. Certain procedures or courses of action, rules or laws were conceived at times of stress and some of them were successful. Those that were not successful or helped the opposition were *bad*. Those that were successful forwarded of course the basic purpose and were *good*.

The successful ideas or procedures that assisted the basic purpose were then dignified by the status of proper ideas, acts, procedure or *policy*.

Those that were unsuccessful in assisting the basic purpose became *bad policy*.

Ideas or procedures that distracted from or balked the basic purpose were called *offenses*.

Things, groups, other-determinisms that challenged or sought to stop or refused to comply with the basic purpose became *enemies* or opposition.

Therefore *policy* is derived from successful experience in forwarding the basic purpose, overcoming opposition or enemies, ending distractions and letting the basic purpose flow and expand.

Policy laid down which is thought up independent of experience in similar situations is either the result of great foresight and is successful or it is simply stupidity, in that it seeks to handle situations which will never exist or if they do, won't be important.

Policy based solely on bad rumors, unverified, which may or may not reflect actual existing conditions or which is laid down at the insistence of some self-interested person or minority without taking the rest of the group into account is very destructive policy simply because it does not match the conditions which actually exist and so, *in itself*, may impede or distract from the basic purpose. An example of this is legislation by legislators who, otherwise uninformed, act because of pressure groups, minority riots or simply sensational press that seeks not legislation but simply to feed the appetite of a disaster-hungry public.

If bad policy or laws or actions based on rumor rather than raw facts become too frequent and general, then the basic purpose of a being, organization or group becomes itself distracted, smothered and forgotten and the result is shrinkage, loss of power, death and oblivion. Although it is often too late when bad policies or pressure-group laws have been the order of the day to slash them all from the books and exhume the basic purpose, the action of sweeping away unreal, unapplicable and impeding laws and policies which were based originally on rumor and bad sources can have the effect of rejuvenation on a being, a group or an organization which has begun to die. Periodic sweep-outs of antiquated and didactic laws (rather than general concepts and subpurposes) *must* be undertaken by a being, organization, group or race or species. However, such an action must be carefully done, selecting only those laws or rules which came into being because of pressure groups or infrequent enemies or which were derived from no experience. And before throwing any policy away, one must carefully examine its history to see if it is still restraining an enemy or forwarding some subpurpose. For throwing away a *lot* of lessons could also collapse the forward thrust of the basic purpose which has "gotten this far for *some* reason."

SUBPURPOSES are the purposes of the various sections or parts of the being, organism, group, race or species which forward the basic purpose. They must amplify, qualify and/or describe the action or procedure of the part of the whole in a brief and crisp way so as to hold them in function in their support of the basic purpose. They could also be called the PURPOSE OF A PART OF THE WHOLE, or as we use them, the purpose of a post, unit, department or an org with a special function. When one hears of the PURPOSE of his hat or section, unit, department, org or division, he is observing the SUBPURPOSE of a part of the whole organism which is vital to the action of forwarding the BASIC PURPOSE of the movement. Indeed he may never know what the BASIC PURPOSE really is and only know the SUBPURPOSE of his own hat, section, unit or department. However, by studying the various SUBPURPOSES of several hats or sections, he could probably figure out the SUBPURPOSE of the department; and by studying the various SUBPURPOSES of the departments of an org, he could probably guess at the BASIC PURPOSE of the whole being or organization or movement. If study of SUBPURPOSES either fails to locate any or ends in being unable to relate them into any large PURPOSE, one is of course studying a disorganized movement.

One can change a SUBPURPOSE (cautiously indeed) or add parts with new SUBPURPOSES, and leave a movement (a) unaffected, (b) increased in scope, or (c) decreased in size and influence.

One can, up to a point, add policies on and on, limited only by the ability to get them known, and leave an organization or movement (a) unaffected, (b) increased in readiness to meet emergencies, or (c) crippled. The wisdom of the policy and whether or not it was a successful solution to some actually possible confusion or crisis determines whether or not it should be added or deleted. Foresight plays a large role in formulating a SUBPURPOSE or a policy. These two are never wholly the product of chance or experience; indeed they may be 80% wise foresight and 20% experience and still be good, usable SUBPURPOSES or policies. Twentieth-century science sought to discount wisdom entirely and beings and organizations were educated or developed with no SUBPURPOSES whatever and all policies were developed either by clerks, teachers or legislators inexperienced in any part of life or were taken from past experience only, with no refinement of any wisdom. The failures of governments and systems and races in the first half of the twentieth century were wholesale and the wars frequent and senseless.

Personal, state, or organizational or social chaos results from adding parts with no well-defined SUBPURPOSES, enforcing policies based on rumor or taken from the data of mere theoreticians in their ivory towers, an irresponsible press or legislators in their self-interested heads and smoke-filled rooms. A study of how the pressure groups, clerks, theoreticians and irresponsible press and duly elected but completely unselected and uneducated legislators destroyed individualism, states, businesses, civilizations and races would be only a study of how not to organize and survive, how to ignore, abandon or discredit all basic purposes, subpurposes and successful policies. The scene was one of indescribable chaos that filled one with protest and dismay. If there was a wrong way to do things, it became the order of the day; and youth went into a complete apathy—purposeless and drifting; and the world began to die a little each day, the mental hospitals became flooded, life ceased to be any fun at all. Things are not always like this and indeed don't have to be.

Mismanagement or misgovernment of self, an organization, group or state would then consist of failing to forward the BASIC PURPOSE, not grasping and specifying SUBPURPOSES, and not experiencing and formulating policies to strengthen successful ideas or actions that forward the basic and subpurposes and impede ideas or actions that retard them, and not recognizing actual enemies or oppositions or planning and carrying out successful campaigns to handle them. Failing in any of these actions, the individual, group, organization, state, civilization, race or species will falter, fail and die.

Recognizing the basic purpose, supplementing it with subpurposes for the parts of the whole, and learning and enforcing the policies which bring success, spotting actual enemies, or oppositions and planning and carrying out campaigns to overcome them, removing distractions, rewarding the forwarding of basic purpose and subpurpose and penalizing actions which retard, an individual, group, organization, civilization, race or species survives, gets better, lives on higher and higher planes.

The game of life has the formula of having and forwarding a basic purpose and supplemental subpurposes.

This is done by the Formula of Policy which consists of

1. Conceiving, recognizing, testing and codifying successful ideas, actions and procedures that forward the basic purpose and retard its opposition;
2. Making these policies known and in greater or lesser degree understood; and
3. Getting these policies followed.

If in (3) policy is to be followed, there must be discipline, but even more important,

there must be ways of choosing personnel other than by sloppy rumor or social presence.

Personnel can *only* be chosen on raw statistics supported by ample data containing figures. If the raw data is good, then one assumes that basic purpose is being forwarded as it is meeting with success. The raw data already has a curve in it as it is tabulated against the success of basic policy. So the person whose raw data is good *must* have been forwarding basic purpose, therefore must be either a screaming genius at originating ideas that forward the basic purpose or a wizard at knowing, applying and following policy. Either way he or she is worth all the diamonds of Kimberley.

Such a person will inevitably rise in the organization or group if raw data alone is observed in selecting and promoting personnel.

If the person is a screaming genius at originating policy and has not made enough errors to reduce his successful raw data, and has stayed on-policy otherwise so as not to reduce the effectiveness of those around him, he will eventually rise to a level which makes policy; and the whole organization will benefit. Similarly a person who grasps and follows policy very well and forwards the basic purpose well and who is very capable will sooner or later rise to a position of trust that safeguards against sweeping changes that will retard or crash the group or organization and so is vital at higher levels.

Out of these two general types of being one gets the leadership levels of a movement. But they will never arrive at all if those in charge ever use anything but statistics in judging them, since their very success will cause enough cabal to influence high levels against them if these high levels ever use fragmentary rumors or opinions in handling personnel.

RAW DATA means assembled but otherwise unevaluated data. It is "uncooked" and "unflavored" and "untouched by human hands." It, in short, is uncontaminated or unchanged data. It is native and natural and unspoiled. And the only data that answers those qualifications is statistical data. "How many or how few and how much or how little in what time." That is the *only* data that a senior official in a group, organization or state ever *dare* use in selecting and promoting personnel.

The "state" of the person, the "result of his tests," "the examination figure," are all *useless* to a senior official deciding upon who to promote or pass over. His decision will be wrong in exact proportion that he permits opinion to enter and raw data to drop out.

Introducing opinion into personnel selection is a study of "how crazy can one get." How much liquor a man can hold, how acceptable socially is his wife, his breath, his taste in ties, are all completely unrelated data. For how does anyone know at the top really what the environment is now like at the bottom? Maybe that lovely music room-board room requires a pink necktie, a purring wife and endless capacity for drink, but is that the organization's environment? It is not! Maybe the organization's environment demands an allergy to liquor, a complete tart for a wife, overwhelming breath and neon ties. And maybe tomorrow's board level will too! The world changes; it does not become softer. Only some people do.

The psychiatric or school test alike are written and administered by people in ivory towers who again have no contact with the organization's real environment. Statistical as they may try to be, such tests are utterly worthless. They are not on-the-job statistics. They are classroom or laboratory statistics. They are definitely cooked data. And when used for personnel and promotion, they cook a lot of careers. And by putting eggheads on post, they cook a lot of parts of an org if not the whole thing. They have some small value in determining someone's quickness or slowness, but the conditions are too unreal and the necessity level of real environmental emergency is missing. It's like a plane crash synthesized in bed. No jolt. So, poor (but not the worst) of cooked data.

Maybe the working environment demands a dumb guy who is too slow to panic at

awesome futures! Yet bright enough to see what policy applies. When men with small experience in it can qualify to run the world, they can only then administer tests to advise who should run it.

Only statistics that represent action and accomplishment are fair tests of ability and who deserves promotion or the gate.

Therefore the only organization that is a sound organization is one WHOSE EVERY ACTIVITY can be tabulated by statistics.

If you wish to reorganize, you must do so with an eye toward "Can this post (dept or division) be statisticized?" Any body of people such as "the typing pool" or "the instructors" must be broken down to individuals one way or another. One has three things then that must be tabulatable: (a) the individual, (b) the part and (c) the whole. Each of these must be so organized as to be capable of being seen through accomplishment or lack of it. Only this is fair organization. All other types are unfair, will not select out leaders or good workers and subject these to the enturbulence of the lazy or those with other philosophies to try.

If you have any other type, people are promoted or fired by rumor, backbiting or common brag, and either type have only liability. In using them one destroys empires and every great civilization that is dead died because opinion and rumor were the key causes of personnel changes.

It is unfair to every decent staff member to have an org that cannot be tabulated by relative income, work or traffic.

The common way of the dead and dying past was to put some fellow in charge and then shoot him or reward him if things went wrong or well and neglect the rest. This works unless a society only protects the man at the bottom and routinely weakens the man at the top. When that happens, the system is useless. Only by chance do things go well. So chance is added to rumor as the means of promotion or the gate. No wonder the Asiatic, a member of our oldest civilizations, says "Fate!" and explains it all. He had too many rulers who ruled by rumor or chance or didn't rule at all. And so the power died. Only when you can find out who did which or why can you be just. And only when an organization can be fully viewed top to bottom through raw data of how much or how little can individual show be rewarded and individual nuisance be weeded out.

REALITY

Reality in policy, in orders, in advice, depends upon either great insight or great experience. Combining both gives great success.

But no matter how great the insight may be, viewing the actual condition is a vital step to resolving it. Remote solutions not based on experience or close inspection are usually unreal.

Therefore no orders should ever be issued without data and experience and insight. Data comes from tabulation of actions and amounts in organizations. Experience comes from working in similar or parallel situations. Insight comes from the ability to observe coupled with the courage to see and the wit to realize without any thought of personal importance.

Therefore, the soundest leadership comes from the most extended experience and intimate knowledge of that or parallel circumstances. Leadership without this will lack judgment.

Remote leadership is best when it itself is involved close to its hand with the same problems. Therefore remote leadership must have under it similar organizational problems and traffic at home that exist at the remote point. Then understanding is quick and solutions are real.

For one organization to command another, they must be similar.

Management-labor problems evolve from the communications formula "Cause-Distance-Effect with intention at cause, attention at effect, and duplication." A board room is not a machine shop. The machinists seek to duplicate the board or refuse to. If they fail to, they always refuse to. Thus only a working org of similar pattern can command a working org.

The commanded org will always seek to follow the pattern of the commanding org and duplicate what it thinks the commanding org consists of. A great tension exists at all points of nonduplication. This tension stems from the effort to duplicate. If foiled, trouble or breakage will occur at that point. Where the subordinate org is unable to duplicate what it thinks exists at the senior org, then it suffers an ARC break of greater or smaller magnitude. Patterns, officer authority, comm lines, all must be similar. Size is not important in this. Org pattern is. If the subordinate org has any hope of ever attaining the size, and if the purposes, pattern and policies are the same, that is enough. ARC will remain high, execution will be good and expansion is assured, providing of course that the basic purpose is good in the first place.

EXPANSION

All that is needed to expand an org or its business, given a good basic purpose and an area to expand into, is the knowledge of the expansion formula:

DIRECT A CHANNEL TOWARD ATTAINMENT, PUT SOMETHING ON IT,
REMOVE DISTRACTIONS, BARRIERS, NONCOMPLIANCE AND OPPOSITION.

The basic formula of *Living* (not Life) is

HAVING AND FOLLOWING A BASIC PURPOSE.

Thus expansion is an increase in living. To increase living and raise tone and heighten activity, one need only apply the expansion formula to living. Clean away the barriers, noncompliance and distractions from the basic purpose and reduce opposition, and the individual or group or org will seem more alive and indeed will be more alive.

All an executive has to do to expand a part or the whole of an org is to divine the basic purpose, divine or issue the subpurposes, point out an area to expand into and then remove the distractions from, barriers to and noncompliance with the basic purpose and subpurposes, and put something on the channels that augments existing impulses and expansion will begin. It will be successful to the degree that the basic purpose is good, the subpurposes real and the policies are taken from real experience and interpreted by persons facing similar current problems.

By the process, thereafter, of just removing barriers, distractions and noncompliance, expansion can be accelerated to a point where it overwhelms all hostile efforts to contain it and the result is extremely gratifying in terms of expansion at velocity. It seems completely magical. For life instantly appears.

One must remember to *channel* a basic purpose. A channel has two boundaries, one on either side of it. These must exist in an org. They consist of discipline of those who would distract or stray or wander or who help the opposition or suppress the basic purpose or subpurposes or who cannot seem to learn or comply with policies or orders. Discipline must only be aimed at the above and where it is random or doesn't serve to channel, then it itself is a distraction or a barrier and will breed noncompliance. But when entirely absent, the force is let to wander and expansion does not occur. Discipline must be precise, known, uniformly applied and inevitable when the rules are broken. Those who do their job welcome it as it helps keep others from preventing them from working or acting or complying or getting their own jobs done.

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 MAY AD15
Issue III

Gen Non-Remimeo
Hang Near New
Org Board
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or relettered

ORGANIZATION
THE DESIGN OF THE ORGANIZATION

As our Org Board and Org pattern we have not only an Org Board but a "philosophical system", which gives us the levels of able and extra able beings and an analysis of one's own life as well.

If you look at the levels written above the departments you find the spans of *the Bridge* which are followed to Release, Clear and OT. You can easily see which ones are missing in one's own life and the lives of others. These are the upper end of the awareness scale.

When you look at the department names you can see what is missing in your own life.

You can also see where your post or your job breaks down, for every job has all these "department names".

When you look at the Division names you see what the Cycle of Production must be in this Universe to be successful. By studying this you can see why other businesses fail. They lack one or another of these divisions.

Although the organization seems to have a great many departments, and would fit only a large group, it fits any org of any size.

The problem presented me in deriving this board was how to overcome continual org changes because of expansion and applying it to organizations of different sizes. This board goes from one person to thousands without change. Just fewer or more posts are occupied. That is the only change.

The staff ratio here is one administration person in the five non-technical divisions to one technical person in the Technical and Qualifications Divisions (excepting only staff staff auditors and field staff members who count as Admin personnel). Staff is added *in rotation* amongst the non-technical divisions every time a technical person is put in the Technical or Qualifications Divisions.

The board is entered from the left and proceeds to the right.

It is actually a spiral with 7 higher than and adjacent to 1.

The organization corrects itself through the Review Division, under the authority of the 7th Division.

Organizations go in phases. The phases agree with the Cycle of Production.

A forming org, unable yet to function fully, is a CLASS ZERO Org. It is only at Recognition and gives a Class Zero Course only and uses only Grade Zero processes. When it can give a Level 1 Course and use Grade 1 processes it is a Class 1 Org. And so on. The HGC of the org may not process above the class allowed in the Academy. The Review Case Cracking Unit only may use processes above the class of the Org and then only when its Review personnel are so authorized by Saint Hill.

There are two tendencies Man has that this board resolves.

Man's systems are based on groups and masses of people.

Every person on *this* Org Board is "statistized". That means the job he does is a statistic that can be verified. He is not lost in a group.

The tendency of filling up every box indicated on an organization chart (which

Man usually does) is checked by the formula that there must be only one Admin staff member for every tech as above. Thus Divisions 4 and 5 are heavy with personnel containing five times as many as all the other divisions.

In expanding, each department acquires seven sections, every section then acquires seven sub-sections, every sub-section acquires seven units.

At this time of issue we find Scientology itself just at the end of its Dissemination Cycle (Division 2) and just entering upon the Organization Cycle (Division 3). There will be a full and long Organization Cycle. This will eventually be followed by a Qualifications Cycle in which we adjust civilization. After that will come a Distribution Cycle in which we use Scientology elsewhere in the Universe, and then will come the Source Cycle again, finding us all on a higher plane.

This pattern will probably be in use for a very long time.

This board is one of the *very* few things in Scientology which is not completely new. It is taken from an ancient organization and which I have refined through considerable experience by adding Scientology and our levels to it. It is based on an extremely successful pattern.

This org pattern is designed not to make money or Scientologists as one might think. Its whole purpose is to make the "Ability to Better Conditions", which is the mission of Scientology.

THE LEVELS

Your main interest in this board is of course its levels.

There are over thirty-two levels to the left of the board, covering the average human states.

Our board shows how we move up onto the Bridge at Communications (Level 0), and then progress division by division to Level VII. One Division equals one Level left to right.

The abilities recovered in these levels are marked above the department names (Communication, Perception, Orientation, Understanding, etc.) and take us all the way to a new state at VII.

As he progresses along this line left to right, a level is given the person each time a division is passed.

At Level V we find we can move people from the lowest human states onto the Bridge, before we ourselves exit at the top.

Thus we leave behind us a Bridge.

In 1950 when I said "For God's sake Build a Better Bridge," I had to do it on my own.

But here it is, not only a bridge but also an organization to carry the weight of the spanning, a very needful thing.

L. RON HUBBARD
Founder

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[Note: See HCO P/L 15 December 1969, *Class of Orgs*, page 254, which cancels classes of Orgs and permits any official Org to "perform and teach any Class or Grade up to IV".]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

CenOCon

HCO POLICY LETTER OF 29 MAY 1961
REISSUED 30 AUGUST 1980
CORRECTED AND REISSUED 12 OCTOBER 1985

(Reissued as part of the
Keeping Scientology Working Series)

(Corrections in this type style)

Keeping Scientology Working Series 3

QUALITY AND ADMIN IN CENTRAL ORGS

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

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

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

Administrative personnel get Scientology to the public, keep the public happy and the organization solvent.

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

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

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

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

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

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

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

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

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

It is working out that goofs are of this magnitude:

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

Auditor has not the vaguest on how to handle rudiments;

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

Auditor has no clue about assessment;

Auditor just doesn't even report to session.

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

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

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

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

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

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

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

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

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

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

All staff personnel *have a right to demand practical and functional releasing and clearing (1) of staff, (2) of executives and (3) of the public who buy our service.*

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

L. RON HUBBARD
Founder

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

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Saint Hill Manor, East Grinstead, Sussex

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HCO POLICY LETTER OF 7 NOVEMBER 1962
CORRECTED AND REISSUED 2 OCTOBER 1985
(Corrections in this type style)

Reissue Series 4

CENTRAL ORGANIZATION EFFICIENCY

(Reissue of HCO Policy Letter of May 22, 1959)

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

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

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

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

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

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

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

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

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

If we are to bring self-determinism to Man, we must be prepared to exhibit it ourselves.

Defining self-determinism as it applies to departments and posts is very easy—It is the willingness to decide and act in a causative manner toward the traffic and functions of that post. When we have a person on a post who is the total effect of that post, we have the post caving in on him and the tendency to pull the organization in with it. Only when the person on that post can assume positive and effective cause do we have gains in dissemination, units, ARC and mest.

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

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

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

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

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

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

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

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

We have attained now

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

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

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

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

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 SEPTEMBER 1959

CenOCon

HATS AND OTHER FOLDERS

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

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

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

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

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

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

THE KEEPING OF THESE FOLDERS

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

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

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

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

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

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

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

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

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

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

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

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 APRIL 1961

CenOCon

HOW TO DO A STAFF JOB

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

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

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

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

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

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

Do *your own* jobs.

Refuse to do the other fellow's.

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

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

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

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

Do *your own* jobs. What are they?

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

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

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

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

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

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HCO POLICY LETTER OF 29 MAY 1963
CORRECTED AND REISSUED 12 OCTOBER 1985

(Corrected to add last two paragraphs
which were left off some mimeo copies.)

Reissue Series 14

HOW TO HANDLE WORK

(Reissue of HCO Bulletin of August 19, 1959)

Do it Now.

One of the best ways to cut your work in half is not to do it twice.

Probably your most fruitful source of dev-t is your own double work.

This is the way you do double work.

You pick up a despatch or a piece of work, look it over and then put it aside to do later, then later you pick it up and read it again and only then do you do it.

This of course doubles your traffic just like that.

One of the reasons I can handle so much traffic is that I don't do it twice. I make it a heavy rule that if I find myself handling a piece of traffic, I handle it, not put it into a hold or a later category.

If I happen to be prowling through my basket in the message center stack to see what's there, I do what I find there.

If I am given a message or a datum that requires further action from me, I do it right when I receive it.

This is how I buy "loafing time."

Now I'm not trying to hold me up as a model of virtue as the man who always does his job; I do many jobs and many hats; I am holding myself up as an ambitious loafer and as a buyer of valuable loafing time.

There's no need to look busy if you are not busy.

There is no need to fondle and caress work because there isn't enough of it.

There's plenty of work to do. The best answer to work of any kind is to do it.

If you do every piece of work that comes your way WHEN it comes your way and not after a while, if you always take the initiative and take action, not refer it, you never get any traffic back unless you've got a psycho on the other end.

In short, the way to get rid of traffic is to do it, not to refer it; anything referred has to be read by you again, digested again, and handled again; so never refer traffic, just do it so it's done.

You can keep a comm line in endless foment by pretending that the easiest way not to work is not to handle things or to refer things. Everything you don't handle comes back and bites. Everything you refer has to be done when it comes back to you.

So if you are truly a lover of ease, the sort of person who yawns comfortably and wears holes in heels resting them on desks, if your true ambition is one long bout of spring fever, then you'll do as I suggest and handle everything that comes your way when it comes and not later; and you'll never refer anything to anybody that you yourself can do promptly.

That people begin to point you out as a model of efficiency, as the thing expected to cop the next world's speed record, that articles begin to appear about the marvels you are creating, is all incidental. You and I know we did it so we could be lazy and not have to work. For it can be truly said that the way to all labor of a long and continuous grind is by putting off the action when the message is received and in referring it all to somebody else; that's the way to slavery, to tired muscles and tattered brains; that's the route to baskets piled high.

So come loaf with me.

Do it when you see it and do it yourself.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:jw/vmm.pm.ms.gm

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 APRIL AD15

Remimeo
All Staff Hats
Sthil Staff
Exec Hats

ALL DIVISIONS

Use: Executives should keep a stack of these 23 Apr AD15 Pol Ltrs near their desk and staple one to every despatch or report received which violates it. Circle para violated and return to staff member.

(Changes HCO Pol Ltr on CSW slightly in that conclusions or solutions are no longer acceptable from a junior to a senior, only data.)

PROBLEMS

The most senior organizational policies there are follow:

1. NEVER solve the problem any junior presents to you. NEVER NEVER NEVER NEVER NEVER NEVER.
2. ALWAYS investigate for the true cause of the trouble. ALWAYS ALWAYS ALWAYS ALWAYS ALWAYS.
3. SOLVE only the problem you find after very careful investigation of the whole matter and after you have examined all possible causes of the problem.
4. NEVER solve a problem that has already been solved in general policy.
5. IF someone thinks the policy is wrong or is itself the source of the problem then (a) he or she must be made to fully read the policy (b) demonstrate what it is supposed to solve (c) look over the problem he or she thinks the policy is wrong on to find the actual causes of the problem he or she is trying to solve.

The primary aberration in situations that are being mishandled is:

6. THE PERSON IS UNABLE TO RECOGNIZE SOURCE.
-

Example: A person A sees another B drop a wall mirror and break it. A puts in a purchase order specifying thicker glass. B next day drops a chair down steps and A puts in a PO for new stair carpeting. B a week later runs a car into a wall and A proposes a different design for the wall. If this kept on and B was never singled out by A or A's seniors, then dozens of unusual solutions are entered into the org, not just POs but policy changes as well! Why? A is "below source" and doesn't recognize the causes of his problems. Therefore his solutions are alter-is of existing situations and result in alter-is of tech, policy and orders. Soon the area around A is in a complete confusion. What about B? He probably generalizes with "they said" "everybody knows" etc on enthetas and so remains "invisible" behind his generalities. B can be spotted best by damage reports whenever damage occurs. As they are filed as a statistic in B's file, it soon becomes a visible datum. The cause of confusion in A's area is not A. It is A's inability to perceive *causes*. Thus any system which isolates actual causes disentangles a group and makes unusual solutions unnecessary and only then can policy go in.

Therefore we get some other very senior org policies:

7. NEVER accept a conclusion from a junior. NEVER.
8. ALWAYS demand facts of a junior. Always.
9. NEVER take a generality from a junior.
10. ALWAYS challenge any conclusion a junior offers.
11. NEVER act on a junior's data until you have fully investigated the situation.
12. ALWAYS investigate until you find the basic policy violation that started the problem in the first place.

TECHNICAL

13. Making Scientology work on pcs and students is the ONLY way you can salvage org situations.
14. If Scientology is not applied exactly per HCOBs and tapes technical will "go out" and within a few months the area will be spinning with unusual solutions.
15. The fastest way for a technical executive to become overworked is to violate the policies in this policy letter.
16. The fastest way for a technical executive to get into trouble and a mess is to accept an auditor's conclusions and propose a solution.

Example: An instructor says, "Process R00 doesn't work on certain cases. When these cases come on course could I please order them to Review auditing?" Serious blunder by a senior, "Yes." Why? Because the instructor isn't capable of spotting an ARC Broken student—can't confront ARC Breaks. Therefore quite often the instructor lets R00 be run on an ARC Broken student. The *correct* technical executive action, and the ONLY correct one on receiving such a report, is to promptly personally investigate. Investigation even of the students' case folders would disclose that the instructor ignores ARC Breaks from comm cycle blunders by new student auditors, that the instructor won't give ARC Break assessments (who else *could* give one on a Zero Level course?) but sometimes runs R6 EW on the students under the guise of "an assist for a misunderstood word". I think that's enough trouble to get the instructor's senior into a hurricane of trouble if only from blown students and no new enrolments! (This is an actual example. The final result was a Comm Ev for the technical executive and the instructor, the first for proposing and alter-is-ing policy and technology, the second for forcing auditing [rather than doing assessments] on Zero Level students. The Comm Ev had to be ordered at the request of *their* tech senior because neither would accept orders to remedy the above conditions but just kept on fouling up students.)

NON COMPLIANCE

18. If you think for one moment that a staff member who won't or can't follow clear, definite policy, will follow *your* orders either, you dream.
19. The first thing you know about an off-policy type personnel is that none of *your* instructions are being carried out either, usual or unusual.
20. Look, if they can't apply vividly clear policy, they sure can't apply a brief order.

SUMMARY

21. You can conclude that where you have a personnel who cannot perceive the causes of things you will have a continual spinning mess.

None of the problems presented for solution are the actual problems that exist. In A and B above, the problem presented was "How to get more durable things." This could not be solved because it was the wrong problem and didn't exist. The right problem was "How to get B to stop breaking everything in sight." A senior, not seeing B at all (not being around B), accepting a problem and a conclusion from a junior (A) soon is involved in endless discussions over "How to get more durable things." This never solves. Because it wasn't the problem. Further, any order the senior gives A is also never put into effect without wild alter-is. Why? A, unable to see sources, can't see the senior as a source either and really takes his orders from anyone who comes along! Students, pcs, the garbage man.

22. The basic problem of management then is the problem of cause blindness. People in the org who cannot see cause cannot solve problems, for to solve a problem one must see what is causing it!
23. And the solution to all this lies in the policies in this policy letter.
24. And auditing people up to an ability to perceive and perceive the causes of things is the primary solution to all problems.
25. Until you get them there you use any mechanism necessary to follow orders. Only in that way will they ever make it.
26. When tech goes out, when HCOBs aren't followed or tapes known and used exactly, the Road Out is blocked.
27. *Nobody has any right to a bank.*
28. For when they are permitted such a right they block the road for the rest.
29. The only person you could completely trust is a Clear. And unless the clear is also trained in Scientology tech and admin also you could never accept his vote on org matters.
That's the truth.
And that's why we're going to make it all the way.
30. If we're determined we will make it, we will make it.

L. RON HUBBARD

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(Note: By Organizational Policy is meant that policy which makes the organization into an organization and keeps its flows fast and its design uncomplicated. In absence of these policies the design becomes altered and flows cease and the org dies.)

[Note: The mimeo issue of this Policy Letter and the First Edition of Volume 0 skipped the number 6 in the numerical sequence. The text above and the earlier texts are identical; only the numbering has been altered to include the skipped 6.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 JANUARY 1966

Reunited
Exec Sec Hats
Secretary Hats

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

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

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

The whole org is run on statistics. It is *not* run on rumours. The more you follow statistics and the less you listen to rumour the better off you will be.

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

To hold the form of the org it is vital that:

1. The AdCouncil minutes only order Secretaries and only on Gross Divisional Statistics as they appear.
2. Executive Secretaries order and chit only Secretaries.
3. That Secretaries order and chit only Directors.
4. That Directors only order and chit Section Officers.
5. That Section Officers only order and chit persons In Charge or, if there are none, the staff directly under them.
6. Exec Secs and Secretaries can cross chit.
7. Directors can request and chit only via Secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

SEC EDS

Sec Eds issued by the AdCouncil may only change Secretaries' personnel. They can advise the Secretary on personnel but may not demote, transfer or dismiss a Secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status 1).

An AdComm's orders forwarded to the Office of LRH for a Sec Ed always go via the AdCouncil. But again an AdComm may only order Directors and may not demote, transfer or dismiss a Director's personnel.

A Director should order Officers.

Officers should order In-Charges.

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

REASON

Danger Conditions are handled on By-Pass. Where a Danger Condition is assigned, the senior can by-pass anyone to get the job done and does.

The Conditions in sequence are:

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

By-pass creates a Danger Condition which drops into Non-Existence from any level.

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

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

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

So don't by-pass unless you are in Danger Condition. A Danger Condition exists where statistics show continuing emergency or a steep steep fall. If a Danger Condition exists, you handle the situation, by-pass anyone at all and then the personnel who ignored it. So if you by-pass all the time (Exec Secs issuing orders to Directors, Secretaries ordering Officers, Directors ordering general staff members) you will infer a Danger Condition and get non-existence of the Section, Department, Division or the whole activity.

Moral: Only when a Danger Condition exists should a senior by-pass the command chain, so if you are only in Emergency or only in Normal Operation or even Affluence DON'T BY-PASS or you will crush statistics.

SUMMARY

Learn your Org Board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't by-pass (except in Danger Condition).

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

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

And you will prosper and expand.

L. RON HUBBARD

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(Note: The sequence of Conditions listed above has been amended to include Emergency, and the paragraph immediately following this list has been added, per HCO P/L 8 February 1966, Item II.1)

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JANUARY 1966

Remimeo
Staff Hat

**DANGER CONDITION, WARNING
THE JUNIOR WHO ACCEPTS ORDERS
FROM EVERYONE**

It has been found in the hearings on personnel after a Danger Condition was assigned that:

A PERSONNEL UNDER YOU WHO ACCEPTS ORDERS FROM ANYONE WHO COMES ALONG WHO HAS ANY RANK WILL PUT YOUR SECTION, DEPARTMENT OR DIVISION AND *YOU* INTO A DANGER CONDITION AUTOMATICALLY.

This operates as a permanent by-pass.

If you allow it or don't catch it in time, your statistics will fall like a shot duck.

Therefore if you find a junior going off lines for his orders and not refusing all orders from others you *must* put him in a Danger Condition. For if you don't you will soon be in one yourself.

Danger Condition is a very funny thing. It actually exists as a natural phenomenon in organizations, hitherto undetected.

If by-pass of command channels occurs, the exact formula will begin to operate whether anyone says so or not. And the only cure for this plague is to follow the formula itself. *That* works. Nothing else does.

Be careful of that junior who accepts anyone's orders. He or she is like a charge of dynamite under an executive. Someday it will all blow up.

Juniors must follow the orders of their own seniors or Danger Condition results.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 NOVEMBER 1965RA
Remimeo REVISED 4 MAY 1985
All Staff Hats

(My original HCO PL 20 November 1965 has unfortunately been "revised" so many times that the most recent "revision" both omits promotional actions and incorrectly includes so-called "promo actions" from earlier "revisions" that have already, themselves, been cancelled. This issue seeks to rectify by reverting to the original HCO PL, updated to align with the current org board and also updated to include the promotional actions from the following HCO PLs:

HCO PL 15 Dec 65	ADDITIONS TO THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 4 Feb 66	AMENDMENT TO THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
HCO PL 22 May 68	CANCELLATION AND REPLACEMENT OF PROMO ACTION 122
HCO PL 28 Jul 74	ADDITIONS TO HCO PL 20 Nov 65, THE PROMOTIONAL ACTIONS OF AN ORGANIZATION)

(Revisions not in script)

ALL DIVISIONS

Qual Div Hat Check on all Staff

THE PROMOTIONAL ACTIONS

OF AN ORGANIZATION

(Contains 172 actions that ensure solvency and are vital in an org.)

When one hears that an org or a division, a department or section or person has been ordered to promote, the question can be asked, "What does this mean?"

Some suppose it means get an incredibly brilliant new idea that has never been done before. Another thinks it means hiring an ad agency. Somebody else may think it means telling lies or working confidence tricks. It is none of these things.

Only in emergency promotion does one need new ideas and these most often consist of how to accomplish a long-neglected action in some other department one doesn't have control over. The brilliance required here is how to get your part done anyway.

PROMOTION means, to make something known and thought well of. In our activities it means to send something out that will cause people to respond either in person or by their written order or reply to the end of applying Scientology service to or through the person or selling Scientology commodities, all

to the benefit of the person and the solvency of the org.

Now do you see that a staff member smiling is sending something out that will make someone respond and think better of the staff member and the org. That comes under the definition of promotion. A janitor making the steps clean is presenting something (the view of clean steps) that will make both himself and the org a bit better thought of. A mail clerk doing up a neat package is sending something out that will make the org well thought of. Do you see?

So any action that makes the staff member of the org visible and well thought of is promotion.

Furthermore any job in the org well done makes it possible for others to promote but not done makes it very hard to promote or makes it impossible altogether. Every task in the org contributes to promotion. And without promotion there is no job.

There are, however, very standard promotional actions which we concentrate on in an org.

ROUTINE PROMOTION

Through the years orgs have developed various standard promotional actions which invariably achieve results if done.

Today these actions are woven into the standard organizational pattern as administrative activities.

If an org follows the organizational pattern and does what the hats say, then it will be promoting with no further strain.

The promotion ideas and patterns as they now exist are never at fault. Only failing to do them is at fault.

Promotion only fails because of non-execution.

Without promotion one has insolvency.

Promotion without adequate delivery of service or commodity will eventually fail to deliver income.

THE PROMOTION ACTIONS

The Standard Promotion Actions of an org, by division and department are:

(Note: There are other actions in these portions of the org. These are only the promotional actions.)

1. HCO AREA SECRETARY - Co-ordinates and gets done the promotional functions of Division 1.
2. DEPARTMENT 1 (Dept of Routing and Personnel) - Requires Reception to make known free introductory lectures to all callers.
3. Has books and cassettes on display at Reception.
4. Keeps staff from collecting in Reception Centre and talking Scientology before callers.
5. Routes people swiftly and accurately to the required

- services.
6. Recruiting signs, tastefully done, to acquire new org staff.
 7. Sees that a pool of PR trainees being trained in PR tech exists for eventual posting in Div 6 and in Department of Special Affairs, on current checksheet.
 8. Sees that a pool of reserve Registrar personnel are in training part time while working in other Division 2 and Division 6 posts, for future use when fully trained on Reg and Tours posts, using the current authorized Registrar salesmanship course checksheet.
 9. Sees that the full org board is sightly, properly done and up-to-date.
 10. DEPARTMENT 2 (Dept of Communications) - Sees that mailings go out promptly and on schedule.
 11. Controls public notice boards of the org and makes sure they also feature org services available.
 12. Sees that internal despatches are swiftly delivered and are in accurate form.
 13. Sees that letters and orders arrive safely and are quickly handled and not overlooked.
 14. Oversees stationery and typing quality so that communications going outside the org look smart and sound bright.
 15. Sees that mimeos look well when completed.
 16. Issues the technical and policy materials of the org to get in Policy and Tech.
 17. DEPARTMENT 3 (Dept of Inspections and Reports) - Sees that the org is there and functioning.
 18. Sees that Suppressives and enturbulative elements do not block dissemination.
 19. Sees that service is accurately given and that no squirrel tech is used.
 20. Prevents the phenomenon of no-case-gain by spotting Potential Trouble Sources and handling.
 21. Ethics gets case resurgences by finding the right SPs.
 22. DISSEMINATION SECRETARY - Co-ordinates and gets done the promotional functions of Division 2 and makes the org and services known to Scientologists.
 23. DEPARTMENT 4 (Dept of Promotion and Marketing) - Issues magazines on schedule.
 24. Properly presents services in ads in org magazines and mailings.
 25. Does promotional pieces for Publications Dept and for the Public Divisions.
 26. Executes planned promotions as laid down in EDs.
 27. Compiles promotional pieces and programmes for issue to

- Scientologists.
28. Gets promotional pieces printed.
 29. Sees that tapes and cassettes are available and that presentation of them is of good tone quality.
 30. Sees that any cine material is available and ready for broad use.
 31. DEPARTMENT 5 (Dept of Publications) - Sees that good quantities of books, cassettes, meters and tapes are in stock.
 32. Sees that books, cassettes, meters and tapes are attractively displayed.
 33. Ships swiftly on receipt of orders.
 34. Gets pins and insignia in stock and ensures broad issue so they will appear in the world and thus disseminate.
 35. Sees that book, meter and cassette fliers (handbills) are shipped out regularly to Scientologists and book buyers.
 36. DEPARTMENT 6 (Dept of Registration) - Letter Registrar works to accumulate questionnaires and mail from those responding to promotion. Follows exact policy and gets out floods of mail to all possible proper candidates for service.
 37. Keeps Central Files right up and in excellent shape and adds all new names of buyers of books and services.
 38. Uses Central Files to the limit to produce business and routes everyone in it individually by employing Gradation Charts and sending them out marked and devising other means of utilizing CF to produce business.
 39. Sends out questionnaires with all offers which detect people's plans for training and processing.
 40. Accepts advance registration and encourages more advance registration until her months ahead are scheduled full of students and pcs.
 41. Does phone registration in city areas in addition to other registration actions such as Letter Registrar.
 42. Registers everyone who comes in for service as pleasantly as possible with due regard for the solvency of the org.
 43. Keeps a complete address file in such shape that mailings are wide and sent to people who will respond. Never lets go of an address or a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
 44. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
 45. TREASURY SECRETARY - Co-ordinates and gets done the promotional functions of Division 3.
 46. DEPARTMENT 7 (Dept of Income) - Persuades payment of cash or increase in purchase whenever possible.

47. Collects outstanding notes by monthly statements.
48. Collects outstanding notes through Field Staff Members via Dept of Clearing.
49. Sees that public persons' statements are accurate, on-policy, and do not ARC break the public with errors.
50. Gets all mail orders invoiced and/or collected so they can be shipped at once.
51. DEPARTMENT 8 (Dept of Disbursement) - Keeps bills paid in such a way that the org is in excellent credit repute. (Promotes with good credit rating.)
52. Gets salaries accurately and punctually paid to keep staff happy.
53. DEPARTMENT 9 (Dept of Records, Assets and Materiel) - Acquires reserves to give a reputation of stability to org.
54. Keeps staff clothing issued and in good order (in those orgs providing uniforms).
55. TECHNICAL SECRETARY - Co-ordinates and gets done the promotional functions of Division 4.
56. DEPARTMENT 10 (Dept of Tech Services) - Makes the customers happy and glad to be there.
57. Gives brisk service.
58. Acquires for the org a reputation for swift and excellent handling of people.
59. DEPARTMENT 11 (Dept of Training) - Gives excellent training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
60. Routes dissidents quickly to Ethics and slows to Review.
61. Briskly and punctually schedules classes.
62. Accomplishes lots of completions.
63. Turns out very competent auditors whose excellence promotes the Academy (or College at SH) and Scientology.
64. Writes letters to possible prospective students to get the Academy (or College at SH) full. (This is an old, old activity of the D of T who never depends on Registrars or magazines.)
65. Makes sure the excellence of training that is there is bragged about in magazines, etc.
66. Gets students (Free Scientology Centre) to find new, raw meat pcs of their own around the town and audit them for student classification and gets them to bring such pcs in for Release examinations and declarations (during which they get routed through Registrar who presents the award) and refuses any for classification in cases already known to be a paying pc of some org or auditor.
67. Popularizes the Tech Films and uses them to the full and

sees that all audio-visual equipment (including tape equipment) is well maintained for professional high quality reproduction.

68. DEPARTMENT 12 (Dept of Processing) - Gets excellent results on all pcs.
69. Becomes well known for standard tech.
70. Spots SPs and PTSes early and routes to Ethics. Routes bogged cases quickly to Review.
71. Takes responsibility for all cases in the whole area where the org is.
72. Makes auditors look and act professionally outside the HGC so people will have confidence in them.
73. Insists on clean, attractive HGC quarters and helps Materiel to achieve and maintain them.
74. Gets pcs in such good shape they are walking advertisements for the HGC and Scientology.
75. Writes letters to possible pcs (the D of P has had this duty for 15 years).
76. QUALIFICATIONS SECRETARY - Co-ordinates and gets done the promotional functions of Division 5.
77. DEPARTMENT 13 (Dept of Validity) - Makes sure no untrained student or unsolved case gets past.
78. Refuses to get so concentrated on "validating people" that errors are overlooked, for this backfires also.
79. Routes those passed quickly to Certs and Awards and those failed quickly to Review and routes any Ethics matters discovered promptly to Ethics.
80. Issues credentials that will be seen around - pins that people will wear, certificates they will hang up, cards they will show.
81. Never issues anything falsely as it will be hidden or discredited.
82. Issues literature to all new releases and other completions that tells them what they have attained and what next to do and encourages them to do it.
83. Heavily promotes auditors outside the org to bring in their pcs for examination and Release declarations.
84. DEPARTMENT 14 (Dept of Personnel Enhancement) - Gets staff in such good shape they are walking advertisements for the org and Scientology.
85. Turns out very competent staff members whose excellence promotes the org and Scientology.
86. DEPARTMENT 15 (Dept of Correction) - Finds the real errors in any failures (no student or pc ever gets upset if the actual error is spotted - they only get upset when a wrong error is found).

87. Quickly repairs any flat ball bearings turned out by the Tech Division so they will be no discredit to org.
88. Gives brilliant standard isolation of any errors in students or pcs - discovers them with ease.
89. Repairs thoroughly.
90. Makes a continual effort to get failed cases in the field in for a Review.
91. Sends to Ethics all Ethics matters discovered. Cultivates an aura of effortless competence.
92. Review makes the dissatisfied satisfied with the org by remedying all tech misses.
93. Delivers excellent Internships that turn out auditors whose excellence promotes the Internship and Scientology.
94. PUBLIC CONTACT SECRETARY - Co-ordinates and gets done the divisional promotion functions of Division 6A and makes Scientology and the org known to the broad public.
95. DEPARTMENT 16A (Dept of Public Booksales) - Gets books and cassettes placed in bookstores, reviewed and in the public view.
96. Gets LOTS of books and cassettes sold to the raw public.
97. Places ads in magazines, radio, TV, etc., to sell books and cassettes.
98. DEPARTMENT 16B (Dept of Body Routing) - Guides in new body traffic.
99. DEPARTMENT 16C (Dept of Public Contact) - Advertises to the broad public.
100. Advertises and holds public tape plays in the org, open house.
101. Promotes Free Intro Films and gets them shown to large numbers of public and sees that the film presentation equipment is clean and well-maintained for high quality professional presentations.
102. Keeps mailing lists in such shape that mailings are wide and sent to people who will respond. Never lets go of a mailing list and keeps them all properly corrected and up to date and in proper categories for ready use.
103. Acquires new mailing lists.
104. Sends out excellent info packets.
105. Hands out invitations to intro lecture in volume to keep intro lecture full each night.
106. Carries out the promotion of and conducts the current broad public promotional projects.
107. Works on the public not on the Scientologists already known to Division 2.
108. DEPARTMENT 16D (Dept of Introductory Services) - Sees that

the introductory lecture and introductory services use no words that will be misunderstood and makes people want to buy training and processing and offers it.

109. Furnishes lecturers to groups.
110. PUBLIC SERVICING SECRETARY - Co-ordinates and gets done the divisional promotional functions of Division 6B and makes Scientology and the org known to the broad public.
111. DEPARTMENT 17A (Dept of Public Registration) - Does Phone Registration in City areas in addition to other public registration actions.
112. Registers Div 6 public who come in for service as pleasantly as possible with due regard for the solvency of the org.
113. Sees that the files, addresses and requirements of persons interested in Scientology are used to the full.
114. DEPARTMENT 17B (Dept of the Hubbard Dianetics Research Foundation) & DEPARTMENT 17C (Dept of Public Services) - Sees that public services use no words that will be misunderstood and makes people want to buy training and processing and offers it.
115. Conducts an Extension Course and sees that it is well advertised.
116. Makes the customers happy and glad to be there.
117. Gives brisk service.
118. Acquires for the org a reputation for swift and excellent handling of people.
119. Gives excellent basic training. (The soundest possible promotion quickly mirrored in numbers enrolling.)
120. Routes dissidents quickly to Ethics and slows to Review.
121. Spots SPs and PTSes early and routes to Ethics. Routes bogged cases quickly to Review.
122. Briskly and punctually schedules classes.
123. Accomplishes lots of completions.
124. Makes sure the excellence of public services that are there is bragged about in magazines, etc.
125. DEPARTMENT 17D (Dept of the Chaplain) - Gives excellent Chaplain services.
126. Gets ARC Broken Scientologists in for a Ruds session.
127. FIELD CONTROL SECRETARY - Co-ordinates and gets done the divisional promotion functions of Division 6C and makes Scientology and the org known to the broad public.
128. DEPARTMENT 18A (Dept of Public Relations) - Sees that the org has a good, clean appearance.
129. Sees that personnel are properly dressed, well-conducted and give the org a good tone.
130. Handles press.

131. Makes Scientology popular or the thing to do.
132. Sells Scientology to governments and broad social stratas.
133. DEPARTMENT 18B (Dept of Clearing) - Recruits and handles Field Staff Members to get in pcs and students for the org (and collect past debts).
134. Keeps in touch with Mission Holders and keeps them informed.
135. Carries out all FSM and Mission activities and makes them head people toward the org.
136. Treats the whole departmental activity as salesmen are handled by any other business org.
137. Trains the FSMs and Mission Holders and makes them financially successful.
138. Gets all commissions owed promptly paid to encourage earning more commissions.
139. Gives FSMs and Mission Holders things they can use to disseminate and select.
140. Invites Scientologists to ask that info packets be sent to friends and relatives.
141. Finds and encourages the formation of Scientology groups and registers them and offers certificates.
142. Sends out mailings to Groups.
143. Sees that Missions are properly licensed with Scientology Missions International (SMI) and that Field Auditors are licensed with International Hubbard Ecclesiastical League of Pastors (I HELP).
144. Encourages broad public (lay) memberships.
145. Promotes the org and standard tech to the Auditors Association.
146. Pushes along the Free Membership programme and re-signs the person for an Annual or Lifetime Membership the moment the six months expire.
147. DEPARTMENT 18C (Dept of Success) - Contacts by letter all ex-pcs and students of the org. They should be written to at widening intervals after leaving the org.
148. Collects by letters or verbally successful applications of Scientology.
149. Issues stories of successful application.
150. Issues projects of application to advanced Scientologists, particularly those projects involving artists or public figures.
151. Acknowledges the activities of Scientologists busy out in the world.
152. Appoints committees of Scientologists in various areas and groups to advise on improvements of the civilization.
153. Gets spectacular wins posted on the org's public notice boards.

154. Condenses wins into data of interest for mags and as handouts.
155. Makes a catalogue of successes with various processings on various conditions.
156. Encourages and publicizes various applications of Scientology.

EXECUTIVE DIVISION

157. DEPARTMENT 19 (Office of the Executive Director) - The Executive Director or Commanding Officer on post and functioning to get the stats of individuals in the org up and staff and org expanding so that it can present a better image and afford better and broader promotion so as to expand.
158. The ED or CO sees that everything the org is allowed to deliver for which a demand exists is available, and that the org is able to deliver it, including having on hand needful tapes, tape players, books, packs, checksheets, materiel, space and supervisors, and that it is then heavily promoted and sold and delivered.
159. ORG EXECUTIVE SECRETARY - Oversees and gets execution on all promotional actions and functions in his or her three divisions.
160. HCO EXECUTIVE SECRETARY - Oversees and gets execution on all promotional activities in his or her two Divisions and the Executive Division.
161. PUBLIC EXECUTIVE SECRETARY - Oversees and gets execution on all promotional activities in the three Public Divisions.
162. The Executive Council closely watches gross divisional statistics and quickly acts to handle any division of low gross divisional statistic. Acts to get into action all dropped or neglected standard promotions.
163. The Advisory Council develops new ways of making old promotion as inherent in the org (detailed above) more effective and better executed. It never neglects old standard promotion to too strongly concentrate on new promotion.
164. The Executive Council primarily handles secretaries and acts through secretaries of divisions to get all the promotion actions done.
165. As Financial Planning, sees that pricing of everything sold is not too high to discourage the public and not too low to make the org insolvent.
166. DEPARTMENT 20 (Dept of Special Affairs) - Gains acceptances of Scientology and its Founder.
167. DEPARTMENT 21 (Office of LRH) - LRH COMMUNICATOR - Sees that Ron's postulates stick! Sees that his comms fly, look well and that Ron's (not Executive Council's) EDs are complied with.
168. ESTATES BRANCH - Gets proper quarters to make the org look good, whether for momentary or permanent use for all divisions.

169. Gets any org that is far out in the suburbs relocated to busy areas where there is lots of foot traffic, easily reached, and where display windows can exist.
170. Keeps materiel of org bright.
171. Keeps the posts of cleaners filled and cleaning scheduled so the org is spotless every day.
172. Carries out a program of renovation and repainting using org staff and volunteers without getting in road of production.

These are the standard promotional actions of a Scientology organization.

Any org not in a high state of solvency and activity has omitted some or a majority of the above.

It is almost impossible to fail to succeed if one just does the listed actions.

There is a great deal of busyness connected with them. But they are essentially simple actions. Most of us have been doing them for years.

If there is any mystery felt about them, then one either hasn't read his policy letters or is in disagreement with promoting at all.

Actually it is too simple. I am often amazed when people want me to write tens of thousands of words to describe these actions.

The thing to do is do them. Then one quickly gets the "hang" of them. And they are easy.

As usually one at staff level is concerned with only one or two of these, they are very easy to learn all about and do. The thing to know is (a) they exist, (b) they are essential actions and (c) their details must be done for them to succeed.

I have made no attempt here to review the org or old promotions. All I've done is write what I would expect to have happening in any org or division of any org if I wanted a successful org. I've listed things which, if missing, would cave in a division or the HCO, Org or Public portions.

A far more thorough analysis could be done. This is only a list of the essential actions. If less than these are done one will have poverty not prosperity.

If one can't get them done in an org, then there is something awfully wrong.

When a staff member is in a part of the org that is in Emergency or Danger, he, not being a high executive, often feels he can do nothing. This is foolish. Solvency is not made by high executives. It is made by doing one's own job.

Every action in every department is linked with promotion. To get out of Emergency or Danger one must first promote. That means, do the action that promotes in one's department or section or unit.

Solvency and org wins are made up of the small actions of the staff all added together.

Read again how promotion is defined. Read what is the promotional action of your immediate zone in your org. Ask yourself if you are giving it all you can. Then maybe you will understand whether you should be solvent or insolvent.

There is no other magic about it.

The one fatal error in promotion is to get so involved in worrying over things not your zone of promotion that you do not thoroughly execute your own role in promotion.

The most successful course of action you can follow is to do your part of the promotion in your own zone and do it so well it makes up for any shortcomings that might happen elsewhere in the org. Always promote more than can be wasted.

And also promote as a person and staff member. Even if you may not be an auditor, you never know what your smile, your helpfulness and your quick attention to another's confusion or difficulty might have cured.

Your actions and presence are meaningful and valuable too, you know.

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy

by the

CHURCH OF SCIENTOLOGY®
INTERNATIONAL

LRH:CSI:fa:skm

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 APRIL 1963

Central Orgs

DUTIES OF A STAFF MEMBER

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

**ATTACH THIS BULLETIN TO THE INSIDE FRONT COVER OF YOUR
STAFF MEMBER HAT FOLDER.**

1. Each staff member is responsible for seeing that organization policy is carried out. If you see another staff member at variance with organization policy, it is your duty to advise them direct—if that fails, advise the Association Secretary.
2. Abide by the working hours of the organization—arrive on time, keep a set lunch hour. If you need to change your lunch hour, check with your department head for okay. A post not covered throws randomness into the organization.
3. Keep your own desk, equipment and quarters neat and orderly. See that papers are not scattered on your own desk and in your office.
4. If you see doors open with nobody on post, close or lock the door.
5. All staff members are responsible for seeing that their doors are locked in the evenings, lights turned off, recorders off, coolers off, cigarettes not left lighted. Leave your office clean and neat.
6. See that your supplies are adequate—order before you give out.
7. Make your daily pickups to and from the Comm Center, or see that this has been done by HASI or HCO Communicator.
8. If you change your residence or telephone number, report this information to personnel, your department head, Reception, and the person in charge of Evacuation Plan.
9. Know well the Organization Board. Know the various posts and who covers them.
10. Abide by the purchase order system of the organization.
11. Be courteous and helpful to students and preclears on our premises, and anyone else who calls by. Refer people to the correct terminal. Take responsibility to see that they get to the right terminal, even if you have to walk them to the terminal's desk.
12. Abide by the Policy of Outside Auditing, i.e., HCO Pol Ltr of October 16, 1962, "No staff to Audit private pcs".
13. Keep your attire as presentable as possible. A good presentation to the public creates a good impression upon them.
14. If you see something around the premises which needs repairing, report it to the Director of Administration.
15. Make your posts or post real to other staff members and the field.
16. Answer people's questions. Understand the question, answer it, make friends.
17. Attend Staff Meetings.

18. Keep your bulletins and policy letters in proper hat folders: Technical bulletins in a gold or orange folder marked "Technical Bulletins", your own hat bulletins in your hat folder or folders (blue) and all other bulletins not technical and not your hat, in your "Staff Member" hat folder (yellow).
19. Review your hat folders periodically. Refresh your memory regarding your duties. If they are not current, bring them up to date.
20. If you receive a dispatch which does not concern your post, re-route it. Do not attempt to handle any and every dispatch coming to you which is not your hat. (1) You are introducing randomness on your own post, and (2) you are handling something which another person should know and handle.
21. If you see another person off post, it is your duty to advise them direct. If this fails, advise their department head. Try to be helpful to them in this regard, not chop them. Help them get back on post.
22. If the Organization Board does not reflect the reality of your posts, report this to HCO.
23. If you occupy more than one post, and you find that you do not have enough time to devote proper attention to another of your hats so that the job is lagging or not getting done, it is your duty to iron this out with your department head in order to remedy the situation. If it is found that one of your posts is being neglected due to lack of time available to cover it, the department head may take this up with Dir. Admin. or Assoc. Sec. in order to get that particular hat worn properly. If a person has too many hats, or if the workload has increased to the point that one of your hats is not being worn due to lack of time to devote to it, much randomness can occur within the organization itself and in the field. If you occupy posts in several departments, always consult the department head under which your posts exist.
24. You are responsible for following the DISPATCH SYSTEM and the COLOUR FLASH SYSTEM of the organization (see HCO Policy Letter of April 8, 1958).
25. If you have questions concerning your duties on any post, check with your departmental head.
26. When you change posts, be sure to report to Personnel, Dir. Admin. and HCO Sec., so that your file can be changed accordingly.
27. To the best of your ability, help your fellow staff members. Staff members are a team, not opponents. If you see a person not doing his job, or doing it poorly, give him a hand—give him some suggestions for him to look over—this works better than merely chopping him up. Maybe he really doesn't know any better. It is to *your advantage* to assist your fellow staff members. When you assist them to do a better job, it results in a larger pay check for you. When you chop them in person or to their backs, you are cutting your own and the organization's throat. If you see how they could improve their job, tell *them*, not somebody over the back alley. Confront them. Help them.
28. Each staff member is responsible for the organization itself. For its physical appearance—its personnel—its performance. It cannot properly perform unless each staff member makes it do so.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 29 MARCH 1965
CORRECTED AND REISSUED 12 OCTOBER 1985

(Only changes are title and amendment notice)

STAFF REGULATIONS

(Amends HCO PL 26 Nov. 1964 and
HCO PL 19 Oct. 1964, points 33, 34 and 35)

STAFF MEMBER LOANS

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

STAFF REGULATIONS

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

REPORTING OF UNUSUAL FAVORS

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

L. RON HUBBARD
Founder

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

HCO POLICY LETTER OF 11 AUGUST 1967

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SECOND DYNAMIC RULES

It has never been any part of my plans to regulate or attempt to regulate the private lives of individuals.

Whenever this has occurred it has not resulted in any improved condition.

All I have been interested in, so far as Scientology law was concerned, was in removing retarding elements or practices from the path of progress toward freedom.

Man is aberrated. Otherwise we would not be here. He is hard to rescue as he has been carefully "trained" to do himself harm.

I have no concern about the second dynamic activities of Scientologists save only where they bring suffering to others and so impede our forward progress.

Therefore ALL FORMER RULES, REGULATIONS AND POLICIES RELATING TO THE SECOND DYNAMIC ACTIVITIES OF STUDENTS, PRECLEARS, STAFF AND SCIENTOLOGISTS ARE CANCELLED.

In their place, any husband, wife or individual whose processing or training has been impeded or interrupted beyond any reasonable doubt by second dynamic activities on the part of staff or associates or their husband or wife may have recourse to the CHAPLAIN'S COURT, Division 6, of any Scientology organization, and any case heard, if it be proven beyond reasonable doubt that, without provocation, a person's training or processing has been impeded by the irregular second dynamic actions of the defendant, a fine of not less than £1000 sterling or greater than £5000 sterling shall be awarded the plaintiff and until paid, the defendant shall have no further training or processing.

This policy is not retroactive (occurrences before this date may not be tried).

No Ethics order shall be issued by reason of second dynamic activities. All Ethics orders now in force relating to the second dynamic are cancelled.

No staff member may be punished, transferred or dismissed because of second dynamic activities.

No student or preclear may be suspended or dismissed because of second dynamic activities.

Nothing in this policy letter lays aside our actual knowledge of the consequences of second dynamic overts against husbands and wives being processed or the degree to which training or processing can be impeded for someone because of another's acts.

We are also aware that those org staffs which are over active on the second dynamic seldom prosper.

We also retain any and all technology relating to the second dynamic.

One of Man's primary areas of aberration is the second dynamic.

Processing, not discipline, is the only thing which eradicates aberration of such depth.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 APRIL 1965
CORRECTED AND REISSUED 14 OCTOBER 1985

Remimeo
All Staff
Sthil Staff
Post Bulletin Board
All New Staff
Members' HATS

(Only change is deletion of "5" from
"5 other staff" in line 2, paragraph 4)

DISMISSALS, TRANSFERS AND DEMOTIONS

It may not have come to the notice of all staff that HCO Justice Policy Letters forbid staff members being sacked, demoted or transferred.

Only persons with "Temporary" or "Probationary" status can be dismissed as they are not staff completely as yet. Only persons with Acting or Deputy status can be demoted as the appointment is not permanent.

All others, to be demoted, transferred or dismissed without their consent must be called before a Committee of Evidence. If the findings of the committee recommend dismissal, demotion or transfer, only then may it be done.

A Committee of Evidence is convened by the Office of LRH through the HCO Secretary and is composed of other staff members like yourself. Its purpose is entirely to obtain evidence and recommend action which the Office of LRH then modifies or orders. No other justice actions or punishments exist in this org than those found in justice pamphlets or letters.

If a person is wrongly dismissed, demoted or transferred, he or she may request a Committee of Evidence from the HCO Secretary and may have recourse. A person so requesting may not also request their seniors to also be tried but evidence may be obtained from them (seniors). If your seniors have acted outside the Justice Codes, they can be handled in exactly the same way by higher authority.

Your job is secure. It is also covered by the Justice Codes of HCO. These are found in HCO (Hubbard Communications Office) Policy Letters which arrive in mimeograph form in the HCO Secretary's Office and which are also being made available in booklet form.

Keep the Justice Codes for a secure job and a peaceful organization.

L. RON HUBBARD
Founder

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

HCO POLICY LETTER OF 18 APRIL AD 15

Gen. Non Remimeo

Exec HATS

Magazine Article

Franchise

Field Staff Members Hats

CONTESTS AND PRIZES

In Scientology, we have a policy about CONTESTS and PRIZES.

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

In Scientology we never offer minority type prizes.

Our CONTESTS must be planned so that EVERY ENTRANT gets a prize or *the* prize.

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

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

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

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

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

We have lots of certificates and grades.

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

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

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

Therefore we do not seek each other's posts.

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

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

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

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

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

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 APRIL 1965

Remimeo
Staff Hats

ALL DIVISIONS

BONUSES

The only bonuses which may be awarded staff members shall consist of courses and intensives.

Courses awarded will consist of one course under the Academy system employed after this date.

Intensives shall consist of 12½ hour or 25 hour intensives according to the bonus awarded.

STAFF CO-AUDIT

All routinely scheduled staff co-auditing is cancelled effective 1 July 1965, except for assists including ARC Break, PTP and Missed W/H assists.

Solo auditing successfully carried out, but subject to D of P supervision, is permitted, and solo auditors are permitted to do auditing by list to give each other assists.

REVIEW

Bonus auditing award may include Department Review auditing to handle various case types and ease scheduling.

GRADES

Staff Members must be audited up through the Grades properly in the HGC or in Review.

The additional processes of a Grade may also be run.

POWER PROCESSES

No staff member may be run on a Power Process except by an auditor properly qualified in the Review Case Cracking Unit.

EMERGENCY

No staff member or executive of a section, department or division or org under Emergency Condition may have auditing.

AFFLUENCE

Staff members in a section, department, or division designated as in Affluent Condition are favoured in bonus awards.

FIELD STAFF MEMBERS

A Field Staff Member who has sent twenty persons into the org may have a course or a 12½ hour intensive at his or her election.

EXTRA STAFF

Enough Tech or Review extra staff must be on hand to give every staff member in the org a 12½ hour intensive every 6 weeks.

But this staff may not be counted in computing the tech-admin ratio. These are the staff staff auditors.

This balance may not be cancelled out by overload. But other auditors may be used, such as Review Auditors in this programme.

QUALITY

Staff members should have fully qualified auditors in their auditing.

To qualify additionally as a staff staff auditor, a staff auditor must also have an

excellent record of personal case gains and good T.A.

STAFF STAFF AUDITORS DURING EMERGENCY

When an entire org is under Emergency, staff staff auditors are assigned to promotion duties such as mailings, etc.

COURSES

A staff member awarded a course instead of an intensive may have only one course and may be only on quarter pay or units for that period.

SAINT HILL COURSE AWARD

Only the higher status staff member may be sent to the Saint Hill Course as an award and only for a very praiseworthy accomplishment.

The Saint Hill Course is awarded a staff member only by the Office of LRH.

This does not prevent staff members from undertaking their own training at Saint Hill with some org assistance on expenses.

SAINT HILL AUDITING

A staff member of very high status in any org may be awarded auditing at Saint Hill, but only for praiseworthy accomplishments.

This award is only at the personal orders of LRH.

LIMITED AMOUNTS

A staff member may only have 12½ hours at a time in the HGC from staff staff auditors of the HGC or, in Review, only to a result, which may vary from 8 hours to 50. But unless specified no staff member may be awarded Review auditing more than once in an org which has a Case Cracking Section.

There are no Review staff staff auditors. Auditing there is done only by the regular Review staff.

PARTIALITY

Aside from Emergency and Affluent Conditions the bonus of auditing and courses should be spread evenly.

No executive has any right to order a staff member to auditing for several intensives at the expense of other staff.

Staff of portions of an org in other Conditions than Emergency and Affluence should be treated fairly.

STAFF MEMBER FAMILIES

No members of families of staff may have staff staff auditing. They may however, as a special favour, be given professional rates. An org does not owe auditing to a staff member's family.

The Hardship Section of the Department of Certificates and Awards often will have auditors on list for the auditing of the staff members' families.

COMM EV

No Comm Ev or Court or executive may after this date sentence anyone to auditing.

Such Ethics bodies may, however, deprive a person of auditing or training or technical communication or any communication.

RECORDS

All records of course and auditing awards and rotation thereof amongst staff are kept by the Department of Certificates and Awards.

AUTHORITY OF AWARDS

All authorities for bonuses for intensives or courses must stem only from the Office of LRH in the org.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Re mimeo

HCO POLICY LETTER OF 30 APRIL 1965
CORRECTED AND REISSUED 11 OCTOBER 1985

(Correction in this type style)

EMERGENCY, STATE OF

When an org or portion of an org has consistently down statistics (OIC) or numerous noncompliances or offenses, it is declared to be in a STATE OF EMERGENCY. This can be assigned to a unit, subsection, section, department, division or the entire organization. It is not assigned to a person.

A small flag on a pin is placed on the org board at the end of the org board name of the portion or organization. The flag is bright red.

The condition is assigned *only* by the Office of LRH.

Flags are also used for other conditions assigned. These too are assigned *only* by the Office of LRH.

Conditions including Emergency are ended when a new condition is assigned or just ended. This is done *only* by the Office of LRH.

To end an Emergency condition the portion of Scientology to which it is assigned must follow closely the Emergency Formula. On *any* condition assigned, its formula must be followed scrupulously and the steps taken must be reported one by one by the most senior person in the portion. In the case of an org in Emergency, the reports are made to the Office of LRH Saint Hill by the HCO Executive Secretary or HCO Area Secretary in the absence of an HCO Executive Secretary.

In addition to following the Emergency Formula closely, the following policies apply to the portion in a State of Emergency:

ETHICS STIFFENED

1. A report of an error, misdemeanor or crime on any staff member in that portion counts as five reports in other conditions and is acted on by a Court of Ethics at once.

CREDIT WORTHLESS

2. The credit of the portion is worthless and it may have only those bare things necessary to carry out the Emergency Formula so that it can promote or deliver.

NO NEW PERSONNEL

3. No personnel may be added to the portion in a State of Emergency. No new people may be hired on for the portion in a State of Emergency. No personnel may be transferred to a portion that is in a State of Emergency unless an incumbent is transferred off, and in such a way that the personnel of the portion does not increase in number.

RIGHTS

4. Precedent and privilege are suspended for the officers and staff members of a portion in a State of Emergency.

STATUS

5. No staff status may be increased in a portion in a State of Emergency.

If the State of Emergency is continued beyond the allotted time period, then these policies apply:

6. Deputy, acting and provisional assignments and appointments are canceled throughout the portion.
7. The fact of having been part of a portion which did not recover is filed in the personnel files of each staff member present in that portion at the moment the State of Emergency was assigned, and the statement is made on a red sheet of paper.
8. The executive personnel will be ordered before a Committee of Evidence to the end of removing them from the portion or demotion. In the case of an org this is done by a senior org and in the case of Saint Hill by the Office of LRH.

The State of Emergency is a serious condition. For it takes a series of serious blunders to reduce statistics or bring about local infamy or a public or press smear campaign.

The state is not idly assigned and is assigned only after a steadily declining statistic or a series of noncompliances or offenses resulting in overwork for seniors of the org or near catastrophe.

Persons newly transferred into a portion in Emergency or promoted in it are governed by these policies:

9. Persons newly transferred into a portion in Emergency are only affected by the state if they succumb to their working conditions and cease to do a normal job of work.
10. An executive newly transferred to a portion in a State of Emergency is not personally liable to Ethics unless he or she fails to submit Executive Reports on what is observed and new offenses found in the portion.
11. Taking charge of a post in an Emergency portion by new assignment and bringing that post up to Normal Operation is credited in the Office of LRH personnel records on a white sheet with blue ink and counts heavily in new appointments from Saint Hill.
12. A person in the portion to which the State of Emergency has been assigned at the time it was assigned who is promoted is only assigned temporarily; but if he or she succeeds in restoring the post's statistics in a reasonable time period, the fact is noted in the Office of LRH personnel records, but the fact is also noted that the person was already in the portion at the time of Emergency and must be cleared of any suspicion that the original Emergency was not traceable to him or her before the assignment can become an appointment.

HOW TO PREVENT AN EMERGENCY

13. Don't accept illegal orders from anyone that are contrary to policy.
14. Do not let the orders of a higher superior be changed by one's immediate superior. Always follow the higher superior's orders and request to see them in writing when in doubt.

15. Don't "cover up" for others. Report offenses to Ethics in writing.
16. Report any immediate superior's illegal orders or alter-is as an effort to endanger one's job and statistics.
17. Do your post by the book.
18. When you actually can't apply a policy, report it at once to the Office of LRH Policy Review Section *with all data* (not conclusions) so that it can be reviewed intelligently and meanwhile apply it as best you can.
19. Handle dev-t (off-line, off-origin, off-policy) by sending it back to sender and reporting it to Ethics.
20. If you see people standing about loafing when they should be working, report it to Ethics.
21. Report things that need improving to your secretary or to your Executive Secretary.
22. Don't let technology slip, for technology going out is the only basic circumstance in your portion of an org or the org that can put it beyond rapid recovery. Report all alter-is or technical omissions or offenses to Ethics promptly.
23. Do your own job as well as you possibly can, and aside from making required reports, let the rest of your portion or org get on with it.
24. If you are not being permitted to do your assigned job by being pulled off it or by being given off-policy orders or by letting an immediate superior endanger your job with illegal orders or alter-is, report it to my office at Saint Hill as well as to your own Ethics Section, even if you have to go outside the org and off channels to get the report (with your home address on it) to me; for there is no surer way to bring about or continue an Emergency condition than by failing to comply with the exact orders being issued in an effort to end it.

We have the whole world to handle now. We must set a high example of teamwork and dedication if we are to bring it off.

The scraggly militia usually go down before the regulars in any campaign. The regular is not even better, man for man, than the militia. The regulars know how to operate as a team. They have confidence in one another. And even when numerically inferior they bring off victory over a rabble by cooperation and discipline amongst themselves.

We are very, very few in numbers compared to two and a half billion wogs. We can easily make it technically the world around *IF* we are a high-precision team in a superiorly organized organization.

At the moment I write this policy letter, in the Case-Cracking Section at Saint Hill we are handling *every case* from psychotic or neurotic to Release in 8 to 35 hours.

The technical impact of this alone is enough to tear Man's faulty organizations to ribbons.

To that fact (itself enough) add the actual attainment of real clearing. Once more there goes Man as he has known it.

To that add the upper structure of OT and there goes an aberrated universe.

And *only* if we ourselves are a highly functional precision team can we hope to stand up.

We are just at the end of our Dissemination Phase and just at the beginning of our Organization Phase (the Third Phase as you can see on the org board). Our militia days are over.

We have no choice whatever except to become the best organized precision team that has ever been known.

Therefore we must be able to recognize, assign and handle any emergency that arises in our midst.

L. RON HUBBARD
Founder

Note: Man's organizations never recognized the need for statistics and the recognition of Emergency or its signs. Therefore, for instance, a government bureau in a condition of Emergency is given the right to buy anything it wants (thus breaking the government, as Emergency-type people always have to have before they can do) and is given the solution of putting on personnel and more personnel "to get the work done" when actually it was dev-t of those already there that brought about their Emergency. Thus one realizes one must never pour in more and more personnel when a statistic goes down. One must change the situation, not multiply the numbers of those involved. It tells us at once that Man is, therefore, least efficient in his biggest bureaus! And that his least efficient organization must be his largest organization—you have it—the government. An organization should only increase in size as things get better and never when things get worse.

Adopted as official
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1966R
Issue V
REVISED 21 DECEMBER 1978

PERSONNEL

STAFF STATUS
(EXCERPT)

A *staff status* is a number giving the value and promotion *eligibility* of a staff member in this organization.

The number appears after a person's name on the organization board in the Communication Center.

The numbers run from zero to ten. They designate the type post to which a person may be promoted or the status of the person.

It is important to have a higher status number. Therefore do all you can to increase yours.

The status numbers most important to a new staff member are 0 (zero), 1 and 2.

0 = Temporary
1 = Provisional
2 = Permanent

Above that are the promotional numbers which must be earned by study and experience in the organization.

There are also technical status numbers. These are not necessarily required of personnel in nontechnical departments and are elsewhere described.

If you do your job in this org and study how to be a better staff member, you will advance and will be secure.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 JANUARY 1966

Remimeo
All Staff Members

STAFF MEETING

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

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

The business of the Staff Meeting shall be:

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

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

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

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

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

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

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
Staff Hat

HCO POLICY LETTER OF 7 JANUARY 1966
CORRECTED AND REISSUED 12 OCTOBER 1985

(*Corrections in this type style*)

U R G E N T

**LEAVING POST
WRITING YOUR HAT**

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

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

A copy is furnished the HCO Exec Sec WW.

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

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

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

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

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

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

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 30 MARCH 1966
All Divisions

Remimeo
All Staff Hats
Staff Status 2
Check Sheet

Revised Reissue of HCO Pol Ltr
of 15 Nov 1958

THE THREE BASKET SYSTEM

All personnel assigned a desk and a specific stationary working space are to have a stack of three baskets.

The top basket, labelled "IN", should contain those items and despatches still to be looked at.

The middle basket, labelled "PENDING", is to contain those items which have been looked at, but which cannot be dealt with immediately.

The bottom basket, labelled "OUT", is to contain those items which have been dealt with and are now ready for distribution into the comm lines again, or to files, etc.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
1812 19th Street, N.W., Washington 9, D.C.

HCO POLICY LETTER OF 2 JULY 1959
Issue 2

DEVELOPED TRAFFIC
THE DELIRIUM TREMENS OF CENTRAL ORGS

There is a phenomenon which costs a Central Org two thirds of the effort of its staff members and executives.

Stemming from various causes and cured by Process S2 it nevertheless deserves notice as itself.

I have been working for 2 years on "Analysis of Organizations by Inspection of its Comm Lines." It is now a fairly complete little science in itself.

"Developed Traffic" is a statement you will begin to see now. It is condemnatory. The symbol DevT means on a dispatch, "This dispatch exists only because its originator has not handled a situation, problem or an executive order."

It also means, "Responsibility for your post very low." Also it means, "You should be handling this without further traffic." It also means, "You are manufacturing new traffic because you aren't handling old traffic." Also it means "For Gawd's Sake!"

Every time traffic is developed somebody has flubbed.

"Developed" Traffic does *not* mean usual and necessary traffic. It means *unusual and unnecessary traffic*.

Example: Dept Mat is told "Buy some chairs for the Academy." If this goes properly, the chairs simply get bought, the Dept Mat estimating students, state of exchequer and economical available materiel and arranging delivery. Dept Mat may have to ask a couple verbal questions of other departments to execute, but this is routine and necessary.

This can be used to DevT in this fashion. Issuing executive of order "Buy some chairs" is asked "How many?" "What style?" "How much?" "From what firm?" Or somebody else is asked these at length. Dept Mat is now worse than a camouflaged hole. Dept Mat is making the acquisition of chairs *costly* in terms of consuming dispatch time, other staff members' time, upset and delay. This is DevT.

DevT costs us the services of 66 2/3% of our personnel. Hence, large staff, no effectiveness.

Unwilling personnel always makes DevT out of every situation, problem, order and policy. Take unwilling personnel off the lines and traffic busyness drops by 2/3rds and effectiveness increases by many times.

"I want a book," gets answered by DevT, gets shunted into other depts, gets mixed up in billing, makes an ARC break in field which develops *more* traffic. Let an unwilling, irresponsible person on our lines, a real victim, and we get enormously increased busyness, enormously lowered dissemination.

Look for DevT, Org Secs and HCO Communicators and shoot it from guns hard before we all get shot.

L. RON HUBBARD

NOTE: A request that a cook book be bought developed 29 dispatches in DC, all of major executive level. A presentation of a bill that the receiving terminal in the org knew was valid, and had money to pay, was used to develop 15 cables and 135 dispatches and almost wiped out the office. An incorrect price on an item caused 235 internal dispatches and major ARC breaks with central orgs. An order to mimeo a flyer fo: one city caused 1½ hours of flashbacks to an Assoc Sec. All persons authoring the DevT listed above are being suspended pending flattening of Process S2.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 4 SEPTEMBER 1959
(Re-issued as HCO Policy Letter of 21 November 1962)

CenOCon
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Field

**COMPLETED STAFF WORK (C.S.W.) –
HOW TO GET APPROVAL OF ACTIONS AND PROJECTS**

THE MOST IMPORTANT PIECE OF YOUR HAT

There is an old term called "Completed Staff Work" which we will now employ in order to reduce Dev T and increase speed of action.

The term "Completed Staff Work" means—an assembled package of information on any given situation, plan or emergency forwarded to me sufficiently complete to require from me only an "Approved" or "Disapproved".

Here is what slows down approval and action and develops traffic: Somebody sends me a skimpy piece of information and demands a solution. As more information is required than is presented, I must then take over the person's Hat and assemble the missing data using my own time and lines. I must then dream up a solution and then order an action to be taken. This causes a slow-down on any action, causes my lines, already loaded, to be used for information assembly and brings about a feeling of emergency. My pending basket overloads and confusion results. This would be called "Incomplete Staff Work". It is incomplete because I have to complete it by:

1. Assembling the data necessary for a solution;
2. Dreaming up the solution based on written data only;
3. Issuing orders rather than approving orders.

If you are mad at your boss you can always ruin him with "Incomplete Staff Work". You forward him a fragment of alarming data without collecting the whole picture. This makes him do a full job of information collection. You give him no recommended solution. This makes him have to achieve a solution by remote examination of data; such solutions are often wrong as they are made without full data. Then you make him issue arbitrary and forceful orders that may ARC break some area and hurt his reputation. That's how to get even with a boss. And even if there's no intention of harming him, sending "Incomplete Staff Work" to your boss *does* harm him by making him send for information—getting despatches on already crowded lines, by making him guess at the situation, by making him cook up solutions which may be unreal, and by thrusting him into the role of an arbitrary tyrant.

Now that we've seen the negative side, let us examine the positive side.

"Completed Staff Work" is an assembled despatch or packet which:

1. States the situation
2. Gives all the data necessary to its solution
3. Advises a solution; and
4. Contains a line for approval or disapproval by myself with my signature.

If documents or letters are to be signed as part of my action, they should be part of the package, all ready to sign, and each place they have to be signed is indicated with a pencil mark with a note in the recommendations saying signatures are needed.

Wrong example: A despatch from Canada saying "Central Organization here is spending large amounts". Look what I now have to do. I have to find out what is meant by "large amounts", who is doing it, if it is dangerous, figure out a way to curtail it and issue orders about it. *None* of this is my Hat. I am being forced to wear the Hat of the informing person.

Right example: I receive a packet (cable is no good and *delays* the situation's being handled as many more cables will be needed). This packet is covered with a despatch which says:

"145CA. Central Organization here fast approaching insolvency. Data enclosed. I recommend: Director of Materiel be transferred to the post of Ext. Course Director that is now empty and that Jules Bentley be hired on the Dir. Mat. post at 25 units; that the Assn. Sec. be reprimanded for bad financial management and be ordered to budget his outgo; that a purchase order system be enforced; that a staff member ordering anything without permission have the item deducted from his pay; that the Dir. of PrR. be given lessons in letter writing.

Approved _____ Disapproved _____

Signed: Jane
HCO Sec. Canada."

Attached are copies of Ad Comm reports showing insolvency, a summary of amounts spent in last two months, a summary of income for last two months, a list of trivial items bought lately at high cost.

What I do then is check the approval line and sign. A cable is sent by my Communicator: "145CA2 OK best = Ron". The whole packet is airmailed back. But you must ask in your despatch to have a cable reply if you consider it that urgent.

On receipt of the cable the HCO Sec Canada issues the local Sec EDs and takes the other needed actions.

Action could occur because the data, solutions and orders were all assembled as "Completed Staff Work".

If you want to hold down your post or project don't insist on my collecting the data you should collect, dream up the solution you, more familiar with the scene, should achieve, and don't put me in a position of issuing unreal orders you can't then carry out.

We are a big team and a good one. I know any error on this in the past has occurred because you didn't know exactly what I wanted.

"Completed Staff Work" is what I want. Then you have your Hat, you can do more to help, and our lines can stay freer and faster.

There have been good examples of this in the past. Let's make the circumstances more general.

If you get the letters CSWP on an item it means "Complete the Staff Work, Please".

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HCO POLICY LETTER OF 10 APRIL 1963
CORRECTED AND REISSUED 6 OCTOBER 1985
(Emphasis added to words in para 6, p. 1 and line 4, p. 2)
(Other corrections in this type style)

Reissue Series 12

WHAT AN EXECUTIVE WANTS ON HIS LINES

(Reissue of HCO Policy Letter of May 26, 1959)

There are only four things which an executive wants on his incoming communication lines.

These are

1. Information
2. Appointments and dismissals of personnel for his action or confirmation
3. Financial matters
4. Acknowledgements.

He does not want on his lines

1. Demands for decisions
2. Backlashes and can'ts
3. Enthetas.

Demands for decision are always indicative of irresponsibility; people want the executive to make the mistakes; and an executive can make mistakes if he is asked to make decisions distant from his zone of action equipped with insufficient data to make the decision correctly.

Backlashes, by definition, are an unnecessary response to an order. This can get fairly wicked. They are not acknowledgements; they are comments or refutals. Example: "Sell the bricks" as an order is replied to by "Bricks are hard to sell" or "We should have sold them yesterday." This is a disease peculiar to only a few staff members. They cannot receive an order directly and are seeking to be part of the comm, not the recipient. This goes so far as senseless "Wilco's" or "I'll take care of it" when the executive only wants to know Is it done? Despatches or orders, in most instances, are held until completed. We assume that they got through or rely on other means of saying they didn't. Only a few situations require an acknowledgement to an order over long lines, and all of these occur when there is doubt that the recipient is there.

In the matter of can'ts, an executive seldom orders the impossible and generally consults with people before issuing an order. A persistent "Can't be done" means "I am unwilling." I have learned this the long way. Person A on a job, saying "Can't" all the time, changed to Person B, receiving the same orders, discovered to me that the job could be done since B, on the same post, receiving the same orders, never said "Can't" and the job did get done.

Enthetas means embroidered reports. Data is data. It is not opinion. Data, not enthetas, brings about action. All enthetas does is cut the lines.

To jam an executive's lines is a serious thing to do. The result is a cut line. A bottleneck is created by staff when staff jams a line to an executive. Eating up an executive's time and patience destroys harmony, dissemination and income.

Depending on an executive for petty decisions is sure to jam lines and cost units.

The role of an executive is to plan and execute actions and to coordinate activities.

To do this he gets people to do their jobs and establishes the overall plan of action. Only an executive can string lines and coordinate actions and resolve the jams that impede things. For an executive to decide for people decisions applicable only to the sphere of one job is folly.

WHAT AN EXECUTIVE'S LINES SHOULD LOOK LIKE INFORMATION:

When a member of an organization does something of importance, he should always *info* the executive after the fact. It is perfectly all right to take actions within one's organizational purpose. It is not all right to keep it a secret.

1. Do it.
2. Tell the right people and the executive by adequate communication at the speed necessary to the case.

Similarly, an executive ought to tell people his goals and plans, and when he does something of any importance to others, he ought to say so. The captain who tells the ship how the action is going saves a lot of nerves and useless motion.

APPOINTMENTS AND DISMISSALS:

Minor hirings and firings in a department by authorized persons should always be subject to confirmation at least after the fact. Major appointments and dismissals of key personnel must be okayed by a senior executive before the fact and action taken only on the senior executive's authority.

For example, it is a board action to appoint, transfer or dismiss an Association Secretary or an Organization Secretary. It is an Executive Director action to appoint or dismiss department heads and then only on the advices of an Association Secretary or Organization Secretary. It is an Association Secretary or Organization Secretary action to appoint, transfer or dismiss deputies or section chiefs. It is a department head's action to appoint or dismiss other staff but always, in every case, with permission from the next superior and *info* all the way up.

FINANCE MATTERS:

Consistent finance information as in Advisory Committee minutes and authority for changes and capital expenditures are an executive matter. My own authority is needed only on major changes of policy or expenditures and on extreme financial emergencies. Ordinary financial planning and routine actions are better handled locally by the Association Secretary, Organization Secretary or the Director of Accounts. I do need financial information. But where I have done planning and promotion and it is agreed upon, further handling of finance is handled under a blanket authority from me except for extreme financial emergencies or major capital outlays which are local matters.

These are the things I want on my lines. I change personnel as the answer where information is chronically withheld, where appointments and dismissals are irregular, or when an organization starts getting insolvent. Where people are continuously demanding that I make the decisions they should be making, I again recognize other ills and again change personnel.

If we all understand what's wanted, we can do it.

Well, let's look this over and do it and win.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 2 MARCH 1959
(Re-issued as HCO Policy Letter of 23 June 1964)

Cent. Orgs
Franchise

HCO THEORY OF COMMUNICATION

STABLE DATUM: If you are having trouble communicating, something is wrong with the system plan, the lines, or the terminals.

Therefore, if you don't want trouble communicating you must have rightness in

1. The Comm System Plan
2. The lines
3. The terminals.

A Comm System Plan can have errors as follows:

1. It can be the wrong size for the job, too large or too small. If too large, it is unused or neglected, if too small, it is subject to squirrel supplementation and neglect.
2. It can be too complicated for the purpose, involving too many copies, vias and designations (See Government Systems), thus getting itself by-passed.
3. It can be too simple for the purpose, thus getting unexpected additives and supplements or going psychotic by having no memory (such as a phone).

In any Comm System the planning must be adequate to the volume and needs of the Comm terminals without under or overusing the lines.

Therefore, as the demand for Comm grows, the system grows and the planning must be adjusted to new needs.

There is never a perfect Comm System. There is only a currently adequate system. Predicting, planning and organizing new systems is therefore a consistent part of communicating.

Part of any system is getting the system used by the terminals. This requires training. This training is an ever-present part of an HCO Communicator's job, because it is part of my own job.

Thus we can expect in the future of our organization to:

1. Redesign systems to maintain current adequacy.
2. Constantly teach people to communicate, and
3. Use what we have as smoothly as we can.

Part of a Comm System Plan then is analysis of the system. This includes constant line inspection. It includes constant terminal inspection as well as design and education.

Lines jam in five ways:

1. Overload
2. Ignoring (By-pass)
3. Misuse of procedure or equipment

4. Entheta on line
5. Putting material on lines with data missing.

An HCO Communicator has the above difficulties with lines and should correct them or recommend their correction.

There are several difficulties with terminals. The terminals is a personnel problem. But it easily becomes a Communication problem.

The chief difficulties with terminals are:

1. Case inability to communicate (too much or too little, or wrongly). (This is remedied with processing.)
2. Lack of education. (This is remedied with making the subject interesting and important and providing simple means to bring understanding, such as demonstrations, explanations, examples and small instruction leaflets or booklets.)
3. Zeal (with which we find no real fault and put up with it and cope).
4. Disaffection (which we remedy with correct data, processing or dismissal).
5. Overload (which we remedy with splitting hats).
6. Underload (in which person dreams up hats to keep busy, not knowing job and which we remedy with setting on existing or new hats, or even staff reduction).
7. Actual system confusion which prevents comm from occurring.

Absence of system, lines or terminals can cause an apparent confusion or void. HCO personnel, other than the communicator, can be oblivious of the real comm reason why they cannot communicate since this is a specialized subject. HCO personnel, other than the communicator, can believe all manner of significances about a situation and be unaware of the comm reasons they cannot communicate.

For instance, HCO Cont. is having trouble with Smithville. Much upset in and about Smithville. HCO Cont. blames it on the general viciousness of Smithville. HCO Comm could point out that HCO Cont. has *no Terminal* in Smithville and when she does have one, *then* she can comm with that area.

In all matters viewed by an HCO Communicator, lack of comm is caused by missing or poor

1. Comm System
2. Lines
3. Terminals.

To QED most HCO problems, make it possible to communicate and then communicate. Yelling into the dark never built Dianetics and Scientology.

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HCO POLICY LETTER OF 17 NOVEMBER AD14

Remimeo
Sthil Staff

OFFLINE AND OFFPOLICY
YOUR FULL IN BASKET

(HCO Sec. Hat Check on all Executives and send me a despatch personally each time you have done so—1 despatch per checkout.)

These two data are paramount in handling Scientology Communication Lines and your own In Basket.

1. The first duty of an executive is routing properly and seeing that others route properly. If an executive does not do this, then the lines in his or her area will stack up and become so tangled that nobody can follow them or get through them. This reduces income and dissemination-producing traffic volume—and general effectiveness. By "routing properly" is meant to see that everyone around them routes properly. Forwarding something already improperly routed creates Dev-T and fails to handle misrouting where it is occurring.

2. Know and make known policy. The first thought of an executive in handling a despatch requiring a decision must be: "Is this already covered by planning or policy?" If the executive knows existing policy he or she will find that 99% of despatches "requiring decisions or solutions" are already cared for by policy and, the policy being unknown or non-existent, only *then* require "special handling". In short, if the matter is (a) covered already by policy, (b) if the sender should know that policy, or (c) if the first executive receiving the despatch knows policy, then the despatch should stop right there. This leaves flowing only traffic where policy does not exist or despatches about specialized matters.

The answer to put on a despatch demanding something already covered by policy is *not* some unusual solution. The answer on the despatch should be of two kinds—(a) to a person outside who would have no clue of policy, or (b) to somebody in an org who should know policy. In the case where (a) originates a query, the proper answer is "Policy on this is _____." In the case of (b) originating a query already covered by policy the answer is "Look up old (recent) policy on this."

To outside people, policy is largely unknown. Thus one has to look up the policy or recall it to handle. But such seldom have questions needing subtle points and field policy is very well known in orgs such as "Give them what we promised if it was promised." "Keep enttheta to a minimum" etc, etc. A simple "Sorry, it's against policy," is the simplest (and usually best) solution to outside wild queries or ideas. Why explain? You're not training a staff member.

Where a staff member is involved, it is expected he or she will know policy or can look it up.

If an executive gives the despatch querying for policy an "unusual solution" where policy already exists, then a problem will occur as this solution will clash with the *other* existing policy and the staff member goes spinning off to no-policy no-org. And the organization eventually becomes paralyzed. Any org that has an executive who doesn't keep up with policy and general planning and who is always replying to queries with unusual solutions of his own will soon find its income dropping out the bottom as it's being stuck on the track with counter-solutions. Soon, nobody will know what policy is, so in disagreement the org disintegrates. It is no longer an org—only a bunch of individuals working at cross purposes.

MISROUTING

Routing consists of forwarding a *proper* communication to its proper destination or, more pertinent to an executive, indicating how types of despatches are routed to staff members who route org despatches.

Misrouting would be misrouting indeed if one forwarded an improper despatch to anyone else and failed to shoot it back to its originator.

An improper despatch is one which hasn't any business on the lines. This is the soul of Dev-T (Developed Traffic)—the forwarding of improper despatches. One can forward all the proper despatches in the world without causing Dev-T. The moment one forwards an improper despatch *to anyone but the originator*, one has involved other terminals and blocked their lines too.

When you forward a despatch which should never have been written you become a party to the original Dev-T. Because the despatch is improper it will do nothing but snarl up In baskets all the way along the line. The ONLY correct action is to send it to the originator as improper.

IMPROPER

By improper we don't mean insulting or obscene. We mean:

- (a) Has nothing to do with the person to whom it is sent or forwarded, or
- (b) Is already covered by policy which should be known to the originator or the forwarding person.

Under (a) we get nonsense despatches, despatches to the wrong people, obvious lies, "everybody says" despatches, despatches calculated only to make trouble, useless entheta and so on.

Under (b) we have (A-HA! discovered!) the staff member who is ignorant of what's going on or what policies cover his or her post. We reasonably expect that, let us say, a Registrar has read those policies, old and new, that cover registration. From a general staff member we expect general planning to be at least known as general policy letters all go into his or her basket and so have been available.

OFFLINE

A despatch is offline when it is sent to the wrong person.

OFFPOLICY

A despatch is offpolicy when originated by or forwarded by someone who should know that the matter is already covered by policy.

DEV-T

Traffic is developed (developed traffic, Dev-T) by originating *or forwarding an offline or offpolicy despatch to anyone but the sender*. This may seem obscure when we say a person *originating* an offpolicy despatch should not send it to anyone but the sender—i.e. himself. He has the policy letters and general planning just as available to himself as they are to anyone in Scientology orgs. So querying by despatch about a policy that can be looked up is just being too lazy to look it up, isn't it? And putting the load on one's seniors to do one's own work.

When you forward an offpolicy despatch to anyone but the sender, you, if you're an executive:

- (a) Involve other lines and
- (b) Fail to take the opportunity to spot a staff member weak on policy.

Your *duty* as an executive is to send the despatch to its source with orders to look up policy on this. Your *duty* is *not* to quote policy. He or she (the originator) is the one in mystery. Let the originator do the work. Nay, worse, prowl about that person a bit and see how bad it is and order if needed a full check out of the person on policy letters applying to his or her post. *That's* one's job as a senior executive. Not being a computer for the org that turns out answers.

Those staff members who habitually forward queries or something adequately covered in write-ups of their own duties to others are DYNAMITE in an organization.

The policy on them has always been THEY LEARN THEIR JOB AND DO THEIR JOB OR THEY GO. We can't afford them. They *can cost us the whole organization*, and in two or three cases almost have.

They're too expensive when they don't learn their hats and general policy or push their duties off on others. *One* of them in an org costs at least *two* additional staff members to take care of their Dev-T and duties. Actual fact. Even where the Dev-T doesn't blow up an org. I could not possibly exaggerate their dangerousness to an org, fellow staff members and Scientology.

People who won't or can't learn policy or who continually alter it have not progressed case-wise to Level I. They cannot receive a comm so can't answer or respond properly and they do awfully wild things. They never dig what we're at, so they create a mess.

DUTIES OF AN EXECUTIVE

An executive keeps the organization on the road by getting people to get the job done. He may also have his own work and does that too and probably works very hard at it. But his *organization* duties are concerned mainly with enforcing proper routing and making people learn and adhere to policy. If an executive won't do that his post area or org is in a continual mess.

FLOODED IN BASKETS

All you have to do is look at an Executive's In Basket to know whether he or she is performing his or her *executive* duties. Although he or she may empty it daily, if there's much org traffic flowing through it you *know at once* that the person does not properly handle offline or offpolicy despatches.

This executive may be working day and night on the In Basket. It's the *volume* of org despatches that says the executive is not handling offline and offpolicy despatches or who has not provided proper routing in his post area. Such an executive works himself or herself half to death and is still unable to get his people out of the red.

If the In Basket is merely stacked up, and isn't being handled at all, it tells us that this person simply doesn't do any job at all but is kidding people. In actual experience when we find a stacked up, unmoving In Basket we also find (a) pretended busyness or (b) just plain no action on post or (c) outright lies. But these conditions cause an area of upset in the org because *somebody else above or below* that person on the org board is unable to get his job done because of that "camouflaged hole" (means post not filled but only appears to be, thus leaving a hole in the line up). Such people *always* cause overwork by persons above or below them and are pretty dangerous to have around.

POLICY ON DEV-T

Our *policy* on finding an habitually full In Basket which never gets handled is to (a) attempt to get the person's hat on and if that fails (b) transfer them to a post they really can do and if they don't work there (c) dismiss. We don't ever add "processing" into our policy of handling such people as they are well below Zero and take too much work on them to make them useful.

Policy now regarding the executives who work hard but have fantastic staff despatch volume is (a) have them read this policy letter and if their volume doesn't reduce (b) hat check them on this policy letter and if their volume still doesn't fall to very little traffic (c) have them do the org board in clay, do Scientology orgs over the world in clay, do their post in clay and review all policy letters relating to their post and the org and planning in general.

The complaint is not that this executive isn't working. The complaint is that this executive is not putting his post area together and helping, through discipline of offline, offpolicy despatches to put an organization there and put Scientology across over the world.

Such an executive, freed of the burden of handling offline and offpolicy despatches will begin to do his own work industriously, will come out of protest and begin to handle and disseminate Scientology and will cease to flood Scientology lines by forwarding offline and offpolicy despatches.

Further, the executive will also supply routing directions for his general traffic that brings about a smooth flow in his unit or department or org or continent.

SUMMARY

You *never* send further an offline or offpolicy despatch. You *always* route it back to the source, the staff member who sent it.

On an offline despatch you see to it that the source routes it properly whether it comes from above or below and that the originator of an offline despatch from below studies the org board. On this last you must also be sure the org board reflects the actuality of the real organization and is functioning. When you skip doing that you can't of course get offline routing cured as there isn't a visible line. Nobody has put the org board there to be known. Hence, lots of offline despatches.

On offpolicy despatches, you yourself must be familiar with policy in order to tell if something is covered *by* policy. In order to get somebody to follow policy you must of course be sure that the policy is available and that you have done everything you could to help get policy easily found and known. Time spent on the study of policy is very well spent. And when I ask for clarification of or existing policies in your area you should give that *top* priority as you won't be able to do your job unless you help on policy when needed. And the way to help on policy is to write up all the policies for your hat or area and send them to me if I ask for them so I can review and publish them. A group cannot function *at all* without agreed upon policy and of course it *can never grow*. Its In Baskets get too full. There's no way to get a post filled and working. There's no real comm, only Dev-T. The resulting confusion stops any expansion. So the org stays tiny and works madly and stays poor. No policy. All Dev-T. Each person present wears all the hats and also wears them all differently. That's not an org. It's a bunch of auditors pooling their confusions.

We are suckers for origination acceptance. Being trained auditors we are conditioned to letting people originate. But that's *in session*. You're not auditing when you're an executive. An improper despatch is actually not an origin at all. It's a confession that one isn't on staff or should be trained to come on staff. Such a "staff member" is still a field auditor knocking around in the org if he doesn't know policy. Critical, blundering, creating Dev-T, fouling up lines. Pretty grim. An executive's job is first to put an org there by providing comm lines amongst the group and from the org to public and public to org. That's the first, the very first responsibility of an executive whether Assn Sec or PE Director or D of T or any executive.

ROUTING

When routing arrangements are made *inside* the org—from staff member to staff member—we call it ORGANIZING.

When routing arrangements are made or communication invited from org to public and public to org we call it PROMOTION.

The executive duties of an executive are primarily concerned then, with ORGANIZING and PROMOTION and seeing that the arranged actions are executed.

Having put the lines there, the executive must see that they truly exist and go on existing. We call this "getting people's hats on" and "keeping people's hats on" inside the org, and public to org and org to public we call "making sure promotion is executed."

The bulk of any executive's job is seeing that things are *executed*. Seeing that lines are followed, policy followed, promotion carried out. Even the D of T, making sure students are taught only straight technology, is executing policy. The D of P, seeing that pcs get gains, is really only following policy and *making sure it is followed*.

For a very senior executive to actually forward further on a query he has received from a staff member the answer to which is already covered by policy is a *very* serious thing. Why? Because the action says this senior executive doesn't know policy, or at the very least isn't putting on the hats of his staff members and juniors and so hasn't got a functioning org.

For a very senior executive to forward an already misrouted despatch is a confession of the most gross ignorance of his or her own org board.

HARD WORK

It is not saintly then for an executive to merely work hard. In fact, where that work is mainly invested in handling the In Basket, that hard work is just causing hard work in other places too. It is quite stupid to get tied down to an In Basket full of staff despatches. The *only* way this can happen (countless staff queries or infos) is by failing to spot offline and offpolicy despatches and return them to source, saying "Misrouted. See Org Board," for offline. Or saying for offpolicy, "Policy already exists on this. Look it up, please," or saying "This is contrary to general planning. Please look up recent policy letters."

MAKE THEM WORK

The surest cure for such floods of despatches is *always* to make the source work harder because he or she goofed by sending an offline or offpolicy despatch.

Some offline offpolicy despatches are originated out of pure laziness. "Takes too long to look it up, I'll ask the HCO Sec" is the usual line of thought. The poor HCO Sec, already too overworked to look up policy, gives in desperation an unusual solution. This really messes it up. The solution given can only be as good as the data offered and if that data is wrong, the solution is very wrong, and as the query originated in laziness it is probably wrong in data and so *any* effort to answer it at all will only louse things up.

Hence, it is contrary to the best interests of the org to give the source the proper routing for offline despatches. If you do, you don't handle the real trouble—the staff member doesn't know it's an org yet and so will not be able to do his or her job. You *must* get that staff member familiar with the org board or you'll have betrayed the org. You see, *other* staff members also suffer with the offline originations from this person. And as an executive you aren't protecting your own people from offline origins if you don't handle the person doing it when spotted. Cure it and you help not just your In Basket—you'll take a very heavy load off other staff members too. You see, yours isn't the only In Basket in the org, and if you are an executive you're the one who *must* handle the routing for only you have the immediate authority to do so. Expansion depends chiefly on your taking that action.

On *offpolicy despatches*, by which we mean the staff member doesn't know his policy and so does things contrary to it or wants to know if it is policy, why should *you* study up your policy letters? You are probably fairly well up on them. The person who isn't is the source of that despatch. So you *must* make sure that that person gets industrious on the subject of policy and burns some midnight oil on old and new policies and general planning.

So again, by your looking it all up for the offender, you cripple your organization by leaving uncared for an area in it that will goof. And that staff member's goof can destroy the whole org! That's no exaggeration.

Why are you working so hard as an executive to put the org there and make it grow if there aren't elements around that are destroying it? If there were no such elements your org would just grow and all your work would be promotional or service. That you are always continuously creating your department, unit or org or defending it somehow, means there must be something knocking it down. The symptom of that something is the offline or offpolicy despatch.

For you to be totally effective you yourself must know routing (the org board) and know policy and the general planning in progress.

And for an org board to be known it must exist and be real and must say what departments, units and staff members do.

And for policy to be known it must exist and be findable.

To make minor changes on an org board and double assign (2 or more hats to one person) is quite usual in an org. To make major changes such as Adcomm in Charge of HCO or training done by the Accounts Unit would be a gross violation of policy. And

so your org board must to that degree be a standard org board. But you still have to do routing on it and provide routing for it.

To invent policies or supplement policies without sending them through channels as *completed staff work* (which means routed to the board, with all related policy letters clipped to the requested change and the new policy letter all written ready for issue) will break down the Scientology lines in that area.

You don't believe it? Australia got into its whole enquiry mess because the senior executives either did not know or follow the long standing policy concerning the prompt return of money to a dissatisfied pc. That cost the org thousands and thousands, a year of grief, and risked getting Scientology banned in Australia. A policy not known or altered is *death*. Not from me but from the community in which the org operates.

Still don't believe it? Washington D.C. either did not know or did not follow the explicit policy concerning receiving favours from preclears but only half-heartedly reported them to an uninformed HCO which didn't know or didn't follow the full intent and spirit of the policy and never told me as was implied in the original policy letter. The wife of that person giving the favours brought on the *whole* FDA mess that cost us tens of thousands and *two years* of grief and almost knocked out Scientology in the U.S.

Policy is survival for a group.

ONLY PRACTICAL POLICY AGREED UPON AND FOLLOWED PROVIDES THE ARC THAT IS THE LIFE ITSELF OF ANY GROUP. It's the mores, the policies, whatever you want to call them that makes a group or an organization alive and breathing.

Bad policy, bad mores, and you have a dying group, a dying organization. Governments whose policies are unreal are perishing. They act like criminals. There's where anyone gets his distaste for "policy"—he has looked at the policies of dying groups and is imitating how they are regarded.

But as in control there is good control and "bad control" so in policy there is good policy and bad policy. It has a bad name with some people. It bores them. They also kill groups. So if your organization is going to live it must have real, living policy and respect it and use it.

All right, so we're serious now. Org boards and policies must exist and be followed and the person who makes sure of that is a Scientology executive.

The clue to violations is the continuously full In Basket, whether moving or not. If an executive's In Basket is always full, then he or she either isn't (a) working at all or (b) is working like mad but is not handling offline or offpolicy despatches by getting the lines in and the policy known.

You can't escape it, there it is.

There is nothing wrong with working hard as an executive. I do. There is nothing wrong with having lots of traffic through an In Basket. A busy org does. There is everything wrong with an executive having a lot of staff traffic because 99% of it is offline and offpolicy and if you don't act to correct it you not only don't have time to breathe, you also will wind up with no income and no org.

Fact.

L. RON HUBBARD

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 31 JANUARY 1965

Remimeo
Sthil Staff

DEV-T
(Adds to HCO Pol Ltr Nov. 17, 1964)

The commonest cause of OFFLINE despatches is:

A staff member writes a despatch to himself but routes it to somebody else.

Example: Registrar writes a despatch to the Org Sec asking how to meet a quota of interviews. This is Dev-T because it is offline. Why is it offline? The staff member responsible for increasing interviews is the Registrar, not the Org Sec. Therefore the despatch should be routed to the Registrar and routing it to anyone else is misrouting. *Informing* the Org Sec, "I am doing so and so to increase the number of interviews" is quite in order, but it's a despatch containing a report, requiring no answer. The correct routing of a query about increasing interviews would be to the Registrar. Thus, the above example's routing would be the Registrar to the Registrar.

When a staff member generates a lot of despatches about his post, these are usually misrouted if they go to anyone else but himself. Since who else should wear that hat? Not the Org Sec or Assn Sec. Not the HCO Sec. Only the staff member himself or herself.

In orgs a goodly number of people think staff members senior to them also wear their hats. This is definitely not true. The Assn Sec or Org Sec does not wear every other hat in the org. If he does, he is a pretty poor organizer. And if he lets staff force him to, then he isn't much of a leader.

You can detect people who fear responsibility or consequences of their most ordinary actions by the number of despatches they send others which should only have gone to the staff member himself or herself.

It's the figures on the weekly report sheet, the volume of work accomplished, the resumé of results that inform others about a hat and the activities and effectiveness of the person wearing it. An Org/Assn Sec only needs to look at these reports, not his in-basket, to know if posts are being held. It may make one feel grand and responsible when others *must* come to one for help on their jobs but it sure doesn't make a strong org to have "what-do-I-dos" flying up to the head of the org day and night. People exist who do their jobs without a lot of Dev-T about how to do them, what to decide, how to think. And people exist who do their jobs without getting everyone else in trouble.

OTHER PEOPLE'S HATS

There is another type of Dev-T which one encounters. And that is the origination of comm that should have been originated by someone else.

This has several guises. You see it in a usual form in Academies where some student is always asking questions "so that the others will understand". The student himself or herself understood the instructor but asks a question so "the others will understand also". This is, of course, a student trying to wear the instructor's hat or another student's student hat. I can usually detect this one and break it right there with "Are you asking because you don't get it or because you think the others haven't?" Such a student can lengthen study hours horribly without helping anyone a bit.

A staff member occasionally tries to originate for another hat than his or her own. It is easily detected. The despatch has to do with the Academy but is from the HGC, etc.

Such a despatch is usually misrouted also. It is sent to a department head or the HCO Sec or somewhere. Trying to handle it gets pretty deadly as it's a double snarl.

The originator shouldn't have originated it and also should have sent it elsewhere if he or she did originate it. If the HGC thinks it has to wear the Academy hat then the despatch should go to the Academy and nowhere else. At least send it to the hat it most concerns.

This gets even more snarled when it jumps an org—to wit, an HGC staff member originates a despatch for the Academy and sends it to, let us say, the National Central Org. In the other org, unfamiliarity with the org board of the originating org can cause action to be taken. It isn't noticed that the HGC is talking for the Academy.

When action is taken other than returning the *off-origin despatch* to its sender, a great many evils can result. The least of them is that it gets the sender in trouble when acted upon.

Example: A staff auditor proposes to the Assn Sec that students be trained better in 8c because of a recent HGC flub. The Assn Sec jumps on the D of T. The D of T privately pounds the staff auditor into the ground.

Ill feeling in orgs usually stems from these *off-origin* despatches.

In the above example, the staff auditor should have taken it up emphatically on the basis of a flub in the HGC with the D of P who then would take it up with the D of T still on the basis of an HGC flub. Then it has a chance of straightening out. You see, lacking data, the person originating an *off-origin* despatch usually assigns wrong cause. In the above example it may have been certification at fault, not the Academy at all. One can drown in a sea of errors on these off-origin despatches. Basically what ails governments is their dependence on spy reports, police reports, etc. The reporting person does not wear the hat which should have originated.

When a staff member does not himself originate when he or she should, it will show up in the OIC reports and in emergencies. It is handled by putting on the person's hat, auditing or personnel transfers, not by off-origin despatches.

Did you know you can let an entheta despatch drop right there and create less entheta by doing so? Try it sometime.

Not all off-origin despatches are entheta, of course.

Part of this type of despatch is of course off-zone. Perth originating for Sydney. Or Los Angeles originating for New York. Or Assoc Sec London (as once happened years ago) doing business *only* in Australia. Or LA getting pcs only from Nevada. Here one sees somebody operating for the wrong zone or for only part of their whole zone. On a smaller look, a staff member doing only part of his job produces a similar result. And somebody doing another staff member's job is another version of it.

Off-origin despatches or work can make an awful lot of Dev-T—not always pleasant.

ORG BOARD DEV-T

An out of date Org Board can cause Dev-T.

A staff that doesn't have a well done Org Board cannot help but make Dev-T.

An Org Board is what we use instead of Appointment lists inside orgs. If it isn't posted on the Org Board, it hasn't been appointed. Why? Because an appointment is effective only if its work will be routed to it. If nobody knows about an appointment, then how can anything but Dev-T occur?

Thus prime preventers of Dev-T are:

1. A well done Org Board.
2. A complete Org Board containing all appointments.
3. A staff checked out on the Org Board.
4. All new staff checked out on the Org Board.

5. No appointments existing that don't appear on the Org Board.

A lot of Dev-T occurs because some people are insufficiently aware of the existence of an org. They think "we're all here together working". They don't realize everybody in the org does a different job than the rest.

There is no one so eager to reorganize everything as a new staff member who has yet to discover the org board and its purposes.

And there is a flood of Dev-T from anyone who:

1. Doesn't know the org board well and who
2. Hasn't got his own hat on.

Obviously, to reduce Dev-T and keep one's In-Basket within reason, one must:

1. Have a complete and well-done Org Board up to date and known, and
2. Get individual hats on.

Otherwise people will misroute continuously—sending their own bits to others and flooding wrong others with despatches.

HATS

Given a good Org Board with the purpose of each post stated and the whole thing well known to staff, lengthy and complex hats become less important.

Hats, complete ones, are important and of value.

But did you know that a staff member will do best if he has to evolve his own hat before he reads up on it or afterwards?

The way to do this is on a Clay Table.

Take a very fundamental statement of the staff member's job—a complete, simple statement. Then, have the staff member:

- (a) Work out the org in relation to the field and public in clay;
- (b) Work out his job in clay in relation to the rest of the org;
- (c) Work out his job in clay in relation to his job and himself.

After a staff member has done that (labelling every bit of everything he makes), and then done (a), (b) and (c) again, most of those misapprehensions and not-knows that cause Dev-T will be gone.

And it pays off in the time spent by increased effective volume and decreased Dev-T.

Very little Dev-T is caused by viciousness or mean intent. It's just the accumulations of (1) Not-knowns and (2) Afraid to dos.

Cure them.

L. RON HUBBARD

Remimeo
Sthil Staff

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 FEBRUARY 1965
CORRECTED AND REISSUED 7 OCTOBER 1985

(Correction in this type style)

DEV-T ANALYSIS

(Continues HCO Pol Ltrs of 17 Nov. 64
and 31 Jan. 65)

Probably the basic reason for the expansion of bureaucracies is dev-t.

When admin staff in one of our orgs begins to exceed tech staff, then it is obvious that a lot of dev-t is on the lines. Proof of this is the continual finding that an increase in admin staff does not lead to an increase in income but on the contrary often heralds an era of decreased gross income.

Within reason, you must not increase admin staff numbers until you have thoroughly hunted down all dev-t and taken adequate remedies for it.

When a government sees a lot of despatches, it thinks it needs a lot of people. These, making more dev-t, then seem to need many *more* people, etc. The cure for a lot of despatches without a lot of new income showing up is a brisk analysis of the org's comm lines.

This is simply done.

1. Look around for constantly full and not-emptied in-baskets. When you find one in which the traffic does not move, look the post over carefully and decide which one of the following to do on the basis of what you find on that post (a) educate or (b) replace. If, when (a) is done, the basket again remains as before, do (b).
2. Look into people's baskets for despatch and letter dates. If you find a basket where these are quite old, find out why and make up your mind what to do about it on the basis of what you find.
3. Look into drawers for cached despatches, letters, etc. If you find a drawer full, realize somebody is staying clean on the boards by hiding what should be visible. Find out why this violation is occurring and act accordingly.
4. Look over the traffic flow of the principals of the org (Assn/Org Sec, HCO Sec) and analyze their traffic on the basis of the number of off-line, off-policy, off-origin despatches. Note what staff members are doing these and act accordingly.
5. Make the principals of the org keep logs of off-line, off-policy, off-origin despatches and *also* bodies brought with despatches. After one week, take these logs and, as they spot the dev-t artists in the org, act accordingly.

The main thing to know is *never* get reasonable about dev-t. If it doesn't cure by education or other means, then you have no choice but to act. The sooner you act, the better for everyone.

NO WORK

The Anglo-Saxon race has a crazy spot on the subject of work. The whole ambition is to *not* work.

This is quite at variance with several other races and normal theta behavior.

Easily the greatest source of dev-t is noncompliance or no-comm.

You can say all you want about despatches and analyze them thoroughly and with benefit to all.

But the most *deadly* conditions, the things most likely to produce the greatest floods of traffic in the long run are noncompliance and no-comm.

One or the other of these is the basis of any emergency.

So in analyzing traffic to increase income and efficiency, be very, very alert to the points of noncompliance and no-comm.

In our ordinary despatch system these are not easily spotted as we seldom keep copies of our despatches.

The way to locate these spots is by questioning the principals of the org and getting a list of

1. Emergencies of the past 3 months and what departments and personnel were most closely connected to them.
2. Present time problems of the principals with the org and the names of the staff members most closely connected with these.

Compare lists 1 and 2. You will find that there are names common to both these lists.

Query what despatches remain unanswered by these persons or what orders have not been complied with. This selects out one or two people.

You now have the basic sources of dev-t in the org which cause more visible dev-t to build up.

Act accordingly. And don't get "reasonable."

Principals seldom realize that their softness on bad dev-t offenders works great hardship on other staff members. The real overt is against other staff members by *not* acting effectively to locate and reduce dev-t.

As an example, I know of an instance where two staff members' noncompliance and neglect of orders cost an org £20,000 cash in one year alone and brought the org to a point where only heroic action saved it. Only two out of fifty were responsible. The other forty-eight were working their heads off trying to make a go of things. These two, by noncompliance with despatches, with no comm, sabotaged all promotion and the entire PO system and nobody could tell how it was happening. When they departed, not only the losses vanished but org income doubled.

So don't ever get soft where you see noncompliance or unanswered despatches. You're looking at trouble and future emergencies that may wipe out the org.

DEV-T ANALYSIS

You can pretty well size up a whole org just by watching its despatch lines and baskets.

If you were very skilled at this, you really wouldn't need to move out of the communicator's chair to spot every bad and good point in the org.

Without analysis by dev-t, an org is carried on the backs of a few desperate staff members.

Why do it the hard way? Watch and handle dev-t sources and you'll be able to breathe again.

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 13 OCTOBER 1965

Remimeo

All Executives

**DEV-T DATA
EXECUTIVE RESPONSIBILITY**

Executives may not OK anything done or to be done below their level unless their immediate junior has also stated or attested with initial that it is OK.

Unless one can fix responsibility for actions there is no responsibility anywhere and the whole show goes to pot.

Never let a junior say "Is this OK?"

Always require the junior to state or initial "This is Okay" on all work, actions or projects.

An organization permitting a lot of "Is this OK?" will soon go to pieces. Things are or aren't OK. Make them say so. Hang them if it's a false attestation.

"Is this okay?" is Dev-T and should be chitted as such.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 MARCH 1965

Remimeo

STAFF HATS
ORIENTATION

ROUTING DESPATCHES

It is the concern of anyone sending a despatch or mimeo to route it accurately.

A major part of an executive hat is "routing".

A vital part of any staff member's duties is proper routing.

Our orgs are too big for routing to occur to Bill, Jane or Pete.

Route to the hat only, give its Department section and org. Put any vias at the top of the despatch. Indicate with an arrow the first destination.

Sign it with your name but also the hat you're wearing when you write it. You might be holding several hats. Which one wrote.

Just as a post office can't find wrong addresses, so neither can we. If you want your despatch to arrive, do the above.

When you get a misrouted despatch, look it over and see how it erred and return it to sender with a copy of this Policy Letter.

That way we'll take a lot of confusion out of our orgs.

There *is* an org there, you know. A lot of new staff go about for quite a while never noticing there is an org there that has posts and functions.

If we all route to the right hat from the right hat according to our org board, we'll make it a lot sooner.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 MAY 1965
Issue II

Remimeo
Exec Hats
Comm Hats
D Insp & Rpts Hats

ORDER BOARD AND TIME MACHINE

Executives must have and use an "Order Board".

In Scientology if it is not written it is not true. That's a major policy.

It applies to all.

Every order an Executive issues must be in writing.

He does this on a Clip Board. There is a sheaf of paper on it of his Division's colour. It has a sheet of pencil carbon and a ball-point slipped through the top of the clip. It can have a hook on the back to slip on a belt for persons walking about. This is the Order Board.

Even when one gives a verbal order it is also written down.

The executive keeps no copies of his orders. This is done by the Department of Inspection and Reports.

The original is handed to the person being ordered. The other is sent to the Inspection section of the Department of Inspection and Reports. If one is away from his Comm station, the carbons are left on the Order Board until one returns, when the copies are all sent to Inspection.

COMMUNICATOR ACTION

The carbon of an order is sent to Inspection because it is obviously a carbon copy and an order. It is not otherwise designated.

An original sent through the Comm Lines is obviously an original order as it is not a carbon. It is simply delivered to the addressee's basket.

JUNIOR'S ACTION

The person receiving the order does it, says he has (or couldn't) on the original order he received and sends it TO INSPECTION. However even if he sends it to his issuing superior the Communicator sends it to Inspection only.

INSPECTION ACTION

Inspection has a Time Machine. This is a series of baskets advanced one basket every morning.

A carbon of an order is placed in today's basket.

When the original comes in, the carbon is dug out of the basket (by date and colour flash) and original and carbon are clipped together and routed to the issuing executive.

Orders not complied with in one week of course fall off the Time Machine by appearing in the basket being emptied today. (It was filled one week ago and advanced once each day.)

A copy is made of the order and it is sent to Ethics for filing in the staff member's Ethics folder and counts as a report against the staff member.

The carbon is returned to issuing Executive to show his order has not been complied with, so that he can handle the situation. No report from the Executive is required in this instance as a copy is already in Ethics.

The Executive should investigate or ask Ethics to do so if the matter is of considerable importance.

If an original is returned to Inspection which has no carbon, it is copied and held and the copy is sent to the Executive with a "Sir, there is a lost carbon of your order. Did you fail to turn one in?" This disciplines a forgetful executive. When Inspection receives the answer it attaches the original to it and sends it back to the Executive.

VERBAL ORDER

A junior may report a verbal order to Ethics as it places his statistics and job in danger by leaving it open to have it said the order was otherwise.

PROJECT ORDER

If something requires more than two weeks to do it is a *project* and cannot be ordered without clearance from the Office of LRH Design and Planning Authority section. If a project has been okayed it has a number and its number must be put on the order as Project Number —.

Inspections file projects in their own files. This is also Time Machined by one month's emptying of a file drawer or one year's emptying of a file drawer. Projects run only for one month or one year and must be routinely inspected by Inspections which then reports to the Office of LRH with any progress or lack of it.

URGENT ORDERS

Orders marked Urgent by an Executive are entered into a one day time machine and handled in one day as described above for one week.

L. RON HUBBARD

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[Added to by HCO P/L 19 February 1972, *Order Board and Time Machine Addendum*, in the 1972 Year Book.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen Non-
Remimeo

HCO POLICY LETTER OF 4 JANUARY 1966
Issue III

SCIENTOLOGY ORGANIZATIONS COMMUNICATIONS
SYSTEM: DISPATCHES

(Revises HCO Policy Letters of 8 April
1958 and 13 December 1962)

An intra-organizational dispatch is a simple thing. You can keep a copy if you wish, but only one copy (the original) goes and comes back.

When writing a dispatch, address it to the *POST-NOT* the person. (If a person changes post, or leaves, if you address the dispatch to the post, it will be received by the new occupant of the post, but if you address it to the person, then if the person leaves it may not be received and handled.)

Set up a dispatch as follows: (for information or advice)

Example:

Mimeograph Officer
Supply Officer

(date) _____

Dear _____,

Your order of (message).

(complimentary close)

Signature _____

or for a request or an order:

Mail Clerk
via Dir Comm

(date) _____

HCO Area Sec

Dear _____,

Please see that (order or request).

(complimentary close)

Signature _____

This form is used so that when it is ready to be returned, an arrow can be drawn pointing to the post to which it is to be returned, eliminating the need to write it. If the message is one that should go in your hat, either put it in your hat and acknowledge sender, or write it up for your hat, returning the original to sender. If the dispatch comes to you from a junior always insist the junior has attested "it is okay". If you in turn wish to send it on, you too must attest "it is okay" and send it on. If it is not OK return the dispatch to the originator stating briefly why it is not OK.

The receiver handles the dispatch and *retains* the dispatch until such time as it has been completely handled. If it is a matter which involves days or weeks, you can dispatch the sender stating that such and such is being attended to and expect it to be complete within a certain time—but retain the original dispatch until job is done, *then* return it to sender marked "DONE". Do not return the original with "It's being attended to." Originals only return with "DONE" or "Can't be done." Otherwise the communication stays incomplete.

When replying to a dispatch, put down the date of the message. Dispatches are handwritten. Executives, other than Exec Secs, should not have their dispatches typed by a secretary except where the dispatch contains large volume.

COLOUR FLASH SYSTEM FOR DISPATCHES AND LETTERS

The colour flashes for paper for divisions are as follows:

HCO Division 1	-	Gold
HCO Division 2	-	Light pink or violet
Division 3	-	Deep Pink
Division 4	-	Green
Division 5	-	Grey
Division 6	-	Canary or Buff
Division 7	-	Blue or White

White paper is also used for letters to the field, business houses, Board minutes, and for manuscripts and research notes.

Copies of letters written are on the colour flash of the division writing the letter.

WRITTEN REQUESTS

If you have a request, put it in writing. Do not go to the person and expect him to carry your request around in his head. Personnel are not supposed to present their body, nor their body with a dispatch to other personnel except for actual conferences which are kept to a minimum. Few things need conferences. Dispatches take care of 99% of organizational business.

COMM CENTRE BASKETS

The Comm Centre contains a basket for each staff member. Each basket is tagged with the person's name and underneath the name is their post or posts. Each person is responsible for delivering his own dispatches to the proper baskets and for picking up daily his own dispatches. Do not fail to pick up your dispatches at least twice a day (once in the morning and once in the afternoon—make your own schedule). But do not let dispatches pile up in your basket.

In larger orgs a Comm Centre and separate Divisional Comm Centres may be instituted. The Comm Centre would consist of one basket for each division plus a basket for L. Ron Hubbard and an outer org OUT basket. Each divisional comm centre is placed in the divisional, working area with a basket for each staff member in that division plus a divisional in-basket and a divisional out-basket. An HCO dispatch courier would be responsible for delivering dispatches into the divisional in-baskets and from the Divisional out-baskets into the comm centre baskets. The sec sec is responsible for the distribution of despatches from the divisional in-basket to staff members' baskets.

ORGANIZATION BOARD

Keep abreast of all post changes. As the Org Board is changed, the Comm Centre baskets are changed. Always know who is occupying what post so that when you deliver a despatch you will always know whose basket it goes in. If you are not sure, check the Org Board.

RESPONDING TO COMMUNICATIONS

Handle your dispatches daily. Do not let them stack up on you. When someone sends you a dispatch let them hear from you. Do not get the reputation of 'I hesitate to send so and so a dispatch because I don't know when I'll hear from it, or if I'll ever hear from it.' DO NOT LET YOUR DISPATCHES DEAD-END. When you let your dispatches (or letters) stack up on your desk, you are in actuality chopping the comm lines of the organization and in so doing chopping your own pay check.

ANSWERING LETTERS

Secretaries who type letters should always take care to staple the carbon copy on *top* of the incoming letter—do not use a paper clip. In answering letters, answer their questions. Give them the information they are seeking. Use the gradient scale method. DO NOT FAIL TO ANSWER THEIR QUESTIONS. If you don't know the answers, find out.

ORIGINATED DISPATCHES

The purpose of the secretarial unit is to type answers to letters. Most all intra-organizational dispatches can be handwritten: this saves time in putting them on tape (when you could be writing them yourself) and saves the transcriber's time for replying to letters. Stay in communication with other staff members and with our correspondents. If you don't handle your dispatches properly, don't reply to the sender, as I said before, you are cutting your own pay cheque.

L. RON HUBBARD

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[Note: Per HCO PL 23 May 1969, Issue IV, *Public Divisions Flash Colours*, colour flash for the Public Divisions is as follows:

Div 6 – Yellow, Div 7 – Brown, Div 8 – Orange.
Executive Div 7 becomes Div 9 and retains colour flash of Blue or White.]

[Note: The two earlier issues of 8 Apr '58 and 13 Dec '62 were the same basic issue as the above Policy Letter, with a few changes reflecting the evolution of the Comm System and the Org Board.

13 Dec '62 was a straight reissue of 8 Apr '58—as part of the Reissue Series (7)—with minor changes such as the inclusion of a salutation in the dispatch example, and in the first paragraph under *Comm Centre Baskets*, addition of a phrase, "(except in some larger Orgs, where there is a Communicator for this purpose)" after the sentence saying each person is responsible for picking up and delivering his own dispatches.

4 Jan '66, Issue III (above) gave two dispatch examples instead of one as given in both earlier issues, showing the different routing for information or advice and for a request or an order; added the second half of the fourth paragraph on page 101 re including the attestation "it is okay" on a dispatch; updated the *Colour Flash System* in line with the 7 Division Org Board, which in the earlier two issues had been based on *type* of dispatch, report, letter, carbon copy, etc, as opposed to *Divisional* colour flash; and deleted a second half of the paragraph entitled *Written Requests*, which read, "We have a Comm Centre where dispatches are to be placed. Place your dispatches in the person's basket, not in his hands. IT IS ANXIETY ABOUT COMMUNICATION ONLY THAT CAUSES PEOPLE TO JUMP THE LINES. There may be, however, a few exceptions: emergencies, or if you have a large article that would not fit into a Comm Centre basket. The point is, do not run around all day handing people dispatches, nor put them down on someone's desk. This tends to interrupt their work and causes confusion on the lines." It also added the second paragraph under *Comm Centre Baskets* re Divisional Comm Centres; and under the paragraph *Answering Letters*, after the sentence, "Give them the information they are seeking," deleted "—but do not try to sell them a course and an intensive if all they want is some information concerning an ad we are running.")

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 MAY 1965
Issue II

Gen Non Remimeo

FLASH COLOURS AND DESIGNATIONS

SEC EDs. FORM

Secretarial Executive Director will now have the following form:

They will be on BLUE paper with BLUE ink.

They will begin with a number system as follows: Consecutive number of an area followed by the local cable initials of the area or the zone. Example, for Melbourne: SECED 10ME. For Washington SECED 10DC. For International SECED 10INT.

For a Continental zone only one would have SECED 10SA for South Africa, meaning all orgs in South Africa.

The number is the consecutive number *for that designation*.

The initials SECED always precede a SECED Number.

All personnel orders will now also appear in SECED form.

The form itself shall be

SECRETARIAL EXECUTIVE DIRECTOR
Office of LRH

Number

Date

(Any Addressee to which it is particularly directed.)

1. (Text with numbered paragraphs)
- 2.
- 3.



Initials only of
HCO Personnel
on seal

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 JULY 1965

Remimeo
All Exec Hats

All Divisions

**LINES AND TERMINALS
ROUTING**

The most important things in an organization are its lines and terminals. Without these IN IN AN EXACT KNOWN PATTERN the organization cannot function at all.

An Executive putting in new lines and posts or making changes in old lines or terminals REQUIRES CLEARANCE FROM THE OFFICE OF LRH before the order can take effect.

Anyone following such an order, to alter lines and terminals in the org which are already established by policy who does not file a job endangerment ethics report (a statement that his or her job is being endangered by the illegal order of a senior) must share any penalty for such alteration.

People who haven't a clue about the org pattern throw it into chaos by altering the established pattern. Then the org won't work and goes broke quickly.

Therefore the most serious threat to the stability of an org is shifting lines with no understanding of what is supposed to happen.

The lines and terminals (hats) outlined in policy are based on long, hard experience. When they short-circuit the org ceases to function as an org and becomes a mad scramble.

When despatch and body routing charts laid down by policy are carefully followed, the org will function. When they are not, it won't.

A serious fault in any executive or staff member is unawareness of the co-ordinated functions of terminals, or complete unawareness of other org hats and functions.

A D of T trying to wear an Ethics hat, a Qual Sec shifting his internal lines, a Registrar who seeks to assign the hours of auditing would be enough in any large org to throw it into a jumble where nothing works or flows.

There is more to an org than one person wearing all hats plus another person wearing all hats, etc. Such an org just won't prosper.

The hardest job any top executive has is teaching the staff the lines and terminals and getting them followed. That is because green staff is unaware of the org itself, or its flow lines.

A lot of the time, when one sees a declining statistic, it is only that certain lines are out or being misrouted.

The lines will flow if they are all in and people wear their hats. If the body and despatch lines flow, the org will prosper. If they are disarranged, they won't flow and won't prosper.

No executive or staff member has any right to establish or alter terminals and lines without express written permission from the Office of LRH.

Believe it or not there will be people around in orgs who have no faintest concept of its pattern—or the existence of an org. And these will be the first to attempt large changes. And these are the first you should send to the staff training officer to get checked out on their posts.

It is an Ethics offence to issue orders altering lines without clearance from the Office of LRH.

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 JULY 1965

Remimeo
All Dissem Hats
All Dist Hats
All Communications Hats

HANDLING OF PHOTOGRAPHS

Photographs when sent through the communication line either by mail or through the Comm Centre must always be routed either in boxes for such or between two sturdy pieces of cardboard which will not bend.

NEVER put a paper clip on any photograph, either to keep several together or to attach dispatches to. JUST NEVER PUT A PAPER CLIP ON ANY PHOTOGRAPH FOR WHATEVER REASON!

The reason for such protection of photographs is simple. If any photograph has the least bend or break in it, it cannot be used for photolithograph reproduction in magazines or printed matter as the bend or break causes a white streak to appear in the reproduction which cannot be corrected or used.

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HUBBARD COMMUNICATIONS OFFICE
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HCO POLICY LETTER OF 17 AUGUST 1965
(Amended 16 January 1970)

Gen Non-Remimeo
Dir of Comm
Mail Clerk

RETURN ADDRESS

Effective this date, all mail and packages sent from an Org must bear the return address of that Org (with the exception of meters overseas to U.S., which are covered by other directives).

Therefore, it is the charge of the Dept of Communications to see that no mail or packages leave their Org with no return address.

A rubber stamp with return address on it can be made and envelopes stamped on receipt from suppliers, prior to being supplied to various departments.

Until a stamp is secured and envelopes so stamped, return addresses should still be put on outgoing mail. The person franking mail must return any mail to dept sending for return address if he finds any mail lacking return address.

Also to be investigated by Dir of Comm is cost of return address stickers, which are ordinarily quite inexpensive.

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HCO POLICY LETTER OF 8 SEPTEMBER 1965

Gen Non-Remimeo

SUPPLY OFFICER

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

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

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

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

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

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

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

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

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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 SEPTEMBER 1965

Gen Non-Remimeo

KEYS

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

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

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

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

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

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HCO POLICY LETTER OF 3 NOVEMBER 1965

Remimeo

EQUIPMENT

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

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

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

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

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Remimeo
All Hats

HCO POLICY LETTER OF 9 JULY 1980
CORRECTED AND REISSUED 20 OCTOBER 1985

(Reissued to correct typos on page 3,
parus 8 and 19; and page 5, para 12)

ETHICS, JUSTICE AND THE DYNAMICS

Every being has an infinite ability to survive. How well he accomplishes this is dependent on how well he uses ethics on his dynamics.

Ethics tech exists for the individual.

It exists to give the individual a way to increase his survival and thus free himself from the dwindling spiral of the current culture.

ETHICS

The whole subject of ethics is one which, with the society in its current state, has become almost lost.

Ethics actually consists of rationality toward the highest level of survival for the individual, the future race, the group, mankind and the other dynamics taken up collectively.

Ethics are reason.

Man's greatest weapon is his reason.

The highest ethic level would be long-term survival concepts with minimal destruction, along all of the dynamics.

An optimum solution to any problem would be that solution which brought the greatest benefits to the greatest number of dynamics. The poorest solution would be that solution which brought the greatest harm to the most number of dynamics.

Activities which brought minimal survival to a lesser number of dynamics and damaged the survival of a greater number of dynamics could not be considered rational activities.

One of the reasons that this society is dying and so forth is that it's gone too far out-ethics. Reasonable conduct and optimum solutions have ceased to be used to such an extent that the society is on the way out.

By out-ethics we mean an action or situation in which an individual is involved, or something the individual does, which is contrary to the ideals, best interests and survival of his dynamics.

For a man to develop a weapon capable of destroying all life on this planet (as has been done with atomic weapons and certain drugs designed by the US Army) and place it in the hands of the criminally insane politicians is obviously not a survival act.

For the government to actively invite and create inflation to a point where a depression is a real threat to the individuals of this society is a nonsurvival action to say the least.

This gets so batty that in one of the South Pacific societies infanticide became a ruling passion. There was a limited supply of food and they wanted to keep down the

birthrate. They began using abortion, and if this didn't work, they killed the children. Their second dynamic folded up. That society has almost disappeared.

These are acts calculated to be destructive and harmful to the survival of the people of the society.

Ethics are the actions an individual takes on himself in order to accomplish optimum survival for himself and others on all dynamics. Ethical actions are survival actions. Without a use of ethics we will not survive.

We know that the dynamic principle of existence is SURVIVE!

At first glance that may seem too basic. It may seem too simple. When one thinks of survival, one is apt to make the error of thinking in terms of "barest necessity." That is not survival. Survival is a graduated scale, with infinity or immortality at the top and death and pain at the bottom.

GOOD AND EVIL, RIGHT AND WRONG

Years ago I discovered and proved that Man is basically good. This means that the basic personality and the basic intentions of the individual, toward himself and others, are good.

When a person finds himself committing too many harmful acts against the dynamics, he becomes his own executioner. This gives us the proof that Man is basically good. When he finds himself committing too many evils, then, causatively, unconsciously or unwittingly, Man puts ethics in on himself by destroying himself; and he does himself in without assistance from anybody else.

This is why the criminal leaves clues on the scene, why people develop strange incapacitating illnesses and why they cause themselves accidents and even decide to have an accident. When they violate their own ethics they begin to decay. They do this all on their own, without anybody else doing anything.

The criminal who leaves clues behind is doing so in hopes that someone will come along to stop him from continuing to harm others. He is *basically* good and does not want to harm others; and in the absence of an ability to stop himself outright, he attempts to put ethics in on himself by getting thrown in prison where he will no longer be able to commit crimes.

Similarly, the person who incapacitates himself with illness or gets himself in an accident is putting ethics in on himself by lessening his ability to harm and maybe even by totally removing himself from the environment that he has been harming. When he has evil intentions, when he is being "intentionally evil," he still has an urge to also stop himself. He seeks to suppress them and when he cannot do so directly, he does so indirectly. Evil, illness and decay often go hand in hand.

Man is basically good. He is basically well-intentioned. He does not want to harm himself or others. When an individual does harm the dynamics, he will destroy himself in an effort to save those dynamics. This can be proven and has been proven in innumerable cases. It is this fact which evidences that Man is basically good.

On this basis we have the concepts of right and wrong.

When we speak of ethics we are talking about right and wrong conduct. We are talking about good and evil.

Good can be considered to be a constructive survival action. It happens that no construction can take place without some small destruction, just as the tenement must be torn down to make room for the new apartment building.

To be good, something must contribute to the individual, to his family, his

children, his group, mankind or life. To be good, a thing must contain construction which outweighs the destruction it contains. A new cure which saves a hundred lives and kills one is an acceptable cure.

Good is survival. Good is being more right than one is wrong. Good is being more successful than one is unsuccessful, along constructive lines.

Things are good which complement the survival of the individual, his family, children, group, mankind, life and mest.

Acts are good which are more beneficial than destructive along these dynamics.

Evil is the opposite of good, and is anything which is destructive more than it is constructive along any of the various dynamics. A thing which does more destruction than construction is evil from the viewpoint of the individual, the future race, group, species, life or mest that it destroys.

When an act is more destructive than constructive it is evil. It is out-ethics. When an act assists succumbing more than it assists survival, it is an evil act in the proportion that it destroys.

Good, bluntly, is survival. Ethical conduct is survival. Evil conduct is nonsurvival. Construction is good when it promotes survival. Construction is evil when it inhibits survival. Destruction is good when it enhances survival.

An act or conclusion is as right as it promotes the survival of the individual, future race, group, mankind or life by making the conclusion. To be entirely right would be to survive to infinity.

An act or conclusion is wrong to the degree that it is nonsurvival to the individual, future race, group, species or life responsible for doing the act or making the conclusion. The most wrong a person can be on the first dynamic is dead.

The individual or group which is, on the average, more right than wrong (since these terms are not absolutes, by far) should survive. An individual who, on the average, is more wrong than right will succumb.

While there could be no absolute right or absolute wrong, a right action would depend upon its assisting the survival of the dynamics immediately concerned; a wrong action would impede the survival of the dynamics concerned.

Let us look at how these concepts of right and wrong fit into our current society.

This is a dying society. Ethics have gone so far out and are so little understood that this culture is headed for succumb at a dangerous rate.

A person is not going to come alive, this society is not going to survive, unless ethics tech is gotten hold of and applied.

When we look at Vietnam, inflation, the oil crisis, corruption of government, war, crime, insanity, drugs, sexual promiscuity, etc., we are looking at a culture on the way out. This is a direct result of individuals failing to apply ethics to their dynamics.

It actually starts with individual ethics.

Dishonest conduct is nonsurvival. Anything is unreasonable or evil which brings about the destruction of individuals, groups, or inhibits the future of the race.

The keeping of one's word, when it has been sacredly pledged, is an act of survival, since one is then trusted, but only so long as he keeps his word.

To the weak, to the cowardly, to the reprehensibly irrational, dishonesty and

underhanded dealings, the harming of others and the blighting of their hopes seem to be the only way of conducting life.

Unethical conduct is actually the conduct of destruction and fear. Lies are told because one is afraid of the consequences should one tell the truth. Destructive acts are usually done out of fear. Thus, the liar is inevitably a coward and the coward inevitably a liar.

The sexually promiscuous woman, the man who breaks faith with his friend, the covetous pervert are all dealing in such nonsurvival terms that degradation and unhappiness are part and parcel of their existence.

It probably seems quite normal and perfectly all right to some to live in a highly degraded society full of criminals, drugs, war and insanity, where we are in constant threat of the total annihilation of life on this planet.

Well, let me say that this is not normal and it is not necessary. It is possible for individuals to lead happy productive lives without having to worry about whether or not they are going to be robbed if they walk outside their door or whether Russia is going to declare war on the United States. It is a matter of ethics. It is simply a matter of individuals applying ethics to their lives and having their dynamics in communication and surviving.

MORALS

Now we have ethics as survival. But what of such things as morals, ideals, love? Don't these things go above "mere survival"? No, they do not.

Romantic novels and television teach us that the hero always wins and that good always triumphs. But it appears that the hero doesn't always win and that good does not always triumph. On a shorter view we can see villainy triumphing all about us. The truth of the matter is that the villainy is sooner or later going to lose. One cannot go through life victimizing one's fellow beings and wind up anything but trapped—the victim himself.

However, one doesn't observe this in the common course of life. One sees the villains succeeding everywhere, evidently amassing money, cutting their brother's throat, receiving the fruits of the courts and coming to rule over men.

Without looking at the final consequence of this, which is there just as certainly as the sun rises and sets, one begins to believe that evil triumphs whereas one has been taught that only good triumphs. This can cause the person himself to have a failure and can actually cause his downfall.

As for ideals, as for honesty, as for one's love of one's fellow man, one cannot find good survival for one or for many where these things are absent.

The criminal does not survive well. The average criminal spends the majority of his adult years caged like some wild beast and guarded from escape by the guns of good marksmen.

A man who is known to be honest is awarded survival—good jobs, good friends. And the man who has his ideals, no matter how thoroughly he may be persuaded to desert them, survives well only so long as he is true to those ideals.

Have you ever seen a doctor who, for the sake of personal gain, begins to secretly attend criminals or peddle dope? That doctor does not survive long after his ideals are laid aside.

Ideals, morals, ethics, all fall within this understanding of survival. One survives so long as he is true to himself, his family, his friends, the laws of the universe. When he fails in any respect, his survival is cut down.

In the modern dictionary we find that ethics are defined as "morals" and morals are defined as "ethics." These two words are *not* interchangeable.

Morals should be defined as a code of good conduct laid down out of the experience of the race to serve as a uniform yardstick for the conduct of individuals and groups.

Morals are actually laws.

The origin of a moral code comes about when it is discovered through actual experience that some act is more nonsurvival than prosurvival. The prohibition of this act then enters into the customs of the people and may eventually become a law.

In the absence of extended reasoning powers, moral codes, so long as they provide better survival for their group, are a vital and necessary part of any culture.

Morals, however, become burdensome and protested against when they become outmoded. And although a revolt against morals may have as its stated target the fact that the code no longer is as applicable as it once was, revolts against moral codes generally occur because individuals of the group or the group itself has gone out-ethics to a point where it wishes to practice license against these moral codes, not because the codes themselves are unreasonable.

If a moral code were thoroughly reasonable, it could, at the same time, be considered thoroughly ethical. But only at this highest level could the two be called the same.

The ultimate in reason is the ultimate in survival.

Ethical conduct includes the adherence to the moral codes of the society in which we live.

JUSTICE

When an individual fails to apply ethics to himself and fails to follow the morals of the group, justice enters in.

It is not realized generally that the criminal is not only antisocial but is also antiself.

A person who is out-ethics, who has his dynamics out of communication, is a potential or active criminal, in that crimes against the prosurvival actions of others are continually perpetrated. Crime might be defined as the reduction of the survival level along any one of the eight dynamics.

Justice is used when the individual's own out-ethics and destructive behavior begin to impinge too heavily on others.

In a society run by criminals and controlled by incompetent police, the citizens reactively identify any justice action or symbol with oppression.

But we have a society full of people who do not apply ethics to themselves, and in the absence of true ethics one cannot live with others and life becomes miserable. Therefore we have justice, which was developed to protect the innocent and decent.

When an individual fails to apply ethics to himself and follow the moral codes, the society takes justice action against him.

Justice, although it unfortunately cannot be trusted in the hands of Man, has as its basic intention and purpose the survival and welfare of those it serves. Justice, however, would not be needed when you have individuals who are sufficiently sane and in-ethics that they do not attempt to blunt others' survival.

Justice would be used until a person's own ethics render him fit company for his fellows.

ETHICS, JUSTICE AND THE DYNAMICS

In the past the subject of ethics has not really been mentioned very much. Justice was however. Justice systems have long been used as a substitute for ethics systems. But when you try to substitute ethics for justice you get into trouble.

Man has not had an actual workable way of applying ethics to himself. The subjects of ethics and justice have been terribly aberrated.

We now have the tech of ethics and justice straightened out. This is the only road out on the subject that Man has.

People have been trying to put ethics in on themselves for eons without knowing how. Ethics evolved with the individual's attempts at continued survival.

When a person does something which is out-ethics (harms his and others' survival), he tries to right this wrong. Usually he just winds up caving himself in. (Caved-in means mental and/or physical collapse to the extent that the individual cannot function causatively.)

They cave themselves in because, in an effort to restrain themselves and stop themselves from committing more harmful acts, they start withdrawing and withholding themselves from the area they have harmed. A person who does this becomes less and less able to influence his dynamics and thus becomes a victim of them. It is noted here that one must have done to other dynamics those things which other dynamics now seem to have the power to do to him. Therefore he is in a position to be injured and he loses control. He can become, in fact, a zero of influence and a vacuum for trouble.

This comes about because the person does not have the basic tech of ethics. It has never been explained to him. No one ever told him how he could get out of the hole he's gotten himself into. This tech has remained utterly unknown.

So he has gone down the chute.

Ethics is one of the primary tools a person uses to dig himself out with.

Whether he knows how to or not, every person will try to dig himself out. It doesn't matter who he is or what he's done, he's going to be trying to put ethics in on himself, one way or the other.

Even with Hitler and Napoleon there were attempts at self-restraint. It's interesting in looking at the lives of these people how thoroughly they worked at self-destruction. The self-destruction is their attempt at applying ethics to themselves. They worked at this self-destruction on several dynamics. They can't put ethics in on themselves; they can't restrain themselves from doing these harmful acts, so they punish themselves. They realize they are criminals and cave themselves in.

All beings are basically good and are attempting to survive as best they can. They are attempting to put ethics in on their dynamics.

Ethics and justice were developed and exist to aid an individual in his urge towards survival. They exist to keep the dynamics in communication. The tech of ethics is the actual tech of survival.

An individual's dynamics will be in comm to the degree that he is applying ethics to his life. If one knows and applies ethics tech to his life, he can keep the dynamics in comm and continuously increase his survival.

That is why ethics exist, so that we can survive like we want to survive, by having our dynamics in comm.

Ethics are not to be confused with justice. Justice is used only after a failure of the individual to use ethics on himself. With personal ethics in across the dynamics, third dynamic justice disappears as a primary concern. That's where you get a world without crime.

A man who steals from his employer has his third dynamic out of comm with his first dynamic. He is headed for a prison sentence, or unemployment at best, which is not what one would call optimum survival on the first and second dynamic (not to mention the rest of them). He probably believes he is enhancing his survival by stealing, yet if he knew the tech of ethics he would realize he is harming himself as well as others and will only end up further down the chute.

The man who lies, the woman who cheats on her husband, the teenager who takes drugs, the politician who is involved in dishonest dealings, all are cutting their own throats. They are harming their own survival by having their dynamics out of communication and not applying ethics to their lives.

It may come as a surprise to you, but a clean heart and clean hands are the only way to achieve happiness and survival. The criminal will never make it unless he reforms; the liar will never be happy or satisfied with himself until he begins dealing in truth.

The optimum solution to any problem presented by life would be that which leads to increased survival on the majority of the dynamics.

Thus we see that a knowledge of ethics is necessary to survival.

The knowledge and application of ethics is the way out of the trap of degradation and pain.

We can, each and every one of us, achieve happiness and optimum survival for ourselves and others by using ethics tech.

WHAT HAPPENS IF THE DYNAMICS GO OUT-ETHICS

It is important to remember that these dynamics comprise life. They do not operate singly without interaction with the other dynamics.

Life is a group effort. None survive alone.

If one dynamic goes out-ethics, it goes out of communication with (to a greater or lesser degree) the other dynamics. In order to remain in communication, the dynamics must remain in-ethics.

Let us take the example of a woman who has totally withdrawn from the third dynamic. She won't have anything to do with any groups or the people of her town. She has no friends. She stays locked in her house all day thinking (with some misguided idea of independence or individuality) that she is surviving better on her first dynamic. Actually she is quite unhappy and lonely and lives in fear of other human beings. To ease her misery and boredom she begins to take sedatives and tranquilizers which she becomes addicted to and then starts drinking alcohol as well.

She is busy "solving" her dilemma with further destructive actions. You can see how she has driven her first, second and third dynamics out of communication. She is actively destroying her survival on her dynamics. These actions are out-ethics in the extreme, and it would not be surprising if she eventually killed herself with the deadly combination of sedatives and alcohol.

Or let us take the man who is committing destructive acts on the job. These acts

need not be large; they can be as simple as showing up late for work, not doing as professional a job on each product as he is capable of, damaging equipment or hiding things from his employer. He does not have to be overtly engaged in the total destruction of the company to know that he is committing harmful acts.

Now, this man finds himself sliding more and more out-ethics as time goes along. He feels he must hide more and more and he does not know how to stop this downward spiral. Very likely it never even occurred to him that he could stop it. He is lacking the tech of ethics. He probably doesn't realize that his actions are driving his dynamics out of comm.

This may affect his other dynamics in various ways. He will probably be a bit miserable, and since he is basically good, he will feel guilt. He goes home at night and his wife says cheerily "How was your day?" and he cringes a little and feels worse. He starts drinking to numb the misery. He is out of comm with his family. He is out of comm on his job. His performance at work worsens. He begins to neglect himself and his belongings. He no longer gets joy out of life. His happy and satisfying life slips away from him. Because he does not know and apply ethics tech to his life and his dynamics, the situation goes quite out of his control. He has unwittingly become the effect of his own out-ethics. Unless he gets his life straightened out by using ethics, he will undoubtedly die a miserable man.

Now I ask you, what kind of life is that? Unfortunately it is all too common in our current times.

A person cannot go out-ethics on a dynamic without it having disastrous consequences on his other dynamics.

It is really quite tragic, the tragedy being compounded by the fact that it is so unnecessary. If Man only knew the simple tech of ethics, he could achieve for himself the self-respect, personal satisfaction and success that he only believes himself capable of dreaming of, not attaining.

Man is seeking survival. Survival is measured in pleasure. That means, to most men, happiness, self-respect, the personal satisfaction of a job well done and success. A man may have money, he may have a lot of personal belongings, etc., but he will not be happy unless he actually has his ethics in and knows he came by these things honestly. These rich political and financial criminals are not happy; they may be envied by the common man for their wealth, but they are very unhappy people who more often than not come to grief eventually through drug or alcohol addiction, suicide or some other means of self-destruction.

Let us look at the all-too-common current occurrence of out-ethics on the second dynamic. This is generally thought to be perfectly acceptable behavior.

It must be noted however that promiscuity, perversion, sadism, free love, homosexuality and other irregular practices fall far below an acceptable level of ethics. A society which falls into this category can be expected to abuse sex, be promiscuous, to misuse and maltreat children and to act, in short, much in the way current cultures are acting.

People who are at this level on the second dynamic are intensely dangerous in the society since aberration is contagious. A society which reaches this level is on its way out of history, as went the Greeks, as went the Romans, as goes modern European and American culture. Here is a flaming danger signal which must be heeded if a race is going to go forward.

Second dynamic out-ethics hit at the very heart of our future survival. The whole future of the race depends on its attitude toward sex and children. When children become unimportant to a society, that society has forfeited its future.

At a high level of ethics one finds monogamy, constancy, a high enjoyment level

and very moral reactions towards sex and children.

It is easy to see how second dynamic out-ethics affects the other dynamics.

Let us say we have a young woman who is somewhat happily married and decides to have an affair with her boss, who happens to be a good friend of her husband. This is quite obviously out-ethics, as well as against the law, although an amazing number of people would find this sort of behavior acceptable or mildly objectionable at most.

This is quite a destructive act however. She will suffer from guilt; she will feel deceitful and unhappy because she knows she has committed a bad act against her husband. Her relationship with him will certainly suffer and since her boss is experiencing much the same thing in his home, she and her boss will begin to feel bad towards each other, as they begin to target each other for their misfortune. Their dynamics end up quite messed up and out of comm. She will feel unhappy on her first dynamic as she has abandoned her own moral code. Her second dynamic will be out of comm and she may even begin to find fault with and dislike her husband. The situation at work is strained as she is now out of comm with her boss and her fellow workers. Her boss has ruined his relationship and friendship with her husband. She is so embroiled in these three dynamics that they go totally out of communication with her fourth, fifth and sixth dynamics. This is all the result of ethics going out on a single dynamic.

The repercussions spread insidiously to all the dynamics.

Our survival is assured only by our knowledge and application of ethics to our dynamics in order to keep them in communication.

Through ethics we can achieve survival and happiness for ourselves and for planet Earth.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

I.RH:CSI:dr.gm

Throughout the ages, man has struggled with the subjects of right and wrong and Ethics and Justice.

The dictionary defines Ethics as: "The study of the general nature of morals and of the specific moral choices to be made by the individual in his relationship with others."

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As you can see, these terms have become confused.

All philosophies from time immemorial have involved themselves with these subjects. And they never solved them.

That they have been solved in Dianetics and Scientology is a breakthrough of magnitude. The solution lay, first, in their separation. From there it could go forward to a workable technology for each.

ETHICS consists simply of the actions an individual takes on himself. It is a personal thing. When one is ethical or "has his ethics in" it is by his own determinism and is done by himself.

JUSTICE is the action taken on the individual by the group when he fails to take these actions himself.

HISTORY

These subjects are, actually, the basis of all philosophy. But in any study of the history of philosophy it is plain that they have puzzled philosophers for a long time.

The early Greek followers of Pythagoras (Greek philosopher of the sixth century B.C.) tried to apply their mathematical theories to the subject of human conduct and Ethics. Some time later, Socrates (Greek philosopher and teacher 470? - 399 B.C.) tackled the subject. He demonstrated that all those who were claiming to show people how to live were unable to defend their views or even define the terms they were using. He argued that we must know what courage, and justice, law and government are before we can be brave or good citizens or just or good rulers. This was fine but he then refused to provide definitions. He said that all sin was ignorance but did not take the necessary actions to rid Man of his ignorance.

Socrates' pupil, Plato (Greek philosopher, 427? - 347 B.C.) adhered to his master's theories but insisted that these definitions could only be defined by pure reason. This meant that one had to isolate oneself from life in some ivory tower and figure it all out - not very useful to the man in the street.

Aristotle (Greek philosopher 384 - 322 B.C.) also got involved with Ethics. He explained unethical behaviour by saying that Man's rationality became overruled by his desire.

This chain continued down the ages. Philosopher after philosopher tried to resolve the subjects of Ethics and Justice.

Unfortunately, until now, there has been no workable solution, as evidenced by the declining ethical level of society.

So you see it is no small breakthrough that has been made in this subject in the last 30 years or so. We have defined the terms, which Socrates omitted to do, and we have a workable technology that anyone can use to help get himself out of the mud. The natural laws behind this subject have been found and made available for all to use.

ETHICS

Ethics is so native to the individual that when it goes off the rails he will always seek to overcome his own lack of Ethics.

He knows he has an Ethics blind spot the moment he develops it. At that moment he starts trying to put Ethics in on himself and, to the degree that he can envision long-term survival concepts, he may be successful, even though lacking the actual tech of Ethics.

All too often, however, the bank is triggered by an out-ethics situation and, if the individual has no tech with which to handle it analytically, his "handling" is to mock up motivators. In other words, he tends to believe or pretend that something was done to him that prompted or justified his out-ethics action, and at that point he starts down hill.

It is not his attempt to get his Ethics in that does him in. It is the automaticity of the bank which kicks in on him and his use of a bank mechanism at this point which sends him down the chute. When that happens, nobody puts him down the chute harder, really, than he does himself.

And, once on the way down "without the basic technology of Ethics he has no way of climbing back up the chute -- he just caves himself in directly and deliberately. And even though he has a lot of complexities in his life, and he has other people doing him in, it all starts with his lack of knowledge of the technology of Ethics.

This, basically, is one of the primary tools he uses to dig himself out.

BASIC NATURE OF MAN

No matter how criminal an individual is, he will be trying, one way or another, to put Ethics in on himself.

This explains why Hitler invited the world to destroy Germany. He had the whole war won before September, 1939, before he declared war. The allies were giving him everything he wanted;

Mistakes resulting in financial or traffic loss
Commissions or omissions resulting in loss of status or the punishment of a senior
Neglect or gross errors resulting in the need to apply the Emergency formula to their person, section, unit, department, organization, zone or division
Knowing and repeated departures from standard technology, instructional procedures or policy
Continued association with squirrels
Abuse or loss or damage of org materiel
Waste of org materiel
Waste of funds
Alteration of senior policy or continued ignorance of it
Consistent and repeated failures to wear their hat regarding dev-t
Refusing an E-Meter check
Refusing auditing when ordered by a higher authority
Disturbing a course or class
Disrupting a meeting
The discovery of their having an undisclosed criminal background in this lifetime
The discovery of an undisclosed tenure in a mental hospital
Processing a known trouble source or the family or adherents of a suppressive person or group
Omissions resulting in disrepute or financial loss
Inadequate or declining income or traffic in a section, unit, department, org, zone or division
Assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or division
Failure to acknowledge, relay or comply with a direct and legal order from an executive staff member
Auditor's Code breaks resulting in a disturbance of the preclear
Failure to follow the Instructor's Code resulting in disturbed students
Contributing to a crime
Failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post
Refusing to testify before a Committee of Evidence
Showing contempt or disrespect to a Committee of Evidence when before it
Destroying documents required by a Committee of Evidence or refusing to produce them
Withholding evidence
False swearing on a signed statement or form
Impeding justice
Refusing to serve on a Committee of Evidence
Refusing to vote while a member of a Committee of Evidence
Misconduct
Issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority
Invoicing and/or depositing checks obtained in confidence
Giving org services on the basis of confidence checks received without having had the confidence check made good and correctly invoiced and banked first.

Definition of confidence check — a check known by the person accepting it as

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 JULY 1980R

Remimeo REVISED 5 NOVEMBER 1982
All HCOs (Also issued as HCOB,
Tech Sec same date, same title.)
Qual Sec
Ds of T
Supervisors
Ethics Officers
Cramming Officers
Students
All Staff
All Hats

(Revised to include in the references additional early works on the subject of Ethics, to provide some added data on the subject and to correct a section of the issue which in its wording seemed to infer that by starting an ethics cycle on himself a person begins going downhill - which is not the case.)

THE BASICS OF ETHICS

References:

Dianetic Auditor's Bulletin Vol I, No. 12, June 1951	PREVENTIVE DIANETICS (Section on Morals & Ethics) Tech Vol I, Page 113
PAB No. 40 26 Nov 1954	THE CODE OF HONOUR Tech Vol II, Page 104
Book: SCIENCE OF SURVIVAL HCO PL 9 Jul 80	Chapter 21, ETHIC LEVEL ETHICS, JUSTICE AND THE DYNAMICS
ETHICS AND JUSTICE PACK IN VOLUNTEER MINISTER'S HANDBOOK	
HCO PL 1 Sep 65	ETHICS PROTECTION
HCO PL 29 Apr 65	ETHICS REVIEW
HCO PL 27 May 60	DEAR SCIENTOLOGIST
HCO PL 12 Apr 65	JUSTICE
HCO PL 11 May 65	ETHICS OFFICER HAT
HCO PL 6 Mar 66	REWARDS AND PENALTIES, HOW TO HANDLE PERSONNEL AND ETHICS MATTERS
HCO PL 29 Dec 66	MATTERS JUDICIAL HISTORICAL PRECEDENCE OF ETHICS
HCO PL 18 Jun 68	ETHICS
HCO PL 4 Oct 68	ETHICS PRESENCE
Rev. 8.7.80	
HCO PL 7 Dec 69	ETHICS, THE DESIGN OF
HCO PL 7 Dec 69 II	THE ETHICS OFFICER, HIS CHARACTER
HCO PL 24 Feb 69	JUSTICE
HCO PL 7 Sep AD13	COMMITTEES OF EVIDENCE
HCO PL 17 Mar 65	SCIENTOLOGY JURISPRUDENCE, ADMINISTRATION OF
HCO PL 24 Feb 72	ADMINISTERING JUSTICE INJUSTICE

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he had one of the finest intelligence organizations that ever walked; he had Germany well on the way to getting her colonies back and the idiot declared war! And he just caved himself and Germany right in. His brilliance was going at a mad rate in one direction and his native sense of Ethics was causing him to cave himself in at a mad rate in the other direction.

The individual who lacks any Ethics technology is unable to put in Ethics on himself and restrain himself from contra-survival actions so he caves himself in. And the individual is not going to come alive unless he gets hold of the basic tech of Ethics and applies it to himself and others. He may find it a little unpalatable at first, but when you're dying of malaria you don't usually complain about the taste of the quinine: you may not like it, but you sure drink it.

JUSTICE

When the individual fails to put in his own Ethics, the group takes action against him and this is called Justice.

I have found that Man cannot be trusted with Justice. The truth is, Man cannot really be trusted with "punishment". With it he does not really seek discipline, he wreaks injustice. He dramatizes his inability to get his own Ethics in by trying to get others to get their Ethics in: I invite you to examine what laughingly passes for "Justice" in our current society. Many governments are so touchy about their divine rightness in judicial matters that you hardly open your mouth before they burst into uncontrolled violence. Getting into police hands is a catastrophe in its own right in many places, even when one is merely the plaintiff, much less the accused. Thus, social disturbance is at maximum in such areas.

When the tech of Ethics isn't known, Justice becomes an end-all in itself. And that just degenerates into a sadism. Governments, because they don't understand Ethics, have "Ethics Committees" but these are all worded in the framework of Justice. They are even violating the derivation of the word Ethics. They write Justice over into Ethics continuously with medical ethics committees, psychological ethics committees, Congressional committees. etc. These are all on the basis of Justice because they don't really know what Ethics is. They call it Ethics but they initiate Justice actions and they punish people and make it harder for them to get their own Ethics in.

Proper Justice is expected and has definite use. When a state of discipline does not exist the whole group caves in. It has been noted continually that the failure of a group began with a lack of or loss of discipline. Without it the group and its members die. But you must understand Ethics and Justice.

The individual can be trusted with Ethics, and when he is taught to put his own Ethics in, Justice no longer becomes the all-important subject that it is made out to be.

BREAKTHROUGH

The breakthrough in Scientology is that we do have the basic technology of Ethics. For the first time Man can learn how to put his own Ethics in and climb back up the chute.

This is a brand new discovery; before Scientology it had never before seen the light of day, anywhere. It marks a turning point in the history of philosophy. The individual can learn this technology, learn to apply it to his life and can then put his own Ethics in, change conditions and start heading upwards toward survival under his own steam.

I hope you will learn to use this technology very well for your own sake, for the sake of those around you and for the sake of the future of this culture as a whole.

L. RON HUBBARD
FOUNDER

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Church Policy by the
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HCO POLICY LETTER OF 7 MARCH 1965R

Gen Non-Remimeo
Post Org Public
Boards

Issue III

REVISED 24 OCTOBER 1975

CORRECTED AND REISSUED 1 OCTOBER 1985

(Revision of 24.10.75 added to misdemeanors at bottom of 2nd page)
(Corrections and revision in this type style)

HCO (DIVISION I)

JUSTICE

OFFENSES AND PENALTIES

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a code of discipline which we have almost always more or less used, made plain for everyone to see, with limits against overpunishment and recourse for those who are wronged.

Accordingly this code of offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse bring everyone to uncertainty and risk at the whim of those in command.

There are four general classes of crimes and offenses in Scientology. These are ERRORS, MISDEMEANORS, CRIMES and HIGH CRIMES.

1. ERRORS. Errors are minor unintentional omissions or mistakes. These are auditing "goofs"; minor alter-is of tech or policy; small instructional mistakes; minor errors or omissions in performing duties; and admin errors or omissions not resulting in financial loss or loss of status or repute for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, classifications and awards may not be canceled or suspended or reduced for an error. The offender may not be transferred or demoted or fined or suspended for committing an error. No Committee of Evidence may be convened because of an error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of misdemeanor.

2. MISDEMEANORS. These are

Noncompliance

Dishonesty and insubordination

Mistakes resulting in financial or traffic loss

Commissions or omissions resulting in loss of status or the punishment of a senior

**Neglect or gross errors resulting in the need to apply the Emergency formula to
their person, section, unit, department, organization, zone or division**

**Knowing and repeated departures from standard technology, instructional proce-
dures or policy**

Continued association with squirrels

Abuse or loss or damage of org materiel

Waste of org materiel

Waste of funds

Alteration of senior policy or continued ignorance of it

Consistent and repeated failures to wear their hat regarding dev-t

Refusing an E-Meter check

Refusing auditing when ordered by a higher authority

Disturbing a course or class

Disrupting a meeting

The discovery of their having an undisclosed criminal background in this lifetime

The discovery of an undisclosed tenure in a mental hospital

**Processing a known trouble source or the family or adherents of a suppressive
person or group**

Omissions resulting in disrepute or financial loss

**Inadequate or declining income or traffic in a section, unit, department, org, zone
or division**

**Assisting the inadequacy or decline of income or traffic in a section, unit,
department, org, zone or division**

**Failure to acknowledge, relay or comply with a direct and legal order from an
executive staff member**

Auditor's Code breaks resulting in a disturbance of the preclear

Failure to follow the Instructor's Code resulting in disturbed students

Contributing to a crime

**Failure to appear before a Committee of Evidence as a witness or interested party
when personally given summons or receiving summons by registered post**

Refusing to testify before a Committee of Evidence

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**Destroying documents required by a Committee of Evidence or refusing to
produce them**

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**Issuing data or information to wrong grades or unauthorized persons or groups
or issuing data or information broadly without authority**

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**Giving org services on the basis of confidence checks received without having
had the confidence check made good and correctly invoiced and banked
first.**

Definition of confidence check — a check known by the person accepting it as

NOT valid and covered by funds at time of acceptance, but accepted nevertheless on basis of promise by the drawer to make it good at a later date.

Such offenses are subject to direct punishment by order, and for a staff member the punishment is the assignment of a personal condition of Emergency for up to three weeks and for an executive staff member the assignment of up to a three-month personal condition of Emergency.

Personal conditions of Emergency reduce pay or units one third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a Committee and punishment by direct order—one or the other.

However, if any of these offenses become the subject of a Committee of Evidence, the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be canceled.

Nonstaff or field or franchise Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be reclassified as crimes by a Convening Authority.

3. CRIMES. These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are

Theft

Mayhem

Harmful, flagrant and continued code breaks resulting in important upsets

Noncompliance with urgent and vital orders resulting in public disrepute

Placing Scientology or Scientologists at risk

Omissions or noncompliance requiring heavy intervention by seniors consuming time and money, with dev-t

Failure or refusal to acknowledge, relay or execute a direct legal order from an International Board member or an assistant board member

Being or becoming a potential trouble source without reporting it or taking action

Receiving auditing while a potential trouble source

Withholding from local Scientology executives that he or she is a potential trouble source

Failing to report a potential trouble source to local HCO

Organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior

Being a knowing accessory to a suppressive act

Using a local Scientology title to set aside the orders or policies from the International Board

Following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board

Not directly reporting flagrant departures from International Board policy in a

section, unit, department, org, zone or division
Being long absent from post while a senior executive without advising the board member of his or her division
Permitting a section, unit, department, org, zone or division to collapse
Not taking over as a deputy in a crisis not otherwise being handled
Passing org students or pcs to outside auditors for private commission
Using an org position to build up a private practice
Taking private fees while on staff to audit outside pcs, run private courses, coach or audit students or org pcs
Embezzlement
Taking commissions from merchants
Reselling org materiel for private gain
Using an org position to procure personal or non-Scientology funds or unusual favors from the public, a firm, student or pc
Impersonating a Scientologist or staff member when not authorized
Inciting to insubordination
Instigating a local power push against a senior
Spreading destructive rumors about senior Scientologists
Pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions
Not reporting the discovery of a crime or high crime to Saint Hill while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence
Refusal to accept penalties assigned in a recourse action
Refusal to uphold discipline
Getting another staff member disciplined by giving false reports about him or her
Overworking an executive by ignoring one's duties
Falsifying a communication from higher authority
Falsifying a telex message or cable
Causing a staff member to lose prestige or be disciplined by giving false reports
Seeking to shift the blame to an innocent staff member for the consequences of one's own offenses
Protecting a staff member guilty of a crime or high crime listed in this code
Stealing or seducing another's wife or husband
Committing offenses or omissions that bring one's senior staff member, unit, department, org, or zone official to personal risk and/or a Committee of Evidence, *civil or criminal court*
Willful loss or destruction of Scientology property
Making out or submitting or accepting false purchase orders
Juggling accounts
Illegally taking or possessing org property
Causing severe and disreputable disturbances resulting in disrepute
Obtaining loans or money under false pretenses
Condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or division to a state of collapse
Holding Scientology materials or policies up to ridicule, contempt or scorn
Heckling a Scientology instructor or lecturer
Falsely degrading an auditor's technical reputation
Impersonating an executive staff member

Pretending Scientology certificates, classifications or awards not actually held to obtain money or credit

Selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter)

Using Scientology harmfully

Not bringing a preclear up through the grades but overwhelming the preclear with high levels

Processing or giving aid or comfort to a suppressive person or group

Knowingly using Scientology to obtain sexual relations or restimulation

Seducing a minor

Neglect or omission in safeguarding the copyrights, registered marks, trademarks, registered names of Scientology

Issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another

Issuing any Scientology data under another name

Condoning the suppression of the word "Scientology" in its use or practice

Allying Scientology to a disrelated practice

Neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Crimes are punished by convening Committees of Evidence and may not be handled by direct discipline. Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, classifications or awards may not be canceled for a crime.

4. HIGH CRIMES. These are covered in HCO Policy Letters 7 March 1965, Issues I and II, and consist of publicly departing Scientology or committing suppressive acts.

Cancellation of certificates, classifications and awards are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1965

Issue II

CORRECTED AND REISSUED 5 OCTOBER 1985

(Emphasis added to words in #6 and #9)
(Corrections in this type style)

HCO (DIVISION I)
JUSTICE
STAFF HAT

RIGHTS OF A STAFF MEMBER, STUDENTS AND PRECLEARS TO JUSTICE

1. HCO is the justice agency of Scientology and Scientologists in addition to other functions.
2. All matters of internal justice in orgs, Committees of Evidence and complaints are taken to the HCO personnel so indicated on the org board.
3. All Scientologists and staff members in accepting posts or membership agree to abide by the HCO Codes. These include the Justice Codes.
4. HCO justice applies to all Scientology and Scientologists.
5. When we say *legal* matters we mean outside law and law agencies such as attorneys, civil courts, suits, contracts and corporation and copyright matters. This comes under Division 3.
6. When we say *JUSTICE* we mean HCO, Division 1, internal activities such as Committees of Evidence, internal enforcement and discipline. Scientology justice safeguards the rights of Scientologists, prevents injustice, prevents punishment by whim, and brings order. Before the Justice Codes, discipline was inequitable and often unjust. The HCO Justice Codes bettered this by making offenses and penalties known and milder. HCO justice prevents wrongful disgrace, demotion, transfer or dismissal and protects the staff member's reputation and job from being falsely threatened.
7. In a condition of Emergency assigned to a department or org, staff members may be subjected to demotion, transfer or dismissal as the assignment of the condition of Emergency suspends the Justice Codes. There is no recourse, then. In addition, offenses may still be made the subject of Committees of Evidence. The thing to do is not get into such a state. Lessened traffic and other matters all found on the OIC charts of each week are the *sole* evidence used to assign a condition of Emergency. A condition of Emergency cannot be assigned unless these graphs show a declining condition.
8. When the org or department is not in a condition of Emergency, the protective Justice Codes are in full force.
9. A staff member who believes he has been falsely wronged (unless a condition of Emergency exists in his department or org) may request a Committee of Evidence of HCO with himself as an interested party and this *must* be granted him. He must however agree to abide by its findings. It can restore any lost pay in cases of injustice but not damages. No senior executive in the org may be named as an interested party in matters of recourse requested by a junior but *below* the level of executive councilman may be called as witnesses. An executive councilman cannot be called before *any* Committee of Evidence by anyone in his or her org including other councilmen of that org. Only a senior org may call executive councilmen of a junior org before a Committee of Evidence and then only for a crime or high crime and then only in the premises of the senior org. Do not then seek to name executive councilmen as interested parties in any Committee of Evidence and do not seek to name any member of any senior org in any Committee of Evidence requested by anyone in an org junior to it.

10. If a staff member wishes to sue a fellow staff member or right a wrong, he or she may request a *Civil Committee of Evidence* of HCO. HCO usually appoints one senior staff member on whom the two contenders can agree. The senior staff member holds a session or sessions and both contenders must abide by his findings and award of any money or damages or return of property. There is no further appeal. A *Civil Committee of Evidence* follows the same procedure and has the same rights as any other Committee of Evidence. A *Civil Committee of Evidence* may not be called by contending co-auditors. These must seek out the D of P and abide by the D of P's advice.

11. Students or pcs may not request Committees of Evidence for causes occurring during a course or an intensive but may appeal in writing to the Division 2 Service Executive. They must report matters covered under the Justice Code, however, to HCO.

There are no student rules and regulations except the Justice Codes. All others are abolished. The penalties that can be awarded are for an error, an instructor reprimand; for a misdemeanor, a pink sheet which must be completed before classification is given; for a crime, one to three weeks at the student's expense in the HGC. A Committee of Evidence can also be convened on a student or preclear for offenses as covered in the Justice Codes.

12. In times of stress, commotion, riot or threats to person, an HCO personnel may instantly deputize any other Scientologist merely by saying loudly "HCO. Bring Order," making it known in any way that the Scientologist or Scientologists present should intervene or act. Any Scientologist whose help is thus commanded at once becomes deputized by Division 1 by the fact of required assistance and may not be charged before a Committee of Evidence for any act committed in rendering assistance to HCO during the period of stress and must be protected by the organization from any civil authority and the organization must pay any fines or expenses incurred or reasonable costs for damage to dress or hospital aid. When the incident is over, the HCO personnel must say "HCO thanks you for bringing order," thus ending the deputation.

An HCO personnel requiring an eviction of a person or persons from a premises or meeting or area need only point to the person or persons and say "HCO. Order!" Any staff member or Scientologist present is instantly deputized as above and must act promptly to carry out the eviction or be liable under Justice Codes when failing to do so. This can be used in any circumstances, no matter how mild the offender even down to slovenly or unauthorized persons on the premises or in an office. When the person or persons are removed, the HCO personnel removes the deputization by saying "HCO thanks you for order." These orders apply even when the person causing a disturbance is an officer, director or councilman of another division and none may be disciplined for complying but may be liable under Justice Codes for not doing so.

13. When personnel of other divisions foresee stress or danger, while they themselves have ample authority in their own divisions to handle their own personnel, where Scientologists in general are involved, they may not take justice in their own hands as it is a Division 1 HCO hat and divisions must not cross in functions. Where mixed divisions or not staff persons are concerned, they should be careful to have an HCO personnel present or available, a wise precaution in event of the possibility of charges or Committees of Evidence resulting, in which case an HCO personnel as a witness would bear weight.

L. RON HUBBARD
Founder

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 17 MARCH 1965
Issue III

Gen Non-Remimeo

HCO (DIVISION 1)
JUSTICE HAT

ADMINISTERING JUSTICE

There are some things to firmly keep in mind when you have to use HCO's Justice function:-

1. Only the criminally inclined desire a society in which the criminal is free to do as he pleases.
2. Only the criminally inclined are frightened enough of Justice to protest and complain that it exists.
3. Without order nothing can grow or expand.
4. Justice is one of the guards that keeps the channel of progress a channel and not a stopped flow.
5. All reactive minds can exert pain and discomfort on a being. They demand the suppression of the good and the production of the bad. Therefore, in administering Justice, restrain just a trifle more than a bank can compel a bad action. The external threat need be just enough to make the internal pressure to do wrong the lesser of two discomforts. Judgment lies in how much external restraint to apply.
6. Decent people are in favour of justice. Don't confuse the opinion of the majority who wish it with the snarls of the few who fear it.
7. A person who is dramatizing his criminal intent can become very angry if he is not prevented from hurting others.
8. A thetan is good. He invented a bank to keep others good. That mechanism went wrong. And that's why we're here.
9. In a session you would keep a burglar from bursting in the room and disturbing the preclear. In Scientology you keep offenders out so we can get on with our session with society.
10. Look up the person who rails against Justice most and you will have the one you have been looking for.
11. The only overt in handling Justice is not to work for the greatest good of the greatest number.

L. RON HUBBARD

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Saint Hill Manor, East Grinstead, Sussex

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

HCO POLICY LETTER OF 21 MARCH 1965
CORRECTED AND REISSUED 12 OCTOBER 1985

(Emphasis added to 2 words in paragraph 6)
(Other correction in this type style)

STAFF MEMBERS AUDITING OUTSIDE PCs

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

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

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

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

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

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

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

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

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

**L. RON HUBBARD
Founder**

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LRH:CSI:ml:gm

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 APRIL 1965
Issue II

Remimeo
BPI

ETHICS

PETITION

The right to petition must not be denied.

It is the oldest form of seeking justice and a redress of wrongs and it may well be that when it vanishes a civilization deteriorates thereby.

Therefore these policies apply:

1. Any one individual has the right to petition in writing any senior or official no matter how high and no matter by what routing.
2. No person may be punished for submitting a petition.
3. No two persons or more may simultaneously petition on the same matter and if so the petition must at once be refused by the person petitioned. Collective petition is a crime under Ethics as it is an effort to hide the actual petitioner and as there may be no punishment for a petition collective petition has therefore no excuse of safety and is to be interpreted as an effort to overwhelm and may not be regarded as a petition.
4. No generality may be used in a petition such as a report of collective opinion unspecified as to identities. This is to be interpreted as an effort to ARC Break a superior and the petition must be refused.
5. Only one person may petition on one matter or the petition must be refused.
6. Threat included in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
7. Courtesy or malice in a request for justice, a favour or redress deprives it of the status of "petition" and it must be refused.
8. If a "petition" contains no request it is not a petition.
9. There may be no special form for a petition beyond these policies.
10. A petition which cannot be deciphered or understood should be returned to the sender with a request that it be made legible or comprehensible, but this should not be interpreted as a refusal or acceptance of the petition.
11. A copy of a petition seeking justice against another person or group must be sent that person or group to qualify the request as a petition. No action may be taken by the person or group but he or they should append the copy to their own statement of the matter and send it at once to the executive being petitioned.
12. Petitions are normally directed to the heads of activities such as the head of a portion of an org (HCO or the Org in the persons of the HCO Executive Secretary and the Organization Executive Secretary) or the Continental Heads of orgs or to Mary Sue Hubbard or L. Ron Hubbard.
13. Petitions may not demand Committees of Evidence or punishment for executives but may only state what has happened and request the matter be righted.
14. A petition is itself and is not a form of recourse and making a petition does not use up one's right to recourse.
15. All petitions delivered in person verbally or in person with a note particularly when this restricts a senior's freedom of motion, must be refused.
16. HCO Secretaries or Communicators receiving petitions directed to be forwarded to higher executives which do not comply with these policies should append a

copy of this policy letter to the petition and return it to sender. The sender should then reform the petition into acceptable form and return it on the same channels. When receiving his petition back with this policy letter attached to it, the sender must not assume it has been refused and become apathetic. He or she should realize that a favour has been done for a petition in violation of these policies would *have* to be refused by the person to whom the petitioner addressed it and that by rewording or complying with these policies the petition now has a chance and will undoubtedly be given courteous attention. A petitioner should consider himself fortunate if a discourteous or collective or threatening petition is returned as it would not be regarded as a petition by the executive to whom it is addressed and might colour his or her opinion of the petitioner, perhaps obscuring some real wrong which might well have received attention.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 MAY 1965

Remimeo

ETHICS

PETITIONS

(Add to HCO Pol Ltr 29 April 1965)

No person under sentence or awaiting a Committee of Evidence may validly petition the Office of LRH.

A petition may only be submitted before or after the full course of Scientology Ethics has been taken.

As all Ethics actions such as a Committee of Evidence are reviewed, in effect a line already exists due to the Ethics action and the facts will be on it.

Therefore a person under legal sentence from Ethics Officers or a person named in a Comm Ev may not petition. Ethics actions must be permitted to take their course.

A protest from Ethics actions worded as a petition routinely causes further investigation as the "petitioner" is actually only protesting Ethics actions and is handled as such.

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[Note: The wording of the first sentence, fourth paragraph of the above Policy Letter, has been amended from the original mimeo issue which read: "Therefore a communication from a person under legal sentence from Ethics Officers or a person named in a Comm Ev may not petition."]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Gen Non-Remimeo

HCO POLICY LETTER OF 16 MAY 1965
Issue II
CORRECTED AND REISSUED 12 OCTOBER 1985
(Corrections in this type style)

*HCO Division I
Dept of Inspection & Reports (Dept 3)
Ethics Section*

INDICATORS OF ORGS

Just as pcs have indicators so do orgs.

There is a probable long list of good indicators. When these are present Ethics is quiet and hangs on to an interrogation, etc., only long enough to get policy and technology in.

There is a probable long list of BAD indicators. When these are present Ethics becomes industrious in ratio to the number of bad indicators.

The first indicators, good or bad, are statistics—the OIC graphs for units, sections, departments, divisions and the org. When these are rising, the rise is a GOOD INDICATOR.

When these are falling the fall is a BAD INDICATOR.

The second of these indicators, good or bad, is TECHNICAL GAINS. When technology is *in*, cases are gaining. This is a good indicator. When technology is *out*, cases are losing. This is a bad indicator.

Ethics only exists to hold the fort long enough and settle things down enough to get technology in. Ethics is never carried on for its own sake. It is pushed home only until technology is functioning and then technology resolves matters and Ethics prowls off looking for other targets.

We don't hang people because we started to hang them and so must do so. We start to hang people and keep right on tying the noose in a workmanlike fashion right up to the instant we can get tech in—which of course makes the noose unnecessary.

But if tech never does get in then we complete the hanging.

You will find if you *label* a suppressive you will someday get him back and get tech in on him. If you don't ever label they wander off and get lost.

Labeling as a suppressive is our hanging.

When things are bad (bad indicators heavily visible), putting a body on the gallows is very salutary. We call it "putting a head on a pike." Too many BAD indicators and too goofed up a situation and we *must* put a head on a pike. Then things simmer down and we can begin to get tech in.

That's the whole purpose of Ethics—to *Get Tech IN*. And we use enough to do so, to get correct standard tech in and being done.

When there are lots of bad indicators about—low and falling statistics, goofed cases—we get very handy with our interrogatories and put the place very nearly under martial law—we call this a State of Emergency. Once Emergency is declared, you

usually have to put a head or two on a pike to convince people that you mean it. After that necessity level rises and the place straightens up. If an Emergency is *continued* beyond a reasonable time, we resort to very heavy discipline and comm-ev the executives who wouldn't get off it.

Ethics, then, is applied to the *degree* required to produce the result of getting tech in. Once tech is really in on a person (with a case gain) or a tech division, let us say, and auditors actually audit standard processes by the book, we know it will resolve and we ease off with ethics.

Ethics, then, is the tool by which you get good indicators in by getting tech in. Ethics is the steamroller which smooths the highway.

Once the road is open we are quite likely to skip remaining investigation and let it all be.

But somebody promising to be good is never good enough. We want statistics. Bettered statistics.

SYMPTOMS OF ORGS

Orgs have various symptoms which tell us how things really are ethic-wise.

One of these is dilettantism.

DILETTANTE-ISM

Dilettante = One who interests himself in an art or science merely as a pastime and without serious study.

In an org, this manifests itself with "people should live a little." "One needs a rest from Scientology." "One should do something else too." All that kind of jazz.

It also manifests itself in nonconsecutive scheduling, part-time students, "because things are different in this town and people can come only two nights. . ." Ask what they do with other nights. Bowling. Horse racing.

Boy, you better *haul* the case folders of staff. You have a suppressive aboard. Maybe six.

Scientology, that saves lives, is a modern miracle, is being compared to bowling. Get it?

That org or portion just isn't serious. Scientology is an idle club to it, an old lady's sewing circle. And to somebody, selling training and auditing are just con games they put over on the public.

SUPPRESSIVES!

Root them out.

WILD RUMORS—This symptom is caused by potential trouble sources. Find whose case roller-coasters (gets better, gets worse). Investigate. You'll find a suppressive or two outside the org.

Put a head on a pike with an HCO Ethics Order and publish it widely.

ARC BROKEN FIELD—The Johannesburg Comm Ev Order of last week is a perfect method of handling the situation. Appoint a Comm Ev chairman to inquire into matters and form a list of interested parties based on reports he will now receive.

BAD TECH—When results just don't happen in the Academy, HGC or Review,

one or another, look for the potential trouble sources and suppressives. Only they can keep tech out. Put a big head on a pike and then begin to interrogate every *slip* in the place. Suddenly tech is in again.

There are many such symptoms.

AT THE ROOT OF EVERY BAD CONDITION WILL BE FOUND A SUPPRESSIVE PERSON.

Locate your potential trouble sources by locating passers of rumors, etc. Then locate the suppressive and shoot.

Calm reigns. Tech is in.

And that's all one means to accomplish.

Today TECHNOLOGY WORKS ON EVERY CASE. If the local org can't handle a case, Saint Hill can.

If you get tech in well enough in an org, tech handles all. Beautifully. But if it is out, only Ethics can bat down the reasons it can't be gotten in.

OPTIMUM STATE

The optimum state of an org is so high that there is no easy way to describe it. All cases getting cracked, Releases and Clears by the hundreds, command of the environment. Big. That's an optimum state for *any* org.

If it isn't rising *toward* optimum today, it is locally being held down.

The viewpoint of Ethics is there is no adequate reason why an org is stumbling except ethics reasons. Let others take care of any other lacks. Ethics *never* gets reasonable about lack of expansion. If Ethics shoves hard enough others will get a high enough necessity level to act.

So when an org is low

Find out where its statistics are down and who is a PTS or an SP and ACT.

That's the job of Ethics. Thus little by little we take off the brakes for a cleared Earth.

L. RON HUBBARD
Founder

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Saint Hill Manor, East Grinstead, Sussex

Remimeo
Staff Member Hats
Executive Hats

HCO POLICY LETTER OF 1 MAY 1965
CORRECTED AND REISSUED 14 OCTOBER 1985

(Correction in this type style)

STAFF MEMBER REPORTS

Staff members must personally make certain reports in writing.

Failure to make these reports involves the executive or staff member not making a report in any offense committed by a junior under him, or, in case of job endangerment, by a senior over him.

These reports are made to the Ethics Section of the Department of Inspection and Reports.

The report form is simple. One uses a clipboard with a packet of his division's color flash paper on it. This includes a piece of pencil carbon paper. This is the same clipboard and carbon one uses for his routine orders.

It is a despatch form addressed simply to the Ethics Section. It is dated. It has under the address and in the center of the page the person or portion of the org's name. It then states what kind of a report it is (see below).

The original goes to Ethics by drawing an arrow pointing to "Ethics" and the carbon goes to the person or portion of the org being reported on by channels (B routing).

The following are the reports required:

1. *Damage Report.* Any damage to anything noted with the name of the person in charge of it or in charge of cleaning it.
2. *Misuse Report.* The misuse or abuse of any equipment, materiel or quarters, meaning using it wrongly or for a purpose not intended.
3. *Waste Report.* The waste of org materiel.
4. *Idle Report.* The idleness of equipment or personnel which should be in action.
5. *Alter-is Report.* The alteration of design, policy, technology or errors being made in construction.
6. *Loss or Theft Report.* The disappearance of anything that should be there giving anything known about its disappearance such as when it was seen last.
7. *A Found Report.* Anything found, sending the article with the despatch or saying where it is.
8. *Noncompliance Report.* Noncompliance with legal orders.
9. *Dev-t Report.* Stating whether off-line, off-policy or off-origin and from whom to whom and subject.
10. *Error Report.* Any error made.
11. *Misdemeanor Report.* Any misdemeanor noted.
12. *A Crime Report.* Any crime noted or suspected but if suspicion only, it must be so stated.

13. *A High Crime Report.* Any high crime noted or suspected but if only suspected must be so stated.
14. *A No-Report Report.* Any failure to receive a report or an illegible report or folder.
15. *A False Report Report.* Any report received that turned out to be false.
16. *A False Attestation Report.* Any false attestation noted, but in this case the document is attached to the report.
17. *An Annoyance Report.* Anything about which one is annoyed, giving the person or portion of an org or org one is annoyed with, but the Department of Inspection and Reports and a senior org are exempt and may not be reported on.
18. *A Job Endangerment Report.* Reporting any order received from a superior that endangered one's job by demanding one alter or depart from known policy, the orders of a person senior to one's immediate superior altered or countermanded by one's immediate superior, or advice from one's immediate superior not to comply with orders or policy.
19. *Technical Alter-is Report.* Any ordered alteration of technology not given in an HCOB, book or LRH tape.
20. *Technical Noncompliance Report.* Any failure to apply the correct technical procedure.
21. *Knowledge Report.* On noting some investigation is in progress and having data on it of value to Ethics.

These reports are simply written and sent. One does *not* expect an executive to front up to personnel who err. One *does* expect an executive to make a report routinely on the matter, no matter what the executive also does.

Only in this way can bad spots in the organization be recognized and corrected. For reports other than one's own collect and point out bad conditions before those can harm the org.

These reports are filed by Ethics in the Ethics Files in the staff member's folder or in the folder of the portion of the org. A folder is only made if Ethics receives an ethics report.

Unless the staff member is part of a portion or an org that is under a State of Emergency, FIVE such reports *can* accumulate before Ethics takes any action. But if the report is deemed very serious, Ethics may take action at once by investigating.

If a State of Emergency exists in that portion of the org or org, ONE report can bring about a Court of Ethics as there is no leeway in an Emergency condition.

The most serious reports, which are the only ones taken up at once, are technical alter-is, noncompliance, any false reports, false attestations, no-reports, misdemeanors, crimes and high crimes. The others are left to accumulate (except in Emergency when *all* reports on that portion or org are taken up at once).

CLEANING THE FILES

An amnesty for a portion or an org or a general amnesty can be declared by the Office of LRH Saint Hill. An amnesty will be effective up to a date three months before it is issued. The Ethics Files are therefore nullified previous to the date declared in the amnesty.

An amnesty signalizes a feat of considerable moment by a portion of an org or an org or Scientology.

An HCO Executive Letter can compliment a portion of an org or an org and wipe out the Ethics Files of the portion of an org or the org complimented. An award is usually added for the persons responsible.

An assignment of a State of Normal Operation after an Emergency (but not assigning Affluence) cleans the portion of an org or the org's Ethics Files.

An individual may clean his own file by approaching Ethics and offering to make amends.

The person may be shown but may not touch his ethics files which are always kept locked when the office is empty. The person should present a written and signed *amends project petition* to Ethics. Ethics attaches the person's file to it and sends it safely to the Office of LRH "Ethics Authority Section." If accepted as adequate amends by the Office of LRH, it is authorized by the "Ethics Authority Section" and returned to Ethics which places it on its "projects time machine."

When accomplished, the *amends project* is taken off the time machine and forwarded to the Inspections Section which inspects and verifies it is done and sends all to the Office of LRH "Ethics Authority Section," which then authorizes the retirement of the reports on the person.

If the project comes off the time machine without being done, the matter goes at once to a Court of Ethics.

Any *amends project* must benefit the org and be beyond routine duties. It may not only benefit the individual. Offers to "get audited at own expense in Review" are acceptable as auditing will benefit everyone.

"To get trained at own expense up to . . . and serve the org two years afterwards" is acceptable amends. But the person's staff pay is also suspended entirely during any auditing or training undertaken as amends. "To get another department's files in order on my own time" would be acceptable amends. Getting a celebrity into Scientology would be acceptable amends. No work one would normally do himself on post is acceptable amends. A donation or fine would not be acceptable amends. Doing what one should do anyway is not amends; it is the expected. No org funds may be employed in an amends project.

No amends are thereafter accepted if the person has failed to complete an amends project since the effective date of the last amnesty applying to the person's portion or org.

Any bonus specifically given by the person's name also cleans the person's ethics files without comment.

The responsibility for handling the cleaning of files is that of the Ethics Section of the Department of Inspection and Reports which notes amnesties, compliments and specific bonus awards and handles its Ethics Files accordingly.

No *amends projects* may be accepted except through the Office of LRH and a superior may not bring a junior who wishes his files cleaned by amends into Ethics and assist him to make the proper project applications. It must be voluntarily done by the junior.

No amnesties, compliments or bonuses may be made or declared except by the Office of LRH and authorized also from Saint Hill.

L. RON HUBBARD
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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 APRIL 1965

Remimeo

Division 1 HCO Hats
Office of L. Ron Hubbard
URGENT URGENT URGENT
FALSE REPORTS

To all HCO Personnel *Hats* and to other org staff members for interest.

ALL HCO IS INTERESTED IN WHEN ORIGINATING COMMITTEES OF EVIDENCE IS FALSE REPORTS, FALSE ATTESTATIONS, NO REPORTS OR REFUSALS TO REPORT. ON CASES OF THESE ONLY SHOULD HCO CALL A COMMITTEE OF EVIDENCE UNDER MISDEMEANOR OR CRIME. CORRECT PROCEDURE IS DEMAND CORRECTION OR REPORT AND IF STILL FALSE OR STILL REFUSED HCO SEC CALLS COMMITTEE OF EVIDENCE AT ONCE. HCO WILL CALL COMMITTEE OF EVIDENCE WHEN REQUESTED BY OTHER DIVISIONS BUT ITSELF ORIGINATES COMMITTEE OF EVIDENCE ONLY AS ABOVE.

In this fashion you will find quite magically that HCO can succeed in doing what we've been trying to do for 15 years—clear group engrams. The first technology on this was the Elizabeth Dianetic Foundation attempt, when all the staff were gotten together and tried to talk the group engrams out. This has never worked, you will find the above POLICY will work.

Be wholly relentless in executing this POLICY. Never let an instance go by. Always get the correct report when you detect the faintest discrepancy. Always demand demand demand the report when it's refused.

False attestations are death and dynamite. These come in when an Instructor or Auditor, D of T or D of P or Board of Review signs a request for CLASS or GRADE. This request infers and therefore "attests" that the student or pc is qualified for the Class or Grade. If at some later date (barring amnesty intervention) the student or pc is shown to be incompetent in that class or grade, HCO should at once unearth the original class or grade request and call a Committee of Evidence on whoever signed it since it was a *false attestation* of competence for auditors or state of case for pcs.

HCO signs all such classes and grades and therefore the CRIME is "putting HCO at risk of reputation by false attestation".

Such requests for class or grade need not be notarized or sworn to. The initials of the person or persons attesting that the student or pc has attained that class or grade is enough to become a false attestation if the student or pc weren't that good.

Certificates for courses we sign not for competence but for time on course, or for check sheet or that the account is paid. This is still false attestation if 1. The student spent less than the required time on course by reason of blow or absence or just not the required number of hours; 2. The student did not enrol properly; 3. The org was not paid for the training by policy letter arrangements; 4. There was no check sheet for the course; 5. The check sheet was not signed routinely as the student passed each requirement on the sheet; 6. The student has enrolled on a higher course with no certificate in hand for the required lower courses.

On CLASSES there are many sources of false attestation. It is a false attestation if 1. The student was not examined; 2. The student really flunked the exam; 3. The student was really incompetent at the level being classed for; 4. The students falsified something to obtain the request for classification; 5. If the student goofed up at that level later after leaving. There could be others. They would all add up to "falsely saying it was OK for HCO to classify".

On Grade Certificates it would be false attestation if any request for grade is made, verbal or signed and if 1. The pc had not had the lower grades flattened; 2. The grade certificate of the lower grade was found to be false yet the pc was audited on the higher grade processes; 3. Any other processes were run instead of the grade processes; 4. The grade processes were altered in any way; 5. The student was not audited; 6. An auditor not classed for the grade did the auditing; 7. The pc was left in bad condition; 8. The pc ended up in an ARC Breaky condition yet the Grade was asked for by the HGC or auditor; 9. The pc didn't pay for the auditing in accordance

with current policy; 10. The payment, in the org, was not invoiced properly to the org; 11. The auditing of the pc was found to contravene policy as to the org staff auditing outside pcs, or the two year org student or pc rule was broken in the case of an outside auditor; 12. The pc was actually a potential trouble source; 13. The pc had been listed as a Suppressive Person; 14. The pc was found to be a fugitive whose status was not cleared by HCO.

In the case of OIC DATA, the whole org relies on these figures. It is easily seen where figures are in discrepancy graph to graph—Example: “10 pcs being audited” on one graph and “no income HGC” on another graph. Or lots of entrances and graduations from the Academy but nobody listed as on course.

In such instances HCO *must* protect its reputation for accuracy and when such discrepancies are seen, a *very* hard line should be taken with those responsible and if they do not at once tell ALL, a Committee of Evidence must be promptly ordered. If they do tell all, a full report should be sent at once to the senior org and to Saint Hill, whose OIC graphs also may be out because of the false datum, thus hiding an actual condition from senior orgs.

If an org makes no report or fails to answer up when a report is requested, start burning the wires until the report is forthcoming. Never rest on it. If no report arrives even so, call a Committee of Evidence promptly.

If a person is told to report to HCO or something is supposed to be delivered to HCO and does not arrive, recognize the circumstances as a WITHHOLD and like any auditor finally achieve compliance or call a Committee of Evidence.

When writing a SECED ordering a Committee of Evidence always state whether it is for “a false report” or “false attestation” or “no report”.

You will find inevitably that *where there is a false report, a false attestation or a no report or a refused report many other offences can suddenly emerge*. These were hidden like a group cancer. Pulled to view, the group clears.

HCO has “guards and forces” on the org board. They come in HCO in the last department at the bottom. This is significant.

Troubles, commotions and upsets *only* occur after a series of false reports, false attestations, no reports or withheld reports. Sometimes the report situation has been sour a year or two before the offending group or person causes a blow up in the area. Had we acted early on the false or no reports we would have prevented an awful mess.

Therefore you can safely say that we will not need “guards or forces” (such as sending an HCO Sec half across her Continent to handle an upset org) unless we have already missed on demanding the data.

Quite magical!

Other Divisions may also use this. They however also get involved with other offences and need Committees of Evidence for them. And we will convene a Committee at their request and say so in the SECED.

In HCO we only originate a Comm Ev when we have evidence of a false report, a false attestation or a no or withheld report and only after we've demanded it and failed to obtain it. Then we pounce. And pounce hard!

If we are vigorous and brisk in pursuing this one matter, and if we are alert to detect the falseness or absence of a report and if on every serious technical or admin goof we trace back to *who* attested the person to be lily white and as skilled as the original “whizz kid” at his business and slap *them* with a Comm Ev, we'll have peace from Tierra del Fuego to the Mountains of the Moon, and a virgin with a bag of gold could walk through our domain untouched and singing her sweet song.

Get very expert in sniffing out the falsity in a report or the no report. And act!

Let other divisions work on other crimes and ask us for Comms Ev for them. Promote the idea now and on and on “if you want to get into *real* trouble, falsify something to HCO or fail to report; that's the fastest route to suicide known”.

And make it stick!

And all will be well for we will then run out the group engrams which would otherwise remain, and so we keep the group clear.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 AUGUST 1965

Remimeo
All Staff Hats
Inspection Officer

THINGS THAT SHOULDN'T BE

If you see something going on in the org or incorrect that you don't like, and yet do not wish to turn in an Ethics chit, or indeed don't know who to report, WRITE A DESPATCH TO THE INSPECTION OFFICER.

Tell him what you have noticed and give him what data you can.

The Inspection Officer will then investigate it and make a report to the right executives or turn in an Ethics chit on the offending persons himself.

Don't just natter if there's something you don't like.

Tell the Inspection Officer. Then something can be done about it.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimed
All Hats

HCO POLICY LETTER OF 1 SEPTEMBER ADIS
Issue VII
CORRECTED AND REISSUED 5 OCTOBER 1985
(Corrections in this type style)

DIVISION I
ETHICS

ETHICS PROTECTION

Ethics actions must parallel the purposes of Scientology and its organizations.

Ethics exists primarily to get technology in. Tech can't work unless ethics is already in. When tech goes out, Ethics can (and is expected to) get it in. For the purpose of Scientology, amongst others, is to apply Scientology. Therefore when tech is in, Ethics actions tend to be dropped. Ethics continues its actions until tech is in and as soon as it is, backs off and only acts if tech goes out again.

The purpose of the org is to get the show on the road and keep it going. This means production. Every division is a production unit. It makes or does something that can have a *statistic* to see if it goes up or down. Example: a typist gets out 500 letters in one week. That's a statistic. If the next week the same typist gets out 600 letters that's an UP statistic. If the typist gets out 300 letters that's a DOWN statistic. Every post in an org can have a statistic. So does every portion of the org. The purpose is to keep production (statistics) up. This is the only thing that gives a good income for the staff member personally. When statistics go down or when things are so organized you can't get one for a post, the staff members' pay goes down as the org goes down in its overall production. The production of an organization is only the total of its individual staff members. When these have down statistics so does the org.

Ethics actions are often used to handle down individual statistics. A person who is not doing his job becomes an Ethics target.

Conversely, if a person *is* doing his job (and his statistic will show that) ethics is considered to be *in* and the person is *protected* by Ethics.

As an example of the proper application of ethics to the production of an org, let us say the Letter Registrar has a high statistic (gets out lots of effective mail). Somebody reports the Letter Registrar for rudeness, somebody else reports the Letter Registrar for irregular conduct with a student. Somebody else reports the Letter Registrar for leaving all the lights on. Proper Ethics Officer action = look up the general statistics of the Letter Registrar, and seeing that they average quite high, file the complaints with a yawn.

As the second example of ethics application to the production of an org, let us say a Course Supervisor has a low statistic (very few students moved out of his course, course number growing, hardly anyone graduating, a bad Academy statistic). Somebody reports this Course Supervisor for being late for work, somebody else reports him for no weekly Ad Comm report and bang! Ethics looks up the person, calls for an Ethics Hearing with trimmings.

We are not in the business of being good boys and girls. We're in the business of going free and getting the org production roaring. Nothing else is of any interest then to Ethics but (a) getting tech in, getting *it* run and getting *it* run right and (b) getting production up and the org roaring along.

Therefore if a staff member *is* getting production up by having his own statistic

excellent, Ethics sure isn't interested. But if a staff member isn't producing, shown by his bad statistic for his post, Ethics is fascinated with his smallest misdemeanor.

In short a staff member can get away with murder so long as his statistic is up and can't sneeze without a chop if it's down.

To do otherwise is to permit some suppressive person to simply ethics chit every producer in the org out of existence.

When people do start reporting a staff member with a high statistic, what you investigate is the person who turned in the report.

In an ancient army a particularly brave deed was recognized by an award of the title of Kha-Khan. It was not a rank. The person remained what he was, BUT he was entitled to be forgiven the death penalty ten times in case in the future he did anything wrong. That was a Kha-Khan.

That's what producing, high-statistic staff members are—Kha-Khans. They can get away with murder without a blink from Ethics.

The average fair to poor statistic staff member of course gets just routine ethics with hearings or courts for too many misdeeds. The low statistic fellow gets a court if he sneezes.

Ethics *must* use all org discipline only in view of the production statistic of the staff member involved.

And Ethics must recognize a Kha-Khan when it sees one—and tear up the bad report chits on the person with a yawn.

To the staff member this means—if you do your job you are protected by Ethics. And if you aren't so protected and your statistic is high, cable me.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

L.RH:CSI:ml.rd.gm

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 SEPTEMBER 1965

Gen Non-Remimeo

CLEANLINESS AND TIDINESS OF PREMISES

It is important to maintain our image before the public and to present clean and tidy quarters for the benefit of the public, staff and students.

In order to achieve this, if the Inspection Officer, when doing his regular Friday inspection of the grounds and premises, finds cases of untidy or dirty offices and grounds, he is required to do the following:—

1. File an Ethics chit on the person or section concerned.
2. Inform the Secretary concerned with a full report and put a copy on the time machine.
3. If the same offence is committed two weeks running, file an Ethics chit on the person or section concerned.
4. Report the names of the offenders and the nature of the offence to Ethics Officer for him or her to take whatever Ethics action is deemed necessary in order to get the job done and the orders complied with.
5. When posting up the results of the inspection on the staff notice board, also post up a list of chits filed and the reason for them.
6. A second offence chit should be clearly marked and should also be posted as "Second Offence Chit".
7. The Inspection Officer should also inspect that the orders have been carried out and doesn't just take "Done" as being a compliance but should check by actual observation.

So let's keep clean and tidy premises to work in and enjoy and spend our time in getting the show on the road.

L. RON HUBBARD

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 DECEMBER 1965

Remimeo

ETHICS CHITS

When anyone receives an Ethics Chit which the recipient feels is incorrect, the answer is not to issue another chit naming the person that issued the first chit. Such action merely sets up a vicious circle of Ethics Chits going between two persons.

The purpose of Ethics is to get Technology and policy in and get the org going, not to start slanging matches. Therefore if anyone receives an Ethics Chit, he or she should first take a good look at his or her actions and see what needs to be done in order to avoid a repetition of the offence.

If, however, after careful consideration they consider the chit really unjustified, they should politely despatch the Ethics Officer, stating briefly their reasons, supported where possible with data and ask for the chit to be withdrawn.

If, in light of the data received, Ethics is satisfied that the chit was incorrectly issued, he/she can return the chit and explanation to the originator asking for the chit to be withdrawn. If the originator decides now to withdraw the chit after seeing the explanation he returns it to Ethics requesting cancellation and Ethics removes the chit from the file.

If the originator is dissatisfied with the explanation the chit should not be withdrawn. The originator sends the despatch and chit back to the *Ethics Officer* with 'To Ethics—File' written on it. Ethics infos the receiver and files. In this case, the receiver can if he wishes appeal by despatch to the Ethics Officer and ask for a hearing. Thereupon, the Ethics Officer calls both the originator and the receiver (unless the originator is a Secretary or above) to his office and, taking only the facts set out in the receiver's despatch to *Ethics*, makes a quick investigation.

The Ethics Officer then makes one of the following adjudications:

1. Have the Ethics Chit destroyed.
2. Have the Ethics Chit destroyed and if he finds that the Chit was carelessly or incorrectly issued (bearing in mind what information was available to the originator at the time of issue), *indicate the incorrectness to the originator and order any necessary checkouts on the relevant Policy Letter/s violated to correct the originator into future on-policy handling.*
3. *If he discovers the Chit to have been a willful and knowing false report, convene an Ethics Hearing on the originator (not for the fact of filing, only for the willful and knowing false report); or if the originator is a Director or above, request an Executive Ethics Hearing be convened by the Office of LRH via the HCO Area Secretary.*
4. Order the Ethics Chit to remain on the file.
5. Take up all the receiver's Ethics Chits and hold the hearing accordingly.

If the originator is a Secretary or above the Ethics Officer and the receiver visit the Secretary in his Office for the hearing on appointment. But a Secretary or above need not grant the appointment at all if so inclined. In such a case the hearing is held without the originator in the Ethics Office.

No person may be penalized for issuing an Ethics Chit.

This policy letter is retroactive from this date. In other words old chits may be protested as above.

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L. RON HUBBARD

[Note: The original issue of this Policy Letter contained errors in the fifth paragraph which have been corrected in this edition. Also, point 2 above, which was incomplete in the original *mimeo*, has been corrected and completed, and a new item as point 3 has been included. The corrections and additions are shown in *italics*.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 DECEMBER 1965RA

Gen Non-
Remimeo (Replaces HCO Policy Letter of
Post Public 7 March 1965, Issue I. This
Bulletin was originally misdated as
Board 1 March 1965)
All Orgs
All Missions REVISED AND REISSUED
Int'l Justice 10 SEPTEMBER 1983
Chief
Snr HCO Network
All HCOs
MAAs
Ethics Officers

This HCO Policy Letter has been revised and reissued: a) to give the full and complete list of High Crimes (Suppressive Acts), b) to clarify the rights and non-rights of a declared Suppressive Person and give the administrative handling of such persons in order to protect the Church and its organizations and individual Scientologists against Suppressive Acts, and c) to update the issue in order to reflect the organizational changes which require the sanction of senior Ethics and Justice terminals in the handling of Suppressive Persons or Groups.

(Revisions not in script)

(HCO Division 1)

ETHICS

SUPPRESSIVE ACTS

SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS

(Reference:

HCOB	10 Sep 83	PTS-NESS AND DISCONNECTION
TAPE:	6505C18, SH Spec 61	ORGANIZATION AND ETHICS
TAPE:	6506C08, SH Spec 63	HANDLING THE PTS
TAPE:	6608C02, SH Spec 73	SUPPRESSIVES AND GAEs
TAPE:	6608C25, SH Spec 78	THE ANTI-SOCIAL PERSONALITY
HCOB	27 Sep 66	THE ANTI-SOCIAL PERSONALITY
HCOB	24 Apr 72, Issue I	C/S Series 79, PTS INTERVIEWS
HCOB	10 Aug 73	PTS HANDLING
HCOB	31 Dec 78, Issue II	OUTLINE OF PTS HANDLING
HCOB	31 Dec 78, Issue III	EDUCATING THE PTS, THE FIRST STEP TOWARD
HCO PL	20 Oct 81R	PTS TYPE A HANDLING
HCOB	8 Mar 83	HANDLING PTS SITUATIONS
HCOB	17 Apr 72	C/S Series 76, C/SING A PTS RD)

Due to the extreme urgency of our mission I have worked to remove some of the fundamental barriers from our progress.

The chief stumbling block, huge above all others, is the upset we have with POTENTIAL TROUBLE SOURCES and their relationship to Suppressive Persons or Groups.

A POTENTIAL TROUBLE SOURCE is defined as a person who while active in Scientology or a pc yet remains connected to a person or group that is a Suppressive Person or Group.

A SUPPRESSIVE PERSON or GROUP is one that actively seeks to suppress or damage Scientology or a Scientologist by Suppressive Acts.

SUPPRESSIVE ACTS are acts calculated to impede or destroy Scientology or a Scientologist and which are listed at length in this policy letter.

A Scientologist caught in the situation of being in Scientology while still connected with a Suppressive Person or Group is given a Present Time Problem of sufficient magnitude to prevent case gain, as only a PTP can halt progress of a case. Only ARC Breaks worsen it. To the PTP is added ARC Breaks with the Suppressive Person or Group. The result is no-gain or deterioration of a case by reason of the suppressive connection in the environment. Any Scientologist, in his own experience, can probably recall some such cases and their subsequent upset.

Until the environment is handled, nothing beneficial can happen. Quite the contrary. In the most flagrant of such cases the Scientologist's case worsened and the Suppressive Person or Group sent endless distorted or false reports to press, police, authorities and the public in general.

Unless the Potential Trouble Source, the preclear caught up in this, can be made to take action of an environmental nature to end the situation one has a pc or Scientologist who may cave in or squirrel because of no case gain and also a hostile environment for Scientology.

This policy letter gives the means and provides the policy for getting the above situation handled.

A Potential Trouble Source may receive no processing until the situation is handled.

Suppressive Persons or Groups relinquish their rights as Scientologists by their very actions and may not receive the benefits of the Codes of the Church.

The families and adherents of Suppressive Persons or Groups may not receive processing. It does not matter whether they are or are not Scientologists. If the families or adherents of Suppressive Persons or Groups are knowingly processed, any auditor doing so is guilty of a misdemeanor. (See HCO Policy Letter of 7 March 1965, Issue III, OFFENSES AND PENALTIES.)

A Potential Trouble Source knowingly permitting himself or herself or the Suppressive Person to be processed without advising the auditor or Scientology authorities is guilty of a crime. (See HCO Policy Letter of 7 March 1965, Issue III, OFFENSES AND PENALTIES.)

SUPPRESSIVE ACTS

Suppressive Acts are defined as actions or omissions undertaken to knowingly suppress, reduce or impede Scientology or Scientologists.

Such Suppressive Acts Include:

1. Any felony (such as murder, arson, etc.) against person or property.
2. Sexual or sexually perverted conduct contrary to the well being or good state of mind of a Scientologist in good standing or under the charge of Scientology such as a student or a preclear.
3. Blackmail of Scientologists or Scientology organizations threatened or accomplished - in which case the crime being used for blackmail purposes becomes fully outside the reach of Ethics and is absolved by the fact of blackmail unless repeated.
4. Using the trademarks and service marks of Dianetics and Scientology without express permission or license from the owner of the marks or its authorized licensee.
5. Falsifying records.
6. Testifying or giving data against Scientology falsely or in generalities or without personal knowledge of the matters to which one testifies.
7. Organizing splinter groups to diverge from Scientology practices still calling it Scientology or calling it something else.
8. Organizing a splinter group to use Scientology data or any part of it to distract people from standard Scientology.
9. Using Scientology (or perverted and alter-ised tech and calling it Scientology) harmfully so as to bring about disrepute to an org, group or Scientology itself.
10. Issuing alter-ised Scientology technical data or information or instructional or admin procedures calling it Scientology or calling it something else to confuse or deceive people as to the true Source, beliefs and practices of Scientology.
11. Unauthorized use of the materials of Dianetics and Scientology.
12. Holding, using, copying, printing or publishing confidential materials of Dianetics and Scientology without express permission or license from the author of the materials or his authorized licensee.
13. Falsely attributing or falsely representing oneself or others as Source of Scientology or Dianetics technology; or using any position gained with staff and/or public to falsely attribute non-Source material to Source or to falsely represent non-Source material as authorized Scientology or Dianetics technology.
14. Acts calculated to misuse, invalidate or alter-is legally or in any other way the trademarks and service marks of Dianetics and Scientology.
15. Intentional and unauthorized alteration of LRH technology, policy, issues or checksheets.
16. Developing and/or using squirrel processes and checksheets.

17. Knowingly giving false testimony to imperil a Scientologist which is false, a generality, or not based on personal knowledge.
18. Public disavowal of Scientology or Scientologists in good standing with Scientology Organizations.
19. Public statements against Scientology or Scientologists but not to Committees of Evidence duly convened.
20. Proposing, advising or voting for legislation or ordinances, rules or laws directed toward the Suppression of Scientology.
21. Pronouncing Scientologists guilty of the practice of standard Scientology.
22. Testifying hostilely before state or public inquires into Scientology to suppress it.
23. Reporting or threatening to report Scientology or Scientologists to civil authorities in an effort to suppress Scientology or Scientologists from practicing or receiving standard Scientology.
24. Bringing civil suit against any Scientology organization or Scientologist including the non-payment of bills or failure to refund without first calling the matter to the attention of the International Justice Chief and receiving a reply.
25. Demanding the return of any or all fees paid for standard training or processing actually received or received in part and still available but undelivered only because of departure of the person demanding (the fees must be refunded but this Policy Letter applies).
26. Writing anti-Scientology letters to the press or giving anti-Scientology or anti-Scientologist data to the press.
27. Continued membership in a divergent group.
28. Continued adherence to a person or group pronounced a Suppressive Person or Group by HCO.
29. Failure to handle or disavow and disconnect from a person demonstrably guilty of Suppressive Acts.
30. Being at the hire of anti-Scientology groups or persons.
31. Calling meetings of staffs or field auditors or the public to deliver Scientology into the hands of unauthorized persons or (persons) who will suppress it or alter it or who have no reputation for following standard lines and procedures.
32. Infiltrating a Scientology group or organization or staff to stir up discontent or protest at the instigation of hostile forces.
33. Mutiny.
34. Seeking to splinter off an area of Scientology and deny it properly constituted authority for personal profit, personal power or "to save the organization from the higher officers of Scientology".

35. Engaging in malicious rumour-mongering to destroy the authority or repute of higher officers or the leading names of Scientology or to "safeguard" a position.
36. Delivering up the person of a Scientologist without justifiable defense or lawful protest to the demands of civil or criminal law.
37. Receiving money, favours or encouragement to suppress Scientology or Scientologists.
38. Using an org position or commline to build up a private practice which re-routes org students, pcs and/or staff off org lines.
39. Severe breach of ecclesiastical and/or fiduciary duty as an executive or corporate official of any Scientology or Dianetics organization which has resulted in severe harm, loss or disrepute for Scientology or the organization.
40. Using Scientology lines for personal profit in such a way as to cause disruption in the organization or to block the flow of public up the Bridge.
41. Using the mailing lists of Scientology or Dianetics organizations for personal profit or gain.
42. Employing org staff members to the detriment of the production or the establishment of the organization.
43. Providing an organization's Pc folders, ethics files, student files, accounts files, Central Files folders or Central Files lists or partial lists, or Addresso lists or partial lists to any individual, group, organization, mission or other unit or agency for any reason or purpose except those covered explicitly in existing Church policy; or to provide such files or lists to any individual, group, organization, mission or other unit or agency which is unauthorized by or in bad standing with the Mother Church.
44. Calculated efforts to disrupt Church services or the flow of public up the Bridge through the Churches.
45. Refusal to allow staff or public to progress up the Bridge or creating blocks on the bridge preventing such progression.
46. Blatant and willful obstruction of Church operations or interference with Church contractual and other obligations to the detriment of Church expansion or activities.
47. Violation or neglect of any of the 10 points listed in HCO PL 7 Feb 65, KEEPING SCIENTOLOGY WORKING.
48. Violations of any of the 10 points listed in HCO PL 17 June 1970RA, URGENT AND IMPORTANT, TECHNICAL DEGRADES.
49. MUSICAL CHAIRS (transfers of persons around an org), THE SINGLE MOST DESTRUCTIVE ACTION TO AN ORG'S STATS. A stupid or suppressive person will tear up Div A to get personnel for Div B. (HCO PL 13 July 1974 II, Org Series 34, WORKING INSTALLATIONS. These errors are of long duration, and they do more to destroy an org than any other action: A) Making a hole in one place to remedy a hole in another, B) Training a person for tech but not admin and putting him in admin, C) Using the Tech Divs as personnel pools from which to man other divs, D) Rapid shifts of post, E) Leaving areas in an org unmanned. These personnel errors (or crimes) cause every

staff member to suffer in terms of lowered income, lowered pay, lowered facilities, lowered success.
HCO PL 29 Aug 70 I, Personnel Series 1, PERSONNEL TRANSFERS CAN DESTROY AN ORG.

50. Noise, session interruption. Loud sudden noises, loud bursts of laughter, shouting, whistling, noisy conversation in the area of sessions. As such noises are interruptive of processing, persons making such are to be reported to Ethics. The following penalties will automatically accrue; without recourse: One report will be a suspension of training for one week. Two reports will be declaration of the offender as a Suppressive Person. (HCO PL 31 May 1965, NOISE, SESSION INTERRUPTION.)
51. Comm Cycle Additives. There are no additives permitted on the Auditing Comm Cycle. It is a serious matter to get a pc to "clarify his answer". It is in fact an Ethics matter and if done habitually is a Suppressive Act, for it will wipe out all gain. (HCOB 23 May 1971 Iss X, Basic Auditing Series 9, COMM CYCLE ADDITIVES.)
52. Withhold of Vital Information. Obstruction of vital technical or management information lines in such a way as to deny people tech data, prevent students and pcs moving up the Bridge; or obstructing the relay, disclosure or free distribution of vital information so as to prevent its arriving amongst the public and orgs in terms of results, is classed as a High Crime.
53. Informing fellow staff members and others that one is leaving staff is hereby properly labeled a Suppressive Act.

Where a person is secretly planning to leave and making private preparations to do so without informing the proper terminals in an org and does leave (blow) and does not return within a reasonable length of time an automatic Declare is to be issued. Should any monies or organizational property be found to be missing in consequence, action is to be taken on criminal charges. (Ref: HCO PL 7 Dec 76, LEAVING AND LEAVES.)
54. The following policy violation is the highest crime in Tech or Qual:

Tolerating the absence of, or not insisting upon star-rated check outs on all processes and their immediate technology and on relevant policy letters on HGC Internes or staff auditors in the Tech Div or staff auditors or internes in the Qual Div for the levels and actions they will use before permitting them to audit org pcs and on supervisors in Tech and Qual who instruct or examine or failing to insist upon this Policy or preventing this Policy from going into effect or minimizing the check outs or lists. (Ref: HCO PL 8 March 1966, URGENT, HIGH CRIME.)
55. Spreading false tales to invalidate Clears or spreading libelous and slanderous statements about the alleged behaviour of Clears is a High Crime. (Ref: HCO PL 4 August 1966, CLEARS, INVALIDATION OF.)
56. It is a High Crime to cut the basic communication lines of Scientology. This includes instances where impedance or negligence denies adequate supply of technical materials

to HGC or Qual Auditors and to Dianetics or Scientology students. (HCO PL 12 Feb 70RA, Rev. 3 Mar 80, LRH COMM AND HCO EXEC SEC RESPONSIBILITY FOR LINES.)

57. Knowingly falsifying an auditing report in order to make oneself seem more competent than one is or to hide departures from the C/S or to omit vital data necessary to C/Sing, resulting in upsets to a case and time spent in investigation by seniors, is actionable by Comm Ev and if the matter is proven beyond reasonable doubt, a cancellation of all certificates and awards, a declare and expulsion order are mandatory. (Ref: HCOB 26 Oct 76 Iss I, C/S Series 97, AUDITING REPORTS, FALSIFYING OF.)
58. Permitting in a course room any of the six out-ethics activities listed in HCO PL 30 Oct 78R, COURSES - THEIR IDEAL SCENE, is a Comm Ev offense and Supervisors, Ds of T, Tech Secs, Qual Secs or MAAs (Ethics Officers) so found guilty are subject to declare as a Suppressive Person. (Ref: HCO PL 30 Oct 78R, COURSES - THEIR IDEAL SCENE.)
59. Any C/S C/Sing for a level for which he has not been trained is subject to the suspension of all certificates and deprivation of all bonuses as well as refund of all bonuses ever obtained while C/Sing as a C/S levels for which he has not been trained above or below his class. This does not limit the penalties which can be applied which can include declare and expulsion. (Ref: HCOB 28 Jan 79, C/S QUALIFICATIONS.)
60. Any staff member who either verbally or by his actions threatens to crash, or deliberately crashes his stats in order to avoid a legal or on-policy order or ethics action is to be instantly declared.
61. It is a High Crime (Suppressive Act) for any staff member to knowingly or unknowingly waste org book stocks or cause them to be wasted or tampered with.

It is further a High Crime for a staff member, Bookstore Officer or executive to fail to take the necessary precautions for the protection and correct use of org bookstocks.
62. It is a High Crime to publicly depart Scientology.
63. Any repeated or continued violation of the five points of out-study tech listed in HCO PL 4 April 1972R, ETHICS AND STUDY TECH, after two Courts of Ethics for violation of these points, subjects the person to a Committee of Evidence on the charge of committing an act or omission undertaken to knowingly suppress, reduce or impede Scientology or Scientologists, and if found guilty beyond reasonable doubt, the person may be declared Suppressive and expelled with full penalties. (Ref: HCO PL 4 Apr 72R Iss III, ETHICS AND STUDY TECH.)
64. To alter and pervert tech or procedure to prevent discovery of withholdings is classified as a Suppressive Act. This enters many areas: changing or losing issues, issuing issues in BTB or BPL form that contain incorrect and misleading data, posting known criminals or incompetents to training posts, verbal tech, or any action which would prevent tech from being known or correctly used. (Ref: HCO PL 17 Jan 79, A NEW TYPE OF CRIME.)

65. Where proven beyond reasonable doubt that funds and business have been diverted from an org to its detriment a declare order on those responsible is mandatory and possible criminal prosecution may be undertaken.
66. Admitting a famous person or notable writer to higher level processing who has not fully attained lower level processing shall be classified as a High Crime. This applies in particular to Power, Clearing Courses and OT Courses. (Ref: HCO PL 23 Feb 70, ETHICS, QUALITY OF SERVICE.)
67. Failure to strenuously act to clean up an "ARC broken field" shall be deemed a High Crime for an Executive Council. (Ref: HCO PL 23 Feb 70, ETHICS, QUALITY OF SERVICE.)
68. It is a High Crime to permit SP and PTS people in Pubs Orgs or Departments or in Dept 16 (Div 6, Advertising) as these will starve both the public and the org. (Ref: HCO PL 28 May 72, IMPORTANT, BOOM DATA.)
69. Any executive issuing an order that certain HCO PLs or HCOBs are not to be followed, where this is proven beyond reasonable doubt, shall be considered as having committed a High Crime, and this can carry the assignment of the condition of Treason for both the person issuing the order and the person who receives and executes it. (Ref: HCO PL 18 Oct 67 Iss III, POLICY AND HCOB ALTERATIONS, HIGH CRIME.)
70. Any auditor seeing a Rock Slam on a pc and failing to mark it down and report it is guilty of a High Crime, as this injures society, the org and the person himself. HCOB 1 Nov 74RA, Rev. 5 Sep 78, ROCK SLAMS AND ROCK SLAMMERS.)
71. When a pc has rollercoastered despite an F/N at session end and at Examiner's and if neither Tech nor Qual makes any effort to remedy, then the matter becomes a High Crime. (Ref: HCO PL 13 Jan 71, EXAM 24 HOUR RULE.)
72. If Red Tags, per the Examiner's 24-Hour Rule, continue unhandled by Tech or Qual, the matter becomes a High Crime. (Ref: HCO PL 13 Jan 71, EXAM 24-HOUR RULE.)

Additionally, a crime, if severe and of magnitude harmful to many and committed repeatedly, can be re-classed as a High Crime. (See HCO PL 7 March 1965 III, OFFENSES AND PENALTIES, for those actions which classify as crimes.)

Suppressive Acts are clearly those covert or overt acts knowingly calculated to reduce or destroy the influence or activities of Scientology or prevent case gains or continued Scientology success and activity on the part of a Scientologist. As persons or groups that would do such a thing act out of self interest only to the detriment of all others, they cannot be granted the rights ordinarily accorded rational beings.

If a person or a group that has committed a Suppressive Act comes to his, her or their senses and recants, his, her or their only terminal is the International Justice Chief, via the Continental Justice Chief, who:

- A. Tells the person or group to stop committing present time overts and to cease all attacks and suppressions so he, she or they can get a case gain;

- B. Requires a public announcement to the effect that they realize their actions were ignorant and unfounded and stating where possible the influences or motivations which caused them to attempt to suppress or attack Scientology; gets it signed before witnesses and published broadly, particularly to persons directly influenced or formerly associated with the former offender or offenders. The letter should be calculated to expose any conspiracy to suppress Scientology or the preclear or Scientologist if such existed;
- B(1). Requires that all debts owed to Scientology organizations or Missions are paid off;
- B(2). May require that, subject to the approval of the International Justice Chief, an amends project suitable and commensurate with the severity and extent of the Suppressive Acts committed be completed before further A to E steps are undertaken.

Before any such amends project is begun, the person must submit an Amends Project Petition to the International Justice Chief, using full CSW and stating what he proposes to do as amends, and this must be approved by the International Justice Chief to be considered valid. (Ref: HCO PL 1 May 65, STAFF MEMBER REPORTS, and HCO PL 1 May 65 II, ORDER BOARD AND TIME MACHINE.) Evidence of genuine ethics change may be required before approval of the amends project is given. (Examples of such evidence might be, depending upon the High Crimes committed: the person has obtained an honest job; has paid off all debts owed to others; valid contributions have been made to the community; the person has totally ceased those actions for which he was declared, etc.)

It is also within the power of the International Justice Chief, when approving an Amends Project Petition, to require, as a protector of the Church and its tenets and membership, that such amends project be carried out entirely off any Scientology Organization, Mission or Network lines, and to require, before the amends project may be considered complete, extensive evidence over a protracted period of time that the person has, beyond any doubt, ceased his or her suppressive actions, has created no problems for the Church or any member of the Church in any way on any line, and has undertaken and completed an action which is clearly and undeniably of benefit to Mankind;

- C. Requires training beginning at the lowest level of the Bridge at their expense if Executives in charge of training will have the person or the group members;
- D. Makes a note of all the above matters with copies of the statement and files in the Ethics files of those concerned;
- E. Informs the International Justice Chief and forwards a duplicate of the original statements which show signatures.

Any Potential Trouble Source owing money to any Scientology organization is handled the same as any other Scientologist. Failure to discharge a financial obligation becomes a civil matter after normal, within-org avenues of collection have been exhausted.

Any PTS who fails to either handle or disconnect from the SP who is making him or her a PTS is, by failing to do so, guilty of a Suppressive Act.

Civil Court action against SPs to effect collection of monies owed may be resorted to, as they are not entitled to Scientology Ethics procedures.

Until a Suppressive Person or Group is absolved or until permitted to actively engage in the training required in Point C, as duly authorized and published, his, her or their only Scientology terminal is the International Justice Chief via the Continental Justice Chief, or members of a duly authorized and convened Committee of Evidence.

A Suppressive Declare Order upon a person or group and all of the conditions inherent within it remain in force until the order has been officially cancelled by an authorized and published Church issue.

Also, until a Suppressive Person or Group is absolved, but not during the period when the person requests and has a Committee of Evidence, or an amnesty occurs, no Scientology Ethics other than this HCO Policy Letter applies to such person, no Committee of Evidence may be called on any Scientologist or person for any offenses of any kind against the Suppressive Person except for offenses which violate the laws of the land except to establish in cases of real dispute whether or not the person was suppressing either Scientology or the Scientologist.

Such persons are in the same category as those whose certificates have been cancelled, and persons whose certificates, classifications and awards have been cancelled are also in this category.

The imagination must not be stretched to place this label on a person. Errors, misdemeanors and crimes do not label a person as a Suppressive Person or Group. Only High Crimes do so.

A Committee of Evidence may be called by any Convening Authority who wishes more concrete evidence of efforts to suppress Scientology or Scientologists but if such a Committee's findings, passed on, establish beyond reasonable doubt Suppressive Acts, this Policy Letter applies.

Outright or covert acts knowingly designed to impede or destroy Scientology or Scientologists is what is meant by Acts Suppressive of Scientology or Scientologists.

The greatest good for the greatest number of dynamics requires that actions destructive of the advance of the many, by Scientology means, overtly or covertly undertaken with the direct target of destroying Scientology as a whole, or a Scientologist in particular, be summarily handled due to the character of the reactive mind and the consequent impulses of the insane or near insane to ruin every chance of Mankind via Scientology.

POTENTIAL TROUBLE SOURCE

A Scientologist connected by familial or other ties to a person who is guilty of Suppressive Acts is known as a Potential Trouble Source or Trouble Source. The history of Dianetics and Scientology is strewn with these. Confused by emotional ties,

dogged in refusing to give up Scientology, yet invalidated by a Suppressive Person at every turn they cannot, having a PTP, make case gains. If they would act with determination one way or the other-reform the Suppressive Person or otherwise standardly handle the situation, they could then make gains and recover their potential. If they make no determined move, they eventually succumb.

Therefore this Policy Letter extends to suppressive non-Scientology wives and husbands and parents, or other family members or hostile groups or even close friends. So long as a wife or husband, father or mother or other family connection, who is attempting to suppress the Scientology spouse or child, or hostile group remains continuously acknowledged or in communication with the Scientology spouse or child or member, then that Scientologist or preclear comes under the family or adherent clause and may not be processed or further trained until he or she has taken appropriate action to cease to be a Potential Trouble Source.

The validity of this policy is borne out by the fact that the US government raids and other troubles were instigated by wives, husbands or parents who were actively suppressing a Scientologist, or Scientology, or who were acting under the influences of persons or agencies who had deliberately mis-informed them regarding Scientology. The suppressed Scientologist did not act in good time to avert the trouble by handling the antagonistic family member.

Any processing of the Potential Trouble Source is denied or illegal while the connection exists and a person not actively seeking to settle the matter may be subjected to a Committee of Evidence if processed meanwhile.

POTENTIAL TROUBLE SOURCES AND DISCONNECTION

The subject and technology of "disconnection" is thoroughly covered in HCOB 10 September 1983, PTS-NESS AND DISCONNECTION, and in the basic technical materials referenced therein.

Unwarranted or threatened disconnection has the recourse of the person or group being disconnected from requesting a Committee of Evidence from the nearest Convening Authority (or HCO) and producing to the Committee any evidence of actual material assistance to Scientology without reservation or bad intent. The Committee must be convened if requested.

The real motives of Suppressive Persons have been traced to quite sordid hidden desires--in one case the wife wanted her husband's death so she could get his money and fought Scientology because it was making the husband spiritually well. Without handling the wife or the connection with the woman the Scientologist, as family, drifted on with the situation and the wife was able to cause a near destruction of Scientology in that area by false testimony to the police and government and press. Therefore this is a serious thing--to tolerate or remain connected to a source of active suppression of a Scientologist or Scientology without standardly handling or acting to expose the true motives behind the hostility and reform the person. No money particularly may be accepted as fee or loan from a person who is "family" to a Suppressive Person and therefore a Potential Trouble Source. There is no source of trouble in Scientology's history greater than this one for frequency and lack of attention.

Anyone absolved of Suppressive Acts by an amnesty or a Committee of Evidence ceases to be declared Suppressive. Anyone

found guilty of Suppressive Acts by a Committee of Evidence and its Convening Authorities remains declared unless saved by an amnesty.

This Policy Letter is calculated to prevent future distractions of this nature as time goes on.

RIGHTS OF A SUPPRESSIVE PERSON OR GROUP

A truly Suppressive Person or Group has no rights of any kind as Scientologists.

However a person or group may be falsely labelled a Suppressive Person or Group. Should the person or group claim the label to be false, he, she or they may request a Committee of Evidence via their nearest Continental Justice Chief. The executive with the power to convene a Committee of Evidence must do so if one is requested for recourse or redress of wrongs.

The person or representative of the group labelled Suppressive is named as an Interested Party to the Committee. They attend it where it convenes.

The Committee must pay attention to any actual evidences that the person or group that is accused of being suppressive may produce particularly to the effect of having helped Scientology or Scientologists or a Scientologist and if this is seen to outweigh the accusations, proof or lack of it, the person is absolved.

Any knowingly false testimony, forgeries or false witnesses introduced by the person or group accused of being suppressive can result in an immediate finding against the person or group.

Any effort to use copies of the testimony or findings of a Committee of Evidence called for this purpose or holding it to scorn in a civil court immediately reverses any favourable finding and automatically labels the person or group suppressive.

If the findings, as passed upon the Convening Authority and the International Justice Chief, demonstrate guilt, the person or group is so labelled as a Suppressive Person or Group.

Failing to prove guilt of Suppressive Acts, the Committee must recommend to absolve the person or group publicly.

When a person, by some circumstance, has been incorrectly declared, then after he has had a Committee of Evidence and the Suppressive Person Declare Order has been cancelled, he may, if he wishes, request a Board of Review who, upon full review of the matter, may if warranted ask for the return of lost pay or status the person may have experienced while incorrectly declared a Suppressive Person. (Ref: HCO PL 23 Feb 78, BOARD OF REVIEW.)

RECOURSE OF A POTENTIAL TROUBLE SOURCE

A person labelled a Potential Trouble Source and so barred from receiving auditing, may request a Committee of Evidence of the nearest Continental Justice Chief via HCO as recourse if he or she contests the allegation.

The Committee of Evidence requested must be convened by the nearest Convening Authority.

If evidences of disconnection are given, the Committee of Evidence findings and recommendations and the Convening Authority, once the findings are duly approved, must remove the label of Potential Trouble Source from the Scientologist. If the alleged Suppressive Person or Group is clearly and beyond reasonable doubt shown not to be guilty of Suppressive Acts or is shown clearly to have reformed, the Committee of Evidence must recommend removal of the label Suppressive Person or Group from the suspected person or group. However, once a person or group has been declared Suppressive by an authorized, published order, the removal or lifting of the declare order or label must be approved by the International Justice Chief.

But should the former Potential Trouble Source's state of case show no gain after reasonable time in processing, any executive of Division 4 (Training and Processing) may order a new Committee of Evidence in the matter and if it and its Convening Authority recommend to reverse the former findings, and if such findings are approved on International Justice lines, the labels are applied. But no auditor may be disciplined for auditing either during the period between the two findings.

RE COURSE OF AN AUDITOR

An auditor disciplined for processing a Potential Trouble Source or a Suppressive Person or a member of a Suppressive Group, may request a Committee of Evidence if he can persuade the Potential Trouble Source and the Suppressive Person or a representative of the Suppressive Group to appear before it.

The auditor so requesting may also have named as an Interested Party or Parties with himself the person or persons who supplied the information or misinformation concerning his actions.

No damages or costs may be borne by or ordered by a Committee of Evidence in cases involving Potential Trouble Sources or Suppressive Persons or Groups.

When the Potential Trouble Source or Suppressive Person or Group representative fails to appear before a Committee of Evidence on a Bill of Particulars labelling persons as Potential Trouble Sources or Suppressive Persons or Groups at the published time of its convening, the Bill of Particulars stands as proven and the Convening Authority is bound so to declare.

EVIDENCE OF DISCONNECTION

Any HCO Secretary may receive evidences of disconnection or disavowal and, on finding them to be bona fide, must place copies of such evidences in the Ethics file and in the CF folders of all persons named in them.

The disconnecting person then ceases to be a Potential Trouble Source (once any additional PTS handling of a technical nature required by the Case Supervisor has been successfully completed).

The procedure for a recanting Suppressive Person or Group is outlined above.

EVIDENCES OF SUPPRESSION

It is wise for any Scientologist, HCO Secretary or Committee of Evidence in matters concerning Suppressive Acts to obtain valid documents, letters, testimonies duly signed and witnessed, affidavits duly sworn to and other matters and evidences which would have weight in a court of law. Momentary spite, slander suits, charges of Scientology separating families, etc. are then guarded against.

If matters concerning Suppressive Acts are given good and alert attention, properly enforced, they will greatly accelerate the growth of Scientology and bring a new calmness to its people and organizations and far better case gains where they have not heretofore been easy to achieve.

Preclears with present time problems, ARC broken with associated but Suppressive Persons will not obtain case gains but on the contrary, may experience great difficulty.

Observance of these facts and disciplines can help us all.

Nothing in this Policy Letter shall ever or under any circumstances justify any violation of the laws of the land or intentional legal wrongs. Any such offense shall subject the offender to penalties prescribed by law as well as to Ethics and Justice actions.

~ L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy

by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 OCTOBER 1968

Re mimeo

CANCELLATION OF FAIR GAME

The practice of declaring people FAIR GAME will cease. FAIR GAME may not appear on any Ethics Order. It causes bad public relations.

This P/L does not cancel any policy on the treatment or handling of an SP.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 29 JUNE 1968

Remimeo
Ethics Officer
Hat
Registrar Hat
Address Hat
Franchise
City Offices

Div 1 – Dept 3 – Ethics Section

ENROLLMENT IN SUPPRESSIVE GROUPS

(Amends HCO PL 28 Dec 1965
of Same Title)

Any person found to be connected to a Suppressive Group may not thereafter be enrolled in the Saint Hill Solo Audit Course or the Clearing Course.

Suppressive Groups are defined as those which seek to destroy Scientology or which specialize in injuring or killing persons or damaging their cases or which advocate suppression of Mankind.

It does not matter whether the person so connected disconnects or handles, or whether the connection has been previously severed.

The reason for this policy letter is to make it extremely difficult for suppressive groups to acquire data they could then pervert and use to harm others.

If a person was a member and left, it still remains such a person must have had some basic agreement with the motives of the suppressive group.

If we do not hold this rule we may find our task made harder by the abuse of data. We do not want, ever again, the epidemics of implantation to recur and will do all in our power to deny data to any who might pervert it to such use.

A person so denied access to upper level data may not receive it ever unless the group of which he is or has been a member is completely abolished and dispersed.

Ethics files in all orgs must contain the names of such persons.

Neither may such a person ever become a staff member of a Scientology organization without special clearance from LRH Ethics Authority Section, Dept 27, WW. Anyone on staff found to have been a member of a suppressive group must be sent to this section for clearance.

NAMES PERSONS ENROLLED IN SP GROUPS OR DECLARED SP MUST BE CIRCULATED TO ALL FRANCHISE HOLDERS, SCN OFFICES AND ORGS AS AND WHEN DISCOVERED. THEY ARE NOT COVERED BY ANY AMNESTY AND MAY NOT HAVE ADVANCED COURSES UNTIL GROUP DISBANDED. SUCH PERSONS MAY NOT BE EMPLOYED BY ORGS OR OFFICES AND IF FOUND EMPLOYED IN ANY CENTRE THAT FRANCHISE WILL BE CANCELLED, PERSONS OF SP GROUP MEMBERSHIP OR DECLARED SP MAY NOT BE FSMS.

L. RON HUBBARD
Founder

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[Note: The 29 June 1968 amendment was the addition, sent by telex, of the paragraph in full caps.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 15 NOVEMBER 1965

Remimeo
All Staff

**REPORTING OF THEFT AND ACTION
TO BE TAKEN**

When a theft occurs in the Organisation, a routine set of actions should occur. These actions are as follows:

1. The person discovering the theft goes immediately to the Ethics Officer and makes a full verbal report of the article/articles stolen, when they were last there—who was responsible for their safety—and any further data that he has on it.
2. The Ethics Officer writes down all details of the theft and the articles stolen.

In the cases where large objects such as a machine, car, or the building has been broken into and something taken, he calls the Police immediately giving full details of the theft.

3. The Ethics Officer then makes a Xerox copy of the details of the theft and takes it to the Insurance Officer, *Dept of Records, Assets and Materiel, Org Division*.
4. The Insurance Officer takes the Report and immediately notifies the Insurance Company with which the article was insured.

These actions should be done speedily as in some cases unless a theft is reported immediately to the Police and the Insurance Company, the Insurance is not collectable.

It is the responsibility of the Insurance Officer to see that all articles of value are insured.

L. RON HUBBARD

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