

## INTERNATIONAL MANAGEMENT BULLETIN No. 0

from  
Church of Scientology International  
Church of Scientology Management  
Central Authority for Dianetics and Scientology Activities<sup>TM</sup>

TO: ALL ORGS  
FOLOS  
FLAG  
  
FROM: CO CMO INT  
  
RE: INTRODUCING A NEW ISSUE SERIES

24 November 1982

International Management for the Church of Scientology is composed of the WATCHDOG COMMITTEE (and directly under WDC is the Int Finance Director's Office), CMO International, and the ED Int and his Int Executive Strata.

We, as the International Management for the Church of Scientology, are engaged in actions to ensure the health, stability, and total expansion of Scientology across the planet.

Staff want to be briefed so they may contribute to and align their efforts toward Command Intention and current planning for the expansion of their org and the benefit of all.

Therefore in order to provide the information and briefings that are needed and wanted a new issue type and series has been created: THE INTERNATIONAL MANAGEMENT BULLETINS.

These Management Bulletins will be brown ink on white paper, headed by the Church of Scientology International logo and the Scientology Cross. They are only written by International Management on matters of importance and concern to all with the authority and approval of the CO CMO International and the ED International. They are addressed to and are to be routed to all staff members.

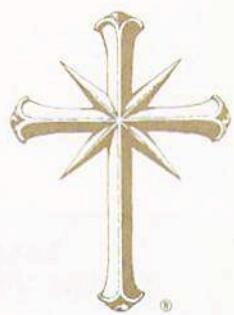
The Management Bulletins will state things of general interest to orgs - planning, successes of a wide nature, and specifics on where we are heading - in their own distinctive, easily recognizable format.

We want all staff to win by following LRH HCO PLs and HCOBs and carrying out Command Intention, and to know of our progress and wins on a broad scale.

This issue series is created to help accomplish that objective.

Capt. Marc Yager  
CO CMO International  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

CSI:MY:iw



## INTERNATIONAL MANAGEMENT BULLETIN No. 3

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

TO: ALL EXECS & STAFFS  
CLASS IV & SO ORGS  
FOLOs  
FB

9 January 1983

FROM: INTERNATIONAL MANAGEMENT  
(WATCHDOG COMMITTEE, CMO INT  
AND INT EXECUTIVE STRATA)

RE: DECLARATION OF WAR AGAINST OFF POLICY ACTIONS

1982 has brought to light this cold fact: Only those staffs and orgs which get severely on policy expand and prosper.

It is you who choose your future, it is you who insist upon receiving standard tech and admin or tolerate shoddy substitutes. It is you who choose or not to achieve a higher state for you, your org, city, country and continent.

It is not a question whether standard ethics and policy work. It is only a question whether or not you apply them.

This issue is to brief all org staffs and executives on the direction we are going, so that you, being responsible for your own progress, may move in the correct direction.

We are building orgs so they expand. This is done by FULLY, without deviation, alter-is, or reasonableness, forcing POLICY into standard use in an org. In each case this has been done, stats have risen DIRECTLY.

EXAMPLE: In one org an executive structure was posted from the top down to Divisional Head Level (previously many posts were vacant); Call-In was debugged and the reg area was put onto operating on standard registration policy; two Department three personnel were put on post who did STANDARD MAA and inspection actions. The result: Call-In doubled, GI shot into a whole new range on a steady affluence trend, VSD was Highest Ever along with WDAHs and Student Points. The org expanded and has continued to improve.

EXAMPLE: One Continent, with poorly expanding orgs received a mission which removed several SPs from field and got the orgs on policy and got the orgs operating at the direction of management and as a result their stats have been in a steady affluence across the boards.

EXAMPLE: Another org, whose stats were crashing due to violation of personnel policy and musical chairs was gotten standard, at the direction of direct Int Management and has had rocketing stats as a result, including Income highest in years and up several weeks in a row.

International Management is winning battle after battle in the on going war against off policy actions.

Why are we telling you this? So you know that orgs expand WHEN GREEN ON WHITE IS APPLIED. Every staff member, holds the responsibility of seeing that policy is applied.

Every org can and must expand.

IT IS IMPOSSIBLE FOR AN ORG WITH ALL THE TECH AND PUBLIC DEMAND IT HAS NOT TO EXPAND. ANY ORG WHICH IS NOT DOING WELL IS SUBJECT TO IMMEDIATE REVIEW OF ITS EXECUTIVE STRATA.

We ARE interested in your org doing well. The public demand is there—LRH books are selling in avalanches and the public continue to demand services in high volume. Any lack of delivery of services is only due to INTERNAL org problems and these are remedied with standard application of policy.

The application of standard tech and policy guarantees forward progress and the future stability of Scientology.

International Management continues to attend to getting in standard policy and standard tech and getting orgs running cleanly, with both orgs and staffs prospering and the public receiving excellent service in volume.

Your hat is to get the policy and tech applied. Int Management is here to help you do that.

INTERNATIONAL MANAGEMENT\*

Authorized by

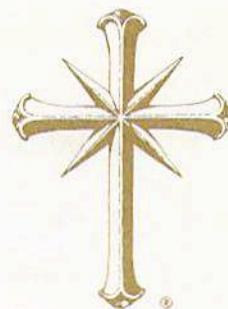
AVC INTERNATIONAL

for the

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## INTERNATIONAL MANAGEMENT BULLETIN No. 4

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

TO: ALL STAFFS

10 January 1983

CLASS IV & SO ORGS

FB, FOLOs

FROM: ED INTERNATIONAL for and as part of  
INTERNATIONAL MANAGEMENT (WATCHDOG  
COMMITTEE, CMO INT AND INT EXECUTIVE STRATA)

RE: RON's JOURNAL 36 "YOUR NEW YEAR"

Ref: LRH ED 347 RJ 36 "YOUR NEW YEAR"

Thousands and thousands of people crowded in to listen to Ron's New Year's message.

Literally an avalanche of letters have been sent to Ron from an enthusiastic public expressing their respect, support and agreement with LRH from all over the world.

Ron's Journal 36 "YOUR NEW YEAR" is overwhelmingly popular amongst the public.

It is a huge success.

LRH says in that Journal:

"Standard ethics will keep you and your friends on the straight road.

"Standard policy will give you a powerful organization, expanding and prosperous.

"Standard tech will take you into states of beingness where nothing can strike you down."

As evidenced by their rave response to it, the public continues to be completely on Ron's side and wants standard ethics, standard tech and standard policy applied.

International Management's sole and entire purpose is to get LRH's standard ethics, tech and policies applied exactly so that all the public can take advantage of the carefully marked trail to freedom.

You are requested to do everything in your power to back up International Management in making the sentiments and message of RJ 36 come true with on policy and standard tech and real volume of delivery taking place in every org as to do otherwise is running counter to the huge public regard and respect for Ron as demonstrated in this RJ 36 ovation.

As evidenced by the response to RJ 36 there is a huge public demand and want for services.

The public wants Ron's tech.

International Management wants Ron's tech delivered standardly and in volume and will do all to fulfill the huge public demand.

This is our purpose.

We know it is yours too.

Help us make it happen now and our help is yours.

CAPT. GUILLAUME LESEVRE  
ED INTERNATIONAL

for and as part of  
INTERNATIONAL MANAGEMENT \*

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8 July 1983

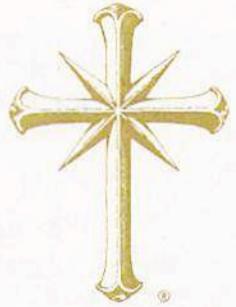
TO: ALL STAFF, ALL ORGS

ERRATUM

Int Mgmt Bulletin 7 just reissued to you attached to Int Mgmt Bulletin 15 has an error. In the first para, 1st line it reads "The only reason LRH founded the Church and worked with it...." It should read "The only reason the Church was founded and LRH has worked with it...."

Please change your stencils and copies.

Donna Morey  
Mimeo I/C Flag



## INTERNATIONAL MANAGEMENT BULLETIN No. 8

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

TO: ALL STAFFS  
CLASS IV & SO ORGS  
FB, FOLOs

7 February 1983

FROM: SERVICES EXEC INT  
RE: SERVICE & DELIVERY!

REFS: HCO PL 13 Jan 83  
INT MGMT BULLETIN  
No. 7

THE REASON FOR ORGS  
SERVICE AND DELIVERY STRATEGY  
AT ORG LEVEL

LRH just wrote HCO PL of 31 January 1983 THE REASON FOR ORGS, in which he says:

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

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

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In 1965 LRH wrote an issue giving the reason why an org stays small.

What was true in 1965, holds completely true today.

The full text of SEC ED 40 Int is here given in full:

"It is fascinating why small orgs stay small.

"They aren't rigged to give service to the public.

"They think only a Saint Hiller can teach a course or audit a pc. What happens to their own Academy people?

"A Saint Hiller has no business 'teaching' a course. It's a supervisor job to see students go over HCOBs and hear lots of tapes, appear on time and study. A supervisor (Instructor) who has to lecture or is answering questions is acting against policy.

"And how come Saint Hillers are the only ones that audit pcs? Didn't a small org train its people well enough to audit the public?

"A Saint Hiller should be in Tech, certainly, but not as a supervisor (instructor) of a course or the only full time staff auditor.

"Why can't small orgs get staff? Is it that it 'lowers their unit'?

"That would be odd thinking.

"With no services unit for the public (Acad and HGC - real ones) they'll never get any unit at all.

"What are all these 'part time staff auditors'? That's wildly against policy. Part time staff serves on evening and week end courses but never on a real HGC.

"If an org doesn't set up to give service by having a real service (tech) division, it can't give service, can it? So it stays small.

"The mystery of the small org I now consider solved. It doesn't set up to deliver real training or processing to the public, so of course, furnishing no brisk service, it stays small. That's all the mystery. The Assoc Sec takes a tech post like D of P, a Saint Hiller audits some people, and it's considered an org. Well it's not.

"There is no org in the world that could stay small if it got in its posts and began to deliver real Scientology.

"A big org does not mean big executive work. The new pattern takes care of that. So why stay small?"

L. Ron Hubbard  
Founder

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"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."

"So: Make it happen!

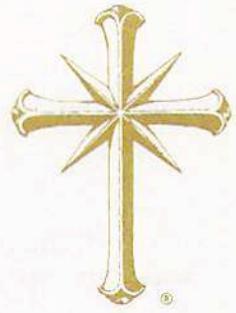
"The stars wait!" (HCO PL 31 Jan 83, Corr. & Reiss. 6.2.83  
THE REASON FOR ORGS)

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Make your org Saint Hill size & deliver in volume to your customers.

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for & as part of  
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# INTERNATIONAL MANAGEMENT BULLETIN No. 9

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

TO: ALL STAFF, ALL ORGS 13 March 1983  
FROM: EXECUTIVE DIRECTOR INTERNATIONAL  
RE: BIRTHDAY GAME 1983/84  
REF: LRH ED 339R INT REVISION OF THE BIRTHDAY GAME  
1982/83  
LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG

\*\*\*\*\* PLAYING THE BIRTHDAY GAME 1983/84 \*\*\*\*\*

Statistics and surveys show it, letters and comments from staff across the planet say it:

LRH ED 339R INT REVISION OF THE BIRTHDAY GAME 1982/83 followed and applied, is overwhelmingly successful and popular.

The orgs and continents who are winning on this 13 March 1983, LRH Birthday, have been playing the Game applying LRH ED 339R and are EXPANDING!

"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." (LRH ED 339R-1 INT)

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This is our purpose as laid out by LRH. We knew that it will take hard work and persistence to reach it.

So, in order to achieve our purpose and fully in alignment with LRH intention:

LRH ED 339R REVISION OF THE BIRTHDAY GAME 1982/83 IS THE  
BIRTHDAY GAME FOR 1983/84.

In truth, LRH says:

"NO org in the world today, including SO orgs or even the FSO is above 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."

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

"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 INT)

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Many orgs have been winning and expanding in 1982/83 by doing what Ron says, by playing the Birthday Game per LRH ED 339R.

Our game in 1983/84 is for all orgs to win playing the Birthday Game, and be the size of old Saint Hill having expanded 5.4X their stats applying LRH ED 339R INT and LRH ED 339R-1 INT by 13 March 1984.

#### What is the Birthday Game?

"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!" (LRH ED 339R INT)

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#### The Game has now re-started!

- It goes until 13 March 1984.

- It is to expand EACH Gross Divisional Statistic 5.4X what they were on 13 March 1983 and so expand your org 5.4X to and beyond the size of the old Saint Hill and make it possible for staff to go right up to OT.

#### So, at once:

1) - Re-read LRH ED 339R INT REVISION OF THE BIRTHDAY GAME 1982/83 and LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG.

2) - DECIDE TO PLAY THE GAME DOING WHAT RON SAYS.

"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." (LRH ED 339R-1 INT)

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3) - Re-graph your stat graphs! Take every org GDS, Departmental and key sub-stats you have and draw a line forward to 5.4X what it was on 13 March 1983 to what it will be on 13 March 1984.

4) - Loudly and broadly announce and publish your orgs 5.4X quotas for 13 March 1984 to all staff.

5) - Off production time (as you have lots to do to start the game!), do anew the 5.4X plans and mini program them in as LRH says in LRH ED 339R INT under "THINK IN FUTURES", and get those DONE.

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6) - You have built up stable improvements in your org during the Birthday Game of 1982/83. DO NOT unmock them. DO NOT transfer personnel around, but build on what you have already put there and expand upon it, to and beyond the size of Old Saint Hill.

7) - CARE AND GET INVOLVED IN the LRH Birthday Game and the progresses of your org.

The purpose in 1983/84 is to expand the org to the size of the Old Saint Hill, putting the org above the make-break point of an org. With that, your org can get a visit from the Universe Corp which can get all the staff right up to OT!

"Orgs are in the very new, for this universe, business of setting people free." (HCO PL 13 Jan 83 THE BUSINESS OF ORGS)

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In fact, in front of a decaying planet with increasing economic, political and social upsets, the entire future of this planet, of the human race, depends on each org expanding past the make-break point.

Expansion on all dynamics, a cleared planet and freedom for all is what is gained by playing and winning the LRH Birthday Game as laid out in LRH ED 339R INT.

You have all the tools you need to win. You will have just received Ron's brand new RJ 37 which is his message for his birthday, 13 March 1983. He has given us the tech and tools to bring about a new civilization and it's up to every staff member to use it—and I know you will.

By all means, do what Ron says and throw ALL YOUR COORDINATED EFFORTS AND FORCES TOWARDS OUR COMMON PURPOSE. PLAY THE BIRTHDAY GAME AND EXPAND.

"It is no longer a question whether standard ethics and policy work.

"It is only a question of whether or not you apply them."  
(LRH ED 347 INT RJ 36 "YOUR NEW YEAR")

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"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."

"The difference between not doing it and doing it is simply having the purpose of doing it and then doing it!" (LRH ED 339R-1 INT)

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Our birthday present to LRH on 13 March 1984 will be every org above the make-break point with 5.4X expansion.

Decide to do it and DO IT!

START.

CAPTAIN GUILLAUME LESEVRE  
ED INTERNATIONAL

for and as part of

INTERNATIONAL MANAGEMENT

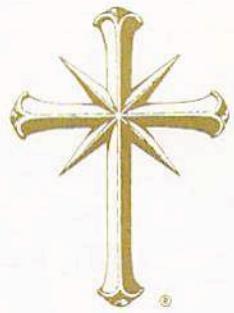
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## INTERNATIONAL MANAGEMENT BULLETIN No.10

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

BPI

15 March 1983

ALL STAFF, ALL ORGS

FROM: INTERNATIONAL MANAGEMENT

RE: MARCH 13, A NEW STEP OF EXPANSION OF SCIENTOLOGY

This March 13 has marked another milestone in the history of Scientology. March 13 is LRH's birthday. It is also the end of the 1982/83 Birthday Game and the start of a new Birthday Game for 1983/84.

The Birthday Game is a game that all Scientology organizations play with the purpose of expansion. And the fact of the matter is: Scientology is expanding at a fast rate throughout the world.

Many actions were taken in 1982/83 to make it a winning year for Scientology and these actions paid off. For March 13th, 1983 all the key divisional statistics of Scientology International were 100 percent rising (see attached graphs). These statistics are the direct index of our expansion and a reflection of every single Scientologist's part in achieving that expansion - executives, staffs, FSM's, and public throughout the world contributed to it.

We are winning.

Almost a decade ago, the Encyclopedia Britannica described Scientology as the fastest growing religion on earth. The datum undoubtedly holds true.

There are now 142 Class IV organizations and over 600 Scientology Churches, missions, city offices and groups in operation today across the planet.

All the continents on this planet have Scientology organizations or missions. Even Japan has opened up!

In 1982 alone, the total Well Done Auditing Hours delivered throughout Scientology International was well over 1.5 million hours and half a million new people came in and received Scientology services for the first time.

The book, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH,

a best seller in the 50's is again this year climbing up the best seller list.

Huge advertising campaigns on DMSMH are being run in the United States of America, England and Canada. There are over 180 wholesalers in 45 states of the USA delivering DMSMH. Ingram's, the largest book distributor in the US (distributes to over 10,000 bookstores), has 5 LRH books on distribution lines: BATTLEFIELD EARTH, DMSMH, and three other basic books.

We are moving in.

You might have heard some squirrels squeaking at one time or another. They, in fact, squeak away their failures.

"Whenever we're really winning the squirrels start to scream. You can tell if somebody is a squirrel. They howl or make trouble only when we're winning." -LRH- (HCOB 1 May 1958 SIGNS OF SUCCESS)

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There is an important datum which you can use to detect these squirrels: you can always tell a squirrel because both his advices and his PCs don't get better.

On the legal front we are winning, decisively. Based as their own lies and malice, any legal attacks against us are in fact quite easily defeated. Here are some of the facts:

In the French Case, three of the individuals "accused" have been exonerated and found not guilty and the fourth, and final, is moving towards similar results.

The Christofferson Case, a \$2.3 Million damages case "lost" in 1980, was reversed in the Court of Appeals with the damage claim thrown out of court and Scientology given complete religious recognition.

A \$200,000,000 Class Action Suit (Class Action: Where one or more individuals represent a group, also known as a Class, having a common complaint) filed in Boston, was dismissed when it was established that no such Class existed and that the complaints were fabricated as part of a "get rich quick" effort by money motivated individuals.

The key terminals involved in the attack against Scientology have been isolated and they themselves are now on the defense as a result of successful legal handlings through the court system.

It is noteworthy that not one individual has successfully obtained one dime in any effort to attack the Church. Strong legal precedence set in recent months ensures they never will. The truth is that while the enemy has not won one case, in 1982 over 22 cases were won by us!

What got us winning on all fronts is the correct application of standard tech, ethics and policy in all sectors of Scientology.

Scientology organizations are there to deliver to you Standard Technology and lead you onto the road to freedom and eternity.

"Orgs are in the very new, for this universe, business of setting people free.

"SP's will find all manner of reasons not to for this is what they, with their own crimes, fear.

"Thus it follows that they cut dissem lines, corrupt tech, suppress and confuse orgs, persuade people to be inactive and resort to other shifts, all quite 'reasonable' and 'logical' as to why this must be the way it is so be alert to this and go ahead and set people free.

"It's done with orgs' services well delivered on policy with standard tech." -LRH- HCO PL 13 January 1983 THE BUSINESS OF ORGS

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On this March 13, tens of thousands of Scientologists gathered to celebrate the birthday of L. Ron Hubbard, Founder of Dianetics and Scientology. And for his birthday LRH gave an incredible message: "IF YOU KNOW THE TECH, IT WILL PROTECT YOU."

"So this is my gift to you this Birthday in return for all your well wishing: the legacy of tech.

"The policy is there to guard and deliver the tech as well as to help make a better society and this is also yours.

"It means of course that you yourself must more than whiff at the bouquet of tech. It means hard and earnest study and precise application for only those will bring it into full bloom in your life." -LRH- RON'S JOURNAL 37 - 13 March 1983- \*

So get trained, go up the Bridge and gain: "not just the road out but the armor of knowledge that will guard you." RON'S JOURNAL 37

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Scientology organizations around the planet are playing the LRH birthday game 1983/84, the game of expansion. The organizations are actively grooming themselves up for faster and better delivery than ever before. You too can help expand Scientology by hard and earnest study and precise application of technology.

Bring your friends to an organization so they too will receive the full benefits of standard technology.

This is the greatest present you could give to LRH for his next birthday on March 13, 1984.

"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!" -LRH- LRH ED 339R INT

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DEPUTY EXECUTIVE DIRECTOR  
INTERNATIONAL FOR COORDINATION

for and as part of the  
INTERNATIONAL MANAGEMENT\*

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and by  
CO CMO INTERNATIONAL

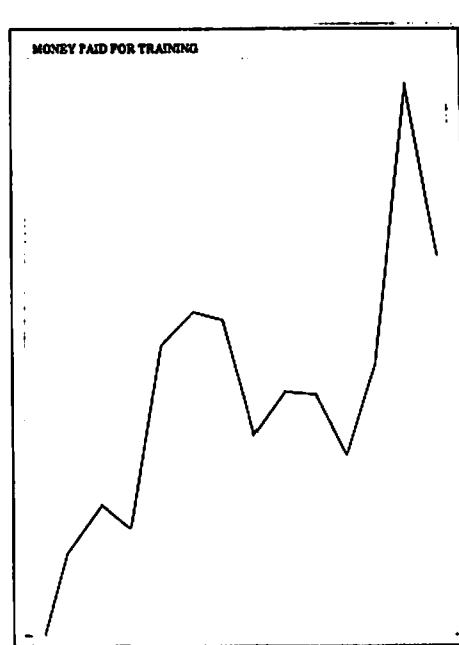
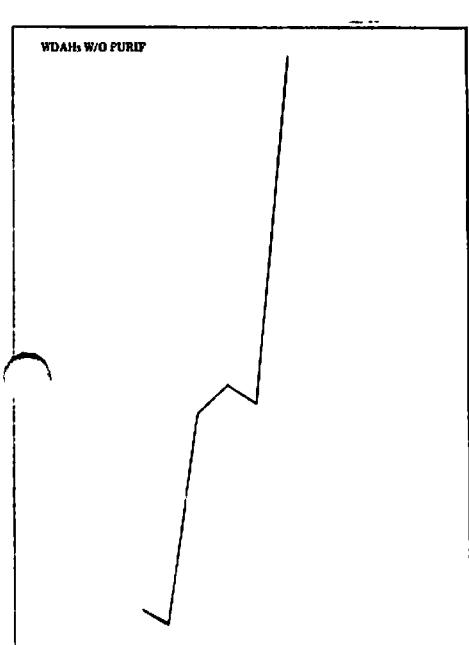
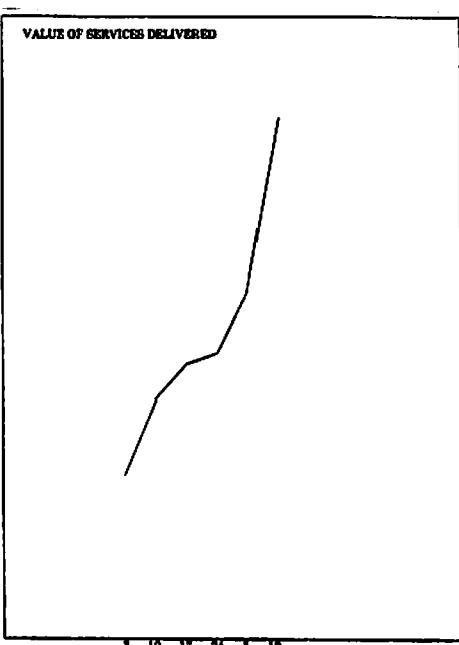
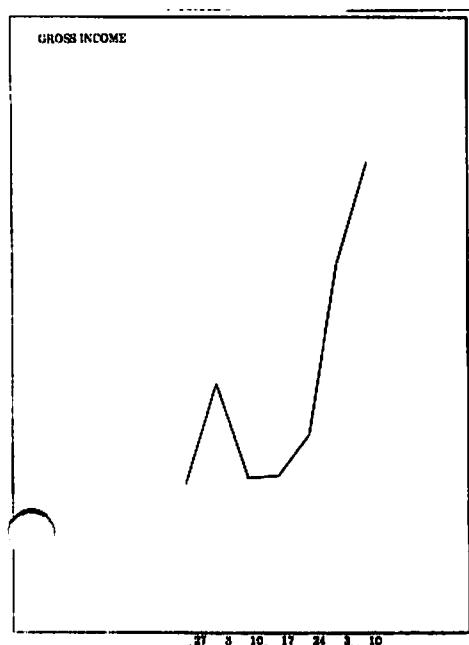
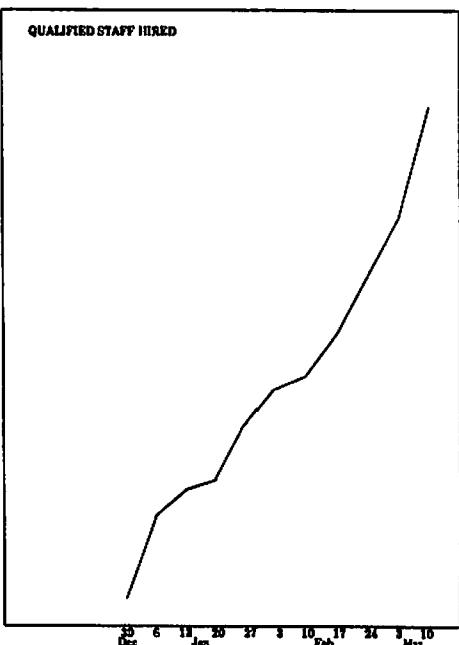
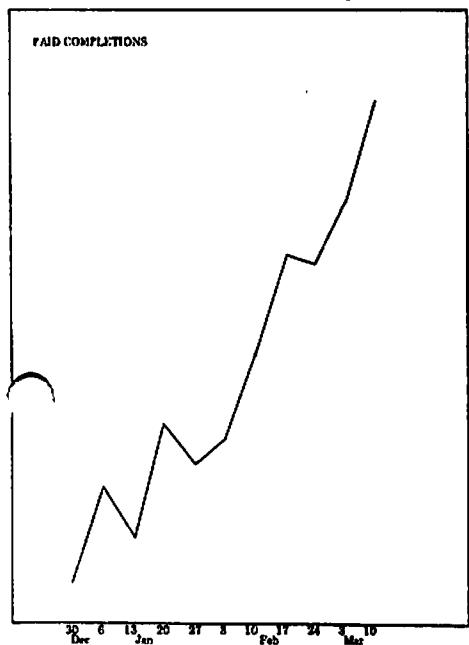
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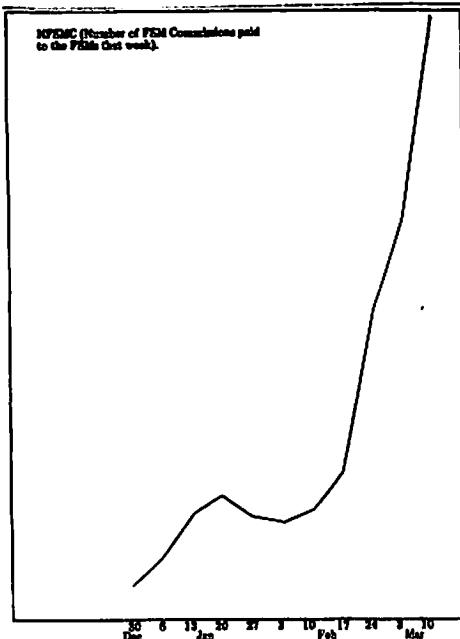
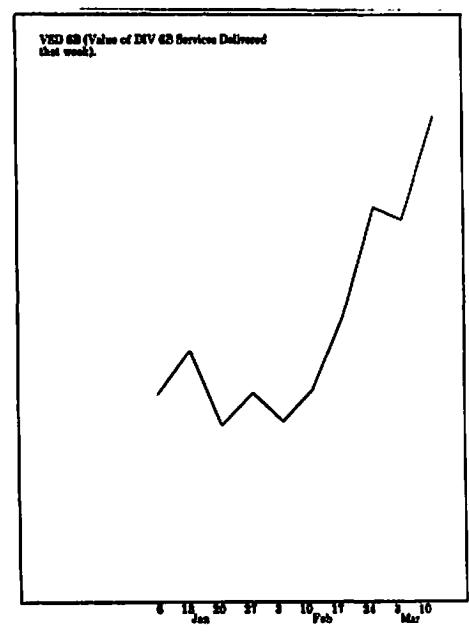
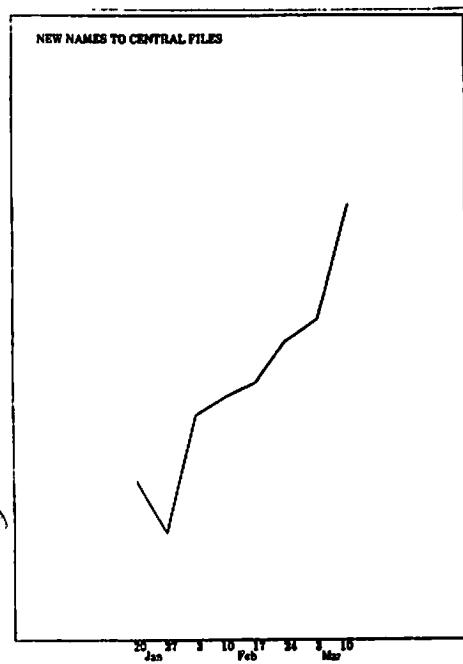
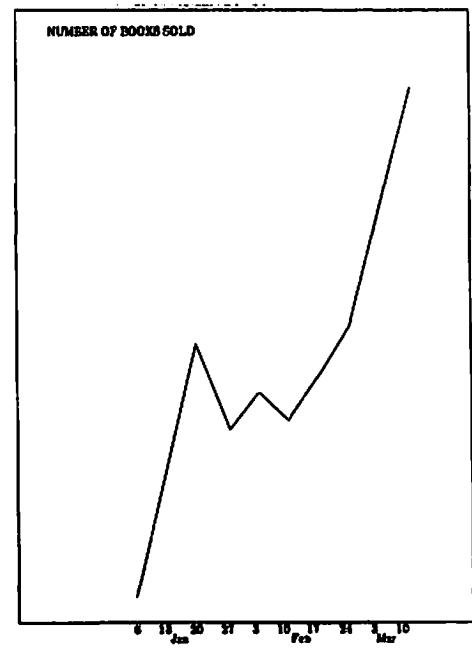
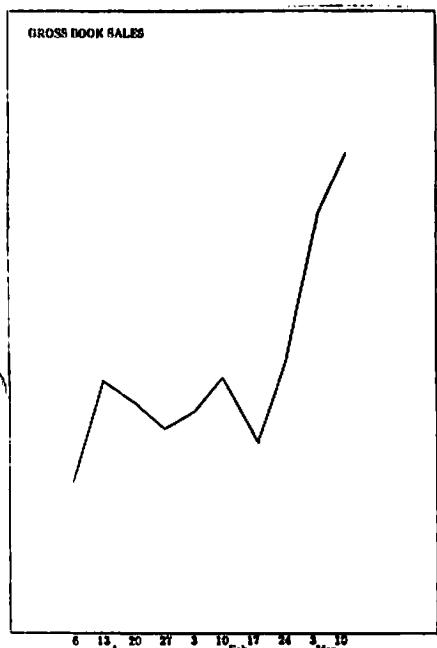
\* The INTERNATIONAL MANAGEMENT is composed of the WATCHDOG COMMITTEE - who is in charge of all the various sectors of the Church of Scientology, the International Finance Office - who under WDC is ensuring the viability of the Church, the Commodore's Messenger Org International - who gets WDC orders carried out, the Executive Director International and his Senior Executive Strata - who are ensuring the continued expansion of the Scientology Churches and units throughout the world by seeing that they perform their key functions such as delivering services, having an active field, etc...

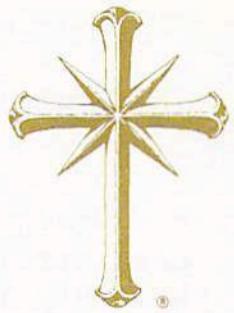
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ATTACHMENT



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ATTACHMENT

- 2 -





## INTERNATIONAL MANAGEMENT BULLETIN No. 11

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

TO: ALL STAFF, ALL ORGS  
(Not BPI)

5 April 1983

FROM: INTERNATIONAL MANAGEMENT

RE: "HOW SAINT HILL WENT FROM FINANCIAL CRISIS TO AFFLUENCE  
IN 13½ MONTHS"

In June 1965, LRH wrote an HCO Executive Letter in which he analysed how Saint Hill went into Affluence. The data is extremely valuable to all staff members.

When used this will help you 5.4X your org stats and bring it to the size of the old Saint Hill.

It shows how LRH, with less than 20 highly effective staff members working hard without hold ups or goofs, has brought Saint Hill from financial crisis to Affluence. The Affluence continued in Saint Hill thereafter for more than TWO years!, 5.4Xing its stats FOUR times in a row!!

Here are more tips straight from the top jockey for you to win the Birthday Game 1983/84:

"HCO EXECUTIVE LETTER OF 19 JUNE 1965  
Gen Non Remimeo  
Full Dist Sthil Staff

TO: All Staff Saint Hill  
Other Org Executives

FROM: RON

SUBJECT: How Saint Hill went from financial Crisis to Affluence in 13½ months.

### "ANALYSIS OF STHIL AFFLUENCE"

"Pending further Analysis of the affluence, the following is noted.

"It began, it seems, before Power Processing service was offered but accompanies opening of the HGC.

"The basis of the affluence is a continuation of my taking charge of Saint Hill in April 1964 when it had been dropped to about £20,000 in the red by former management.

"In November 1963 Mary Sue Hubbard briefly took over Registration lines and obtained a short resurge, salvaging immediate catastrophe.

"In December 1963 I designed promotion for Saint Hill consisting of designing the Auditor. It took over 4 months to get out first issue and I realized I had to take over and reorganize in April 1964. The three corporation scheme proposed by Damonte and Palmer and Company had proven completely catastrophic. I reverted to HASI Inc. Arizona throughout the Commonwealth and redesigned the org as one corporation with production departments, which org board lasted for about a year—until April 1965.

"I began to unjam lines in April 1965 by designing a new org board. Since that has been done and as it is gotten in a resurge has occurred.

#### "OTHER ORGS

"The promotion of the Gradation Scale in mid-1964 played a heavy part in the temporary resurge of all orgs. When this was discounted in the Auditor arriving in Jan 1965 in the field (due to false reports of the unpopularity of the programme) a slump began in all orgs except Saint Hill. A new price programme taken up with National Councils affecting other orgs but not Saint Hill upset their income as of Jan 1965. Saint Hill where prices were not changed was not upset. Another factor operated in the January slump for other orgs also not present at Saint Hill. They did all their heavy traffic promotion for evening and when these people completed their evening services they could not arrange their personal lives and time to get on a day training or auditing schedule. As few evening services were available and the evening org did not exist save as a loose activity the services given in the evening by those orgs were poor compared to day services. Combined to this was the necessity to give up one's job to attend day courses or have day intensives so night volume could not become day volume in these orgs. This is remedied by the development of The Foundation for evening and week end service. Loss of mailing lists, bad registration, poor local promotion, cannibalizing their old customer lists, these orgs would have dived anyway. When they did dive, it was spectacular enough to make me work on it hard throughout March, April, May 1965 and continuing. Had I been informed of the slump I would have left off my early 1965 vacation and the slump would have ended sooner for those orgs as it is now generally ending. More orgs are rising each week than the previous week and the 58,000 mailing to their fields of Auditor 8 should complete their recovery providing 4 things

- (1) That they get Ethics in
- (2) That they improve their tech delivery
- (3) That they follow closely the reorganization to the new board
- (4) That they get in their evening Foundation as their autumn-winter boom of 1964 was mainly evening service.

#### "SAINT HILL STABILITY

"All this time (Apr 1964—June 1965) Saint Hill has been on an increasing statistic.

"Mary Sue Hubbard worked hard from June 1964 to January 4, 1965 handling the org as Org Sec particularly legal and finance, and it became more stable financially.

"I designed and began to press home new promotion and organization from April 1964 to January 4, 1965 and worked heavily to align low level tech Levels 0 to 4 and get it into action.

"ETHICS"

"This was a very hard period (April 64 to Jan 4, 1965) because there was no Ethics then.

"Non-Compliance, Chop, Dev T were the order of the day and to make progress at all required 18 hours a day work. After the removal of Robin Hancock, Mike Rigby, Peter Hemery and Edgar Watson, some grounds staff and the rearrangement of other staff, things began to go better and any real financial danger had ceased at Saint Hill by December of 1964.

"I designed and arranged 'A Student Comes to Saint Hill' picture supplement to the AUDITOR in August 1964 but it was not mailed out until some months later.

"The offer of Founding Scientologist was responsible for an upsurge.

"A Student Comes to Saint Hill, the F Scn Cert and summertime are probably the main reasons for our affluence on the promotion and time side at this time.

"ETHICS"

"Ethics is a large reason for attaining affluence. To the degree it has gone in we have prospered. There is almost a parallel curve between Ethics going in at Saint Hill and our recent income curve.

"Lack of Ethics in 1963 cost Saint Hill over £20,000 actual known pounds in non-compliance, waste and other reasons.

"Lack of it in 1964 made me do my work over and over and spend hours at my desk that were needed on research.

"Lack of Ethics being in made the vacation of 6 weeks in January and February a vital necessity. Yet that vacation, taking my attention off org lines, brought them close to disaster. Thus we see overwork, caused by non-compliance, etc, resulted in a necessity for a vacation which brought outer orgs close to the brink.

"During the six weeks I was away Saint Hill had a bit of slump and tech went out.

"On return I reorganized the Course, sought the reason for outer org slump and repaired it when I finally got enough data, developed the new plan of organization now in use, opened the HGC, developed and got in Ethics, developed the power processes and got the org swinging with lots of help, all in 3½ months.

"Toward the end of that period we have had three weeks of Affluence and now a fourth which takes Affluence back to 'normal operation' as it is becoming common to be in affluence at Saint Hill. We're in our fourth high week, with many reservations of all kinds.

"DANGERS"

"We face, however, several very real dangers despite affluence.

"(1) Only two letter reg letters went out last week due to pressure of sign up interviews. We must therefore detach Letter Reg from the Body Reg post and put Letter Reg back under the HCO Dissem Division so we get mail out and Body Reg in the Tech Div, Dept of Estimations, so we keep people coming in.

"(2) The picture supplement 'A Student Comes to Saint Hill' mailed all over the world in the Auditor produced affluence, yet its successor picture issue 'This is East Grinstead' is all photographed and ready for make up and has been for 5 months with no action on it of any kind. Thus the promotion impulse of 'A Student Comes to Saint Hill' by non-compliance, has not been pushed. I had to do all the articles and Auditor 8 dummy personally and did all but take it to the printer. I even had to direct finding the printer and what printer to find. The PAB waited many weeks for one ad change. Our Dissem Division was not working before its top personnel were put on staff auditing as well and I am worried about it. HCO did well stuffing and mailing Auditor 8. We must completely re-staff and re-organize our Dissem Division before I collapse doing its work or the org collapses for lack of promotion and magazines. This is quite real. We will have a heavy slump by September unless we get a Dissem Division operating.

"(3) The Tech Division was reorganized and then stripped to get in the Qual Division but nevertheless the Tech Division is now operating with the Course, testing and Body Registrar better than ever before.

"(4) The Qualifications Division. This is newly in but is operating. All auditing was put into it and it was given high priority on material and personnel for an urgent period to attain a fully Released Staff. This has been successful so far as results are concerned on Power Processes due to MSH work on D of P for the Case Cracking Section pcs under my direction. She has been relieved of this by me so she can write up hats and check sheets and I am doing Case Supervision on about 40 pcs a day in addition to my other work and further R6 completion. The auditors and the Dir Exams, Jim Skelton and Mary Sue have done extremely well coping with this. However, its traffic flow lines are badly alter-ised and its traffic is too heavy as it has the Case Cracking Section which was transferred to it from the Tech Division. I will have to transfer this section out of it and restore it to the Department of Processing, thus getting the Tech Division back together and the Qual Division unburdened. Then it can be smoothed out in its original purpose as per Org Bd.

"(5) The Distribution Division was only in so far as Franchise. We have remedied some troubles in that and the Franchise Section of the Department of Field Activities will now be gotten in. We have no raw meat reach whatever and must get the Distribution Division in and functioning. An Acting Secretary is appointed. It has no quarters or personnel otherwise.

#### "CURRENT NORMAL OPERATION

"Our Affluences are peculiar ones in that they are occurring because of change and to the degree that

- (1) We get the Org Bd in and straight and manned.
- (2) We keep our Promotion rolling.
- (3) We keep Ethics in well.
- (4) We keep our tech producing high results.

"Affluence is then really seen to result from a Normal Operating Condition of Change toward improvement. Four straight high weeks shows that.

"We are five times above our income per week than when I took over in April 1964. In 13½ months we've increased income about 500% per week. A month ago it was only 300% per week.

"Of these things we are sure:

- (1) We will prosper to the degree we follow and get in the new org board and
- (2) We will prosper following the existing promotional lines and augmenting them;
- (3) We will prosper to the degree we keep Ethics in and sound
- (4) We will prosper to the degree we give excellent technical results in training and processing.

"The eighteen highly effective staff members who have worked so hard without hold ups or goofs since March 1 are being suitably rewarded with considerable pay increases. Their names will be published under 'Notably Effective Staff Members at Saint Hill between March and June 1965'. These are persons who helped me and gave me no trouble and by personal hammer and tongs work got the Saint Hill into shape this spring and let an affluence become Normal Operation. They are an honour roll.

"L. RON HUBBARD"

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Now hear this: Every other month we will publish an honour roll with the names of the 'Notably Effective Staff Members'. You as a staff member, can be on this International Honour Roll by being ruthless in standard application of standard tech, ethics and policy and by contributing to your department or division being on its 5.4X quota. The staff member himself can originate to be on this International Honour Roll and the Ad Council should notice and propose qualified staff members to be put on the Honour Roll, with the approval of the Executive Council, using the attached application form. Once locally approved, these applications are sent to the Flag Birthday Game I/C who will forward them to the International Management.

You CAN expand your org to Saint Hill size, you have all the tools. Int Management is there to assist you do just that.

"So, be quiet and listen and no groans:  
I expect you, yes you, right down to  
Keokuk, to put an org there as statisti-  
cally great as the mid-60's Saint Hill!"  
(LRH ED 339R INT)\*

"5.4X and expand your org!"

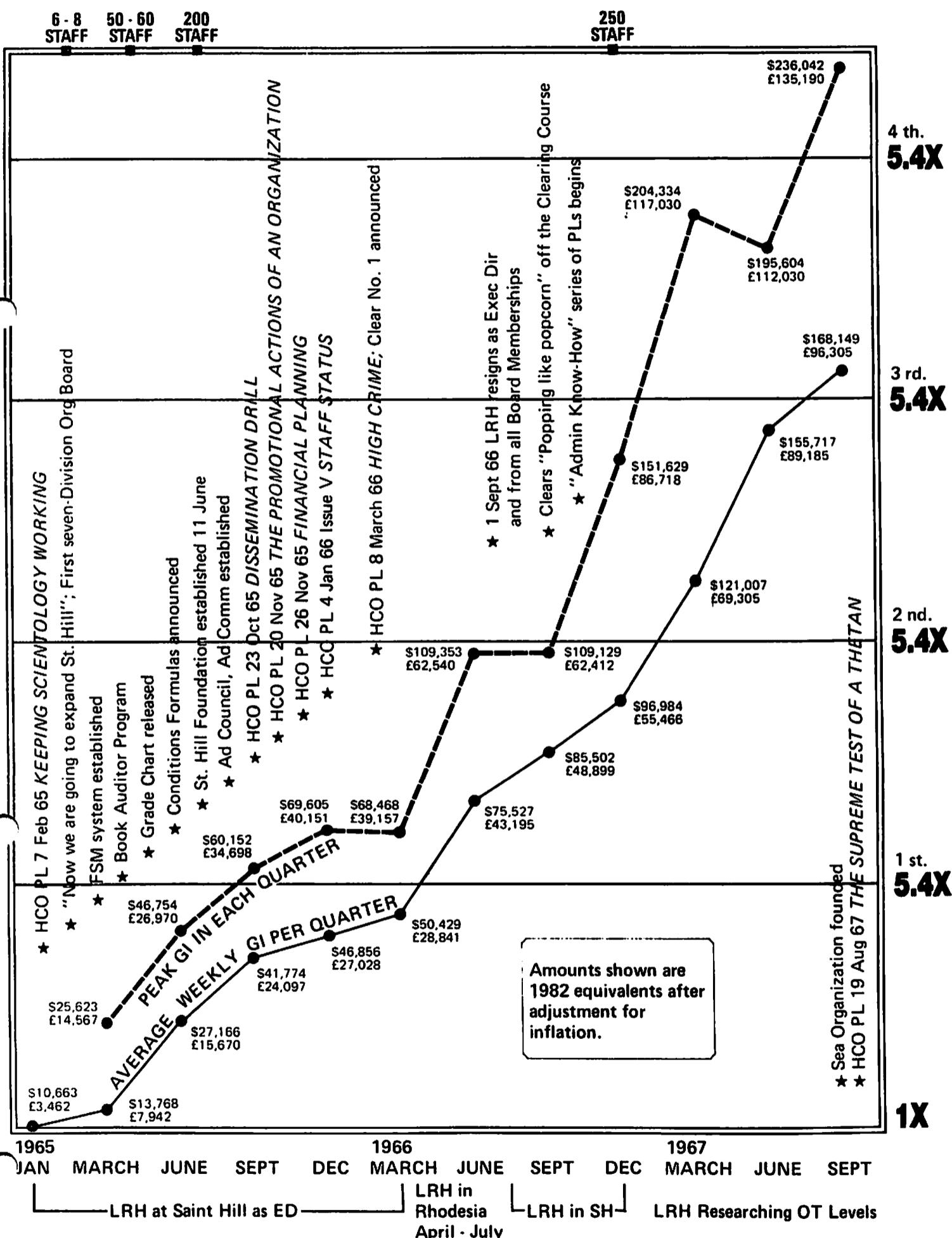
"Quick!" (LRH ED 339R-1 INT)\*

D/ED INT FOR COORDINATION  
for and as part of  
INTERNATIONAL MANAGEMENT  
Approved by  
ED INT and  
CO CMO INT  
Authorized by AVC Int

CSI:AVCI:MY:GL:JMW:iw  
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See Saint Hill Gross Income Graph-(Attachment 1)

INT MGMT BULLETIN 11  
ATTACHMENT 1



INT MGMT BULLETIN 11  
ATTACHMENT 2

APPLICATION FORM  
INTERNATIONAL HONOR ROLL

TO: FLAG BIRTHDAY GAME I/C  
VIA: EXEC COUNCIL  
VIA: AD COUNCIL  
VIA: DIR OF I & R

INFO: LRH COMM  
ORG BIRTHDAY GAME I/C  
FOLO BIRTHDAY GAME I/C

FROM: \_\_\_\_\_ (POST)  
\_\_\_\_\_ (ORG)

I \_\_\_\_\_ being the \_\_\_\_\_  
(NAME) (POST)  
of \_\_\_\_\_, hereby request in earnest to be on the  
(ORG)

International Honor Roll.

1. I have applied exactly the LRH ED 339R INT and produced  
consistent good products in my Dept/Div. \_\_\_\_\_

2. I have attached a copy of my stat graph(s) (must be  
minimum 8 weeks worth of stat) which shows that I am  
actively playing the Birthday Game and contributing  
to my org expansion toward the size of old Saint Hill. \_\_\_\_\_

3. I am fully hatted for my post, I attend study daily and  
I am on my next training step which is:  
\_\_\_\_\_.

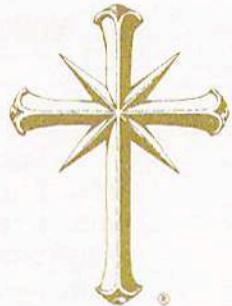
4. I have done the following actions to get my Dept/Div  
to play the Birthday Game fully and be on its 5.4X  
quota:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. I keep the org schedule and force others to do so  
as well. \_\_\_\_\_

6. I apply fully the HCO PL 7 Feb 65 KEEPING SCIENTOLOGY  
WORKING and I have done the following actions to get  
others to apply it:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This is OK.

\_\_\_\_\_  
(Signature)



## INTERNATIONAL MANAGEMENT BULLETIN No.12

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

TO: ALL STAFF, ALL ORGS

21 April 1983

FROM: D/ED INT FOR COORDINATION  
(as part of INTERNATIONAL MANAGEMENT)

RE: NEW ERA PUBLICATIONS ORGANIZATION,  
A NEW ERA.

### Reference:

HCO PL 23 Sept 67	NEW POST FORMULA, THE CONDITIONS FORMULA
HCO PL 13 Nov 72	AFFLUENCE ATTAINMENT
HCO PL 27 Aug 82	VITAL DATA: POWER AND AFFLUENCE
Corr. and Reiss. 28 Sept 82	CONDITIONS (Especially Page 5 Section HANDLING AFFLUENCE)
HCO PL 29 Dec 82	THE TOOLS OF MANAGEMENT
SO ED 2156R INT	MAA/ETHICS OFFICER HAT ADDITION
LRH ED 5 INT	MINIMUM BOOK STOCKS—ETHICS
LRH ED 49 INT	ORGANIZATION PROGRAM NO. 1
HCO PL 19 Jan 71	DUPLICATING FUNCTIONS (Org Series 21)
HCO PL 1 Jul 82	MANAGEMENT COORDINATION
SO ED 2090 INT	EXPANSION OF ORGS AND LRH ED 339R
LRH ED 339R INT	REVISION OF THE BIRTHDAY GAME 82/83
LRH ED 339R-1 INT	THE MAKE-BREAK POINT OF AN ORG (Especially Page 2 Paras 9, 10, 11, 12, 13 and Page 3, para 10.)
HCO PL 22 Aug 82	BATTLE PLANS

We are in the business of building orgs so they expand.

It is the International Management's prime purpose and activity. The way it is achieved is invariably by slamming in organizational and management basics, by forcing in POLICY into standard use and getting the standard management tools fully utilized.

"So the answer to current expansion is an action which is geared to bring about even further expansion. And that is the only way to go!"

"It begins with the basic tools of management." (HCO PL 29 Dec 82 THE TOOLS OF MANAGEMENT)\*

A recent example of this is NEW ERA PUBLICATIONS ORG (NEP), the Publications Organization situated in Denmark, that is covering all the non-US areas. This org went from a state of Emergency to a state of Affluence in just a few weeks with the intervention of International Management.

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Indeed on February 26, an Int Management mission walked into the org and immediately org boarded it properly, putting senior execs on post and manning it up from the top down. A competent HAS was put on post plus 4 MAAs who put in the D/Inspector General Hat Write-Up and the staff gotten there, on schedule producing the product of their posts. The org condition was Emergency and the formula was ruthlessly and exactly applied by the org as a team. Promotion was immediately stepped up with 30 new book ads placed in magazines and other book ads played in no less than 126 Danish movie theaters.

The sales managers were drilled and new staff hired using the wog recruitment ad. Any non-LRH publications were instantly cast out of the way and false data removed. Production rolled. Renovations and a new space plan improved the flow lines and the org appearance. Coordination was gotten in and any duplicative function was taken out. The org was placed under the Int Finance Office and an Int Finance Office Rep (the equivalent of an FR in orgs) was posted to enforce the standard execution of programs and get the Strategic Planning, elaborated at Int Management level, closely adhered to.

And lo and behold, the org promptly went into Normal Condition. Again the condition was fully applied while scrupulously maintaining the Affluence formula for those individual stats which had gotten into Affluence.

Standard actions continued, production rolled in a new range and the org went into Affluence. The executives are showing a great deal of initiative, assisted by very valuable staff members who are prompt on execution of programs. The org is applying Affluence by the book and moving ahead on their Strategic Planning. Their stats speak for themselves. Standard application of ethics, tech and policy has brought about this New Era.

"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." (LRH—LRH ED 339R-1 INT)\*

New Era, guided by Int Management, is well on the way to 5.4X its stats!

We consider staff members the most valuable beings on this planet. By applying ruthlessly the Standard Technology, you have our entire support.

DEPUTY ED INT FOR COORDINATION  
for and as part of  
INTERNATIONAL MANAGEMENT\*\*  
Approved by ED INT  
and by  
CO CMO INTERNATIONAL  
Authorized by  
AVC INTERNATIONAL  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

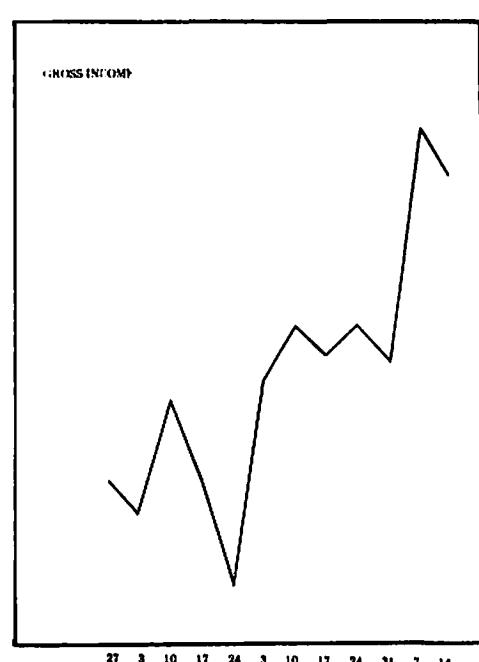
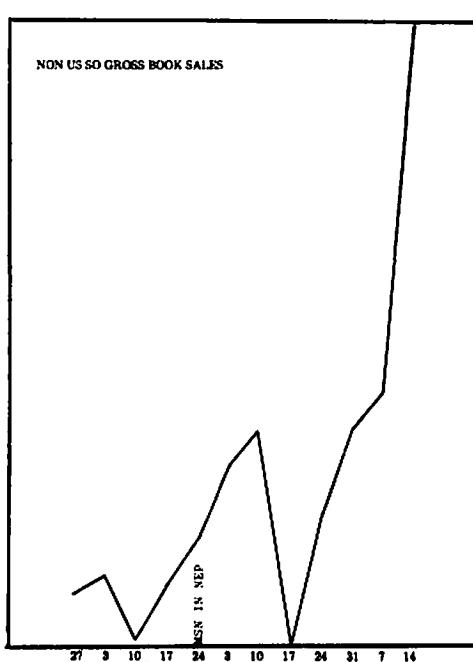
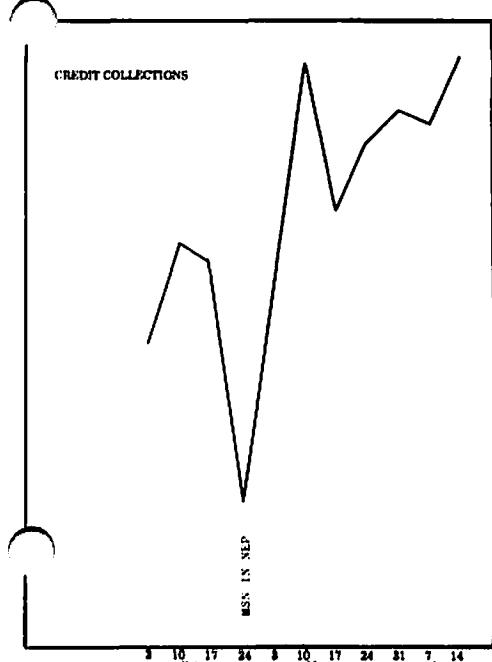
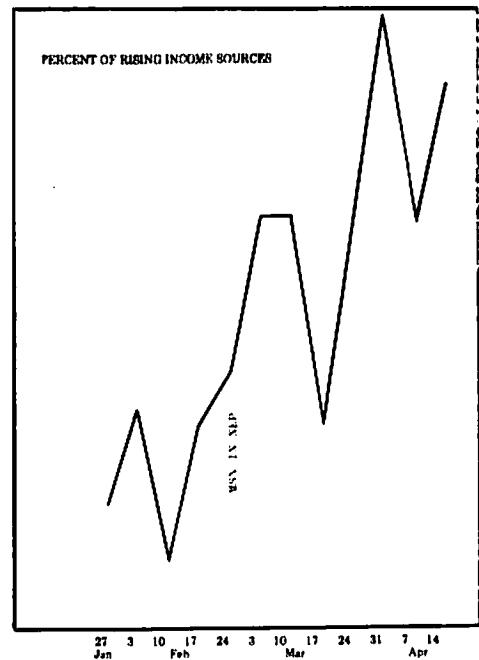
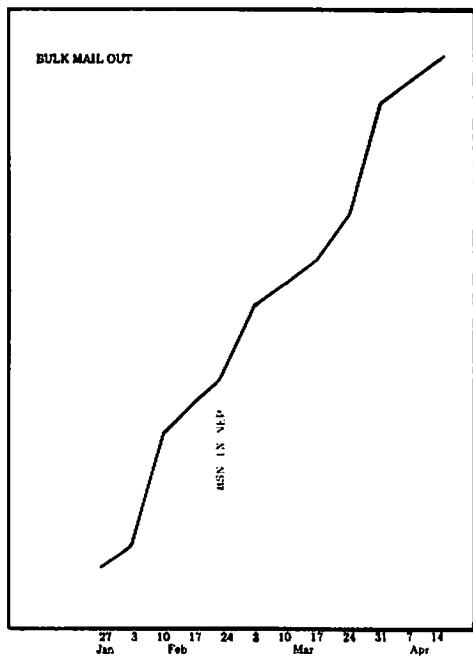
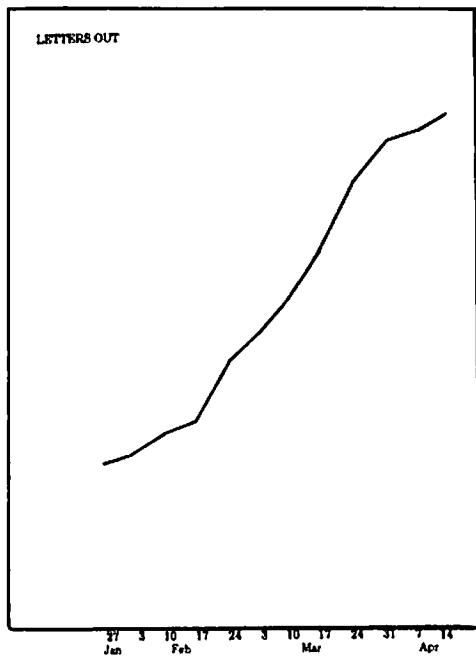
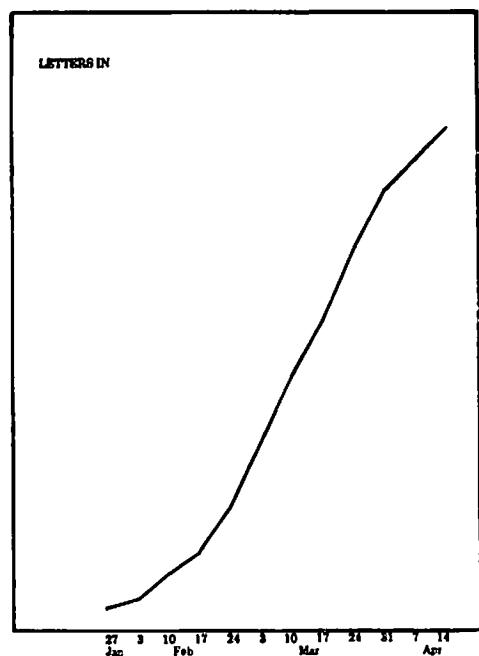
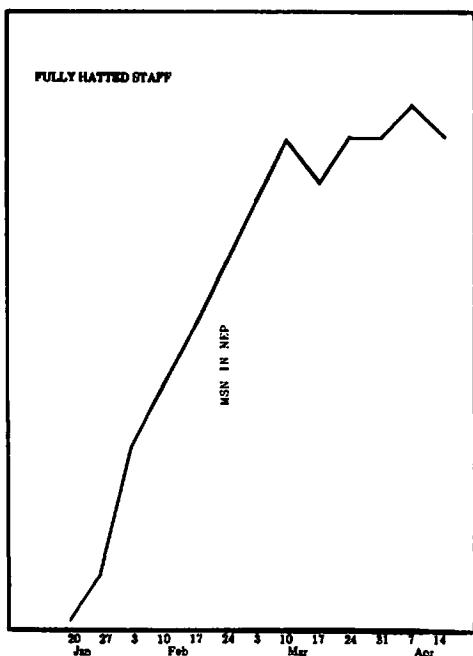
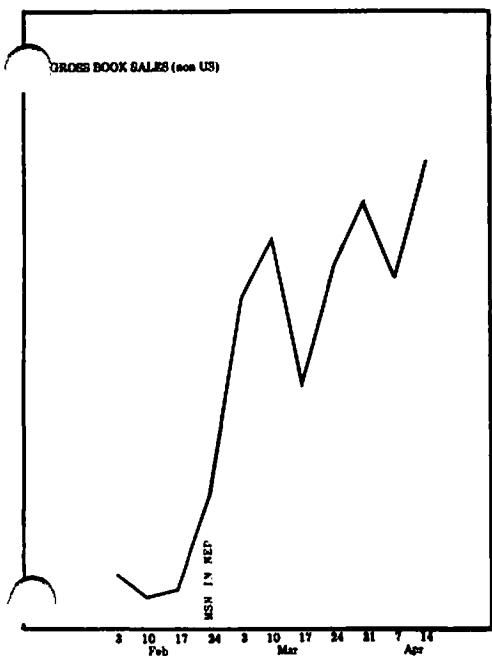
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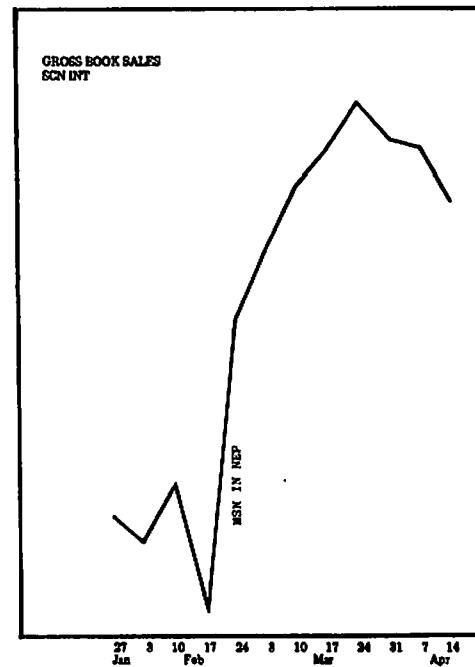
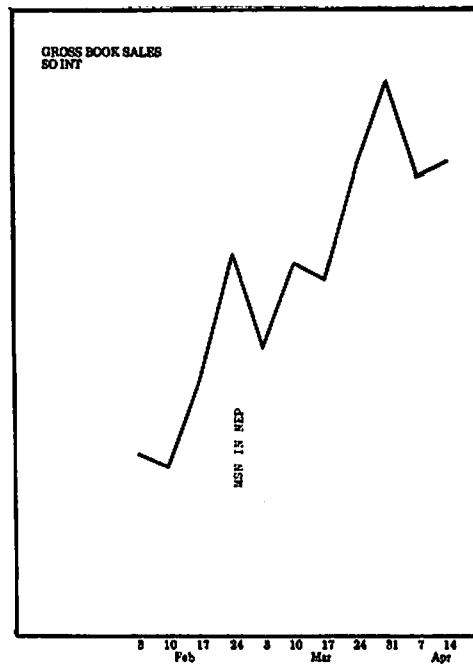
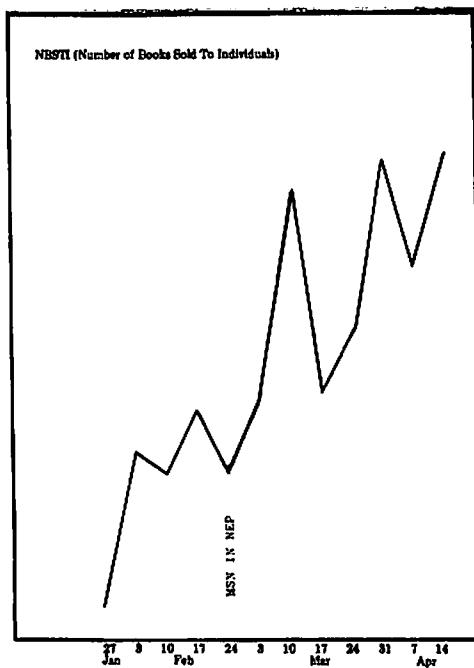
\*\*International Management is composed of the WATCHDOG COMMITTEE  
(and directly under WDC is the Int Finance Director's Office),  
CMO International, the ED Int and his Int Exec Strata.

INT MGMT BULLETIN 12  
ATTACHMENT

NEW ERA PUBLICATIONS ORG'S STATS



NEW ERA PUBLICATIONS ORG'S STATS





## INTERNATIONAL MANAGEMENT BULLETIN No.13

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

TO: ALL STAFF  
ALL ORGS  
ALL N/Ws

4 May 1983

FROM: D/ED INT COORDINATION  
for and as part of  
INTERNATIONAL MANAGEMENT

RE: EXPANSION OF YOUR ORG

References: LRH ED 339R INT REVISION OF THE BIRTHDAY  
GAME 1982/83  
LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG

**"It is upon expansion that victory depends."**

**— LRH — (LRH ED 339R INT)\***

International Management's entire business is the expansion of orgs.

By our continuous and unwavering demand that standard tech, standard ethics and standard policy are correctly applied, expansion is definitely occurring in many Scientology sectors.

In March 1966, LRH, then the Executive Director at Saint Hill, wrote a Secretarial Executive Directive entitled "EXPANSION OF YOUR ORG". At the time LRH wrote this SEC ED, Saint Hill had expanded well above its make-break point.

The data contained in this SEC ED is important for each and every staff member to use in the race of expansion, in playing the Birthday Game. It is therefore reissued herein for your use.

SECRETARIAL EXECUTIVE DIRECTOR  
Office of LRH

17th March 1966

SECED 225 INT

EXPANSION OF YOUR ORG

1. I have said for years SCIENTOLOGY WILL GO AS FAR AS IT WORKS.
2. If your org isn't making it work it won't go very far.

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3. It is up to the Executive Secretaries and Secretaries to make it work in your org.

4. It does work. It works at Saint Hill. Hundreds can make it work. The tech is all there - it only needs to be drummed in and used.

5. It is my total conviction that if your org is not expanding fast you are not making Scientology work. You will expand if you make your auditors and supervisors make it work.

6. You will be overworked as long as you stay small. If you expand you will have more staff and work less.

7. So expand! That's an order.

L. RON HUBBARD

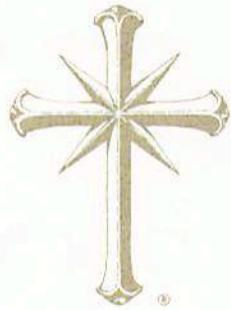
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CMDR Jean-Michel Wargniez  
D/ED INT COORDINATION  
for and as part of the  
INTERNATIONAL MANAGEMENT\*  
Approved by ED INT and  
CO CMO INT  
Authorized by  
AVC INTERNATIONAL  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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## INTERNATIONAL MANAGEMENT BULLETIN No.14

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

BROAD PUBLIC ISSUE

7 June 1983

TO: SCN STAFF & PUBLIC  
(POST ON NOTICE BOARD)

FROM: D/ED INT FOR COORDINATION  
(as part of INTERNATIONAL MANAGEMENT)

RE: BOARDS OF REVIEW INTERNATIONAL AND CONTINENTAL

References:

HCO PL 23 Feb 78 BOARD OF REVIEW  
HCO PL 17 Mar 65 ADMINISTERING JUSTICE  
Issue III  
HCO PL 27 Mar 65 THE JUSTICE OF SCIENTOLOGY ITS USE AND  
PURPOSE BEING A SCIENTOLOGIST  
HCO PL 5 Apr 65 SCIENTOLOGY MAKES A SAFE ENVIRONMENT

"Justice is one of the guards  
that keeps the channel of  
progress a channel and not a  
stopped flow."

-LRH- (HCO PL 17.5.65 III  
ADMINISTERING JUSTICE)

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With the current actions as guided and directed by International Management, Scientology International has stepped up its expansion higher and stronger.

Some criminal elements who attempted to pervert and corrupt the Technology, hence tampering with the Freedom and Eternity of others, have in the past many months been put off the lines.

The loyal and on-Source executives, staff members and Scientologists are getting the show on the road with an ever increasing number of people going up the Bridge. Orgs and Continents, groups and missions are booming with the full application of standard ethics, standard tech and standard policy.

In order to rectify possible injustices that may have been committed by these now removed executives, and in the true Scientology spirit, we have established permanent Boards of Review at Flag and in each Continent.

"So a justice function must exist to protect producers and decent people." -LRH- (HCO PL 7 Dec 69 ETHICS, THE DESIGN OF)

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"The function of a Board of Review is to look into injustices, technically incorrect findings and instances of flagrant injustice or out-ethics actions which are destructive to stats." -LRH- (HCO PL 23 Feb 78 BOARD OF REVIEW)

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Competent and impartial persons, knowledgeable in the subject of ethics and justice are appointed to these Boards. Very good results are already coming from the Boards of Review held at Flag and in some continents.

"Members of the Board are appointed based on their own good statistics, high ethics level and knowledge of Ethics and Justice policy." -LRH- (HCO PL 23 Feb 78 BOARD OF REVIEW)

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The International Board (at Flag) and the Continental Boards (at the Flag Operations Liaison Offices) are at your service to help resolve possible past injustices. In the event the above applies to you, please write to:

INTERNATIONAL JUSTICE CHIEF  
P.O. Box 23751  
Tampa, Florida 33623 USA

"...Scientology is the road to truth and he who would follow it must take true steps." -LRH- (HCOB 30 Jul 73 SCIENTOLOGY, CURRENT STATE OF THE SUBJECT AND MATERIALS)

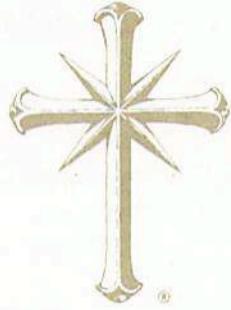
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Wishing you good luck on the Road to Truth.

Cmdr Jean-Michel Wargniez  
D/ED INT COORDINATION  
for and as part of the  
INTERNATIONAL MANAGEMENT\*  
Approved by ED INT and  
CO CMO INT  
Authorized by  
AVC INTERNATIONAL  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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\*The INTERNATIONAL MANAGEMENT is composed of the WATCHDOG COMMITTEE who is in charge of all the various sectors of the Church of Scientology, the International Finance Office - who under WDC is ensuring the viability of the Church, the Commodore's Messenger Org International - who gets Source Intention carried out, the Executive Director International and his Senior Executive Strata - who are ensuring the continued expansion of the Scientology Churches and units throughout the world by seeing that they perform their key functions such as delivering services, having an active field, etc...



## INTERNATIONAL MANAGEMENT BULLETIN No.17

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

TO: BROAD PUBLIC ISSUE  
PUBLIC AND STAFF  
ALL SO ORGS, FLAG SERVICE ORG,  
ALL CL IV ORGS, ALL CELEBRITY  
CENTERS, ALL SMI MISSIONS, WISE  
PUBLIC, I HELP AUDITORS, PUBLIC  
NOTICE BOARDS

13 July 1983

FROM: EXECUTIVE DIRECTOR INTERNATIONAL  
RE: EXPANSION BRIEFING

"On July 7th, 1983, at precisely 2:00 PM in Sydney, Australia, the newest Advanced Organization opened its doors.

"Staffed by a hand picked, crack Sea Org Tech Command Team, this new A.O. signals a new age for Scientology, for the sun will never set on the upper levels of the Bridge. We have spanned the globe for the newest A.O. serves not only Australia and New Zealand but the South Pacific and the Far East.

"At the same time, we slammed the door on those naysayers who have wished and said otherwise."\* LRH in LRH ED 349 INT MESSAGE TO ALL SCIENTOLOGISTS.

The naysayers had been attempting to ban Scientology in Australia in 1965 and had even voted such into law.

In 1982, the last Australian State that had such a law cancelled it and recognized the Church as perfectly legal (which we knew it already was).

In 1983, an Advanced Org is opened in Australia.

As LRH says in LRH ED 349 INT:

"And this is just the beginning.

"1983 will be an unprecedented year of expansion and wins and developments and you will be able to share it all."

"We are expanding and winning."\* (LRH ED 349 INT)

Opening the New Advanced Organization in Sydney, Australia is the highlight in a period of great expansion and progress for the Church on all fronts.

This expansion has been the subject of months of planning by International Management.

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LRH said in an interview to the press in February 1983, "I understand that there is an entirely new hierarchy in the Church.... They are actually doing great. I wish them well."\* (LRH in an interview to the Rocky Mountain News, 20 Feb 83)

The International Management of the Church is entirely dedicated to seeing that Ron's Technology is applied and delivered exactly, standardly and in volume to the people of this Planet, so we achieve the goal of a Cleared Planet.

We are engaged in expanding all Scientology Organizations, Units and activities and creating new ones through exact application of LRH Technology to make this possible.

There are many many wins. In the last months, 2 new Scientology Class IV Orgs were opened: ZURICH in Switzerland and HAMBURG in Germany. Switzerland, an upstat country of six and a half million people now has 4 Cl IV Organizations. This brings the number of Class IV Organizations in EUROPE to 36.

In 1978, there were 71 Scientology Class IV Organizations in the world and today there are 133!

20 new Missions opened in the last 2 months, with many more on the way.

In the last year a whole Network of Scientology Celebrity Centers has been created with Celebrity Centers in Los Angeles, Paris, Toronto, Montreal, Zurich, Las Vegas, New York.

The Flag Service Org recently purchased an additional building entirely dedicated to the delivery of training. Here the famous Class XII Auditors are being trained, and you can train next to them.

The International statistics of Value of Services Delivered in orgs keep climbing weekly and are higher than ever before. The same goes for the Hours of Auditing delivered weekly.

In the last 5 months the Number of Ron's books sold by Scientology Orgs, Missions and Units has doubled.

In the USA alone over 130,000 copies of DMSMH have been sold in bookstores between November 1982 and June 1983. This does not include sales by Orgs, Missions and FSMs. One large bookstore chain in the US has sold 11,000 copies of the book since last January. In Phoenix (USA) one book distributor sold 2,000 books in 5 weeks!

A new official Publication Organization is now functioning in Mexico City. With Bridge Publications Org in Los Angeles and New Era Publications in Copenhagen this makes our third Publication Organization.

On the legal front, the Church is winning—as in Australia, governments and officials in more and more countries and states recognize the enormous value of LRH's works in their area.

Not one lawsuit has been lost by the Church in the past year. The New York Tribune of 16 June 1983 said "Hubbard has gained recognition not only as the Founder of the Church of Scientology but as a popular author. His Science Fiction novel BATTLEFIELD EARTH, now in its fifth printing, was recently on the New York Times and six other National Bestseller lists. His book, DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH is expected to sell its 6 millionth copy during the next two weeks."

DMSMH has sold its 6 millionth copy now and BATTLEFIELD EARTH is now on 12 National Bestseller lists in the USA.

Ron's popularity continues to grow and grow.

On July 6th, 69 American artists and VIPs published and signed a full page of the well-known Hollywood VARIETY Magazine dedicated to Ron and congratulating him for his book BATTLEFIELD EARTH being a bestseller!

The Mayor of Riverside, California, proclaimed the Month of July 1983 as "L. RON HUBBARD MONTH" for his efforts in combatting drug abuse.

The Mayor of Saint Louis, Missouri, USA, has also proclaimed an "L. RON HUBBARD MONTH".

All the actions of the International Management of the Church are entirely dedicated to getting Ron's Tech to you and expanding Orgs, Missions and Units so all the people on Earth get up Ron's Bridge and apply Ron's Technology to themselves and others.

"Our aims are simple if great.

"And we will succeed, and are succeeding at each new revolution of the Earth.

"Your help is acceptable to us.

"Our help is yours."\* L. RON HUBBARD  
THE AIMS OF SCIENTOLOGY

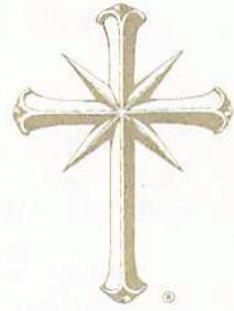
"Here is to a booming, wonderful 1983, and to a higher level of existence for you."\* RON in LRH ED 349 INT MESSAGE TO ALL SCIENTOLOGISTS

Captain Guillaume Lesevre  
ED INTERNATIONAL  
for and as part of  
International Management  
Authorized by  
AVC Int  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

YOU CAN ALWAYS WRITE TO INTERNATIONAL MANAGEMENT AND THE EXECUTIVE DIRECTOR INTERNATIONAL. WRITE:

EXECUTIVE DIRECTOR INTERNATIONAL  
PO BOX 22671  
TAMPA, FLORIDA 33623  
USA

YOUR LINES TO US ARE OPEN.



## INTERNATIONAL MANAGEMENT BULLETIN No.18

from

Church of Scientology International

Church of Scientology Management

Central Authority for Dianetics and Scientology Activities

TO: ALL STAFF, ALL ORGS,  
CLASS 4 ORGS, SO ORGS,  
FSO, CC NETWORK ORGS,  
FOLOS, FB

4 August 1983

FROM: EXECUTIVE DIRECTOR INTERNATIONAL

### BUILDING ORGS

"We are building strongly for the future.

"Scientology is going to go on for a VERY long time.

"The way to build a strong future is to build a strong organization."\* - LRH (HCO PL 29 MARCH 1982 PERSONNEL POLICY)

Our purpose is to build each organization to the size of Old Saint Hill as per LRH ED 339R INT.

After LRH ED 339R came out, many organization executives engaged themselves in applying the LRH ED and expanding their orgs. A few orgs however, were found to have badly omitted basics, such as no routing forms to route public and staff; no one answering the mail or phone calls from the public; staff members not on standard staff contracts; staff members not posted on a post per the on-policy org board; no hatting occurring, musical chairs, no files kept in order in HCO, Dissem and Treasury; not calling in the public and delivering what is promised, etc.

The truth is that in those few orgs a bulk of organizational LRH Policies, easily found in the OEC Volume 0 and 1, the Personnel, Organizational and Establishment Officer Series in the Management Series, have been ignored or cross-ordered. That, of course, is the cause of low staff pay, overloads, low production, low morale, lack of staff and public and low stats.

Having and using the on-Policy Org Board, an on-Policy comm system, files kept in good order, routing forms in use, contracting, posting, hatting, enhancing staff, enforcing hat turnovers and forbidding musical chairs and destructive personnel transfers, org schedule, ethics kept in by HCO, answering people's questions, letters and phone calls, in-tech sales and delivery, etc., are part of doing the usual and keeping the usual being done (standard admin).

It is primarily the duty of HCO and Executive Council to hold the org form and keep standard organization actions being done according to LRH Policies. But it is as well the responsibility of each executive and each staff member to put a standard green-on-white org there. Ignoring routine and personnel actions, squirrel local policy or lack of following it tears an org apart.

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The routine standard administrative and personnel on-policy actions that build orgs must be gotten in where out and kept in in order to build your org to the size of Saint Hill.

We are requesting all staff to tenfold their actions in demanding and creating an in-ethics org which runs on green-on-white, an org that does the usual actions of proper hiring, proper posting, proper hatting, proper post turnovers, with in-tech sales and delivery. The machine runs like a dream when the green-on-white usual is done!

We are building orgs to the size of old Saint Hill and we are building them to last -

However,

"We do NOT have any infinity of time to do the job."\*  
- LRH ED 339R

"In this time and in this place - for possibly just a little while, we have this chance. To go free and to make it."\*  
- RJ 35

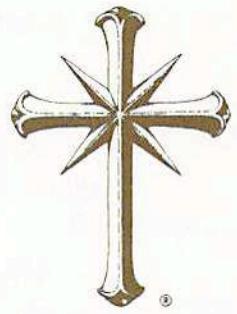
So, build your org FAST. Build a strong, durable, green-on-white org where the standard on-policy organization actions are IN and kept in. Build your org to old Saint Hill size!

CAPT G. LESEVRE  
ED INTERNATIONAL  
for and as a part of  
INTERNATIONAL MANAGEMENT\*\*  
Authorized by  
AVC INTERNATIONAL  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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## INTERNATIONAL MANAGEMENT BULLETIN No.19

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

TO: ALL STAFF, ALL ORGS  
(INCL. ALL CC NETWORK ORGS)  
FOLOs, FB

4 August 1983

FROM: D/ED INT COORDINATION

### A NEW DAY HAS DAWNED ON L.A. DAY

In just 5 weeks this org has established itself and as a result, the GI has gone from an 'habitual' \$10,000 a week to over \$30,000 a week, the QSH (Qualified Staff Hired) shooting from -64 to +41, the GI Divided by Staff doubled and the WDAH almost tripled!

The way this was done was simply to get the org there with on-Source execs who competently enforced on-policy actions and did what LRH says in the LRH ED 339R.

What was done in that org can be done by any org which is not expanding on 5.4X quota. This recent example of an org completely reverting is given to you here to show you that it is done easily and rapidly and that the only way it can be done is by doing the standard on policy actions and nothing else.

There is nothing that stands in the way of any org's expansion anywhere in the world, and certainly not outside influences. LRH says in the LRH ED 165 INT:

"THE INTERNAL ACTIONS OF THE ORG DETERMINE ITS STATS AND INCOME. They are not determined outside the org or even much influenced. The state of mind of the staff can be influenced by outside influences but if this state of mind is handled, then not even severe outside influences determine stats or income."\*

And in RJ 36, LRH says:

"Standard policy will give you a powerful organization, expanding and prosperous."\*

And that is the secret!

On June 30, International Management sent 2 executives into L.A. Day Org to hold the posts of CO and Qual Sec/Snr CS. These 2 execs had just been trained on the Exec Status One, Management Tools Series #1 (soon to be released). From that point on the org became a real org, established, functioning and expanding. And here is how:

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Source was gotten in instantly in the org in no uncertain terms, the purpose of the LRH ED 339R made vivid in all staff's mind.

The org was org boarded from top down, a full senior exec structure—including LRH Comm, FBO and FR—put there. The org schedule was slammed in and standard musters done. Daily, the new Org Board is Chinese schooled and drilled exactly as per the 339R program Your Saint Hill Org Board Implementation Program.

The door was kicked open and recruitment going full blast, the CO even recruiting himself until he got a HAS on post. Daily study was enforced on all staff and is kept in. Staff are now connected to Source and know the tech of their posts (Ref. HCO PL 30 Jan 83 YOUR POST AND LIFE).

Stress was put on SERVICING THE PUBLIC with the CO and the Qual Sec going around the org seeing personally that every public is properly cared for and serviced (Ref. HCO PL 31 Jan 83 THE REASON FOR ORGS, HCO PL 19 Mar 68 SERVICE and HCO PL 21 Nov 68 SENIOR POLICY).

At every point of business, the corresponding Birthday Game Implementation Programs got used and done. A remarkable example is the famous 339R Pgm: LRH ED 236 INT REGISTRATION PGM No. 2 which was gotten in with a vengeance. Regges were put on post, gotten to study and drill daily on the Big League Sales Checksheets, daily Tech wins briefings are done etc., etc. The back lines were gotten operating by posting a Central Files I/C and an Addresso I/C, both single-hatted.

The USUAL!

Result: The GI and the CGI more than doubled in 5 weeks! The staff pay has gone from \$8.00 to over \$100.00 a week!

An Exec Council and an Ad Council have been put there, hatted and are performing their standard functions and actions, following the LRH ED 339R exactly.

The LRH ED 339R programs are done on a routine basis from Div 1 to Div 7. A CO's Programs Operator was also posted to push the execution of the programs for the CO. (This post is quite in addition to the FR and LC and is actually an administrative facility to the CO directly.)

There is no real secret to expanding an org. The secret is: you can do it with standard ethics, standard tech and standard policy and only so.

"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 is an instant hating 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."\* - LRH (LRH ED 339R-1 INT)

This can be said of L.A. Day. When asked what his successful actions were, the CO L.A. Day quoted this paragraph of the LRH ED 339R-1 INT:

"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.... It took only a few weeks to build the old Saint Hill org."\* - LRH (LRH ED 339R-1 INT)

And it took only a few weeks to build L.A. Day Org with on-Source, competent execs taking full responsibility for the org.

You too can do it.

"It's done with orgs' services well delivered on policy with standard tech.

"So just do it, man, do it!"\* - LRH (HCO PL 13 Jan 83  
THE BUSINESS OF ORGS)

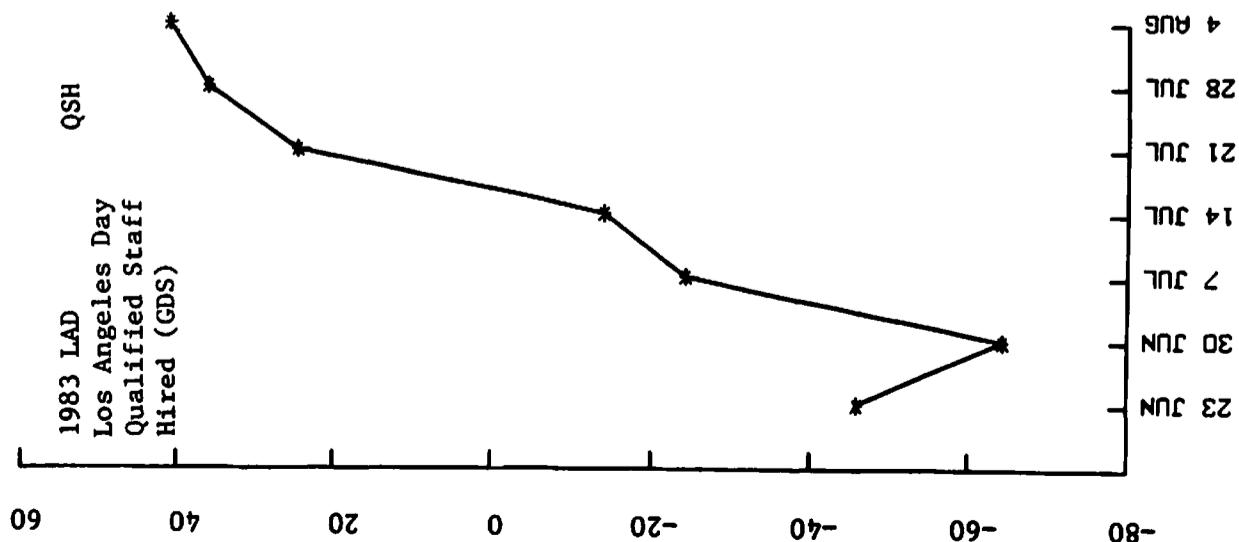
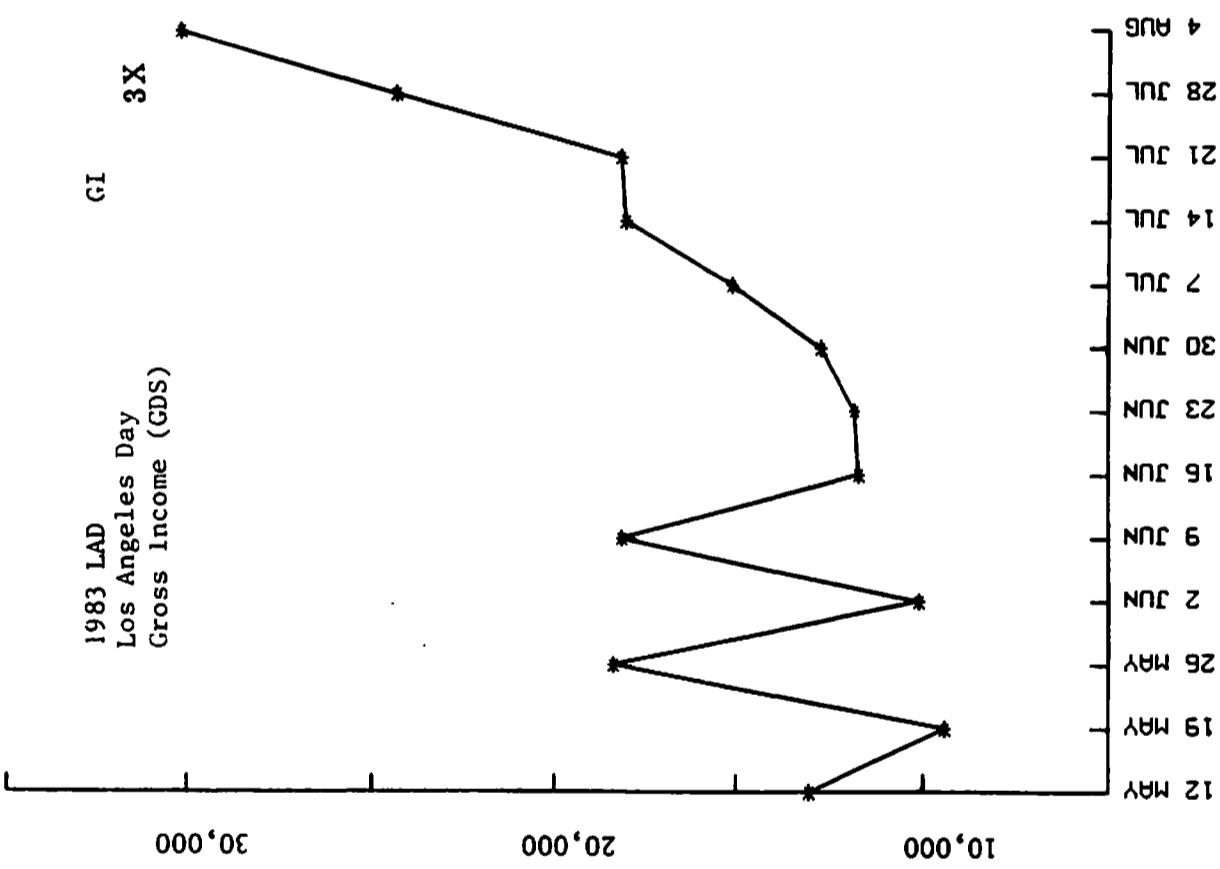
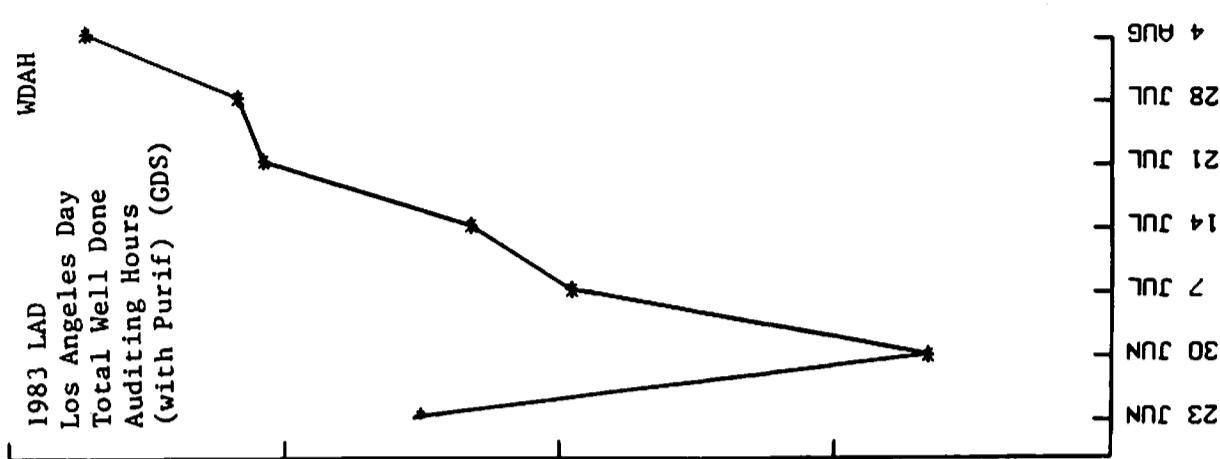
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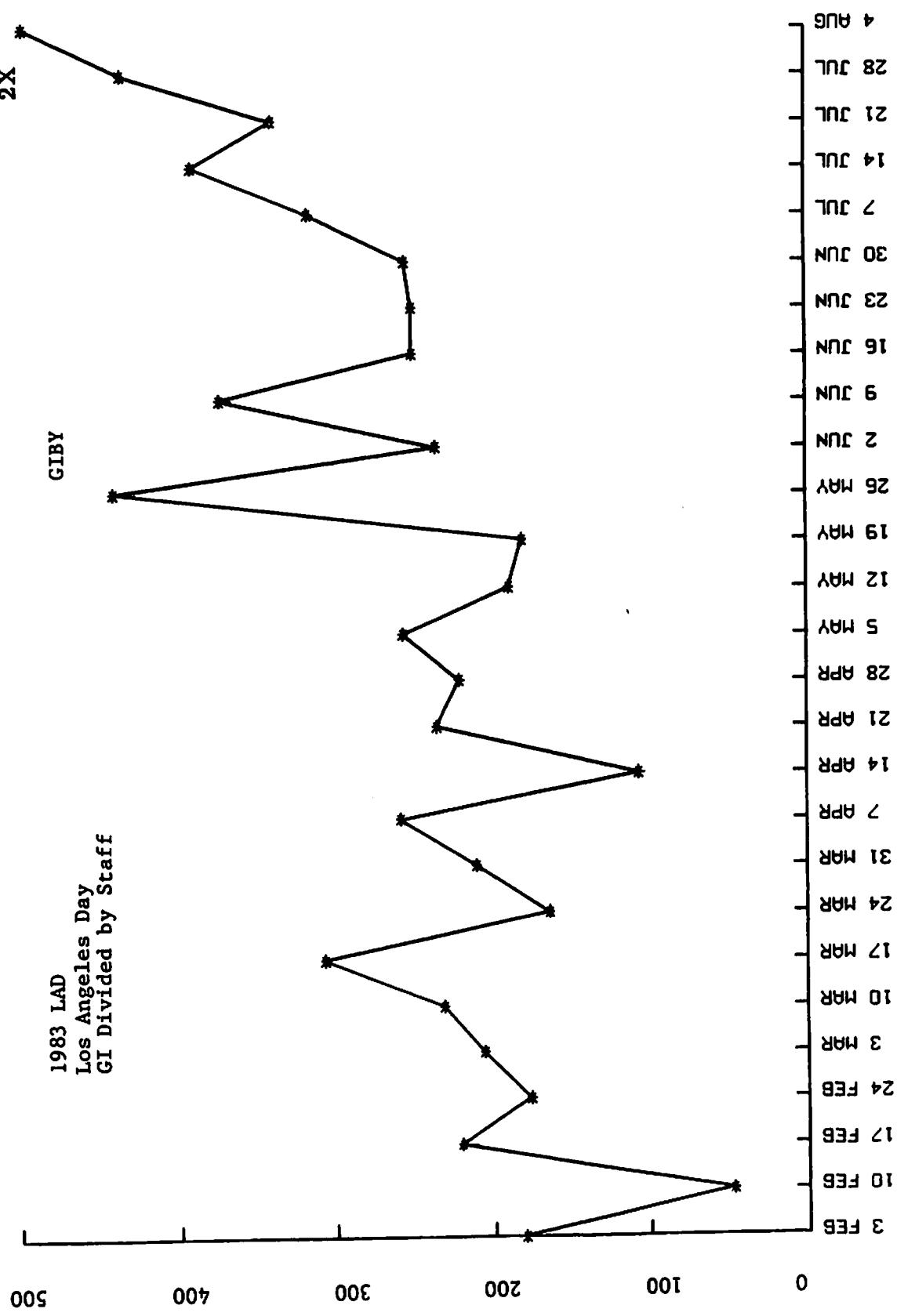
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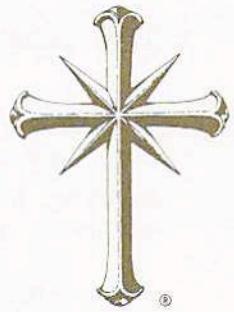
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INT MGMT BULLETIN 19  
ATTACHMENT







## INTERNATIONAL MANAGEMENT BULLETIN No.21

from  
Church of Scientology International  
Church of Scientology Management  
Central Authority for Dianetics and Scientology Activities<sup>TM</sup>

TO: ALL STAFF, ALL ORGS, ALL NETWORKS

31 October 1983

FROM: D/ED INT FOR COORDINATION  
(for and as part of INTERNATIONAL  
MANAGEMENT)

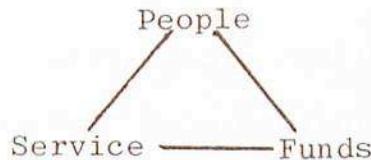
RE: THE THIRD DYNAMIC TRIANGLE

### References:

HCO PL 13 Jan 83 THE BUSINESS OF ORGS  
HCO PL 31 Jan 83 THE REASON FOR ORGS  
HCO PL 22 May 80 RECRUITMENT BREAKTHROUGH  
LRH ED 236 REGISTRATION PROGRAM No. 2

In the Orders of the Day of 6 August 1970, LRH wrote:

THIRD DYNAMIC TRIANGLE, "I wonder if there isn't a third dynamic triangle like the ARC Triangle that goes:



Maybe People are A, Service is R and Funds is C. Sort of a solid ARC triangle.

"Seems to work that when you drop out people you drop out service you drop out funds."

"An org that dismisses staff to save money drops service and winds up with a high debt."

"In an org when I manage one directly, I always push up numbers of staff, push up service and the money rolls in."

"There is a contrary fact. Governments use tons of people, absorb tons of funds and give no service and are largely out of ARC. So it isn't just numbers of people that make the A. 'People' probably needs a special definition. It may be 'beings' or 'productive individuals' or people in affinity with each other." LRH.

This third dynamic triangle is so basic that the orgs which have it IN are the ones that are expanding continuously, the ones that you see at the top of the Birthday Game standings week after week after week.

If your org is lagging behind its 5.4X Quotas or not having a proper continued expansion, you will find that one or more of the corners of the triangle are out.

And magic: by getting these weak, missing or inadequate points in your org will thrive!

Example: Milano Org (Italy) has nearly 240 staff members, delivers over 1,400 Well Done Auditing Hours per week with a Value of Service Delivered of over \$80,000 and makes over \$100,000 GI!

Example: L.A. Day, which in less than 4 months with its new CO and Exec Structure (See Int Management Bulletin #19) has 2-Xed its number of staff, 6-Xed its HGC delivery and 3.6Xed its GI!

LRH says in HCO PL 31 Jan 83 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." LRH.

If each and every staff member does the above, expansion will inevitably occur and that org will be on its way to 5.4X expansion and will be moving a very high volume of public up the bridge.

This is the name of the game. This is why we are here.

Keep in mind this Third Dynamic Triangle and use it to expand!

"It's done with org services well delivered on policy with standard tech."

"So just do it, man, do it!" LRH (HCO PL 13 Jan 83  
THE BUSINESS OF ORGS)

#### INDEX

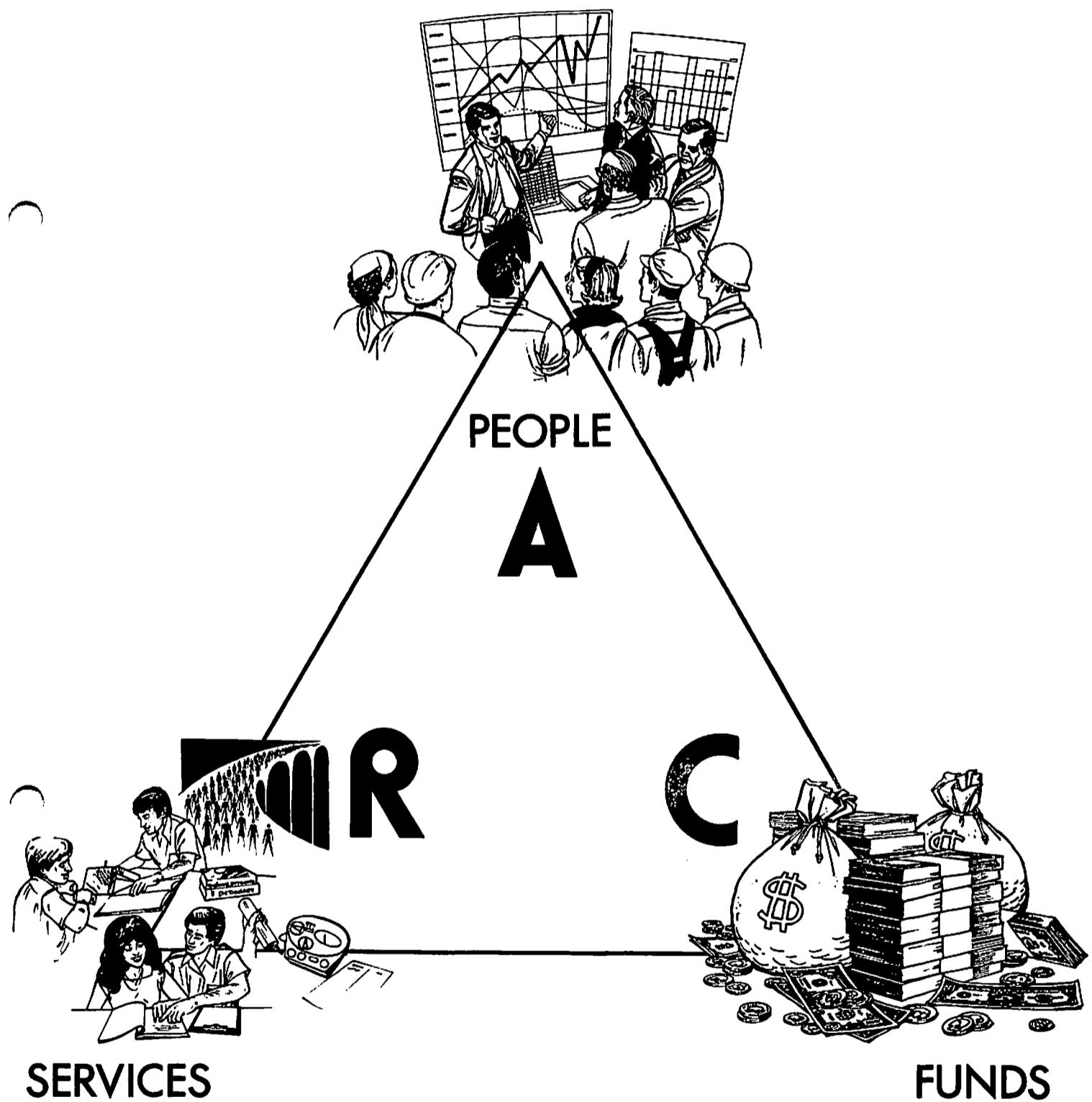
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Page 2, Quotations © 1983 LRH.

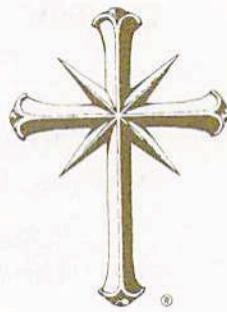
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Cmdr Jean-Michel Wargniez  
D/ED INT COORDINATION  
for and as part of the  
INTERNATIONAL MANAGEMENT\*\*  
Approved by ED INT and by  
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INTERNATIONAL

\*\*International Management is composed of the WATCHDOG COMMITTEE, the Commodore's Messenger Org International (CMO INT), ED Int and his Senior Executive Strata and the International Finance Office.

# THIRD DYNAMIC TRIANGLE





## INTERNATIONAL MANAGEMENT BULLETIN No.22

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

TO: ALL STAFF MEMBERS  
ALL ORGS, ALL MISSIONS  
  
FROM: EXECUTIVE DIRECTOR  
INTERNATIONAL

23 November 1983

### THE SIGNS OF SUCCESS

#### BOOKLET

This booklet, containing LRH material, has been compiled FOR YOU by International Management. You are each entitled to receive your own copy.

As a staff member of a Scientology Organization or Scientology Unit, you are a very important person.

"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."

"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."

"The org structure is not only there now but will be in the future and so will be its loyal staffs." (LRH)\*

The loyal staffs are the ones working together with us, building a new civilization without crime, without insanity and without war by getting LRH tech known and applied exactly.

International Management's constant work and concern is to keep Scientology working and expanding. Our and your job as a staff member is of the highest importance.

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

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

It is a well documented fact that some people do not want man to go free, and therefore do not want orgs to expand as it will expose them for what they really are.

\*LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG

\*\*HCO PL 7 FEB 65 Reissued 27 AUG 80 KEEPING SCIENTOLOGY WORKING

"Orgs are in the very new, for this universe, business of setting people free.

"SPs will find all manner of reasons not to for this is what they, with their own crimes, fear.

"Thus it follows that they cut dissem lines, corrupt tech, suppress and confuse orgs, persuade people to be inactive and resort to other shifts, all quite 'reasonable' and 'logical' as to why this must be the way it is; so be alert to this and go ahead and set people free." (LRH)\*

LRH tells us to be alert. The Signs of Success booklet gives you the LRH tech so you, as a staff member, will not be the adverse effect of any possible SP activities to disrupt your org and its expansion.

Attempts at disrupting orgs are not always done by attacking them loudly in the press or insulting the bodyrouters. It can be more subtle. One of the tactics used by these few who try to stop orgs and Scientology expansion is to attempt to turn a staff member against his or her seniors or against the management of the Church. For example getting him or her to blame seniors for any real or imagined problems in his or her area. This, by the way, is a very old communistic tactic of infiltration: stirring up workers against management. The results can be seen all around us: strikes, unemployment, businesses, companies and factories going bankrupt. People duped by such infiltrators and agitators do not necessarily understand that they are the instruments of people working solely to gain power for themselves.

LRH illustrates in HCO PL ORGANIZATION AND MORALE:

"You have this young girl, see. She is wearing last year's dress. No new clothes. So you say, 'You poor thing wearing last year's dress.' Up to now she wasn't worried about it. Now she says 'I wish I had some new clothes.' And you say 'You poor thing. Doesn't your mother ever buy you new clothes?' 'No.' 'The beast!' She goes home and revolts.

"Get it?" (LRH)\*\*

The Signs of Success booklet is for your use so you understand and can handle any such possibility may it arise.

It is the responsibility of every one of us to work together as a well disciplined and organized team to get LRH tech delivered and clear the planet.

"A small group thoroughly organized can conquer the disorganized billions. And have excellent morale while they're doing it." (LRH)\*\*

This is exactly what we are doing!

The Signs of Success booklet contains the key LRH data you need to spot and handle any possible attempts to prevent us, all together as an organized group, from reaching our goals as set by LRH. So read it, understand it, apply it and get your fellow staff members to do the same.

No outside negative influences can really influence our progress and expansion unless our own staff themselves go effect of them.

"THE INTERNAL ACTIONS OF THE ORG DETERMINE ITS STATS AND INCOME. They are not determined outside the org or even much influenced. The state of mind of the staff can be influenced by outside influences but if the state of mind is handled, then not even severe outside influences determine stats or income." (LRH)\*

This booklet protects you as does all the LRH tech. Understood and used it will protect all of us and our International org structure of Scientology. And, remember the future of this planet lies in our hands.

- Get your copy of the Signs of Success booklet from your org LRH Comm (HAS if no LRH Comm).
- Alert me if you cannot get your copy using the Attachment to this Int Management Bulletin.
- Read the booklet.
- Understand it.
- Apply it.
- Write any needed knowledge reports and wear your hat as a staff member taking responsibility for your org fellow staff members and your public.
- FLOURISH, PROSPER AND EXPAND YOUR ORG!

#### YOUR POST

"A post in a Scientology Organization isn't a job. It's a trust and a crusade."

"We're free men and women - probably the last free men and women on Earth. Remember, we'll have to come back to Earth some day no matter what 'happens' to us."

"If we don't do a good job now we may never get another chance.

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

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

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

"So we're using that chance.

"An organization such as ours is our best chance to get the most done. So we're doing it!" (LRH)\*\*

#### INDEX

Page 1, First quotation © 1982 LRH.	
Page 1, Second quotation © 1965 LRH.	
Page 2, First quotation © 1983 LRH.	Captain Guillaume Lesevre
Page 2, Second quotation © 1970 LRH.	EXECUTIVE DIRECTOR INTERNATIONAL
Page 2, Third quotation © 1970 LRH.	Authorized by AVC INT
Page 3, First quotation © 1971, 1983 LRH.	for the CHURCH OF SCIENTOLOGY
Page 3, Second quotation © 1962 LRH.	INTERNATIONAL

CSI:AVCI:GL:iw

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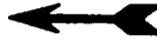
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\*LRH ED 165 29 Dec 71 WELL DONE AUDITING HOURS, HOW TO INCREASE  
\*\*HCO PL 22 Oct 62 THEORY OF SCIENTOLOGY ORGANIZATIONS

INT MGMT BULLETIN 22  
ATTACHMENT

Thank you for answering the Int Management Bulletin on  
DMSMH booming sales. It was great hearing from you.

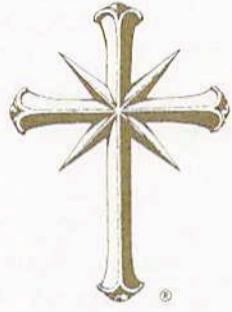
I AM LOOKING FORWARD TO HEARING OF YOUR WINS ON READING  
AND APPLYING THE SIGNS OF SUCCESS BOOKLET AND ANY COMMENTS  
YOU MAY HAVE: As usual I will read it and answer you. (Feel  
free to use additional paper.)

TO: EXECUTIVE DIRECTOR INTERNATIONAL   
FROM: \_\_\_\_\_ (NAME)  
\_\_\_\_\_ (ORG)

RE: THE SIGNS OF SUCCESS BOOKLET AND INT MANAGEMENT BULLETIN 22.

JUST PUT THIS IN YOUR OUT BASKET OR MAIL IT TO:

EXECUTIVE DIRECTOR INTERNATIONAL  
PO BOX 22671  
TAMPA, FLORIDA 33622-2671 U.S.A.



## INTERNATIONAL MANAGEMENT BULLETIN No.23

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

(Supersedes International Management Bulletin No. 6 and gives current data on the International Training School.)

TO: ALL QUAL SECS CLASS IV ORGS,  
SO ORGS, CELEBRITY CENTRES,  
FB, FOLOs, PUBS ORGS  
  
FROM: D/ESTABLISHMENT EXEC INT FOR  
EXECUTIVES

26 November 1983

### MAKING EXECUTIVES

AND

### THE INTERNATIONAL TRAINING SCHOOL

Competent executives have always been in great demand throughout the history of Scientology. The value of an executive who is on Source and can expand his or her Org is utterly priceless. At this time especially we need able Executives as we are engaged in an international evolution of building all Orgs to the size of old Saint Hill in its prime. Good leadership is essential in guiding the expansion now occurring, so that it does not falter, so that all Orgs surpass the make-break point.

### THE INTERNATIONAL TRAINING SCHOOL

Currently located in Los Angeles, the International Training School is monitored directly by International Management and supervised by the ED International and his Senior Exec Strata.

Only LRH issues are employed and the topmost standards are adhered to on a very no nonsense basis.

The product of Executives who are totally on Source and can create prosperous, expanding Orgs by applying LRH policies exactly and will do so is what the International Training School is all about.

The International Training School is basically the "Top of the Bridge" for Admin Training. It is the place where the best graduates of Orgs and Continental OECs are trained in higher level administrative courses such as FEBC, Data Series Evaluator Course and the new Executive Status Two and Three.

The International Training School is the Training Org where the real TOP executives are made. At this time and in order to achieve an immediate increase on the number of trained Executives on the planet, the International Training School is as well accepting applications for full OEC Courses, specialized hatting and short training cycles to prepare Executives for post on a rapid basis.

WHO GETS TRAINED AT THE  
INTERNATIONAL TRAINING SCHOOL

On-purpose, productive Executives and staff from any of the following categories may apply for training at the International Training School:

- a) Proven by stats personnel who are experienced
- b) Staff members of long record who need to be trained
- c) Green staff with high tests scores who are promising candidates.

Trainees must fulfill the requirements for extensive full time training as given in HCO PL 29 August 1970 Pers Series 3 RECRUIT IN EXCESS and all candidates are requested to take the Program Test attached to this issue.

Attached to this issue you find:

- 1) A checklist for trainee to the International Training School
- 2) A checklist for Continental OEC graduates to higher training
- 3) A program test

for use of the Org Qual Secs or A/Exec Aide FOLOs in selecting the candidates for the International Training School.

INTERNATIONAL TRAINING SCHOOL WINS

Here is what some of the trainees at the International Training School have to say about their training:

"My life is changing like it never has before. I am taking the responsibility to go back and boom my Org and then to keep going from there. International Training School has given me the expert assistance in gaining the LRH tech and personal confidence I will need to do this." J.M.C.

"...I have had a lot of wins and cognitions on the exactness, simplicity and power of LRH third dynamic tech. The supervision is excellent and the environment purposeful and theta." N.K.L.

"...For the first time I have the willingness to be. This I did not have before but Ron's incredible tech gave me back this ability." P.M.

"The International Training School is very standard and definitely on Source. I know I am going to be a very standard Exec when I complete." J.D.P.

LEVELS OF ADMINISTRATIVE TRAINING

We are also building up administrative training at both org and FOLO levels. Orgs deliver the OEC volumes and the whole

OEC to their staff; FOLOs deliver the OEC to qualified candidates from orgs in the Continental Training School.

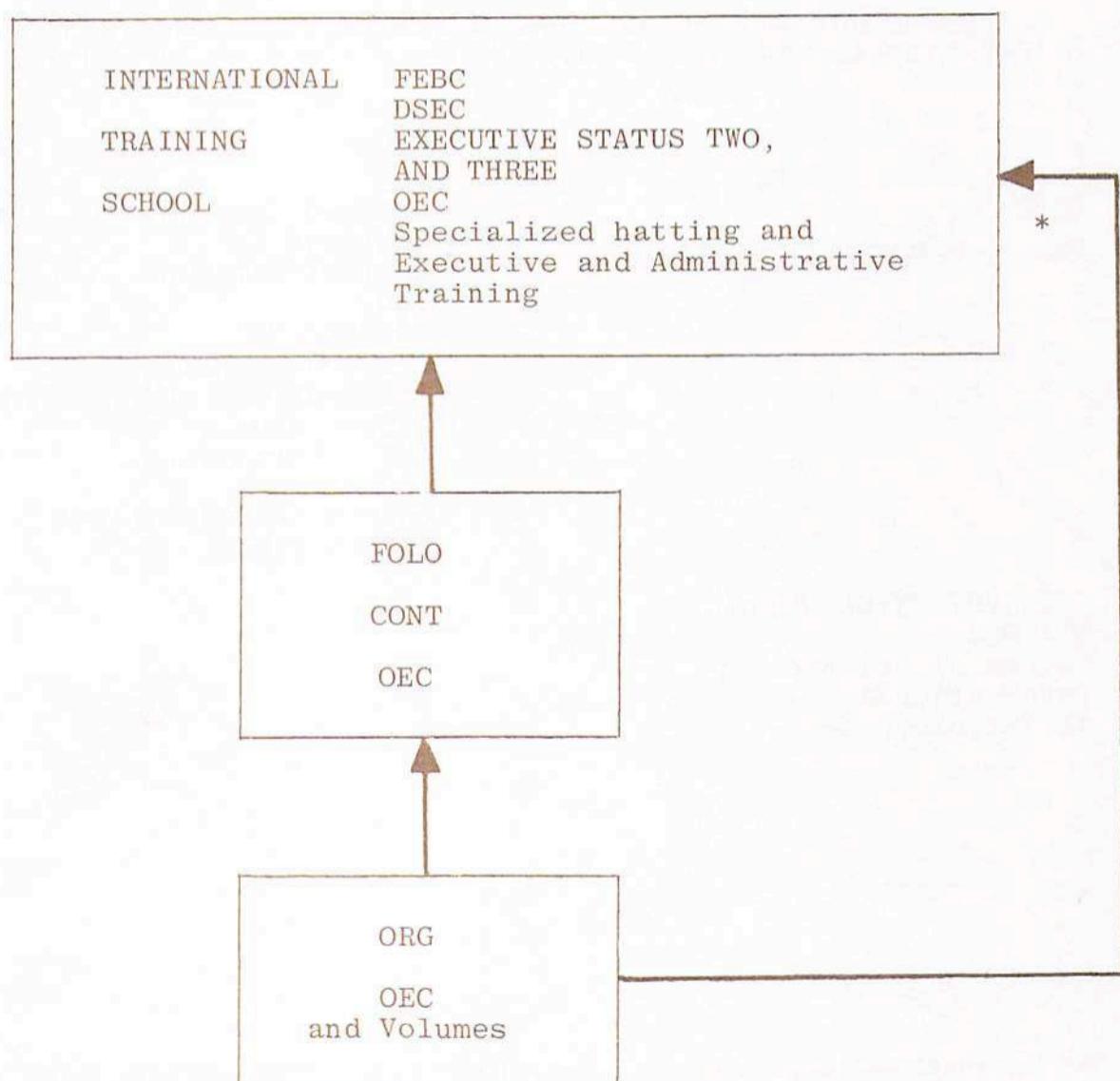
There are three basic levels of administrative training for staff. These are:

1. Volume Zero, followed by the Divisional Volume, additional individual volumes or the whole OEC course at org level.
2. OEC training at the Continental Training School at the FOLO for qualified org staff members.
3. Higher administrative training, such as FEBC and Executive Status Levels Two and Three at the International Training School for the successful graduates of the first two levels who have good production records, as well as training from the bottom up and specialized hatting and cramming for org and FOLO staff.

Orgs and FOLOs must get their own OEC courses established and running. Trained executives are needed in abundance and are needed now.

#### FLOW CHART

The following chart shows the flow of each of the administrative training levels.



SUMMARY

On-Source, on-purpose executives who apply Policy exactly and mean business, who can and do expand their orgs, are among the most valuable beings in this Universe. Through their good efforts we will realize our purpose of getting each org to the size of old Saint Hill and we will Clear the planet.

The importance of this program, of the International Training School and org and FOLO OEC courses cannot be overestimated, and must be given the highest priority by org executives and staff.

We want 100 percent on-Policy orgs as the degree of expansion of any org is in direct proportion to the degree it is on Policy.

Per LRH: "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." (HCO PL 1 July 82 Reiss. 17 Sept 82 MANAGEMENT COORDINATION)

All executives in Scientology are part of management.

We are now in the business of making executives who follow Policy exactly and expand their orgs to the size of old Saint Hill.

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Page 4, Quotation © 1982 LRH.

D Estab Exec Int for Executives  
Approved by  
ED INTERNATIONAL  
and  
CO CMO INT  
for and as part of  
INTERNATIONAL MANAGEMENT\*\*  
Authorized by  
AVC International  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

CSI:AVCI:MY:GL:VL:iw

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Church of Scientology

International

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\*\* International Management is composed of the WATCHDOG COMMITTEE, the Commodore's Messenger Org International (CMO INT), ED Int and his Senior Executive Strata and the International Finance Office.

INT MGMT BULLETIN 23  
ATTACHMENT 1

TO: PUBLIC OFFICER INTERNATIONAL  
TRAINING SCHOOL  
FROM: QUAL SEC \_\_\_\_\_ (ORG)

CHECKLIST FOR TRAINEES

TO THE

INTERNATIONAL TRAINING SCHOOL

THIS CHECKLIST IS TO BE FILLED IN BY THE ORG QUAL SEC FOR EACH TRAINEE SENT TO THE INTERNATIONAL TRAINING SCHOOL FOR FULL TIME TRAINING.

	YES	NO
1) Is the candidate a uniformly producing staff member?	____	____
2) Is the candidate a fast student by record?	____	____
3) Is the candidate un-involved with anti-Scientology or non-Scientology connections such as wife or family?	____	____
4) Is the candidate out of personal debt?	____	____
5) Does the candidate have a good record of keeping his promises?	____	____
6) Is the candidate willing to sign a new contract and note?	____	____
7) Have the candidate stats been high on post?	____	____
8) Does the candidate stay with the Org and not go to the Franchise?	____	____
9) Has the candidate taken the program test in Attachment 3 and passed it? (PLEASE ATTACH COPY OF THE TEST ANSWER)	____	____
10) Do the candidate's test scores qualify him/her for an executive post?	____	____
11) Does the candidate have an adequate replacement for the post and is the replacement approved by HCO and the candidate's senior?	____	____
12) Have financial arrangements been made in the Org FP in order to cover support of trainee at Los Angeles and payments to the International Training School?	____	____

I attest that the above data are true and correct and that to the best of my knowledge the candidate qualifies for full time training at the International Training School.

\_\_\_\_\_  
Qual Sec (Org)

INT MGMT BULLETIN 23  
ATTACHMENT 2

TO: PUBLIC OFFICER INTERNATIONAL  
TRAINING SCHOOL  
FROM: A/EXEC AIDE \_\_\_\_\_ (CONT)

CHECKLIST FOR GRADUATES

FROM

CONTINENTAL OEC COURSES TO

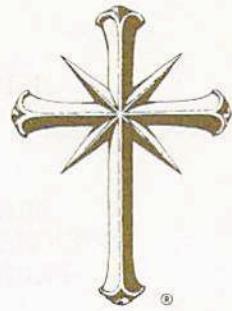
HIGHER TRAINING

TO BE FILLED IN BY A/EXEC AIDE CONT FOR EACH GRADUATE FROM  
FOLO OECs SELECTED FOR HIGHER TRAINING AT THE INTERNATIONAL  
TRAINING SCHOOL.

- |   | YES  | NO   |
|---|------|------|
| 1) Does the candidate fulfill all the qualifications of HCO PL 29 Aug 70 RECRUIT IN EXCESS?   | ____ | ____ |
| 2) Did the candidate produce uniformly well on courses while in training in the FOLO?   | ____ | ____ |
| 3) Has the candidate taken the program test in Attachment 3 and passed it?  | ____ | ____ |
| 4) Have the candidate's Org and OM been informed that the candidate is selected for training at the International Training School and are in agreement with this? | ____ | ____ |

I attest that the above data are true and correct and that to the best of my knowledge the candidate qualifies for full time training in the International Training School.

A Exec Aide (Cont)



## INTERNATIONAL MANAGEMENT BULLETIN No.24

from  
Church of Scientology<sup>®</sup> International  
Church of Scientology Management  
Central Authority for Dianetics and Scientology Activities

TO: PESes, CHAPLAINS, ALL ORGS  
EXEC COUNCILS  
ALL STAFF MEMBERS ALL ORGS

8 January 1984

FROM: QUALITY EXEC INTERNATIONAL

### RECOVERY OF STUDENTS AND PCS

#### THE ARC BREAK PROGRAM

THE ARC BREAK PROGRAM WAS ONE OF THE BASIC PROGRAMS OF OLD SAINT HILL AND A KEY FUNCTION DEVELOPED BY LRH TO MOVE SH UP TO AND BEYOND THE MAKE-BREAK POINT. IT IS BEING GOTEN BACK IN NOW TO GET ALL PUBLIC, ARC BROKEN AND OFF LINES, RECOVERED AND MOVING UP THE BRIDGE.

IT IS THE RESPONSIBILITY OF EVERY ORG TO CLEAN UP ANY "ARC BROKEN FIELD".

FAILURE TO HANDLE AN ARC BROKEN FIELD WILL COST AN ORG A FORTUNE IN LOST INCOME AND DELIVERY.

#### WHAT THE ARC BREAK PROGRAM IS

DEFINITION: ARC BREAK PROGRAM - "I always order orgs to pick up and smooth out AT ANY ORG EXPENSE every ARC Broken pc they can find in their files or areas as A SPECIAL PROGRAMME." "You clean up the whole field from years and years back." (ED 473 WW 842 SH ARC BREAK CLEANUP PROGRAMME)

The ARC Break Program is the program run in Div 6B under the Chaplain to:

- A. Locate
- B. Contact and handle
- C. Get back onto services all ARC Broken public.

It is vital that orgs have an ARC Break Program in full force, keeping their local fields cleaned up. Neglect of these ARC Broken public can backfire on an org and the resulting muddied up field can cut across its dissemination and expansion. On the other hand, with this program in an org will boom.

Many actions have been taken by International Management over the last year and a half to clean up ARC Broken public, with tours, missions, briefings, etc. In each area this was done, stats have boomed.

ORGS MUST NOW PICK UP AND CONTINUE THE PROGRAM AND TAKE RESPONSIBILITY FOR THEIR WHOLE FIELD MOVING UP THE BRIDGE TO FREEDOM.

SUCCESSFUL ARC BREAK PROGRAM PATTERN

The most successful ARC Break team action was set up by Ron and operated out of old Saint Hill. They had somebody who simply approached ARC Broken public as an initial interview. The person didn't try to reg or handle but simply ascertained what the score was with the person. With this data in hand the person's name would be turned over to an auditor/reg team. It was a two stage action. The auditor/reg team was not then sent tearing all over the country trying to locate people. The person had already been spotted and something was already known about the situation. In this way they could get up to considerable quantity of handling.

That was the most successful ARC Break Program on the track.

In 1972 LRH advised that the same pattern be put in in Boston and it resulted in public being DRIVEN in on the org for service and was an essential factor in moving that org above the make-break point:

"I would just put them all (off lines public) back on the lines. I would just put out 6 or 8 tours people and I'd just put them around and let 'em ring doorbells." "Have an appointment book and have a record and a worksheet of the appointment." "And I'd teach them how to register and I would sign the people up on the ground."

"And I would pay auditors bonuses and supervisors bonuses and I would pay tours peoples bonuses — how many did they sign up?" (LRH briefing to CS-6, 30 May 72 RE: BOSTON ORG EVAL)

LRH stressed this pattern again in HCO PL 15 Nov 74 II CF'S, ARC BREAKS IN:

"But where a CF does contain people ARC Broken with the org there is a time-honored way of handling.

"One picks out a key area and from that area selects a person. The ARC Break Reg and Auditor get them in. The Case Supervisor and an HGC Auditor do a bang-up job of handling rapidly. And a shiny product is sent back into that key area.

"One keeps this up, area by area, putting out fine examples.

"People will begin to come in from those areas.

"It works every time."

THE HEALTH AND EXPANSION OF YOUR ORG DEPENDS TO A VERY LARGE DEGREE ON GETTING THIS PATTERN INTO OPERATION IN YOUR ORG.

STANDARD TECH

LRH pointed out in the same 30 May 72 briefing:

"If they have a tours action in their (Div) VI why rat-a-tat-tat they proceed. Even if they only took their whole CF." "This old CF of people who have bought

services but aren't buying services, people who got audited but didn't get trained, you know, and they just handed it out to their tours people. If they just did that — and if they trained up these tours people — to do an M4 (Method 4 Word Clearing, per HCOB 22 Feb 72RA Word Clearing Series 32RA, WORD CLEARING METHOD 4, page 450 Tech Vol IX), or to fly ruds or something, see. I know what I would do if I was doing it: I'd do a 3 May PL (HCO PL 3 May 72 Exec Series 12 ETHICS AND EXECUTIVES)."

There are many tools to handle ARC Broken Public — C/S 53, Green Form, L1C, Life Ruds, pulling O/Ws, Student Rehab List, Auditor Recovery (LRH ED 176 INT), HCO PL 3 May 72 ETHICS AND EXECUTIVES, etc., etc. An ARC Broken public is no different than any other: 100% standard tech works 100% of the time.

LRH references include: LRH ED 49 Int ORG PGM NO. 1, last page (page 260 OEC Vol 0), HCO PL 15 Nov 74 II CF'S, ARC BREAKS IN, HCOB 21 Jul 73 RECOVERING STUDENTS AND PCS, Book of Case Remedies, Chapters 2 through 5, LRH tapes and HCOBs on handling ARC Breaks as contained in Academy Level III, etc. (Also see the list of references attached to this issue.)

The auditor handles the ARC Broken pc with standard tech.  
Per LRH:

"This ARC Break Auditor cures the ARC Breaks with Level III tech and sends the person to the usual registrar when done. THIS is his stable datum: IF YOUR PC IS NOT SMILING AND HAPPY AT THE END OF SESSION YOU ARE NOT AUDITING." (ED 473 WW 842 SH ARC BREAK CLEANUP PROGRAMME)

#### RON'S JOURNAL 38

Ron's Journal 38 TODAY AND TOMORROW: THE PROOF, is a vital tool to use in getting public called in and handled. Orgs are now getting the tape mailed to off lines public, calling in public who have not yet heard it, FSMs are using RJ 38 to recover public and select them for their next service on the Bridge, and public are flooding into orgs.

An example is one person, already declared SP, who was sent into the org by a squirrel to get a refund. RJ 38 was played for him and he realized he HAD been being suppressive, dropped his refund request and asked to be able to do his A to E steps at once!

#### REFUNDS/REPAYMENTS

Those requesting refunds are simply ARC Broken, and they are easily handled. Even if they have gone so far as to threaten "legal" action, the org is totally responsible for getting them handled.

"ARC Breaks bring about and restimulate a desire to get even.

"An ARC broken person attacks."

"Any and all attacks suffered by orgs are from ARC broken persons." (HCO PL 23 Feb 70 ETHICS QUALITY OF SERVICE)

The person holding the function of Chaplain in the org — in charge of handling the "ARC Broken Field" — is the first port of call for those requesting refund or repayment. He

keeps enturbation off the org staff's lines while seeing that the ARC Broken public is gotten to an auditor and is fully handled.

A new CVB Routing Form incorporating this line is being worked out now. MEANWHILE THE CHAPLAIN WOULD BE ADDED TO THE CURRENT FORM AS THE FIRST PERSON SOMEONE REQUESTING REFUND OR REPAYMENT SEES AND THE LINE GOTTN IN.

### SUCCESSES

A well drilled standard ARC Break Team just completed in one Continent has achieved a 100% success rate: EVERY ARC BROKEN PUBLIC CONTACTED WAS HANDLED!

This includes public connected with squirrel groups who recanted, retracting all false enthta statements and themselves now working to handle any other such misguided public in their area.

It includes a number of public requesting refunds or repayments, every one of which completely withdrew their requests and began making the necessary arrangements to continue up the Bridge.

Former staff, inactive and ARC Broken, were revitalized and went back to their orgs or missions to get the show on the road.

Lasting only a few short weeks, this tour salvaged dozens of beings, and hundreds of thousands of dollars in refund requests and millions in potential income from re-signups.

Dramatic as some of the results can be, even in the "milder" forms, this program, is truly the only salvage for a being. That pc — fallen off lines and dissatisfied with his last auditing — who gets the correct bypassed charge indicated and handled and is returned to service, has just had his entire future and case gains opened up to him. Unhandled, the door is firmly closed.

### THE ARC BREAK PROGRAM IN YOUR ORG

THE EXEC COUNCIL, PES, CHAPLAIN ARE RESPONSIBLE FOR GETTING THE ARC BREAK PROGRAM IN. PER LRH:

"PERMITTING AN ARC BROKEN PERSON TO LEAVE AN ORG UNHANDLED SHALL BE DEEMED FOR THE LAST AUDITOR TO AUDIT HIM AND FOR THE PES AND DIRECTOR OF SUCCESS A CRIME.

"FAILURE TO STRENUOUSLY ACT TO CLEAN UP AN 'ARC BROKEN FIELD' SHALL BE DEEMED A HIGH CRIME FOR THE EXECUTIVE COUNCIL." (HCO PL 23 FEB 70 ETHICS QUALITY OF SERVICE)

An org which is on the ball, intent on moving up to old Saint Hill size, will get the ARC Break program going without delay.

Getting posters put up in the PES's office, Exec Office and in the Success area with the above quotes from HCO PL 23 Feb 70, ETHICS QUALITY OF SERVICE, getting a Chaplain on post contacting and handling ARC Broken public (in liaison with Tech and Qual for use of an auditor until one is posted in Div VI as ARC Break Auditor), running a campaign with staff to NEVER let an ARC Broken public leave the org unhandled

would all be very necessary steps in getting the ARC Break program in, and these steps should be done AT ONCE by the Exec Council and Ad Council of any org.

Your org will soon receive a full Birthday Game Implementation program to get the ARC Break program in. But a smart on-policy org will get it going now per the LRH issues attached to this issue and thus take full responsibility for its field and BOOM.

#### EXPANSION

GETTING ALL OFF LINES PUBLIC RECOVERED AND BACK ONTO THE BRIDGE IS A VITAL FUNCTION IN BUILDING YOUR ORG TO OLD SAINT HILL SIZE.

YOU IN YOUR ORG ARE RESPONSIBLE FOR ITS IMPLEMENTATION.

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

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

"Don't let your party down. By whatever means, keep them on the route. And they'll be free. If you don't, they won't." (HCO PL 14 Feb 65 SAFEGUARDING TECHNOLOGY)

START NOW!

#### INDEX

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Page 2, Third quotation © 1972 LRH.  
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QUALITY EXEC INT

Approved by  
ED INTERNATIONAL  
and  
CO CMO INTERNATIONAL

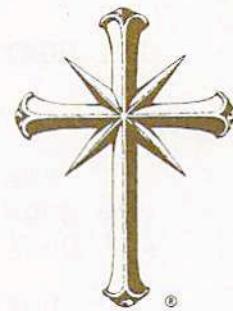
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AVC Int

for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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BASIC REFERENCES FOR THE ARC BREAK PROGRAM

PAGE 350 OEC VOL 5, ARC BREAK CLEAN UP PROGRAM  
HCO PL 27 JAN 80 ISS II RUDIMENTS (ARC BREAK) PROGRAM  
HCO PL 9 NOV 74 REFUNDS AND REPAYMENTS  
PAGE 260 OEC VOL 0, LAST PAGE OF LRH ED 49 INT ORG PROGRAM NO. 1  
HCO PL 15 NOV 74 CF'S ARC BREAKS IN  
HCO PL 26 OCT 75 GI/CGI RATIO, FAILED CASES AND FAILED STUDENTS  
PAGE 193 TECH VOL VIII, HCOB 21 JULY 73 RECOVERING STUDENTS AND PCS  
BOOK OF CASE REMEDIES, CHAPTERS 2 THROUGH 5  
HCO PL 21 NOV 72 PR Series 18 HOW TO HANDLE BLACK PROPAGANDA  
HCO PL 12 FEB 70 ETHICS QUALITY OF SERVICE  
PAGE 205 TECH VOL XI, LRH ED 176 INT AUDITOR RECOVERY



## INTERNATIONAL MANAGEMENT BULLETIN No. 25

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

BPI, ALL SCIENTOLOGISTS!  
ALL ORGS  
BOOKSTORE OFFICER: POST ON PUBLIC  
NOTICE BOARD  
  
FROM: BOOKS EXEC INT

23 January 1984

RE: A FANTASTIC BIRTHDAY GIFT TO LRH FROM ALL SCIENTOLOGISTS!

As some of you who are on the front lines are aware of, the public acceptance of DIANETICS™ Technology has soared in 1983. Tradesales (which means books sold not on Church lines) have risen from 50,000 to 150,000 in the US and Canada. EU has followed the same trend for DMSMH sales by Orgs.

As announced earlier, the 6 millionth copy of DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH was recently sold! (18 September 1983)

To really acknowledge Ron for all he is doing and has done, an INTERNATIONAL push has started to sell the 7 MILLIONTH copy of DMSMH in a shoulder to shoulder effort by ALL SCIENTOLOGISTS. This started spontaneously in Los Angeles and I would like to call on every active Scientologist to make this into an international team effort!!! The intention is to sell the 7 Millionth copy of DMSMH by the 13th of March 1984, as a birthday gift to RON. (It has been calculated by the Planetary Dissemination Org that it is simply possible if every Scientologist sells ONE copy of the book per day.) So it is up to you whether or not Ron will get his present. It is up to us to bring the Tech to all Mankind!

It is a phenomenal achievement; a 33 year old booktitle still a best seller!!!! UNHEARD OF! We can make this new year look even brighter than last by being one team in purpose and INTENTION.

LRH says in HCO PL 20 August 1979 - DIANETICS AND SCIENTOLOGY ARE NEW -; "People who have been in Dianetics and Scientology for years see it as a way of life. They accept it. But to listen to them you'd think Dianetics and Scientology had been around for the last 50 billion years at least!" and "They do not realize that the oldest Dianetics and Scientology books are brand new books to the bulk of humanity."

"We are the only road out." "And Dianetics and Scientology are good news. In fact the best news Man has ever had. Don't sit on it!" LRH

Let's sell the 7 millionth copy of DMSMH by March 13th!!!!

A book a day is the slogan. It will be a great achievement for ALL of us, because it is a matter of stats that about 16% of the book buyers will walk into Orgs and Missions and start ON THE ROAD OUT! That would be a minimum 160,000 new people in just from this one campaign!!

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Page 2, Quotation © 1979 LRH.

BOOKS EXECUTIVE INTERNATIONAL

for and as part of  
INTERNATIONAL MANAGEMENT

Approved by ED Int and the  
WATCHDOG COMMITTEE

Authorized by  
AVC INTERNATIONAL

for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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INT MGMT BULLETIN #25  
ATTACHMENT

Dear Scientologist,

I AM INTERESTED IN HEARING FROM YOU AND WHAT YOU THINK OF THIS BIRTHDAY GIFT WE WANT LRH TO HAVE ON 13 MARCH 1984 (7 million DMSMH sold). Also if you have any questions or if you want to share your wins on booksales and dissemination write to me. I am interested in your communication and I will personally read it and answer it. (Use any additional paper as needed.)

TO: BOOKS EXECUTIVE INTERNATIONAL \_\_\_\_\_

FROM: \_\_\_\_\_ (your name)

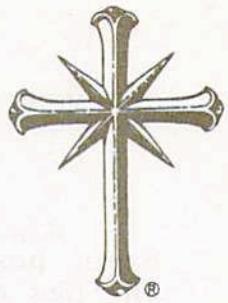
\_\_\_\_\_ (your org or address)

RE: INTERNATIONAL MANAGEMENT BULLETIN #25  
"A FANTASTIC BIRTHDAY GIFT TO LRH FROM ALL SCIENTOLOGISTS!"

JUST GIVE THIS TO YOUR NEAREST ORG (drop it in the HCO basket)  
WHO WILL RELAY IT or MAIL IT TO:

BOOKS EXEC INTERNATIONAL  
P.O. Box 22671  
TAMPA, Florida 33622-2671 USA

Thank you.



## INTERNATIONAL MANAGEMENT BULLETIN No. 27

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

TO: ALL STAFF  
ALL ORGS, UNITS,  
ECHELONS

21 February 1984

FROM: QUALITY EXEC INTERNATIONAL

### SPECIAL NOTICE

#### STAFF HATTING CAMPAIGN FOR 13 MARCH 1984

THIS INTERNATIONAL ISSUE LAUNCHES A SPECIAL HATTING CAMPAIGN FOR RON'S BIRTHDAY 13 MARCH 1984.

Ref: SO ED 2369-1 INT INTERNATIONAL STAFF HATTING GAME

A hatted org is an ON SOURCE org.

As a matter of fact ONLY AN ON SOURCE ORG WILL FUNCTION AND BOOM.

What makes an On Source org? Having ON SOURCE staff who know policy, apply it and are ruthless in keeping Scientology working.

How do you obtain that?

B Y   G E T T I N G   A L L   Y O U R   S T A F F   F U L L Y  
H A T T E D   O N   T H E   P O L I C I E S   O F   T H E I R  
P O S T .

That IS the way.

International Management is very very much interested in getting all staff fully hatted.

We intend and are putting On Policy On Source orgs there which expand above and beyond the make-break point. It will be achieved in no small part through HATTING.

### CAMPAIGN

In addition to your Hatting Game for 13 March 1984 per SO ED 2369-1 INT, INTERNATIONAL STAFF HATTING GAME, with its own valuable awards for orgs and individual staff, International Management is running a special Hatting Campaign.

Right now, Senior HCO International is gathering up the name, post, and org or unit of every staff member on the planet who has completed a full hat for their post. Just before 13 March, the list will be updated to include all staff who complete their full hats between now and then.

WE WILL THEN COMPILE AND FORWARD TO LRH FOR HIS BIRTHDAY AN HONOR ROLL BY NAME, POST AND ORG OF EVERY SINGLE STAFF MEMBER WHO IS FULLY HATTED FOR HIS POST.

We want to show Ron who the On Source staff members are who are applying his policies to expand their orgs.

We want the list to be huge.

We want your name to be on it.

#### YOUR ORG

The intention is to get your whole org fully hatted by 13 March '84.

A special list of all orgs which are 100% fully hatted (excepting those org staff who have been on post less than a month) will be at the top of the Honor Roll presented to LRH on his Birthday.

#### AWARDS!

Per SO ED 2369-1 INT, INTERNATIONAL STAFF HATTING GAME, your org is entitled to the following awards when every staff member in the org who has been on post a month or more is fully hatted:

1. A complete LRH Library for the Staff Courses.
2. Full time admin training in the cont OEC for the most deserving admin staff.

This staff member to be selected by the Org's Ad Council based on stats.

3. Full time tech training (next course) in nearest AO/SO (FSO for SO Orgs) for the most deserving tech staff.

This staff member to be selected by the Org's Ad Council based on stats.

4. A special plaque recognizing the org as being ON SOURCE and which lists the names of all fully hatted staff, per target 26 of the 339R HATTING PROGRAM.

In addition, per SO ED 2369-1 INT, INTERNATIONAL STAFF HATTING GAME, each individual staff member who is or who gets fully hatted will be awarded a very special gold embossed certificate which validates the staff member for being fully hatted and also acknowledges him for being a member of LRH's EXPANSION TEAM FOR 1983/84.

And remember, per your Birthday Game Implementation Program for Hatting, SO ED 2137-9-8 INT, when a staff member has completed his full hat per Operating Target 18 of the Hatting Program he is awarded the OEC Volume of his Division (or, the OEC Volume or LRH book or volume of his choice if he already owns his Divisional volume).

(The LRH library, for an org which has all staff fully hatted, and the individual OEC volume awards to staff are paid for by the org. Ad Council is to see that set-asides are provided for this and the FBO is to correct the Ad Council if funds are not provided for these authorized and deserved awards.)

### TOOLS

13 March 1984 is less than 4 weeks away - so those staff who are not fully hatted must be gotten onto daily study and moving on their hatting at once.

You have many tools to get rapid effective hatting done.

You have SO ED 2137-9-8 INT, Org Expansion Series 8-2, YOUR BIRTHDAY GAME IMPLEMENTATION PROGRAM FOR HATTING with its targetted steps and full reference pack of Source issues to provide direction.

You have HCO PL 30 Jan 83 YOUR POST AND LIFE which gives any staff member the vital reason they MUST get hatted on the tech of their post.

Right now, updated improved hat checksheets are being readied and will be with you very soon for your use. Meanwhile, you have HCO PL 27 July 81 Iss I Reissued 8 April 1983 CHECKLIST - HOW TO COMPLETE YOUR FULL HAT CONTENT A TO I, with which any staff member can quickly compile his own hat checksheet if he does not have one.

### COMPETENCE AND EXPANSION

Staff hatting is not a luxury or a reward: IT IS A MUST.

Per LRH:

"The reason why an org runs well when it does is hats."

"Any slump an org goes through can be traced directly and at once to an absence of one or more hats being worn."

"It took 13 months of hard work and 20 years of org experience to learn that given a product lack of HATS was *the WHY* of departures from the Ideal Scene and that working toward providing full complete HATS was the way to get back toward the Ideal Scene." (HCO PL 22 Sept 70 HATS)

We fully intend to build orgs of old Saint Hill size through competent, On Policy, On Source staff and executives.

Take your basic step in this expansion by getting fully hatted yourself and getting your whole org fully hatted by 13 March 1984.

DESPITE ANY REAL OR IMAGINED BARRIERS MAKE IT HAPPEN.

N O W !

### INDEX

Page 3, Quotations © 1970 LRH.

Quality Exec International

Approved by ED INT and CO CMO INT

Authorized by AVC INT

for the CHURCH OF SCIENTOLOGY  
INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo

HCO POLICY LETTER OF 30 JANUARY 1983  
REISSUED 12 APRIL 1983

(Reissued as part of the KSW Series  
and the Esto Series.)

Keeping Scientology Working Series 28

Esto Series 55

YOUR POST AND LIFE

A vital datum has emerged in my recent whole track research.

IF ONE KNOWS THE TECH OF HOW TO DO SOMETHING AND CAN DO IT,  
AND USES IT HE CANNOT BE THE ADVERSE EFFECT OF IT.

This applies in many, many ways and is in fact a key point  
of life—a fundamental that may underlie all others.

And it applies to you directly on a post and in life.

If you know the tech—and that includes policy—of your post  
and apply it, you cannot be the adverse effect of it. FACT!

This has many ramifications:

- 1) A hatted staff member is not only at cause over his post, he is safe.
- 2) A well trained auditor gets no adverse reaction from auditing others.
- 3) A well trained supervisor has no adverse reaction from students.
- 4) A fully trained and functioning staff can get no real adverse reaction from superiors or even an enemy.
- 5) An SP confronted by someone who knows and can use all the tech concerning SPs would shatter.

The list could go on and on since the datum pervades all sectors of life itself. In fact it is almost mystical!

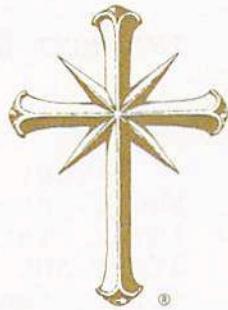
There is a corollary: If one is experiencing an adverse effect on a post or in life, then he does not know or has not applied the tech or policy covering it.

There is also a limiting factor: The full benefit of the datum is not sweepingly realized in all sectors until one is all the way up the bridge. BUT the datum is so powerful that it can be applied and will manifest itself even in small things like opening cans much less doing a post.

And knowing that one datum can save you enormous trouble and grief and put you on the road to OT doing what you're doing and right where you are!

Nice, eh?

L. RON HUBBARD  
FOUNDER



## INTERNATIONAL MANAGEMENT BULLETIN No. 28

from  
Church of Scientology<sup>®</sup> International  
Church of Scientology Management  
Central Authority for Dianetics and Scientology Activities

TO: ALL STAFF  
ALL ORGS (FSO, SO ORGS, PUBS ORGS,  
CC N/W ORGS, CLASS 4 ORGS)

13 March 1984

FROM: ED INTERNATIONAL

### THE BIRTHDAY GAME

1984 - 1985

LRH said in LRH ED 339R that what he wanted for his birthday was 5.4X stats with orgs expanded to old Saint Hill size.

"I EXPECT YOU, YES YOU, RIGHT DOWN TO KEOKUK, TO PUT AN ORG THERE AS STATISTICALLY GREAT AS THE MID-60'S SAINT HILL!" (LRH ED 339R)

Since then staff members all around the world have been rallying behind this purpose. In this 13 March 1984, LRH Birthday, we have some stars that are shining in the sky of Scientology expansion: the world winners of the 1983/84 Birthday Game!

They are:

FOLO EU AND EU CONT

THE NUMBER 1 CHAMPION CONTINENT

MILANO ORG

THE NUMBER 1 CHAMPION CLASS 4 ORG

NEW ERA PUBLICATIONS

THE NUMBER 1 CHAMPION PUBLICATIONS ORG

AOSH EU

THE NUMBER 1 CHAMPION SEA ORG ORG

CELEBRITY CENTRE INTERNATIONAL

THE NUMBER 1 CHAMPION CELEBRITY CENTRE ORG

They are the final winners of the 83/84 Birthday Game!  
They are all true champs.

They well deserve all their awards, the flashing lights of the TV crews, the grinning and cheering girls and the international fame. They are true number ONES. THEIR SENIOR EXECUTIVES AND STAFF ARE HIGHLY COMMENDED. They have demonstrated in their team effort their on Sourceness, dedication and purpose.

### THE GAME

The winning orgs and their followers are getting close to the old Saint-Hill size and have met their 5.4X quotas on several of their stats.

And ... a Universe Corps team is being readied at this writing for the first org to reach the old Saint-Hill size!

"As you know, things were in the doldrums a couple of years ago but since that time a new group of hard-line, dedicated and devoted managers have taken over the scene in all aspects from pole to pole and by close adherence to the very policy you find in the OEC volumes and strategies evolved from close adherence to original intentions, have utterly reversed the scene and trends of the near past." (RED 352)

We are entering 1984—85 with many accomplishments behind us such as those LRH described in RJ 38. However it is clear to all of us that we have not yet reached our purpose, as given by LRH:

"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".

"THAT IS WHY THE COMPARISON WAS MADE TO OLD SAINT HILL. IT WAS ABOVE THE MAKE-BREAK POINT OF ITS DAY, WOW!"

"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 YOU WIN." (RED 339R-1)

Many orgs are expanding and are well on their way to Old Saint-Hill size but we all know that more work and persistence are needed to fully achieve the purpose of 339R.

We also know that words can hardly express the vital importance to achieve this purpose. This is not just a good idea: "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." "I'm really asking you to save your own future life." "It is the individual org and the International org structure that the field and, yes, the planet, depend upon." (RED 339R-1)

Getting every org to 5.4X their stats and built to Old Saint-Hill size will be done because it must be done and we are well on our way.

Because the destiny of this planet and of the whole human race depends on orgs expanding to old Saint Hill size, because the game is very popular and its purpose is shared by all staff, THE BIRTHDAY GAME FOR 1984—85 IS FOR EVERY ORG TO 5.4X THEIR 13 MARCH 1984 GROSS DIVISIONAL STATISTICS BY 13 MARCH 1985.

One could say, "again the same game?" not quite true.

"The days go by and the stars roll on and though things appear not to have changed, in actuality we are looking at a

whole new vista, not just of hope but of actuality and opportunity. Many things have altered in the past year, opening many doors, and the views revealed sparkle indeed." (LRH ED 352).

With several orgs coming close to old Saint Hill size, the universe corps will be around to get the staff up to OT in these upstat orgs.

Also, by popular demand, general games within the Birthday Game have been introduced to help you and your org win. While these don't change the game, they will add competition and excitement. Other surprises are being prepared for the 1984—85 Birthday Game such as more and faster information being distributed on the competition, and on the successful application of LRH policy by orgs and staff to achieve the purpose of the game and win. Also INT Management executives have said they will visit upstat orgs playing the game to back them up by briefing their public and staff and helping to sort out any bugs you might be running into.

#### ACHIEVING THE PURPOSE OF LRH ED 339R

In RED 339R-1, LRH tells us about the vital need for every org to 5.4X their stats and thus pass the MAKE-BREAK POINT of an org. It is after this point that an org ceases to struggle to keep going but really expands and grows. There then is plenty of money for lots of things, staff pay is good and tech posts are manned with trained personnel who deliver 100 percent standard tech with raving results. The org is manned from the top down with the senior exec posts competently held by OEC and FEBC trained execs. There is a strong HCO that gets staff hatted and keeps ethics in. There is a functioning Qual that keeps tech and admin in and gets staff enhanced. Files and backlines are kept in top shape and in use. The public div is very active and the field is supporting the org. In truth all orgs are designed to achieve just that. And it is of the utmost importance for the future of this planet that they do.

#### PLAYING THE GAME

To win the games and the overall game your org must act as a real team, working together in a coordinated fashion toward achieving the same purpose.

"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." (RED 339R-1)

A program that will be run by your CO/ED is attached to this issue to help your org play the Birthday Game. Building your org to Old Saint Hill size "HAS EVERYTHING TO DO WITH YOU AS A STAFF MEMBER, A SCIENTOLOGIST AND AN INHABITANT OF THIS PLANET." (RED 339R-1)

This is our purpose. I am sure it is yours too. So, now... START.

#### INDEX

- Page 1, Quotation © 1982 LRH.
- Page 2, First quotation © 1983 LRH.
- Page 2, Second quotation © 1982 LRH.
- Page 2, Third quotation © 1982 LRH.
- Page 2, Fourth quotation © 1983 LRH.
- Page 3, First quotation © 1983 LRH.
- Page 3, Second quotation © 1982 LRH.
- Page 3, Third quotation © 1982 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

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INT MGMT BULLETIN 28  
ATTACHMENT A

13 March 1984

We are going to expand each org to and beyond Old Saint Hill size by 13 March 1985 TOGETHER. I AM INTERESTED in hearing back from YOU what YOU are going to do from your post to make this happen and of any suggestion you may have. As usual I will personally read and answer you.

TO: EXECUTIVE DIRECTOR INTERNATIONAL

FROM: \_\_\_\_\_ (YOUR NAME)

\_\_\_\_\_ (YOUR POST)

\_\_\_\_\_ (YOUR ORG)

RE: INTERNATIONAL MANAGEMENT BULLETIN #28  
"THE BIRTHDAY GAME 1984—1985"

PUT THIS IN YOUR OUT BASKET  
TO RELAY TO ED INTERNATIONAL

INT MGMT BULLETIN 28  
ATTACHMENT B

TO: CO/ED ALL ORGS (Class 4 Orgs,  
SO Orgs, CC Orgs)

13 March 1984

INFO: ALL STAFF

(The CO/ED is responsible  
to execute this program)

PLAYING AND WINNING

THE BIRTHDAY GAME

1984—1985

REFERENCES: LRH ED 339R and LRH ED 339R-1  
HCO PL 31 JAN 83 THE REASON FOR ORGS  
INT MANAGEMENT BULLETIN #28  
THE BIRTHDAY GAME 1984—1985

This is a program to get the Birthday Game played in your org which when actively done, will help get your org to Old Saint Hill size.

Getting your whole org actively oriented and coordinated toward achieving the purpose of RED 339R toward building your org to Old Saint Hill size, is not just a good idea. It is vital and it is what must be done. Playing the Birthday Game, and the games within it, will help you do it.

You, as CO/ED, are responsible to see this program gets done.

You are counted upon to get this program done and getting your org to Old Saint Hill size in spite of all real or imagined barriers that are in the way to get there.

PROGRAM PURPOSE: TO GET YOUR WHOLE ORG SUCCESSFULLY AND ACTIVELY COORDINATED AND WORKING TOWARD MEETING ITS 5.4X QUOTA AND BUILDING ITSELF UP TO OLD SAINT HILL SIZE BY 13 MARCH 1985.

MAJOR TARGETS:

- 1) TO POPULARIZE AND MAKE REAL TO ALL STAFF THE PURPOSE OF 339R.
- 2) GET RED 339R BEING DONE IN THE ORG.
- 3) TO GET THE STAFF INVOLVED IN PLAYING THE BIRTHDAY GAME.

PRIMARY TARGETS:

- 1) Re-read yourself LRH ED 339R, LRH ED 339R-1, HCO PL 31 Jan 83 THE REASON FOR ORGS. \_\_\_\_\_
- 2) Read INT Management Bulletin #28. \_\_\_\_\_
- 3) Read SO ED 1926RD PLAYING THE 1984—85 BIRTHDAY GAME — RULES AND POINTS FOR ALL GAMES so you know the rules of the Birthday Game and of the other games cold. \_\_\_\_\_

- 4) Get GDSes and departmental stat graphs regraphed by drawing a line forward to 5.4X what it was on 13 March 84 to what it will be on 13 March 85.
- 5) Pick up an enthusiastic and energetic staff member and put him in charge of keeping the games played in the org and the other staff informed of the weekly results. He can be double hatted but he must be good. He is your org BIRTHDAY GAME I/C.
- 6) Have him read RED 339R, RED 339R-1, IMB 28 THE BIRTHDAY GAME 1984—85 and SO ED 1926RD PLAYING THE 1984—85 BIRTHDAY GAME — RULES AND POINTS FOR ALL GAMES.
- 7) Have him note down the org stats' 2X quotas for the first quarter (June 84) of the 84—85 Birthday Game based on the 5.4X graphs made in PT 4.

VITAL TARGETS:

- 1) Continue and increase the execution of all current successful LRH and management programs.
- 2) Re-read yourself LRH ED 339R, LRH ED 339R-1, HCO PL THE REASON FOR ORGS.
- 3) Decide to play THE BIRTHDAY GAME AND BUILD YOUR ORG TO OLD SAINT HILL SIZE AND USE AS PURPOSE AROUND WHICH ALL ACTIONS GET COORDINATED.

OPERATING TARGETS:

- 1) Call a staff meeting (off production hours) where you:
  - a - Get all staff to read RED 339R and RED 339R-1 and INT Management Bulletin #28 right then and there.
  - b - Get loud agreement from all staff that the org is going to reach Old Saint Hill size by 13 March 85 latest.
  - c - Go over SO ED 1926RD PLAYING THE 1984—85 BIRTHDAY GAME — RULES AND POINTS FOR ALL GAMES and brief staff on the rules of the games on details.
  - d - Show them the 5.4X GDSes and departmental stats' graphs.
  - e - Get agreement from all staff that your org is going to boom and win the games.
  - f - Introduce the org Birthday Game I/C.
  - g - Give all the staff a loud start and send them back to work.

THESE TARGETS (Primary Targets and Operating Targets 1 a—g) MUST BE DONE BY THURSDAY 22 MARCH 1984. COMPLIANCE IS TO BE REPORTED TO ME CARE OF D/ED INT FOR COORDINATION BY TELEX ON all Primary Targets and Operating Targets 1 a—g. (Failure to report will result in investigation of the org concerned.)

- 2) Publish by issue to all staff all the 5.4X quotas and the 2X quotas for the first quarter (June 84).
- 3) Have the HAS chinese school REDs 339R and 339R-1 at staff musters.
- 4) Get your Birthday Game I/C to award weekly these staff who contribute toward getting the org playing and winning.
- 5) HANDLE anyone denigrating the Birthday Game or its purpose. Beware of anyone spreading by words, actions or inactions defeatism about your org reaching Old Saint Hill size. (Handle with ethics as needed.)
- 6) Together with Ad and Exec Councils do the 5.4X plans as per RED 339R steps 1—7. Get these plans published by issue to all staff.
- 7) Get mini-programs written and executed to put the plans in for the different departments of the org.
- 8) POPULARIZE by all possible means to both staff and public the purpose of your org for this year BUILDING IT TO OLD SAINT SIZE. Make this known. Campaign what your org wants to achieve in terms of number of staff, production, expansion by 13 March 65.
- 9) Have the Birthday Game I/C announce loudly the weekly games results at staff meetings and reward on Source divisions.
- 10) As soon as it arrives in your org have your org Birthday Game I/C execute the org Birthday Game I/C 339R Program target per target.
- 11) Do NOT allow musical chairs. Recruit in volume and post your org from the top down including org officers (Ref. FEBC tapes).
- 12) Increase your call-in, sales, delivery booksales and public divs activities using LRH PLS, LRH EDs, 339R programs and your mini-programs.
- 13) Together with the LRH Comm (if none in your org, get one now) work out and implement a green and white campaign program to get your org more on Source, in tech and on policy.
- 14) Get your Exec and Ad Councils functioning using RED 339R and the 339R Coordination program.
- 15) Get 3 upstat staff replaced and sent for OEC/FEBC training.
- 16) Put a TTC there with a minimum of 6 people at once and send a C/S trainee at Flag for training.

PRODUCTION TARGETS:

- Primary Targets and Operating Targets 1 a—g done by 22 March 1984.

- Operating Targets 2 to 16 done by the end of the first quarter of the 84—85 Birthday Game with your org having met its 2X quotas, well on its way to Old Saint Hill size and winning awards in the games!

PROGRAM COMMUNICATION:

- Compliance reports sent by telex to me care of D/ED INT FOR COORDINATION on all Primary Targets and Operating Targets 1 a—g by 22 March 1984.

- Written compliance reports on all other targets sent to me care of D/ED INT COORDINATION via your FOLO.

START!

Captain Guillaume Lesevre  
ED INTERNATIONAL  
Approved by  
WDC Chairman  
Authorized by AVC INT  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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(Blue Ink on Blue Paper)  
E X E C U T I V E   D I R E C T I V E

SO ED 1926RD INT

13 March 1984

TO: ALL STAFF

(Revisions not in script)

ALL ORGS  
(FSO, SO, PUBS, ESTATES, TOURS,  
CL IV, CELEBRITY CENTRES)  
BIRTHDAY GAME I/Cs ORGS  
BIRTHDAY GAME I/Cs CONTS  
BIRTHDAY GAME I/C FB  
FOLOs, CLOs, FB

INFO: INCOMM, INT DATA BUREAU,  
INT FINANCE OFFICE, EXEC  
STRATA, CMO INT, WDC

PLAYING THE 1984—85 BIRTHDAY GAME

RULES AND POINTS FOR ALL ORGS

(Effective starting 15 March 1984)

(NOTE: This revised issue gives you the Birthday Game point system in use for several months with great success. The SATP stat has been extended to include the PRO TRs Course and courses delivered by AOs and Saint Hills. The "Bridge Boom" Bonus Points (BBBP) has been revised to enhance better The Bridge flow and validate the orgs which are getting public up The Bridge in volume. The Birthday Game I/C in each Org, FOLO and Flag uses the point system laid out in this issue to assign the Birthday Game points made by Divs, Orgs and Conts.)

THE BIRTHDAY GAME IS YOUR MOST VALUABLE MANAGEMENT TOOL. YOUR ORG WILL BOOM AND EXPAND TO THE SIZE OF OLD SAINT HILL AT ITS PRIME TO THE DEGREE THAT THE BIRTHDAY GAME IS PLAYED EXACTLY AS LAID OUT BY LRH IN THE LRH ED 339R INT, AND THIS INCLUDES THE USE OF THE BIRTHDAY GAME IMPLEMENTATION PROGRAMS.

REFERENCES:

LRH ED 339R INT	REVISION OF THE BIRTHDAY GAME 1982/83
LRH ED 339R-1 INT	THE MAKE-BREAK POINT OF AN ORG
HCO PL 27 Aug 82	VITAL DATA: POWER AND AFFLUENCE
(Corr & Reissued 28 Sep 82)	CONDITIONS
HCO PL 5 May 71RA II	READING STATISTICS
Re-rev. 27.8.82	STAT INTERPRETATION
HCO PL 3 Oct 70RA	HOW TO CORRECTLY DETERMINE A
Re-rev. 27.8.82	STAT TREND
HCO PL 9 Nov 79R	STAT CORRECTION, HOW TO REPORT
Rev. 27.8.82	THE BIRTHDAY GAME 1984/85
SPD 70	WINNING THE BIRTHDAY GAME - WARNING
26 Jan 83	
INT MGMT BULLETIN #28	
WDC ED 87	

THE BIRTHDAY GAME

In LRH ED 339R INT REVISION OF THE BIRTHDAY GAME 1982/83, LRH has given the purpose of the Birthday Game and the exact programs which when followed to the letter will inevitably result in each and every org in the world expanded up to the size of old Saint Hill.

It is the business of each and every staff member to effectively play the Birthday Game in his/her unit, section, department, division and org. The divisions, org and continents that are winning and expanding are those playing the Birthday Game exactly as LRH has laid it out in his LRH ED 339R INT.

"LRH ED 339R has the purpose of expanding EVERY org on this planet above and beyond the size of old Saint Hill." - LRH, LRH ED 339R-1 INT

This Birthday Game is 5.4X your 13 March 84 stats by 13 March 85.

"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." - LRH, LRH ED 339R INT

#### POINTS

THIS BIRTHDAY GAME IS 5.4X YOUR 13 MARCH 84 STATS BY 13 MARCH 85.

The new additional games and points in this revised SO ED are totally geared towards achieving the above. As in the last game, points are assigned for the condition of stats based on 3 week trend. (This does not, however, alter any policy on execs managing their orgs on a one-week trend and they must continue to do so.)

Using HCO PL 9 Nov 79R HOW TO CORRECTLY DETERMINE A STAT TREND and HCO PL 27 Aug 82R IMPORTANT - VITAL DATA: POWER AND AFFLUENCE CONDITIONS, work out the condition of each GDS (and the 4 additional bonus stats) on a 3 week trend:

FOR EACH DIVISION (or additional Bonus stat)  
WHICH IS IN NORMAL ON A 3 WEEK TREND: = 1 POINT

FOR EACH DIVISION (or additional Bonus stat)  
WHICH IS IN AFFLUENCE ON A 3 WEEK TREND: = 3 POINTS

FOR EACH DIVISION (or additional Bonus stat)  
WHICH IS IN HIGH OR SCREAMING AFFLUENCE ON A  
3 WEEK TREND: = 6 POINTS

FOR EACH DIVISION (or Bonus stat) WHICH IS IN  
A TRUE CONDITION OF POWER: = 9 POINTS

NOTE: The 9 points for a GDS (Gross Divisional Statistic) may only be granted the Div, Org or Cont upon approval of a telex CSW to the Birthday Game I/C Flag showing undoubtedly that a true condition of Power, by full definition, has been attained. (Refer to: HCO PL 27 Aug 82, Corr & Reiss. 28.9.82 VITAL DATA: POWER AND AFFLUENCE CONDITION)

For any org or Cont GDS in a Condition of Power, the org or FOLO Birthday Game I/C must send his telex CSW to the Flag Birthday Game I/C, no later than Thursday 6 PM. The Flag Birthday Game I/C will adjudicate whether the GDSes in question are really in a Power Condition per the above HCO PL and if so, the 9 points will be granted and a Condition of Power will be assigned to that GDS or Div and the staff directly responsible for that Condition will receive a special award from International Management.

STATS

The following are the stats on which the 1984/85 Birthday Game point system is based on for Class IV Orgs, Celebrity Centres and Continents.

1. DIVISION 7: Paid Completions (PDC)
2. DIVISION 1: Qualified Staff Hired/Recruited (QSH/QSR)
3. DIVISION 1: Fully Hatted Staff (FHS)  
(QSH and FHS now get separate points.)
4. DIVISION 2: Gross Income (GI)
5. DIVISION 2: Gross Booksales (GBS)
6. DIVISION 3: Credit Collections vs. Bills Paid
7. DIVISION 4: Value of Services Delivered (VSD)
8. DIVISION 4: Student Points (STP)
9. DIVISION 4: Well Done Auditing Hours (WDAH)  
(VSD, STP & WDAH each get separate points.)
10. DIVISION 5: Money Paid for Training (MPT)  
Success Stories (SS)  
- Average condition of the two
11. DIVISION 6A: Bodies in the Shop (BIS)  
New Names to Central Files (NNCF)  
- Average condition of the two
12. DIVISION 6A: Number of Books Sold (NBS)  
[Pilot orgs count NBS Div 6]  
(EU counts Number of New People In (NPI))
13. DIVISION 6B: Number of Public Routed from Div 6 who  
start a Major Div 4 service for the  
first time (D6MAJ)
14. DIVISION 6B: Value of Services Delivered in Div 6B (VSD6B)  
Number of Service Completions Active (NSCA)  
- Average condition of the two  
(For EU only - average of VSD6B and PC6S  
(Number of Public Completed on Div 6 Services))  
[Pilot orgs count only one stat ie: 6B Comps]
15. DIVISION 6C: Active Memberships (AMS)  
Number of Units in the Field (NOUF)  
Number of FSM Commissions Paid (NFSMC)  
- Average condition of the three  
[Pilot orgs average the 3 following stats:  
NMSR (New Members Signed up plus Members Re-signed)  
FSMC (Value of FSM Commissions Paid)  
SELECTEES (Selectees from FSMs, Groups, Missions,  
City Offices started on org services)]

Each of the above are given points based on their 3 week trend (or the average condition in the case of more than one).

BONUS STATS

The following stats are made BONUS stats and are given points based on their 3 week trends.

## 16. Payments to Flag (PTF)

## 17. Special Auditor Training Points (SATP) (See Attachment #1)

NOTE: Special Auditor Training Points have now been given to AOs and SHs for their courses and internship completions.

## 18. Bridge Boom Bonus Points (BBBP) (See Attachment #1)

## 19. Cash/Bills (C/Bs)

NOTE: Cash/Bills can be counted as a Bonus stat provided there is a 3 week trend improvement in the Cash/Bills ratio. In the case of crossed Cash/Bills, points are counted when the negative gap lessens and on a 3 week trend of that improvement.

These are the only 4 Bonus stats which are valid. All these Bonus stats are computed on a 3 week trend.

Any other bonus stats are hereby cancelled.

NEW ADDITIONAL GAMES- RULES -

In HCO PL 18 Apr AD15 CONTESTS AND PRIZES (OEC Vol 0 pg 56) LRH points out that:

"In Scientology we never offer minority type prizes.

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

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

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

So, in addition to the existing Quarterly and Cumulative Games, four new games have been created SO THAT EVERY ORG AND CONT HAS A CHANCE TO WIN.

1. THE GAME OF THE MOST HIGHEST EVERs ORG/CONT

The game is to make as many Highest Evers as possible! The smaller orgs have equal chances to win than the biggest ones.

RULES:

Every time an org or Cont hits a Highest Ever on any GDS (Gross Divisional Statistic), that Org or Cont makes 1 point in that contest. The points are added weekly until the end of the quarter.

You should immediately figure out what the Highest Evers are for each GDS by looking at back stats and quota your GDSes so as to beat their Highest Evers week after week!

EXAMPLE: Keokuk Org hits Highest Ever FHS (Fully Hatted Staff), GI (Gross Income), VSD (Value of Services Delivered) and D6MAJ (Number of Public Routed from Div 6 who start a Major Div 4 service for the first time) on W/E 22 Mar. Keokuk org will get 4 points in that contest that week.

Continents compete with each other in this contest by making the most Highest Evers on their Cont GDSes.

PRIIZES:

The winning org(s) and Cont(s) in that contest will be awarded the "Prize of the Highest Ever Org/Cont in the 1984/85 Birthday Game", at the end of each quarter.

2. THE GAME OF THE BEST BLUE ARROW ORG/CONT

DEFINITIONS =

Orgs: A Blue Arrow (pointing up) org is an org which has over 50% rising GDSes on three week trend; a Red Arrow (pointing down) org is an org which has 50% or less rising GDSes on a three week trend.

Conts: A Cont is called Blue Arrow when it has over 50% of its Cont GDSes rising on 3 week trend AND when over 50% of the orgs in the Cont are Blue Arrow.

RULES:

Orgs: Every week an org or Cont is Blue Arrow, that org or Cont gets 1 point in this game. Points get added each week and the orgs and Conts totalling the most points at the end of the quarter are the winners of that game.

PRIIZES:

The winning org(s) and Cont(s) in this contest will be awarded the prize and world recognition of "The Best Blue Arrow Org/Cont in the 1984/85 Birthday Game" at the end of each quarter.

3. THE GAME OF THE MOST EFFECTIVE ORG/CONT

RULES:

This contest is based on the GI Divided by Staff stat on 3 week trend. Orgs and Conts get points for an uptrending GI Divided by Staff on 3 week trend as follows:

- GI Divided By in NORMAL on 3 weeks = 1 Point
- GI Divided By in AFFLUENCE on 3 weeks = 3 Points
- GI Divided By in HIGH (Screaming) AFFLUENCE on 3 weeks = 6 Points
- GI Divided By in POWER  
(These 9 points can only be obtained after CSW okayed by the Birthday Game I/C Flag.) = 9 Points

Conts race with each other in this contest based on the condition of the Cont GI Divided By on 3 week trend.

The Org(s) and Cont(s) totalling the most points at the end of the Quarter will be the winner(s) of this contest.

PRIZE:

The winning org(s) and Cont(s) in this contest will receive a world recognition and will be awarded the prize of "The Most Effective Org/Cont in the 1984/85 Birthday Game" at the end of each quarter.

4. THE BIRTHDAY GAME BY LEAGUES

With this contest, orgs can win in their own leagues as well as in the overall all-orgs standings.

RULES:

Orgs have been arranged in leagues, thus giving a chance to any org to win at least within their own league. This contest is in addition to the existing weekly, quarterly and cumulative games. (The composition of the leagues is established according to how well orgs did in the last quarter.) The weekly Birthday Game points made by orgs in the ongoing Weekly Game determines the orgs standings within their league.

The composition of the leagues will be telexed at the beginning of every quarter.

PRIZES:

At the end of every quarter, the winner of each league will have a world recognition and will be awarded the prize of "The Champion Org in League \_\_\_\_\_ in the 1984/84 Birthday Game" for that quarter.

SEA ORG, PUBS, ESTATES AND TOURS ORG

Sea Org Orgs are in competition with Sea Org Orgs, Pubs Orgs with Pubs Orgs, Estates Orgs with Estates Orgs and Tours Orgs with Tours Orgs.

Sea Org, Pubs and Estates Orgs are given Birthday Game Points based on the 3 week trend of their GDSes, 1 Point for Normal, 3 Points for Affluence, 6 Points for High or Screaming Affluence and 9 Points for a true condition of Power (as covered earlier).

Tours Orgs will continue to use Paid Starts, Gross Income, Gross Booksales and Public Reg Paid Starts to calculate their Birthday Game Points based on 3 week trends.

NOTE: SO Orgs and Pubs Orgs will each have an additional game of their own which will be put out as a separate issue.

CELEBRITY CENTRES

Celebrity Centres around the world are in competition against each other. They also compete within their categories eg: CC INT is a SO org and plays also in the SO orgs games. CC Paris is a Class IV org and competes also with other Class IV orgs on the planet. They follow the same point system as outlined in this issue.

NOTE: Celebrity Centres will also have an additional game of their own which will be put out as a separate issue.

FSO

The FSO is not included in the above, but has a divisional competition and the division in the FSO which wins on March 13, 1985 will be given a special award.

FOLOs

FOLOs are included in the Birthday Game. Birthday Game points are assigned based on the 3 week trend of the Cont GDSes.

The Cont will calculate its Birthday Game points the same as the orgs, using the same stats.

DIVISIONAL GAME

Each and every org must get the Divisional Game effectively played. The condition of each GDS for each Division is worked out and an average condition for each Div is gotten. The points are given on a 3 week trend of the GDSes.

Divisions are in competition with each other within the org, also with the same Divs in all other orgs on the planet.

REPORTS

Every Thursday afternoon, the org and Cont Birthday Game I/C is to telex RUSH the Flag Birthday Game I/C (info FOLO Birthday Game I/C) the following:

- A) The number of Highest Ever GDSes with the names of those GDSes and their numerical value as compared with the previous highest ever.
- B) Whether or not the org/Cont is Blue Arrow with a breakdown of the uptrending GDSes on 3 week trend. (Cont Birthday Game I/Cs also report which orgs are Blue Arrow on 3 week trend), and
- C) The trend of the GI Divided By and the points made with it that week.
- D) Any CSW for Power points on any GDS as covered earlier in this issue.

STAT CORRECTIONS

Stat corrections are handled exactly as per the Scientology Policy Directive SPD 70 STAT CORRECTIONS, HOW TO REPORT.

RESULTS

The results of the Birthday Game and of the additional games will be published every week rapidly by telex and in Birthday Game Info Letters. Break the news of the results on receipt of these telexes and info letters. Let the staff know immediately about how the org and Cont did in the Bday Game, let the public know too! Post the results on a big Birthday Game Board for everyone to see.

PRIZES AND AWARDS

At the end of the 83/84 Bday Game, the World Champions (Class IV Orgs, Cont, Pubs Orgs, Celebrity Centre, SO Org, etc.) won incredible prizes as you saw - a Big Bronze LRH Bust,

beautiful LRH photos, Silver Cup and certs. Senior Executives from International Management went personally to these champions to deliver these awards!

This year there are many more prizes and awards to be gotten by the winners, and we expect lots and lots of winners at the end of each quarter. Survey what your staff would really like as Birthday Game awards and telex your recommendations to the Birthday Game I/C FB. Wait until you see this year's awards!!

Go full blast on your 5.4X expansion!

#### QUARTERS

The Birthday Game is divided in 4 quarters. Each quarter signifies a major step toward the accomplishment of the entire Game.

The quarterly dates are:

1ST QUARTER = Starts 15 March 84, ends W/E 14 June 84  
- Quota: 2X stat increase

2ND QUARTER = Starts 14 June 84, ends W/E 10 Sep 84  
- Quota: 3X stat increase

3RD QUARTER = Starts 20 Sep 84, ends W/E 3 Jan 85  
- Quota: 4X stat increase

4TH QUARTER = Starts 3 Jan 85, ends W/E 14 Mar 85  
- Quota: 5.4X stat increase.

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LRH has given us the most incredible Game there is in this or any other Universe. He has given us all the tools to win, expand, flourish and prosper. Doing LRH ED 339R by the book will bring you and your org to heights and prosperity hitherto undreamed of. The Universe Corps will be ready to walk into your org when it has reached the size of Old Saint Hill.

"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 staff right on up to OT!" - LRH (LRH ED 339R INT)

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Page 2, First quote © 1982 LRH.  
Page 2, Second quote © 1982 LRH.  
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Page 8, Quotation © 1982 LRH.

D/ED INT COORDINATION  
Approved by  
ED INT  
and  
WATCHDOG COMMITTEE  
Authorized by AVC Int  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

BONUS STAT FOR TRAINING AUDITORS  
SPECIAL AUDITOR TRAINING POINTS (SATP)

Due to the vital necessity of training auditors in volume, the Special Auditor Training Points (SATP) has been made into a Bonus stat in the Birthday Game.

SATP is a common bonus stat for DIV 4 and 5 and is treated as a GDS and Birthday Game points are assigned to it according to its condition on a 3 week trend.

The points given below are for courses and internships completed that week by the org delivering the service.

PROFESSIONAL TRS COURSE COMPLETED	= 2 POINTS
KEY TO LIFE COURSE COMPLETED	= 2 POINTS
UPPER INDOCTRINATION COURSE COMPLETED	= 2 POINTS
LIFE ORIENTATION COURSE COMPLETED	= 2 POINTS
ASSESSMENT DRILLS COURSE COMPLETED	= 2 POINTS
HUBBARD E-METER COURSE COMPLETED	= 2 POINTS
MINISTERIAL COURSE	= 2 POINTS
METHOD ONE WORD CLEARING CO-AUDIT COURSE COMPLETED	= 2 POINTS
HRD COURSE COMPLETED	= 2 POINTS
HRD INTERNSHIP COMPLETED	= 4 POINTS
CLASS 0—IV (EACH INDIVIDUAL LEVEL COMPLETED)	= 2 POINTS
CLASS IV INTERNSHIP COMPLETED	= 4 POINTS
NED (NEW CLASS V) COURSE COMPLETED	= 2 POINTS
NED INTERNSHIP COMPLETED	= 4 POINTS
NEW CLASS V C/S COURSE COMPLETED	= 4 POINTS
NEW CLASS V C/S INTERNSHIP COMPLETED	= 4 POINTS
NEW CLASS VI COURSE COMPLETED	= 4 POINTS
NEW CLASS VI INTERNSHIP COMPLETED	= 6 POINTS
HRD C/S COURSE COMPLETED	= 2 POINTS
HRD C/S INTERNSHIP COMPLETED	= 4 POINTS
NEW CLASS VI C/S COURSE COMPLETED	= 4 POINTS
NEW CLASS VI C/S INTERNSHIP COMPLETED	= 6 POINTS
SOLO COURSE PART ONE COMPLETED	= 2 POINTS
SOLO COURSE PART TWO COMPLETED	= 2 POINTS
SHSBC (NEW CLASS VII) (EACH PART COMPLETED)	= 4 POINTS
NEW CLASS VII INTERNSHIP COMPLETED	= 6 POINTS
NEW CLASS VII C/S COURSE COMPLETED	= 4 POINTS
NEW CLASS VII C/S INTERNSHIP COMPLETED	= 6 POINTS
HUBBARD POWER PROCESSING SPECIALIST COURSE COMPLETED	= 4 POINTS
HUBBARD POWER PROCESSING SPECIALIST INTERNSHIP COMPL.	= 6 POINTS
CLASS VIII COURSE COMPLETED	= 6 POINTS
CLASS VIII INTERNSHIP COMPLETED	= 8 POINTS
CLASS VIII C/S COURSE COMPLETED	= 6 POINTS
CLASS VIII C/S INTERNSHIP COMPLETED	= 8 POINTS
DOCTORATE SERIES COURSE FOR OTs	= 4 POINTS
NEW CLASS IX COURSE COMPLETED	= 4 POINTS
NEW CLASS IX INTERNSHIP COMPLETED	= 6 POINTS
NEW CLASS IX C/S COURSE COMPLETED	= 8 POINTS
AO REVIEW AUDITOR COURSE COMPLETED (AOs ONLY)	= 4 POINTS
AO REVIEW AUDITOR INTERNSHIP COMPLETED	= 6 POINTS
SOLO C/S COURSE COMPLETED	= 6 POINTS
SOLO C/S INTERNSHIP COMPLETED	= 8 POINTS

STAFF COMPLETIONS on the above courses count half the value of the above points for each course.

Birthday game points are assigned on the TREND of the SATP stat just as assigned for GI, VSD, D6MAJ etc.

The old Saint Hill boomed through training. When LRH was running Saint Hill in the mid-60's, there were 300 students in Division IV actively training (over 100 of these students were on the Solo Course) and products were rolling off the assembly line with up to 62 student completions a week!

CL IV ORGS "BRIDGE BOOM" BONUS POINTS

The following BRIDGE BOOM BONUS points (BBBP) can be counted by Class IV Orgs in addition to the production points counted for the Orgs' GDSes. Points are assigned on the 3 week TREND of the BBBP stat just like any GDS.

FOR EACH PUBLIC CLEAR MADE THAT WEEK	= 2 POINTS
FOR EACH PUBLIC WHO COMPLETES THE SUNSHINE RUNDOWN THAT WEEK	= 2 POINTS
FOR EACH PC WHO BECOMES A NED COMPLETION THAT WEEK	= 2 POINTS
FOR EACH PC WHO COMPLETES GRADE IV THAT WEEK	= 2 POINTS
FOR EACH PUBLIC PERSON WHO HAS COMPLETED THE PROCESSING SERVICES AT THAT ORG OR THE TRAINING SERVICES AT THAT ORG AND GOES TO A HIGHER ORG FOR FURTHER TRAINING OR PROCESSING, WHO PAYS IN FULL, ARRIVES AT THAT HIGHER ORG, AND STARTS THE SERVICE	=10 POINTS

# L. Ron Hubbard

## EXECUTIVE DIRECTIVE

LRH ED 339R INT

13 March 1982

Revised

30 July 1982

CANCELS LRH ED 339 INT

(Revisions not  
in Script)

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

FROM: RON

SUBJECT: REVISION OF THE BIRTHDAY GAME 1982/83

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

### HISTORY

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

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

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

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

EXTENT OF ORGS

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

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

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

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

The only question is: how fast?

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

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

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

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

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

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

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

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

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

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

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

#### INGREDIENTS OF EXPANSION

What does it take to make an org run?

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

# **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!

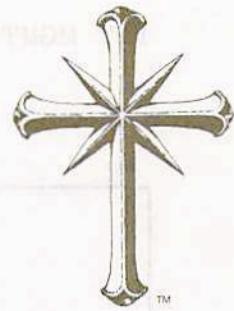
Quick!

RON

L. RON HUBBARD  
FOUNDER

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CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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## INTERNATIONAL MANAGEMENT BULLETIN No. 29

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

TO: ALL ORGS  
ALL STAFF

22 February 1984

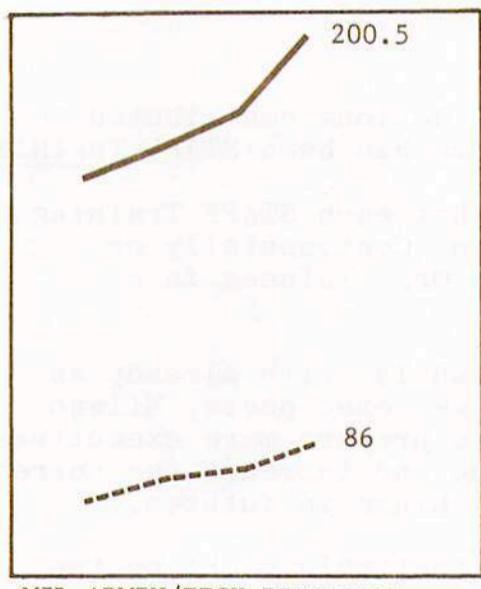
FROM: D/ESTAB EXEC INT  
FOR EXECUTIVES

RE: BUILDING THE ORGS TO THE SIZE OF  
OLD SAINT HILL AND THE OEC/FEBC  
PROGRAM

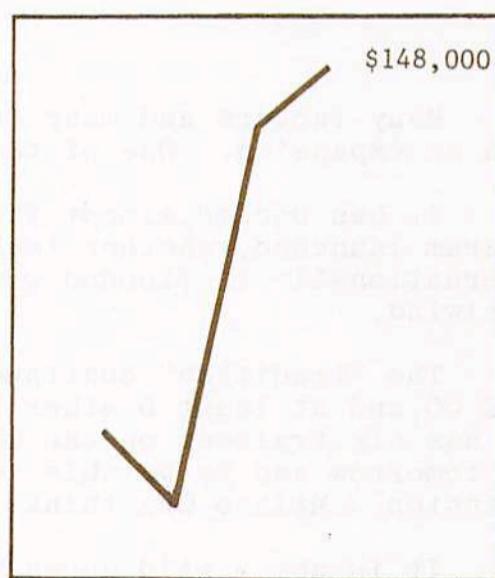
Milano Org (Italy) is probably at this writing the largest Class 4 Organization on the planet. Milano appears very frequently amongst the Birthday Game leaders and its production range has reached a very high level.

Approved as a Class IV Organization in 1977 Milano has expanded from about 10 staff to over two hundred, a tiny apartment to large premises in the very center of the city, a small HGC of 1 or 2 Auditors to two large HGCs producing over a thousand Well Done Auditing Hours per week.

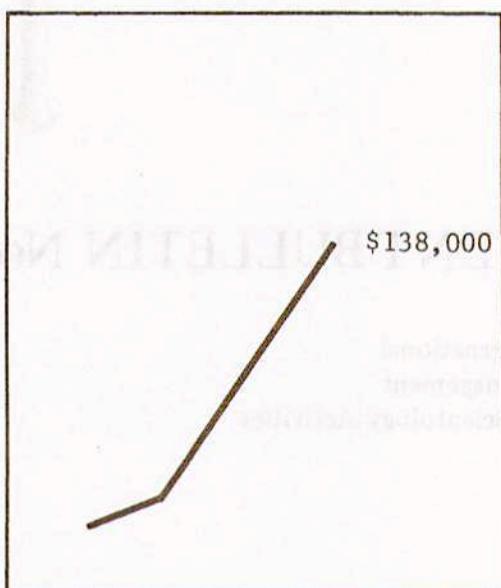
Here are some Milano Org statistics:



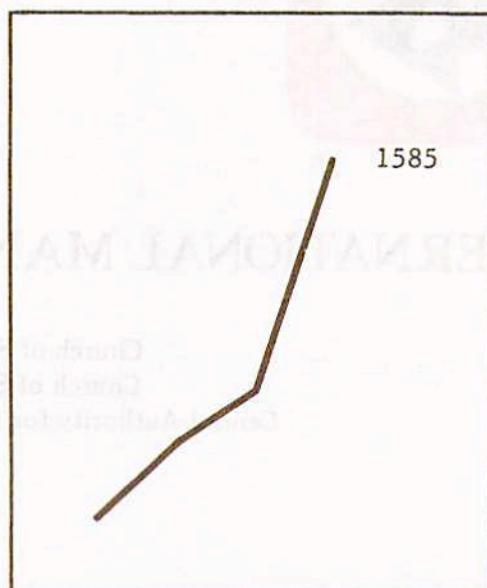
MIL ADMIN/TECH PERSONNEL



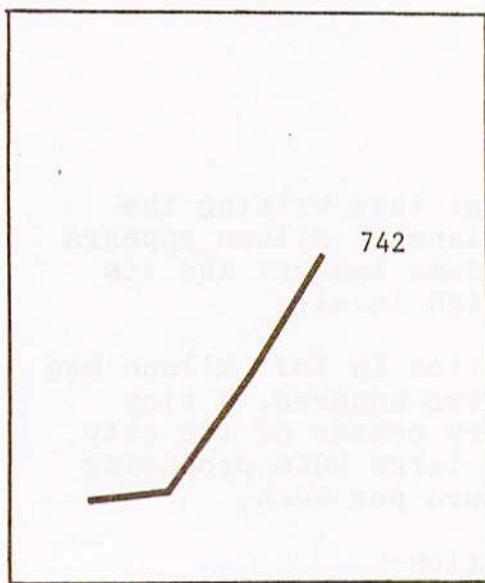
MIL GI



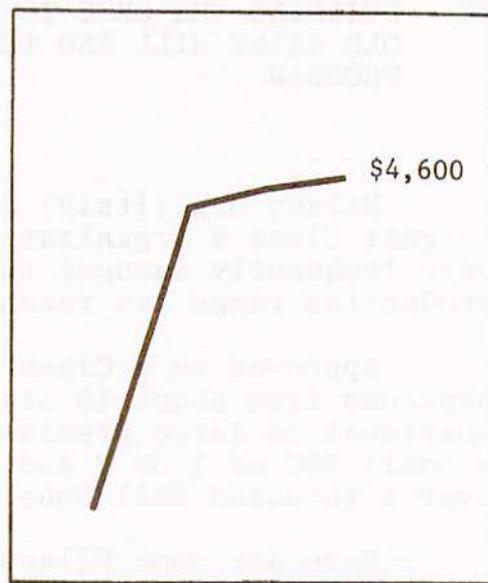
VSD MIL



WDAH MIL



NNCF MIL



VSD 6B MIL

Many factors and many successful actions contributed to such an expansion. One of those factors has been STAFF TRAINING.

It has become almost tradition that each STAFF Training Program launched, whether tech or admin, Continentally or Internationally is flooded with Milano Org trainees in a whirlwind.

The "tradition" continues: Currently, with already an FEBC CO and at least 5 other FEBCs on key exec posts, Milano Org has six trainees on the OEC/FEBC to prepare more executives for tomorrow and to be able to continue and increase the current expansion. Milano Org thinks big and thinks in futures.

It is not a wild guess to think that this might be the first Class IV Org on the planet to make it to the size of the Old Saint Hill.

"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." (LRH - LRH ED 339R-1 INT)

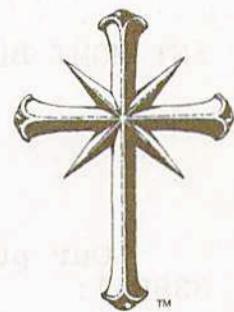
SO, CONTACT YOUR FOLO EXEC AIDE OR THE CO OF THE INT TRAINING SCHOOL IN LOS ANGELES, TO GET YOUR STAFF TRAINED ON THE OEC/FEBC PROGRAM — AND BOOM YOUR ORG TO OLD SAINT HILL SIZE AS MILANO ORG IS DOING.

INDEX

Page 3, Quotation © 1982 LRH.

D/ESTAB EXEC INT FOR EXECS  
Approved by  
ED INTERNATIONAL  
and  
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for and as part of  
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## INTERNATIONAL MANAGEMENT BULLETIN No. 30

from  
Church of Scientology<sup>®</sup> International  
Church of Scientology Management  
Central Authority for Dianetics<sup>™</sup> 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.

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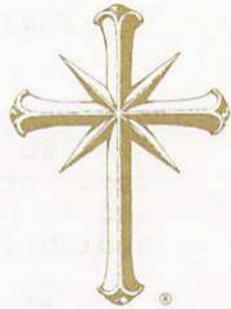
Captain Guillaume Lesevre  
ED INTERNATIONAL

Approved by WDC Chairman

Authorized by AVC INT

for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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## INTERNATIONAL MANAGEMENT BULLETIN No. 32

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

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

6 May 1984

ATTENTION: ALL EXEC COUNCILS

VIA: ORG NETWORK COORDINATION COMMITTEE

INFO: FOLOs, CLOs, VIA CONT NCC  
FLAG MANAGEMENT VIA FNCC  
INT MANAGEMENT

FROM: ED INTERNATIONAL

REFERENCES: HCOB 16 June 57 PEOPLE'S QUESTIONS  
OEC Vol 2 p 256  
HCO PL 2 Nov 70 Issue II Corrected and Reissued  
7 Nov 70 Org Series 12  
THE THEORY OF SCIENTOLOGY  
ORGANIZATIONS  
HCO PL 25 Apr 63 DUTIES OF A STAFF MEMBER  
HCO PL 31 Jan 83 THE REASON FOR ORGS  
HCO PL 13 Jan 83 THE BUSINESS OF ORGS  
HCO PL 27 Dec 63 THE "MAGIC" OF GOOD MANAGEMENT  
LRH ED 120R AUDITORS ASSOCIATION PROJECT IN  
YOUR AREA  
INT MANAGEMENT BULLETIN #30 INTERNATIONAL STRATEGY  
FOR ORGS  
LRH ED 339R  
LRH ED 339R-1

### SERVICING THE ORG'S EXISTING FIELD

An org was recently found to be to a large degree out of communication with its existing public and field as well as weak in reaching out to new public to create a new field. While of a fairly large size, this org was struggling way below the Make-Break point.

As the international strategy for orgs to reach Old Saint Hill size involves servicing one's existing field for all it is worth while building up the organization and routes for new public in, the data is of high interest to all.

Senior C/S International and myself recently held a briefing to one org's student auditors, field auditors and FSMs on the new grade chart, the recent LRH HCOBs and Tech Breakthroughs as well as the current Scientology expansion activities.

We also went over the Birthday Game, how it related to their org and what was expected of them in order to build the org to Old Saint Hill size from their hats as Scientologists, auditors and field staff members.

All questions they had were handled by referring to the exact LRH HCOB or PL, and FSM TRs per HCOB 27 January 1984 "FSM BREAKTHROUGH NEW FSM TRs - CONTROLLING A CONVERSATION" were done by twinning up all attendees. The LRH issues we used are referenced at the beginning of this issue.

People walked out VGIs and revitalized as auditors, FSMs, Scientologists, team members and Church parishioners; their ARC for the org and reach toward its services greatly increased and the org income boomed immediately afterwards.

Their questions had been answered! "HELP PEOPLE! ANSWER PEOPLE'S QUESTIONS EXACTLY! When you don't you let everybody down." (HCO PL Org Series 12 - THE THEORY OF SCIENTOLOGY ORGANIZATIONS)

And also, as Ron says, "Every theta wants to (1) Expand and (2) Communicate. Therefore broad agreement and thus ARC cannot but result." (HCO PL 16 Sept 65 Issue II FOUNDATION)

Questioning the org Senior Executives afterwards revealed that no such meetings with the org public were regularly being held by the org.

These executives were very surprised when told that the public's excellent reactions to the briefing was much more due to the fact that it simply took place than to who ran it.

They had never really realized how important it is for org executives and staff to stay in communication with their field and that regular public tape plays of LRH tapes, an active Auditor Association that helps auditors and holds regular meetings in the org, weekly Sunday services and productive FSM rallies are all part of keeping in comm with the field and servicing one's field and thus a vital duty of org executives.

On the other hand a recent observation mission in another org found an org thriving with a very high volume of bodies in the shop and stellar stats.

Together with standard and volume delivery occurring in the Tech and Public Divs, the org was found keeping its field well briefed, informed, serviced and active with regular FSM meetings, public and staff briefings, events, LRH tape plays and an overall service attitude prevalent amongst staff and executives alike.

In other words this second org was found to SERVICE ITS PUBLIC and was to that degree successful.

The difference between the two orgs described seems "magic". One was struggling, the other one booming. This "magic" is covered in policy:

"Make sure that lots of bodies move through the shop, no matter whether they're spending or not. Just work all the time to move lots of bodies through the place. Don't let letter registrars drive them off with high prices threatened. Don't let reception turn everybody away. Hold open evenings and Sunday teas and tape plays and Congresses and Co-Audits.

Move bodies through the shop in volume. The instinct unfortunately is to keep the place quiet and stop traffic. Don't let it happen. Just keep people pouring in and out, no matter how or for what. And your standard promotion lines if in place will get their shares of course sales and intensives and books. The manager's first job is not to 'run an organization' but to see that bodies move through the shop and build an Organization to care for them and then to keep bodies moving through the shop and increase the body volume. All else, if other points here are in place, will follow. You can forecast any slump coming by a body count. When that public body traffic drops, watch it. Within a few weeks, there goes the unit."

"An org is home to Scientologists. If you've no place for them to sit and talk or leave the shopping bag, you'll have closed the door on a lot more bodies in the shop."

"Open the door with books, mail events and interest and keep it open. And you'll soon have a volume of bodies in the shop. Then accommodate the flow. And still keep the channels open for new bodies, no matter how crowded you get.

"No Organization was ever solvent without bodies in the shop and channels for new bodies to put in the shop. However you get them in or why, do it. Concentrate hard on new traffic flow." (HCO PL 27 Dec 1963 THE "MAGIC" OF GOOD MANAGEMENT)

The International Strategy for orgs of servicing one's field for all it's worth, (keeping production going, using ethics tech when production runs into blocks) while building up the org and routes for new public in is the embractive plan to get orgs to Old Saint Hill size by 13 March 1985.

While you must increase all call-in, sales and delivery actions as well as procurement of new public and new staff, it is imperative and an inherent part of servicing your field, for your org to increase its communication lines to its public and keep your field on Source, briefed and active.

Instant and standard services to public, answering people's questions, on policy letters out, promotion and org magazine, events, activating FSMs and Field Auditors through the Auditor Association, LRH public tape plays, Sunday services, the ARC break program, all contribute to performing the Business of 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!"

"Every post in every org exists to keep the org there and accomplish this." (HCO PL 31 Jan 1983 THE REASON FOR ORGS)

"SO JUST DO IT, MAN, DO IT!" (HCO PL 13 Jan 83 THE BUSINESS OF ORGS)

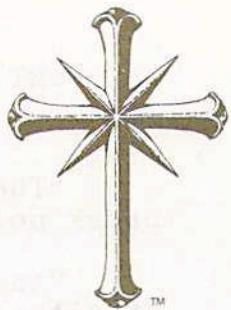
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Captain Guillaume Lesevre  
ED INTERNATIONAL  
Approved by WDC  
Authorized by AVC INT  
for the  
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INTERNATIONAL



## INTERNATIONAL MANAGEMENT BULLETIN No. 33

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

TO: AD COUNCILS  
ALL ORGS, ALL UNITS  
ALL SECTORS

20 May 1984

VIA: ORG NETWORK COORD COUNCIL

INFO: ALL STAFF  
EXEC COUNCILS  
FOLO NCC  
FLAG NCC

FROM: D/ESTAB EXEC INT FOR EXECUTIVES

REF: LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG  
LRH ED 173 INT PROD-ORG SYSTEM and the EST O BACK-UP SYSTEM  
FEBC TAPES  
EST O TAPES  
EST O SERIES POLICY LETTERS

### BUILDING ORGS TO AND PAST THE MAKE-BREAK POINT

AND THE

### PRODUCT-ORG OFFICER AND ESTABLISHMENT OFFICER SYSTEMS

(AD COUNCIL CHAIRMAN IS RESPONSIBLE FOR EXECUTION WITH  
EXEC COUNCIL APPROVAL)

The Prod-Org and Est O systems, created by LRH in the early seventies, have been in the past a major factor in the achievement of production, expansion and progress in Organizations. Factually, they constitute the Tech for running organizations at an executive level. Yet these extremely powerful technologies are currently widely unknown and not in use in many Orgs.

A recent evaluation, done to locate the causes behind some Orgs' difficulty in rapidly building up and expanding and passing the make-break point, revealed that, through the years, the tech of the Prod-Org and Est O systems had been knowingly hammered out of existence by suppressives and squirrels. Black PRed as unworkable or "confusing", classified as "confidential" the tech of the Prod-Org and Est O systems were suppressed until they became "lost technologies" and nearly disappeared in many areas.

Therefore many orgs are not using this VITAL tech.

The Prod-Org and Est O systems are highly successful and powerful. Known and exactly applied, they will get ANY org soaring from a struggle for survival to levels well above the make-break point. They are NOT confidential technologies, available only to an inner circle of few: this tech has been created to expand Orgs by LRH. It works, it is FOR USE!

"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." LRH (LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG).

There is nothing mysterious, esoteric or confusing about the Prod-Org and Est O systems. The two systems fit right together. They were created by Ron to be used together and, used together, they inevitably bring about org prosperity and lasting production.

"All booms and depressions of an org are due to its being expertly built up and then, having a peak period, is not maintained in that well established condition and disintegrates.

"In the vital flurry of getting the product and expanding, the org becomes dis-established.

"In the Product-Org Officer System of 1971 it was found uniformly that as soon as the org began to boom, the HAS was wholly unable to establish rapidly enough and the boom collapsed. HCO was too few to keep an org established even when the HCO was manned because THEY WERE NOT WORKING INSIDE EACH DIVISION.

"The answer to these shortcomings is the Establishment Officer System. This preserves the best in the Product-Org System and keeps pace with product and expansion.

"A well trained hard working Est O in a division has proven to be the miracle of org prosperity." LRH (EST O SERIES 1R THE ESTABLISHMENT OFFICER).

"THIS MEANS THE PROD-ORG SYSTEM IS A SUCCESS. It is responsible for increasing production and the state of the org or division.

"By adding an Establishment Officer to each division, whose duties are wholly Establishment, the Product and Org Officers are freed up to produce and work on production and are not pulled down the org board." LRH (LRH ED 173 INT PROD-ORG SYSTEM and the EST O BACK-UP SYSTEM).

"The two systems do not conflict.

"They hold Production and Organization in balance so that progress can be made." LRH (LRH ED 173 INT PROD-ORG SYSTEM and the EST O BACK-UP SYSTEM).

The purpose is to expand each org to Old Saint Hill size and up to and past the Make-Break point. Therefore it is vital to orgs that these two technologies are gotten back in full use right away.

To assist Orgs on this, a new Est O training program is being launched at the International Training School in Los Angeles along with the OEC/FEBC training program currently under execution in FOLOs Continental Training Orgs and at the International Training School, operated directly under Int Management supervision, in Los Angeles.

All orgs are required to rapidly select teams of trainees for OEC, FEBC and Est O training and see they get to their FOLO Cont Training Org or the International Training School. NOW.

Getting the LRH Prod-Org and Est O systems in in your Org by trained executives is not only vital to your org expansion, it is what will make the difference for your org between making it or not making it and for the sake for each Man on this planet, and for your own sake, each org must make it.....fast.

Each org must expand and build up to the size of Old Saint Hill now and pass the Make-Break point. Every org CAN and WILL with the Prod-Org and Est O systems applied in full and by the book.

"With these TWO forces, the Prod-Org working behind production, and the Est O working behind Establishment THE SKY IS NOT HIGH ENOUGH TO GRAPH THE STATS.

"Use both!" LRH (LRH ED 173 INT PROD-ORG SYSTEM and the EST O BACK-UP SYSTEM).

D/ESTAB EXEC INT for EXECUTIVES

Approved by  
ED INTERNATIONAL

and

CO CMO INTERNATIONAL

Authorized by  
AVC INTERNATIONAL

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# L. Ron Hubbard

## EXECUTIVE DIRECTIVE

LRH ED 173 INT

28 March 1972

To All Staff

Subject: PROD-ORG SYSTEM and the  
EST O BACK-UP SYSTEM

References: FEBC Tapes  
Est O Series Policy Letters

It is vital to clarify the relationship between the Product Org Officer System and the new Establishment Officer Back-Up System.

THE ONLY THING CHANGED IN THE PRODUCT-ORG OFFICER SYSTEM IS THE ROLE OF THE HAS.

All other parts and duties of the Prod-Org System as taught on the FEBC and as contained in FEBC tapes up to and including Tape No. 7 IS TOTALLY VALID and is still in FULL USE.

FEBC Tapes 8, 9 and 10 are cancelled. They deal with the HAS.

These tapes (FEBC 8, 9 and 10 only) are replaced by the ESTABLISHMENT OFFICER TAPE SERIES.

The situation was this. The Product Org System would send an org into a boom. In the scramble to get the Product, the Product Officer and Org Officer would disestablish the org. The HAS was unable to put an org there fast enough to expand, being only one secretary and being hit by all divisions.

In actual fact, HCO never had full Establishment duties before this. (Tech for instance hired and trained its own auditors, divisional secs trained their own staffs.) This sudden overload of new duties plus the overload of trying to Establish an expanding org being hammered by the Product Officer and Org Officer, collapsed HCO.

HCO has its own duties and products as given by the org board and policy. Having here been unburdened IT MUST NOW MAINTAIN THESE.

HASes who tried are thanked. They should get busy and get HCO producing its products per org board.

### EST Os

The Establishment Officer Back-Up System puts enough personnel into the org and its Divisions (the Establishment Officers) to solidly maintain the form of the org and its divisions rapidly enough to keep up with the Prod Org System.

They post and hat toward production, take care of spaces, lines, files and generally keep the form there.

They do not get out the products of the division. They keep the staff well enough hatted and handled to do so.

#### ORG OFFICERS

A new situation has just been exposed to view.

Where an org's Org Officer or a division's Org Officer is removed, the division, no matter how upstat, promptly collapses. This has happened uniformly each time it has happened.

THIS MEANS THE PROD-ORG SYSTEM IS A SUCCESS. It is responsible for increasing production and the state of the org or division.

By adding an Establishment Officer to each division, whose duties are wholly Establishment, the Product and Org Officers are freed up to produce and work on production and are not pulled down the org board.

When the org officer is transferred over to be an Est O, then production is defeated.

Only when the Org Officer is left on post to do his job of organizing production for the Product Officer does the division or org maintain its stats.

When an Org Officer also has to handle staff as individuals he is thought to "move too slowly" to keep pace with the Product Officer. The org officer was overburdened.

#### BALANCE

The two systems do not conflict.

They hold Production and Organization in balance so that progress can be made.

HCO P/L 7 Mar 72 Est O Series No. 1 is being revised to retain the Org Officer and to mesh the Prod-Org System in with the Est O Back-Up System. The changes are the Deputy ED role. He will remain the Org Officer.

#### SUMMARY

These advices are released to

- (1) Tell you what is the Est O System and
- (2) To preserve the Prod Org System
- (3) To settle any confusions that might exist.
- (4) To point out the way to increasing stats without undue org stresses setting in.

In essence, if you read "Est O Back-Up System" for HAS in the FEBC tapes you have a rough conversion and the scope of the change.

To this is added a valuable fact, the Est O Back-Up System includes valuable never before known administrative tech for the handling of orgs and staffs and is valuable in its own right.

And so is the Prod-Org System! That has suddenly been proven in reverse! When you tamper with it, a collapse can occur!

The Est O system by itself, with no Prod Org System, can push up Stats but at once all seniors overload from increased production and the only remedy is a fast use or resumption of the Prod Org System as taught on the FEBC (less tapes 8, 9, 10 and 11) plus the Est O tapes just made

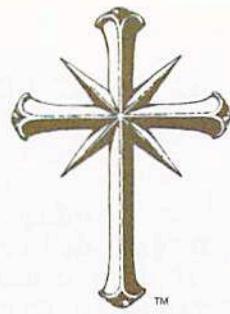
With these TWO forces, the Prod-Org working behind production, and the Est O working behind Establishment THE SKY IS NOT HIGH ENOUGH TO GRAPH THE STATS.

Use Both!



L. RON HUBBARD  
FOUNDER

LRH:mes:gal



## INTERNATIONAL MANAGEMENT BULLETIN No. 35

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

TO: ALL FBOs 27 August 1984  
ALL CL IV ORGS & CCs

INFO: ALL LRH COMMS, FLAG REPS,  
CO/EDs

FROM: WDC FOR RESERVES

### ORG PROSPERITY

On 14 January 1970 LRH issued LRH ED 74 INT entitled SOLVENCY. To quote LRH:

"The greatest help you can be to the enemy is to permit orgs to become insolvent. There is no single greater threat to any org than insolvency.

"SOLVENCY consists only of income greater than outgo and making enough money.

"There is no trick to making money. It almost has to be planned not to have any.

"It is much harder to walk back to solvency than to remain solvent in the first place.

"All an org is is a service activity that trains and processes and keeps the admin lines necessary to do so.

"When you don't have enough auditors and supervisors there is no way to deliver service.

"One never backlog. One keeps the auditors and supervisors busy busy busy. Auditing has a thousand uses. So does training.

"Any org has a tendency to spend all it makes and an equally silly one to make only what it needs.

"Orgs should have heavy reserves."

---

The message is very clear and applies today just as it did then. And it will always apply.

Today, a very clear cut and hard hitting message is being delivered to you, not just in this issue but in all of the communication you receive. That message is intended to help direct you to get your org very prosperous and solvent. Cross orders to getting this message to you and duplicated have been found and now removed from the lines. The decks are now fully cleared for fast and effective action. The exact basic points which you are expected to accomplish on an urgent priority basis are:

A. Increase income of the org into new high VIABLE ranges. It is accomplished by getting in the promotional actions of an org and removing barriers from all income lines, getting in "Hard Sell" and moving public up the Grade Chart.

B. Getting increased Bean Return through expertly done income and financial planning, cutting out all waste and extravagance and heavily concentrating on promotion to further rocket income. This is very well covered in Finance Series 2 and 7RA. Every penny must buy more and more back in increased income. Org FP #1s must be done to accomplish this and then ENFORCED as covered in FINANCE SERIES 42 FINANCIAL PLANNING PROGRAM NO. 1. And LRH ED 245 FINANCIAL PLANNING CHECKLIST FOR THE PROMOTIONAL ACTIONS OF AN ORG and LRH ED 245-1 apply in full in this.

C. Ensuring that no matter what, if the org has unpaid backbills that the FP covers the required percentage of the CGI to catch these up per Finance Series 42.

D. Knocking out overspends and unauthorized expenditures ruthlessly with ethics action taken on offenders and application of HCO PL 2 June 1959 PURCHASING LIABILITY OF STAFF MEMBERS. See that the PO system is in and enforced.

E. Making the org make even more money. Use of Income Sources analysis per Finance Series 4RA to detect what sold in high sales periods and getting these things pushed again is key as well as pushing in all targets of LRH ED 236 INT REGISTRATION PROGRAM No. 2 in coordination with LRH Comms who also have this as a top priority program.

F. Seeing the org is very worthwhile for management to manage it by creating an excess of income and collecting from that and using the fact of collection itself as income demand as covered in HCO PL 18 Jan 1965 FINANCIAL MANAGEMENT - BUILDING FUND ACCOUNT.

G. Having FBOs very well hatted on Finance and the subject of Money so as to be in full control of their posts and thereby easily and expertly accomplish the full purposes of their post. Covered in your hat and Exec Series 3 MONEY and Exec Series 4 EXCHANGE.

H. Seeing that org executives are hatted on Finance policy so they effectively handle their hats in regards to the financial management of the org.

So how does an FBO accomplish these things so that he has a high income org that is very solvent, with well paid staff being very worthwhile to management to manage it? It is all covered in LRH Policy in the FBO hat and the OEC volumes, especially OEC Vol 2, 3 and 6.

But there is also another ingredient in this — ethics. When one runs into blocks in accomplishing these things he will find ethics reasons behind those blocks and it would be a very reasonable attitude to think otherwise. To really be on the

ball on spotting and handling out ethics blocking income and solvency an FBO would himself have to have a very high ethics level himself. And his confront of evil must be high. It is vital that where an org is making low income, insolvent and not paying staff and management well that the FBO roll up his sleeves and find the ethics reasons blocking these things from going in. And they will be there to be found in things like illegal commissions, kickbacks, cutative prices on services, juggling accounts, rip-off of org funds and such. Only a small percentage of people would intend harm to an org but where these are left undetected and unhandled you will see low income, low pay and moonlighting promoted, an insolvent org and an org that sees no reason to have its exchange with management in. What do you do when you find these things? HANDLE THEM. And be sure that you report the matter with all details to your Network seniors and the Int Finance Ethics Officer, head of the Finance Police. If attempts are made to block you in getting ethics in, report the matter even if you have to go outside the org to do so. HCO PL 22 July 1982 KNOWLEDGE REPORTS requires that you report such and protects you when you do from any attempt to prevent reporting.

The Finance Network has a record of being hard hitting and totally ruthless when it comes to locating and handling out ethics cutting across org expansion. You've heard the message to "Bite first and ask questions afterwards" and it is THE motto of the FBO Network as given by LRH and applies fully. So sharpen up your teeth when it comes to anything cutting across the income and solvency of your org. You will always be backed up when you stick to LRH Policy.

To help bring about the accomplishment of the purposes of your post a program was recently issued—WDC SEC ED 29RA/49RA HOW TO GET YOUR ORG OUT OF FINANCIAL DICTATORSHIP. This program covers all of the things you must do to handle the points listed out above. The FBO plays a key role in getting this program done and each and every FBO is being counted upon to not only get his own targets rapidly done but to also ensure that everyone in the org who has targets pulls his weight in getting their part of it done. After all, it is a team action to make an org run smoothly and expand. And it is up to each member of the team to get each of his team members to wear their hat in expanding the org.

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

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

So FBO, it is over to you to see that your org flourishes and prospers with high income, well paid staff and making it worthwhile for management to manage it. And in doing so, see that the org is solvent and strong, free from any attack and an example to the world of strength and stability.

Study WDC SEC ED 29RA/49RA carefully, study the issues referenced in this issue, apply them and get them in in your org fast, handling any blocks with ethics and you will fully accomplish the purposes of your post.

And it all starts with you, HERE and NOW.

START!

WDC FOR RESERVES

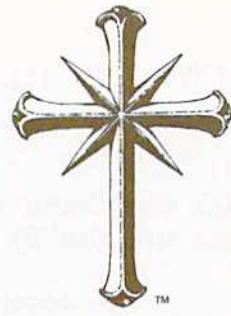
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## INTERNATIONAL MANAGEMENT BULLETIN No. 36

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

TO: ALL COS/EDs  
ALL EXEC COUNCILS  
HASes  
LCs  
ALL STAFF

10 September 1984

FROM: ESTAB EXEC INTERNATIONAL

REF: HCO PL 7 FEB 70 II HCO MAKES THE ORG  
HCO PL 8 NOV 78RB SENIOR HCOs AREA & CONTINENTAL  
HCO PL 7 APR 82 OUT ETHICS INDICATORS  
LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG

### EXECUTIVE RESPONSIBILITY FOR HCOs

"LRH ED 339R has the purpose of expanding EVERY org on this planet above and beyond the size of old Saint Hill."  
(LRH ED 339R-1 INT, THE MAKE-BREAK POINT OF AN ORG)

And the current International Production Strategy is to: "SERVICE THE EXISTING FIELD FOR ALL IT IS WORTH WHILE BUILDING UP THE ORGANIZATION AND ROUTES FOR NEW PUBLIC IN."

To get the purpose achieved and the strategy actually done, orgs will need large Division VIs manned with hatted, competent staff to pull in new public in droves, deliver to them with excellent technical service and turn them into active Scientologists ready to move up the Bridge.

You will also need huge training and processing departments so you can deliver Dianetics and Scientology to all your existing field in great quantity and fast! For this you must build a large TTC and train auditors. Your lines must be drilled smooth as glass and manned by staff who know exactly what to do at all times. You need good quality magazines and mailings that promote all the services you can deliver and the excellence of your tech.

How are you, the ED, going to achieve all this expertise and competence?

By building an HCO that will actually perform its functions and deliver its products of volume new recruits, hatted staff, established organizational lines, well planned out and drilled body flow lines, smooth fast comm lines into, within and out of the org, and ethics technology smoothly and effectively applied so SPs are kept out, PTSes are spotted and handled

quickly and all CI gotten off the lines so all people can move on up the Bridge to Freedom.

As some orgs were not building fast enough to carry out the purpose of 339R an eval was done (a copy of which is attached for you to read) which found that some Execs, past and present, have dumped their responsibility for HCO onto Senior HCO, even to the extent of expecting Senior HCO to run their org HCO. This isn't the hat of Senior HCO. Their hat is laid out in HCO PL 8 NOV 78RB SENIOR HCOs AREA AND CONTINENTAL as:

"The way this Senior HCO has to be put together is to get the Senior HAS forcing every org or activity in the area to get functioning HCOs going."

It has been found that some executives even considered "they would be too busy producing" to write mini-programs for and actively run and build their HCO. This is utter nonsense as it is like saying one is too busy coping to do anything to come out of COPE!

"The end product of cope is drown." (LRH, HCO PL 14 SEP 70 COPE AND ORGANIZE)

#### WHO SHOULD PUT HCO THERE?

"Who puts HCO there?

"This is the first business of an Executive Council. An EC that fails to put an HCO there and keep it there, functioning and competent is going to fail."

"Where orgs have been too shortsighted to keep HCO in and functioning, they have troubles—low pay, out finance and generally fall apart." (LRH, HCO PL 7 FEB 70 II HCO MAKES THE ORG)

Having a functioning HCO that really produces its products is of such vital importance that LRH wrote HCO PL 7 APR 82 OUT ETHICS INDICATORS.

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

"Recent experience in certain areas has pointed these things out. They are indicators, when present, which one should look into vigorously."

#### PENALTIES

The penalties for not manning, forming up and getting your HCO to function and be effective is a small and failing org. That means NOT getting your org to old Saint Hill size, NOT clearing the planet and that is too gruesome a destiny.

"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." (LRH ED 339R-1 THE MAKE-BREAK POINT OF AN ORG)

On an immediate basis, any ED or EC not actively putting an HCO there, keeping it there and making it competent and effective is liable to:

1. Assignment of a Condition of Danger by Senior HCO.
2. As part of the Senior Danger formula, be investigated by Ethics as to activities and intentions.
3. Be brought before a Committee of Evidence on the matter of being in violation of Volumes 0 and 1 of the OEC volumes if the condition does not improve.

Don't let this happen to you! Read the attached BUILDING ORGS EVAL and then do what Ron says—PUT AN HCO THERE! THIS IS YOUR HAT TO DO!

#### REWARDS

If you put an HCO there, one that does its job and produces its products you will get your org above the make-break point and up to and beyond the size of old Saint Hill.

"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." . . .

"The major pluspoint was PURPOSE. We wanted a big, booming org and we got one." (LRH ED 339R-1 THE MAKE-BREAK POINT OF AN ORG)

So start your booming org NOW! Build your HCO so it can build your org and 5.4X the stats.

ESTAB EXECUTIVE INTERNATIONAL  
for and approved by  
ED INTERNATIONAL  
and  
CO CMO INTERNATIONAL  
Authorized by  
AVC INT  
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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SEA ORGANIZATION

CMO INT EVAL ORDER 240

25 August 1984

ALL CL 4 ORGS  
ALL SO ORGS  
ALL FOLOs  
FLB ORGS  
SNR HCOs CONT  
SNR HCO INT

BUILDING ORGS EVAL

SITUATION 1

POLICY: "NOTHING IN THIS EVAL MAY BE INTERPRETED TO VIOLATE OR ALTER OR CHANGE HCO PLs OR HCOBs. ANYONE EXECUTING A TARGET IN THIS EVAL IN SUCH A WAY AS TO VIOLATE OR ALTER ANY HCO PL OR HCOB WILL BE ACTIONABLE BY COMM EV. ANY RECOMMENDATION IN THIS EVAL OR CHANGE OF POLICY OR TECH MUST BE CLEARED BY THE WATCHDOG COMMITTEE (WDC) BEFORE BEING PLACED IN THE EVAL AS A TARGET AND RESULTING PL OR BULLETIN MUST BE REVIEWED BY THE FOUNDER PERSONALLY. ALL DATA OR HANDLINGS WHERE THEY REFER TO POLICY OR BULLETINS MUST GIVE THE POLICY OR BULLETIN NUMBER AND ITS LOCATION AND TEXT VERBATIM." - LRH (HCO PL 26.12.79 EXECUTION OF EVALUATIONS)

"The establishment actions should consist of a Senior HAS Area; Senior PCO who is in charge of all personnel files of the area and has to OK all transfers and postings but does not furnish personnel and may not be bounded for personnel; the PCO also sees to it that people get trained and that personnel pools exist of trained personnel and prevents them from being ripped off; a Senior Communications Officer that sees that comm systems are in in all orgs; a Senior I&R who does investigations and has under him a Senior MAA for the area." (HCO PL 8 Nov 78RB SENIOR HCOs AREA AND CONTINENTAL)

SITUATION: HCOs AND SENIOR HCO ARE POWERLESS AT PUTTING IN ETHICS AND FORMING THEMSELVES UP.

STATS:

SCIENTOLOGY INT:

Qualified Staff Hired are in Affluence until mid-August 1983. They level off until early November '83 to go in Danger until end of December '83 where they take off in Affluence to PT.

People Hired and Started shows a same trend as Qualified Staff Hired (this latter stat being a point system with a different value given to length of contract, etc.) with the difference that PHS is Normal trending from December to PT.

Number of Admin and Tech Personnel do not follow the same pattern as the recruitment statistics. Admin Personnel is in Danger from November '82 till April '83 when it moves into Normal all the way to PT. Tech Personnel is Normal trending from April '83 till mid-June '83. It is in Emergency from there till early September where it moves up in Normal until end of November '83. It then falters down until the end of December '83 where it raises in Normal to PT.

Qualified Staff Hired and Persons Hired and Started is not following a similar increase as in Admin and Tech Personnel neither in trend nor in range. Scn Int Persons Hired and Started averages 400 a week and the Tech/Admin personnel increases by 40—50 a week in Admin and Tech by ca 20 a week.

New staff are not being put on posts and do not remain in any high proportion which points a finger to HCO and Qual. Fully Hatted Staff at 879 for 4298 staff (adding Tech and Admin personnel) shows nearly only 1/5 of the staff are fully hatted. The Fully Hatted Staff graph does not follow either the recruitment graph or the Tech/Admin personnel. FHS are Normal trending from March till early July '83 when it crashes in Danger until early September. It then moves in Normal until the end of December '83 where it goes into Emergency until the end of February '84. It is since Normal trending. However, the graph represents a long term Emergency as FHS were 864 at the end of March '83 and 879 at the end of March '84. This shows HCO is not hatting staff.

Scn Int Staff in Normal or Above is uptrending from March '83 until the end of October '83 when it falters in Danger until mid-Jan '84. It then moves back up until 15 March 84 when it crashes. Its present range is much lower than summer of '83 and in the same range as a year ago. Class IV Org HCOs are somehow recruiting but are not getting staff hatted and are not efficient in keeping orgs in-ethics, on-policy and expanding them.

#### SO INT:

Qualified Staff Hired are Affluence trending from May '83 till end of June '83 where the stat falters down and then crashes till the beginning of September '83. It is uptrending since then to PT.

Tech and Admin personnel show a Danger trend from April '83 till June where they level off in Emergency till December '83 at which point they start moving in Normal up to PT.

Fully Hatted Staff collapsed by '80 in one month in April '83, then went into Affluence until early October '83 to again collapse in Danger till mid-December '83 and is now in Affluence since then to PT. Roughly half of the SO Org crews are Fully Hatted Staff.

Staff in Normal or Above is in Affluence from mid-April '83 until early June '83 where it goes in Danger until the end of December '83. It then shows a Normal trend until 1 Feb '83 where it breaks trend, moves into Danger till now. The long term trend is Danger since June '83 until PT.

This shows SO Org HCOs to be quite remiss in getting ethics in in orgs and inactive in recruiting for the Sea Org.

Additionally, HCOs internationally have been non-existent as far as handling squirrels, black PR and criminality in their orgs. Also, few staff internationally are approved for their posts with CSWs approved by ED Int and CO CMO Int despite of this being mandatory for all Exec postings.

#### DATA:

In examining HCOs and how crim execs have depowered them, it was found that several methods have been used throughout the years to keep HCOs from forming up and putting in ethics. The most common methods used were:

1. Using their org board position to override HCO's ethics authority by preventing HCO from using justice or ethics on out ethics personnel.
2. Pounding HCO for personnel and then ripping off HCO's personnel continually for posting in other parts of the org.
3. Blaming HCO for not handling staff or "doing nothing about things" but the senior exec does nothing in HCO to manage or guide it.
4. Overriding HCO's authority on personnel and dictating where new personnel will go most usually never in HCO and usually only posted where it is thought Product 2's can be gotten.
5. Pushing HCO only on recruitment not ALL the functions of HCO.
6. Overriding HCO authority and musical chairing the org. (INCORRECTLY INCLUDED SUPPRESSION - THOSE EXECs CONCERNED)

In looking at the above, it is quite apparent that an HCO could not form up and operate in that climate. HCOs to this day have most of these things occurring with them and they are limping along at best.

In examining how it could be that these things could be done to HCOs and continually run on HCOs despite very clear HCO PLs to the contrary, it can be seen that crim execs have always managed to get into an org board position to put the HCO under their thumbs, doing all so HCO wouldn't form up and function as they were scared that their withholdings would be uncovered. (ALTERED SEQUENCE - EXECs OVER HCOs; WRONG SOURCE - EXECs OVER HCOs; INCORRECTLY INCLUDED OUT-ETHICS - EXECs OVER HCOs)

LRH wrote a PL in 1978 which established Snr HCO Int and Cont Snr HCOs. In this PL he specifically states that only the LC NW may order into a Snr HCO and not org execs no matter their rank. He specifically states "Because the Senior HCO is outside the authority of orgs, it can't be ripped apart by org execs who might do so for innumerable reasons." It is obvious from this PL that LRH has foreseen the problems of HCO and is working out a NW who will be senior and in a position to establish HCOs and not get ripped up itself. (CORRECT TARGET - LRH)

In looking at what happened to sabotage this PL and keep Snr HCO from forming up and doing its job, one can see a whole time track of sabotage and neglect of Snr HCO Int all the way to PT. Snr HCO Int was first put under the LC NW as they were responsible for estab and could also give it altitude necessary to do its job. This was sabotaged by IHQ being a mess and having crims at the top of it. (INCORRECTLY INCLUDED CRIMS - IHQ)

From being under IHQ they were put into the IMO when the IMO re-org occurred in 1980. At this point others rewrote the LRH PL on Snr HCOs to where it hardly resembled the original LRH PL. Additionally this move put them completely under the control of Kerry Gleeson and Bill Franks, crims who were not about to establish anything and worked continually to unmock HCOs. (WRONG SOURCE - ISSUE REWRITERS; ADDED CRIMINALITY - GLEESON, FRANKS AND THOSE WHO RE-ORGED THE FB INTO THE IMO MOVING SNR HCO UNDER THEM)

In Sept of 1982, Gleeson was gotten rid of but Snr HCO still did not form up, even though the prior crims at the top of Management were gone. Looking at why this was, it was found that while Snr HCO Int was taken out of the FB it remained at Clearwater together with the FB.

However, at the same time management of orgs was pulled to Int where it has majorly remained up to now. This is now being sorted out by a handling of the Command Channels. What happened is that since Sept '82 Snr HCO Int has been left to operate at that level and basically has not been placed on the org board with the rest of Int Management so it has the lines to operate.

Besides the scene of no org position, Senior HCO Int and Continentals are involved in the day to day running of all orgs' HCOs production and stats.

It is considered that "org HCO production" is up to Senior HCO to handle. This is quite peculiar as for example org execs don't leave it up to Dsm Aide FB and A/Dissem Aides FOLOs to handle the org's GI.

Looking at the LRH Senior HCO Policy (HCO PL 8 Nov 78RB SENIOR HCOs AREA AND CONTINENTAL), one sees that Senior HCOs are to see that HCOs are there and functioning, however they have been lumbered up with the hat of running all HCO production. Senior HCOs stats have even been made to be the total of the org's HCOs stats resulting in Senior HCOs running HCO's stats as their major activity while org HCO production should be the responsibility of the org's execs. Senior HCOs could even see per policy that org execs get an HCO formed up. Instead we have a scene of org execs dumping their hat and all responsibility for their HCOs. "The way this Senior HCO has to be put together is to get the Senior HAS forcing every org or activity in the area to get functioning HCOs going." (HCO PL 8 Nov 78RB SENIOR HCOs AREA AND CONTINENTAL)

So this has been completely perverted by becoming "It's Senior HCO hat to run HCOs." While, instead per HCO PL 7 April 1982 "An inefficient HCO, poorly organized or posted or absence of effort to post them up from management bodies usually indicates out ethics executives who would be discovered if an HCO existed."

In a similar way Area Senior HCOs were found to be the recipient of continuous personnel demands, even mission manning. It has become "every time there is a personnel demand one puts it on Senior HCO's lines as it's Senior HCO hat."

It is clear that Senior HCOs have been used by execs at large to simply offload any responsibility for running and building HCOs. This has given us a "covert separate company" for HCOs. Per HCO PL 13 April 1979R, Revised 2 April 1979 Cancelled 28 Jan 80 HUBBARD COMMUNICATION OFFICE INTERNATIONAL A SEPARATE COMPANY IS HEREBY CANCELLED. "It was suspended on the 20th May 1979 because it was being implemented destructively in some cases and resulted in HCOs individuating from the org, which of course was detrimental to establishment and stats."

With no real org board position, incorrect stats which don't reflect their VFP, lumbered up with the daily running of all HCOs by execs dumping their hat, it is clear that Senior HCOs are far away from doing their job per the LRH policy on Senior HCO and have never been able to form up to do so. (INCORRECTLY INCLUDED HAT DUMP - EXECS CONCERNED WHO ARE NOT RUNNING THEIR HCOs; INCORRECTLY INCLUDED OP BASIS AND WRONG STATS - SENIOR HCOs)

OUTPOINT COUNT:

INCORRECTLY INCLUDED - 5  
ALTERED SEQUENCE - 1  
WRONG SOURCE - 2  
ADDED CRIMINALITY - 1

EXECS OVER HCOs - 3  
EXECS CONCERNED - 2  
CRIMS/IHQ - 1  
SENIOR HCOs - 1  
ISSUE REWRITERS - 1  
GLEESON, FRANKS AND THOSE  
WHO RE-ORGED THE FB INTO  
THE IMO MOVING SNR HCO  
UNDER THEM - 1  
SNR HCO - 1

PLUSPOINT COUNT:

CORRECT TARGET - 1

LRH - 1

WHY: PT AND PAST EXECS HAVE DUMPED ALL RESPONSIBILITY TO  
RUN HCOs ONTO AN ENTITY (SNR HCO) WHICH WAS ITSELF ALREADY  
THOROUGHLY SABOTAGED.

ETHICS WHY: INTENTIONAL SABOTAGE OF SENIOR HCO TO PREVENT  
IT FROM PERFORMING ITS FUNCTIONS WHICH WOULD HAVE RESULTED  
IN SMOKING OUT THE SABOTEURS.

WHO(S): GLEESON, THE ISSUE REWRITERS AND ORG EXECS WHO DON'T  
RUN AND/OR DON'T HAVE HCOs.

IDEAL SCENE: A SENIOR HCO NETWORK THAT FORMS UP HCOs AND  
GETS THEM FUNCTIONING, POLICING ORGS, GETTING THEM IN-ETHICS,  
ON-POLICY, MANNED AND ESTABLISHED.

RESOURCES:

RTC.  
New Command Channels Sort Out being done.  
Snr C/S INT Office, Ev Purp tech.  
LRH Policy on HCO and Snr HCOs.

BRIGHT IDEA:

- A. Get the LRH Policy on Senior HCO reissued broadly and cancel by issue the off-Source revision.
- B. At the same time write an issue that clearly lays out the fact that org executives are responsible for running and building their HCOs. This issue must refer to and quote LRH Policies such as quoted in the data trail of this eval.
- C. Get this eval published to all orgs and Management execs.
- D. Give, by issue, the authority to Senior HCO to handle with ethics execs found without an HCO in their area on the ground that they are in violation of OEC Vol 0 and 1.
- E. Put Senior HCO Int staff on Garrison MOs run by the Estab Exec Int.
- F. Revise Senior HCO's stats giving them stats which do reflect their VFPs of establishing HCOs which in turn establish on policy orgs. (One of the stats must be: Number of Operational HCOs which must be accompanied by a definition for operational which will include having a certain complement in HCO, all HCO staff qualified for HCO and posting duly approved,

all HCO staff hatted, etc. Other major Snr HCO Int stats should be Tech and Admin Personnel, Fully Hatted and Staff in Normal or Above.)

G. Give to the Senior HCO Network an "internal police to keep it clean". Get this HCO Police trained on sec check tech (including ev purps handling and Black PR handling). Put this HCO Police directly under EEI who is to use it to get an HCO Network there and keep it there and functioning.

H. Post an HCO Inspector in RTC who will have a line with Estab Exec Int and Senior HCO Int to ensure they are there and not being interfered within, in any off-policy fashion or being sabotaged.

I. Senior HCO Int will remain an autonomous network directly under Estab Exec Int but will be serviced administratively by the FB.

PLAN:

- Cancel the off-Source version of the Senior HCO PL and reissue the LRH PL broadly.

- By telex and issue, give org execs the hat of running their HCO. Make it clear that they are responsible to have an HCO and to run it as per Policy. This issue must refer to the Senior HCO PL so the Snr HCO function is clearly understood. The issue must be very clear and make penalties to org execs for having no HCO or unmocking HCO too gruesome to confront. This issue must also make it clear that Senior HCO is not there to run daily org HCO's production or handle all personnel flaps in the area. Monitor results to ensure no stats drop occurring.

- Get Senior HCO Int staff on Garrison MOs to do LRH HCO PL SENIOR HCOs AREA AND CONTINENTAL and get Estab Exec Int to run them on their Garrison MOs.

- Include in the MOs to get an HCO Internal Police force recruited up and trained up on sec checking including ev purps and black PR handlings.

- Get new stats for Senior HCO Int and Cont Senior HCOs. One of them being a clearly defined stat of "Number of Functioning HCOs" for Snr HCO Int which gives Senior HCOs the authority to handle with ethics in areas found with unformed HCOs or for execs not running their HCO per policy. (Other stats would most likely be Tech and Admin Personnel, Fully Hatted Staff, Staff in Normal or Above.)

- Post an HCO Inspector in RTC to police Senior HCO and HCOs and ensure they are there and operating. Have him operate off a program to police the Network and see that it is manned up and not interfered with. He would maintain a tight line with Snr HCO to prevent sabotage.

PROGRAM:

O. Get the following telexes sent:

" CO/ED'S ALL ORGS INFO ORG EXEC AND AD COUNCILS LC FR FBO CONT SENIOR HAS CO FOLO CONT FR LC FBO A/AIDES FOLO PGMS OPS FOLO NCC FB PGM CHIEFS T/CO FB FB AIDES FNCC SENIOR HAS INT LCI EXEC STRATA WDC RE: HCO AND THE INTERNATIONAL STRATEGY EVALUATION JUST COMPLETE SHOWED IN SOME ORGS SENIOR EXECS HAVE DROPPED RESPONSIBILITY FOR BUILDING AND RUNNING THEIR HCO

"LEAVING IT ALL UP TO SENIOR HCO TO HANDLE". THIS IS, OF COURSE, INCORRECT. AN ORG WITHOUT A MANNED AND FUNCTIONING HCO WILL NOT EXPAND AND WILL NEVER REACH OLD SAINT HILL SIZE. OLD SAINT HILL HAD A FULLY MANNED AND VERY FUNCTIONING HCO AND AS ORG CO/ED YOU ARE RESPONSIBLE TO SEE YOUR ORG REACHES OLD SAINT HILL SIZE AND 5.4X ITS STATS. YOU ARE GOING TO NEED A VERY STRONG HCO VERY FAST TO GET THERE. AS PART OF THE INT STRATEGY CONSISTING OF BUILDING UP THE ORGANIZATION AND WITHOUT DROPPING ANY OF YOUR CURRENT ON-POLICY, STAT RAISING ACTIONS YOU ARE TO: (1) INCLUDE HCO IN YOUR EXEC INSPECTIONS AND PRODUCT CONFERENCES. (2) WRITE AND GET SOME MINI PROGRAMS FOR HCO AS PER HCO PL 9 JAN 80 "DEPARTMENTAL MINI PROGRAMS: THE KEY TO ACHIEVEMENT". (3) GET IN HCO 339R PROGRAMS (RECRUITMENT 339R PGM, HCO COPE OFFICER PGM, SO ED 2156 INT "MAA HAT WRITE UP ADDITION PROGRAM") DONE AS PART OF YOUR MINI PGMS. (4) REINFORCE PRODUCTIVE ACTIONS CURRENTLY DONE BY HCO. (5) GET HCO FURTHER MANNED UP BY COMPETENT STAFF WITH HAS AND PPO AS PRIORITY. (6) GET AN ORG OFFICER ON POST WITHOUT MUSICAL CHAIRING THE ORG. IT IS AN ETHICS OFFENSE FOR AN EXECUTIVE COUNCIL TO HAVE NO OR A NON-FUNCTIONING HCO AS NO ORG CAN BUILD UP WITHOUT ONE. SO EXECUTE THE ABOVE WITHOUT DEPRESSING ANY DELIVERY AND INCOME STATISTICS. SENIOR HCO LINES ARE BEING BEEFED UP TO ASSIST YOU. HERE IS TO BUILDING YOUR ORG TO SAINT HILL SIZE FAST. ML ESTAB EXEC INT"

" CO FOLO'S INFO CONT SENIOR HAS LC FR FBO FOLO A/AIDES FOLO PGM OPS AND ORG MANAGERS FOLO NCC FNCC T/CO FB FB AIDS FB PGM CHIEFS SENIOR HAS INT LCI EXEC STRATA WDC RE: ORG HCO'S AND THE INT STRATEGY EVALUATION JUST DONE SHOWED IN SOME ORGS EXECS HAD BEEN HEAVILY NEGLECTING HCO "LEAVING IT UP TO SENIOR HCO TO RUN AND HANDLE HCO". IT EVEN HAS BEEN FOUND IN SOME FOLO'S WHERE ORG MANAGERS AND/OR PROGRAMS OPS CONTACTING ORG CO/ED'S WOULD NOT TAKE UP HCO'S "LEAVING IT TO SENIOR HCO TO HANDLE". TELEX WAS JUST SENT TO YR CO'S/ED'S MAKING IT CLEAR THAT NO ORG CAN REACH OLD SH SIZE WITHOUT A FUNCTIONING AND MANNED HCO AND TELLING THEM THEIR RESPONSIBILITIES WITH HCO AND INSTRUCTING THEM TO POST ORG OFFICERS WITHOUT MUSICAL CHAIRING THEIR ORG. WITHOUT PENDULUM SWINGING ORGS ONTO ESTAB ONLY BUT AS PART OF THE INT STRATEGY TO BUILD UP THE ORGS, YOU MUST ENSURE YOUR PGM OPS AND ORG MANAGERS DO TAKE UP HCO MAN UP AND PERFORMANCES WHEN CONTACTING AND AS PART OF ORG BP'S. SENIOR HCO HAT IS EXACTLY AS PER HCO PL 8 NOV 78RB REV. 5.11.79 "SENIOR HCO'S AREA AND CONTINENTAL". THEIR LINES ARE BEING BEEFED UP RIGHT NOW AS WELL. PLEASE CONFIRM ABOVE UNDERSTOOD AND BEING DONE IN A COORDINATED MANNER WITH OTHER ONGOING ACTIONS TO IMPLEMENT THE INTERNATIONAL STRATEGY TO GET ORGS TO OLD SH SIZE. ML ESTAB EXEC INT"

ESTAB EXEC INT

1. Cancel the off-Source version of the Senior HCO PL and reissue HCO PL of 8 Nov 78R Revised 5 Nov 79 SENIOR HCO'S AREA AND CONTINENTAL broadly.

ESTAB EXEC INT

DONE

2. Publish situation one of this eval and send it out to orgs with an Int Management Bulletin that makes it clear that Execs must have an HCO in their org as per LRH Policies.

ESTAB EXEC INT

3. Get Garrison MOs written for Senior HCO Int that gets them to do the LRH PL on Senior HCO as well as execute the LRH program on External HCO and the FPPO Network of 1976.

ESTAB EXEC INT

4. Brief, fire and run successfully Senior HCO Int on their MOs.

ESTAB EXEC INT

5. Revise Senior HCO stats as covered in the Bright Idea and Plan of Sit One.

ESTAB EXEC INT

6. Get Cont Senior HASes put on Garrison MOs to do the LRH Senior HCO PL, run by Senior HCO Int.

SENIOR HAS INT

7. Write an issue that gives Senior HCO the authority and duty to investigate and handle with ethics any execs found with no HCO in his area on the ground that he is in violation of OEC Vol 0 and Vol 1. Lay out in this issue the penalty to be enforced by Senior HCO for execs found not having, unmocking or sabotaging their HCO.

ESTAB EXEC INT

8. Program out setting up an International Police for HCO located in Senior HCO to keep Senior HCOs, and HCOs clean. This must include locating the needed personnel, getting them through sec checks (including evil purposes, Black PR handlings, False Data Stripping), adequate training (they all must be very well trained as sec checkers), org board position, operating issues, stats, etc.

ESTAB EXEC INT

9. Execute the program to set up the HCO Police.

SENIOR HAS INT

10. Post an HCO Inspector in RTC to police Senior HCO and HCO and ensure they are there and operating. Have him operate off a program to police the Network and see that it is manned and not interfered with. Also set up an appeal line that HCOs and Senior HCOs can use if they are prevented from doing their job. HCO RTC, D/IG

11. "Verify from personal inspection of the existing evidence or the scene itself that every target has been fully done without omission, alteration, falsehood or exaggerated reports." EVALUATOR

12. "Look at current statistics and the results of the above inspection and the SITUATION of this evaluation as written above AND SEE IF THE SITUATION IS NO LONGER A THREAT." EVALUATOR

13. "Look again at the IDEAL SCENE as written above. Then look at the above two targets and further investigate and SEE IF THE IDEAL SCENE HAS NOW BEEN APPROACHED MORE CLOSELY OR ATTAINED." EVALUATOR

14. "A. If the above 3 targets do not show a favorable approach toward or attainment of the IDEAL SCENE, gather new data, investigate further and RE-EVALUATE or B. If the IDEAL SCENE has been more closely approached or attained the following commendations or awards are assigned." As appropriate. (LRH) EVALUATOR

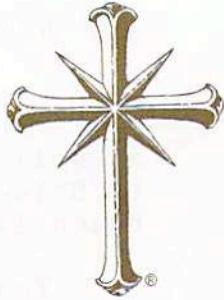
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ED INT & D/IG

for the

RELIGIOUS TECHNOLOGY CENTER



## INTERNATIONAL MANAGEMENT BULLETIN No. 41

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

TO: ALL STAFF  
SO ORGS  
CL IV ORGS  
CELEBRITY CENTRE® ORGS  
MISSIONS

5 February 1985

INFO: FOLOs/CLOs  
FLAG COMMAND BUREAUX  
SMI INT AND CONT SMI UNITS  
SOCO INT AND CONT SOCO UNITS  
ALL MANAGEMENT UNITS

FROM: BOOKS EXECUTIVE INTERNATIONAL

\*\*\* U R G E N T \*\*\*

### BOOKSALES:

#### YOUR FRONT LINE OF EXPANSION AND ORG PROSPERITY

"BOOKS ARE THE SPEARHEAD OF A PLANETWIDE OFFENSIVE AGAINST THE REACTIVE MIND, THE UNCONSCIOUS PART OF THE MIND THAT ENSLAVES THE SOULS OF MAN. SO ONLY A VERY REACTIVE PERSON WOULD STOP THIS VITAL FLOW OF DIANETICS AND SCIENTOLOGY BOOKS. YOU WANT PUBLIC IN? YOU WANT GI? IT WILL HAPPEN ONLY IF YOU'RE CLEVER IN MARKETING AND SELLING BOOKS. AND AT ABOUT 100X THE VOLUME OF PAST YEARS. BOOKS ARE YOUR SHELLS AND AMMO IN A PLANE-TARY ASSAULT. THEY'RE ALSO YOUR INFANTRY AND AMBASSADORS. PUT ATTENTION ON THEM!"

(LRH - LRH ED 343 INT  
BOOKS STRAIGHT TALK)

"BOOK SALES TO SCIENTOLOGISTS AND RAW PUBLIC ARE THE FRONT LINE OF EXPANSION AND ORG PROSPERITY.

"IF YOU DON'T FLAT OUT SELL BOOKS EVERY DAY YOUR ORG WILL STAGGER."

(LRH - HCO PL 15 Mar 75R  
BOOK OUTLETS OF AN ORG)  
ORG)

### BOOKS ARE SOURCE

LRH Books represent the primary communication line from SOURCE to all the people on earth. That includes Scientologists

as well as new public. It is the line which brings SOURCE to Scientologists and the broad public. Through that public reach is generated. And that is what future booms are made of.

Thus orgs pushing LRH Books and getting these into public hands in great volume are putting SOURCE into their environment and are guaranteed a very bright future.

No org wanting to achieve the size of Old Saint Hill has any business not furiously pushing LRH Books into public hands.

Not actively ensuring that LRH Books are being pushed and Source gotten to the public opens the door for squirrel Tech and Admin and thereby future decay of an org. An Org that will not push LRH Books hard and get them into Public hands is playing into enemy hands and playing with the future of the org and—in fact—the Freedom of Mankind.

These are statistical facts. Preceding every boom of any org was a period of heavy booksales. And no org who denied LRH Books and therefore SOURCE to the public has ever expanded.

#### BOOKSALES RESPONSIBILITY

An Org CO/ED has many responsibilities. He is responsible for every part of his org functioning and responsible for the Org GDSes being in a healthy range and rising. But regardless of what duties the Org CO/ED has and regardless of the amount of problems he has to handle, the wise CO/ED will always make sure THAT HIS ORG IS FLAT OUT SELLING LRH BOOKS TO THE PUBLIC.

No responsible CO/ED who cares about the prosperity of his org and bringing freedom to man will neglect pushing booksales H-A-R-D and every day.

It is also the responsibility of every staff member to see that LRH books are getting sold to the public in your Org and area—regardless of the actions of other people and regardless of other responsibilities and duties you have.

In 1975 LRH wrote a Policy Letter giving exact duties to the Org CO/ED to see that every staff member in the org who has opportunity to sell books actively does so. This is HCO PL 15 Mar 75R BOOK OUTLETS OF AN ORG. (A copy of this HCO PL is attached to this issue.)

"THE WISE C/O OR ED WILL EVERY DAY SPEND A FEW MINUTES GOING AROUND TO SOME OF THESE POINTS [book outlets] AND SEEING THAT BOOKS ARE BEING SOLD AT EACH ONE OF THEM. WHEN HE FINDS ANY POINT WHERE THIS IS NOT SO, HE RAPIDLY EVALUATES AND HANDLES SO THAT THAT POINT DOES SELL BOOKS.

"IN THE COURSE OF EACH WEEK HE SHOULD HAVE HANDLED AND GOTTEN ROARING EVERY POINT ON THIS LIST."

(LRH - HCO PL 15 Mar 75R  
BOOK OUTLETS OF AN ORG)

In 1979 LRH sent the famous LRH Book Mult (later issued as SOED 1258-1RE INT—copy attached to this issue). This telex was addressed to the org CO/ED. (Missions received a Booksales Mult from LRH issued as SMI INT ED 251.) The org CO/ED and every staff member is being counted upon to make very sure that his or her org or mission is actively and flat out selling books to all available public—students, pcs, public on Div 6 services and brand new public.

YOUR BOOK STORE OFFICER

The best way to ensure that LRH Books are being sold to the public at all times is by getting HCO PL 15 Mar 75R BOOK OUTLETS OF AN ORG and SOED 1258-1RE INT BOOKS in in your org and by POSTING A COMPETENT BOOK STORE OFFICER.

It is vital and absolutely mandatory that an Org has a competent Book Store Officer on post. If you do not have one posted you are way out of step with the current expansion activities and the world of Scientology®. And you are placing your org and your future at risk.

A competent and productive Book Store Officer is a MUST for any Org wanting to reach the size of Old Saint Hill as well as the org CO/ED ensuring the Book outlets of the org are producing as per HCO PL 15 Mar 75R BOOK OUTLETS OF AN ORG.

THE 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."

LRH ED 339R-1 THE MAKE-BREAK POINT OF AN ORG

The expansion of YOUR org or mission starts with volume of LRH Books being moved into public hands.

BOOKS MAKE BOOMS, but they have to be sold first. So sell LRH books flat out and boom!

BOOKS EXECUTIVE INTERNATIONAL

for and as a part of  
INTERNATIONAL MANAGEMENT

Approved by

ED INT and  
CO CMO INT

Authorized by  
AVC INT

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for the

CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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INT MGMT BULLETIN 41  
ATTACHMENT

5 February 1985

I AM INTERESTED in hearing back from YOU telling me what you think about this INT MANAGEMENT BULLETIN. I AM INTERESTED in hearing how you want to put it in in your org OR how you are already getting these actions in. Your input is VITAL. I will personally read it and answer you. so WRITE HERE (and use any additional paper as needed).

TO: BOOKS EXECUTIVE INTERNATIONAL ◀-----  
FROM: \_\_\_\_\_ (YOUR NAME)  
\_\_\_\_\_ (YOUR POST)  
\_\_\_\_\_ (YOUR ORG)  
RE: INTERNATIONAL MANAGEMENT BULLETIN 41  
BOOKSALES: YOUR FRONT LINE OF EXPANSION AND ORG PROSPERITY

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo  
Div 2  
Pubs Orgs  
Franchises

HCO POLICY LETTER OF 15 MARCH 1975R  
REVISED 22 MAY 1975

BOOK OUTLETS OF AN ORG

BOOK SALES TO SCIENTOLOGISTS AND RAW PUBLIC ARE THE FRONT LINE OF EXPANSION AND ORG PROSPERITY.

IF YOU DON'T FLAT OUT SELL BOOKS EVERY DAY YOUR ORG WILL STAGGER.

The book outlets of an org are listed below.

The wise C/O or ED will every day spend a few minutes going around to some of these points and seeing that books are being sold at each one of them. When he finds any point where this is not so, he rapidly evaluates and handles so that that point DOES SELL BOOKS.

In the course of each week he should have handled and gotten roaring every point on this list.

Included are the promotional points as well.

DIV 1 IN AN ORG:

RECEPTIONIST - Sells to new people coming in.

DIV 2 IN AN ORG:

DIR OF PUBS - Sells via mail orders and handles shipping.

BOOKSTORE OFFICER - Sells books from bookstore to all students and pcs and public.

LETTER REGES - Sell books by mail to CF by inserting book flyers in Letters Out.

BOOK BUYER LETTER REG - Sells books to book buyers in CF by mail by inserting book flyers in Letters Out. This is in addition to getting book buyers to buy services.

DIR OF PROMO - Sells books via ads in Org Mag and book flyers.

BODY REGES - Sell books as applicable in reg interviews.

ARC BREAK REGES - Sell books as applicable in reg interviews.

DIV 3 IN AN ORG:

CASHIER - Sells books as applicable in public interviews per HCO PL 20 November 1965 The Promotional

*Actions of an Organization No. 41 Dept 7 (Dept of Income) - Persuades payment of cash or increase in purchase wherever possible.*

DIV 6 IN AN ORG:

Dept 16:

ADS & INFO PACK OFFICER - Sells books by ads placed in public mags and newspapers and by mailing Info Packs to lists of new public.

BOOK UNIT I/C - Sells books on the street to raw public with a team of Div 6 Book Sellers.

BOOKSALES REP - Sells books to local book distributors and bookstores in community and provides bookstores and book distributors help and promotion to sell books to their customers.

TOURS - Div 6 Tours sells books when contacting people outside the org.

Dept 17:

TESTING OFFICER - Sells books to testing public who have appointment for Test Evaluation.

INTRO LECTURER - When doing Intro Lectures outside the org to public groups or audiences, also sells them books.

PUBLIC REGES - Sell books to raw public in reg interviews.

ORG DIV 6 TEST CENTRES OR DIV 6 SALES CENTRES RUN OUTSIDE ORG BY DIV 6 AS AN EXTENSION OF DIV 6 - Sell books to raw public coming to them.

Dept 18:

DIR CLEARING - Gets FSMs, Field Auditors, City Offices, Groups and Franchises to sell books to raw public via Book Award Programmes. Teaches FSMs and field how to sell books.

FIELD:

FSMs	)	
FIELD AUDITORS	)	
(Auditors Association)	)	All sell books to raw
GROUPS (Dianetic Counselling	)	public and can get
Groups, Gung-Ho Groups, Scn	)	books into bookstores
Groups)	)	in the community.
FRANCHISES	)	
CITY OFFICES	)	

FORMING ORGS:

Same outlets for books as an Org.

PIONEER AREA ORGS:

Same outlets for books as an Org.

FOLOs:

TOURS ORG - FOLo Tours Orgs sell books to prospects and advertise books.

FOLo ACE TEAM #2 (Ace Team run in FOLo Bu 6 that goes out and sets up Groups.) - Sells books in areas they visit.

BOOKS MARKETING I/C (in FOLo Bu 6) - Ensures distributors are sold books and liaises with Pubs.

PUBS:

BOOK DISTRIBUTION I/C - Sells books to book distributors.

A0s, SHs AND AOSHs:

In Div 1 and 2 they have same outlets as other Orgs.

Div 6 =

EVENTS & TOURS - Sells books to people on tour and at events.

DIR CLEARING - Gets field selling books the same as any Org Dir Clearing but additionally encourages and helps Orgs sell books to their public.

OUTSIDE BOOKSTORES (Public Bookstores in communities.) - Sell books to their customers.

FRANCHISE OUTLETS:

FRANCHISE RECEPTIONIST - Sells books to people coming in.

FRANCHISE PROMO OFFICER - Sells books via book flyers.

FRANCHISE PUBS OFFICER - Sells books via mail orders and handles shipping.

FRANCHISE BOOKSTORE I/C - Sells books via bookstore to students and pcs and public.

FRANCHISE REGES - Sell books in interviews.

FRANCHISE LETTER REGES - Sell books in letters by inserting book flyers.

FRANCHISE CASHIERS - Sell books in public interviews.

FRANCHISE DIV 6 DIRECTOR AND HIS STAFF UNDER HIS DIRECTION - Sell books to raw public and via info packs sent out to new public.

DIRECTOR OF FRANCHISE - Sets up Dianetic Counselling Groups in his area and makes them sell books to raw public.

FRANCHISE DIV 6 DIRECTOR (this function in some Franchises is done by the Franchise Director himself) - Sells books to local bookstores and distributors and provides help and promo to them to sell their customers.

#### WAYS TO SELL

There are many ways to sell books.

In London and Toronto in their early boom days, they had a panel truck, painted with DIANETICS and SCIENTOLOGY signs and from it they sold books on the street and in the parks. And the volume was great. And the org boomed.

BOOKS MAKE BOOMS.

But they have to be sold first.

L. RON HUBBARD  
FOUNDER

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E X E C U T I V E   D I R E C T I V E

SO ED 1258-1RE INT	23 May 1979
COs/EDs	Re-rev.
LCs	14 Sept 1984
FRs	Revisions in script
D/FBOs for MORE	Revised to revert
All Orgs, Msns	program to that given
RE:	in SOED 1258-1RB of
LRH Advices of	18 JAN 1981 and include
22 May 79 to CO/ED	D/FBO MORE responsibility
All Orgs and 16 Jun 79	for execution.
to all orgs, missions, groups, FOLOs.	

THIS IS THE FAMOUS, TIME HONORED, PROVEN PROGRAM TO  
BOOM BOOKSALES AS ORIGINALLY WRITTEN BY THE FOUNDER.

"B O O K S

BOOKS GIVE YOU YOUR EVENTUAL PUBLIC AND BUILD A FIELD.

1. At once put someone in charge of your book sales, double-hat and single-hat as feasible. \_\_\_\_\_
2. Break out any posters and fliers you have and get them into use. \_\_\_\_\_
3. Push books to the public on all potential sale points. \_\_\_\_\_
4. Issue an ED that all sales people who sell book(s) or course pack(s) to individuals get 15% commission, payable from HCO Book Account. Bulk Sales (as in volume sales to missions, groups, FSMs, etc.) are 5% commission, payable from the HCO Book Account. \_\_\_\_\_
- 4A. Salesmen (not including staff) who sell meter(s) to individuals get 15% commission for the sale of Mark VI meter(s) and 5% commission for the sale of Mark V meter(s), payable from the HCO Book Account. Bulk sales are 5% commission on Mark VIs and 1½% on Mark Vs, payable from the HCO Book Account. \_\_\_\_\_
- 4B. A staff member who sells meter(s) to individuals gets a 5% commission, payable from the HCO Book Account. Bulk sales are 1½% commission, payable from the HCO Book Account. \_\_\_\_\_
- 4C. All sales people who sell tapes, cassettes or insignia to individuals get a 15% commission, payable from HCO Book Account. Bulk sales are 5% commission, payable from HCO Book Account. \_\_\_\_\_
5. Get your Book Stocks records in order FAST. \_\_\_\_\_
6. Establish a Book Mail Order service with a 24 hour turn around per policy. Build up your Book Mail Order business QUICK. \_\_\_\_\_
7. Order adequate stocks of books and materials. Build up to having at least minimum book stocks per LRH ED 5 INT MINIMUM BOOKSTOCKS, ETHICS. \_\_\_\_\_
8. Stock all titles. Don't push the newest book, as they are all new books to the public you're selling to. \_\_\_\_\_

9. Make your DIV 6A Sec organize and hold seminars on individual book titles and publicly announce them one by one, one each week, that cover and go over the book of the week. Post big notices of such seminars, get it in your org mag and postcard it to a selected group of Field Scientologists.
10. Exhume "BOOKS MAKE BOOMS" and redistribute it to your staff.
11. LRH Comm to get this program in and debug.
12. Flag Rep to keep it in maintain.
13. Post a notice on your Staff Notice Board.

---

BOOKS CONTAIN THE LIFEBOOD  
OF WHAT YOU ARE  
SELLING AND DELIVERING

---

14. Qual Sec to establish a special sold service of clearing up misunderstood words found in books, using the Tech Dictionary. Announce the service at Book Seminars and otherwise promote it.
15. Force all students to buy Tech Dictionaries and Course Packs for their Course.

GOOD LUCK

Love,  
RON"

---

COS/EDs must see that the above are assigned as targets to the appropriate personnel in the org and must also ensure that each of these actions is done.

D/FBOS for MORE are responsible for execution from their hat as this is a logged program on D/FBO MORE N/W lines.

Issued by  
Lt Cmdr Phyll Stevens  
Commodore's Staff Captain  
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for the  
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## INTERNATIONAL MANAGEMENT BULLETIN No. 42

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

TO: ALL STAFFS  
ALL CLASS IV ORGS, CCs,  
SO ORGS AND FSO  
  
FROM: GI EXEC INT

12 February 1985

### URGENT—IMPORTANT

#### HARD SELL

#### SOFT SELL AND PRICE CUTATIVES

It has recently come to my attention that soft sell and price cutatives have occurred in some orgs resulting in lower income and staff pay. Some examples of this are: misimplementation of HCO PL 15 July 84 PROFESSIONAL RATES in one org, where it was found that the org did not insist on getting its public through their auditor training courses but used Professional Rates simply to discount the professional auditing in the HGC.

It was found that one org was selling only one service at the time to each public as the Registrar was not confronting his job and selling BLOCKS of Intensives and Courses as he should.

"Those Reges now on post must AT ONCE begin to sell BLOCKS of 12½ hour Intensives (such as 6 or 8) and BLOCKS of Courses (such as HSDC up to Class II or IV or highest courses of the org). The ED is to require this and stress to Reges that this is not only possible but was the way things were done in top level orgs. Each Reg convinced and doing it."

LRH ED 236 REGISTRATION PGM  
No. 2 Target 1

This may have occurred in YOUR org and you must realize that ANYONE DOING THAT IS ONLY BEING EFFECT OF A FEW SPs THAT TRY TO CUT DISSEMINATION LINES. Anyone going effect in such a way is letting the whole team down. This has a lot to do with you. It affects your org survival and your own pay.

#### YOUR DUTY

As a Scientologist™ and staff member it is your duty to be very alert for and act fast on anyone seeking to in any way lessen the value of the Services you are selling and delivering. The truth is that Scientology® services constitute the only workable road out.

"A few suppressive persons with their 'everybody' and 'they' have here and there over the years set up a price ridge between orgs and public.

"'You charge too much!' 'Money' 'Prices too high!' combined with 'everybody thinks' and other generalities have made executives believe that the public won't pay.

"Not detecting the true reason for this attack, the executive swallowed it whole. The true reason is a suppressive reason—if we don't charge we will vanish." — LRH HCO PL 27 APRIL AD15 ISS II PRICE ENGRAM.

### REALITY

LRH in Policy letter of 30 July 1963 CURRENT PLANNING, says:

"We're not in this for play. Our personal futures depend on keeping going and making no major flubs. It isn't a question of is there something else. There isn't. Nobody can be half in and half out of Scientology. Scientologists are Scientologists no matter what they do for a living.

"If we're going to make this we have to work at it personally, administratively and as a group and work well.

"The prize is regaining self and going free. The penalty for our failure is condemnation to an eternity of pain and amnesia for ourselves and for our friends and for this planet.

"If we fail we've had it. It's not just a matter of getting killed. It's a matter of getting killed and killed and killed life after life forever more. Even if you have no great reality on this now you will soon enough. But probably you already understand it."

### HARD SELL

It has been known for a long time that tough dedicated on-policy orgs with Registrars that are hard selling their public on the full Bridge, are the only orgs with stably expanding GI.

"HARD SELL MEANS INSISTENCE THAT PEOPLE BUY. IT MEANS CARING ABOUT THE PERSON AND NOT BEING REASONABLE ABOUT STOPS OR BARRIERS BUT CARING ENOUGH TO GET HIM THROUGH THE STOPS OR BARRIERS TO GET THE SERVICE THAT'S GOING TO REHABILITATE HIM."

LRH in HCO PL 26 Sept 79  
Issue III, COPYWRITING

### CONTROL

This tells us that one of the key points for successful Registration is Control.

"CONTROL=INCOME"

HCO PL 21 Feb 1961 CHOOSING PE  
AND REGISTRATION PERSONNEL

"One does not describe something, one commands something. You will find that a lot of people are in a more or less hypnotic daze in their aberrated state, and they respond to direct commands in literature and ads. If one does not understand this, and if he doesn't know that Dianetics and Scientology are the most valuable service on the planet, he will not be able to understand hard sell or be able to write a good copy."

"So realize that you're not offering cars or life insurance or jewelry or stocks or bonds or houses, or any of the transitory and impermanent things which are based on things not surviving or on things that are in fact being destroyed. You're offering a service that's going to rehabilitate the thetan and that is lasting."

#### HCO PL 26 Sept 79 COPYWRITING

The exact tech for selling is laid out in the book: BIG LEAGUE SALES CLOSING TECHNIQUES by Les Dane, and referred to by LRH in LRH ED 236 REGISTRATION PGM No. 2. The exact use of BLS tech is integral to hard sell.

"The Why of this scene is that Reges are not closing because they do not know or use Big League Sales."

"Just as auditors or a tech division will fail if they do not know or use the tech and if no one is making sure it is in use, so will Registrars fail if they do not know or use the tech of selling."

"Some are so PTS to persons who invalidate their product that they go into unconscious agreement and prevent its sales. You don't put PTS people on Reg lines."

"On the other side of the scene, there are Reges who seem utterly magical. People walk in and people buy in droves, the money mounts up to great heights."

"They use the tech of selling and use it straight. They are not in doubt about what they are doing. They do it. They do not alter the tech or squirrel. They just plow right ahead and SELL and CLOSE and take the money in full."

#### LRH ED 236 REGISTRATION PGM No. 2

#### THE REASON FOR ORGS

Tough dedicated on-policy Orgs which are Hard Selling their public on the road to freedom sell big packages of Training and Processing and get the public to take the services. They are the booming Orgs. They do not Q and A with the bank—they get their public up The Bridge™ NOW.

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

#### HCO PL 14 Feb 65 SAFEGUARDING TECHNOLOGY

Your Org has recently been sent a pack with the key Source issues on the subject of Hard Sell.

- Use this Pack. Make it known to all staff.
- Post Registrars in Division 2 and Division 6B.
- Train them on Big League Sales.
- Do not tolerate price cutatives, illegal discounts, soft sell and for any other staff member to go effect of a few natterers who have as sole purpose to enturbulate and suppress the org. Get the natterers to Ethics instead—and Hard Sell and flourish and prosper!
- INSIST THAT PEOPLE BUY SCIENTOLOGY AND DIANETICS™ SERVICES AND MATERIALS AND MOVE UP THE BRIDGE AT ONCE.

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

LRH in HCO PL 31 Jan 1983  
THE REASON FOR ORGS

GROSS INCOME EXECUTIVE  
INTERNATIONAL

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for and as part of  
INTERNATIONAL MANAGEMENT

Approved by  
ED INT and  
CO CMO INT

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## INTERNATIONAL MANAGEMENT BULLETIN No. 48

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

TO: ALL STAFF  
ALL ORGS AND UNITS  
ALL MISSIONS

1 April 1985

FROM: INTERNATIONAL MANAGEMENT

RE: ETHICS AND DISSEMINATION

Ref:	HCO PL 18 June 1968	ETHICS (Vol 0, pg 153)
	HCO PL 11 May 1965	ETHICS OFFICER HAT (Vol 1, pg 406)
	HCO PL 13 Nov 1974	HCO MAY DO CONFESSONAL LISTS
	HCO PL 23 Mar 1985	ORG ETHICS AND TECH
	HCO PL 7 Aug 1965	SUPPRESSIVE PERSONS MAIN
	HCO PL 22 July 1982	CHARACTERISTICS OF (Vol 1, pg 427)
		KNOWLEDGE REPORTS

### SPs AND DISSEMINATION

Dissemination is the prime target of the Suppressive Person. An SP—being insane—will always seek to disrupt and cut our dissemination lines—promotion, booksales and income lines.

Whenever you see low income and low staff pay, a lack of booksales and no promotion, you KNOW that ethics is out and suppressive influences have crept in on your dissemination lines. Maybe even to the point of having no staff left in the Dissemination Division (Div 2) at all!

A new LRH Policy, HCO PL 23 Mar 1985 ORG ETHICS AND TECH, just came out for all staff. LRH makes it very clear that for an org to expand, for Scientology® to succeed, Ethics must be kept in ruthlessly.

"The answer is Ethics. Lay off not wanting to commit overts. What size overt is it to let the whole human race rot because one didn't have guts enough to handle discipline? That's a gigantic overt—to have the tools and not apply them." (HCO PL 23 Mar 1985 ORG ETHICS AND TECH.)

In truth, suppressives will natter about ethics as it is Ethics that prevents orgs and the Bridge to Freedom from being distracted and hampered by these same SPs so all well intentioned people can go free and we can carry on unimpeded with our purpose of creating a new civilization where decent men can have rights.

OUR BATTLE

International Management is here to ensure that the goals and purposes as laid out by LRH are becoming a reality. Our unreserved intention and effort is to build up on Source, on Policy, strong and booming orgs which reach old Saint Hill size.

We must have strong and standard on Policy orgs which set the people in their areas free.

All those who help make this happen, and there are many, have our entire support. Those very few who attempt to disrupt orgs and block others from going free will be prevented to do so.

As stated again by LRH in the new HCO PL 23 Mar 85 ORG ETHICS AND TECH making it possible for people to walk the road to Freedom will only occur with in-Ethics Staff members in in-Ethics environments.

ETHICS TECH AND "ROLLBACK"

A recent investigation into dissemination lines in orgs and areas revealed that orgs previously were very active in keeping and getting in ethics on their dissemination lines. Enturbulation and enthetra was not being tolerated. SPs were driven out, PTSes handled.

And their income and booksales were soaring!

Orgs were liberally using ethics investigations and metered ethics interviews to isolate blocks on income and booksales lines when these were not expanding and booming.

Often, ethics handlings, HCO metered interviews, ethics investigations and Rollback were all classified under the general heading of "Rollback" while in many cases—the Rollback really was standard ethics investigations as covered in HCO PL 11 May 65 ETHICS OFFICER HAT (Vol 1, p 406).

Rollback is the name of a precise technical action done by someone properly trained in its use. It is an investigatory technique that can be used to track down the source of destructive action.

Since Rollback Tech is now being exported with new Pilot checksheets and materials are now being kept confidential, some orgs ceased to use the vital tools of the Ethics Tech altogether to spot and handle blocks and enturbulation on their dissemination lines.

But what those orgs were doing was right! Ethics investigations, use of sec checking, rollback where trained personnel on it are available, are vital tools that must be used. Otherwise the org is left wide open to the enturbulation of a few wishing to disrupt and stop others from going free.

THE IMPORTANCE OF ETHICS

Per HCO PL 18 June 1968 ETHICS (Vol 0, pg 153) 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.

It is LRH's clearly stated intention that each and every org must expand and build up to the size of old Saint Hill. Int Management is making very sure this happens.

Thus no attempts to suppress or "other fish to fry" can be tolerated.

It is easy to see that where stats are down and won't come up, you have out ethics having entered the lines. And the answer is to detect, isolate and HANDLE the source of the out ethics.

The out ethics and suppression from a few cannot be allowed to make it so hard on the many who want and work to get big booming orgs that will bring about a clear planet.

#### THE ETHICS OFFICER

Ethics investigations and handlings are usually done by the Orgs Ethics Officer (but can be done by anyone in HCO and Qual or a senior).

The target of the Ethics Officer is areas of low production and down statistics. That is where the out ethics and counter intentions will be found. These are the areas holding the show down and preventing org expansion.

It is vital that these areas do get handled and the Ethics hat be worn in the org.

"THE WHOLE FAILURE OF CASES AND RESULTS LIES IN LACK OF AN EFFICIENT ETHICS SECTION IN AN ORG."

"You won't lose any people because of Ethics. On the contrary, they'll swarm in. Only SPs will blow. So do it, do it, do it."

HCO PL 23 Mar 1985  
ORG ETHICS AND TECH

#### STAFF MEMBER RESPONSIBILITY

It is not only up to the Ethics Officer to get in Ethics.

It has long been proven that staff members do not tolerate downstats with their peers.

The Staff Member's tool—whenever he sees an area of the org being downstat and not actively expanding and thereby letting HIM down—is KNOWLEDGE REPORTS.

It is the duty and responsibility of every staff member to write a Knowledge Report on any non optimum condition being allowed to exist and persist. If no results from writing a Knowledge Report, the staff member must alert the CLO or FOLO and Flag Command Bureaux of the situation stating all specifics. Ref: HCO PL 22 July 82 KNOWLEDGE REPORTS.

International Management will back up any staff member who is productive and in Ethics and who is getting Ethics in in his environments.

Only an in ethics and productive org will make it to the size of Old Saint Hill.

SUMMARY

We are seeking to get Tech in on an out ethics planet which is majorly in the hands of suppressives.

And we will accomplish this with the help of every well intentioned staff member.

Do not tolerate counter intention, out ethics or enemy lines intended to disrupt and prevent your hard work. It is our responsibility to not let anyone risk the chance we have at this time to bring Freedom to Mankind.

The answer is to increase one's confront of evil and recognize the presence of out ethics and suppression. Break out the Meter and investigate.

Don't tolerate downstats and out ethics. Int Management will back you up to the hilt.

This planet and our future are at stake.

What you do will make the difference.

Captain Guillaume Lesevre  
Executive Director International

for and as part of  
International Management\*

Approved by  
CO CMO INT

Authorized by  
AVC INT

for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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\*International Management includes the WATCHDOG COMMITTEE (and directly under WDC is Int Finance Office), CMO International, and the ED International and the International Executive Strata.

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 23 MARCH 1985

(Taken from Sec ED 44 Int,  
issued 2 Jun 65, same title.)

Remimeo  
All Execs  
All Staff  
HCO Hats  
Qual Hats  
Tech Hats  
All Registrars and  
Tours personnel  
All Marketing  
personnel

ORG ETHICS AND TECH

(Hat Check on all Executives)

(Reference:

HCO PL 23 Sep 64	POLICIES: DISSEMINATION AND PROGRAMS
HCO PL 19 Sep 79	Marketing Series 11 PR Series 40 PROMOTION
HCO PL 7 Aug 65	SUPPRESSIVE PERSONS, MAIN CHARACTERISTICS OF
HCO PL 17 Jun 65	STAFF AUDITOR ADVICES)

SOFT SELL

You do not bring your dissemination down to your quality of delivery.

You bring your delivery up to your dissemination.

SOFT SELL means vaguely maundering about your product.  
Example: "Scientology sometimes makes people worry a bit less."

Now, of course, if you don't deliver good Scientology, that mirrors what you can deliver.

The right course is to figure out what you should deliver and promote it and gear up and polish up and deliver it.

The "Little Brown Church in the vale" mock-up where the community can come and sing and not be too unhappy is horrible. If Scientology is that in your area, you better really figure out what it can do and do it and say you do it. You're using an atom bomb to raise pigeons in.

THE WHOLE FAILURE OF CASES AND RESULTS LIES IN LACK OF AN EFFICIENT ETHICS SECTION IN AN ORG.

If Ethics is out in your area you'll never get tech in. Auditors will goof and alter-is, supervisors will foul up, and tech doesn't get run or taught. And this gives you a tendency to soft sell BECAUSE YOU AREN'T DOING SCIENTOLOGY.

ANY process we have ever had, had only TWO failure points — (1) pc was a PTS or SP (2) Auditor or supervisor was not using standard processing procedure. There were NO other reasons.

This is a fantastic advance if you only realize it and get it fully used.

There is no Reasonable Reason about any of it except (1) pc was a PTS or SP (2) Auditor or supervisor didn't practice standard procedure in delivery.

The answer is Ethics. Lay off not wanting to commit overts. What size overt is it to let the whole human race rot because one didn't have guts enough to handle discipline? That's a gigantic overt — to have the tools and not apply them.

Execs, if there is any slightest bit of "soft sell" going on in your org, the actions that must be taken are:

- (1) Get in Ethics hard in your org and area. Raise hell with it.
- (2) Upgrade and remorselessly standardize your HGC delivery. Never let a PTS or SP get by without full Technical and Ethics action. When you have a case flub in the HGC you get it promptly, same instant, to the Case Supervisor who determines whether it is (a) PTS or SP or (b) Auditor goof or (c) nothing wrong and returns pc back where he came from — same auditor in HGC. If it is (a) the pc gets standard Ethics and Technical handling as per policy on PTS or SP. If it is (b) the Auditor gets corrected with Cramming and Ethics. Don't do another thing than the above or you'll be messed up.
- (3) Upgrade and remorselessly standardize your Academy. If a student is not getting through material, send at once to Qual Div. It is (a) student is PTS or SP or (b) student has misunderstood or (c) non-standard course such as shifted checksheet or refusal to check out or let the student have material. For (a) send the student to Ethics for standard policy handling. For (b) the student is sent to Dept of Correction for Cramming and Word Clearing (at his own expense) and is then sent back, through the Examiner, to Course. For (c) the Supervisor is sent to Ethics and Cramming and the student returned to Course. Never vary and be as hard on people who don't do the above exactly as you are on students.
- (4) Get Executives turning in their 1 May 65 Pol Ltr reports on goofs on staff. And turn in any Executive who fails to so report a staff member who goofs or fails to comply.
- (5) Get a reality on what you should be producing and produce it. What are you trying to produce? Decide and do it.

- (6) Get a grip on the decisions of the Org Pattern — "Yes" greater than "No", "No" greater than "Yes" or no action. This means there are only two decisions possible and if neither is, you send the person or dispatch back where he or it came from. If there are 4 or more choices, your org pattern is not in correctly.
- (7) GET RID OF DISTRACTIONS FROM SCIENTOLOGY in your org. Baby sitting or raffle tickets and such nonsense. You need a Reception Room that is not your Comm Centre, but which is PLASTERED with charts and data about Scientology where loose bodies can wait — and learn.
- (8) Stop trying to cope with minor matters and get your org board in — that takes care of the lot. Get up a 8'9" long sheet of blue Formica with its bottom 3½ feet from the floor or more and the board 4' or more high and put your new org pattern on it. Assign all your people to departments. And get more people.
- (9) Knock off the Soft Sell and flubbed delivery. You can make Releases with any Level you've got if you get Ethics in as above.
- (10) Recognize we're ready to roll. It's a new civilization we're after and we'll do it. And in less than five years!

You won't lose any people because of Ethics. On the contrary, they'll swarm in. Only SPs will blow. So do it, do it, do it.

L. RON HUBBARD  
FOUNDER

Adopted as Official  
Church Policy by the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

LRH:CSI:rw:dk

INT MGMT BULLETIN  
No. 48  
ATTACHMENT

FILL IN THIS FORM AND RETURN IT TO INTERNATIONAL MANAGEMENT

INTERNATIONAL MANAGEMENT <----- Date \_\_\_\_\_  
FROM: \_\_\_\_\_ (Name)  
\_\_\_\_\_  
(Post)  
\_\_\_\_\_  
(Org)

1. You have now read the International Management Bulletin No. 48 and HCO PL 23 Mar 1985 ORG ETHICS AND TECH. How can you apply these issues from your post?

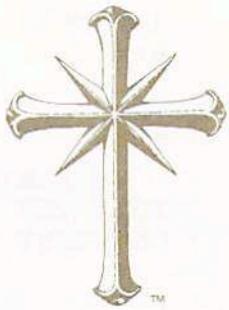
2. What actions can you take from your post to improve the Ethics standards in your area and org?

3. How can you make this intention more well known in your area?

4. Is there any help you need from International Management in applying Ron's new HCO PL and this Int Management Bulletin?

Give this form filled in to your org Flag Rep or place it in the nearest out basket.

Thank you very much!



## INTERNATIONAL MANAGEMENT BULLETIN No. 49

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

TO: ALL STAFF ALL ORGS  
MISSION HOLDERS, MISSION EDs

10 April 1985

INFO: ALL CLO/FOLO STAFF  
SMI, SOCO, WISE CONT OFFICES  
ALL STAFF FCB  
SMI INT, WISE INT, SOCO INT  
GOLDEN ERA PRODUCTIONS  
SNR EXEC STRATA  
CMO INT  
WDC  
RTC

FROM: ESTABLISHMENT EXECUTIVE INTERNATIONAL

### I M P O R T A N T

#### NEW LRH DANGER CONDITION ISSUES AND DANGER CONDITION HANDLING CHECKSHEET

Reference: HCO PL 25 Mar 85, DANGER CONDITION HANDLING  
MINI-COURSE  
HCO PL 23 Mar 85, ORG ETHICS AND TECH  
HCO PL 22 Mar 85, Esto Series 60, FULL DANGER  
CONDITION HANDLING  
HCO PL 24 Mar 85, RESPONSIBILITY, CONTROL AND  
DANGER CONDITIONS  
HCOB 22 Mar 72RA, Rev. & Reiss. 24 Mar 85,  
DISAGREEMENT CHECK

LRH has just issued a brand new checksheet and three new policies and a new HCOB on the subject of Danger Condition Handlings. It is absolutely vital that these issues, and all LRH tech and policy on this subject, are in the hands of executives and staff and put to full use.

Where we have had any areas of downstats and difficulty in the past in the overall expansion of International Scientology® Applied Religious Philosophy, it has been due to unhandled or mis-handled danger conditions.

Where a staff member or org has run into trouble, it has very commonly been due to an unapplied or misapplied danger condition formula.

This LRH tech is completely essential in achieving our expansion aims.

FURTHERMORE, IT IS A VITAL POINT OF INTERNATIONAL STRATEGY THAT THE FULL LRH TECH ON DANGER CONDITIONS IS KNOWN AND APPLIED ON EVERY POST, BY EVERY EXECUTIVE, IN EVERY ORG AND ECHELON.

INTERNATIONAL ORG FORM

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

(HCO PL 15 Jan 66, HOLD THE FORM OF THE ORG,  
page 202 OEC Vol 0)

With the release of the Command Chart of International Scientology, giving the streamlined command channels and standardized international organizational form, a milestone was achieved: on-Source, fast and stable lines which WILL result in expanding orgs, moving up to and beyond the size of Old Saint Hill. Getting in the form of the org internationally is a key factor of international strategy to achieve the purpose of every org reaching and surpassing the size and property of Old Saint Hill. It was Ron's intention that these lines be made known, and followed.

It is the duty of every executive and staff member to hold in the international org form, by following the command channels. Where bypass of these channels is occurring, strict application of the danger condition—assigning the condition, and doing the formula in full—is the only route to getting the proper channels in and production going up. The only place we could fall down would be to fail to handle danger conditions where they exist or may arise.

THEREFORE WHERE BYPASS OCCURS INTO AN AREA, THE DECLARATION OF DANGER CONDITION IS MANDATORY BOTH IN ASSIGNING AND DOING THE FORMULA.

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

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

(HCO PL 19 Jan 66, DANGER CONDITION, WARNING,  
page 207 OEC Vol 0)

OFFICE OF APPEAL

International Management's intention is to expand orgs through ruthless application of standard tech and policy and strict adherence to standard org form on an international and individual org basis. ONLY on-Source orgs will survive and grow. And for your own and this planet's sake, orgs MUST grow.

Those who follow tech and policy to the letter and expand their areas thereby have our full back up and protection.

Occasionally intervention and bypass has continued beyond a point where the executive in charge is able to take back full control and responsibility for the organization or activity.

Therefore an Office of Appeal has been established in Senior HQO International. The Office of Appeal provides recourse whereby executives by-passed and not permitted to control their areas can appeal and, on promise of managing their areas, get perpetual by-pass off their lives. Such appeals need only be accompanied by the exec's own stats and a program of what they intend to do.

TIME MACHINE ORDER

Per HCO PL 30 Jan 83, YOUR POST AND LIFE:

"IF ONE KNOWS THE TECH OF HOW TO DO SOMETHING AND CAN DO IT,  
AND USES IT HE CANNOT BE THE ADVERSE EFFECT OF IT."

LRH has provided us with the tech for handling danger conditions, with a brand new course, the DANGER CONDITION HANDLING MINI-COURSE, HCO PL 25 March 85. It can be completed in three daily study periods of 2 1/2 hours each.

For executives—Department Heads and above—this course is MANDATORY.

Packs are available from your nearest Publications Organization and if not yet ordered must be ordered at once.

Any incomplete course an executive is in progress on should be completed, any pre-requisites to the Danger Condition Handling Mini-Course should be done forthwith, and all executives are expected to then get onto and through the course without delay or interruption.

An International Time Machine Order is therefore issued as follows:

ALL DEPT HEADS AND ABOVE IN CLASS IV ORGS AND CELEBRITY CENTRE® ORGS, SEA ORG ORGS, FLAG SERVICE ORG, FLAG CREW ORG, ESTATES AND HOTEL ORGS, ALL STAFF IN CLOs/FOLOs, ALL CONTINENTAL SMI, WISE, AND SOCO OFFICE STAFF, ALL SMI, WISE, AND SOCO INT STAFF, AND ALL FLAG COMMAND BUREAUX CREW MUST SUCCESSFULLY COMPLETE THE DANGER CONDITION HANDLING MINI-COURSE BY NO LATER THAN 23 MAY 1985.

FOR NON-ENGLISH SPEAKING AREAS, ALL DEPT HEADS AND ABOVE ARE TO COMPLETE THE DANGER CONDITION HANDLING MINI-COURSE NO LATER THAN 6 WEEKS AFTER RECEIPT OF THE COURSE PACKS IN THEIR NATIVE LANGUAGE.

Mission Holders/Mission EDs are expected to complete the course no later than 7 June 1985.

THERE WILL BE AWARDS FOR THE FIRST ORG IN EACH CONTINENT WHICH COMPLETES THIS COURSE ON ALL EXECS.

Any Scientology Org executives who do NOT successfully complete the Danger Condition Handling Mini Course by the stated Time Machine date will be reviewed by Senior HCO as to their suitability for holding an executive post.

The SSO and HCO Hatting Officer of the org are responsible for enforcing this order. Senior Qual and Senior HCO Networks International and in each Continent will be seeing to it.

SUMMARY

Organizationally, we are moving ahead at speed. And our gains are measured by the degree we get in LRH's standard tech and policy. The vast majority of staff and orgs are doing splendidly in this.

With LRH's new breakthrough on handling danger conditions, we have a very bright future ahead of us—IF it is applied.

"There's the frying pan—there's the fire. The cheerful note about it is that if the formula is applied you have a good chance of not only rising again but also of being bigger and better than ever."

(HCO PL 19 Jan 66, Iss II, DANGER CONDITION,  
RESPONSIBILITIES OF DECLARING)

ESTABLISHMENT EXECUTIVE  
INTERNATIONAL

for and as part of  
International Management\*

Approved by  
EXECUTIVE DIRECTOR INTERNATIONAL

Authorized by  
AVC INTERNATIONAL

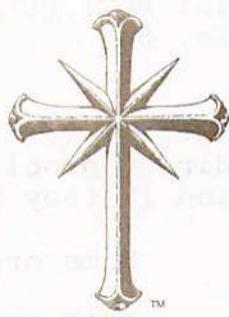
for the  
CHURCH OF SCIENTOLOGY  
INTERNATIONAL

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# INTERNATIONAL MANAGEMENT BULLETIN No. 51

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

TO: ALL ORGS  
CLOS  
FLAG COMMAND BUREAUX  
ALL EXECS AND STAFF

FROM: CO CMO INT

6 June 1985

URGENT - IMPORTANT

## **SERVICE AND DELIVERY STRATEGY AT ORG LEVEL**

REF: HCO PL 23 Jan 83 THE REASON FOR ORGS  
HCO PL 10 Sep 82 EXCHANGE, ORG INCOME AND  
STAFF PAY

It is vital and important that you know this one fact:  
THE REASON FOR ORGS IS TO SET PEOPLE FREE.

I am telling you this so that any action of an unscrupulous SP or PTS can be cast aside in favor of getting on with your org business. The Current International Production Strategy is to SERVICE THE EXISTING FIELD FOR ALL IT'S WORTH WHILE BUILDING UP THE ORGANIZATION AND ROUTES FOR NEW PUBLIC IN.

We have a revitalized field and if your org is not experiencing this summer's boom, then this becomes a matter of the utmost concern for every staff member -- and for International Management.

## THE REASON FOR YOUR ORG

The only reason the Church was founded was to directly sell and deliver on-Policy, in-Tech Dianetics and Scientology to the public of this planet for LRH alone could not single handedly train and audit over 4 billion people. That is the only reason the Church exists! And that is the only reason we are managing it.

And the stats of posts and orgs directly measure whether this is being done. And, if an org's stats are down it is a

direct proof that its execs and staff are not customer oriented and if they are up, it proves you are.

Some orgs have been responding poorly on just one point:

THAT POINT IS SELLING AND DELIVERING MATERIAL AND SERVICE TO CUSTOMERS.

Unless an org concentrates on selling and delivering material and services to customers it will have a hard time. Getting this done by all orgs is the prime interest of Management. In Scientology our customers are all existing and potential parishioners. That means every public person.

YOUR POST

Every post on an org board has a role in accomplishing this.

Anyone who backs this up and does it is extremely valuable and is totally safe on post and will be backed up and supported.

Anyone found not actively supporting or doing this will receive no mercy.

Any idea that an org is there for any other reason than to sell and deliver materials and service to the public must be cast aside.

You have the Tech and the Policy. You have the public demand for services. You have a revitalized field. You only need to sell and deliver the materials and in-Tech service and you will flourish and prosper and have extremely satisfied customers moving into and through your org on their way UP The Bridge <sup>T.M.</sup> to OT <sup>T.M.</sup>.

STABLE DATUM

Always keep this in mind: YOU ARE THERE TO SELL AND DELIVER MATERIAL AND SERVICE TO CUSTOMERS.

This is covered in policy letter after policy letter by LRH, and in the many International Management Bulletins issued over the last two years.

If you find that your post actions are not fully aligned to this, no matter what the post, and your post stats will tell the story, then you must change your operating basis so that what you are doing on your post does fully align with selling and delivering material and service to customers. What to do, and how to do it, is fully covered in LRH HCO PLS, HCOBs, books, tapes, cassettes and films.

Anyone trying to confuse you by telling you to do things which do not align with the STABLE DATUM given above is factually suppressing the expansion of your org and Scientology. Do not be mild in dealing with suppression. You have a job to do and it is the most important job in the universe and never let anyone lead you to believe otherwise.

EXCHANGE

By applying the stable datum of selling and delivering material and service to customers and doing it actively, moving public

up The Bridge to Total Freedom, the org will move into the fourth condition of exchange described in HCO PL 10 Sept 82, EXCHANGE, ORG INCOME AND STAFF PAY, where the org produces in abundance and gives better than expected quality:

"4. The fourth condition of exchange is not common but could be called exchange in abundance. Here one does not give two for one or free service but gives something more valuable than money was received for.

"This fourth principle above is almost unknown in business or the arts. Yet it is the key to howling success and expansion."

- LRH

ACTIONS TO TAKE

What you need to do is really very simple: you must do the functions of your post as laid out in LRH Policy and Tech to the end result of sales, call-in and delivery of materials and service to the public to speed their advance on the road to Total Freedom, and you must demand that the other staff in your org do the same so that maximum forward progress can be achieved. By doing this the org will flourish and prosper and so will you personally.

So keep in mind what LRH says in HCO PL 31 Jan 83 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!"

- LRH

By selling and delivering to your public you will flourish and prosper. We're behind you. Move in!

Captain Marc Yager  
CO CMO International

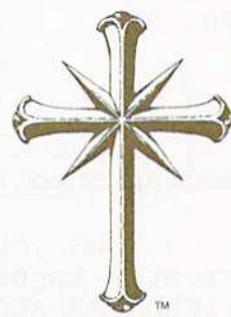
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# INTERNATIONAL MANAGEMENT BULLETIN No.52

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

TO: ALL ORGS  
ALL CLOS  
FLAG COMMAND BUREAUX  
ALL EXECS AND STAFF

15 June 1985

## SERVICE AND EXPANSION

Ref: HCO PL 13 Jan 1983 THE REASON FOR ORGS  
Int Mgmt Bulletin No. 51 SERVICE AND DELIVERY  
STRATEGY AT ORG LEVEL

Your org, right now, should be engaged in a MAXIMUM  
DELIVERY EFFORT. You have a revitalized field: the  
Portland crusade has been an unprecedented success, with  
Scientologists everywhere joining in a shoulder to shoulder  
effort to secure religious freedom for all. We have gained  
more favorable press world-wide than ever before in our  
history and more continues to pour in daily. We have more  
allies than ever before.

A TREMENDOUS ENTHUSIASM HAS BEEN CREATED AND IT IS VITAL THAT YOUR ORG CAPITALIZES ON IT TO BOOM SCIENTOLOGY IN YOUR AREA LIKE NEVER BEFORE.

Our achievements must now be turned into a boom in your org. The public wants to contribute as they are part of the team.

This means a tremendous Call-In, Sales and Delivery drive to get all existing public into the org and onto and through services, gaining more and more freedom by moving up The Bridge®, must now take place.

It means that Div VI activities must be stepped way up with FSMs activated, reach out actions increased, booksales to public rocketed, Auditor's Association instituted, Sunday services popularized, Intro services and Div VI routes standardized and streamlined all to the result of the new popularity of Scientology channeled into more and more beings

moving onto and UP The Bridge to Total Freedom.

Thus your Current Int Production Strategy now assumes a greater importance than ever before: you must SERVICE THE EXISTING FIELD FOR ALL IT IS WORTH WHILE BUILDING UP THE ORGANIZATION AND ROUTES FOR NEW PUBLIC IN.

And that is why your org is there:

"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."

- LRH  
HCO PL 31 Jan 1983,  
Corr & Reiss 6 Feb 1983  
THE REASON FOR ORGS

Orgs which are applying the above, casting aside anything that does not contribute to their expansion, are moving up to Old Saint Hill size.

But what if your org is small or not swiftly moving up to Old Saint Hill size?

#### THE WHY

In 1965 LRH found the WHY for orgs which do not expand.

It is covered in SEC ED 40 Int, which is quoted here in full:

---

"It is fascinating why small orgs stay small.

"They aren't rigged to give service to the public.

"They think only a Saint Hiller can teach a course or audit a pc. What happens to their own Academy people?

"A Saint Hiller has no business 'teaching' a course. It's a supervisor job to see students go over HCOBs and hear lots of tapes, appear on time and study. A supervisor (Instructor) who has to lecture or is answering questions is acting against policy.

"And how come Saint Hillers are the only ones that audit pcs? Didn't a small org train its people well enough to audit the public?

"A Saint Hiller should be in Tech, certainly, but not as a supervisor (instructor) of a course or the only full time staff auditor.

"Why can't small orgs get staff? Is it that it 'lowers their unit'?"

"That would be odd thinking.

"With no services unit for the public (Acad and HGC - real ones) they'll never get any unit at all.

"What are all these 'part time staff auditors'? That's wildly against policy. Part time staff serves on evening and week end courses but never on a real HGC.

"If an org doesn't set up to give service by having a real service (tech) division, it can't give service, can it? So it stays small.

"The mystery of the small org I now consider solved. It doesn't set up to deliver real training or processing to the public, so of course, furnishing no brisk service, it stays small. That's all the mystery. The Assoc Sec\* takes a tech post like D of P, a Saint Hiller audits some people, and it's considered an org. Well it's not.

"There is no org in the world that could stay small if it got in its posts and began to deliver real Scientology.

"A big org does not mean big executive work. The new pattern takes care of that. So why stay small?"

L. Ron Hubbard  
Founder

---

### RESPONSIBILITY

In the view of management, if an org is not getting its production roaring and if it does not have its gross divisional stats going up up up then that org is not applying LRH policy and is NOT doing all it can to SERVICE ITS CUSTOMERS. The public demand is there, moreso than ever. It is simply a matter of getting the public in and delivering real Scientology.

If an org IS expanding, then it is recognized to be an on Source org and has protection and back-up.

If the situation described in SEC ED 40 applies to your org, then it is up to you, no matter what your post, to see that it is handled.

Your own pay and prosperity depends on this simple fact. And so does the hope for freedom of all the beings in your area.

"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."

"SO: MAKE IT HAPPEN!

"THE STARS WAIT!"

- LRH  
HCO PL 31 Jan 83,  
Corr & Reiss 6 Feb 83  
THE REASON FOR ORGS

\* With the current org board, the Association Secretary is now called Org Exec Sec.

Captain Guillaume Lesevre  
ED INTERNATIONAL

Approved by  
CO CMO INT

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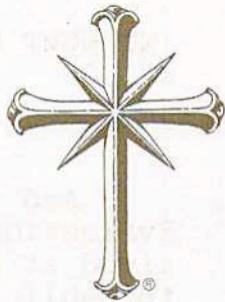
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T.M.



## INTERNATIONAL MANAGEMENT BULLETIN No. 56

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

TO: ALL STAFF  
ALL CLASS IV ORGS,  
CCs AND SO ORGS

14 July 1985

FROM: ED INTERNATIONAL

REF: HCO PL 31 JAN 83	THE REASON FOR ORGS
HCO PL 19 MAR 68	SERVICE
INT MGMT BULLETIN 51	SERVICE AND DELIVERY STRATEGY AT
	ORG LEVEL
INT MGMT BULLETIN 30	IMPORTANT - INTERNATIONAL STRATEGY
	FOR ORGS

### THE PURPOSE OF YOUR ORG\*

Hello!

I have something very important to tell you. It is so important that instead of writing an issue and sending it to you, I recorded it to be able to tell you directly.

In truth, there is probably nothing more important than this. It is the reason why we're here and this is about what we want to do.

Ron says it better than anyone in a Policy called "The Reason for Orgs". He says,

"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!" (LRH\*\*)

Ron could not audit and train by himself the 4 billion people of Earth. So the only reason the Church was founded, the only reason every Scientology org, mission, group and unit exists is to either directly sell and deliver on-policy, in-tech Dianetics and Scientology services, or help make this happen.

[\*This is a transcript of tape briefing 8507C03INT from the Executive Director International to all staff of Scientology orgs]

And that is also the reason why Management is here. Evaluations, programs, issues, telexes, missions -- all are aimed at getting Scientology materials and services delivered to public.

Let's say an org has only two auditors. Well, Management is concerned, as two auditors is too few. So, it will tell this org the LRH™ policy it needs to apply to get more auditors. Or, it will send a program, based on LRH policies and HCOBs that, when done, will get auditors procured.

All the work of Management is aimed solely and entirely at helping orgs perform the Business of Orgs. And the Business of Orgs is SETTING PEOPLE FREE BY SELLING AND DELIVERING DIANETICS AND SCIENTOLOGY MATERIAL AND SERVICES TO PUBLIC.

Actually, every post in every org has a role in doing just that. It is not only the auditors and the registrars who are concerned with selling and delivering material and services to public. Every post on an org board contributes to doing just that.

Take a look at it. If the Receptionist of the org does not know why he's there, does not know why the org is there and how this relates to his post -- he, for example, might be rude with people or will even turn them away when they come in the org asking for information about Dianetics and Scientology. If he knows that every post in the org, including his own, is there to contribute getting Dianetics and Scientology sold and delivered -- he will politely but surely route those asking for information to the org Registrar instead of out the door.

If the Registrar knows that he's also there for the same reason, he will sign the people up for materials, training and auditing. If the Director of Tech Services also knows why he's there, he will get the person started on course and in session.

And the same goes for the Supervisors and the Auditors who deliver the services.

You may say, "Well, this is true of this post, but for example, how does this relate to the HCO Area Secretary of the org?" Have you ever seen an org where there is no Receptionist or no Registrar or no Director of Tech Services? Or there is a Receptionist and a Reg but they don't know the tech of their post? That would prevent the org from selling and delivering materials and services, wouldn't it?

That's where the HCO Area Secretary comes in. His HCO recruits, posts and hats. And the only reason it does that is so the org can sell and deliver Dianetics and Scientology material and services to public. THERE ARE NO OTHER REASONS.

EVERY POST IN EVERY ORG EXISTS TO KEEP THE ORG THERE AND ACCOMPLISH THIS.

And I'll tell you something -- an org which knows that will solve any real or imagined problems that get in the way. It will rid itself of arbitrariness and of any influences that would prevent selling and delivering to public and getting in new public to sell and deliver to.

AND THE ORG WILL BOOM!

All the statistics of each post in an org directly measure whether this is being done. Management manages by statistics

because, in reality, if an org stats are down it is direct proof that its execs and staff are ignoring the public and are somehow refusing to sell and deliver.

If the statistics are uptrending, it proves you are servicing your public and clearing your area. It proves that you know why the org is there and that you are using the tech and policy in your possession to set people free.

We have a revitalized field. Why do I say that? Scientology has recently been getting more favorable press and support -- not only from Scientologists™ -- but also from the public at large, religious leaders and celebrities, too. And this is occurring internationally.

More and more officials around the world are recognizing our drug rehabilitation programs. The letters sent to Ron are hitting highest ever month after month. Favorable letters sent to myself from public and staff are also higher than ever before. LRH books are on the bestseller lists in more and more countries. Per surveys and investigations, it has been proven beyond doubt that public reach and demand for books, materials and services is enormous.

ANY REAL OR IMAGINED BLOCKS ARE STRICTLY INTERNAL TO THE ORGANIZATION AND CAN THUS BE SOLVED BY STAFF MEMBERS USING THE LRH TECH AND POLICIES YOU DO HAVE.

It is up to every staff member to utilize the public reach to sell and deliver Dianetics and Scientology materials and services and boom your org.

As you know, the Current Production Strategy is for the orgs to Service their existing field for all it is worth, while building up the organization and routes for new public in.

Every staff member who backs this up, and by his actions and statistics shows he's contributing to this strategy, will be fully backed up and supported. Such staff members are very valuable and they are appreciated.

Anyone found not supporting or doing this -- well, I don't even want to talk about that!

While this may sound harsh to a few, if we fail while we have the chance as we do now to get and keep people on the road to Total Freedom, the future will be far harsher for all.

My message to you is: DISCARD ANYTHING THAT IS NOT HELPING YOU AND YOUR ORG SELL AND DELIVER MATERIAL AND SERVICES TO PUBLIC AND GET IN PUBLIC TO SELL AND DELIVER TO.

This is why your org is there. If you do this, applying exactly Ron's tech and policies, you can count on our unconditional support.

As Ron says in the SERVICE policy letter,

"The watchword is SERVICE.

"I don't care how many rules you break if they're broken to give unselfish service to one another and the public. We live for service not for rules.

"If the combined power of all of us and all organizations were exerted as a shoulder to shoulder effort we would take this planet just as we are and with no more than we know." (LRH\*\*\*)

Alright, it's been great talking to you and I want to thank you for being there.

And now together, let's do it!

Captain Guillaume Lesevre  
ED INTERNATIONAL

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for the  
CHURCH OF SCIENTOLOGY  
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\*\* 1st quotation from HCO PL 31 Jan 83 THE REASON FOR ORGS © 1983 LRH  
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\*\*\* 2nd quotation from HCO PL 19 March 68 SERVICE (OEC Vol. 0 p. 281)  
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