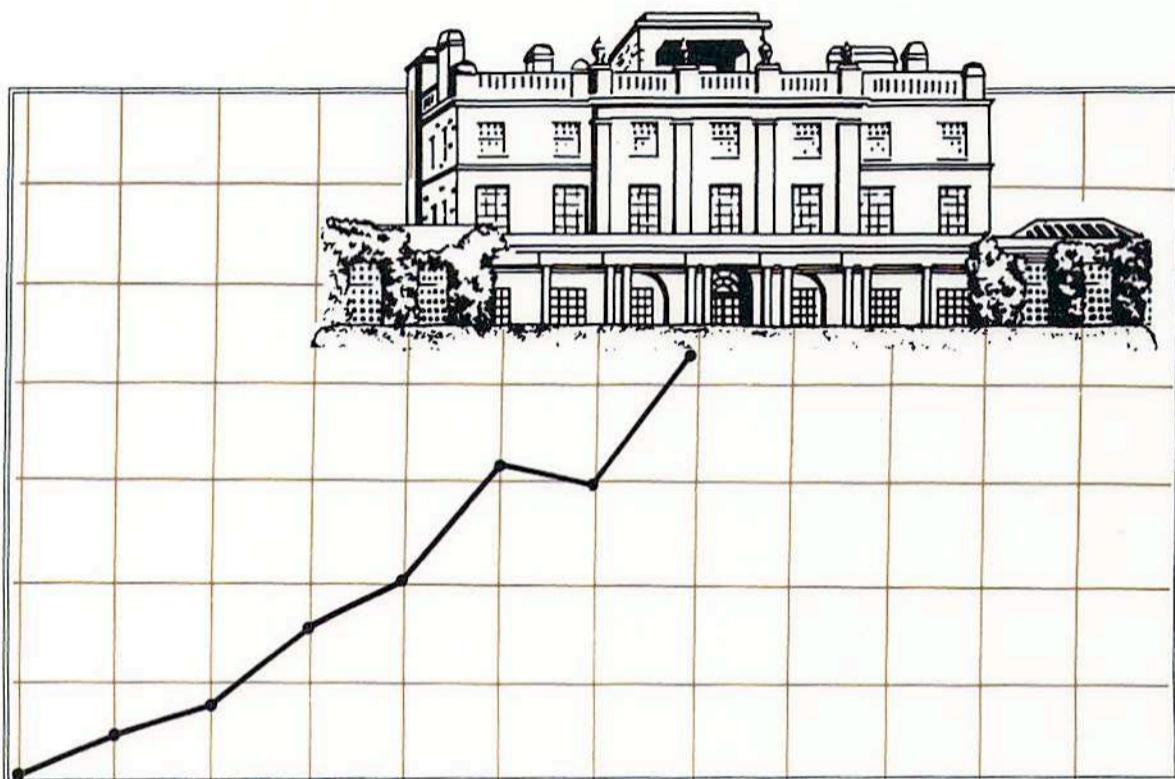


INTERNATIONAL MANAGEMENT 1987 VIDEO BRIEFING



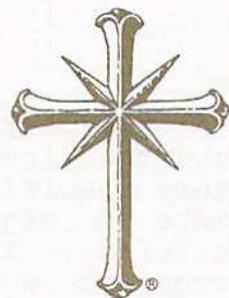
“The difference between not doing it and doing it is simply having the purpose of doing it and then doing it!” — LRH

(LRH™ ED 339R-1 INT The Make-Break Point of an Org)

**REFERENCE PACK
FOR ALL STAFF**

TABLE OF CONTENTS

0. INT MANAGEMENT BULLETIN NO. 110	RE: INTERNATIONAL MANAGEMENT VIDEO BRIEFING
1. LRH ED 339R INT	REVISION OF THE BIRTHDAY GAME 1982/ 83
2. LRH ED 339R-1 INT	THE MAKE-BREAK POINT OF AN ORG
3. HCO PL 27 AUGUST 1982	VITAL DATA: POWER AND AFFLUENCE CONDITIONS
4. INT MANAGEMENT BULLETIN NO. 30	IMPORTANT : INTERNATIONAL STRATEGY FOR ORGS
5. HCO PL 22 DECEMBER 1982RA	SERVICE ROUTES FOR NEW PUBLIC
6. 339R IMPLEMENTATION PROGRAM	DIANETICS WORKSHOP PROGRAM
7. HCO PL 20 NOVEMBER 1965RA	THE PROMOTIONAL ACTIONS OF AN ORGANIZATION
8. FBDL 208	MAGAZINES
9. HCO PL 1 JULY 1982	MANAGEMENT COORDINATION
10. 339R IMPLEMENTATION PROGRAM	YOUR ORG COORDINATION PROGRAM
11. FBDL 226R	PROGRAMMING ORGS
12. HCO PL 28 MARCH 1965	EMERGENCIES AND ACCOUNTS PERSONNEL
13. LRH ED 55 INT	FINANCIAL PLANNING PROGRAMME NO.1
14. HCO PL 28 JANUARY 1965	HOW TO MAINTAIN CREDIT STANDING & SOLVENCY
15. HCO PL 18 JUNE 1968	ETHICS
16. LRH ED 39 INT	ETHICS PROGRAM NO. 1
17. LRH ED 63 INT	ETHICS UPSTATS
18. HCO PL 22 JULY 1982	IMPORTANT - KNOWLEDGE REPORTS
19. HCO PL 31 JANUARY 1983	THE REASON FOR ORGS



INTERNATIONAL MANAGEMENT BULLETIN No.110

from
Church of Scientology International
Church of Scientology Management
Central Authority for Dianetics® and Scientology Activities

TO: ALL STAFF CLASS 4 ORGS
ALL STAFF ALL CLOS
ALL FCB STAFF

21 October 1987

FROM: ED INTERNATIONAL

RE: INTERNATIONAL MANAGEMENT

VIDEO BRIEFING FOR ALL STAFF

The Commanding Officer of the Commodore's Messenger Org International, Captain Mark Ingber, the Senior CS International, Commander Jeff Walker and myself, have just recorded a video briefing for YOU.

We felt it was very important that YOU get briefed directly by us on the current actions on-going to get in Strategic Planning and achieve the Purpose of LRH™ ED 339R INT so you can forward these actions from your post in YOUR ORG.

In LRH ED 339R-1 INT, THE MAKE-BREAK POINT OF AN ORG, LRH says that: "At this moment of writing, the applied conditions formula -- save only where an affluence of a stat exists which then takes the Affluence Formula -- is EMERGENCY. And that formula is precise."

You will see that this briefing is fully aligned with getting the Emergency Formula done for real and covers specific and vital actions to do to get in each step of the Formula in coordination with the Current International Production Strategy and LRH ED 339R INT.

Of course, as LRH says, you must apply the Affluence Formula where you have an Affluence. But it is very urgent for EVERY org to be expanded to and beyond the size of the old Saint Hill in its prime and 5.4X its Gross Divisional Statistic and Departmental Stats. And that is going to mean completing the Emergency Formula as LRH covers in LRH ED 339R-1 INT.

Immediately following the viewing of our video briefing, you will be listening to an LRH lecture which is very applicable and is called THE FIVE CONDITIONS. This LRH lecture covers correct conditions formula application in detail and will help you expand your org.

Copyright © 1987 CSI. All Rights Reserved.

INTRO ROUTES

As part of getting in the Current International Production Strategy and the first step of the Emergency Formula, which is to promote, some very specific data is being given to you on the Routes for new public into the org and up The Bridge®. Three routes are covered in the briefing. It has just come up from international surveys that several orgs were successfully using a fourth route. This is the Success Through Communication Route which starts with introductory services such as a showing of the Introduction to Scientology film (LRH interview), and is followed by the Success Through Communication Course, the HQS™ Course and then onto major Services in Division 4 (reference HCO PL of 22 December 1982RA "IMPORTANT SERVICE ROUTES FOR NEW PUBLIC"). If you are using this Intro Route or any other ON POLICY successful Intro Routes in your Public Divs which are getting new public onto The Bridge in volume, do not drop them.

WE ARE COUNTING ON YOU

We are telling you the priorities and giving you the directions to follow to 5.4X your org and expand it to and beyond the size of the old Saint Hill.

We want to hear from you and I have attached a few questions I want you to answer and send back directly to me right after you have seen the video briefing and heard the LRH lecture.

We are counting on you to do your part, apply the data you are about to see and hear and reinforce what contributes to booming your org and discard what does not.

We need you to 5.4X your org and boom it now.

We are counting on you. We know we can. So, let's see the fur flying and your stats booming!

Captain Guillaume Lesevre

ED INTERNATIONAL

Authorized by AVC INT

for
CHURCH OF SCIENTOLOGY
INTERNATIONAL

Index:

Page 1, quote © 1982 LRH.

CSI:AVCI:GL:ja

INT MANAGEMENT BULLETIN NO 110 ATTACHMENT NO 1

=====
IMMEDIATELY AFTER HAVING SEEN THE INT MANAGEMENT VIDEO BRIEFING AND
LISTENED TO THE LRH LECTURE "THE FIVE CONDITIONS", ANSWER THE QUESTIONS
BELOW AND HAND IT TO THE ORG FR (OR CO/ED) SO IT IS ROUTED DIRECTLY AND
IMMEDIATELY BACK TO ME. I AM VERY INTERESTED IN YOUR ANSWERS.
=====

TO: ED INT 

Date _____

FROM: _____

(post)

(name)

(org)

=====
**1. HAVE YOU SEEN THE INT MANAGEMENT VIDEO BRIEFING AND HEARD THE LRH
LECTURE "THE FIVE CONDITIONS" IN FULL?**

(Use additional paper as needed)

**3. HOW CAN YOU APPLY THE DATA CONTAINED IN THE VIDEO BRIEFING AND THE
LRH LECTURE ON YOUR POST?**

(Use additional paper as needed)

4. WHAT SHOULD BE DONE IN YOUR ORG TO GET IN THE DATA CONTAINED IN THE VIDEO BRIEFING AND THE LRH LECTURE AND BOOM THE ORG?

(Use additional paper as needed)

5. HOW CAN YOU CAUSE THIS TO HAPPEN FROM YOUR POST?

(Use additional paper as needed)

6. ANY HELP YOU NEED?

7. ANYTHING YOU WISH TO COMMUNICATE TO INT MANAGEMENT?

(Use additional paper as needed)

THANK YOU!

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 339R INT

13 March 1982

Revised

30 July 1982

CANCELS LRH ED 339 INT

TO: ALL STAFF,
WDC,
IMO,
FOLOs,
ORGs—SO & CL IV,
ALL CONTINENTS,
INCL EU
(Not BPI)

(Revisions not
in Script)

FROM: RON

SUBJECT: REVISION OF THE BIRTHDAY GAME 1982/83

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

HISTORY

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

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

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

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

EXTENT OF ORGS

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

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

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

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

The only question is: how fast?

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

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

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

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

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

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

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

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

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

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

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

INGREDIENTS OF EXPANSION

What does it take to make an org run?

1. ESTABLISHMENT. This also includes legal and defense, not just more hatted staff. This is Div 7 and HCO. And staff correction and enhancement in Qual.
2. BOOKS, CASSETTES. This is Div 2 and many other outlets including mail order.
3. MARKETING. This is Div 7, Div 2, anything that gets books, cassettes, services and products known to and in public and Scn field hands
4. AN ACTIVE FIELD. This is Div 6, field auditors, missions, WISE, and any other activity outside the org including the furthest reaches of possible publics.
5. AN INFLUX OF PUBLIC. This is Div 6 in all its divisions and activities.
6. GROSS INCOME. Without money and an exchange with the society, you cannot operate at all. This includes the reges in Div 2, Div 6. It includes a continual keep up and work of Central Files and Addresso. It includes the Treasury Div—Div 3. And it is overseen by the FBO NW.
7. SERVICES. This means any and all services the org offers, major and minor. Without good and meaningful services to exchange, an org cannot long exist. Training and Processing have similar importance: you and the world need auditors who are trained. A processed person cannot go all the way without being trained.
8. QUALITY. Services anywhere in an org or field have to be kept up to high quality; otherwise you lose ground. And the quality of executive and staff member performance must be enhanced for expansion to occur. This is Div 5.
9. CALL IN. People must be called in for services fully or partially paid for, must be scheduled, recovered when fallen off lines and put into the pc chair or course rooms. This, in orgs, is the tech services department.
10. FILMS. For both training and public, films, properly used, can play a vital role. This is a visual communications age.

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

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

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

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

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

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

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

THE GAME

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

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

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

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

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

True, true.

Yet not a complete statement.

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

Aha, some tips!

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

THE BIRTHDAY PROGRAM

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

2. THINK IN FUTURES. Stats record what you did yesterday and in the past. They were that way, if they were bad, because nobody thought of the FUTURE; and if they were good, it was because somebody thought of the future and made the stats respond. You CAN control stats and determine them, but only if you take today's stats and stretch them into the FUTURE and do the things you have to do in order to have SOARING future stats. They don't occur because of luck. Future stats are made by doing the things that will make them rise in the FUTURE. That future can be an hour away, tomorrow, next Thursday or the end of this quarter or 13 March 1983! That applies to every post, every section and every department, every division and the org AND the immediate FIELD! So right now, take every org stat you have and draw it forward through the end of each quarter to 5.4X what it was on 13 March 1982 to what it will be—or what it must be to win this game—on 13 March 1983. Aha! Now we know where we are going and can PLAN in every part of the org to reach those quotas. The Ad Council should do these, the EC should check it over. But very importantly, the Ad Council should put, with each stat, a PLAN and exactly how they are going to increase this stat, giving numerical values (how many reg interviews, bodies in the shop and all the rest of it) for each week of the future. With the EC's approval, these quotas can be mini-programmed and the targets actually DONE. And lo and behold, you'll make your 5.4X. Oh, it will take a lot of hustle to do it and, of course, pgms will be debugged and revised and added to. But the point is, in doing this target of the birthday program (which I am sure management will put out in an SO ED to accompany this to help you get it done), you will have begun to do Target One above: thinking big.

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

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

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

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

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

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

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

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

They are AT YOUR SERVICE!

3. EXPANSION. It is upon expansion that victory depends. But how much expansion is EXPANSION? Well, to give you a hint, you all know how big and busy Saint Hill was in the mid-60's. Well, I ran it up from six staff to that in very short order indeed. It was the last org I ran directly as its ED. The bulk of policy in the OEC volumes is concerned with how and why sh became SAINT HILL! And later policy has only built on that and refined it to fit all. It was not magic: it was just know-how and EVERY staff member knowing and wearing his hat and doing his job. SPECTACULAR! Ask anybody who was there! (Oh, yes, you say, but SH had the new tech of the CLEARING Course. It was CLEARING people in droves. Haha, the laugh's on you: you've got EASIER CLEARING tech right this minute in a CLASS IV ORG!) So, be quiet and listen and no groans: I expect you, yes you, right down to Keokuk, to put an org there as statistically great as the mid-60's Saint Hill! It's not even an unreasonable request. The FSO, when I was coaching it, was much bigger than SH. So I have to conclude that you can at least make it up to Saint Hill Org size. So look around you as you read this: do you see anything as big as booming SH in the 60's? No? Well, the policy in your OEC volumes gives you the map. So follow them and MAKE THE SURROUNDS YOU JUST LOOKED AT AS ORG-BIG AS SH!

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Yes.

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

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

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

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

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

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

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

A UNIVERSE CORPS?

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

HOLY SMOKE, RON, SEND THEM AROUND!

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

WOW!

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

WOW! WOW! WOW! I LOVE IT!

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

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

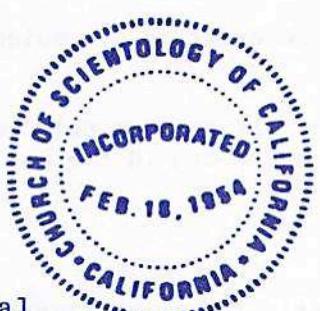
Well, good, thanks, three cheers and gosh! You're acked. Now get on with the REST of the targets with a vim! You'll have to excuse me now. I'm going up in the grandstand and watch this race. I sure hope that you win!

Much Love,

RON

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

CSI:LRH:gal
Copyright ©1982
by L. Ron Hubbard
ALL RIGHTS RESERVED



L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 339R-1 INT

10 October 1982

TO: ALL STAFF
(Staff Only Not BPI)
FROM: RON

REFERENCES: LRH ED 339R REVISION OF THE BIRTHDAY GAME 1982/83
HCOPL 3 DEC 71 EXECUTIVE SERIES 4 EXCHANGE
HCOPL 20 AUG 82 ORGANIZATIONAL BASICS
HCOPL 10 SEPT 82 FINANCE SERIES 36 EXCHANGE,
ORG INCOME AND STAFF PAY

SUBJECT: THE MAKE-BREAK POINT OF AN ORG

I suppose you may have wondered why the exact figure of 5.4X was chosen for the Birthday Game? Why not 4 or 6?

Well, the origin of that figure was a calculation of average of stats. And it vitally concerns the make-break point of an org.

What is a MAKE-BREAK POINT?

This is the point, in terms of Gross Divisional Statistics, below which an org STRUGGLES. It does not have money for vital things like equipment or even postage. Staff pay is low. The org is selling more than it is delivering and backlogging its advance payments. It does not have money to broadly promote. In short, it is STRUGGLING to keep going.

ABOVE the make-break point, there's lots of money for things. Staff pay is good, tech staff is adequate not only to catch up backlogs but to keep up the present sales. There is a good HCO to keep ethics in and the staff can afford a Qual not just for the public but for staff enhancement.

There are many examples of this in orgs. One time Boston Org was below the make-break point. It only had a few staff. It could not do much by way of dissemination. Everyone was working hard but the org was getting nowhere. Then a Sea Org command team went in as its execs. They hired more staff, promoted, actually regged properly, booted interference off the lines, began to deliver like a whirlwind and voila! -- the org soared up above the make-break point! The staff, despite increased numbers was far better paid than they ever had been before. Booksales soared. The org grew so prosperous it had money to burn and was still sending more to Flag than many SO orgs!

They shot, in just a few weeks, from well below the make-break point to well above it!

And how did they do this? It's all in the OEC volumes PLUS the Product-Org Officer tapes. They simply hired more staff, got them on post, put the full form of the org there in an instant hatting blitz, demanded and got real production from every post. They didn't even use gimmicks! They drove the public in with the usual. They delivered good tech like mad.

Boston soared.

It got above the make-break point rapidly and after that it was all roaring lines and clover.

So how about this 5.4X?

NO org in the world today, including SO orgs or even the FSO is above the make-break point. WHY? Because inflation raced ahead while the orgs stood still. The make-break point rose. In some cases, notably a few Class IV orgs, being below the make-break point now, they began to fall apart. It became harder and harder for the org to buy the things it needed. The delivery backlogged further and further. Staff numbers grew less. Staff pay began to fall more and more. Disestablishment became more pronounced. They were harder to run and harder to work in. In a few cases, not knowing what was wrong, they began to seek advice from wrong sources and look for crazy shortcuts and gimmicks.

But the real why was that they had fallen below the current make-break point in each one of their Gross Divisional Statistics. AND then began to have a hard time of it.

So where does this 5.4X come from? It is the multiple of the GDSes to get every org in the world back up just above their make-break point in relation to the current economic scene.

That is why the comparison was made to old Saint Hill. It was above the make-break point of its day, WOW!

And it is very interesting that it went from SIX staff to over 250 in just a few weeks! They were not all Scientologists -- they were "wogs". But they went onto a real org board, post by post. They were instant hatted-- oh, my god! They were product-officered to get the products of their hats. The back door was open through Qual for those who could not pull their freight while the front door kept recruiting.

The functions of the org listed in LRH ED 339R went in, in roughly the same order as they are given in that LRH ED and the volume of those functions was increased over and over by going through that same sequence over and over, increasing each function in turn. There was an allocation board for hiring and each applicant who came in was slotted into that board and put on the next needed post. And as a note this is FAR easier to do today, with worldwide unemployment at a near highest ever, than it was to do then.

These "wogs", through hatting and production on post and good cramming, very rapidly became Scientologists! And of their own volition! Existing field auditors were quick to join the winning team and rapid, hard, in-tech training of new ones quickly had the org up to its ears in competent Tech and Qual staff.

The major pluspoint was PURPOSE. We wanted a big, booming org and we got one. Anything that did not contribute to that was cast aside and everything that did was pushed in fast. On every post there were no other fish to fry.

And there was another point -- it is a different idea: The consideration that it takes a long time to build something is not true. That itself is an aberration, an effort to discourage destruction by pretending creation takes a long time. It took only a few weeks to build the old Saint Hill org. That they did the same thing a few years later in Boston shows that it is not just I who can do it.

The difference between not doing it and doing it is simply having the purpose of doing it and then doing it!

There is refined tech, there are many more things to sell today, more ways to promote them, more books, more cassettes, films, a better org board, all the OEC volumes and even reference indexes to them. These did not exist then.

Every org, in every city or its area, can draw on countless numbers of raw public as well as a greatly enlarged Scientology public.

Today's org has riches neither old Saint Hill or Boston ever had -- and would have drooled over!

So let us put it this way: Are you and your org going to continue to struggle and flounder OR are you going to flourish and prosper?

The answer depends completely on whether individual execs and staff get their org above the make-break point or not.

That make-break point is roughly calculated at 5.4X EACH Gross Divisional Statistic and this means roughly 5.4X each Departmental stat.

Standard admin and standard tech will get any org there. One simply gets the vital slots of the org board filled and each post doing its own hat and the lines in and flowing and there it goes -- EXPANSION right up to and past the make-break point.

One cannot clear a planet with struggling orgs, too enmeshed in their own woes to look outward. One cannot bring about OT staffs with orgs who can't even establish HCO's and Quals. An org is a coordinated team and terminals with lines working together to achieve a common purpose.

And the purpose right now, the purpose of LRH ED 339R, is to get each org in the world expanded up to and beyond the make-break point.

At this moment of writing, the applied conditions formula -- save only where an affluence of a stat exists which then takes the Affluence Formula -- is EMERGENCY. And that formula is precise.

Oh yes, all the factors that can shrink an org are problems: outside interests that prey upon the org and seek to rip it off, a very widely out-ethics planet, economics being run by idiots in governments, people who interfere and tell you lies. Poof! All these factors were present in the days of old Saint Hill and Boston but it wasn't until those orgs themselves went out-ethics that they shrunk. Only then could outside influences affect them and prevent their own prosperity. Only this can prevent continued expansion.

There is at this time brand new corporate structure in International Management. Hard, experienced hands now newly have the helm. Some who were saying Management was poor were -- surprise! -- themselves the managers they criticized. They are no longer on post in such positions of power. The new team in both Management and Tech are old hands, smart and tough. A new day is dawning. They are stringing out their lines and YOUR ORG is at the other end of those lines. So have no fear that you will not get support.

From my observation now, there is no obstacle of any kind that stands in the way of any org's expansion if it will itself get its ethics in, follow the Emergency Formula and Affluence when it applies, use standard admin and standard tech and work together with the purpose to EXPAND!

It has everything to do with you as a staff member, a Scientologist AND an inhabitant of this planet. This is no rah-rah or pep talk. It is bitterly cold hard fact. Expand and make it into the future up the track. Don't expand and you won't. It is as simple as that.

LRH ED 339R has the purpose of expanding EVERY org on this planet above and beyond the size of old Saint Hill.

Below that you struggle; above that you win.

I'm not asking for a birthday present. It would be very nice and I would love it. I'm really asking you to save your own future life. That would be the biggest present of all.

The International org structure of Scientology is the only structure which has persevered without faltering for three decades. All others have ebbed and vanished in time and cannot be depended upon in the future to get the job done. Field auditors, centers and even missions are totally dependent upon the orgs keeping going, remaining strong, expanding, being prosperous and flourishing. It is the orgs who straighten out the admin, the tech, who handle broad promotion, who majorly service the field. And anyone who infers otherwise has other fish to fry. It is the org staffs who are the professionals. It is the individual org and the International org structure that the field and, yes, the planet, depend upon. Any quick buck rip-off artist or activity will not be there when push comes to shove and neither will those who played footsie with them or ethics standards. The org structure is not only there now but will be in the future and so will be its loyal staffs.

That structure today is in good hands that mean business and is surging ahead full speed.

Although I am not managing you today, please hear me.

5.4X and expand your org!

Quick!

RON

L. RON HUBBARD
FOUNDER

Adopted by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:LRH:iw
Copyright © 1982
by L. Ron Hubbard
ALL RIGHTS RESERVED

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
All Orgs and
Missions
All Staff

HCO POLICY LETTER OF 27 AUGUST 1982
CORRECTED AND REISSUED 28 SEPTEMBER 1982
RE-CORRECTED AND REISSUED 10 OCTOBER 1985

(Corrected 28.9.82 to delete an error in transcription that resulted in the insertion of a paragraph which did not apply to this policy letter. Ellipsis indicates deletion.)

(Corrected 10.10.85 to add line dropped out of step 1 of Affluence Formula)

(Confusions on the subject of Power and Affluence conditions resulted in a misinterpretation and faulty issue of LRH policy letters which just recently were caught and corrected by L. Ron Hubbard, resulting in the issue of this PL which corrects them and the revision of those listed below which were part of the misinterpretation.

The Board of Directors of the
CHURCH OF SCIENTOLOGY
INTERNATIONAL)

IMPORTANT

VITAL DATA: POWER AND AFFLUENCE CONDITIONS

Note: This issue *cancels*, specifically, the following:

HCO PL 5 May 71 II	READING STATISTICS
HCO PL 5 May 71R II	READING STATISTICS as revised 9 Nov. 79
HCO PL 3 Oct. 70R	STAT INTERPRETATION as revised 9 Nov. 79, and
HCO PL 9 Nov. 79	HOW TO CORRECTLY DETERMINE A STAT TREND,

as these issues contained erroneous and misleading data and/or graphs regarding the conditions of Power and Affluence. The *only* valid versions of these three policy letters are the corrected versions of these PLs as revised 27 August 1982, and listed below.

Refs:

HCO PL 5 May 71RA II Re-rev. 27 Aug. 82	READING STATISTICS
HCO PL 3 Oct. 70RA Re-rev. 27 Aug. 82	STAT INTERPRETATION
HCO PL 9 Nov. 79R Rev. 27 Aug. 82	HOW TO CORRECTLY DETERMINE A STAT TREND
HCO PL 6 Nov. 66R I Rev. 9 Nov. 79	Admin Know-How Series 5R, STATISTIC INTERPRETATIVE, STATISTIC ANALYSIS
HCO PL 23 Sept. 67	NEW POST FORMULA, THE CONDITIONS FORMULAS
HCO PL 14 Mar. 68 TAPE: #6505C25 SH Special 62	CORRECTED TABLE OF CONDITIONS THE FIVE CONDITIONS
HCO PL 6 Mar. 66 II	STATISTIC GRAPHS, HOW TO FIGURE THE SCALE

HCO PL 9 Feb. 70
HCO PL 12 Feb. 67

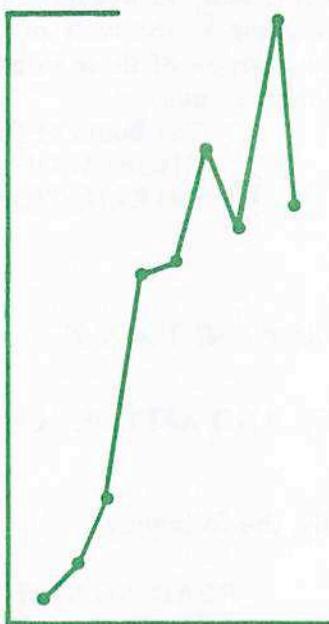
HCO PL 27 Oct. 80

HCO PL 13 Nov. 72

STATISTICAL JUDGMENT
Admin Know-How Series 13
THE RESPONSIBILITIES OF LEADERS
POWER CHANGE VIOLATION REPAIR
FORMULA
AFFLUENCE ATTAINMENT

I have just uncovered what is probably a widespread misunderstanding of the difference between the condition of AFFLUENCE and the condition of POWER.

Looking at the following graph,



which had been MISCLASSIFIED as Power, revealed to me that Power was not understood. The graph shown above is in screaming Affluence. It is not Power since it is not maintained.

Power is not a high Affluence, as a good many people seem to think.

On spotting this misconception, I called for all of the references on Power and Affluence so these could be carefully reviewed and clarified or corrected if needed to ensure that Power is not susceptible to misinterpretation. A description of the slant of a Power line as "near vertical up" (HCO PL 5 May 71R, READING STATISTICS) is erroneous as it gives the idea that Power could be judged from one line on the graph, and this has now been corrected. While that statement might describe the ascent of a stat up to a range where it can now *move into* Power (as Power would be high at the top of the graph), it does not accurately describe Power itself, as Power is a *trend*. Therefore, HCO PL 5 May 71R has been revised to clarify this, and any extant sample graphs or issues put out by others which would forward the wrong concept of Power have been revised accordingly.

We need to get the facts regarding this condition very straight and clearly understood.

So now let us look at a very concise definition of Power, along with some further data on the subject.

CONDITION OF POWER

A Power stat is a stat in a very high range; it is a brand new range in a Normal trend.

A Power stat is not just a stat that keeps going steeply up for a long time. Nor is it simply a very high stat on a one-time basis. Power is not a one-week thing. It is a *trend*.

DEFINITION: POWER IS A NORMAL IN A STELLAR RANGE SO HIGH THAT IT IS TOTAL ABUNDANCE, NO DOUBT ABOUT IT.

IT IS A STAT THAT HAS GONE UP INTO A WHOLE NEW, STEEPLY-HIGH RANGE AND MAINTAINED THAT RANGE AND NOW, IN THAT NEW HIGH RANGE, IS ON A NORMAL TREND.

Operating in this new range you may get a slight dip in that stat now and then. But it is still Power.

There is another datum that is of importance if one is to correctly recognize and understand this condition:

Why do we call it Power?

BECAUSE THERE IS SUCH AN ABUNDANCE OF PRODUCTION THERE THAT MOMENTARY HALTS OR DIPS CAN'T PULL IT DOWN OR IMPERIL ITS SURVIVAL.

And THAT is POWER.

POWER CONDITION FOR INDIVIDUALS AND ORGS

If those who didn't understand the Power stat had asked one more question, they would have gotten a clarification.

The question would be "How much work can one guy do?" Or: "How many bricks can a guy lay in a day?"

Of course, a person can only work so many hours in a day. He can only get so much individual production in a day. But he can get enough production in a day to support himself. He can get his production up into such abundance that he can take some time off. That depends on his efficiency and brightness.

At a certain peak of Affluence he will hit how many bricks he can lay. By increasing practice and efficiency he can keep that level of production going in a Normal.

If he's laying so many bricks that nobody is ever going to think of firing him, why, he's in Power. That's a Power condition for an individual.

That isn't true of an organization. An organization expands. It's got to expand if it is to stay alive at all and it's got to expand if it is to get into Power and maintain it.

Let us say an org or a portion of an org gets its production going into a series of increasing Affluences. Eventually it reaches a peak as to what it can honestly and actually produce with its current facilities (personnel, equipment, etc.). Now it is managing to maintain its new high range in a Normal trend. There is a good healthy abundance of production going on. That's excellent; the org has made it into Power and the Power Formula applies.

BUT for an organization, which can expand, there are new, higher ranges which can now be reached.

In the Simon Bolivar PL (HCO PL 12 Feb. 67, THE RESPONSIBILITIES OF LEADERS) I've given you a datum which is pertinent here: "When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become 'getting you.' "

So for an org there is a new level of Power now to be attained. It's done by applying the formulas exactly. And in the course of things, that includes bettering the

quality and quantity of one's service, adding personnel and hats, training, apprenticing them up to competence, improving facilities. Expanding.

I got Saint Hill into Power in the sixties and the FSO was in true Power in Daytona. But that's about it.

There are higher potential ranges, always, that any org can reach. But it isn't a hit-or-miss thing; it's correct application of the correctly assigned conditions formulas. Prediction, planning and adhering to the principles for sound expansion enter into it.

POWER FORMULA

The Power Formula given in HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, is the formula for the condition of Power on the *first* dynamic.

That is true for an organization or for an individual, for any unit or government or civilization. To maintain a Power condition you would apply the steps of that formula scrupulously.

Additionally, there is a formula for the condition of Power on the *third* dynamic, and that is found in the seven points regarding Power laid out in HCO PL 12 Feb. 67, THE RESPONSIBILITIES OF LEADERS. (Page 466 of OEC Volume 0)

If an org or an individual doesn't also get those seven points applied, it can be predicted with accuracy that they won't be in Power for long. That is a fact. Power carries with it those exigencies.

When these points *are* applied you get an expansion of the Power factor, and if you continue to operate on these points, that Power factor will expand and expand again until there is a much, much larger sphere of Power realized than was originally achieved.

This is the forward look for the executives and staff of an org to take.

But you don't hit Power overnight. On the way up there will be some Affluences to handle.

CONDITION OF AFFLUENCE

When you have a line going steeply up on a graph, that's AFFLUENCE. Whether it's up steeply for one week or up steeply from its last point week after week after week, it's AFFLUENCE.

When you've got an Affluence, regardless of how you did it, the Affluence Formula applies.

You MUST apply the Affluence Formula or you will be in trouble. Anyone dealing with Affluence should be aware of the following peculiarities about it.

Affluence is the most touchy condition there is. Misname it or handle it off formula and it can kill you. You go plummeting down fast. It is, strangely enough, the most dangerous of all conditions in that if you don't spot it and apply the formula, you spatter all over the street! Spot and handle it right and it's a rocket ride.

HANDLING AFFLUENCE

Let us say the key stat of the org, operationally, is in Affluence so the condition of the org, as an org, is Affluence.

You had better do a stat analysis. You will need to review all of the GDS (gross divisional statistic) graphs and do a comparison of each set of stats in the same or

related activity. This includes doing an *internal* GDS analysis (analyzing the stats within a division) as there will be vital points there to be covered. GDS analyses are just that. In order to understand what has put a GDS up or down, you have to look at the minor stats and the associated stats.

A stat analysis is not done just to see which stats are going up or down and handling these with conditions. A statistic analysis is done to determine which stat or stats, if handled forcefully and at once, will change the overall situation. In the case of Affluence it is done to determine which stats need to be handled in order to maintain and strengthen the Affluence.

(As an aside, the term "stat analysis" applies to anything, anywhere. You can do a stat analysis on any activity, whether or not it has GDSes per se, and still come up with a Why for that activity.)

All right, so you have a genuine Affluence. The Affluence Formula, per HCO PL 23 Sept. 67, NEW POST FORMULA, THE CONDITIONS FORMULAS, is

1. Economize. Now the first thing you must do in Affluence is economize and then make very, very sure that you don't buy anything that has any future commitment to it; don't buy anything with any future commitments; don't hire anybody with any future commitments—nothing. That is all part of that economy; clamp it down.
2. Pay every bill. Get every bill that you can possibly scrape up from any place, every penny you owe anywhere under the sun, moon and stars and pay them.
3. Invest the remainder in service facilities; make it more possible to deliver.
4. Discover what caused the condition of Affluence and strengthen it.

Your battle plan, then, must include the first three targets of the formula. It goes without saying that these should be the first targets on any battle plan where Affluence is going to be handled.

Now let's look at #4 of the Affluence Formula.

Let's look now at trends. What started this Affluence? When did this steep rise begin? And what were the ongoing actions at that time or just prior to it?

We find the date coincidence of the Affluence was the implementation of a specific eval. Or, let us say, a specific org program based on sound and current strategic planning.

Good. Per #4 of the formula we must strengthen this!

All right, how? By looking over the rest of the stats and finding which are NOT in AFFLUENCE, of course.

List out the various stats and their conditions—the non-Affluence, the Normal, the Emergency, the crashed stats.

Where did the Affluence come from? It's Division X. Look over those stats. Some are, some aren't in Affluence.

Now take a look at the program that started the Affluence.

Go over the targets on the program thoroughly. Ensure the reports on the completed targets are correct. You want to be sure that what was said was done *was* done. False reports and half-dones can cause attention to drift off those targets as they're then *assumed* to be in when they're not.

Isolate the program actions, the targets done that caused or contributed to the Affluence, as you're going to strengthen them.

You might find that some of the monitoring reasons for the start of the Affluence are not yet even fully complete or, even if fully done, not marked to be maintained. That fact itself signals some of the actions to be taken to strengthen the Affluence.

Targets fully and honestly done once may have now dropped out and the successful actions are not being continued. You can be sure that if all of these points aren't carried through, you'll lose your Affluence.

Review the downstat areas. Find out what they were or weren't doing and what they *should* have been doing that would have contributed to the Affluence.

Here is Target "E" — not done at all by Department Y which was doing something else all week and wound up with a crashed stat. Aha! A departure from the program caused disaster!

And somebody else went off the strategy and current planning against which the whole program is written. That's a pull in the opposite direction.

So will failure to follow and reinforce this program break your Affluence? You said it!!!!!!

Your stat analysis, then, would conclude with

1. To come off the cause of the Affluence will bring utter chaos and disaster.
2. The cause of the Affluence was Program X.
3. The whole handling of Program X must be reinforced.

That gives you your battle plan!

So you go over the program, target by target. Exhume every project written for those targets. Program out which actions need to be repeated, taken to full done, maintained, whatever is called for. *Reinforce them*. Program out the production actions to be taken (in addition to correct condition assignments) in the downstat areas.

All of this makes up your battle plan. Now you go hell-bent for leather and get that BP done!

And note: If the following week a new stat analysis is done, you don't then cancel everything, change course and go careening off on a tangent in another direction on some new program. That violates management by trend and results in incomplete programs. Whatever else needs doing, you'd better also re-log any undone BP targets. And stay on the proven, successful "Program X" until it is complete and being maintained.

An org or a unit or an individual can make the mistake of thinking it has exhausted its immediate resources for creating another Affluence. But with this kind of scrutiny and analysis of the scene, you'll find you do have the means to do it. True, it may take some beef-up or re-org in certain areas, but it doesn't require going into a total organize. Any reorganization done would be done to strengthen the targets or actions which brought about the Affluence.

THE CAUSE OF THE AFFLUENCE IS STILL CAPABLE OF CAUSING IT!

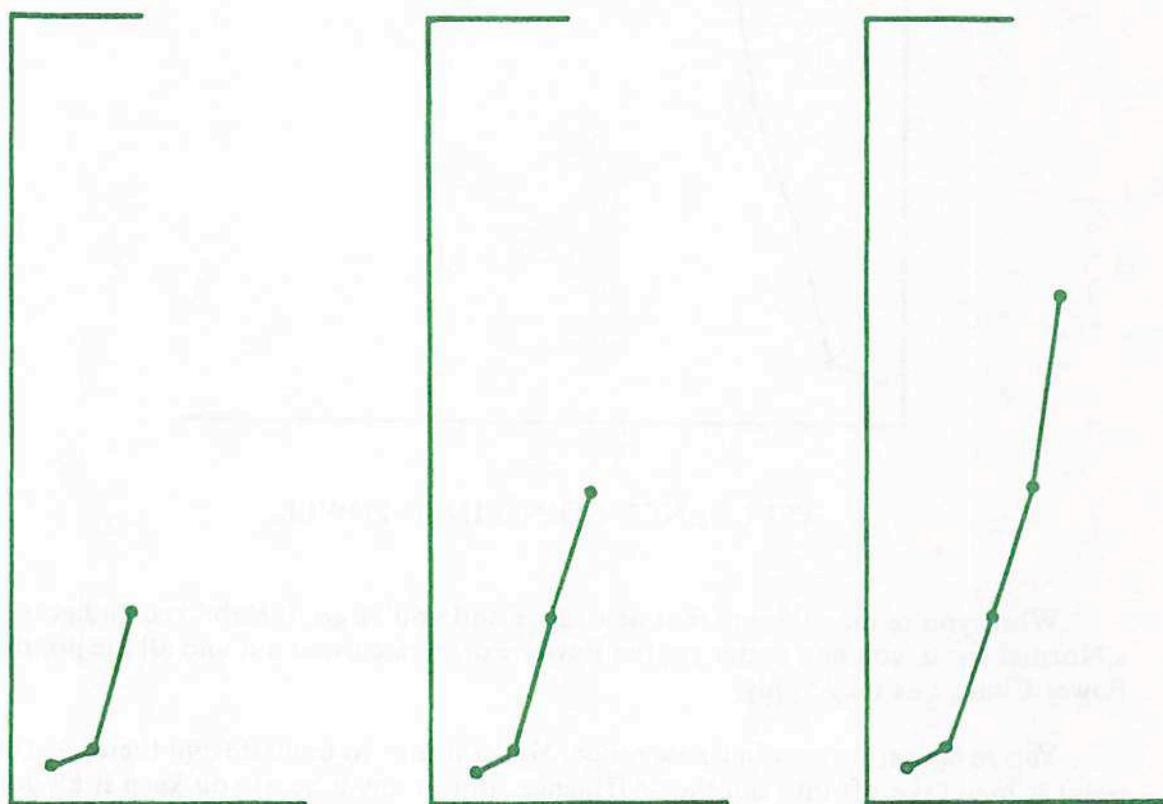
These are the key tools of management: GDS analysis and conditions, strategy, programs and targets.

For a smaller unit or section of an org or an individual, you just transpose the

handling given here over to the activity of that unit, section or individual and get it applied there. That you're now going to do it on a smaller scale doesn't change or negate any of the steps of the Affluence Formula.

Where it can go off the rails most easily is mistaking an Affluence condition for Power and thus applying the wrong formula, failing to find the true cause of the Affluence, assuming there's nothing more that can be done in the sector that caused the Affluence in the first place, or sloppy, inexact, incomplete application of any part of the formula.

When Affluence *is* handled with the correct condition assigned, an accurate stat analysis and an industrious application of the formula based on the true cause of the Affluence, you'll get something like this:

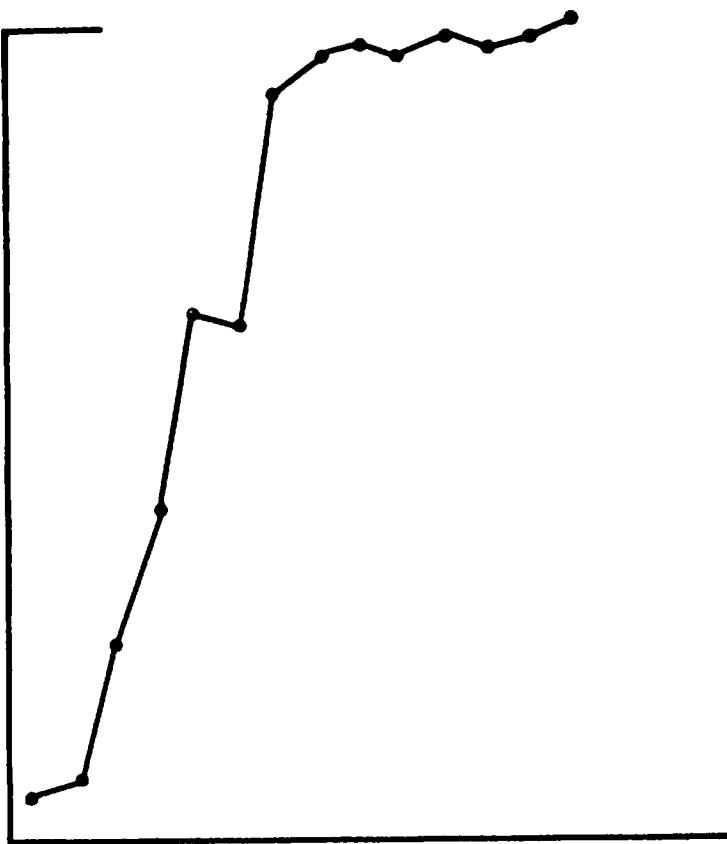


AFFLUENCE.
Condition correctly
assigned and the
Affluence Formula
carried out
results in...

AFFLUENCE.
Formula carried
out standardly in
a new unit of
time results in...

AFFLUENCE.

By reinforcing what caused the Affluence each time, you keep boosting it up to a new higher point until eventually it peaks at what is truly a stellar range. Now you have a new scene.



AFFLUENCE GOING INTO POWER

When you're maintaining that new range and you've got it stabilized and going in a Normal *trend*, you had better get the Power Formula carried out and all the points of Power Change as they apply.

You're operating now in a new range. You continue to build it from there. At some point it may take off into another Affluence. But in any case, if you keep it all going standardly and keep getting the correct conditions applied, eventually you'll work it up to a new and even wider sphere of Power.

If any of this was misunderstood in the past, it is possible that some Affluences were broken because of the confusion between the two conditions. An org was in Affluence, a real Affluence, thought it was Power and applied the wrong condition. So the Affluence wasn't maintained and the org never really got into Power.

But a far, far more common occurrence would be that an Affluence trend was broken by orders into the org by persons who didn't take the Affluence into account and didn't know or didn't bother to find out *why* the Affluence had occurred. And so, naturally, it crashed.

History is strewn with examples of individuals, states, nations and whole civilizations violating these two conditions and their formulas.

We have a different route to travel. With the tools we have we are capable of making a different kind of history and *are* making it right now.

You have a well-defined picture of Affluence and its handling. You now have a clear-cut definition of Power. And the twain *do* meet—I've just shown you how.

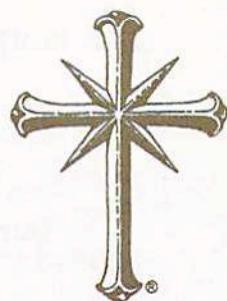
Study it well, get it all straight and *applied* and you'll reach a point where you're operating with such an abundance of production that momentary halts or dips can't pull it down or imperil its survival!

And that will be Power!

L. RON HUBBARD
Founder

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

LRH:CSI:dr.gm



INTERNATIONAL MANAGEMENT BULLETIN No. 30

from
Church of Scientology® International
Church of Scientology Management
Central Authority for Dianetics™ and Scientology Activities

TO: ALL STAFF
ALL CLASS 4 ORGS, SO ORGS,
CC ORGS, FSO

24 March 1984

ATTENTION: ALL EXEC COUNCILS
ALL NETWORK COORD COUNCILS

INFO: FOLOs, CLOs,
PUBS ORGS
FLAG BUREAUX
SENIOR HCO INT
EXEC STRATA
WDC
FOLO NCCs
FNCC

FROM: ED INTERNATIONAL

REFERENCES: HCO PL 22 AUGUST 1982 BATTLE PLANS
HCO PL 5 JANUARY 1983 AKH 46 STRATEGIC PLANNING
HCO PL 29 DECEMBER 1982 AKH 44, Org Series 63,
Exec Series 34, Esto Series 53
THE TOOLS OF MANAGEMENT
LRH ED 339R
LRH ED 339R-1
INT MANAGEMENT BULLETIN #28 THE BIRTHDAY GAME 1984—1985

IMPORTANT

INTERNATIONAL STRATEGY FOR ORGS

DEFINITION

"STRATEGY ... by dictionary definition, refers to a plan for the overall conduct of a war or sector of it.

"By extrapolation, it has also come to mean a plan for the skillful overall conduct of a large field of operations, or a sector of such operations, toward the achievement of a specific goal or result." (HCO PL 5 JAN 83 AKH 46 STRATEGIC PLANNING)

A strategy could also be called the overall general plan to achieve a purpose. "One won't get one's purpose achieved unless there is a strategy worked out and used by which to achieve it. And, based on that strategy, one works out the tactical moves to be made to implement the strategy." (HCO PL 5 JAN 83 AKH 46 STRATEGIC PLANNING)

THE PURPOSE

Our purpose is clearly laid out in LRH ED 339R and LRH ED 339R-1:

"And the purpose right now, the purpose of LRH ED 339R, is to get each org in the world expanded up to and beyond the make-break point."

"That make-break point is roughly calculated at 5.4X EACH Gross Divisional Statistic and this means roughly 5.4X each Departmental stat."

"LRH ED 339R has the purpose of expanding EVERY org on this planet above and beyond the size of old Saint Hill.

"Below that you struggle; above that you win." (LRH ED 339R-1)

THE STRATEGY FOR ORGS

The international strategy for all the orgs has been worked out and it is here being made known to all staff so it can be used for coordination, to act as a coordination point for the actions of each staff.

It consists of

SERVICING THE ORG'S EXISTING FIELD FOR
ALL IT IS WORTH* WHILE BUILDING UP THE
ORGANIZATION AND ROUTES FOR NEW PUBLIC IN.

[*For all one is worth = to the utmost (Collins Concise English Dictionary definition)]

"STRATEGY CAN BE SAID TO BE HOW ONE IS GOING TO ACTUALLY EFFECTIVELY AND SWIFTLY GET A PURPOSE MANIFESTED AND ROLLING IN THE REAL PHYSICAL UNIVERSE AT SPEED AND WITH NO FLUBS." (HCO PL 5 JAN 83 AKH 46 STRATEGIC PLANNING)

It is therefore vital for all staff to know and be aware that this is the current coordinating strategy laid out for each org to reach the purpose of building the org to Old Saint-Hill size. The tactical actions such as the Birthday Game 339R programs, your org mini-programs, your own battle plans are there to implement this strategy and must be done so as to achieve it.

In truth, all actions are to be aligned to getting this strategy accomplished as this is the coordinating strategy for all orgs.

SO, SERVICE YOUR EXISTING FIELD FOR ALL IT IS WORTH WHILE BUILDING UP THE ORGANIZATION AND ROUTES FOR NEW PUBLIC IN and thus expand your org past the make-break point.

Management will be issuing programs and directives to assist you in this. But you need not wait. You can immediately — as a staff member and part of a local organization — work out with your fellow staff, department heads, Ad Council and Executive Council how you can increase your immediate sales, call-in and delivery of Scientology and Dianetics services; how you can immediately increase the activation of your field and START — right now — doing so.

EXECUTIVE COUNCILS are EXPECTED to utilize this strategy. It will ultimately show up in an increase in the Executive Council's statistic of CASH/BILLS and the EXECUTIVE DIRECTOR's (or COMMANDING OFFICER's) statistic of PAID COMPLETIONS.

The guide to expanding your org is LRH ED 339R "BIRTHDAY GAME."

Looking to see your results.

INDEX

Page 1, Quotations © 1983 LRH.
Page 2, First quotation © 1982 LRH.
Page 2, Second quotation © 1983 LRH.

Captain Guillaume Lesevre
ED INTERNATIONAL

Approved by WDC Chairman

Authorized by AVC INT

for the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:WDC:AVCINT:GL:br:iw
© 1984 CSI.
All Rights Reserved.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 DECEMBER 1982RA

Remimeo
All Orgs
All Missions
Div 6
FSMs

REVISED 29 DECEMBER 1982
RE-REVISED 17 APRIL 1983

(Revised to add "Word of Mouth" and "PR" at the entrance points of the routes to point up the fact that a great deal of new public come from these sources.)

(Re-revised to expand the Routes and to show the entrance points and the points leading into Div IV more clearly as well as other refinements in the Routes.)

(Revisions to the PL are in script.
Revisions to the attachments are not in script.)

IMPORTANT

SERVICE ROUTES FOR NEW PUBLIC

Streamlined routes are the key to a healthy volume of public flow up the bridge.

The Class and Grade Chart, of course, with Division 6 as its entrance point, is our major and time-honored route for all to travel.

But channels are needed within Division 6 itself if one is to create a flow. People, and especially new people, need direction. They need maps to follow. By maps we mean routes which clearly indicate which service to do now and which service to do next. If you don't give the public maps you lose them. And without such maps or routes, Div 6 staff in Orgs and Missions have nothing to organize around in order to flood people into the org, channel them successfully onto and through Div 6 services and from there on up to major services.

Division 6 is a service division, not just an Intro division.

The key to a full, thriving and effective Div 6 is STREAM-LINED SERVICE ROUTES FOR NEW PUBLIC, and these are now provided for Public Divisions in both Orgs and Missions.

This Policy Letter, with its attachments, shows the basic Route from Raw Public through Div 6 to Div 4 (attachment #0) and introduces eleven key service routes for raw public to follow:

1. The Dianetics Training Route.
2. The Self Analysis Co-Audit Route.
3. The Anatomy of the Human Mind Route.
4. The Effective Communication Route.
5. The Success Through Communication Route.
6. The Purification Route.
7. The Way to Happiness Route.

8. The Dianetics Auditing Route.
9. The Dianetics Co-Auditing Route.
10. The Introductory Processing Route.
11. The Group Processing/Co-Auditing Route.

These routes give the main flows. They are not necessarily all of the possible routes, but they are the main routes and they are all highly workable.

You should first implement the one or ones that encompass the services you are already successfully delivering. If you already have a very effective lineup of standard, on-policy services that flow people through Div 6 onto major services, keep that lineup going full steam while you expand to add the other routes.

It is better to specialize in several routes to begin with getting those really grooved in and functioning rather than trying to run them all. You want lots of people moving on up the Bridge.

A person need not go all the way through any one route in Div 6 before he graduates up to major services. In fact, he can go onto Div 4 services at any time, even if he's straight off the street. Such services may be either training or processing in Div 4, or both training and processing concurrently.

You will also have little side-currents where people choose to take one service from one route and one service from another. This is fine as long as the person is kept progressing. Some will need and want one or more of the many additional Dept 17B services not included as part of these routes. Public who don't immediately graduate onto Div 4 services are kept active by doing further Div 6 services. Those who do not have the time or money for major services in Div 4 are kept on Div 6 services and are kept winning with good high quality services that increase their abilities until they, too, can move up to higher processing or training levels on the Bridge. But these will be the small currents and eddies. Most of your public should flow right on up one of the key Div 6 routes and into Division 4.

An org needs a WIDE, EXPANDING and CONTROLLED FIELD from which to graduate people onto major services.

You have to have lots of people getting service in Div 6 on various things. Don't count on one little course as an answer to everything.

But even with floods of people in Div 6 on various actions, it is not enough to simply let them bounce or wander aimlessly from service to service hoping they will eventually find their way up the Bridge. A great deal of traffic can be lost, with resulting loss of income, unless people are channeled correctly.

The "answer to everything" is a lot of services which will interest and involve people and which are also laid out in clearly defined routes that the public can see and follow to keep advancing upward.

At this writing Div 6 is richer in available services than ever before in its history.

HCO PL 22.12.82RA
Rev. 29.12.82
Re-rev. 17.4.83

- 3 -

In establishing the main streamlined routes for these services we have now set Div 6es up for volume flow.

The only thing that could stop you now is the quality of your delivery. Deliver these routes with 100% standard tech and you will find yourself in a boom.

L. RON HUBBARD
FOUNDER

Compilations assisted by

Div 6 Routes Project

Adopted as Official
Church Policy
by the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:LRH:DSRP:iw
Copyright © 1982, 1983
by L. Ron Hubbard
ALL RIGHTS RESERVED

THE BASIC ROUTE

MAJOR SERVICES IN THE TECHNICAL DIVISION
(DIVISION 4)
LEADING ON UP TO THE TOP OF THE BRIDGE

BASIC SERVICES IN THE
PUBLIC SERVICING DIVISION
(DIVISION 6B)

FREE INTRODUCTORY SERVICES
PUBLIC CONTACT DIVISION (DIVISION 6A)

INFORMATION
CENTERS

PERSONALITY
TESTING

INTRODUCTORY
LECTURES

INTRODUCTORY
COURSES

INTRODUCTORY
FILMS

CONSULTATION

INTRODUCTORY
TAPE PLAYS

NEW PUBLIC PROCUREMENT ACTIONS

PROMOTION

ADS

PR

Reading
DIANETICS AND
SCIENTOLOGY BOOKS

WORD OF
MOUTH

FSMs

BODY
ROUTING

O

THE DIANETICS TRAINING ROUTE

Major Services

Basic Services

FURTHER DIANETICS AND SCIENTOLOGY
TRAINING AND PROCESSING

per Classification, Gradation
and Awareness Chart

PROFESSIONAL TR COURSE

This course consists of a series of TRs (training regimens or routines) that train a person to handle anyone with communication. Result is a person whose communication can stand up faultlessly to any session or social situation no matter how rough.
Prerequisite: None.

HUBBARD DIANETICS AUDITOR (HDA) COURSE

(HCO PL 15 Apr 83)
Trains the student of Dianetics to become a professional Dianetics (Book One*) Auditor. Includes study of further developments in Dianetics with much auditing practice.
Prerequisite: Has read Dianetics: The Modern Science of Mental Health.

BOOK ONE* SEMINAR

(FDD 445 DIV VI INT)
Seminar study and drilling of Book One* techniques followed by student co-audit of Dianetics under expert supervision.
Prerequisite: Has read Book One* or is reading it and is well into the book.

ESSENTIALS OF DIANETICS
COURSE

(HCO PL 14 Feb 80 Issues II - VIII and HCO PL 28 Mar 80R Issue I)
This course covers DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. The course gives a full understanding of the human mind and an ability to apply Dianetics techniques as taught in the book. Students give and receive Dianetics Processing.
Prerequisite: None.

FREE INTRODUCTORY SERVICE(S)

FREEDOM FILM	INTRODUCTION TO DIANETICS COURSE	PERSONALITY TEST	INTRODUCTORY LECTURE
--------------	----------------------------------	------------------	----------------------

(FDD 448 DIV VI INT)

NEW PUBLIC PROCUREMENT ACTIONS

WORD OF MOUTH	Read DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH	PR	PROMO, ADS, FSMs, BODY ROUTING, DIANETICS AND SCIENTOLOGY BOOKS
---------------	---	----	--

THE SELF ANALYSIS CO-AUDIT ROUTE

Major Services

FURTHER DIANETICS AND SCIENTOLOGY TRAINING AND PROCESSING

per Classification, Gradation
and Awareness Chart

PROFESSIONAL TR COURSE

This course consists of a series of TRs (training regimens or routines) that train a person to handle anyone with communication. Result is a person whose communication can stand up faultlessly to any session or social situation no matter how rough.
Prerequisite: None.

BOOK ONE* SEMINAR

(FDD 448 DIV VI INT)
Seminar study and drilling of Book One* techniques followed by student co-audit of Dianetics under expert supervision.
Prerequisite: Has read Book One* or is reading it and is well into the book.

Basic Services

ESSENTIALS OF DIANETICS COURSE

(HCO PL 14 Feb 80 Issues II - VIII and HCO PL 26 Mar 80R Issue I)
This course covers DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH. The course gives a full understanding of the human mind and an ability to apply Dianetics techniques as taught in the book. Students give and receive Dianetics Processing.
Prerequisite: None.

SELF ANALYSIS CO-AUDIT

(HCO PL 3 Jan 83)
Student Co-Audit on the book Self Analysis.
Prerequisite: Self Analysis Course or HQS Course.

SELF ANALYSIS COURSE

(HCO PL 14 Feb 80R)
Trains a person to audit Self Analysis.
Prerequisite: None.

FREE INTRODUCTORY SERVICE(S)

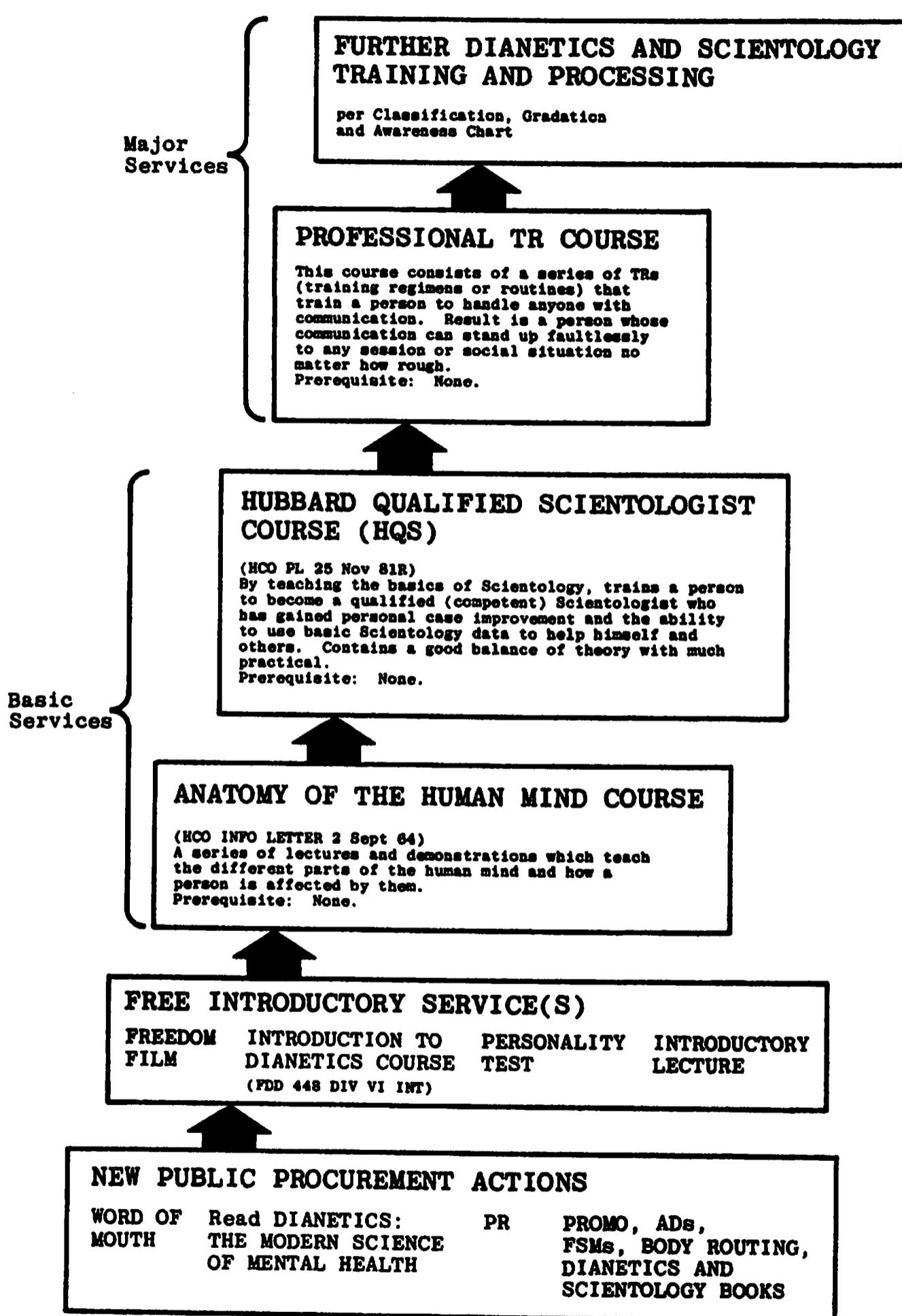
FREEDOM FILM INTRODUCTION TO DIANETICS COURSE PERSONALITY TEST INTRODUCTORY LECTURE
(FDD 448 DIV VI INT)

NEW PUBLIC PROCUREMENT ACTIONS

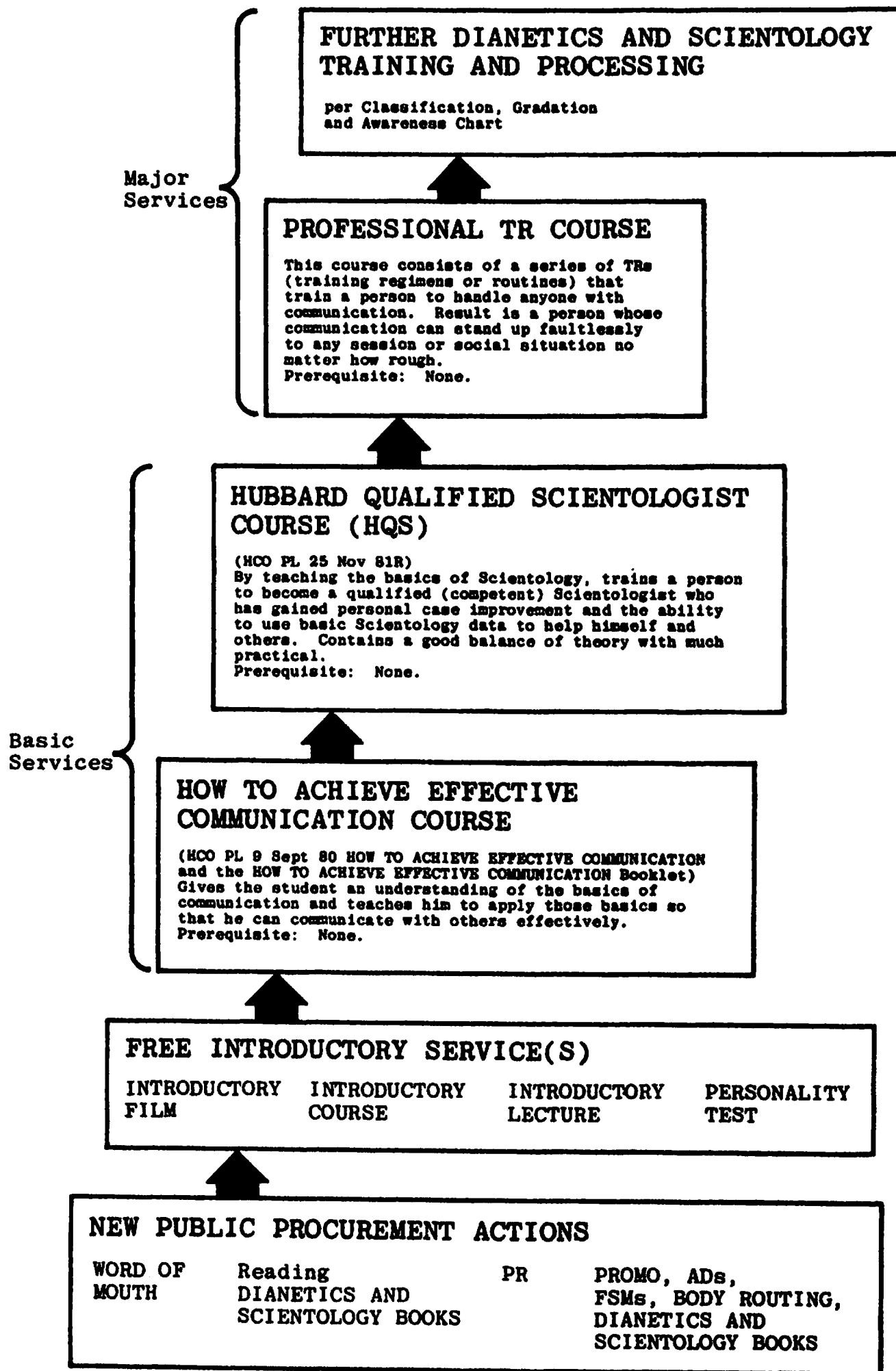
WORD OF MOUTH Read SELF ANALYSIS or other books by L. RON HUBBARD

PR PROMO, ADs, FSMS, BODY ROUTING, DIANETICS AND SCIENTOLOGY BOOKS

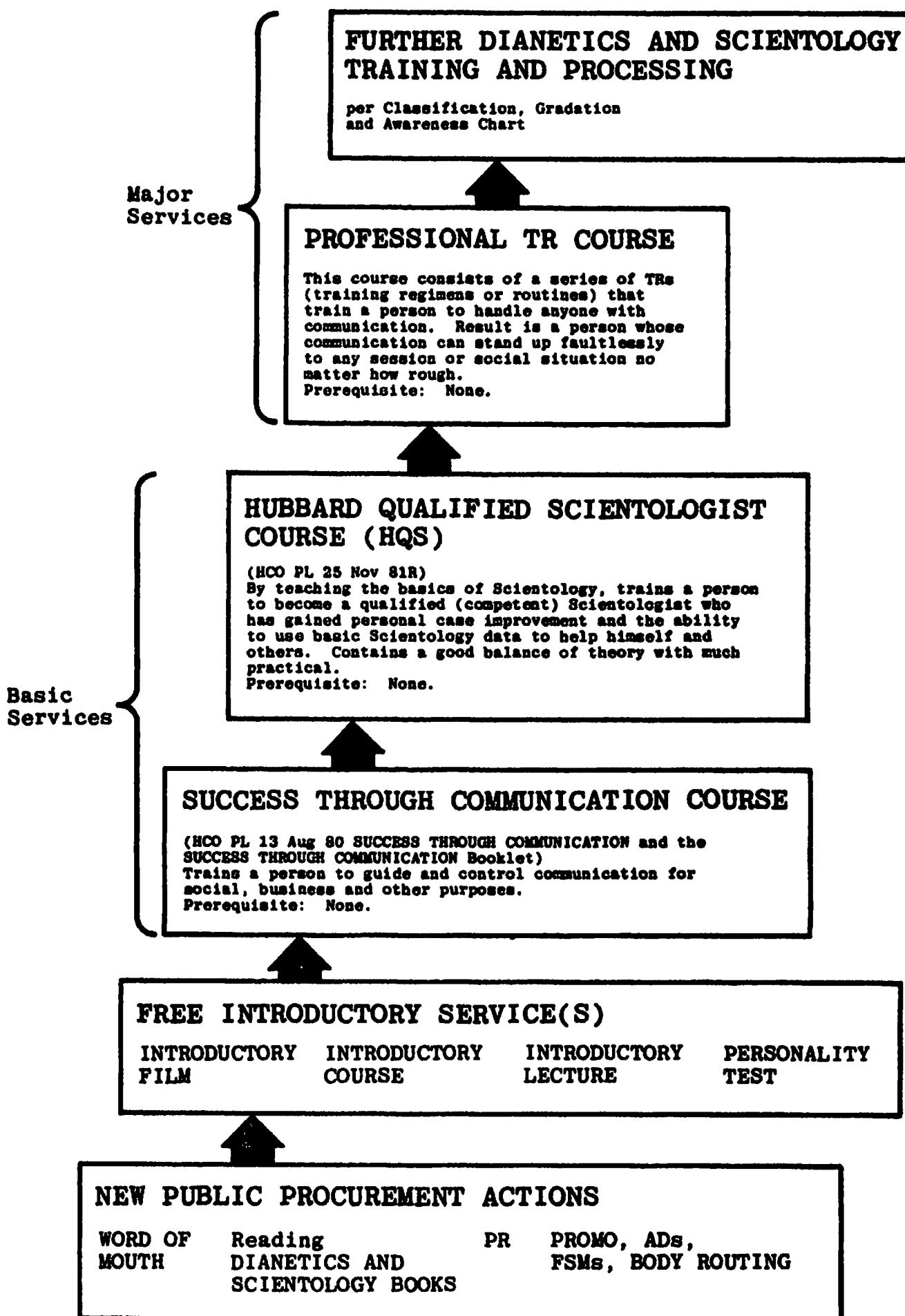
THE ANATOMY OF THE HUMAN MIND ROUTE



THE EFFECTIVE COMMUNICATION ROUTE



THE SUCCESS THROUGH COMMUNICATION ROUTE



THE PURIFICATION ROUTE**FURTHER DIANETICS AND SCIENTOLOGY TRAINING AND PROCESSING**

per Classification, Gradation
and Awareness Chart

NEW ERA DIANETICS DRUG RUNDOWN

A series of Dianetics auditing actions that free an individual from the harmful effects of drugs, alcohol and medicine.

Prerequisite: Expanded Grade IV

EXPANDED GRADES

(See Classification, Gradation and Awareness Chart)
Prerequisites: Purification Rundown and Objectives, as required.

Major Services

SCIENTOLOGY DRUG RUNDOWN

(If required by Case Supervisor)
(HCGB 12 Nov 81RA Grade Chart Streamlined for Lower Grades)

A series of Scientology auditing actions that release an individual from the harmful effects of drugs, medicine or alcohol.

Prerequisite: Purification Rundown and Objectives, as required.

OBJECTIVES

A series of Processes that bring the person out of past incidents and into present time with the ability to control and put order into the environment.

Prerequisite: Purification Rundown, as required.

PURIFICATION RUNDOWN

A Program which is designed to clean out and purify one's system and free the individual from the restimulative effects of drug residuals and other toxins.

Prerequisite: Medical Examination and OK to do the Purification Rundown.

FREE INTRODUCTORY SERVICE(S)

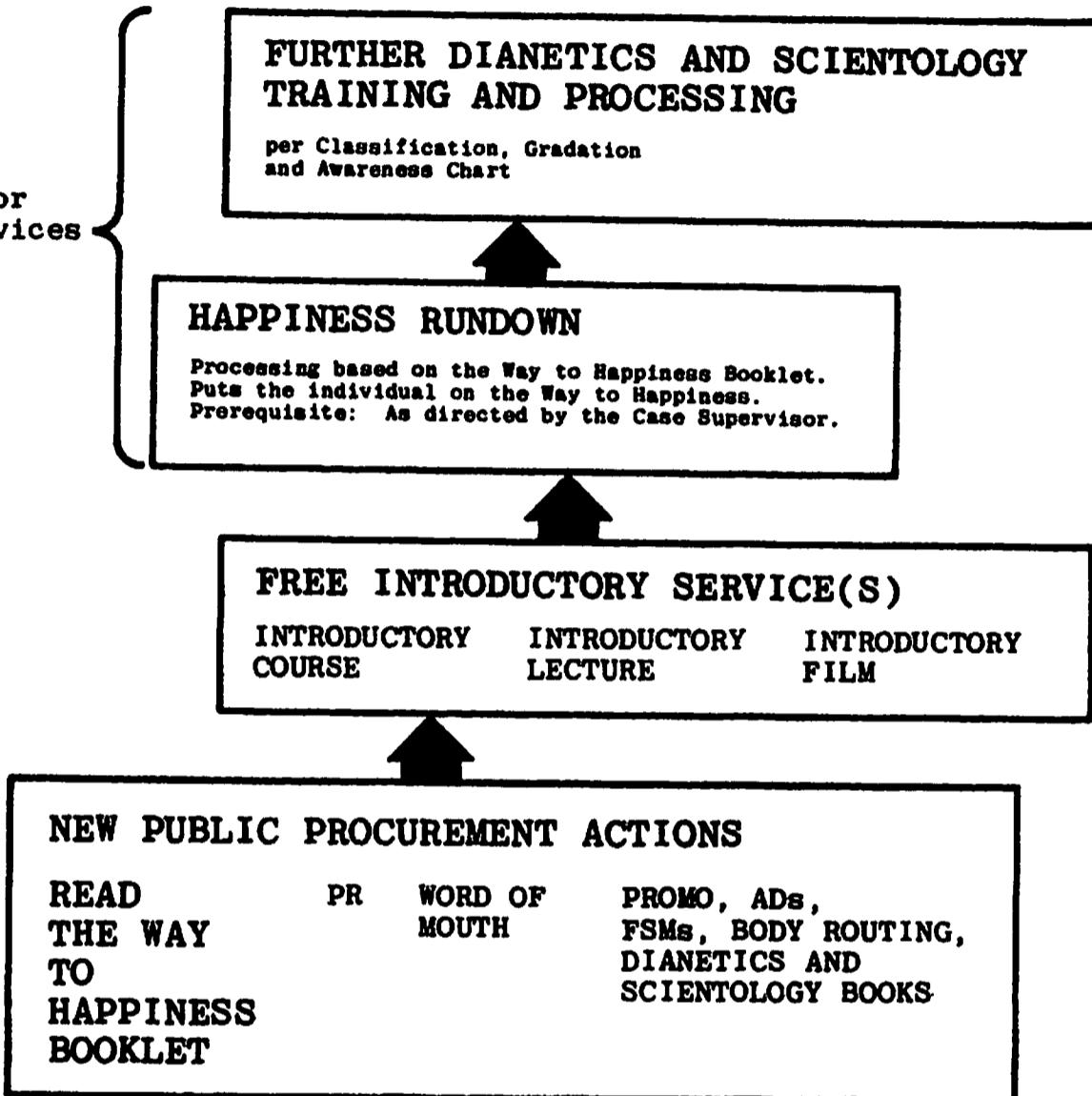
INTRODUCTORY FILM	INTRODUCTORY COURSE	INTRODUCTORY LECTURE	PERSONALITY TEST
-------------------	---------------------	----------------------	------------------

NEW PUBLIC PROCUREMENT ACTIONS

WORD OF MOUTH	PURIFICATION PICTURE BOOK	PR	PROMO, ADS, FSMs, BODY ROUTING, DIANETICS AND SCIENTOLOGY BOOKS
---------------	---------------------------	----	--

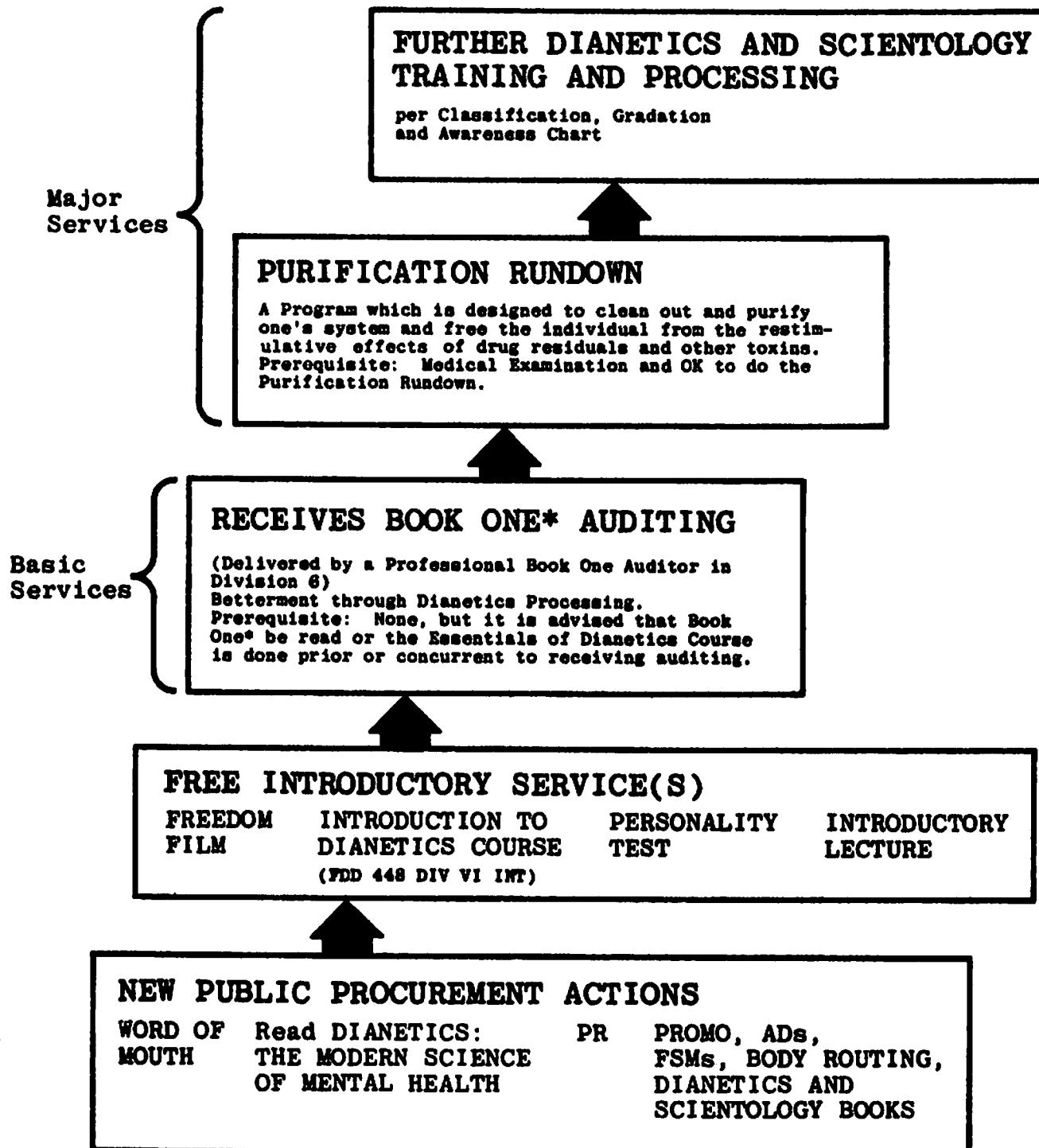
THE WAY TO HAPPINESS ROUTE

Major Services

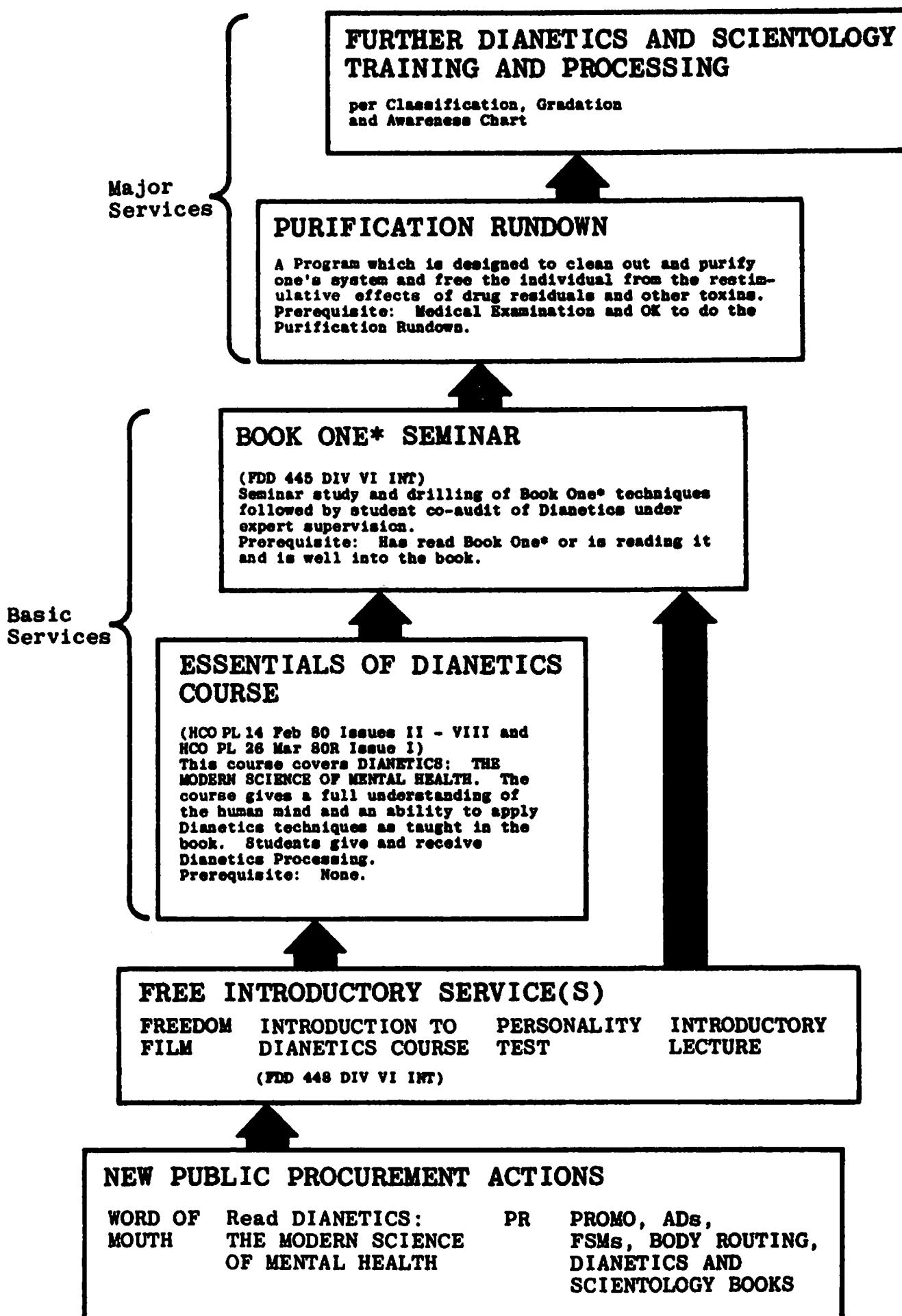


7

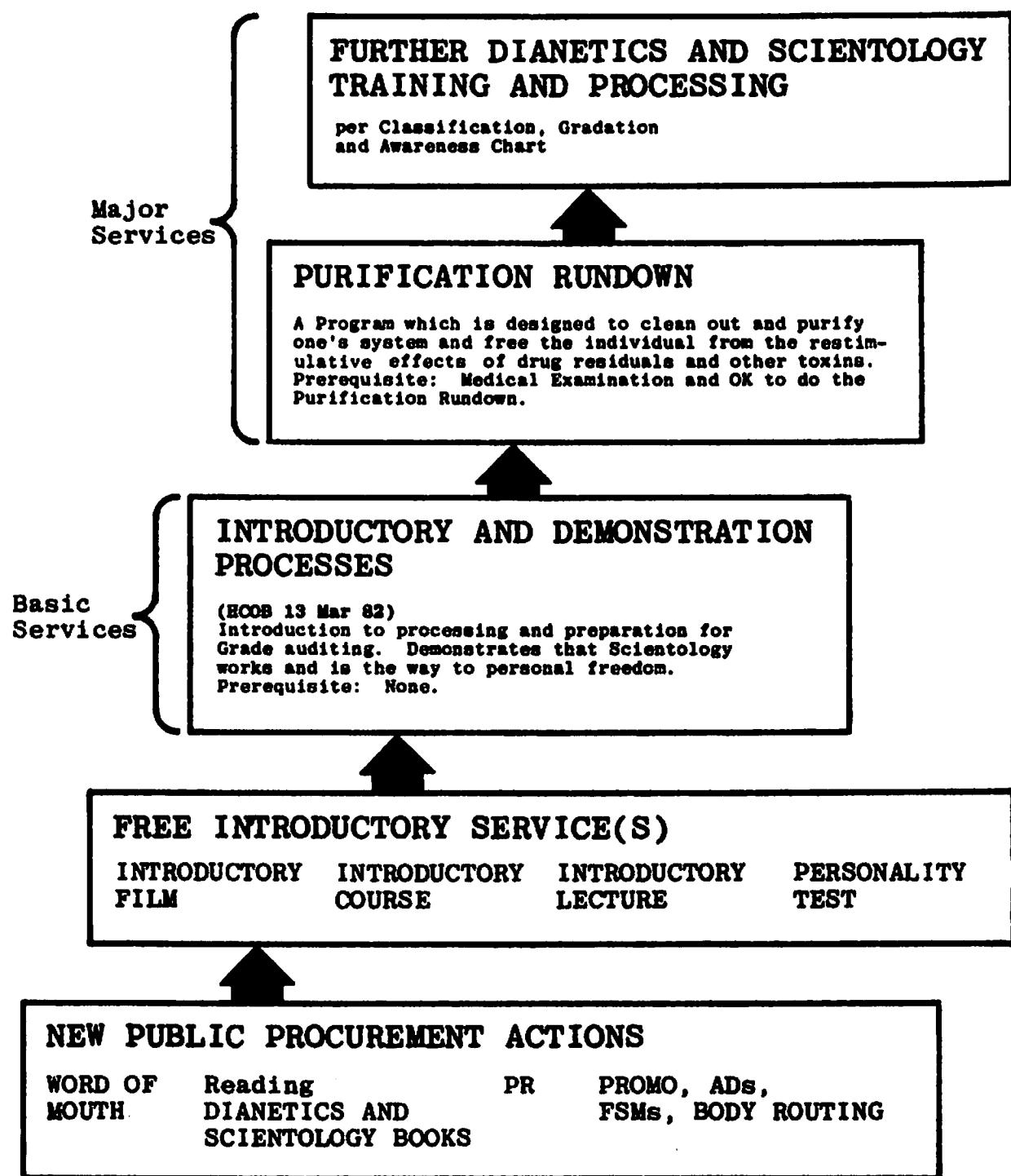
THE DIANETICS AUDITING ROUTE



THE DIANETICS CO-AUDITING ROUTE



THE INTRODUCTORY PROCESSING ROUTE



THE GROUP PROCESSING/CO-AUDITING ROUTE

Major Services

FURTHER DIANETICS AND SCIENTOLOGY TRAINING AND PROCESSING

per Classification, Gradation and Awareness Chart

PURIFICATION RUNDOWN

A Program which is designed to clean out and purify one's system and free the individual from the restimulative effects of drug residuals and other toxins.
Prerequisite: Medical Examination and OK to do the Purification Rundown.

HUBBARD APPRENTICE SCIENTOLOGIST (HAS) CO-AUDIT

(HCOB 17 Mar 59 II DO IT YOURSELF THERAPY
HCOB 25 Mar 59 HAS CO-AUDIT AND COMM COURSE
HCOB 29 Dec 60 NEW PE AND THE NEW HAS CO-AUDIT
HCOB 19 Jan 61 ADDITIONAL HAS PROCESSES)
Co-audit on Scientology processes. Gives personal case improvement and the ability to help others with co-auditing.
Prerequisite: How to Achieve Effective Communication Course.

Basic Services

HOW TO ACHIEVE EFFECTIVE COMMUNICATION COURSE

(HCO PL 9 Sept 80 HOW TO ACHIEVE EFFECTIVE COMMUNICATION and the HOW TO ACHIEVE EFFECTIVE COMMUNICATION Booklet)
Gives the student an understanding of the basics of communication and teaches him to apply those basics so that he can communicate with others effectively.
Prerequisite: None.

GROUP PROCESSING INTENSIVES

Scientology Processing applied to a Group for their betterment. Increases ability and produces a better state of being.
Prerequisite: None.

FREE INTRODUCTORY SERVICE(S)

INTRODUCTORY FILM	INTRODUCTORY COURSE	INTRODUCTORY LECTURE	PERSONALITY TEST
-------------------	---------------------	----------------------	------------------

NEW PUBLIC PROCUREMENT ACTIONS

WORD OF MOUTH	Reading DIANETICS AND SCIENTOLOGY BOOKS	PR	PROMO, ADs, FSMs, BODY ROUTING, DIANETICS AND SCIENTOLOGY BOOKS
---------------	---	----	---

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

SO ED 2137-6-3 INT

20 August 1983

TO: CO/ED, PES, ALL DIV 6 STAFF
CL 4 ORGS, CELEBRITY CENTRES

INFO: LC, FR, FBO, D/FBO, DSM SEC,
DPM, A/DIST AIDES, CONT FR,
CONT LC, CONT FBO, CONT D/FBO,
FOLO MGMT, DIST AIDE, FB MGMT,
EXEC STRATA, WDC

FROM: SERVICES EXEC INT AND
DIV 6 INTERNAL EXEC INT

BIRTHDAY GAME IMPLEMENTATION PROGRAM

URGENT - IMPORTANT

Org Expansion Series 5-1

DELIVERING DIANETICS WORKSHOPS

(Formerly Book 1 Co-Audit Seminars)

THE WAY TO ANOTHER BOOM

ATTENTION CO/ED: HAND THIS PROGRAM TO YOUR PES TO GET DONE. HAVE THE PES IMMEDIATELY APPOINT SOMEONE AS BOOK ONE I/C AND GET THAT PERSON FLAT OUT EXECUTING THIS PROGRAM. UNTIL THE BOOK ONE I/C IS APPOINTED, THE PES IS DOUBLE-HATTED AS BOOK ONE I/C. THE BOOK ONE I/C WILL BE THE OVERALL I/C FOR ENSURING THAT DIANETICS WORKSHOPS ARE BEING PROMOTED, SOLD AND DELIVERED AS WELL AS OTHER BOOK ONE ACTIVITIES.

ATTENTION PES: THIS PROGRAM HAS BEEN HANDED TO YOU TO GET DONE. THE PROGRAM IS FOR YOUR DESIGNATED BOOK ONE I/C TO EXECUTE (DOUBLE-HATTED IF NEEDED). UNTIL A BOOK ONE I/C HAS BEEN APPOINTED YOU ARE DOUBLE-HATTED AS THE BOOK ONE I/C. TELEX THE A/DIST AIDE FOLO THAT YOU HAVE RECEIVED THIS PROGRAM AND THE NAME OF YOUR BOOK ONE I/C.

References:

LRH ED 339R INT	REVISION OF THE BIRTHDAY GAME 1982/83
LRH ED 339R-1 INT	THE MAKE-BREAK POINT OF AN ORG
LRH ED 344R INT	RIDGE ON THE BRIDGE
HCO PL 22 Dec 82RA	SERVICE ROUTES FOR NEW PUBLIC
FDD 455 DIV VI INT	DIANETICS WORKSHOPS
FDD 445-1 DIV VI INT	DIANETICS WORKSHOP CHECKSHEET
FDD 445-2 DIV VI INT	DIANETICS WORKSHOP CO-AUDIT SUPERVISOR MINI HAT

PROGRAM INFORMATION: In 1950, after the release of the book, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH the boom started!

DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH rapidly became a best seller, and the public immediately began demanding more of this technology. To meet this demand, Book One Co-Audits were held. These co-audits were a huge success and the boom continued.

Since 1950, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH, has continued to be a best seller, and it still is - more copies of this book are being sold now than at any other time.

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

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

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

"By doing the above you will have an ever-increasing number of people who, through reading Book One, want Book One auditing and training and who will in turn sell copies of Book One to their friends—it will snowball."* (LRH ED 344R INT THE RIDGE ON THE BRIDGE)

This program tells you how to promote, set up and deliver a DIANETICS WORKSHOP. A "workshop" is "a seminar or a series of meetings for intensive study, work, discussion, etc. in some field." (Webster's New World Dictionary) The Dianetics Workshop is your service for all public who have read or started reading DMSMH - it is your Div 6 service that gets Book 1 co-auditing going.

The Dianetics Workshop is a service on the "service routes for new public" in accordance with HCO PL 22.12.82RA IMPORTANT SERVICE ROUTES FOR NEW PUBLIC. It is the service listed as "Book One Seminar" on the charts attached to the HCO PL.

SCHEDULING

The Dianetics Workshop is run weekly. The length of the workshop is one weekend or equivalent, such as every night Monday—Friday or afternoons Monday—Friday. You can therefore run several workshops weekly, but you must run at least one.

In Day/Fdn Orgs, workshops must be run separately. Pilots have shown that holding them combined tends to keep them smaller. The two orgs should liaise on which periods the workshops will be run by which org. Fdn could run the workshop during the weekend, while Day as an example could run the workshops evenings or afternoons. Day and Fdn must run the workshop at different time periods - not the same time period.

SUMMARY

Together with this program you are getting the full description of exactly how the Dianetics Workshop is run in FDD 445 DIV VI INT DIANETICS WORKSHOPS as well as a checksheet for the Dianetics Workshop (FDD 445-1 DIV VI INT DIANETICS WORKSHOP CHECKSHEET) and the checksheet for the supervisor who will be conducting the workshop (FDD 445-2 DIV VI INT DIANETICS WORKSHOP CO-AUDIT SUPERVISOR MINI HAT).

Included are also shooting boards for a flier and for tickets so that you easily can get these printed. A sample of a book ad for selling DMSMH has also been included for use.

You have all the tools with this program to get DIANETICS WORKSHOPS going in your org. Getting this done will guarantee a NEW BOOM! THIS IS HOW LRH STARTED IT ALL!

IT IS THEREFORE VITAL AND IMPORTANT THAT YOU GET THIS PROGRAM STARTED AND UNDER EXECUTION IMMEDIATELY.

START!!

PROGRAM PURPOSE: TO GET VOLUME PUBLIC ONTO AND MOVING UP THE BRIDGE WITH STELLAR WINS FROM BOOK ONE.

MAJOR TARGETS:

1. FULLY SET UP A FUNCTIONING BOOK 1 UNIT IN YOUR ORG CAPABLE OF DELIVERING SUCCESSFUL DIANETICS WORKSHOPS.
2. GET PUBLIC TRAINED AND AUDITED ON BOOK ONE AND MOVING UP THE BRIDGE.

PRIMARY TARGETS:

1. The CO/ED is to hand this program to the PES to get done. CO/ED
2. Appoint a Book One IC. Until a Book One IC is appointed the PES is double-hatted as Book One IC. PES
3. Study and word clear this program, and FDD 445 DIV VI DIANETICS WORKSHOPS included in the program folder. PES, BOOK ONE IC
4. Accept full responsibility for the swift and successful execution of this program. PES, BOOK ONE IC
5. All Div 6 staff are to study:
LRH ED 344R INT RIDGE ON THE BRIDGE,
HCO PL 22.12.82RA SERVICE ROUTES FOR NEW PUBLIC.
ALL DIV 6 STAFF
6. Locate a room that is big enough for the Dianetics Workshop. Get it set up with chairs, tables, etc. PES, BOOK ONE IC
- 6A. Set a date for the start of your first DIANETICS WORKSHOP. Allow for some days to get tickets sold for first workshop. The Workshop is either a full weekend or every week-night Monday—Friday or another schedule of similar length. PES, BOOK ONE IC

VITAL TARGETS:

1. Do not unmock the current Dept 17B courses you have running while doing this program. PES, PSS
2. Do not drop any other on Policy Div 6 activities that are raising stats to do this program, but get this program done while maintaining your other Div 6 activities. PES, ALL DIV 6 STAFF
3. Fully utilize your FSMs throughout the execution of this program to create a flow of public into the org. Ref: HCO PL 9.5.65R FIELD AUDITORS BECOME STAFF. PES, BOOK ONE IC

OPERATING TARGETS:

1. Continue and increase any current actions that are resulting in public coming into the org and being serviced. PES, ALL DIV 6 STAFF

THE FOLLOWING TARGETS, OT'S 2-23, ARE TARGETS TO PROMOTE AND SELL DMSMH AND DIANETICS WORKSHOP, GET THESE TARGETS GOING IMMEDIATELY AND PROCEED WITH OT 24.

2. Get fliers printed up, stating the time, place and price of the Dianetics Workshop and where tickets are available (use the shooting boards included in the program folder). Price is \$50 or equivalent in other currencies. A \$10 discount can be granted if paid at least 24 hrs before start of workshop.

PES, BOOK ONE IC

3. Get these fliers out in volume by:

3. Get these fliers out in volume by:

- A. Get stacks of fliers placed in all public areas of the org, especially in Div 6.

- B. Get fliers handed out to all public in the org including especially basic course students and public on intro services

- PES, BOOK ONE IC

- D. Get a copy of the flier placed in each DMSMH or other Dispotics book being sold.

- PES, BOOK ONE IC

- can give a copy to their family and friends.
PES, BOOK ONE IC

- letters and get him/her to include the flier in letters to public who has bought DMSMH or "Dianetics: The Original Thesis" but never had any major service.

- G. Liaise with your Director of Promotion and Marketing or whoever is responsible for your org's promo of getting out the flier in the next mailing to your whole CF. PES, BOOK ONE IC

H. Get stacks of the flier placed in local Missions, City Offices and groups.

PES, BOOK ONE IC

4. Get at least 5 large posters drawn up in a format similar to the flier. Make it professional and upstat looking.

PES, BOOK ONE IC

5. Get these posters placed in your Div 6 testing and intro services areas, basic course room(s), public waiting areas and public reg areas. PES, BOOK ONE IC

6. Get additional posters placed with local groups and City Offices. PES, BOOK ONE IC

7. Call all your Div 6 staff together, off production hours, and brief them on this program and the new Dianetics Workshop. Go over how the workshop will be promoted and delivered, the price of it and get any questions they have answered fully. PES, BOOK ONE IC

8. Groove in the Public Regges and anyone else involved in selling for the Dianetics Workshop on these points:

A. What a Dianetics Workshop is.

B. The schedule of the Workshop.

C. The length of it.

D. Pre-requisites - the public must have DMSMH or be well into it, or must have read The Dynamics of Life (also published as "Dianetics: The Original Thesis").

E. The price of the workshop. The price is \$50 or equivalent in any foreign currency. There is a \$10 discount available if the public buys the ticket at least 24 hours prior to the start of the workshop.

F. The workshop will run every week. Any public must be sold a ticket - if he/she cannot make it for the next workshop, there is another workshop the following week, and the week after that, etc.

PES, BOOK ONE IC

8A. Get tickets printed for the Dianetics Workshop. Use the shooting boards which have been included in your program folder. BOOK ONE IC

8B. Hand out sufficient supplies of tickets to all public regges and anyone else involved in selling tickets for the workshop. BOOK ONE IC

9. Set up a quota with the Public Regges on how many public you want to get onto this workshop.

PES, BOOK ONE IC

10. Get all your FSMs briefed on the Dianetics Workshop and tell them to bring in friends and family for the Workshop. PES, BOOK ONE IC

11. Get FSMs to do the Dianetics Workshop themselves, promoting the fact that any FSM must be able to do Book One and that it is a great dissemination tool.

PES, BOOK ONE IC

12. At the next staff meeting brief all staff on this program and the new Dianetics Workshop. Tell them to spread the word and get the whole org excited about it. Include also a briefing on the key parts of LRH ED 344R RIDGE ON THE BRIDGE. PES, BOOK ONE IC
13. Give briefings to all basic courses and major courses students on the seminar. Tell them where tickets are available and when the Workshop will be held. PES, BOOK ONE IC
14. Call all your local field auditors, groups and City Offices and brief them as per above. Get any prospect from them and hand the names of these to your Public Reg for handling. PES, BOOK ONE IC
15. Get volume sales of DMSMH going by:
 - A. Ensure that lots of copies of DMSMH are displayed in your bookstore and in Div 6. PES
 - B. Get all Div 6 staff to sell books to the public. Push Book One as the key book to sell. PES
 - C. Get FSMs to sell books using your New FSM Program SO ED 2137-5 INT. PES
 - D. Get DMSMH Ads placed in newspapers (see sample Ad included in your program folder). PES
 - E. Get DMSMH sold on any other line that has proven successful in your org. PES
16. Ensure that you have MORE INFO CARDS placed in all books (If missing, get some MORE INFO CARDS from your nearest Pubs Org and get them placed in the books.) PES
17. Get the Dianetics Workshop flier sent to any MORE INFO CARD responses along with a personal letter. BOOK ONE IC
- 17A. Get the Dianetics Workshop flier sent out to all past MORE INFO CARD responses along with a personal letter. Use all hands if needed. BOOK ONE IC
18. Get the FREEDOM FILM in use as an Intro Service in your Div 6. (The FREEDOM FILM is available from Golden Era Studios.) PES
19. Get DMSMH sold to public having seen the Freedom Film as well as a ticket for the Dianetics Workshop. PES
20. Get a successful DMSMH Extension Course being run (Extension Courses are available from your nearest Pubs Org - telex your Sales Manager if you haven't got it.) PES
21. Get graduates from DMSMH Extension Course signed up for the Dianetics Workshop. BOOK ONE IC
22. Get call-in going for the Dianetics Workshop by:
 - A. Getting lists of DMSMH book buyers, Basic Course students or any list available of public who could be called in for the Dianetics Workshop. BOOK ONE IC

- B. See your HCO and get someone assigned (or several) to help doing call in for the Dianetics Workshop at least some hours every day (evenings or late afternoon usually the best time).
BOOK ONE IC
- C. Make a Board showing all the names of public agreeing to come so that they can be followed up and gotten in to buy their ticket. BOOK ONE IC
23. Prepare Routing Forms for all sign ups so that those will be ready at the day of the Dianetics Workshop.
BOOK ONE IC

SETTING UP THE WORKSHOP:

24. Select your best Book One Auditor from Div 6 and train him/her on FDD 445-2 DIV VI DIANETICS WORKSHOP CO-AUDIT SUPERVISOR MINI HAT. PES, BOOK ONE IC
25. CONDITIONAL: If you do not have anyone trained in Book One, get someone crash trained as a Book One Auditor and put him through the DIANETICS WORKSHOP CO-AUDIT SUPERVISOR MINI HAT as per above.
PES, BOOK ONE IC
26. CONDITIONAL: If your Book One Co-Audit Supervisor is not trained on Mini Course Supervisor Course, get him/her onto the course right away on daily study. Meanwhile he/she can deliver Book One Seminars if someone who is trained on MCSC is present during the workshop.
PES, BOOK ONE IC
27. Per FDD 445 DIV VI DIANETICS WORKSHOP you may need additional Co-Audit Supervisors - one for each 15 students is optimum. Get these Co-Audit Supervisors trained as per OTs 24—25. You can use org staff who are not on post during the workshop hours.
PES, BOOK ONE IC
28. Post Word clearers and Course Admin as needed. Use org staff who are not on post during the time of the Workshop.
PES, BOOK ONE IC
29. Get the following materials for the Dianetics Workshop:
- AA. LRH photos.
- A. Sufficient copies of FDD 445-1 DIV VI DIANETICS WORKSHOP CHECKSHEET.
- B. Sufficient copies of DMSMH and The Dynamics of Life (also published as "DIANETICS: The Original Thesis".)
- C. Sufficient copies of Tech Dictionaries and normal dictionaries.
- D. Demo kits and dolls for the drills.
- E. Extra pens and paper.
- F. A good quality tape player and speakers.
- G. Tape: OAK—PLS—10*DEMONSTRATION RUNNING A SECONDARY. If you do not have this tape order it from your nearest Pubs Org.
PES, BOOK ONE IC

*OAK—PLS—10 - Oakland Public Lecture Series No 10
(Ref. What is Scientology? and Tech Dictionary)

30. Finalize the set up for the workshop by:

- A. Ensuring that the room(s) are clean and upstat.
BOOK ONE IC
- B. Ensuring that examiner and a person handling success-line are arranged for.
BOOK ONE IC
- C. Ensuring that sufficient regges (all hands) are arranged for to be there by the end of the workshop. All completions must be interviewed.
PES, BOOK ONE IC
- D. Get the entire workshop set up drilled including the routing form so that everybody knows what they will be doing.
PES, BOOK ONE IC

THE WORKSHOP:

31. As the public arrive, get them on the routing forms and rapidly routed through and into the Seminar room.

BOOK ONE IC

32. Ensure all enrolled public has arrived and get anyone missed called in.

BOOK ONE IC

33. Get the Seminar started.

BOOK ONE IC, SUPERVISOR

34. Deliver the entire Dianetics Workshop as per FDD 445 DIV VI INT DIANETICS WORKSHOP.

SUPERVISOR

35. After ending of the Workshop get all completions onto their routing forms.

SUPERVISOR, BOOK ONE IC

36. Get each completion routed through the lines to attest, success and to the Reg.

SUPERVISOR, BOOK ONE IC

37. Get the completions signed up for major services. Ref. HCO PL 22.1282RA SERVICE ROUTES FOR NEW PUBLIC.

REGGES

38. CONDITIONAL: If the public does not sign up for major services, sign up the public as follows in accordance with HCO PL 22.12.82RA SERVICE ROUTES FOR NEW PUBLIC and LRH ED 344R RIDGE ON THE BRIDGE:

- A. The public will want to get more Book 1. The ideal service for this is HUBBARD DIANETICS AUDITOR COURSE (soon to be released). In absence of this course sell more co-auditing to the public.

Note: This co-auditing is not doing the workshop again. It is simply co-auditing being supervised by the org. Charge \$25 per each 5 hours.

REGGES

- B. In the case where the public only wants Book 1 auditing, sell professional Book 1 auditing to be delivered in your Book 1 HGC. Charge \$25 per hour, \$225 per 12½ hours.

REGGES

39. CONDITIONAL: Should a completion refuse to re-sign or show Bad Indicators, he/she must be routed to Qual for handling.

BOOK ONE IC, REGGES

40. Interview graduates from the Workshop about coming on staff. You will need to build up your area fast to prepare for the boom. As you recruit, post them per workload as either supervisors, public regges, etc.
PES, BOOK ONE IC
41. Make up a schedule for the coming Dianetics Workshops listing the specific dates and periods the workshop will be run. You must run this workshop weekly, such as every weekend (you can even run it several times a week, such as both a weekend workshop and a workshop running evenings).
Note: Day and Fdn orgs must run separate workshops.
PES, BOOK ONE IC
42. Get the flier printed up stating the schedule for the next coming Dianetics Workshops. Cover the schedule for the next 4 weeks.
BOOK ONE IC
43. Get up posters which state date and time for the next Dianetics Workshops and get them placed as per OT 5.
BOOK ONE IC
44. Use the success stories from the first Dianetics Workshop to further promote the workshop to your regges, staff, FSMs and the Public. Make the wins known.
BOOK ONE IC
45. Get copies of these success stories placed on Public notice boards and in Div 6 Pub Reg area and in Intro Service areas.
BOOK ONE IC
46. Re-do OTs 1—45 for the next Dianetics Workshop.
BOOK ONE IC

PRODUCTION TARGET:

Program completed and all targets in maintain within 6 weeks of receipt of the program.

Number of Dianetics Workshop completions and number of re-signs in Affluence.

PROGRAM COMMUNICATION:

Written compliance reports are to be routed via your Org FR to A/Dist Aide FOLO, with info copy to Dist Aide FB.

SERVICES EXEC INTERNATIONAL
and
DIV SIX INTERNAL EXEC INTERNATIONAL
Authorized by
AVC INT
for the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

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

SEA ORGANIZATION

FLAG BUREAUX DATA LETTER 208

10 August 1972

MAGAZINES

Two beautiful ADVANCE magazines have been mailed recently from AOLA.

The first in this recent series, ADVANCE NO. 13, received a torrent of mail about it, a thing which rarely happens with magazines.

Stats were visibly effected.

These are very fine layouts and print execution.

The shooting boards are done on Flag by David Ziff, PR and Consumption Aide and sent to Los Angeles for printing.

MAGAZINE VALUE

Regularly mailed all at once on schedule on policy magazines are the backbone of org promotion.

A recent evaluation done by CS-2 showed that "bulk mail" going out of orgs was costing heavily without producing any real return.

Fliers mailed seven times a week and all sorts of other oddities made up "bulk mail".

An org would get up its stats with phones and then spend it on "bulk mail" with little return.

The answer to this riddle was that "bulk mail" was just a torrential outflow of anything but proper MAGAZINES, Intro Packs and Ad Reg Packs.

One org sent its magazine out in driblets while mailing avalanches of worthless bits and pieces.

Lack of Address that is the index of a CF that is up to date and used is about the most costly error an org can make.

SLUMPS

Our biggest slumps have come when orgs "retired CF folders that were 'too old'" and went hot prospect happy.

Up to '68 we never thought of whether a CF had money. Never occurred to anyone. They were all capable of buying service and it proved out.

And when an org ceased to send its mag out to all its CF (only to a selected few) it promptly started to go broke.

Early London collapsed when a Joan Jellinek cut back Certainty to only 700 names for a few months without informing execs. It took myself and Herbie Parkhouse a year and a half to build the org back up.

Other orgs have done this trick with great disaster.

BOOMS

The booms in all the great orgs first began with regular full mailing list magazines.

Certainty in London, Ability in the US and the Auditor at SH BEGAN the power stats of those orgs. And down the years at times when these mags have been neglected those orgs have done poorly.

A magazine has to be on policy and has to go out regularly.

It carries all the messages that fliers would and more.

Phone regging and Div 6 actions and Tours build up income for awhile.

But if there's no magazine holding the field together the field gets harder and harder to reach or find.

To have a boom and maintain it takes a real CF-Address set up and a monthly magazine - Major issue to members, Minor issue to whole list on alternate months.

The least you get is CF and Address updating by returns.

QUALITY

Any mag will do. But only for awhile. Its quality has to be decent enough to get you respected.

The mag is your ambassador. A mimeographed "magazine" is usually more expensive than a photo-litho one.

HCO Exec Secs used to do these mags as a part time job. So it's not hard.

The quality has to be good enough to command respect.

Look at yours and see if it does.

And when you mail out a good mag on schedule then you look stable and there. And look at your stats six weeks later after a good mag is mailed. They rise. Staff gets paid and everything.

SUMMARY

The Magazine on schedule well done and regular to a fully correct Address list is your main income getter in the long run.

Aside from Info and Ad Reg packs, this is what your bulk mail stat is supposed to be - MAGAZINES.

L. RON HUBBARD
COMMODORE

LRH:nt

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 1 JULY 1982

Remimeo
All Staff

MANAGEMENT COORDINATION

COORDINATION is the essence of management.

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

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

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

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

With such a tangle, one gets no forward progress.

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

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

THAT is what a Manager is for.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

CSI:LRH:kjm
Copyright © 1982
by L. Ron Hubbard
ALL RIGHTS RESERVED

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

SO ED 2137-12-1R INT

28 June 1983
Revised
13 October 1987

TO: CO/EDS ALL ORGS
INFO: ALL ORG STAFF
FRs, LCs, FBOS
FROM: ED INTERNATIONAL

BIRTHDAY GAME
IMPLEMENTATION PROGRAM
Org Expansion Series 11

YOUR COORDINATION PROGRAM

REFERENCES:

LRH™ ED 339R INT

REVISION OF THE BIRTHDAY GAME 1982/83

LRH ED 339R-1 INT
HCO™ PL 1 Jul 82

**THE MAKE-BREAK POINT OF AN ORG
Admin Know-How Series 41
MANAGEMENT COORDINATION**

HCO PL 22 Aug 82
FLAG® ORDER 2478
14 Jun 70
HCO PL 13 Feb 80R

(Mgmt Series Vol. 2, page 120)
BATTLE PLANS
CONFERENCE ACTIONS
(OEC® Vol 7, page 475)
CO-ORDINATION COMMITTEES AND
MANAGEMENT COMMITTEES, DIFFERENCES

HCO PL 21 Dec 66 I
HCO PL 21 Dec 66 II

IN PURPOSE AND FUNCTION
ADVISORY COUNCIL (OEC Vol 7, page 466)
EXECUTIVE COUNCIL (OEC Vol 7, page
469)

THE CO/ED OF THE ORG IS COMPLETELY RESPONSIBLE FOR THE EXECUTION
OF THIS PROGRAM

ATTENTION CO/ED: THIS CO-ORDINATION PROGRAM IS YOUR PROGRAM. YOU ARE ENTIRELY RESPONSIBLE TO GET IT DONE IN YOUR ORG.

This program gets in the Coordination function, vital to see your organization flourish, prosper and expand to the size of old Saint Hill.

"COORDINATION COMES FROM THE CO-OP ED."

(LRH ED 339R INT)

IMMEDIATELY TELEX THE EXEC AIDE FCB WITH INFO TO YOUR CO CLO AND YOUR ORG PGMS CHIEF CLO TELLING THAT YOU HAVE RECEIVED, READ THIS PROGRAM AND THAT YOU ARE TAKING RESPONSIBILITY TO GET IT DONE AND HAVE STARTED ITS EXECUTION.

PROGRAM INFORMATION: AS THE CO OR ED OF YOUR ORG, YOU ARE RESPONSIBLE TO COORDINATE THE DIFFERENT PARTS OF THE ORGANIZATION. ONLY A FULLY COORDINATED ORG WHERE ALL STAFF WORK TOGETHER IN HARMONY TO ACHIEVE THE COMMON PURPOSE OF GETTING A BIG BOOMING ORG FAST WILL EXPAND TO AND BEYOND THE SIZE OF THE OLD SAINT HILL.

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

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

"With such a tangle, one gets no forward progress."

"What is missing is **COORDINATION.**"

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

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

"An org that doesn't hold Executive Council, Advisory Council and staff meetings on a regular basis and does not use them to brief and iron out disagreements and get cooperation is lost. It will have down statistics very surely."

"...if the various units of the organization are briefed and the plan is adjusted to handle their disagreements and if the plan is real and understood by one and all and if they then cooperate and produced along these lines, you have forward progress." HCO PL 1 July 1982 Admin Know-How Series 41 MANAGEMENT COORDINATION

The Exec Council, the Ad Council, the Divisional meetings, the staff meetings are bodies of your org that must be there and must actually be functioning for your org to expand.

It is **YOUR HAT** as CO/ED to see that your org is active and productive and that all its activities are coordinated in a forward thrust to achieve its purpose as laid out by LRH in LRH ED 339R INT REVISION OF THE BIRTHDAY GAME FOR 1982/83 and LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG.

This purpose is what ALL ACTIONS in your org must be coordinated against and it is:

Expanding the org to and beyond the size of the old Saint Hill and 5.4Xing all the departmental, and Gross Divisional Statistics.

This program forms up the different coordinating bodies and actions of the org, step by step, with simple and doable actions and gets in LRH ED 339R. Actively done, it will give you a booming org that operates together as a coordinated team and wins the Birthday Game!

It will give you an org as big as the old Saint Hill!

So now S T A R T ! ! !

PROGRAM PURPOSE:

A FULLY COORDINATED ORGANIZATION EXPANDING TO AND BEYOND THE SIZE OF SAINT HILL IN ITS PRIME.

MAJOR TARGETS:

1. AN OPERATIONAL EXEC COUNCIL AND AD COUNCIL.
2. ALL STAFF MEMBERS OPERATING AND PRODUCING ON COORDINATED BP'S WHICH TACTICALLY FORWARD STRATEGIC PLANNING.
3. ALL STAFF FULLY BRIEFED AND KNOWING THE GENERAL PURPOSE OF THE ORG, RAPIDLY PROGRESSING TOWARD ACHIEVING IT AND ACHIEVING IT.

PRIMARY TARGETS:

1. Read and understand this program.

CO/ED

2. Look over all targets. If there is a target assigned to someone in the org that isn't posted, get it assigned to someone who is here and will execute it and inform them of this.

CO/ED

3. Study HCO PL 22 Aug 82 BATTLE PLANS, HCO PLs 7 Aug 76 Issues I, II & III, Admin Know-How Series 33, 34, 35 NAME YOUR PRODUCT, WANT YOUR PRODUCT and TO GET YOU HAVE TO KNOW HOW TO ORGANIZE (Management Series Vol 2 p. 109, 110, 111).

CO/ED

4. Get copies of this program distributed to all staff.

DIR COMM

5. Choose an admin terminal (a Communicator or other) in the org who is going to help you chase up the compliance reports on the targets of this program and appoint him/her as program operator. It can be a double-hat to start with.

CO/ED

6. Get him/her to place the program stapled on the inside cover of a folder (copies of all communications related to this program and its targets will be filed in this folder).

CO/ED

7. Get your program operator to mark on the program next to each the date as to when each of the targets are to be done. He/she gets the data from the staff who are assigned the targets and then holds them to these dates for complying to the target.

CO/ED

VITAL TARGETS:

1. Maintain and reinforce all your productive on policy actions that are raising stats while doing this program.

CO/ED

2. Do not go into an "all-organize" or "all-production" but maintain a correct balance of 50% production and 50% organize while doing this program. (Ref: HCO PL 18 June 1985 PRODUCT ORIENTATION)

CO/ED

3. Heavily promote the overall purpose of LRH ED 339R INT and 339R-1 INT to the staff in all briefings, meetings, etc. This overall purpose (to make your org as big as Saint Hill in its prime thus expanding Scientology® Internationally and getting all staff OT®) gives a purpose against which your org must be coordinated.

CO/ED

4. Ensure **ALL** battle plans, mini-programs and actions produce products which align to the overall purpose of 339R and of the Current International Production Strategy.

CO/ED, SUPERCARGO/HES,
CHIEF OFFICER/OES,
PUBLIC OFFICER/PES

5. 5.4X plans, mini programs, battle plans, must be aligned to, coordinated with and get done your evaluated org program and the International Birthday Game Implementation Programs.

CO/ED, FR, LC

6. Do all targets on this program fully and completely, verifying that they are actually in.

CO/ED, SUPERCARGO/HES,
CHIEF OFFICER/OES,
PUBLIC OFFICER/PES

7. Use LRH Debug Tech (HCO PL 23 Aug 79, Rev. & Reiss. 23 Aug 84, Issue I Product Debug Series 1R DEBUG TECH) at any point where this program bugs.

CO/ED

8. Ensure all councils and committees are run exactly per the rules given in HCO PL 13 Feb 80R Reiss. 9 Feb 82 COORDINATION COMMITTEES AND MANAGEMENT COMMITTEES DIFFERENCES IN PURPOSE AND FUNCTIONS.

CO/ED, AD COUNCIL CHAIRMAN

9. Ensure all meetings are run exactly per Flag Order 2478 of 17 Jun 70 CONFERENCE ACTIONS, OEC Vol 7, page 475 and HCO PL 9 Apr 70 CONFERENCE HATS, OEC Vol 7 page 473. This must be adhered to so all meetings are kept short and effective.

CO/ED,
AD COUNCIL CHAIRMAN

10. Especially ensure that members of all meetings arrive fully prepared at each meeting so that meetings can be run snap and pop and not drag out.

CO/ED,
AD COUNCIL CHAIRMAN

11. Whenever you need help on any one of the 11 functions listed in LRH ED 339R INT (Establishment, Books, Cassettes, Marketing, etc.) just put "Snr Exec For" ahead of any of those 11 points and dispatch and telex away. (REF: LRH ED 339R INT)

CO/ED AND EXEC COUNCIL
AD COUNCIL

12. Use cramming liberally for any flubs on application of policy in getting in the targets of this program.

CO/ED

OPERATING TARGETS:

1. Arrange a staff meeting (after production hours) as soon as possible after receipt of this program.

HAS

2. At this staff meeting, do the following:

- A. Read out HCO PL 1 Jul 82 Admin Know-How Series 41 MANAGEMENT COORDINATION.
- B. Brief all staff on the overall purpose of LRH ED 339R INT and LRH ED 339R-1 INT.
- C. Let them know about this program, read them the program information, its purpose and major targets and the key steps to be done on it.
- D. Get any originations from the staff on the subject of coordination in the org - note them down if on-policy so they can be included in mini programs.

CO/ED

3. Look up the definition of product conferences in MODERN MANAGEMENT TECHNOLOGY DEFINED.

CO/ED

4. Conditional: If not in yet, work out and announce a time and location in the org for your daily product conference.

CO/ED

5. Hold a short product conference with your Div Heads and Exec Secs (Supercargo/HES, Chief Officer/OES, Public Officer/PES, Org Officers, D/CO or D/ED for Delivery and Exchange) at a fixed time. The following must be covered in your product conference:

- A. Review the daily org stats.

CO/ED

B. Set daily quotas for the Departmental and Divisional stats so the weekly quotas to have these stats on their 5.4X line are met. (Reference: HCO PL 8 Feb 72R Rev. 21 Oct 80 Exec Series 7R TARGETING OF DIVISIONAL STATISTICS AND QUOTAS, OEC Vol. 0, page 530)

CO/ED

C. CONDITIONAL: If no weekly quotas have been set yet for GDSes and Departmental stats set them right away and see that they are the quotas needed for the stats to be on the 5.4X line on the graphs.

CO/ED

D. See that each Div Head has a daily battle plan at the product conference.

CO/ED

E. Any Div Head not having a BP is made to read HCO PL 22 Aug 82 BATTLE PLANS at once and write his BP immediately afterwards.

CO/ED

F. Review briefly each battle plan to ensure that the products needed to be produced to meet the daily and weekly quotas are NAMED and that the actions that must be done to get these products are listed out specifically by each Div Head. (REF: HCO PL 7 Aug 76 I NAME YOUR PRODUCT, HCO PL 7 Aug 76 II WANT YOUR PRODUCT, HCO PL 7 Aug 76 III TO GET YOU HAVE TO KNOW HOW TO ORGANIZE)

CO/ED

G. Conditional: Handle on the spot any lack of specifically naming the products or lack of figuring out what has to be done exactly to get the products and the daily quotas met. Write cramming orders on Div Heads as applicable on HCO PLs 7 Aug 76 I, II and III, Admin Know-How Series 33, 34, 35 NAME YOUR PRODUCT, WANT YOUR PRODUCT and TO GET YOU HAVE TO KNOW HOW TO ORGANIZE.

CO/ED

H. Ensure the battle plans are written per HCO PL 22 Aug 82 BATTLE PLANS so the actions and products of each are not in conflict but are aligned and enhance and contribute to each other and to the forward thrust of the whole org and its priorities.

CO/ED

I. CONDITIONAL: Write a cramming order at once on any Div Head presenting a faulty battle plan on HCO PL 22 August 82 BATTLE PLANS.

CO/ED

J. Make sure that each Exec Sec keeps a copy of each of his juniors' (Div Heads) daily battle plan and keep a copy of each for yourself.

CO/ED

5. Make sure your Exec Secs ensure the battle plans for each Div are getting done, done, done so production quotas are met by going around the org, pushing, debugging, driving. (REF: HCO PL 21 Sep 80 VI Admin Know-How Series 40 PRODUCT OFFICERS)

CO/ED

NOTE: This does not only mean "pushing" but also debugging and handling in such a way that what needs to be handled so products are produced and quotas met does get handled. It also means not hobby horsing on 1 or 2 areas, Divs or GDSes but covering the whole org. "A very good Executive knows how to "play the org board" under him." (Ref: HCO PL 28 July 71 ADMIN KNOW-HOW No. 26 - OEC Vol 7, page 400)

6. Correctly quota your juniors so the GDSes and Departmental quotas are met (both daily and weekly quotas). (Ref: HCO PL 8 Feb 72R Exec Series 7R TARGETING OF DIVISIONAL STATISTICS AND QUOTAS)

ALL DIV HEADS

7. Get all staff to study HCO PL 22 Aug 82 BATTLE PLANS.

QUAL SEC

8. See that all juniors have and use daily battle plans.

ALL DIV HEADS

9. Get your juniors to execute their BPs and meet their quotas. (Ref: HCO PL 8 Jan 75 COMPLIANCE HOW TO GET ONE)

DIV HEADS

10. Spot check application of HCO PL 22 Aug 82 BATTLE PLANS throughout the org and use of quotas to ensure this is being done per policy. Cram any outnesses found. (Usual outnesses to look for are exec or staff not writing up battle plans, unreal BP, no quotas given, no quotas met, lack of production demand, rote quotaing from seniors without also seeing that the needed actions to meet quotas are figured out and done, not naming and wanting the product or not organizing adequately to get the products, not using subproducts, etc.) (REF HCO PL 8 Feb 72R TARGETING OF DIVISIONAL STATISTICS AND QUOTAS, HCO PL 7 AUG 76 I NAME YOUR PRODUCT, ISSUE II WANT YOUR PRODUCT, ISSUE III TO GET YOUR HAVE TO KNOW HOW TO ORGANIZE, HCO PL 8 Jan 75 COMPLIANCE HOW TO GET ONE, HCO PL 22 Aug 82 BATTLE PLANS, HCO POL 21 Sept 80 VI Admin Know-How Series 40 PRODUCT OFFICERS)

CRAM OFF

11. CONDITIONAL: Get debugs done on any execs/staff who repeatedly flub on any points covered in Target 10.

CRAM OFF

12. CONDITIONAL: If one or more of the following posts - D/CO or D/ED for Delivery and Exchange, Supercargo/HES, Chief Officer/OES and Public Officer/PES are not manned single hattedly, do the following at once:

- A. If no D/CO or D/ED for Delivery and Exchange, get one appointed immediately as per Primary Target #1 of SO ED 2137-10 INT Org Expansion Series 9 CALL-IN: GETTING YOUR PUBLIC UP THE BRIDGE® NOW 339R PROGRAM.

- B. If no Supercargo/HES, locate the best staff member on the basis of statistics, state of case and experience (Ref: HCO PL 21 Dec 66 II EXECUTIVE COUNCIL, OEC Vol 7, page 469) in Division 7, 1 and 2. (Also apply HCO PL 6 April 1972 PRODUCT CORRECTION, EST O Series 15, section on "Posting".)
- C. Work out who can replace him/her.
- D. Get the replacement cycle to take place exactly per policy (Ref: HCO PL 7 Jan 66, Corr. & Reiss. 12 Oct 85 LEAVING POST WRITING YOUR HAT, OEC Vol 0, page 145) ensuring no drop of production occurs and no posts are quicksilvered doing the above. (REF: HCO PL 15 Dec 82 Personnel Series 42 DOING A "QUICKSILVER" FORBIDDEN, OEC Vol 0, page 188)
- E. Get the new Supercargo/HES on post, through instant and mini hatting and producing.
- F. Repeat Steps B, C, D and E above if no Chief Officer/OES and Public Officer/PES, except that the best staff member is located in Divisions 3, 4 and 5 for the Chief Officer/OES and in Divisions 6A, B and C for the Public Officer/PES.

HAS

- 13. Off production hours, call a meeting of the Exec Council that includes yourself, D/CO or D/ED for Delivery and Exchange, Supercargo/HES, Chief Officer/OES and Public Officer/PES (and Org Officers, if you have them). You are the Exec Council Chairman. Network Heads attend Exec Council as non-voting members. (References: HCO PL 21 Dec 66 Issue II EXECUTIVE COUNCIL, HCO PL 29 Dec 71RA Rev. 7 Dec 74, 24 Oct 75, Reiss. 2 April 85 FLAG REPRESENTATIVE, DUTIES OF; and HCO PL 10 March 71R, Rev. & Reiss. 27 Oct 82 Finance Series 6R FBO HAT)

CO/ED

- 14. At this meeting, study LRH ED 339R INT and LRH ED 339R-1 INT, HCO PL 1 Jul 82 Admin Know-How Series 41 MANAGEMENT COORDINATION, HCO PL 21 Dec 66 II EXECUTIVE COUNCIL, HCO PL 21 Dec 66 I ADVISORY COUNCIL and HCO PL 20 October 1966 II EXECUTIVE AND GOVERNING BODY ERRORS AND ANSWERS. (These issues are in the green pack with this program.)

EXEC COUNCIL

- 15. At that same meeting:

- A. Decide on a weekly meeting time. This must be at least weekly, Thursday after 2PM and must leave sufficient time for the Ad Concil to meet before the Exec Council.

EXEC COUNCIL

- B. Send out your expanded Non-Existence Formula as Exec Council.

EXEC COUNCIL

- C. Each Exec Council member is ordered to study the remaining issues contained in the pack of this program by the next Exec Council meeting without fail.

EXEC COUNCIL CHAIRMAN

16. Form up the Ad Council as follows

- A. Off production hours, call all the heads of the Divisions together and inform them that they form the Ad Council of the org.

EXEC COUNCIL

- B. CONDITIONAL: If one or more Div Head postings are missing, assign someone from the Division(s) concerned to represent that Division in Ad Council.

EXEC COUNCIL

- C. WORK OUT AND GET DONE A FAST PLAN TO HAVE EACH DIV HEAD POST COVERED SINGLE-HATTEDLY. (Ref: HCO PL 20 July 78 Org Series 38 HELD FROM ABOVE DOUBLE- HATTING and HCO PL 6 April 1972 Est O Series 15 PRODUCT CORRECTION) Use targets 12A - E to do this.

EXEC COUNCIL

- D. Get each Ad Council member to study LRH ED 339R INT, LRH ED 339R-1 INT, HCO PL I Jul 82 Admin Know-How Series 41 MANAGEMENT COORDINATION, HCO PL 21 Dec 66 I ADVISORY COUNCIL, HCO PL 21 Dec 66 II EXECUTIVE COUNCIL.

EXEC COUNCIL CHAIRMAN
(CO/ED)

- E. Appoint one of the Div Heads as Chairman and someone to act as the Secretary to do the admin work.

EXEC COUNCIL CHAIRMAN
(CO/ED)

- F. Decide on a weekly meeting time which must be on Thursday and after 2PM and before the Exec Council meeting time.

AD COUNCIL CHAIRMAN

- G. Write and send out your Expanded Non-Existence Formula as the Org Ad Council.

AD COUNCIL CHAIRMAN

- H. Order each Ad Council member to study all remaining issues in the pack that came to you with this program before the next Ad Council meeting without fail and enforce execution of the order.

AD COUNCIL CHAIRMAN

17. In the next Ad Council meetings, besides standard Ad Council actions you may already have in that must be continued, get a copy of LRH ED 339R INT and do Target 2 "THINK IN FUTURES" as follows:

- A. CONDITIONAL: If not done yet, take each Gross Divisional Statistic and draw it forward through the end of each quarter to 5.4X what it was on last 13 March to what it must be to win this game - on next 13 March.

AD COUNCIL

- B. Post up prominently the graphs with their 5.4X quota lines drawn in the respective Div and Departmental areas.

DIV HEAD

- C. Locate the two weakest Divs of the org by inspection of the GDSes (Gross Divisional Statistics) and write up for each GDS and Departmental stats of these 2 Divisions a plan that will 5.4X these stats. (The Div Head can be asked to write up the plans for his area outside the meeting and submit them for approval at the next Ad Council meeting.)

AD COUNCIL

- D. Get the plans for the 2 Divisions approved by the Exec Council and issue them (copy to your CLO and FCB Programs Chief).

AD COUNCIL

- E. Following the steps of Exec Series 20, get Departmental mini programs for the 2 Divisions picked in C above written, to get in the first short term stage for the 5.4X plans. (REF: HCO PL 9 Jan 80, Reiss. 12 Sept 83 Exec Series 20 DEPARTMENTAL MINI PROGRAMS: THE KEY TO ACHIEVEMENT)

NOTE: ENSURE YOU INCLUDE IN YOUR MINI PROGRAMS TO GET IN THE APPLICABLE TARGETS OF YOUR INDIVIDUAL ORG PROGRAM (IF YOU HAVE ONE) AS WELL APPLICABLE TARGETS OF 339R IMPLEMENTATION PROGRAMS AS THESE PROGRAMS ARE THERE TO HELP YOU GET LRH ED 339R INT DONE. (FOR EU ORGS: ENSURE LRH EDs FOR EU REMAIN TOP PRIORITY AND ARE GETTING DONE WITH THE MINI PROGRAMS.)

CO/ED

- F. Get the mini programs now approved distributed to all staff members of the 2 Divisions concerned and get their agreement to get them done.

CO/ED

- G. Include the targets of the mini programs in your daily battle plans.

DIV HEADS CONCERNED

- H. Get the daily battle plans done.

DIV HEADS

- I. Inspect the 2 Divisions daily with a copy of the mini programs at hand and ensure the targets are getting done and are resulting in stats up and on quota. Debug as needed.

CO/ED

- J. Repeat Targets 17C, D, E, F, G, H, and I until you have 5.4X plans and mini programs for all the GDSes and Departmental statistics.

CO/ED

18. Get your org board updated and in PT.

HAS

19. Chinese school the org board with all execs and staff at muster. (Reference: HCO PL 13 May 72 CHINESE SCHOOL).

HAS

20. Off production hours, call a special meeting of the Ad Council and Exec Council and:

A. Read target 5 and 6 of LRH ED 339R INT.

B. Review the org's 5.4X plans and mini-programs being done in the org and see how you can beef up the 11 points of expansion per LRH ED 339R.

C. Adjust the plans and mini programs as needed per what you found.

EXEC AND AD COUNCIL

21. Post up all 5.4X plans with the current mini programs in your office.

CO/ED

22. As mini programs get completed, get new mini programs written that get approved by the Exec Council and will get the 5.4X plans done.

CO/ED

23. Hold the Ad Council meeting at the scheduled time on Thursday. In the Ad Council meeting, get the following done:

A. Re-read HCO PL 21 Dec 66 Iss I ADVISORY COUNCIL OEC Vol 7, Page 466.

AD COUNCIL

B. Review the org stats for the week and compare them to the 5.4X quotas.

AD COUNCIL

C. Write down specific recommendations on how to remedy, in the coming week, down statistics or strengthen up statistics and handle any major situations in the org.

NOTE: This includes reinforcing Affluences, per HCO PL 27 Aug 82, Corr. & Reiss. 28 Sept 82, Re-corr. & Reiss. 10 Oct 85 IMPORTANT VITAL DATA: POWER AND AFFLUENCE CONDITIONS, HCO PL 1 Feb 66 IV STATISTICS, ACTIONS TO TAKE - STATISTIC CHANGES (Page 417, OEC Vol 7) and HCO PL 15 Aug 70 STATISTIC MISMANAGEMENT (Page 438, OEC Vol 7).

AD COUNCIL

- D. Review the weekly battle plans from each Division Head and amend or approve them according to what found in (A) and (B) above.

NOTE: Any Div Head not having a weekly battle plan for the coming week is made to write one up on the spot.

AD COUNCIL

- E. CONDITIONAL: If not already done get an FP Number One worked out per the following references: LRH ED 55 INT FINANCIAL PLANNING PROGRAMME NO. 1, LRH ED 79 INT MAJOR AUDITING ACTIONS, HCO PL 9 Jan 83 Finance Series 41 VIABILITY THE MAKE-BREAK POINT OF AN ORG, HCO PL 26 Nov 65R, Rewritten 31 Oct 82 Finance Series 40 FINANCIAL PLANNING. Submit the FP #1 to Exec Council for OK.

AD COUNCIL

- F. Get the org financial planning done.

AD COUNCIL

- G. Coordinate all the Divisional weekly battle plans into an overall org battle plan that includes recommendations and proposed handlings decided in (C) above.

AD COUNCIL

- H. Submit the org Financial Planning and org battle plan for the week to the Exec Council for approval.

AD COUNCIL

CAUTION: AD COUNCIL MEETINGS NEED NOT AND SHOULD NOT BE DRAWN OUT FOR LONG HOURS AND MAY NOT BE TURNED INTO LONG DISCUSSIONS AND ARGUMENTS. KEEP THE CONFERENCE POLICIES IN. (REF: FO 2478 CONFERENCE ACTIONS, OEC VOL 7, PG 475)

24. Hold the Exec Council at the scheduled time right after the Ad Council and:

- A. Re-read HCO PL 21 Dec 66 Iss II EXECUTIVE COUNCIL OEC VOL 7, Page 469

EXEC COUNCIL

- B. Review org statistics and assign the org condition per the Paid Completions Statistic for the week and approve or amend the condition assignments submitted by Ad Council to each Division based on their Gross Divisional Statistics for the week. (REF. HCO PL 21 Dec 66 II EXECUTIVE COUNCIL)

EXEC COUNCIL

- C. Review and approve or correct the FP Number One and Financial Planning for the week submitted by the Ad Council. The statistic of the Exec Council is CASH/BILLS. (REF: HCO PL 21 Dec 66 EXECUTIVE COUNCIL) So, the Exec Council must review the FP

Number One and Financial Planning carefully and decide on needed measures to take to remedy any dangerous situations threatening the org solvency or reinforce any actions bettering the org solvency paying particular attention to improving promotion per HCO PL 20 November 65RA Revised 4 May 85 THE PROMOTIONAL ACTIONS OF AN ORGANIZATION.

EXEC COUNCIL

- D. Review and approve or amend any recommendations and the org battle plan submitted by the Ad Council and approve or correct them.

EXEC COUNCIL

E. Add to the org battle plan any major handlings as decided by yourselves to handle situations that would have been missed by the Ad Council. Include the needed coordination with Network concerns and any points which are out of alignment fully handled.

EXEC COUNCIL

25. Route the org Financial Planning Number One to your CLO Cont FBO via your org FBO for final approval.

EXEC COUNCIL

26. Establish the line for Weekly FP to be submitted to the FBO for final approval and get this done standardly.

EXEC COUNCIL

27. Issue the approved org battle plan for the week to all staff. "... if the plan is real and understood by one and all and if they then cooperate and produce along these lines, you have forward progress." (Ref. HCO PL 1 July 82 Admin Know-How Series 41 MANAGEMENT COORDINATION)

AD COUNCIL SECRETARY

28. Post up on the staff notice board the approved org Financial Planning for the week.

TREASURY SEC

29. Post up the approved condition assignments on the staff notice board.

DIR I&R

30. CONDITIONAL: If no staff notice board, get one put up at once.

HAS

31. Get every Exec and Ad Concil member through the FP Member hat.

QUAL SEC

32. Get in routine staff briefings throughout the week on how the org is progressing toward achieving the overall purpose of LRH ED 339R INT and LRH ED 339R-1 INT, which areas are doing well and which areas are to receive priority attention so they are debugged and making their quotas. Elicit originations from staff at these briefings on their wins and accomplishments in achieving the purpose of LRH ED 339R INT.

CO/ED

33. CONDITIONAL: If your org is not holding a daily muster put that in immediately at a time of the day where all staff are present and so it does not cut into production time. Ref: HCO PL 27 July 1972 Est O Series 25 FORM OF ORG AND SCHEDULES.

HAS

34. Implement weekly staff meetings as per IMEC ED 182R WEEKLY STAFF MEETINGS. (Note: The weekly staff meeting is not to be confused with your monthly staff meeting, as covered in HCO PL 4 Jan 66 STAFF MEETING.)

CO/ED

35. Establish a line whereby every staff receives a copy in his in-basket of each new LRH issue, International Management Bulletin, programs and any authorized issue which is addressed to all staff.

HAS (LC TO ENFORCE)

36. CONDITIONAL: If your org does not have a functioning Mimeo Section, get a rapid mini program done to get it handled:

- A. If no one is posted in Mimeo, get someone assigned immediately on a part time or full time basis.
- B. If repairs are needed, get a Purchase Order for the estimated repairs to FP Committee so that the repairs can get done.
- C. If there is no Mimeo machine, get Purchase Orders for a Mimeo machine to FP Committee so weekly set asides are made and a machine is purchased.
- D. Get the Mimeo machine in use to get OT 35 done using your own org's Mimeo Section.

HAS (LC TO ENFORCE)

37. Put a Bulletin Board up in an area where all staff will see it, on which you post all new issues sent to the org by the Org Flag Officer. This is your Org Flag Officer (OFO) Bulletin Board. (Ref: Org Flag Officer Bulletin 1, 30 September 1974).

FR

38. Review all targets on this program to verify that they are actually done. Any that weren't fully done or have fallen out must be rapidly completed.

CO/ED

PRODUCTION TARGET:

All targets done or in maintain within 8 weeks of receipt.

PROGRAM COMMUNICATION:

Compliance Reports (with evidence) sent via your FR to Exec Aide FCB via A/Exec Aide CLO with info to Cont Programs Chief FCB.

ED INTERNATIONAL

Authorized by
AVC INT

for
CHURCH OF SCIENTOLOGY
INTERNATIONAL

Page 1 1st quote o 1982 LRH.
Page 2 1st quote o 1982 LRH.
Page 7 1st quote o 1971 LRH.
Page 13 1st quote o 1982 LRH.

CSI:AVCI:GL:iw.ds

SEA ORGANIZATION

FLAG BUREAUX DATA LETTER 226R

14 September 1972
Revised
25 September 1973

PROGRAMMING ORGS

The Flag Bureaux will now send out the Evaluation and program it does for an org.

The Flag Program Chief at Flag will send a copy of the program to his Liaison Officer in the FOLO and another to the Flag Representative of the org. The FR sees that the ED and Staff have copies available.

When a program is telexed out, the actual evaluation is promptly mailed to back it up.

UNDERSTANDING

Only in this way can there be an understanding in the FOLO and the org as to what is going on and Why.

When isolated orders, apparently not connected to anything go through, it leaves a mystery.

The C is missing in the ARC triangle. The triangle adds up to Understanding.

And without Understanding, compliance gives way to many other things "demanding attention" locally.

VALUE OF A PROGRAM

A program is based on a very sound evaluation of the most important points of the org's current scene.

If followed it will raise GDSes, Paid Comps and GI.

If only half done it probably will not work.

If not done at all it will of course do nothing whatever and the org will continue a decline.

Therefore a program must be done to produce results.

After doing the evaluation, the Program Chief at Flag orders his Liaison Officer at the FOLO to get it in.

The FOLO Pgm Chief then repeatedly contacts the FR of the org to get the steps fully done.

If a hitch occurs, the FOLO Pgm Chief does a debug Eval based on what the FR tells him or asks for one from his Chief at Flag. But whatever he does he gets that program in and completed.

OTHER PGMS

LRH Eds, P/Ls and HCOBs are often part of such programs. If they are they are pushed by the Pgms Chief and the Org FR.

If they are not, the FOLO Program Officer does not push them.

In other words the FOLO Pgm Officer does not push other things than that org's program.

To do so just Adds Confusion and distraction.

If the Org Flag Rep sees that program gets done things will start to go right.

REPORTS

The FOLO Officer also demands and keeps the standard org reports flowing to Flag from that org.

There are many such reports. They are usually on forms.

Various officers in the org are expected to make their reports each week.

A list of these and all forms can be gotten from Flag.

It is from these reports, the org's OIC cables, area Observations, the FOLO Officers calls and the extensive past history of the org in Flag's Data Files that make evaluation possible.

Without these reports evaluations can miss the mark.

So it is to an Org's own interest that these reports are regularly sent in to Flag.

Further in looking them over before sending, the FR can find out a lot about the org he might never know.

Foolishly some Eds have laid down a local rule "not to let Flag know." This is sure mission bait as Flag will soon know of the rule just by trying to evaluate from faulty data.

ARC BRKS

Sometimes the data on an Aides Order ARC Breaks someone in an org.

Everything is done to keep needless enthetas out of Aides Orders.

But remember, any enthetas in an AO came from the org area itself. It isn't "Flag's opinion of the org". It's what the org is doing or saying it is doing.

Sometimes a WHY will ARC Brk the org, but certainly they have wide open lines (to Flag AVU via their Flag Rep and FOLO Officer) to plead for another look. Usually Whys are quite popular.

LOCAL PLANNING

Programs seldom get in the way of any local planning. If they do and it is considered serious it should be queried at once.

MISSIONS

When a Flag Programs Chief can't get compliance and the org is in bad shape he calls on Action to send a mission which it usually does.

EXPECTANCY

Flag expects an org to run at high viability. It expects the staff to be posted and hatted and on the ball. It expects the tech to be good and the field to be very happy with the org.

Flag wants a good presence there representing and expanding Scientology.

Experience has shown that when Flag keeps a continual pressure on the line, orgs begin to move up toward this ideal scene and that when Flag attention slacks off orgs go down.

This has often been demonstrated.

Therefore it is the clever thing to do to keep Flag informed and comply with Flag's orders.

OTHER NETWORKS

The GO and FBO and LRH Comm networks have their own jobs to do. They usually are not in any internal conflict with Flag programs. On the contrary they usually back them up to the hilt.

Where any conflict is seen to develop Flag should know about it at once.

SINGLE CHANNEL

The Evaluation, Program line is the single channel line into orgs.

So follow it.

L. RON HUBBARD
COMMODORE

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 MARCH 1965

Gen Non Remimeo
Accts & Financial
Management Hats
HCO Sec Hats
Assn/Org Sec Hat

EMERGENCIES AND ACCOUNTS PERSONNEL

Any tendency of Accounts to use "we're poor" or "we're in an emergency" to turn down POs or explain to tradesmen why bills are not paid reverses the emergency formula (1) Promote (2) Change (3) Economize and (4) Deliver. Crying poverty is a violation of the formula, to say nothing of being a sour postulate. All you have to do to really fail in an emergency is to use the wrong sequence in the formula. If you use economy in the name of "promotion", the whole org is threatened and may collapse.

When the org is doing all right and accounts personnel falsely uses an emergency formula to turn down POs the org can be thrown into an urgency condition, since poverty, wrongly announced, brings poverty and frantic promotion becomes necessary to save credit. In the Emergency Formula the first action is *Promote*. This applies to the money section of the org as well. While they don't have to write letters to new applicants they do have to promote the org's credit standing both to staff and tradesmen.

Accounts and finance promotion in a time of emergency is to bolster confidence in the org's credit by putting a good face on things and encourage the staff to make more money.

For example, a politician recently destroyed his country's credit abroad by howling "economic money crisis" instead of promoting England. Saying to somebody, "You cannot have this Purchase Order because we're broke" is sometimes a social falsehood, told to escape having to tell the applicant that the Purchase Order is silly. One doesn't downgrade the org's credit to make an extravagant staff member stop blowing our money. One says, "Maybe if your department made more money, you could have this. Until your department does, you can't." It's really a matter of *they* are broke, not the org. If the department is doing well and still submits a wasteful Purchase Order, just say so. Say, "We aren't making money to be silly with it. We need what we make to expand, not to buy . . ." whatever the PO calls for. The criterion of all POs is, "Is this PO for something that will increase our ability to expand or is it just somebody's got-to-have?" That's the judgement in signing a Purchase Order as OK. Some items actually retard expansion, consuming more time to us than they save.

In the case of a tradesman demanding for a bill only slightly overdue you will usually find they have done poor work or slow work if you're at all solvent and paying your bills. Don't say, "We're too poor and we can only send you a little but we will try." If you do and anybody hears of it in the org, it may become the subject of discipline if not Committee of Evidence. Say properly, "I don't see that your bill is much overdue. It takes a bit of time to pay a bill you know. I will check over your account and see if it is all right. And by the way, people who dun us either have insufficient finance to handle our business or something is wrong with their bill. I am setting your bill aside for audit and if you call again about it, we will sever the account."

Be tough. They're probably a gyp outfit anyway. I've never found otherwise.

For a bill in actual question say, "The amount of your bill is deposited to our Reserve Payment Account and will be freed when we have finished an audit on your statement." And tell them how they can help.

If the org has foolishly let itself get deep in debt and there is little money, the surest way to make tradesmen demand full payment is to tell them how "poor" you are. They will instantly rush to serve you with suits. Just say, to tradesmen who dun, "Oh really? We'll send you a cheque." Never say how much. And stay steady with dateline paying and you'll make it. Your casual air is itself promotion. If a personnel has money trouble of his own he thinks everybody else must have. That is not true. Very few people have real money problems. So don't sell money problems. That's not promotion, that's sabotage. Sell good sense and sound finance and good credit.

Downgrading Scientology credit rating by careless or false statements concerning its financial condition is very, very serious. And should be regarded as such.

We control an awful lot of money in Scientology. We are as rich as we promote and deliver and handle our money sensibly. To say "Scientology is broke" is very, very much a suppressive act. Bolster credit in emergencies, that's the promotion action for Accounts.

I *never* write a letter that concerns money without promoting our credit standing. Never. I always promote our credit. "Dear Bank Manager: Our expansion is going so rapidly that . . ." or "Dear Blitz and Co: Demands for Scientology are such that our org wishes to buy a new Blitzet, providing we don't have to wait on delivery. We can't. Etc." Promote the org's credit. Public confidence in Scientology depends on our promoting and maintaining excellent credit everywhere, and even when you're on the ropes in emergencies, still promote our good credit. After all, we'll be around for the next trillion or more. Why not have good credit standing while we work. Credit is just an idea. Help plant it. And then make it come true.

L. RON HUBBARD

LRH:wmc.rd
Copyright © 1965
by L. Ron Hubbard
ALL RIGHTS RESERVED

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 55 INT

10 December 1969

Reissued

12 April 1982

To: All Exec Secs
Deputy Guardians for
Finance
Treasury Secs

FINANCIAL PLANNING PROGRAMME NO. 1

Carefully planned financial handling will result in an organization which is not only solvent, but expanding on a sound gradient scale.

To do this an organization has to first of all assess the following:

1. How many basic staff members are required to run and handle the organization?
 - (a) How much is the rent weekly?
 - (b) How much is the telephone weekly?
 - (c) How much is the electricity weekly?
 - (d) How much is the water weekly?
 - (e) How much are rates weekly?
 - (f) How much are basic admin supplies like pens, paper, file folders, carbon paper, staples, paper clips, etc. weekly?
2. How much is required for the basic organizational needs to merely KEEP the organization there:
 - (a) How much are envelopes, stationery and stamps for so many letter registrar letters out weekly?
 - (b) How much is needed to keep up book stocks weekly?
 - (c) How much is required to keep up and mail out advance registration packets weekly?
 - (d) How much does it cost on a weekly basis to mail a magazine or broad mailing to your full address list once a month?
 - (e) How much does it cost on a weekly basis to mail out statements to people who owe the organization money?
 - (f) How much does it cost to mail out information packs to your new names weekly?
 - (g) How much does it cost to advertise your basic PE courses weekly?
3. How much is required for basic promotional actions:
 - (a) How much are envelopes, stationery and stamps for so many letter registrar letters out weekly?
 - (b) How much is needed to keep up book stocks weekly?
 - (c) How much is required to keep up and mail out advance registration packets weekly?
 - (d) How much does it cost on a weekly basis to mail a magazine or broad mailing to your full address list once a month?
 - (e) How much does it cost on a weekly basis to mail out statements to people who owe the organization money?
 - (f) How much does it cost to mail out information packs to your new names weekly?
 - (g) How much does it cost to advertise your basic PE courses weekly?
4. How much does it cost weekly to keep in your basic communication lines:
 - (a) How much is your weekly 10% to WW?
 - (b) How much does it cost weekly to pay your 10% FSM commission and to service and give your FSMs materials to select people to your org?

(c) How much is your weekly 5% to your general liability fund so as to build up a reserve in case of necessary legal expenses?

After carefully figuring out your weekly costs as per above, you now know exactly how much income you will require weekly in order to exist and to promote. If you do not make this amount of income weekly, you will know at once that you are spending more than you are making, at which point everything must be done to sell more services to your public.

An organization could be in the situation where it has spent more than it has made, in other words it has greater bills than it has money with which to pay them. Now this places an organization into a danger condition as regards the society which runs on the basis generally of "pay within 30 days or else."

An organization in this situation, therefore, has got to make more money than simply its basic weekly costs. Therefore, all excess monies over its basic weekly costs must be used to pay off its bills, carefully paying such on a date line payment basis and as per policy with regard to threatening creditors.

When an organization is no longer in a danger condition as regards society and now has more income than it has in bills, it can gradually use its excess income to do more promotion, to expand its staff to make more income to do more promotion and to buy more facilities to increase promotion and so on.

There are many ways an organization can obtain service facilities like chairs, desks, typewriters, address machine, and mimeo or off-set machines without driving the organization into debt and causing it to have vast monthly payments which exceed its ability to pay. Inexpensive second hand equipment can be obtained while the org sets aside so much money until outright purchase can be made or it can lease equipment with an option to buy.

There is definitely a maxim with regard to money and it is: THE LESS AMOUNT OF INCOME AN ORGANIZATION OR AN INDIVIDUAL HAS, THE MORE CAREFULLY AND WISELY FINANCIAL PLANNING MUST BE DONE.

Even if an organization is in the position of having more income than bills such basic data as this will help in planning for better expansion.

Therefore, each Executive Council of each organization should meet weekly to review its basic operational costs in order to really get in this Financial Planning Programme.

L. RON HUBBARD
FOUNDER

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo
Int Bd Members
Cont Dirs
HCO Cont Secs
Org/Assn Secs
HCO Secs
Accts Units

HCO POLICY LETTER OF 28 JANUARY 1965

ACCOUNTS HATS
FINANCE

HOW TO MAINTAIN CREDIT STANDING & SOLVENCY

(Hat check on Org/Assn Secs and Accts Assistants)

Credit does not entirely deal with money. It has everything to do with confidence and reliability.

When the world saw a recently elected government act foolishly with customs dues, etc, it had no confidence in that government and the currency of that government went to pieces on the world market.

Money is basically a matter of confidence. So is credit.

An accounts unit that handles money poorly wrecks the org's credit rating. Insolvency is much less often the source of poor credit than just poor money handling.

Almost all our orgs have good credit. But where they don't it is money *handling*, not the amount of money available, that wrecks credit.

An Assn/Org Sec who handles bills in a certain way has good org credit. One who doesn't has bad credit.

To try to assign credit to the amount of money available is *completely false*.

You can have lots of money and horrible credit. You can have little money and excellent credit. So saying "our income has been poor so our credit is bad" is a lie.

The business world judges Scientology not on its scientific validity but on its financial credit rating. If the org's credit is good, then "Scientology is okay". If your credit is bad, "Scientology is a racket", in business general opinion.

Melbourne's financial *credit* went bad before its general repute earned it an Enquiry.

Good credit is a primary dissemination line. It breeds confidence. You can't have bad credit and still be thought of as a valid science.

So financial management *must* help general dissemination by maintaining good credit.

A bad credit rating comes from negligence in Accounts, not from the lack of industry of the Registrar.

To begin with, an org has no business spending more than it makes. To do so shows stupidity in management and accounts, lack of a purchase order system and a general beatnik state of organization.

Make all the money you can. Spend less than that. That's the simple ABC of financial control.

Make sure all the income is accounted for and banked.

Make sure no unauthorized purchases can be made by executives or staff by requiring an authority to purchase or *contract* from the head of the org before any purchase can be made or contract signed. Sure that's slow. Who wants it fast? The slower it is, the less you spend.

You want speed on the income line. The disbursement line is something else.

So never listen to somebody saying "But it takes so long to get a purchase order that I just bought it —". Yawn and say, "You bought it without authorization. You can pay for it personally." *Never* let your Purchase Order system break down. If you do you will soon be spending more than you make. Fact. No exceptions.

A company to most people is something to bleed. They never realize that a company can only spend what it makes and that what it has is made by individuals. So if you have somebody around who is always saying "the org will pay or should pay", point out that the org is its staff's collective pocket book and that that pocket book has a bottom.

SOLVENCY

You sometimes hear around an org a wave of "we're broke" when spending is restrained. This hurts credit. For it's not true. Economy is *not* a sign of being broke. It's a sign of increasing prosperity. Without curtailed and watched spending you *never* have prosperity.

So don't tell everybody "We can't buy it because we're broke". That's a lazy, dull reason. A better one is, "We can't buy it because we don't need it", and is usually the truth. "We have a P.O. system because we want to prosper" is the real reason you have one.

Make lots of money. Spend it frugally.

So it gives a tax problem. So what? Your accountants should be capable of avoiding tax problems. Whether you do or don't have money you will always have a tax problem because governments are crazy. The way to solve tax problems is to have money, not to be broke.

Taxes exist only to destroy businesses. Be impudent. Get rich and to hell with them. Governments are just a reactive bank we have to live with for a while. Learn to handle them. But not by refusing to make money or have it.

But solvency depends on how you handle things, not on how much you have. Micawber, in "David Copperfield", said that if you had twenty-one shillings and spent a pound, you had happiness. But that if you had nineteen shillings and spent a pound, you had misery! A pound being twenty shillings, that's all there is to solvency.

If you *have* to spend a million dollars, then you better make one million one hundred thousand first. And then make sure you don't spend one million two hundred thousand.

The secret of solvency is:

1. Make a lot of money. The way to do that in Scientology is covered in HCO Policy Letter of January 21, 1965—"Promotion and Organization".
2. Spend less than you make. That's covered by having a good P.O. system and alert financial management.
3. Make it before you have to spend it.
4. Gather bit by bit a cushion of cash to fall back on and don't ever fall back on it.
5. Keep your credit excellent as a second cushion.
6. Refuse to spend reserves. Make more money to meet the emergency instead. (It's usually quicker to make it than to dig it out of old hiding places. Never borrow to pay bills. It's less trouble just to make the money.)
7. Realize that collective-thought regarding finance is just bank and that bank is dead against the creation of anything good and all for eating up everything that exists. Thus financial planning and control is an individual job, is often contrary to group demands and succeeds only when the individual handling it can rise superior to the group. A tame dog financial manager, trailing along behind the group, yessing everything, will always make the group insolvent. The person you put in charge of financial management should be able to say "No!" no matter how popular a silly "Yes" would be. The financial manager is not there to buy his own popularity with org funds.

In the early years of Scientology, my whole answer to org solvency was just to make a lot more money than people could waste. It's a good answer, lacking all others. When I finally attained control of orgs, I was able also to curtail the waste while making lots of money and we've been pretty solvent ever since. The principles I used to achieve and continue this state of solvency are accurately and completely listed in 1 to 7 above.

CREDIT

When you realize FINANCIAL CREDIT is vital in dissemination, you become very interested in what it is. As I said above, this is *confidence*.

Given some degree of solvency, you still do not have a good credit rating. That is achieved by HOW YOU PAY BILLS.

This is the one big point that is vital to know thoroughly in this policy letter.

If an Association or Organization Secretary and the Accounts Assistant does not know exactly this data, the org will have bad credit and financial trouble, no matter how much they make.

There is an exact way to pay bills.

This is to pay the bills up to a certain date always. It is called "Paying by dateline".

Never "pay a little bit on each bill" to save money or help cover a lean period. That will never help. On the contrary, it advertises your lean period and hurts your credit.

Instead, *always*, lean or fat, pay *all* the bills *behind* a certain date and *none* closer to PT than that date.

That's why we have the type of disbursement system we have. So you can do this trick. If your disbursement system and its files are not up to the mark and are sloppy, you will always have bad credit because they can't then do this trick of Dateline Paying.

Look to the inefficient accounts unit and the lack of this bill-paying system if your local credit is poor. Don't go off into income-outgo. Just demand that our general accounts system be followed and that Disbursement Files are up to date.

If you find an accounts personnel giving financial management the razz-ma-tazz about why it can't have good disbursement files and if this bills-paying schedule is always being violated, assume at once that that personnel is overtly wrecking the org's credit and get him or her away from that post and get somebody in who will follow our system accurately and help pay bills only by dateline.

You can have six months worth of unpaid bills in some areas of the world and *still* have a good credit rating providing you do not have one bill that is *ten* months unpaid.

Never "pay bills" any old way. A financial manager should always refuse to pay bills one at a time on different days, or when accounts submits a check.

Tell Accounts "Give me every bill we owe prior to August (three months ago)." Add these up. Let's say the amount exceeds our cash. Cut it back one month. Order "Write cheques for *every* bill up to July 1." (That's four months back.) That we can cover fully with cash. We pay *all* bills up to July 1. We demand of Accounts "Are you very very very sure that no bills dated prior to July 1 now exist?" If the answer is "None exist", okay. But if we find out next week that one existed for April 1 that wasn't included, we overhaul the unit as destructive of credit.

Business men handle their books by bills owed month by month, not by total sums owed. When a Check comes in paying his July 1 bill, then it's plain you're paying your bills. If you send a small sum hopefully to "stave them off" they can't dismiss any one statement with it and so get panicky. It looks like you aren't paying your bills.

After you've paid all bills older than 4 months, get busy and make money. In 30 days, request of accounts "all bills up to 15 August". Let's say we find that we have cash to cover. We say "Pay all bills up to August 15". Now we're only 3½ months behind.

A month hence we pay "All bills up to Oct 1." Now we're only 3 months behind.

If you get some eager beaver into finance who doesn't use or understand how to do this, you can suddenly look up and find that you thought you were doing all right but you're broke. The eager beaver paid randomly anything in the files he or she came across "in order to pay our bills". We aren't interested in bills as bills. We're interested in "all bills earlier than a given date".

You can go pretty smash on an eager-beaver bills-paying spree with no regard to the age of each bill.

Only pay by this system: PAY EVERYTHING UP TO A DATE ALWAYS and no further.

And get a new Accounts Unit if Disbursement Files aren't accurately kept so financial management can do this.

EXCEPTIONS

Government tax bills, water bills, occasionally rent or 'phone are sometimes accompanied by threats of vast action unless the whole bill is paid instantly. Still try to

use the above system. But if you can't, pay it and retard other bills accordingly. And thereafter, don't pay that outfit's bill on any other terms than threatened trouble.

If a tradesman, despite the use of the above system, demands further payment or threatens suit, caution him that if he carries on this way you'll deal elsewhere. And carry out the threat. *Never* continue to use a private business firm after they become obnoxious about bills. Trade elsewhere. And say why.

If you're using the above dateline system and a tradesman gets upset, then he is gypping you or he has too little finance to handle your account, so stop trading with him. Always make that an iron-bound policy. Be very proud and haughty about bills. *Never* propitiate.

So the points here that are important are:

1. Pay by dateline only and pay *all* up to that dateline. Put the dateline far enough back so you *can* pay all up to that date.
2. Have an Accounts Unit that can do this and change one that flunks it.

And that handles the whole of credit rating.

Simple?

OUR SYSTEM

The other day two high-gearred chartered accountants were giving me a lot of stuff about how I needed a double entry system and that the existing system was wrong.

They said, "We can tell you 21 days after the 30th of the month where you stood in that past month using our double entry system."

I said, "The system we have to have must tell us *four* days after the past week exactly where I stand. We operate in the 20th Century, not the 19th."

They said, "But your system is wrong."

I said, "In a double entry system, you need each bit we have, don't you? Invoice all the money, bank it, reconcile the deposits with the slips and statements, file all the bills, verify them, pay them by cheque and voucher and keep all records."

They looked at each other and were very quiet. "Yes, that's correct," they said.

I said, "All right, that's our system. Now you can do anything you like with that system from there on, so long as you don't prevent us from knowing where we stand four days after the past week and don't bar out a non-accountant from discovering what's what in the Accounts Unit. Now go ahead and *on* our system erect any system you like. No government requires anyone to have *books*. They only require *records*. But books, if they help, should also be kept made up from our records." They agreed.

So if you are getting propaganda about how our system is inadequate as a reason not to operate and have accounts, get somebody in who *can* make it work. For our system is the basis of every other system and if it's in order and *done*, you can have books. If it *isn't* in order, no books can be kept by *any* system.

So we don't care what accountants do with our basic system so long as we still at least have that. On that, *any* type of books can be erected or any balance sheet made.

If you have the basic data you can add it up.

If your accounts unit can't add up whatever you need then our system is *not kept up* and *no* system would work in that unit. Where there is Accounts trouble there is:

1. Non-comprehension of our basic system as the basic of any accounts system,
2. Nothing being done.

Get our system in so you know where you are with cash and bills.

Manage by paying all bills up to a specific dateline only.

Advance the dateline as you can cover all with your cash and make lots of money so you can advance it further toward PT. Practise economy so you can advance it even closer.

Continue to do that and you'll always have a good credit rating.

We have a lot of fine accounts units. They do a good job. They can handle this if they understand it. It's your job now to get it understood and done.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1968

Remimeo
Flag Order

ETHICS

The Purpose of Ethics is

TO REMOVE COUNTER INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE OTHER INTENTIONNESS FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter intention.

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

There are many ways to handle counter and other intentionedness.

There is a fine line between Ethics and Tech.

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

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

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

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

L. RON HUBBARD
Founder

LRH:js.cden
Copyright © 1968
by L. Ron Hubbard
ALL RIGHTS RESERVED

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 39 INT

23 November 1969

Applies to All Orgs,
To All Bases, AOs & SHs

ETHICS PROGRAM NO. 1

To LRH Comms to ACTIVATE

THE PURPOSE OF THIS PROGRAM IS TO GET ETHICS PROTECTION FOR ACTUAL UPSTATS AND PREVENT OPPRESSIVE INFLUENCES ON ORG STAFF MEMBERS.

OBSERVATION:

The great majority of staff members are trying to do their jobs. They are impeded when Ethics is out in an org.

In 1968 we tended to drop out Ethics in the US by granting a moratorium on the US.

We dropped out Sec Checks as a Reform measure.

The Guardian WW commented in Sept 1969 there were only 3 Ethics Officers on post in all the world.

Stats in some areas are in Danger Condition. The second action of this condition is Ethics, the first being to handle the situation on by-pass.

Undoubtedly WW is seeking to remedy this situation. However, as the orders below are very standard, nothing in them cancels any WW order and are to be undertaken regardless of any other actions in progress.

MAJOR TARGET:

TO GET IN ETHICS IN SCIENTOLOGY ORGS FROM WW ON DOWN TO CITY OFFICES.

PRIMARY TARGETS:

1. LRH Comm to see that a full time ACTING Ethics Officer who can operate an E-Meter, has had good case gain and study record is appointed and on post. If one is satisfactorily on post the LRH Comm gives him these orders to execute as priority.
2. LRH Comm to see that the E/O has or does cover the Ethics Section of the OEC rapidly in addition to handling his post. Until this is done the E/O is to be known as an ACTING E/O. Any E/O who has not covered this OEC Ethics section to be known only as "ACTING E/O" until he or she has covered the OEC section on Ethics and has proven competent on post.

3. ACTING E/O to be provided with a place to work, ethics folders and a place to file them and lock them up, and materials of the post.
4. ACTING E/O to be posted as such on org bd.
5. Sign, ETHICS OFFICER to be placed on desk.
6. LRH Comm to report compliance on above actions 1 to 5.

VITAL TARGETS:

1. To get ethics in in the org.
2. To help the field with Ethics matters.

OPERATING TARGETS:

1. Get a full list of staff members.
2. Make up a folder for each one if none exists or any missing.
3. Check list for
 - (a) Case gain.
 - (b) Good study record.
 - (c) TA is no unusual range high or low (above 4, below 2) and needle clean.
 - (d) Good post stats.
 - (e) No current drug history or connections.
 - (f) No past psychiatric history.
 - (g) File any results and full notes and data in the Ethics Folder of that person.
 - (h) Assign the status of ETHICS UPSTAT by putting a blue tape on each folder to each staff member who passes (a) to (f) above with flying colours and no black marks in connection to (a) to (f) and putting a copy of the E/O in the folder of each person who passed.
 - (i) Issue the full typed list of ETHICS UPSTATS as an Ethics Order for your org, send a copy to your EC, to your Continental EC, to EC WW, Info E/O International and a copy to your nearest OTL for Info of CS-1. On this order also state full number of people in your org.
 - (j) Indicate by despatch via your LRH Comm to LRH Comm WW "Full compliance with Operating Order No. 1, No. 2 and No. 3 of Ethics Program No. 1 per LRH ED INT 23 Nov 69" and enclose a copy of the Upstat E/O you issued.

4. Examine the Ethics folders of all those not included in the Ethics Upstat Order.

- (a) Select the one who got lowest (worst) marks on (a) to (f) (passed the fewest of (a) to (f)).
- (b) Investigate the person's post for outnesses.
- (c) Investigate the person's connections prior to Scn.
- (d) Summarize the folder and send a copy of the report to the nearest Assistant Guardian with an Info Copy to the Guardian WW referring to this ED.
- (e) Repeat 4(a) to (d) on any remaining non-upstat personnel you consider on the basis of investigation to be depressing stats by reason of your investigations.

- (f) Report compliance on Op Order 4 via your LRH Comm to LRH Comm WW.
5. (a) Order all those who did not make Upstat and who were not considered any menace, to Review each one with a note for the C/S stating what was found to be out in the general investigation so that it can be remedied. Note the fact in the person's folder. I.e. "Poor Study Record. Has psychosomatics despite earlier auditing. Has long drug history" etc.
- (b) Report Compliance with Op Order 5(a) via your LRH Comm to LRH Comm WW with a list of those so sent.
6. Survey any org applicants taking the HDC or HDG Course as per the new hiring Poltr wherein they are trained free of charge.
- (a) Do a check as in Order No. 1(a) to (b).
 - (b) Recommend termination of those not making satisfactory progress on the Course and who have outnesses as in 1(a) to (f).
 - (c) Require Ethics clearance of all future applicants before hiring.
 - (d) Report compliance of 6(a) to (c) via your LRH Comm to LRH Comm WW noting this LRH ED INT.
7. Check over field franchise areas of enturbulence.
- (a) Investigate area for a possible suppressive person.
 - (b) Apply examination as per 1(a) to (f) to the personnel.
 - (c) Send the results to your nearest Assistant Guardian with Info to Guardian WW.
 - (d) Inform your org's Franchise Officer and Franchise WW.
 - (e) Report Compliance with Op Order No. 7 of this ED.
8. (a) Having done all of the above, now OPEN YOUR LINES TO ROUTINE E/O TRAFFIC AND ACTIVITIES FOR THE ORG AS COVERED IN E/O POLTRS. You have cleaned up any backlog. Your business now is to see that it doesn't occur again.
- (b) Complete your study of Ethics Poltrs.
 - (c) Have "Acting" removed from your name on Org Bd.
 - (d) Inform via your LRH Comm, LRH Comm WW with Info HCO ES WW and Guardian WW that you are fully on post with all backlogs handled.
9. Continue as E/O of your org, handling the routine duties.

ORDERS COMM LINES:

Where "via LRH Comm to LRH Comm WW" occurs include any or all intermediate LRH Comms.

You can only err on Comm lines by not informing enough seniors.

PROTECTION:

If threatened with removal for turning in any adverse report or refusing to make any false report, inform the Guardian WW urgently on direct lines.

L. RON HUBBARD
FOUNDER

L. Ron Hubbard

EXECUTIVE DIRECTIVE

LRH ED 63 INT

16 December 1969

HCO ES
Ethics Officers

ETHICS UPSTATS

Ethics Program No. 1 as per LRH ED 39 INT should be getting well along in your org. If it isn't, get it whizzing.

In handling this program, some staff members become upset if they are not instantly appointed Ethics Upstats.

They will all be Upstats eventually.

As soon as the lists are done and available, I will be able to give a Case Supervision instruction so that the medium cases will be boosted up and the rough level handled by another process.

If the Ethics Officer does his job well and thoroughly the results eventually will then be excellent.

A Meter should be used in final determination as well as consultation of stats and records.

But don't get all ARC Broken if you are not given an instant Upstat rating and don't accept one if it's wrong as then the eventual C/S I will send on it won't be correctly applied to the right cases.

We are making a safe org environment with this program. It must be well done.

Love,

Ron

L. RON HUBBARD
FOUNDER



LRH:gal:rw
Copyright © 1969, 1983
by L. Ron Hubbard
ALL RIGHTS RESERVED

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

LRH Comms
Ethics Officer
Hat
All Staff
Boards of Review
Hats

HCO POLICY LETTER OF 22 JULY 1982
CORRECTED AND REISSUED 26 AUGUST 1982
RE-CORRECTED AND REISSUED 4 OCTOBER 1985

(*Corrections in this type style*)

— **IMPORTANT** —

KNOWLEDGE REPORTS

References:

HCO PL 1 May 65	STAFF MEMBER REPORTS
HCO PL 15 Aug. 65	THINGS THAT SHOULDN'T BE
HCO PL 1 July 65	TECH DIVISION, QUAL DIVISION—
	ETHICS CHITS
HCO PL 5 Mar. 68	Admin Know-How Series 19
	JOB ENDANGERMENT CHITS
BTB 7 Nov. 72R V	Auditor Admin Series 20R
	MISCELLANEOUS REPORTS
HCO PL 7 Apr. 82	OUT-ETHICS INDICATORS
HCO PL 10 Mar. 82	CONFESSINALS—ETHICS
	REPORTS REQUIRED
HCO PL 24 Feb. 69	JUSTICE
HCO PL 23 Feb. 78	BOARD OF REVIEW
HCO PL 5 Aug. 66R II Rev. 1:10.81	CHAPLAIN'S COURT, CIVIL HEARINGS

We live in an era of “civilization” where it has become general not to care what is going on.

The first dynamic “nothing to do with me” attitude is the product of drugs, TV and the psychiatrists and psychologists who have perverted education and produced a criminal society wherein the individual is supposed to be the effect of everything, incapable of handling his environment.

Although we are changing this society, it is, nevertheless, a constant challenge to one's own ability to keep things going right.

Factually, to succeed in this “civilization” or *any* society, crude or sophisticated, one has to act continually to keep one's own environment under some control. To do otherwise results in a lingering or sudden and always painful death. It *does* matter what goes on around one. The only thing which does not care is a corpse.

It is a rather simple thing—not heroic. If one can't control a coffee cup he is likely to get scalded! If one can't control a car he is a statistic.

Extend this to one's fellows slightly and it is plain to see that total permissiveness (as loudly advocated by the psychs) is suicide. Standing with a *bland* look while Joe sticks pins in someone or something is not good manners, it's idiocy!

To live at all, one has to exert some control over his equals as well as his juniors and (believe it or not) his superiors.

When misconduct and out-ethics is occurring in a group, it is almost impossible for other members of the group not to know of it. At least some of them are aware of the outness.

When a group has down stats, it is not true that *all* of them are trying to fail. Only a few are dedicated to not doing their jobs.

The question one can ask of any group that is not doing well is this: Why did the *other* group members tolerate and ignore the loafers or out-ethics cats in it?

In analyzing countless numbers of groups with whom it has been my good fortune—or misfortune—to be associated, I finally isolated ONE factor which made an upstat group upstat and a downstat group downstat and a horror to be around.

The single most notable difference between an upstat, easy to live and work with group and a downstat, hard to live and work with group is that the individual group members themselves enforce the action and mores of the group.

That is the difference—no other.

In an upstat group, at the first pin prick Joe would probably have a black eye!

In a downstat group Joe could go on and on with his pins, each group member watching and shrugging.

In a group where members have some concept of controlling their environment and their fellows, you don't have loafers or out-ethics cats. *Because* the rest of the group, on an individual basis, just won't tolerate it.

Those who would have a tendency to wreak havoc or loaf don't dare. And the group becomes easy to live with and work with.

It is not whether the group individuals should be preselected or carefully made ethical by some process or inspired leadership or a separate police force. It is whether the group members themselves exert any control on each other.

One can say, "Oh well! If I reported the Reg violating policy, the ED would fire me—she is his wife!" One can say, "If I complain they won't let me wear my hat, they'll comm-ev me for third party actions." If such conditions prevail, the group has already lost the group ability to control the environment—and they will be downstat. Their pay will be low—their working conditions rotten.

Do we have a mechanism to prevent this?

Yes, we do.

It is called Knowledge Reports. (See HCO PL 1 May 65, STAFF MEMBER REPORTS, and the additional issues referenced at the beginning of this policy letter.)

And with this PL, Knowledge Reports are enforced as follows:

1. Anyone who knew of a loafing or destructive or off-policy or out-ethics action and WHO DID NOT FILE A KNOWLEDGE REPORT becomes an ACCESSORY in any justice action taken thereafter.
2. Forbidding anyone to write a Knowledge Report makes the person forbidding it *and* the person accepting this illegal order both accessories to any later action taken.
3. Failing to write down a disclosed crime in a worksheet or a report makes the person failing to do so an ACCESSORY to the crime.
4. Failing to file a Knowledge Report written by another makes one an accessory to the contents.
5. Removing Knowledge Reports from files makes one an accessory to the contents.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 31 JANUARY 1983
CORRECTED AND REISSUED 6 FEBRUARY 1983

(Corrects typo in paragraph 12)

THE REASON FOR ORGS

The *only* reason orgs exist is TO SELL AND DELIVER MATERIALS AND SERVICE TO THE PUBLIC AND GET IN PUBLIC TO SELL AND DELIVER TO. THE OBJECT IS TOTALLY FREED CUSTOMERS!

The first and all subsequent organizations of the Church were founded for this purpose *only*.

It was manifestly impossible for one being to individually train and audit 2.5 billion people. Time alone would have prevented it.

Thus help was needed.

Every post in every org exists to keep the org there and accomplish this.

You see, we are not dealing with "just another self-help subject" or a "make people feel better."

This universe has been going downhill for just *one* reason—lack of tech to resolve the problems of the mind and beings.

Recent research has confirmed this: There is nothing whatever the matter with the universe itself. But suppressive persons and groups have specialized in caving people in. *And* they had no tech whatever to *undo* their vicious actions.

So what emerged was a universal population stuffed with lies and artificial disabilities who have been brought almost to the point of obliteration.

For the first time ever—and this is confirmed with careful historical research—the tech exists to reverse this chaos.

An org and every staff member is there to get it applied.

Where we are this *instant* in time is at the reverse point of the universe. *You* are the one who will make it happen.

And you will do it by selling and delivering materials and service to the public you get in and keeping the orgs there so they can and will do it.

You have the tech now; you have the policy. It is *you* who are applying it.

And by applying it, you have it in your power to reverse the dwindling spiral that has gone on without pause for more years than you can get into an Earth calculator.

For the first time ever you have this chance. And it is *you* who, just by knowing and using relentlessly the policy and tech, will make it happen.

I have never lied to you or conned you and what I tell you now is true. I would be falsifying if I told you other than the facts in this policy letter. So there it is! It may seem large and awesome but it is a fact. You are not engaged in anything superficial.

And that is the reason posts and orgs exist: to change the course of all things past and send the whole of existence back upward from its long plunge.

Oh, of course the unholy will beg you not to do it, will try to pervert policy and corrupt tech, will cause trouble and mock and lie and try to discourage or stop you. But that's the reason things went bad—and those were the creatures that did it. And no objective worth obtaining was ever achieved without some barriers arising or industrious dedication.

So: Make it happen!

The stars wait!

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:iw.gm
Copyright © 1983
by L. Ron Hubbard
ALL RIGHTS RESERVED

6. Failing to advise the International Justice Chief of serious charges in Knowledge Reports makes one an accessory to the reported outness.
7. *Knowingly* false statements made in Knowledge Reports, when proven false beyond any reasonable doubt with intent to cause trouble, may become the subject of a Chaplain's Court with damages awarded. (Ref: HCO PL 5 Aug. 66R, Issue II, CHAPLAIN'S COURT, CIVIL HEARINGS.)
8. Any person who knew of an outness or crime and failed to report it and thus became an accessory receives the same penalty as the person disciplined as the actual offender.

With these policies, a person with knowledge of nonoptimum conduct by other group members cannot be stopped from writing and filing the report in the person's ethics file and cannot even be stopped from going outside the org and informing, by whatever comm line, the International Justice Chief. And that does not mean this policy letter is to be used to withhold from anyone that he is writing a report.

BOARDS OF REVIEW

(Ref: HCO PL 23 Feb. 78, BOARD OF REVIEW)

It shall be part of *every* Board of Review action at any level to examine the status of Knowledge Reports as they relate to any case reviewed and to take any action indicated by these policies.

SUMMARY

This makes it a pretty rough group for a loafer or criminal to be around. UNLESS he or she decides to rise above the aberrations and get busy and go straight.

IT IS A FAILURE OF THE INDIVIDUAL GROUP MEMBERS TO CONTROL THEIR FELLOWS THAT MAKES A GROUP HARD FOR ALL TO LIVE AND WORK WITH.

If it is present, when that is cured, the group will become a joy to be with and work will become a breeze.

If the stats of a group, large or small, are down, try it.

And get a REAL group in return that, collectively, can control the environment and prosper because its group members individually help control each other.

L. RON HUBBARD
Founder

Adopted as official
Church policy by
CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:kjm.gm
Copyright © 1982
by L. Ron Hubbard
ALL RIGHTS RESERVED



Produced by the Sea Organization